Sunderland City Council

# SCRUTINY COMMITTEE

# AGENDA

**Meeting to be held in the Civic Centre (Committee Room No. 1) on Thursday, 17th April, 2014 at 2.00 p.m.**

## Please note the change in usual time for this meeting

**Membership**

Cllrs, Bonallie, Howe, Kay, T. Martin, Shattock, Tate, Waller and N. Wright

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

ITEM                                                                                    PAGE

1.      **Apologies for Absence**                                                          -

2.      **Minutes of the last Meeting of the Committee held**                              1
        **on 13th March, 2014** (copy attached).

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

        **Part A – Cabinet Referrals and Responses**

        No Items

        **Part B – Scrutiny Business**

4.      **Update on the Health and Wellbeing Strategy and the**                            8
        **Better Care Fund**

        Report of the Executive Director of People Services and
        Sunderland NHS Clinical Commissioning Group (copy
        attached).

**Contact:**      **David Noon Principal Governance Services Officer      Tel:  561 1008**
                 **Email:  david.noon@sunderland.gov.uk**

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

**Part E –CCFA/Members Items/Petitions**

No items


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

9th April, 2014.

**At a meeting of the SCRUTINY COMMITTEE held in the CIVIC CENTRE on THURSDAY, 13th MARCH, 2014 at 5.30 p.m.**


**Present:-**

Councillor Tate in the Chair

Councillors Bonallie, Kay, T. Martin, Shattock, Waller and N. Wright.

**Also Present:-**

Councillor Williams
Councillor H. Trueman (in respect of item 4 – Sunderland Safer Partnership, Key Achievements).


**Welcome**

The Chairman welcomed everyone and thanked Philip Foster, Chief Operating Officer at Sunderland Care and Support and his staff for offering to host the meeting and providing a tour of the facility.


**Apologies for Absence**

Apologies for absence were submitted to the meeting on behalf of Councillor Howe and also from Ms A Blakey.


**Minutes of the last Meeting of the Committee held on 13th February, 2014**

1.      RESOLVED that the minutes of the last meeting of the Scrutiny Committee held on 13th February, 2014 (copy circulated), be confirmed and signed as a correct record.


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

There were no interests declared.


**Safer Sunderland Partnership: Key Achievements 2013/14 and Strategic Priorities 2014/15 and Update on the Work of the Police and Crime Panel**

The Lead Policy Officer for Community Safety submitted a report (copy circulated), which highlighted for Members' information, some of the Safer Sunderland Partnership's key achievements in delivering the Safer Sunderland Strategy during the last year, the key strategic priorities for the partnership for the year ahead,

Y:\Governance\Committee\Holding files for email reports etc\Scrutiny Committee\14.04.17\Item 2 - Minutes of the Last Meeting.doc

Page 1 of 266

together with the work of the Police and Crime Panel (the statutory scrutiny mechanism in relation to the elected Police and Crime Commissioner).

(For copy report – see original minutes).

Councillor H. Trueman, Deputy Leader, introduced the report advising that The Safer Sunderland Partnership had been informed by the Police and Crime Commissioner for Northumbria (PCC) that there would be no funding for Community Safety Partnerships for 2014/15.

Stuart Douglass, Lead Policy Officer for Community Safety, confirmed that for 2014/15 onwards the Home Office indicated that PCCs would have local discretion on whether to continue to support partnerships from the main police grant. On 17th February the PCC met with partnership Chairs and Lead Officers to confirm that she would not be passporting any funding to the Partnerships. Councillor Trueman, added that perhaps this was an issue that the Scrutiny Committee might like to look at.

With regard to crime in general Mr Douglass advised that for the first time in 10 years Sunderland had seen an increase in overall crime. Nevertheless Sunderland was performing relatively well when compared to the other 33 Police Force areas across England and Wales that had also seen increases in overall rates of crime.

In conclusion Councillor Trueman advised the Committee that a meeting had been arranged with Vera Baird (PCC) on Thursday 5th June, 2014 to which all members of the Council would be invited.

In response to an enquiry from the Chairman, Mr Douglass advised that the Integrated Offender Management Unit brought together a group comprising Police, Probation and Prison Officers together with drug and alcohol abuse personnel to help manage the behaviour of offenders, which would include visits up to 2 to 3 times a week. The loss of the PCC funding would have an impact on the Unit but it was too soon to assess any long term effect. It was also worth noting that the Probation Service was to become a new Trust with regard to the work it carried out in respect of community offending.

Councillor N. Wright referred to discussion on the increase in shoplifting and the circumstantial evidence that to a large extent it was items such as nappies and foodstuffs that were going missing. Councillor Trueman and Mr Douglass advised that there was no evidence that the downturn in the economy and the changes to the benefits system had driven desperate people to steal. It was thought however that 'professional' shoplifters were turning to items like nappies rather than higher end goods because the state of the economy and the benefits changes had created a 'demand' for these essential products.

Councillor Wright reported that the local police Inspector at the last North Sunderland Area Committee had attributed the rise in shoplifting in the area to the recent opening of Tesco and Sainsbury's stores which had perhaps provided greater opportunity for theft. Councillor Wright stated that it was therefore extremely important that members had a formal analysis of the shoplifting figures, including a breakdown of exactly which items were being stolen so that trends could be identified and conclusions drawn based on empirical evidence.

Y:\Governance\Committee\Holding files for email reports etc\Scrutiny Committee\14.04.17\Item 2 - Minutes of the Last Meeting.doc

Page 2 of 266

Councillor Shattock concurred with Councillor's Wright's suggestion and advised that she had asked Inspector Carthy to provide a breakdown of what was being stolen. She added that she had attended a governors training session the previous day hosted by Southwick Primary School. During discussions, the issue of the recent sharp increase in male suicides had been raised. Although the Head Teacher wasn't able to provide solid evidence, in her professional opinion, the rise was being driven by debt, pressure from loan sharks, broken relationships alcoholism, cuts in welfare and shear basic poverty.

Councillor Williams advised that current experience at Next had indicated that greater numbers of children's clothes were being stolen than was previously the case. There were also examples of children walking out of the store dressed in stolen new clothes leaving the old clothes in the changing room.

Councillor Kay stated that he had previously worked within the Probation Service and advised that the changes within that organisation would be seismic. There was to be a new Tier One provider or perhaps two if the region was sub divided into North and South areas. He referred to the performance of the Safer Sunderland Partnership which he believed displayed underlying good trends. The sting in the tail however was the funding cessation which would place in jeopardy a lot of the good work being undertaken at street level. A critical mass would soon be reached where there would be no option but to release funding. He referred to the format of the report which although containing a lot narrative did not provide a level of detail with regard to specific inputs and outputs. This detail would be helpful for members in highlighting trends. With regard to a further enquiry from Councillor Kay, Mr Douglass advised that although the 'Safer Sunderland Partnership Delivery Plan' was not a public document, he could not see a problem in sharing it with members or providing a briefing. With regard to the detailed level of performance data referred to by Councillor Kay, he advised that such data was reported to the Partnership and he could circulate a copy for members information if required.

2.      RESOLVED that the report be received and noted.

**Announced Inspection Action Plan – Progress Monitoring Report**

The Head of Children's Safeguarding, People Directorate, submitted a report (copy circulated) which provided the committee with a further update on the progress of the implementation of the action plan arising from the announced inspection of safeguarding and looked after children services which took place in February / March 2012 and also information on the new Inspection Process introduced by Ofsted in November 2013.

(For copy report – see original minutes).

Councillor T. Martin referred to Plan Ref No. G1 regarding the online staff questionnaire issued to gather information on ethnicity and asked if completion was compulsory. Meg Boustead replied that it was not and that members of staff could elect not to do so if they wished.

In response to an enquiry from Councillor Williams, Ms Boustead advised that she believed staff levels were appropriate however maternity leave, sickness and

Y:\Governance\Committee\Holding files for email reports etc\Scrutiny Committee\14.04.17\Item 2 - Minutes of the Last Meeting.doc

Page 3 of 266

suspension all meant that maintaining these levels was difficult. Councillor Williams referred to the use of part time staff and Ms Boustead confirmed that there were a number of part time staff and a multitude of different flexible working arrangements.

With regard to an enquiry from Councillor Williams regarding timescales in dealing with complaints, Helen Lancaster advised that she would source the information and supply her with a copy.

In response to a further enquiry from Councillor Williams, Ms Boustead advised that there were currently four children being privately fostered in Sunderland.

With regard to the new Ofsted inspection regime, Ms Boustead advised that the format would differ significantly from previous inspections and would be very much geared towards the experiences of children and families. The only local authority in the North East to have undergone the inspection to date was Hartlepool.

The Chairman referred to the previous involvement of the Scrutiny Committee in the inspection process and asked if this was likely to be replicated. Ms Boustead advised that this was unlikely. The process was likely to be much tighter in focus concentrating on the service users and the difference made to their lives rather than elected members and senior officers.

In response to an enquiry from the Chairman, Ms. Boustead advised that weekly preparation meetings were being held in anticipation of an inspection and that the first draft of the self assessment had been completed.

Councillor N. Wright having asked what areas were likely to require improvement, Ms. Boustead stated that this would involve the quality of assessments, the quality of plans and a clear understanding of the required outcomes for the family and the child. In common with the introduction of any new regime, it was often difficult to change established ways of thinking. This was especially the case when people were really busy and under stress, where the natural response was to revert to the default position of doing things the way they had always been done.

Councillor Shattock welcomed the criteria upon which ofsted would judge the Council as detailed in paragraph 4.2 of the report.

In response to an enquiry from Councillor Waller, Ms Boustead advised that opportunities as child protection volunteers were available for students coming out of university. Councillor Waller referred to rumours that mental health would face the brunt of funding cuts to be made by the CCG. Ms Boustead replied that as far as she was aware no cuts were imminent with regard to tier 3 services and there were definitely no cuts being made to tier 2 services. Ms Lancaster advised that she and Ms Boustead would investigate the issue on Councillor Waller's behalf and report back to her.

3.      RESOLVED that:-

   i)      the report be received and noted and;

   ii)     given that action plan had now been monitored for a period of two years
           and that a new inspection regime was forthcoming, the Progress

Y:\Governance\Committee\Holding files for email reports etc\Scrutiny Committee\14.04.17\Item 2 - Minutes of the Last Meeting.doc

Page 4 of 266

Monitoring report in respect of this action plan be no longer submitted to the Committee.

**Health, Housing and Adult Services Scrutiny Panel Referral: Draft Housing Financial Assistance Policy April 2014 – March 2017**

The Lead Scrutiny Member for Health Housing and Adult Services submitted a report (copy circulated) providing the Scrutiny Committee with the Health Housing and Adult Services Scrutiny Panel's findings and recommendations in relation to the draft Housing Financial Assistance Policy April 2014 – March 2017.

(For copy report – see original minutes).

Mr Nigel Cummings, Scrutiny Officer presented the report highlighting the conclusions and recommendations arising from the panel's investigations.

Consideration having been given to the report it was:-

4.      RESOLVED that approval be given to the following recommendations from the Health, Housing and Adult Services Scrutiny Panel:-

   i)      that the Scrutiny Committee supports the Draft Housing Financial Assistance Policy recognising the need to make revisions in light of current housing practice and financial considerations;

   ii)     that in agreeing the policy the Scrutiny Committee also acknowledges the significance within the policy of developing information, advice and guidance within local communities, including enabling local communities to gather and manage their own intelligence, to ensure that areas receive advice which is relevant to the needs and demands of that area;

   iii)    that recognition is given to the importance of crime reduction measures including specialist advice and guidance within potentially vulnerable areas as a way of increasing an areas resilience against crime; and

   iv)    that consideration is given to scoping potential funding options for future Decent Homes work including exploring the use of the value of the loans book within the regulatory framework of the policy.

**Children's Services Scrutiny Panel Referral: Children and Young People's Plan Refresh**

The Lead Scrutiny Member for Children's Services submitted a report (copy circulated) providing the Scrutiny Committee with the Children's Services Scrutiny Panel's findings and recommendations in relation to the refresh of the Children and Young People's Plan (CYPP).

(For copy report – see original minutes).

Y:\Governance\Committee\Holding files for email reports etc\Scrutiny Committee\14.04.17\Item 2 - Minutes of the Last Meeting.doc

Page 5 of 266

Mr Nigel Cummings, Scrutiny Officer presented the report highlighting the conclusions and recommendations arising from the panel's investigations.

Consideration having been given to the report it was:-

5.      RESOLVED that approval be given to the recommendation of the Children's Services Scrutiny Panel that the CYPP Plan refresh makes reference to the work of area committees, People and Place Boards and frontline councillors in communities and acknowledges the potential influence and involvement that these groups can have in delivering on the key objectives of the CYPP Plan

**Notice of Key Decisions**

The Chief Executive submitted a report (copy circulated) providing Members with an opportunity to consider those items on the Executive's Notice of Key Decisions for the 28 day period from 11th February, 2014.

(For copy report – see original minutes).

Councillor Kay reiterated his previous comments about the lack of detail provided on the notice and asked whether any progress had been made in addressing this. Ms Lancaster advised that investigations were continuing into the most appropriate means of providing more information about the decisions to be made.  It was intended that the results would be considered at the next development day as there was only one Scrutiny Committee left in the current municipal year. In the meantime where Members had specific queries they should contact her in advance of the Scrutiny Committee in order that further detail could be provided at the meeting.

Councillor Kay having requested that the minutes continued to reflect the discussions so the issue was not allowed to slip, it was:-

6.      RESOLVED that the Notice of Key Decisions be received and noted.

**Annual Work Programme 2013/14**

The Chief Executive submitted a report (copy circulated) attaching for Members' information, the work programme for the Committee's work being undertaken during the 2013/14 council year.

(For copy report – see original minutes).

7.      RESOLVED that the information contained in the work programme be received and noted.

**Lead Scrutiny Member Update**

Y:\Governance\Committee\Holding files for email reports etc\Scrutiny Committee\14.04.17\Item 2 - Minutes of the Last Meeting.doc

Page 6 of 266

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

(For copy report – see original minutes).

Consideration having been given to the report it was:-

8.      RESOLVED that the update of the Lead Scrutiny Members be received and noted.

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

(Signed)      R.D. TATE,
              Chairman.

Y:\Governance\Committee\Holding files for email reports etc\Scrutiny Committee\14.04.17\Item 2 - Minutes of the Last Meeting.doc

Page 7 of 266

**SCRUTINY COMMITTEE**                                    **17<sup>th</sup> April 2014**

**UPDATE ON THE HEALTH AND WELLBEING STRATEGY AND THE BETTER CARE FUND**

**REPORT OF THE EXECUTIVE DIRECTOR OF PEOPLE SERVICES AND SUNDERLAND NHS CLINICAL COMMISSIONING GROUP**

**1.    Purpose of Report**

1.1   This report sets out the progress of the Health and Wellbeing Strategy from approval through to the development of an implementation plan.

1.2   It also sets out the context for the Better Care Fund and its contribution to the strategy.

**2.    Background**

2.1   The Health and Wellbeing Strategy (HWBS) was published on 1st April 2013.  The view of the Health and Wellbeing Board (HWBB) is that the majority of the activity needed to deliver the Strategy is already being carried out as part of day to day business – therefore the Strategy is focussed on capturing the difference the Board can make and concentrates on how things can be done differently in order to gain better outcomes for residents.

**3.    Strategy Progress**

3.1   Each of the Strategy's 6 objectives has a Sponsor and Lead appointed to them who are developing an implementation plan for their objective

| Objective | Sponsor | Lead |
|---|---|---|
| 1. Promoting understanding between communities and organisations | Cllr. Graeme Miller - Health, Housing and Adult Services Portfolio Holder | Jacqui Reeve – Washington Mind |
| 2. Ensuring that children and young people have the best start in life | Cllr. Pat Smith - Children's Services Portfolio Holder | Sandra Mitchell – Head of Community and Family Wellbeing |
| 3. Supporting and motivating everyone to take responsibility for their health and that of others | Cllr. John Kelly - Public Health, Wellness and Culture Portfolio Holder | Gillian Gibson – Consultant in Public Health |
| 4. Supporting everyone to contribute | Nonnie Crawford – Director of Public Health | Berni Whitaker – Enterprise Manager |

| 5. Supporting people with long-term conditions and their carers | Dave Gallagher – Chief Officer (CCG) | Debbie Burnicle – Director of Commissioning & Change (CCG) |
| 6. Supporting individuals and their families to recover from ill-health and crisis | Cllr. Mel Speding - Cabinet Secretary | Neil Revely – Executive Director of People Services |

3.2 The HWBS Implementation Group was created in order to take the Strategy forward. The Chair of the Group is Neil Revely (Executive Director of People Services) and the membership of the Group includes the Objective Leads and other contributors from across the council and its partners including the VCS, The University and NHS providers.

3.3 Implementation plans for each objective are currently being developed that focus on how things can be done differently and incorporating the Strategy's design principles: Strengthening Community Assets; Prevention; Early Intervention; Equity; Promoting Independence and Self-Care; Joint Working; and Addressing the factors that have a wider impact on health and life course.

3.4 The emphasis within the Strategy is upon doing this differently, this in turn means that the implementation plan must take a wholly new approach to improving the health of residents, by changing the way in which current services are provided and looking to alternative ways of improving the health of residents.

3.5 In doing so the intention is to make residents, wherever possible and appropriate: much more resilient and able to understand and address their own health needs, independent and empowered and less reliant on public services. The manner in which services are provided will change with greater emphasis and reliance on volunteers, existing community networks and the VCS, thereby mobilising, building on and making better use of existing community strengths

3.6 The Draft Implementation Plan for the Strategy is to be presented to the HWBB on the 16th May 2014.

## 4. Health and Social Care Integration

4.1 One of the key elements of the Strategy is Joint Working – which is translated in practice into shaping and managing cost effective interventions through integrated services.

4.2 There is recognition nationally and locally that the public, clients and patients do not always experience good quality, joined up health and social care services. Often they have to try and navigate around a complex system which inevitably leads to health and health care seeking behaviours which create additional pressures on the system with no added benefit to patients or clients.

4.3 Within Sunderland, a significant amount of work has been progressed to create the conditions for integration and alignment of resources at various levels across the city.

There is a strong track record of aligning resources towards certain targeted client groups, key outcomes and also at an area or neighbourhood level to better meet local needs (both formally and informally) and developing local responsive services.

4.4 Building upon the work that has been progressed, the vision for integration in Sunderland, which was approved by the Board in November 2013, lies in transforming the way health and social care works together.

> *The vision is to ensure that local people have easy and appropriate access to health and social care solutions which are easy to use and avoid duplication. By doing this we will work with citizens, patients, and carers, as well as those who can support those solutions, including health and social care providers to change behaviours to ensure appropriate care, in the right place at the right time.*
>
> *The new system will consist of truly integrated multi-agency working so that local health and social care systems work as a whole to respond to the needs of local people. It will support people to be in control and central to the planning of their care so they receive a service that is right for them.*
>
> *Integrated services will be bring together social care and primary/community health resources into co-located, community focussed, multi-disciplinary teams, linking seamlessly into hospital based and other more specialised services* (vertical integration)*.*

4.5 This will be supported by:
- Integrated working between health and social care to assess people's needs
- Integrated working to plan and manage care to ensure continuity
- Anticipatory case finding, supporting a prevention model
- A single engagement process for the people of Sunderland to influence and inform service development
- Integrated IT systems allowing information to be shared amongst those who need it, including the individuals themselves
- Working differently to nurture community resilience

## 5. Better Care Fund

5.1 Within the context of integration, the Better Care Fund was announced in late 2013, bringing together a number of existing funds between the local authority and CCG into one central pot, The national guidance issued in a joint letter from the Local Government Association and NHS England in October 2013 recognises that the :

> *"£3.8bn pool brings together NHS and Local Government resources that are already committed to existing core activity. (The requirements of the fund are likely to significantly exceed existing pooled budget arrangements). Councils and CCGs will, therefore, have to redirect funds from these activities to shared programmes that deliver better outcomes for individuals."*

5.2 The plan for 2015/16 needs to start in 2014 and form part of a five year strategy for health and care integration. Part of the better care fund will be linked to performance and further information is awaited on this aspect. Related performance measures are likely to include:

- Delayed transfers of care
- Emergency admissions
- Effectiveness of reablement
- Admissions to residential and nursing care
- Patient and service user experience.

5.3 A template was provided to assist with the development of the Better Care Fund Plan and national conditions have been defined to include:

- Plans to be jointly agreed
- Protection for social care services
- 7 day services at weekends
- Improved data sharing including being specifically based on the NHS number
- Joint approach to assessment and care planning
- Agreement on the impact of changes in the acute sector.

5.4 The national fund equates to £3.8bn pooled budget which is likely to mean a minimum of £24m for Sunderland and will be created from: Core NHS funding and funding composed of:

- Carers Breaks
- CCG Reablement funding
- Capital funding e.g. Disabled Facilities Grant
- Existing transfer from health to social care
- Additional transfer from the NHS to social care

5.5 The council completed the outline template for the draft by the deadline of 14th February and has recently submitted the final version for the deadline of the 4th April.

## 6. Conclusion & Recommendations

6.1 Members of the Scrutiny Committee are invited to comment on the progress of the Health and Wellbeing Strategy and proposals for Better Care.

## 7. Background Papers
Sunderland Health and Wellbeing Strategy 2013

_____

**Contact Officer:**     Karen Graham
                         Email Karen.graham@sunderland.gov.uk

**MONITORING THE DELIVERY OF AGREED SCRUTINY RECOMMENDATIONS**

**REPORT OF THE HEAD OF SCRUTINY AND AREA ARRANGEMENTS**

**1.      Purpose of the Report**

1.1      To provide the Scrutiny Committee with progress in relation to the implementation of agreed scrutiny recommendations from previous policy reviews conducted by the relevant scrutiny committees during 2011/12 and 2012/13 respectively.

**2.      Background**

2.1      It is the responsibility of the Scrutiny Committee to monitor progress against the recommendations in relation to all previous policy reviews the scrutiny function has undertaken.

2.2      This report outlines progress on the 20 policy reviews undertaken in 2011/12 and 2012/13.

2.3      As part of the new scrutiny arrangements, in 2012 the Scrutiny Committee revised the monitoring arrangements in relation to policy reviews whereby only the previous two years worth of recommendations are monitored.  Monitoring is done by exception, which in practice means that those recommendations that fall into the blue (not deliverable), amber (on schedule) or red (not on schedule) categories are the only issues considered by the Committee. This is to ensure that the Scrutiny Committee does not become over burdened in its capacity to monitor recommendations.

**3.      Current Position**

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

| Policy Review | Rag Key | | | |
|---|---|---|---|---|
| | ● **Green** (achieved) | ● **Blue** (not deliverable) | ● **Amber** (On schedule) | ● **Red** (Not on schedule) |
| **2011/12** | | | | |
| University City | 6 | 0 | 0 | 1 |
| At What Cost? The Effects of High Cost Credit and Illegal Loan Sharks on Local Communities | 30 | 0 | 1 | 0 |
| Demonstrating Local Accountability | 11 | 0 | 0 | 0 |
| Building a Sustainable and Last Legacy in Sport and Physical Acitvity | 28 | 3 | 0 | 0 |
| Rehabilitation and Early Supported Discharge | 10 | 0 | 1 | 0 |
| Low Carbon Vehicles in the Delivery of Public Services | 5 | 5 | 2 | 1 |
| Veterans | 11 | 0 | 3 | 0 |
| Community Cohesion | 9 | 0 | 0 | 0 |
| As Soon as Possible; Early Intervention and Locality Services in Sunderland | 19 | 0 | 0 | 0 |
| **2012/13** | | | | |
| Implications of the Education Act 2011 | 8 | 0 | 0 | 0 |
| Tell us Once for Bereavement | 5 | 0 | 2 | 0 |
| Mental Health Pathways | 4 | 0 | 4 | 0 |
| Transition of Public Health and its Impact on Outcomes for the City | 4 | 0 | 3 | 0 |
| Reducing Reoffending | 3 | 0 | 7 | 0 |
| The Governments Work Programme | 5 | 0 | 2 | 0 |
| Delivery of Apprenticeships in Sunderland | 6 | 0 | 2 | 0 |
| Increasing Young People's Involvement in Service Design and Delivery | 7 | 0 | 1 | 0 |
| Domestic Violence | 6 | 0 | 0 | 3 |
| Empty Properties in Sunderland | 12 | 0 | 0 | 0 |
| Waste and Recycling in Sunderland – Approach to Community Engagement | 7 | 0 | 3 | 1 |
| **Total** | **196** | **8** | **31** | **6** |

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

## 4. Recommendations

4.1 It is recommended that the Scrutiny Committee:-

(a) Notes the progress towards completion of the actions detailed within the Action Plans appended to this report **(Appendices A-T)** and seeks clarification on content where felt appropriate; and

(a) Where issues of concern are highlighted, agrees to commission the relevant scrutiny lead member to undertake further work and report back to the Scrutiny Committee

## 5. Background Papers

5.1 Scrutiny Committee agenda 14 June 2012, scrutiny committee papers 2011/12 and 2012/13

_____

Contact Officer:    Helen Lancaster Scrutiny Coordinator
                    0191 561 1233
                    Helen.lancaster@sunderland.gov.uk

Prosperity and Economic Development Scrutiny Committee: University City: Policy Review recommendations 2011/12

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 1 | 0 | 0 | 6 | 7 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | The Council and University continue to investigate means of developing partnership working around Aim 1 of the Economic Masterplan in order to coordinate work on business growth and economic development and to make the most of available resources | Through the Aim 1 Group, the University, Council and other Partners will explore opportunities for co-ordinating activities aimed at stimulating business growth through the efficient use of resources. This will be instigated by the production of a detailed Aim 1 Delivery Plan. This will be supplemented by the actions identified in the emerging Enterprise & Innovation Strategy | Andrew Perkin, Lead Policy Officer, Economy & Sustainability | Dec 2012 | ● | **Update: Mar'13:** Working through the ELB Aim 1 Group, the Council, University and other partners have established strong partnership working mechanisms to develop the Enterprise & Innovation Strategy (Jan'13), the Creative Industries Strategy (Dec'12), and to work together to identify future challenges in relation to economic and business growth (on-going) |
| B | That the University, Council and other delivery partners continue to work together to ensure that business advice and guidance is provided in a coordinated and complementary manner along the lines of a one stop shop approach | Through the Aim 1 Group, key partners and stakeholders (including the University and Council) will actively work together to provide co-ordinated business advice and guidance. The first step will be to understand the range of provision across all partners/delivery agents. Business support services will be mapped as part of the Enterprise & Innovation Strategy, and the intelligence shared with partners to review and update on a frequent basis – via the Aim 1 group. This information will be used to | Andrew Perkin, Lead Policy Officer, Economy & Sustainability | Oct 2012 | ● | **Update: Mar'13:** A number of activities and measures have been implemented, including joint team meetings to share service activity and current workloads, identification of key contacts to promote to customers, and regular information sharing sessions between customer-facing staff. In addition the ELB have agreed the new Enterprise & Innovation Strategy, which advocates further co-ordination of business advice and support between partners, including local |

Prosperity and Economic Development Scrutiny Committee: University City: Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | produce an Enterprise and business growth scoping document, to influence the emerging Enterprise & Innovation Strategy | | | | and national providers. |
| **C** | That the University looks to further develop its links with the City's business community and increase its understanding of the needs of local businesses and the ways in which it can respond with appropriate expertise, support and guidance including through a large scale networking event or a high profile trade fair | The University will review its links with the business community, and its business offer, and where appropriate, respond with services and support, including collaborative efforts, that develop closer business links<br>Opportunities for networking events or trade fairs will be explored.  This will include developing relationships with bodies such as the Sunderland Business Network, the NECC, etc. | David Donkin, University of Sunderland | Mar 2013 | 🟢 | **Update: Mar'13:**<br>A number of activities have been embedded into ways of working to support the University in developing links with the business community, including working with and supporting the Sunderland Business Group and the Sunderland Business Network, hosting a range of business networking activities and events . In addition, the University, working with partners, submitted a bid to the Regional Growth Fund to develop the "Business Hub".  Although unsuccessful, the partners have agreed to work together to develop some of the bid components to support improved collaboration and co-operation.<br><br>The Intern Factory is up and running and enables employers to recruit graduates into short and longer term roles. It is currently (Mar'13) advertising 20 available opportunities. (http://sunderlandinternfactory.co.uk/) |

Prosperity and Economic Development Scrutiny Committee: University City: Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| **D** | That the University should work to promote its profile in the city and better publicise and market its considerable strengths and successes including through the development of a promotional document summarising its contribution to the local economy and economic regeneration in the city and the region | The University will work with partners to maximise opportunities for improving profile and raising awareness of the University in the City, Through the Enterprise and Innovation Strategy, opportunities to showcase the significant contribution the University brings to the local economy will be highlighted. | David Donkin, University of Sunderland | On-going | ● | **Update: Mar'13:** Working with a range of partners, the University have promoted and publicised the activities they undertake for business, and have attended and hosted a number of business networking events to showcase the services of the University to business. Through the Enterprise & Innovation Strategy, the contribution the University makes to the local economy and business development is summarised. Additionally, further work is to commence through the Aim 2 Group (Low Carbon Economy) to highlight some of the economic sector strengths the City has, including the University's contribution to its development. This will be particular useful in promoting the role of the University's business support role to a wider audience, regional, national and global. |
| **E** | That the University conduct further research into the factors surrounding the levels of retention of students; including the influence of the local jobs market and job opportunities | Graduate retention remains a significant challenge for the city. The University, working with other partners, will examine and investigate the barriers and opportunities to Sunderland | David Donkin, University of Sunderland | Dec 2012 | ● | The University now undertake regular monitoring to determine the destination of graduates once they leave the University, and record the level of retention within the local community. These |

Prosperity and Economic Development Scrutiny Committee: University City: Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | achieving improved levels of graduate retention.  This work will be supported by the Aim 1 Group | | | | activities have been supplemented by the University participating in a number of national and collaborative research projects to understand the relationship between place and student retention. Clearly, job availability is a major influence, but integrating social and academic elements of university life will encourage students to build relations with each other, with staff, and with place.  It is this sense of belonging that will also encourage a student to stay in the locality. The University have implemented a range of measures to support student integration and retention including a mentoring programme with local businesses, the opportunity of post-graduate internships, supporting the City's place agenda, as well as a range of retention initiatives for International Students |
| F | That in order to further the economic growth and prosperity of the city, the University continue to work with partners in order to monitor and react quickly to help meet local skills requirements and to continue to develop links with local Further Education Colleges and schools | The University will work with the City Council to contribute to the development of the Sunderland Skills Strategy Working with partners and stakeholders, skills needs and requirements will be monitored, and where appropriate, the University will respond, engaging others and developing links with FE Colleges | David Donkin, University of Sunderland | Dec 2012 | 🔴 | Following the review of the Economic Leadership Board structures in November 2013, the Skills Strategy remains to be agreed by the relevant Board and Groups.   The Skills agenda is constantly evolving as central government announce new priorities, initiatives and funding opportunities. The Economic |

Prosperity and Economic Development Scrutiny Committee: University City: Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | and schools | | | | Leadership Board will be asked to consider the most appropriate way to drive forward this strategy and agree new governance arrangements.  Meanwhile, the University continue to work with partners to monitor local skills gaps and skills shortages, and wherever possible, identify ways to directly support local businesses. The Universities Graduate Internship programme is an initiative that can place a student, fully-paid for six months, into a local organisation to develop and implement business growth projects.  This provides sufficient time to understand the connection between academic study and how that can be applied to the world of work. Many interns (>75%) are offered permanent positions with their host companies. |
| G | That the Council and the University work closely together to develop ways of linking and integrating the city campus to the rest of the city centre, improve access to the University around Chester Road and St Michael's Way and continue to improve the quality of the public realm. | Working through the Aim 3 group, opportunities for improved integration between the city centre and the city campus will be explored. Opportunities for improved investments in the public realm will also be explored. | Lee Cranston | On-going | 🟢 | A £75m City Campus Investment Framework has been agreed to facilitate further integration of the city campus within the City Centre.  Recent activities to support this include the £6.5m redevelopment of the Priestman building, the completion of the Quad events space, designed to create civic links between the community and the university, |

Prosperity and Economic Development Scrutiny Committee: University City: Policy Review recommendations 2011/12

| | | | | | and £5m investment in library facilities to provide sector leading learning environments. |
|---|---|---|---|---|---|

Management Scrutiny Committee: At what cost: The Effects of High-cost Credit and Illegal Loan Sharks on Local Communities Policy Review recommendations 2011/12

| Review Progress Summary | | | | |
|---|---|---|---|---|
| 🔴 **not on schedule** | 🟡 **on schedule** | 🔵 **undeliverable** | 🟢 **achieved** | **Total** |
| | 1 | 0 | 30 | 31 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | That Trading Standards explore the potential for developing a relationship or agreement with local credit providers to signpost rejected credit applicants to appropriate sources of guidance or support either in the Council or local community | • Identify credit providers<br>• Identify advice providers and remits<br>• Develop signpost material promoting the Advice and benefits pages as an accurate source of information<br>• Distribute material | City Services | End 6/12<br>End 6/12<br><br>End 9/12<br>End 12/12 | 🟢 | Providers have now been identified<br><br>Advice providers and remits also identified<br><br>Signposting materials distributed to the high street loan providers in Sunderland |
| B | That the local report being undertaken, by Trading Standards, into high cost lending in Sunderland is submitted to the Office of Fair Trading (OFT) review into payday loans as evidence, as well as presenting the findings to the Management Scrutiny Committee | • Complete report<br>• Submit to OFT<br>• Report for Management Scrutiny Committee | City Services | End 6/12<br>End 6/12<br>End 12/12 | 🟢 | Report completed and submitted to the OFT |
| C | That the Management Scrutiny Committee receives updated reports on the progress and achievements in relation to the action plan that is to be developed following on from the initial month of action around | • Reports provided at regular intervals until the action plan is completed | People Services | End 3/14 | 🟡 | Regular updates have been provided .<br>Final report going to Scrutiny April 2014 |

Management Scrutiny Committee: At what cost: The Effects of High-cost Credit and Illegal Loan Sharks on Local Communities Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | illegal money lending | | | | | |
| D | That the Illegal Money Lending Team (IMLT) in partnership with Trading Standards, Welfare Rights and key partner organisations look to promote the benefits and build trust relating to their work around loan sharks through a variety of media including area committees and LMAPS | • Liaise with IMLT<br><br>• Present at LMAPS meetings<br><br>• Report to each Area Committee | People Services | End 6/12<br>End 3/13<br>End 3/13<br><br>Ongoing | ● | Information provided to LMAPS & area committees.<br><br><br>There have been a few cautions, but nothing has gone to trial yet.<br>Update information from the IMLT to be given verbally at the meeting. |
| E | That Trading Standards and Welfare Rights look to explore possibilities with community and voluntary sector organisations in providing training sessions on financial management and debt related issues in local community settings | • Identify current provision /availability of training sessions on financial management and debt related issues in local community settings<br>• Identify gaps<br>• Work with training providers to promote and roll out training | People Services | End 9/12<br><br><br><br>End 9/12<br><br><br><br>Ongoing | ●<br><br><br><br>●<br><br><br><br>● | Liaised with first tier providers of advice to raise awareness<br><br>Information and training materials sent on to organisations<br><br>IMLT co-ordinator delivered training to over 59 community locations<br><br>Fiscus & Citizens Advice Sunderland continue to offer debt and money management to customers<br><br>First Tier Providers continue to offer Money MOT to customers in localities<br><br>Debt Advice training rolled out to staff in the Welfare Rights Service, First Tier and Sunderland Aces Partnership. |

Management Scrutiny Committee: At what cost: The Effects of High-cost Credit and Illegal Loan Sharks on Local Communities Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | FISCUS are providing Money Advice training for Partnership Advice staff and volunteers and hold weekly Money Advice sessions.<br><br>The Welfare Rights Service are in the process of commissioning for a citywide benefit awareness and financial capability support service for one year – to develop budgeting skills/financial capability courses to co ordinate themed activity.<br><br>. |
| **F** | That an initial publicity strategy is developed to ensure that the first conviction/arrest in Sunderland of a loan shark has positive media coverage with an aim to enhance confidence and assurance in  communities and individuals who are in similar situations | • Liaise with IMLT<br><br>• Liaise Communications Section<br><br>• Develop key messages | City Services | End 6/12<br>End 6/12<br><br><br><br>End 9/12 | 🟢 | Trading Standards officers have spoken with IML Team and Communications Section<br><br>A framework for key messages has been developed. |
| **G** | That work is undertaken to promote the local authority website as an important resource for information around debt management, financial information and local advice services | • Review current content<br>• Identify advice providers and remits<br>• Liaise Communications Section<br>• Develop key messages<br>• Update website | People Services | End 9/12<br>End 9/12<br><br>End 9/12<br>End 9/12<br>End 12/12 | 🟢 | Debt and money pages uploaded<br><br>Benefit calculators rolled out to partner organisations to allow customers to check their own benefit entitlements |

Management Scrutiny Committee: At what cost: The Effects of High-cost Credit and Illegal Loan Sharks on Local Communities Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | Ongoing | | A consultation has been undertaken with organisations across the city and the feedback received will be incorporated into the continuous development of the website pages.<br><br>The Community News in November 2013 featured information on money advice and the dangers of loan sharks. |
| H | That the council looks at how it can encourage schools to explore the potential for school savings clubs that can help young people and families in promoting the value of saving | • Support pilot of savings club (managed by Bridges community Bank) at Southwick Primary School<br>• Liaise with Communication section about positive press coverage – follow up to loan shark actions<br>• Support Bridges roll out school based savings clubs | People Services | 3/13<br><br><br><br><br><br>Ongoing | ● <br><br>● <br><br>● | Bridges Community Bank attended Southwick School events<br><br>Applied for a good practice award to the IMLT covering work done on schools<br><br>320 children attended awareness session in an assembly<br><br>Bridges Community Bank are working with Gentoo to set up savings groups in primary schools. Hudson Road School is in the process of being set up with others to follow. |
| I | That new media outlets including the app and android market, twitter, other social media and text messaging be explored and | • Liaise with IMLT<br>• Liaise Communications Section<br>• Look to use new media outlets in relation to recommendations | Comms | End 12/12 | ● | Trading Standards have outlined proposals with Jeremy Wicking regarding linking video to new media outlets, who |

Management Scrutiny Committee: At what cost: The Effects of High-cost Credit and Illegal Loan Sharks on Local Communities Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | evaluated for promoting and targeting messages about high-cost credit and illegal money lending to young people who are potentially most at risk | at a, f and h | | | | accepted in principal. Information will be drip fed on to these sites to keep content fresh. Information for Twitter and Facebook identified & to be rolled out on a scheduled basis |
| J | That the Council looks at ways to promote and support the newly re-launched credit union, Bridges Community Bank, as a viable alternative to high-cost credit and illegal money lending | • Liaise Communications Section /Bridges Community bank identify council role in re-launch event | People Services | 10/13 | ● | The Bridges Community Bank had its official launch on 31 October 2013. Membership numbers since have increased to over 9,500 for adults and over 1,600 for young people. |
| | | • Explore opportunities to promote the BCB on council internet/intranet sites | | 10/13 | | Promotional flyers are distributed by WRS and First Tier Advice Providers. The Community News in November 2013 featured an article to promote the Community Bank. |
| | | • Explore opportunities to place promotional materials in council buildings/ staff payslips | | 10/13 | ● | Promotional material was included in December 2013 Workwise and discussions are ongoing regarding payroll deduction. |
| | | | | | ● | The Community Bank are working with Sunderland University to set up a payroll deduction scheme for staff and investigating budget accounts for students. |

Management Scrutiny Committee: At what cost: The Effects of High-cost Credit and Illegal Loan Sharks on Local Communities Policy Review recommendations 2011/12

| | | | | | |
|---|---|---|---|---|---|
| | | | | | The Council has signed up to the FINCAN Fair Finance Pledge.<br><br>Web pages uploaded that explain function of credit unions with links to BCB |

**Appendix C**

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

| Review Progress Summary | | | | |
|---|---|---|---|---|
| 🔴 **not on schedule** | 🟡 **on schedule** | 🔵 **undeliverable** | 🟢 **achieved** | **Total** |
| 0 | 0 | 0 | 11 | 11 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | That the council takes up the LGA's offer of a free corporate peer challenge to support the council's improvement journey | SPPM will <br> • Coordinate with LGA to identify a suitable date for a corporate peer challenge in spring 2013 <br> • Coordinate a scoping meeting involving the LGA, Leader and Chief Executive to agree the scope and focus of the peer challenge <br> • Identify an approach which ensures that the peer challenge is integrated into the council's performance management framework and informs the corporate planning process for 2013/14 | Vince Taylor Head of Strategy and Performance | June 2012 <br><br><br> September 2012 <br><br><br> September 2012 | 🟢 <br><br> 🟢 <br><br><br> 🟢 | The Leader and Chief Executive met with the LGA in January 2013 to discuss the timing and scope of the Corporate Peer Challenge. <br><br> The Peer Review Final Report has been Received and integration is now taking place. |

**Appendix C**

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

| B | That the council considers, where appropriate, peer challenges in those service areas where the use of peer challenge is seen as aiding improvement | • Primary responsibility for the peer review now lies w3ith Directorates with support from SPPM. | Vince Taylor | April 2013 | 🟢 | Sector led approaches to peer challenge and peer review are being developed nationally and deployed as part of sector led approaches to self regulation. Specific services including Adults Social care and Safeguarding have or are already considering deploying peer challenges to support improvement.  Examples of current activity include: <br><br> • **Community Leadership Peer Support:** The Royal Society of Arts Public Service Hub continues to be engaged in a critical friend capacity in the development of the Community Leadership Programme. <br><br> • **Libraries Peer Review:** Colleagues from Manchester City Council have undertaken a desktop review of our Cabinet report and future proposals for Libraries. Review has been completed. <br><br> • **Adult Social Care Peer Review:** Is currently underway. <br><br> • **Youth Provision Peer Challenge:** As part of the Children's Improvement |

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

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Board (CIB) sector led improvement work councils have undertaken an audit of their current youth offer. The information will be considered at a regional workshop in April 2013 which is designed to share findings, with particular emphasis on good and best practice.<br>• **Adoption Diagnostic:** Due to persistent challenges around adoption timescales we have invited Outcomes UK (Core Assets) to apply the "adoption diagnostic" to identify any further improvements to permanence planning. This work is completed. |
| C | That the findings of peer challenges and inspections and assessments, including the adult social care local account, are reported through the scrutiny process as part of the governance processes of the council | • Director of People Services to report the Local Account through the scrutiny process<br><br>• Director of People's Services to report the findings of the Ofsted inspection of safeguarding and looked after children through the scrutiny process | Graham King Head of Strategic Commissioni ng HHA<br><br><br>Meg Boustead Head of Safeguarding Children's Services | June 2012<br><br><br><br><br>September 2012 | 🟢<br><br><br><br><br>🟢 | **Local Account**<br>The Local Account which was agreed by the Adults Partnership Board in January 2013 is to be reported to Scrutiny Committee in April 2013.<br><br>**Ofsted inspections**<br>The report and action plan arising from the Ofsted inspection of safeguarding and looked after children was |

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

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | reported to the Scrutiny Committee in September 2012. This included a first update on progress.<br><br>A further update is to be provided to the Scrutiny Committee in April 2013, alongside a copy of the report and action plan arising from the Ofsted inspection of the council's Adoption Service (which took place in February 2013 and was published on the Ofsted website in April 2013). |
| D | That all elected members and relevant support officers including account managers and scrutiny officers are afforded the opportunity to gain an awareness, understanding and ability to utilise the Local Government Knowledge Hub | SPPM will<br>• Agree mechanism for dissemination of the details of the LG Knowledge Hub to all members, account managers and scrutiny officers<br>• Include details in the corporate training programme to raise awareness of the resource | Vince Taylor | September 2012 | ● <br><br> ● | A general introduction to the Knowledge Hub and LG Inform was provided to the Account Managers at an Account Manager Workshop in September 2012.  This was then cascaded to Elected Members.<br><br>The LGA are currently further developing the Knowledge Hub and LG Inform with enhanced functionality. The updated products will be available in May 2013.  Account Managers will   briefed and consideration will then be given to how this is incorporated into the corporate training programme. |

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

| | | | | | | |
|---|---|---|---|---|---|---|
| E | That scrutiny champions and scrutiny officers use the Knowledge Hub as a source of information and data in relation to policy review work | SPPM will<br>• Agree with scrutiny team how the LG knowledge Hub resource will be used to support future policy reviews | Vince Taylor<br><br>Charlotte Burnham Head of Areas and Scrutiny | September 2012 | 🟢 | The North East Scrutiny Officer Network has a group on the Knowledge Hub, which provides a forum for officers working in scrutiny in the 12 north east authorities to make useful contacts with other officers, and to share experiences. The group provides a mechanism to share information on, for example, annual work programmes; current scrutiny investigations; policy review outcomes; and scrutiny best practice. Officers can share ideas on improving scrutiny processes and enhancing effectiveness.<br><br>Examples of how the Knowledge Hub has been used to date include:<br>• Advertising major events across the region including the recent Parliamentary Seminar which took place in Sunderland.<br>• Posing questions around key issues (i.e. Police and Crime Boards and Clinical Commissioning Groups) to |

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

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | stimulate and engage regional scrutineers.<br>• Asking questions around policy reviews, sharing information and best practice, etc. |
| **F** | That the council remains aware of the developments to sector led approaches, including the Knowledge Hub, as part of the self regulation agenda ensuring that such approaches are adapted and adopted, as appropriate, into the council's performance management framework | SPPM will<br>• Continue to monitor and review national and sector led approaches to self regulation as they are developed.<br>• Ensure provision of high quality advice regarding the adoption of sector led approaches as they emerge with appropriate Directorates | Vince Taylor | April 2013 | ●<br><br>● | The council continues to be engaged in both the regional and national developments around sector led improvement, and there are a number of examples of how we are utilising the various tools to support continuous improvement (as described in the progress against each of the actions above). Briefings have been provided to EMT and the Trade Unions, on the emerging frameworks and how we are deploying them within the council.<br><br>The North East approach to sector led improvement has now been developed by the North East Assistant Chief Executive's Network, and following pilots in Gateshead and Redcar and Cleveland Councils is being rolled out across the region.<br><br>Central to this is the |

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

| | | | | | | development of an annual Council Improvement Assessment (CIA), which will provide an analysis of each council's strengths and areas for development (both corporately and at a service level).  The purpose of the regional approach is to:<br>• Identify common core organisational competencies<br>• Provide an assurance mechanism, that will:<br> o Generate a general direction of travel<br> o Identify areas of support individually or collectively which could be funded through some residual RIEP legacy resource<br> o Identify North East issues for lobbying<br>• Share learning and support<br>• Identify high level themes and priorities<br><br>The council is currently preparing its self assessment, which we will use to inform our self assessment for the Corporate Peer Challenge |
|---|---|---|---|---|---|---|

**Appendix D**

Sustainable Communities Scrutiny Committee: Building a Sustainable and Lasting Legacy in Sport and Physical Activity: Policy Review recommendations 2011/12

| Review Progress Summary | | | | |
|---|---|---|---|---|
| 🔴 **not on schedule** | 🟡 **on schedule** | 🔵 **undeliverable** | 🟢 **achieved** | **Total** |
| 0 | 0 | 3 | 28 | 31 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| **A** | That the Active Sunderland Board, led by the Council:- | | | | | |
| | (i) Revises its membership and invites VCS representatives; | Identify appropriate VCS representatives to attend Active Sunderland Board and invitation sent as appropriate. | | Sept 2012 | 🟢 | Completed. Following consultation with the Portfolio Holder and Cabinet Secretary formal board arrangements have been disbanded due to sporadic meeting attendance.  However, work with stakeholders continues as part of the service delivery 'day to day' arrangements and the continuation of the Active Sunderland Website to reach VCS representatives. |
| | | Agree information sharing process from VCS representative through to VCS networks | | Sept 2012 | 🟢 | Completed. The Active Sunderland Newsletter is being shared on a monthly basis |
| | | Agree information sharing process from VCS representative through to organisations not part of the VCS network. | | Sept 2012 | 🟢 | Completed. The Active Sunderland Newsletter is being shared with Area Officers for dissemination with those organisations not part of the Network. |
| | (ii) Identifies the priority sport and physical activities using the pre determined criteria; | Further develop and agree criteria to be utilised to identify priority sports and activities. | | Sept 2012 | 🟢 | Completed. Criteria has been developed |

**Appendix D**

Sustainable Communities Scrutiny Committee: Building a Sustainable and Lasting Legacy in Sport and Physical Activity: Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | Undertake a prioritisation process taking into account the previous consultation and ward audit linked to the Scrutiny Committee. | | Nov 2012 | ● | Completed. Elected Members have been kept advised of progress via ward bulletins and ward e-mails. |
| (iii) | Increases and develops the development Networks aligned to the agreed sport and physical activities and continues to develop delivery action plans to include improvements to the links with local and regional bodies, clubs and groups; | Identify key stakeholders for each priority sport, activity and area of work, for example volunteering. | | Nov 2012 | ● | Completed. Networks Groups have been developed.  The Network Groups are - Netball, Table Tennis, Athletics, Gymnastics, Badminton, Rowing, Walking, Cycling, Boxing, Cricket, Disability Sport Forum, Football, Rugby To be established, Indoor Bowls, Squash, Tennis, Skiing, Golf |
| | | Invite key stakeholders to priority Sport and Physical Activity Development Networks. | | Jan 2013 | ● | Completed. As above |
| | | Develop priority action plan for each Development Networks to ensure links with local and regional groups. | | Jan 2013 | ● | Completed. Through the development of Networks and consultation with group stakeholders |
| (iv) | Invite Elected Members to champion and/or attend the development Networks; | Develop and agree the role of the Elected Members as a champion of the Development Networks. | | Nov 2012 | ● | The emerging Policy Position relating to Physical Activity, Leisure  and Sport will explore the role of Community Leadership in the delivery of the Networks moving forward. |
| | | Following agreement of priority sports and activities, identify process to invite elected members to be champions of the Development Networks. | | Nov 2012 | ● | As above – to be determined following the outcome of the Policy Position |

Sustainable Communities Scrutiny Committee: Building a Sustainable and Lasting Legacy in Sport and Physical Activity: Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | Invite all Elected members to take a champion role | | Nov 2012 | 🔵 | As above – to be determined following the outcome of the Policy Position |
| | (v) Engages with Elected Members to contribute to local intelligence and engagement around sport and physical activity provision; and | Continue to engage with members through:<br>• Portfolio Holder<br>• The Chair of the Active Sunderland Board<br>• the Elected Member Champion role for priority sports and activities<br>• the Area Committee Structure<br>• the VCS Networks<br>• the Active Sunderland E newsletter<br>• Future ward audits and ongoing consultations | | Ongoing | 🟢 | Completed. The wards audits are now complete and are continually being updated. Ongoing work includes:<br>• Officers engaging with sports clubs<br>• Members playing a role on management boards of sports clubs ie. supporting Members in their Community Leadership role<br>• Ward Bulletins sent to update Members on sport issues<br>• Regular contact with Portfolio Holder to support decision making in the service area<br>• Communication via the ActiveSunderland Newsletter |
| | (vi) Ensures that opportunities to access sport and physical activity within the city continue to be accessible to all, and particularly to minority groups. | Continue to work with priority groups to ensure opportunities are available | | Ongoing | 🟢 | Completed. Examples of engagement with minority groups include<br>➢ Adventure Week - working with those with disabilities and those hard to engage<br>➢ Establishing a new football team with Young Asian Voices (VAV) and further working with the project to explore other sports opportunities<br>➢ Shortlisted for the Asian Football Awards, Project of the Year 2012<br>➢ 6 monthly 5-a-side Community Cup competition ran by YAV |

Sustainable Communities Scrutiny Committee: Building a Sustainable and Lasting Legacy in Sport and Physical Activity: Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | <ul><li>4 volunteers from YAV were supported to access FA mini-soccer referee course in Sept 2012</li><li>Exploring funding opportunities for the Visually Impaired Tennis Club</li><li>Supported Sunderland Gateway with Sportivate programmes</li><li>Assisted Washington Riding Centre in submitting and Inspired facilities bid that if successful will help ensure the current facilities are fully accessible for all users.</li><li>Promoted sports funding opportunities to targets disability sports groups</li><li>Working with non traditional sports groups to increase the numbers of girls participating in sport.</li></ul> |
| | | Through the VCS network ensure sport and leisure opportunities are promoted to all groups | | Ongoing | ● | Completed. As above and see A (i) |
| **B** | That the Council's Sport, Leisure and Wellness Service:- | | | | | |
| | (i) Utilises the intelligence gathered from the mapping exercise and consultation to determine gaps in provision and explores effective ways of identifying and addressing through future service planning; | From the 2011 ward audit data and consultation intelligence identify areas of latent demand with communities<br><br>Incorporate the 2011 ward audit data and consultation intelligence into the criteria to be utilised to identify priority sports and activities | | Nov 12<br><br><br><br>Nov 12 | ●<br><br><br><br>● | Completed. This work is ongoing with community sports clubs<br><br><br><br>Completed. As above |

Sustainable Communities Scrutiny Committee: Building a Sustainable and Lasting Legacy in Sport and Physical Activity: Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | Refresh the data gathered from the 2011 ward audit and consultation exercise  as part of an annual exercise to  understand current gaps in provision and  any changes in customer needs | | Sept 13 | ● | Completed. Data has been refreshed through local clubs to ensure timely and relevant information is in place.  This will be an ongoing process. |
| | (ii)    Provides the Committee with an evaluation of the success of the Sunderland in 2012 programme; | Provide an evaluation report which includes the outcomes of the Sunderland in 2012 programme and the ongoing legacy associated with the programme | | Nov 12 | ● | Completed,. An Olympic and Paralympic Legacy Delivery Plan has been established for 2012-2015.  The next steps include establishing a policy position in relation to Physical Activity and Sport. |
| | (iii)   Works together to ensure those providers not part of the area VCS Networks are engaged; | Agree information sharing process from VCS representative through to organisations not part of the VCS network | | Sept 12 | ● | Completed. See a (i) |
| | (iv) Considers bringing sport and physical activity providers together by way of a celebration event; and | Undertake feasibility work with a view too understanding the nature of existing 'celebration events' across the city and the logistics, benefits and resources required to stage a celebration event Produce recommendations. | | Dec 12 | ● | Completed. An action point has been included in the Olympic and Paralympic Legacy Delivery Plan to support this.  Work is also taking place to investigate staging a celebratory/awards event to be staged in 2014 for the benefit of local sports clubs. |
| | | Develop and launch Sunderland Sports Hall of Fame as part of the Sunderland in 2012 legacy | | Sept 12 | ● | Completed. The Hall of Fame is available to view at  Silksworth Community Pool and will be updated from the outcome of the proposed Celebratory Event and Sunderland Sports Fund 'wall of achievement' |

Sustainable Communities Scrutiny Committee: Building a Sustainable and Lasting Legacy in Sport and Physical Activity: Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | (v) Further collaborates with Sport England and other funders to ensure all opportunities for funding are explored; and | Establish a formal process with Sport England representatives to understand the funding opportunities available to Sunderland | | Sept 12 | 🟢 | Completed. Quarterly meetings are now programmed with respective Elected Members. A robust process has also been established with Tyne & Wear Sport in this regard. |
| | | Continue to work with other funders and ensure that we have horizon scanning process in place to maximise all funding opportunities | | Ongoing | 🟢 | Completed. A process has been establish to ensure all funding opportunities are explored |
| | | Work more closely with others in identifying funding and disseminate opportunities to community sports clubs through Active Sunderland newsletter | | Ongoing | 🟢 | Completed. Through the ActiveSunderland Newsletter and established partnerships, officers are working to assist local sports clubs with funding applications. |
| | (vi) Develops a sport and physical activity plan that reflects a sustainable and lasting legacy aligned to the Health and Wellbeing Strategy. | Having regard to the timing and development of the Health and Wellbeing Strategy produce a 3 year sport and physical activity delivery plan with scrutiny and key stake holders | | Mar 13 | 🟢 | Completed. The Olympic and Paralympic Legacy Delivery Plan has been established for 2012-2015. This was approved by the respective Portfolio Holder on 18.03.13. This plan will be superseded by the emerging Policy Position. |
| C | That the Council ensures all promotional material for sport and leisure reflects the demographics of the city. | Continue to work with colleagues within marketing and Communications to ensure all promotional material is reflective of demographics | | Ongoing | 🟢 | Completed. Continued communication has been undertaken with Corporate Communications, both from both a 'printed' and digital perspective. |
| D | That within existing Council resources consideration is given to; | | | | | |

Sustainable Communities Scrutiny Committee: Building a Sustainable and Lasting Legacy in Sport and Physical Activity: Policy Review recommendations 2011/12

| | | | | | |
|---|---|---|---|---|---|
| (i) Undertaking a comprehensive audit of the existing community access to schools in the city; | Explore the opportunity of additional resource being available to work between City Services and Children's Services. Carry a time limited audit of existing community access to schools | | Sept 12 | ● | Completed, but no additional resources were identified.  However the service area has managed to undertake the audit work.  Headlines will be communicated via the Ward Bulletins. |
| | Ensure the above work links to existing audits carried out by other directorates | | Dec 12 | ● | Completed.  Communication of the schools audit was shared with Area Regeneration Officers. |
| | With additional resource in place carry out audit | | Dec 12 | ● | Completed. Audit work as above |
| (ii) Utilising existing communication channels with schools to identify and overcome barriers and encourage targeted schools to provide the community with access where there is a need; and | Utilising the resource identified in (i) above  with schools and children's services to further understand the barriers to access and how these can be overcome | | Jan 13 | ● | Completed. From the intelligence gathered officers have been working with those schools who are willing to open their doors for access (exploring funding potential).  Continued working to ensure that barriers to access are overcome. Headlines will be communicated via the Ward Bulletins and Member e-mails. |
| (iii) Working between City Services, Children's Services, Sport England and schools to maximise the opportunities for funding based on local need. | Utilising the above audit  identify funding opportunities available | | Mar 13 and ongoing | ● | Completed. Funding streams have been identified (Sport England) and will be available for schools to access from April 2013.  Through the above work we are in a better place to access funding. |

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

| Review Progress Summary | | | | Total |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | |
| 0 | 1 | 0 | 10 | 11 |

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

| Ref | Recommendation | Action | Owner | Due Date | RAG | Progress Commentary |
|---|---|---|---|---|---|---|
| | | | | | | o Nursing support for care homes to prevent hospital admission<br>o Pro-active review and case management by community teams for patients as high risk of readmission<br>o 6 week audit of mental health presentations at A&E to inform development of Mental Health Liaison service<br>o Development of community geriatrician role.<br>The 12/13 schemes are currently being evaluated and will be presented at a workshop in April 2013. Further development of these schemes and opportunities for new schemes in 13/14 including involvement of the third sector will also take place in April. |
| (c ) | A review of the ward-based discussion groups should be carried out based on an assessment of their success against the measures and in the context of the establishment of a Single Point of Access | Map current state for multi-agency ward based discussion groups and measure their success in facilitating appropriate discharge arrangements | City Hospitals Sunderland (Anna Hargrave, Divisional Manager) | Complete | 🟢 | A review of multi-disciplinary discharge planning mechanisms is underway. Recommendations regarding a new Home from Hospital Team model have been welcomed by CHS FT, which is now being piloted and early indications are that it is reducing delays and minimising duplication between social work teams. This work has been linked to the expansion of the Intermediate Care Hub which is now multi-disciplinary and operates 7 days per week. Workshops have also taken place involving the third sector and independent sector housing providers to maximise opportunities for supporting timely and safe discharge. |

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

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

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

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

**Appendix F**

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

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● not on schedule | ● on schedule | ● undeliverable | ● achieved | Total |
| 1 | 2 | 5 | 5 | 13 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | That the Scrutiny Committee be informed of the outcome of the Fleet and Transportation Review and progress in regard to implementation | The outcome of the Fleet and Transportation review will be concluded in summer 2014. Annual updates will be provided to accompany the Policy Review Recommendations Performance Monitoring report* | Head of Streetscene | March 13 | ● | Review met its efficiency target of £2.56m by the end of 2013/14.<br><br>Highlights on progress include the introduction of new fleet and fuel management systems, rationalisation of the operational fleet with 100 vehicles either not being replaced or taken off hire, replacement of refuse collection vehicles from Euro 2 to Euro 5 emission standards, and the introduction of a new stores management contract.. |
| B | That the Council considers implementing appropriate targets for the replacement of its current fleet cars with electric counterparts based upon the findings and recommendation of Cenex with a view to revisiting the cost benefit analysis for larger vans as capital costs change | Fleet and Transportation Service review to establish target numbers for electric cars.<br><br><br>Cost benefit analysis of larger vans to be carried out annually. | Head of Streetscene<br><br><br><br><br>Head of Streetscene | December 2012<br><br><br><br><br>March 2013 | ●<br><br><br><br><br>● | The Council has a limited number of cars on its fleet.  Two conventional pool cars have been replaced with Nissan LEAF's, as has the one suitable car in the civic fleet. This exhausts the opportunities in relation to electric cars at present.  Focus should now move to the assessment of car sized vans when the market provides a suitable range.<br><br>With affordable electric car-derived vans having come into the market place in 2013/14, the Council has been able to commit to having 1/3 of its vehicle fleet been electric by 2020, which has been |

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

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|-----|----------------|--------|-------|-----------|-----|----------|
| | | | | | | enshrined in the City Deal. The detailed implementation of this will be informed by the ongoing research project with the University of Sunderland which is monitoring the operational deployment of vehicles. |
| C | That the Council considers an electric car pool system for its staff and that the appropriateness of extending this to the wider community is investigated | Fleet and Transportation Service Review to carry out and conclude on business case for electric pool cars. | Head of Streetscene | December 2012 | 🔴 | An Electric Car Pooling trial is being undertaken within Street Scene, utilising a Peugeot iOn through the Switch EV demonstrator project.  The trial commenced February 2013 for staff based at Jack Crawford House. The trial was extended to include the Nissan LEAF based at the Civic Centre in March 2013 These cars are being tracked and monitored by Sunderland University to determine a detailed business case for a wider pool-car system to replace personal business mileage when an appropriate level of data is collected and analysed. |
| D | That the Council commissions a comprehensive training programme for drivers should electric vehicles be utilised within the fleet | Training requirements to be established dependant on the outcome of actions (b) and (c) | Head of Streetscene | TBC | 🟡 | Numbers of electric vehicles currently do not warrant a comprehensive training programme at present.  The Civic drivers have undertaken an additional assessment in relation to electric cars. Advice is available for staff using the electric pool car system. |
| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
| E | That the impact of efforts made to establish the city as a 'Low-Carbon City' be continually monitored to ensure tangible benefits to the city. | Appropriate measures to be identified and  included in monitoring for the Economic Masterplan and the Corporate Plan | Head of Strategy & Policy, Economy & Place | September 2012 | 🟢 | Appropriate measures have been included in the EMP and Corporate Plan and these are monitored periodically. |

**Appendix F**

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

| | | | | | | |
|---|---|---|---|---|---|---|
| F | That the Council considers a range of innovative methods of reducing carbon emissions from all forms of transport and keeps a 'watching brief' on the developments of technology for low-carbon vehicles. | Annual updates will be provided to accompany the Policy Review Recommendations Performance Monitoring report.* | Head of Streetscene | December 2012 | 🟢 | Refer to item B for explanation |
| G | That the Council explores ways in which to encourage partners to explore the use of low-carbon vehicles where appropriate. | Share the outcomes of the service review through regional networks including holding a regional conference on low carbon vehicles. | Head of Streetscene | October 2012 | 🟡 | Interest from regional partners for a conference was limited. This prompted the development of the research project with Sunderland University to track and monitor electric vehicles used by the Council, the University and Go Ahead to establish a practically based rather than theoretically based business case for electric vehicles which will then be shared with regional networks. This project will conclude and make recommendations in 2014/15. Target networking on electric vehicles was undertaken with Hartlepool and Middlesbrough Councils under the CASCADE European programme in 2013/14. |
| H | That the Council collaborates with NEPO to present the business case to the region's local authorities and other public sector bodies, to gain the level of commitment required to progress this agenda. | Share the outcomes of the service review through regional networks including holding a regional conference on low carbon vehicles. | Head of Streetscene | October 2012 | 🔵 | Interest in electric vehicles across the region is limited, so a regional approach to procurement is not deliverable. Smaller scale inter-council cooperation will be pursued where opportunities emerge, such as described in item G. |
| I | That NEPO considers undertaking further research and | Help set up and support the sharing of outcomes of the service review, | Director NEPO | October 2012 | 🔵 | Interest in electric vehicles across the region is limited, so a regional approach |

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

| | | | | | |
|---|---|---|---|---|---|
| | analysis to ensure there is clear business case for regional procurement. | including the proposed regional conference (see (g and h) | | | ● | to procurement is not deliverable. Smaller scale inter-council cooperation will be pursued where opportunities emerge, such as described in item G. |
| | | Carry out research on the regional interest in low carbon vehicles using the service review completed by Sunderland, using the NEPO Joint Committee protocols to support development of a strategy business case for regional procurement collaboration. | | November 2012 | | |
| | | Carry out market engagement with potential suppliers of low carbon vehicles, with Sunderland to (a) further assess the viability of a regional procurement and (b) encourage interest in the potential procurement especially from local suppliers | | December 2012 | ● | |
| | | Local Authorities in the North East formally asked to opt in or out of a regional collaborative procurement of low carbon vehicles. | | December 2012 | ● | |

| Review Progress Summary | | | | |
|---|---|---|---|---|
| 🔴 **not on schedule** | 🟡 **on schedule** | 🔵 **undeliverable** | 🟢 **achieved** | **Total** |
| 3 | 0 | 11 | | 14 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | **NE LA services should actively ask the question of those they provide services for "have you served in the UK Armed Forces"** | The Council is establishing a model of identification and integration to enable the service community to be appropriately directed and supported using existing services. There is particular focus within this model on housing needs.<br><br>The model of working will achieve :<br>• Support for the armed forces community to settle back into the community;<br>• An audit of the provision of services to veterans by statutory and voluntary agencies operating in Sunderland; and<br>• The development of accurate identification of service personnel in the community<br><br>The aim is for 100% of service leavers locating in the city of Sunderland to be provided with transition plans and a package of support. | Alan Caddick, PD | December 2014 | 🟡 | Training has been provided for the CCG and Elected Members on awareness of Veterans and their needs. There will be a programme of training sessions delivered throughout this year for other relevant agencies and staff. Awareness raising has also been carried out with the Sunderland Innovation and Improvement Group |
| B | **That all organisations providing ( or potentially providing) services for the ex-service community should encourage veterans to voluntarily identify themselves by asking " have you served in the UK** | The first step in this process has involved working with the 54 GP practices in the city to identify service leavers through GP registration. | SAFN / CCG | December 2014 | 🟡 | The Access to Housing service now routinely asks the question and there is also a question on the Council's website.<br><br>Currently testing with Sunderland CCG. Other organisations will be encouraged to ask the question. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | **Armed Forces"** | | | | | Depending on the success of the pilot it will be rolled out further. |
| C | **NE LAs should consider dedicating a chapter in their Joint Strategic Needs Assessments to vulnerable service leavers and their needs and identifying as a target population the ex- service community within their strategic planning processes in relation to social exclusion, anti-poverty, homelessness and offending** | The Joint Strategic Needs Assessment has been fundamentally reviewed and includes work to establish the needs of the ex-service community.<br><br>Through the JSNA the council has led on developing a shared understanding of the needs of the ex-service community.  The Council has developed links with each of the Armed Forces in the city and supports the Sunderland Armed Forces Network (SAFN), a network of ex-service personnel who target support for veterans and their families.<br><br>Sunderland City Council and its partners are working to develop their understanding of<br><br>• The impact of the economic downturn and welfare reform on individual households and including ex-service personnel;<br><br>• improved engagement with ex-service personnel to integrate vulnerable groups', and their representative groups', views of needs and preferences in this analysis;<br><br>• This will include an analysis of those individuals most at risk of exclusion and the degree of this exclusion at a community and individual household level. | Performance Team | Completed | ● | Ex-Service Community information is located mainly in Isolation section of JSNA with additional information within Mental Health and Physical Disabilities. |
| D | **As some sections of ex-service community are vulnerable and hard to reach NE LAs work with third sector bodies which provide an outreach service (such as ex-service charities and Norcare) to raise awareness** | The local authority and the third sector organisations such as ex-service charities will aim to develop a formal process for referring vulnerable service leavers into specific services.<br><br>By using the partnerships within the Sunderland Armed Forces Network (SAFN) we will be able to deliver support across the whole spectrum of needs:<br>• Recent service leavers<br>• Those who may be excluded from accessing services<br>• Those who may only need some low level of support<br>• The model of working will utilise those who are successfully integrated to help shape services for others | SAFN | 2013 | ● | Work will be carried out with all Registered Providers and supported housing providers to ensure that outreach services are co-ordinated and that the identified needs of ex-service personnel are met. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | **and improve access to available support mechanisms** | Specific achievements so far include:<br><br>• Outreach services co-ordinated so that the identified needs of ex-service personnel are met.<br>• Information Leaflets have been located in all of the city's libraries<br>• Exhibitions have being linked to major events: Sunderland International Airshow, Remembrance Day, Armed Forces Day.<br><br>Demand for advice has continued to rise for all vulnerable groups and is projected to rise further due to the impact of ongoing welfare reform and personal debt levels.<br><br>A new model has been adopted which is the way that the council intends delivering all information, advice and guidance in the future.<br><br>Customers will receive services at the most appropriate level for them with self serve and mediated access being the main ways that the council delivers information/ advice both directly and through its partners. The outcome is intended to be improved local access to information, advice and guidance for all vulnerable groups.<br><br>This is in addition to partnership with the Sunderland Armed Forces Network (SAFN) which delivers support across the whole spectrum of needs:<br>• Recent service leavers<br>• Those who may be excluded from accessing services<br>• Those who may only need some low level of support<br>• The model of working will utilise those who are successfully integrated to help shape services for others<br><br>To date, SAFN has signposted 112 ex-services to support services. | | | | It is expected that the self directed support approach and focus within our personalised service to be pro active in supporting the veteran community. |
| E | That all agencies should make use of and promote local directories of services provided by the voluntary and community sector and statutory | Sunderland City Councils Community IT Team have worked Sunderland Armed Forces network to support the development of their Community of Interest web portal.  The Website: www.safn.org.uk  contains information about all members of  SAFN http://www.safn.org.uk/contacts.html  and will include signposting to all partners and agencies who provide services and support to the ex-forces community.   http://www.safn.org.uk/a-z.html | Debbie Ross, E-Neighbourho od Programme Manager, ICT, Chief | | | The website is continuing to be improved as an information portal. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | provision for those seeking help and for those making referrals (e.g. web based directory provided by Veterans NE and Finchale College, Durham) | | Executives | | ● | |
| F | **That NE LAs examine opportunities for using digital media to improve communication with the ex-service community and raise awareness of available support mechanisms** | The establishment of the safn.org website demonstrates the use of digital media to engage support and communicate with the Ex-Service Community in Sunderland.  SAFN is also utilising other digital media such as film (see sites home page) and will be reviewing the utilisation of social networking tools to further engage.  The Councils Community IT Team www.sunderland.gov.uk/communityit work with many communities across Sunderland supporting the development of digital programmes. The Team support 162 individual organisations to offer services to their individual client groups and Communities of Interest.  Many of these Voluntary & Community Sector organisations support the very hardest to reach or disadvantaged communities or those from specific interest group that it is likely include ex-Service Personnel and their families. | Debbie Ross,

E-Neighbourhood Programme Manager, ICT, Chief Executives


SAFN | | ● | To raise awareness across the whole city, through the Network, SAFN has arranged to have a monthly column about the armed services in the Sunderland Echo. There will also be a two-page spread on the work of the Armed Forces Network highlighting the work of all of its constituent organisations. |
| G | That NE LAs and other key partner organisations across the region should consider identifying a senior figure who can act as a champion for the ex-service community and establishing a central point of contact in each local | The Deputy Leader of the Council has been appointed as the Council's Armed Forces Champion ensuring that military involvement is embedded at the highest levels within the Council and senior officer time has been given to enhance the support for the Armed Forces community and develop the partnership with the three services. | Alan Caddick Head of Housing Support and Community Living | | ● | Officer champion regularly attends SAFN meetings.

A "Veterans' Forum" has been established which engages military associations to coordinate events involving the military. The Forum is chaired by the |

| | | | | | | |
|---|---|---|---|---|---|---|
| | authority area or sub - region to assist when the ex-service community experience difficulties. | | | | | Officer Armed Forces Champion and is also attended by the Deputy Leader and the Chair of the Armed Forces Network. |
| H | **That LAs should consider how to bring together voluntary organisations large and small with a specific interest in the welfare of the ex-service community in light of the Government's response to the task force on the Military Covenant.** | Sunderland's Armed Forces Network (SAFN) was set up by Veterans to bring together local and national statutory bodies, agencies, and charities who are involved in delivering welfare and support for armed forces personnel, Veterans and their families.. | | | 🟢 | SAFN network meetings provide a useful opportunity for support providers to exchange information |
| I | **NE LAs strongly recommended to explore options for establishing and publicising a central point of contact telephone number -to increase the chances of people getting the help they need and to provide a consistent standard across the region. (Model adopted by** | The Council's Customer Service Network is the single point of contact for all ex-service personnel.<br><br>The Customer Access Strategy has created a set of intuitive thematic groupings for Council Services. A new "thematic groupings" numbering strategy is now in place and fully operational.<br><br>All data and requests for service from ex-service personnel are delivered across these thematic groupings rather than a separate number being developed to ensure consistency of approach and depth of first contact resolution. | Liz St Louis, Head of Customer Service and Development , City Services | | 🟢 | Work is ongoing to fully embed all Council Services within the Council's Customer Contact system and this will include services particularly relevant for ex-service personnel. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | **Hampshire County Council, in which telephone enquiries are channelled to a specific staff member is particularly worth consideration** | | | | | |
| J | **That local authorities across the region examine the scope to provide housing related support for ex- service tenants once a property has been identified.** | This will be considered as part of our future commissioning intentions for housing related support that will be developed by September 2013, with implementation of new arrangements from April 2014. | Alan Caddick PD | December 2014 | 🟡 | Proposals for a "Veterans' Centre" are being developed which will provide accommodation with support for ex-services personnel. Norcare also provide an outreach service for veterans. |
| K | **That the new Health and Well-being Boards prioritise veterans' mental health issues, taking a lead in ensuring that on day 1 of discharge into civilian life that services are in place to meet the needs of the ex-service community in relation to both NHS and social care provision.** | Sunderland Clinical Commissioning Group Commissioning Intentions for 2012/13 specifically references military & veterans' health and will introduce major changes to mental health contracting during 2012-13. This will include a shift from block grants to Payment by Results which is associated with individual service users and their interactions with mental health services. | HWB / CCG | Completed | 🟢 | Commissioners will work constructively with providers to ensure a smooth transition to this new Care Packages and Pathways Programme (CPPP) system throughout 2012/13. |

| L | **Joint Strategic Needs Assessments should specifically identify the mental health needs of the ex-service community including families and dependants** | The revised JSNA addresses the Mental Health Needs Assessment. | Performance Team | Completed | 🟢 | Assessment will include better understanding of needs and services e.g. housing, drug and alcohol dependency, post traumatic stress disorder, mental health, money etc. |
|---|---|---|---|---|---|---|
| M | **Local authorities and GP consortia should be actively engaged in joint planning and commissioning of services with the NHS** | Sunderland Council has been working actively with Sunderland Clinical Commissioning Group to shape the Commissioning Intentions. | | Completed | 🟢 | Commissioning intentions for year ahead are awaited |
| N | **Local Authorities should be actively engaged in the NHS Armed Forces Network and consider how they can take on a leadership role in relation to veterans mental health issues - perhaps linked to the formation of the new Health and Wellbeing Boards** | Sunderland Armed Forces Networks has been established - and is open to other local authority areas - meetings take place monthly. | SAFN | Completed | 🟢 | Progress to date:- Membership of SAFN NHS SOTW regularly represented at SAFN Provision of updates to SAFN<br><br>Representatives from NHS SOTW attend the SAFN. Representation from the CCG has taken place. |

**Appendix G**
**Health and Wellbeing Scrutiny Committee**
**Health Inequalities: Veterans Health Needs**

Community and Safer City Scrutiny Committee: Community Cohesion - Policy Review Recommendations 2011/12

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 0 | 0 | 0 | 9 | 9 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | that community cohesion should be seen in its broadest context - not simply as an issue of race – hence it is important that action is taken to undertake a sophisticated analysis of local and area needs and align and integrate cohesion with other Council strategies and plans including the emerging Community Resilience Strategy, Equality Scheme, Area Plans and wider partnership documents | Development of area needs assessments | Mike Lowe | September 2012 | ● | Area needs assessments (area profiles) developed in 2011/12, with cohesion issues included in the Strengthening Communities sections of the Area Profiles. Further updating of the profiles due in 2013/14. |
| | | Ensure issues of cohesion are reflected within wider policy and strategy development | Jane Hibberd | December 2012 | ● | Issues of cohesion are reflected in the draft Community Resilience Plan. Objective 8 of the plan is: 'Support a strong and inclusive sense of community, belonging and local pride. Sunderland's emerging Health and Wellbeing Strategy Objective 1 is: Promoting understanding between communities and organisations. |
| | | Agreement from Sunderland Partnership organisations to include their equality information into needs analysis | Jessica May | September 2012 | ● | A partnership workshop was held in September 2012 to explore and agree how partner organisations could share equality information and potentially develop a partnership needs analysis approach to equality characteristics. This work should gather pace now a University Intern has joined the Sunderland Partnership team for the next year. |

Community and Safer City Scrutiny Committee: Community Cohesion - Policy Review Recommendations 2011/12

| B | carry out a review of Council activities and structures that support the involvement of communities and VCSOs in identifying, shaping and delivering local priorities | End to end review of community development | Jane Hibberd | March 2013 | 🟢 | The Community Development function has been incorporated into the Scrutiny and Area Arrangements Service. End to end review of community development is no longer required. |
|---|---|---|---|---|---|---|
| C | that the Council should consider the ways in which we measure community cohesion at a more localised level in order to improve on the existing national indicators and to better reflect the fact that different areas of the city face different community cohesion challenges | Develop city and local, qualitative and quantitative cohesion measures, and develop data into intelligence to inform local services | Stuart Douglass / Jessica May | March 2013 | 🟢 | A cohesion and tension log goes to the Council's Executive Management Team on a monthly basis. The log reviews significant cohesion issues by area and actions being taken to mitigate them. The log is prepared monthly by the Assistant Chief Executive with support from the Lead Policy Officer for Community Safety, Partnership Manager and Head of Housing Support and Community Living.<br><br>From a partnership perspective we receive information from the various |

Community and Safer City Scrutiny Committee: Community Cohesion - Policy Review Recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | equality forums but no longer have area based cohesion networks.  The move to the new system to replace ARCH will give the opportunity for more timely data in respect of hate crime and we can look at this at a more localise level and implement preventative measure where "how spots" emerge.<br><br>These two mechanisms provide the Council with a robust understanding of cohesion intelligence. |
| D | that the Council ensures its staff and Members have an awareness of the equalities legislation, including the challenges faced by people who may be discriminated against and enhance their understanding of issues that effect cohesion | Elected member development sessions<br><br>Equalities e-learning roll out | Kirsty McNally | October 2012<br><br><br>March 2013 | ● <br><br><br>● | The e-learning module has been revised and re-launched. Tool-box talks have been developed for staff with no internet access. Additional e-learning for managers is being developed to ensure they understand their obligations to Equality Analyse services and decisions.  This training can be accessed by Members. |
| E | that the Committee continue to monitor the implications of the Government's Welfare Reforms in order to understand and mitigate the potential effects on community cohesion in the city; | Bi-monthly briefings issued by the Welfare Reform Project Board | Fiona Brown | Bi-monthly | ● | Bi-monthly briefings are produced as a mechanism to update various committees and boards of the Welfare Reform changes and the planned activity from the council and other partners. |

**Appendix H**

Community and Safer City Scrutiny Committee: Community Cohesion - Policy Review Recommendations 2011/12

| F | that the Committee continue to monitor and assess the implications to the city of the Government's recently launched Integration Strategy. | Members to be kept updated on any implications | Jane Hibberd | March 2013 | 🟢 | No further information has been released from Government to provide updates on. |
|---|---|---|---|---|---|---|

Children, Young People and Learning Scrutiny Committee: As Soon as Possible: Early Intervention and Locality Services in Sunderland, Policy Review recommendations 2011/12

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 0 | 0 | 0 | 19 | 19 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | That the CAF assessment form is reviewed with particular consideration given to a shorter streamlined form which is less onerous to complete | • A shorter CAF form is developed that can be jointly used with social care teams to assess risk<br><br>• Re-designed CAF form to be put out for consultation with key stakeholders | Marie Roberts<br><br>Lynne Goldsmith | September 2012 | ● | Draft CAF form developed (June 2012)<br><br>Newly designed CAF form out for consultation with stakeholders (D/L Aug 2012)<br><br>Implementation of new CAF Form (September 2012) |
| B | That the option of a dedicated single point of contact for any CAF assessor to contact for support and advice around thresholds prior to completing a full CAF assessment is explored | • Service redesign with social care to develop a single point of contact<br><br>• Interface between Early Intervention and Child in Need cases | Simone Common<br><br>Hilary Bagley | December 2012<br><br>December 2013<br><br>Action Complete | ● | Proposals for service redesign are being prepared with an estimated implementation date December 2012. This date to be reviewed on an ongoing basis.<br><br>Integration with Family Focus is also being developed<br><br>This action is consistently linked with other changes to be implemented. The proposed changes to first point of contact for both Social Care and CAF linked to the CSN review have not yet been implemented. This action may also be affected by the current |

Children, Young People and Learning Scrutiny Committee: As Soon as Possible: Early Intervention and Locality Services in Sunderland, Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | developments regarding a multi-agency safeguarding hub (MASH) Integration with Family Focus is complete The MASH is now in place and is a multi-agency single point of contact for Safeguarding referrals. It will provide assistance to professionals on appropriate thresholds.<br><br>A change in procedure means that CAF is now part of the wider Strengthening Families agenda<br><br>There are clear guidelines for step up, step down cases CIN/CAF with the C&F team manager being the liaison point |
| C | That the CAF assessment process and threshold are considered for a comprehensive re-launch within Sunderland, following any CAF form redesign, and this is communicated to all stakeholders | • Re-designed form out for consultation with stakeholders<br><br>• Introduction and implementation to follow in September 2012 including publicity and promotion | Simone Common | End September 2012 | ● | Action Complete |
| D | That an effective communication strategy is put in place to ensure that future changes to the early intervention offer, CAF assessment process or CAF | • Strategy to be developed to coincide with the introduction of the new CAF form<br><br>• The Strategy's main purpose | Tim Hakim | End September 2012<br><br>Complete December | ● | Meeting has taken place with corporate communications to progress this<br><br>Work is ongoing to deliver web |

Children, Young People and Learning Scrutiny Committee: As Soon as Possible: Early Intervention and Locality Services in Sunderland, Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | thresholds can be effectively communicated to all stakeholders including elected Members | will be to ensure that everyone is clear about the role of the CAF and how it is to be implemented | | 2013 | | based information to stakeholders.<br><br>Information and Forms are available on line<br>CAF has now become part of the Strengthening Families framework. There have been numerous workshops and briefings in relation to the new process. |
| **E** | That further comprehensive training is made available to key stakeholders to provide a clear understanding of the differentials in thresholds between early intervention support and safeguarding; | • Launch Event to be undertaken including workshops around thresholds<br><br>• Ensure that key stakeholders and partners are invited to launch event and workshops | Simone Common | June 2012 | 🟢 | Action Complete |
| **F** | That the initial CAF assessor is routinely invited to attend the relevant CAF panel meeting in relation to their initial assessment | • To ensure that where appropriate and practicable an opportunity is offered for assessors to attend TAF/C meetings | Simone Common | June 2012 | 🟢 | Action Complete |
| **G** | That locality based teams look to increase their engagement with local partners through the development of more integrated working practices and approaches that promote locality services and the early intervention core offer with local partners and the community | • To develop closer links with Adult Services<br><br>• That locality team members look to attend locality based events<br><br>• That all head teachers within a locality are visited to promote the core intervention offer | Sandra Mitchell | December 2012 | 🟢 | Action Complete and further enhanced by the move from CAF Panels to Strengthening Families Panels which has increased the range of partners attending and being informed of the service offer<br><br>Visits to Head teachers have been made by Locality managers and CAF/CC leads |

**Appendix I**

Children, Young People and Learning Scrutiny Committee: As Soon as Possible: Early Intervention and Locality Services in Sunderland, Policy Review recommendations 2011/12

| | | | | | | |
|---|---|---|---|---|---|---|
| H | That the development of a specific data set of outcome measures for locality based working and early intervention be undertaken by the Directorate with a particular focus on measuring outcomes | • That a draft data set is developed and shared with locality managers<br><br>• That data sets are populated on a monthly basis<br><br>• Data sets are used to inform service delivery | Sandra Mitchell | July 2012 December 2013 | 🟢 | Action complete in terms of CAF dataset and measuring outcomes from TAF however there is a wider piece of work to look at broader measurement of impact<br><br><span style="color:red">Locality staff submit weekly impact statements to reflect the softer outcomes for the work undertaken</span> |
| I | That the Children, Young People and Learning Scrutiny Committee write to the DfE requesting that they look to undertake research into the CAF process across the country | The Scrutiny Committee will draft a letter to the Department for Education. The letter will be afforded final approval at a formal meeting of the Committee. Any correspondence and subsequent actions will be communicated through the Committee. | N Cummings | October 2012 | 🟢 | Action Complete |
| J | That the actions arising from the recent independent reviews and Ofsted inspections relating to this agenda are combined into a single Action Plan which is monitored by the Children, Young People and Learning Scrutiny Committee | The Scrutiny Committee will receive appropriate reports relating to the independent reviews and Ofsted inspection to facilitate a monitoring role in relation to identified actions. | N Cummings | September 2012 | 🟢 | Action Complete |

Children's Services Scrutiny Panel: Implications of the Education Act 2011: Policy Review recommendations 2012/13

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 0 | 0 | 0 | 8 | 8 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | That in further support to the one.education@sunderland project the local authority explores the development of a shared intelligence group with the aim of collating evidence based information from a number of key council sources who have direct contact with schools around 'soft' indicators that can chart and identify risks, key trends and areas of concern or intelligence about schools. | • To reconstitute a Children's Services Shared Intelligence board to develop key trends and areas of concern or intelligence about schools and link this to the emerging school to school improvement models.<br>• Revisit the role of the one.education@sunderland Partnership Board | A Parr<br><br><br><br><br><br>B Scanlon | April 2013 | ● <br><br><br><br><br><br>● | The reconvened Shared Intelligence Group will meet in March 2014.<br><br><br><br>The one.education@sunderland Partnership Board has been stood down and replaced by the Education Leadership Board, whose remit is to develop a city-wide strategy for Education, Skills and Learning. |
| B | That in developing its middle tier role, the local authority looks to, in consultation with Members, Officers and headteachers, to develop a protocol that clearly outlines and establishes the council's role in terms of brokerage, support and intervention with schools and academies in relation to school improvement. | • A clear position statement on the role and responsibilities of the local authority to be produced.<br>• Develop and implement a Communications Strategy for schools, partners, Members and the wider community of interest. | A Parr<br><br><br><br>B Scanlon | September 2013 | ●<br><br><br><br>● | Complete<br><br><br><br>There is a programme of communication in place through the Agenda Booklet/Headteacher Termly meetings.  There is now additional senior leadership capacity within People Services to promote and communicate the new way of working with schools. |

Children's Services Scrutiny Panel: Implications of the Education Act 2011: Policy Review recommendations 2012/13

| | | | | | | |
|---|---|---|---|---|---|---|
| | | • Agree clear and concise service level expectations for the School Improvement Team | A Parr | | 🟢 | Complete |
| **C** | That the local authority provides clear, current and concise information to parents, in suitable formats, around admission arrangements for all types of schools in Sunderland and continues to develop a brokerage role in supporting the admissions process through its middle tier position. | • Ensure that the co-ordination scheme for admission arrangements is reviewed annually and is in line with the Admissions Code 2012.<br>• Review the role of the School Admissions Forum to ensure that the Forum becomes a champion for children, young people and families.<br><br>• Increase the number of online applications for school admissions. | A Rowan | July 2013 | 🟢<br><br>🟢<br><br>🟢 | Complete<br><br><br>The Admissions Forum has been reconstituted following a review by the Children's Policy Member. The Forum will now cover a wider range of issues including, transport review, pupil place planning, information sharing.<br><br>While applications for primary and secondary school places continue to be made both through paper and online methods, the 2013/14 admissions was the first to employ a new local authority developed On-Line Application system. The online application system has been made available across the local authority's customer service centres, as well as other public locations. The benefits of online application have been promoted to parents with the outcome being an increase to |

Children's Services Scrutiny Panel: Implications of the Education Act 2011: Policy Review recommendations 2012/13

| | | | | | 80% in online applications for local secondary school places with a similar preference for online applications projected at primary level. |
|---|---|---|---|---|---|
| | | | | | |

City Services Scrutiny Panel: Operation of the Tell Us Once for Bereavement Services – Policy Review Recommendations 2012/13

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 0 | 2 | 0 | 5 | 7 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | that whilst the level of take up for the Tell Us Once Service in Sunderland has been good to date, we consider that the Council should continue to look at new and innovative ways to promote the existence and potential benefits of the service to local residents and continue to monitor accordingly; | Take up of the Tell Us Once Service for both birth and bereavement is monitored monthly by comparing the number of births and deaths registered in Sunderland, to the Management Information reports received from the DWP which details the number of Tell Us Once notifications received from Sunderland City Council. This monitoring methodology will continue to be used as the most robust way to assess take up of the service. | Karen Lounton | Ongoing | ● | Reports received monthly and information regarding take up reported back to staff. This is an ongoing process. |
| | | Steps have already been taken to roll out publicity material across some GP practices, with the objective that all practices in the city will have received promotional material about Tell Us Once by March 2013. | Karen Lounton | March 2013 | ● | List of all GP practices across the city provided by Corporate Communications team. Distribution of material to remaining GP practices pending.<br><br>Action completed. |
| | | Promotional material relating to Tell Us Once for Bereavement is to be rolled out to the Bereavement Service at Sunderland Royal Hospital.<br><br>The Tell Us Once model can be | Karen Lounton | January 2013 | ● | Publicity material provided to Sunderland Royal Hospital.<br><br>Action completed. |

City Services Scrutiny Panel: Operation of the Tell Us Once for Bereavement Services – Policy Review Recommendations 2012/13

| B | that the Council should explore ways of building on the principles of the Tell Us Once Service in other areas of service delivery, transferring any 'lessons learnt' or best practice realised from TUO to other service areas; | adapted and used across other services, with longer term plans in place at the DWP to extend the principles of this project across other areas such as 'change of address'.<br><br>Colleagues in the Transformation, Programmes and Project Team were involved with the implementation of Tell Us Once for birth and bereavement and have a full understanding of the benefits realised by the services involved, and how this established good practice can be built upon further. | Karen Lounton | Ongoing<br><br><br><br><br><br>Ongoing | ● <br><br><br><br><br><br>● | A proposal has been submitted to the Transformation Change Team which recommends building TUO into all of the CSN work (as this is the main contact point for customers). There is also a recommendation that TUO be included in the Alternative Service Delivery Model work where we ensure that any third party deliverer of services uses TUO. |
| --- | --- | --- | --- | --- | --- | --- |
| C | that the Council should continue to work closely with the DWP on a national level to ensure the TUO service, systems and databases continue to evolve and improve. | Regular communication is established between Gillian Priestley, the DWP Account Manager for the North East Tell Us Once project and the Bereavement and Registration Manager.<br><br>This affords us an opportunity to continue to have input into the future development of the Tell Us Once service for birth and bereavement.<br><br>Areas on the agenda for development include the introduction of connectivity between the General Register Office (GRO) database and the DWP Change Reporting System (CRS). | Karen Lounton | Ongoing | ● | Regular communication is maintained with DWP via regular email bulletins from DWP to Local Authorities delivering Tell Us Once, as well as engagement with the DWP at the Regional Registration Service meeting held quarterly. |

City Services Scrutiny Panel: Operation of the Tell Us Once for Bereavement Services – Policy Review Recommendations 2012/13

| | | | | | | |
|---|---|---|---|---|---|---|
| | | Developments in this area will speed up the birth or death registration and Tell Us Once interview process, allowing better use of resources in the Registration Service.<br><br>Other development areas include extending the scope of Tell Us Once for birth and bereavement, and introducing new services and organisations to the list of 'end users' who receive information relating to birth and death events. This development area will be managed by DWP, but with input from Local Authority representatives.<br><br>The DWP also have representation at quarterly Regional Registration Service Manager meetings where TUO is a standing item on the agenda.  The Bereavement and Registration Manager attends these meetings as the representative from Sunderland City Council. | Karen Lounton | March 2013 | ● | Regional Registration Service meetings are scheduled quarterly, with Tell Us Once a standing agenda item.  Meetings scheduled for 2014 in January, March, June and September.  All North East and Durham authorities are represented on this forum. |

HHAS Scrutiny Panel: Accessing Mental health Services In Sunderland: Policy Review recommendations 2012/13

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 0 | 4 | 0 | 4 | 8 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | To develop the frontline councillor role to enable elected members to identify the signs associated with mental illness within their own communities and enhance their understanding of the mental health pathway and services available for people with mental health problems in their own wards. | Arrange members briefing sessions using 'No Health without Mental Health' material, including Mental Health first aid information, to be delivered by MH Managers and partner agencies.<br><br>Link named MH social workers to each ward for locality working, inform members of nominated worker in their area. | Pippa Corner (left council Dec 13). Lennie Sahota Head of Personalisation. | September 14<br><br><br>May 14 | ●<br><br><br>● | Work still to be progressed. A training programme, material and time table to be established.<br><br><br>Geographical locality arrangements are being taken forward through the Councils Customer Journey Transformation project. This will compliment the work NTW and partners are progressing through the Principal Community Pathway programme. |
| B | To develop and implement an awareness-raising strategy to ensure that all stakeholders across the city understand the services available to people with mental health problems, including health practitioners, voluntary and community sector organisations and the Local Strategic Partnership. | Work with the Model of Care Programme Board (this board is changing in line with Sunderland CCG) to develop the strategy.<br><br>The strategy would sit under the Health and Well-being Board as part of the HWBB strategy for Sunderland | Neil Revely (Executive Director of HHAS) on behalf of HWBB | October 13 | ● | Complete |

HHAS Scrutiny Panel: Accessing Mental health Services In Sunderland: Policy Review recommendations 2012/13

| C | To look at raising the awareness of the signs and symptoms of mental illness among local authority employees through mental health awareness sessions, held in partnership with VCS organisations, and promoting the benefits of awareness raising to the wider audience of employers in Sunderland. | Develop as part of the Wellness initiative for employees for the council; materials could then be extended for use in the economic forum | Julie Gray (Head of Community Services) working with Economic Forum | March 14 | 🟢 | Health Champion modules have been developed that contribute towards raising awareness. These modules are available to all SCC employees to access as well as the broader population of Sunderland as part of the Health Champion Programme |
|---|---|---|---|---|---|---|
| D | To investigate an approach that ensures that all directorates operate in a way that is complementary to the access pathways to mental health services or support for potentially any individual coming into contact with local authority services, including the council website. | Ensure the council operating model for accessing the Council through the CSN has information relating to pathways for mental health services or support. Good information and advice should be part of that as standard | Lennie Sahota (Head of Personalisation) | | 🟢 | Complete and operational |
| | | Work with NTW to ensure the Council access routes are complementary to the recently developed Initial Response Team | | May 14 | 🟡 | An integrated working group has been established, lead by the CCG, to take the work of the Principal Community Pathway programme forward. An access work stream is being progressed with NTW and other partners to bring together the various access routes for mental health issues into one. This will see a phased implementation from May 14 |
| E | That the People Services Directorate looks at how it can actively involve frontline staff and service users in future service | We have recently developed a plan with partners to develop a MH strategy for Sunderland. Engaging staff and service users and carers | Lennie Sahota (Head of Personalisat | | 🟡 | Work on the strategy is on hold while the integrated approach to the Principal Community Pathway work is progressed |

HHAS Scrutiny Panel: Accessing Mental health Services In Sunderland: Policy Review recommendations 2012/13

| | | | | | | |
|---|---|---|---|---|---|---|
| | design and delivery of mental health services. | in that work will be central to it. | ion) Working with CCG and other partners | | | this year. This will see a redesign of mental health services throughout the city Which will inform the development of a Joint Mental Health Strategy |
| F | That the Health, Housing and Adult Services Directorate monitor the appropriate use of the Government's additional funding prescribed for the expansion of the Improved Access to Psychological Therapies programme through the Council/CCG Joint Commissioning Group | The Joint Commissioning Group will include the recommendation within its work programme and monitor the use of funding reporting to the Scrutiny Committee as required | Graham King (Head of Strategic Commissioning) on behalf of JCG | September 2013 | 🟢 | The Joint Commissioning Board receives regular reports from key programme boards; including MH Programme Board where the responsibility for IAPT services sits. |

**Appendix M**
**Public Health, Wellness & Culture Scrutiny Panel**
**The Role of the Local Authority in Health Issues: Policy Review recommendations 2012/13**

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| **0** | **3** | **0** | **4** | **7** |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| a) | All councillors to be fully engaged in the emerging public health agenda by being given both the skills and understanding of how to facilitate effective interventions in a public health framework. | People Boards to consider public health responsibilities, ensuring health inequalities and how these will be addressed at a local level.<br><br>Consultation events held on development of Health Strategy priorities / Workshop held : improving life chances | Allison Patterson/ Nonnie Crawford<br><br>Karen Graham | Feb 2014<br><br><br><br>Complete | ● | Joint Health & Wellbeing Strategy now in place and being delivered through the Health and Wellbeing Board |
| b) | Robust local accountability structures should be developed for all relevant aspects of health and wellbeing decision-making and delivery. | Amendments made to the Council Constitution to detail procedure rules for HWBB (March 2013)<br>Ongoing dialogue re joint commissioning with CCG | Karen Graham /Rhiannon Hood | June 2013 | ● | Constitution includes governance arrangements for Health & Wellbeing Board. |
| c) | The joint health strategy should demonstrate a tie in with community resilience at a time when our 'assets' are under serious threat of being destabilised by external factors. | The design principles of the Strategy have been closely aligned to the community resilience plan and will guide the support and development of assets to improve resilience in communities and individuals | Vince Taylor | Complete | ● | Health and Wellbeing Board overseeing implementation of the Joint Strategy |
| d) | The local asset base should be increased by growing the number of Health Champions and maximising the use of community assets and settings to deliver health and well-being services. | Develop and implement plan for expanding Health Champions in under-represented areas and in neighbourhoods of greatest need.<br><br>Develop new service specifications for health and wellbeing services that maximise the use of community assets and settings | Gillian Gibson<br><br><br><br>Graham King/Gillian Gibson | Feb 2014<br><br><br><br>Dec 2013 | ● | The numbers of Health Champions has increased in all areas although further work needs to be carried out in the East where numbers are relatively low. Additional engagement work is planned to identify |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | communities under-represented in relation to Health Champions. New approaches to broadening the scope of the programme have been developed including a pilot of Young Health Champion Programmes in four secondary schools and the development of Health Champion training for People with Learning Disabilities. |
| e) | A protocol for working together should be developed between key stakeholders. | Public Health, Wellness & Culture Panel to develop | Karen Brown | June 2013 Complete | 🟢 | Protocol designed and approved by Health & Wellbeing Board, authorised by all Board member organisations |
| f) | Public health and regulatory staff should work together to explore what the regulations will allow in terms of health benefits. | One public health transformation workshop has been held to examine joining up regulation and public health | Gillian Gibson/Tom Terrett | Feb 2014 | 🟡 | A workshop has been planned to take place in Summer 2014 to enable a broader preventative approach to dealing with the health impact of alcohol in the City. |

| g) | Explore the integration of health impact assessments and equality analysis. | The Healthy Cities Phase 5 programme focuses on integrating health impact assessments | Gillian Gibson | Feb 2014 | 🟡 | The health element of an integrated impact assessment has been developed although will not be implemented until the other elements are complete. A Health Impact Assessment of the Core Strategy has been undertaken and was commended during a recent Health and Wellbeing Peer Challenge. |
|----|----|----|----|----|----|----|

Responsive Services and Customer Care Scrutiny Panel: Reducing Reoffending: Policy Review recommendations 2012/13

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 0 | 3 | 0 | 7 | 10 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | That the Council identifies ways in which existing housing related support can be better utilised, and that the intelligence currently being gathered through the Council's Gateway informs housing related support commissioning intentions in 2014, specifically taking account of accommodation issues for offenders and particularly women offender. | Ongoing monitoring of the Gateway outcomes to inform the commissioning intentions of the Council for the re –commissioning of Housing Related Support services in 2014. | HHAS Head of Strategic Housing / HHAS Lead Commissioner | April 2014 | ● | The tender process of Housing Related Support has been progressing on schedule with the new contracts commencing from June / July 2014. |
| B | That key policies in relation to housing, including the Housing Strategy, the Strategic Tenancy Policy and the Hostel Strategy have a specific focus on the accommodation needs of offenders informed by intelligence. | The accommodation needs of offenders have been included within the Hostel Strategy action plan informed by intelligence gathered from the Partnership Strategic Intelligence Assessment (PSIA). This work will continue to be overseen by the Hostel Strategy Working Group with particular focus on Camrex House and the Norfolk Hotel.<br><br>The City Housing Strategy will capture the needs of vulnerable groups including offenders. | P&N, Safer Communities Officer<br><br><br><br><br><br><br><br>P&N, Safer Communities Officer | Complete<br><br><br><br><br><br><br><br>July 2013 | ●<br><br><br><br><br><br><br><br>● | The Hostel Strategy working group has completed the transition of residents from Camrex House (Feb 2014) and there is on-going work with partners, inclusive of hostel owners to ensure that the needs of those residing in the hostels are met.<br>Initiatives around hospital discharge and Making Every Adult Matter are ensuring that a co-ordinated approach to presenting issues is being adopted which will help address behaviours and improve outcomes.<br>The refresh of the Housing Strategy is underway and will include for the accommodation needs of offenders |

Responsive Services and Customer Care Scrutiny Panel: Reducing Reoffending: Policy Review recommendations 2012/13

| C | That the Council works with the city's private landlords to meet the accommodation needs of offenders. | Build on existing relationships with Private Landlords to enhance the private rented offer for offenders specifically by – <br><br> • Presenting the need to the Private Landlord Forum to try and engage with a small number of landlords to develop an approach. <br> • Work in partnership with all relevant parties to develop an agreed application process to minimise risk <br> • Pilot a number of tenancies to build confidence in this new approach. | HHAS Access to Housing Manager / Offender Accommodation Officer | Ongoing | 🟢 | Work continues with Private Landlords in relation to accommodating offenders. A presentation was provided to the Private Landlord Forum in relation to Lets Help You which is an advertising tool for their properties and on the back of this individual agreements have been made with particular landlords. <br> This will be an ongoing action as the accommodation needs of each offender has to be considered on a case by case basis. |
|---|---|---|---|---|---|---|
| D | That the Safer Sunderland Partnership develops the appropriate channels and mechanisms to strengthen and embed its influencing role with the:- <br><br> (i) Health and Wellbeing Board; and <br> (ii) Clinical Commissioning Group; | The membership of the Health and Well-Being Board includes The Leader of the Council who is also a member of the Safer Sunderland Partnership. Links are to be strengthened over the coming months to ensure the correlation between crime and disorder and health are considered within relevant policies and strategies. <br><br> The SSP will engage with the Joint Commissioning Group to identify the most effective ways to build relationships with CCG's. | P&N, Lead Policy Officer, Community Safety <br><br><br><br><br> P&N, Lead Policy Officer, Community Safety | June 2013 <br><br><br><br><br><br> February 2013 | 🟢 <br><br><br><br><br><br> 🟢 | Complete – cross membership of both Boards is now enhanced with the Director of People Directorate joining the Safer Sunderland Board and the Director Of Public Health remaining a member of both Boards. Recommendations from the Domestic Violence Health Needs Assessment in 2013 were accepted by both Boards. <br><br> Complete – the CCG have engaged actively with Safer Sunderland Partnership since undertaking the lead responsible authority role for the NHS following the transfer of Public Health to the City Council. |

Responsive Services and Customer Care Scrutiny Panel: Reducing Reoffending: Policy Review recommendations 2012/13

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| E | That the Safer Sunderland Partnership improves the transition from custody to the community by:- | | | | | |
| | (i) Ensuring effective relationships with all prisons in the NE. | The SSP will continue to work with ANEC & NOMS on improving the relationship between the local authority and NE prisons identifying gaps in delivery. | P&N, Safer Communities Officer | June 2013 | 🟠 | Ongoing - ANEC have developed 20 key recommendations to progress this work and Safer Sunderland have made good progress against these reporting back to ANEC at regular intervals |
| | (ii) Utilising the IOM Prison Officer roles of Durham and HMP Northumberland, to improve information sharing and links with community provision. | Meeting to be arranged with both IOM Prison Officer Links to develop an improved information sharing pathway. | P&N, Safer Communities Officer, HMP Durham, HMP Northumberland | February 2013 | 🟢 | Completed – effective information sharing between prison estate and Sunderlands Integrated Offender Management Unit in place |
| | (iii) Improving accommodation outcomes for offenders through the 'Through the Gate' project. | Sunderland to nominate a rep for the Through the Gate steering group to ensure the needs & views of Sunderland are fully represented.<br><br>To establish clear operational procedures between Through the Gate and the Access to Housing Team to enable the most successful outcomes for offenders returning to Sunderland. | HHAS Access to Housing Manager / Offender Accommodation Officer | July 2013 | 🟢 | The Offender Accommodation Officer was nominated to become part of the Through the Gate Steering Group and was involved until commencing Maternity Leave in October 2013. Since that time the Access to Housing Manager has fed into the Regional Homelessness Manager's Meeting as the commissioner of Through the Gate. This has been achieved by gaining regular performance reports from Through the Gate providing scrutiny to its impact and success. |
| F | That the Safer Sunderland Partnership and the Council seek | The needs of women Offenders will continue to be addressed as part of | Probation, Director of | July 2013 | 🟢 | Complete – transferred into ANEC action plan and considered in |

Responsive Services and Customer Care Scrutiny Panel: Reducing Reoffending: Policy Review recommendations 2012/13

| | | | | | | |
|---|---|---|---|---|---|---|
| | to improve outcomes for women offenders, in particular accommodation and accommodation related support. | the Women Offenders Sub-group Led by Probation and overseen by the Reducing Re-Offending Delivery Network. | Offender Management | | | retendering of key housing support contracts due for implementation in July 2014. |
| G | That the Safer Sunderland Partnership and the Council ensures it fully understands the needs of current and future veteran offenders by engaging with relevant bodies and organisations. | SSP to strengthen links with the HHAS Veterans Champion to identify any issues regarding offenders. | P&N, Safer Communities Officer, HHAS Head of Strategic Housing | August 2013 | 🟢 | Head of Housing and Community Living has an identified lead role with veterans organisations through the Armed Forces Network and the Veterans' Forum ensuring that intelligence is gathered and appropriate actions taken. A Veterans' Centre is being progressed with a third sector provider which will provide accommodation and support for veterans. |

**Appendix O**

Skills Economy and Regeneration Scrutiny Panel: Delivery of the Work Programme – Policy Review Recommendations 2012/13

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 0 | 2 | 0 | 5 | 7 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| | | | | | | |
| A | That the Council and Work Programme providers continue to develop formal and informal channels of communication in order to inform and influence the delivery of the Work Programme for the benefit of Sunderland residents. | Council representatives will continue to participate in/provide input to the regional working group, facilitated by ANEC, which forms the primary link with the Work Programme prime contractors at a strategic level.<br><br>At an operational level, continue to maintain regular contact with prime contractors and their sub-contractors, to provide intelligence on current and future job opportunities to inform Work Programme delivery. | Karen Alexander, Employment and Training Manager | March 2013 | ● | Officer representatives from the Policy team continue to attend the regional working group facilitated by ANEC.<br><br>On an operational level, regular contact is made with the Prime and Sub contractors of the Work Programme, in order to identify suitable candidates for vacancies which come to the attention of Council officers (for example as a result of Social & Economic clauses in contracts). |

Skills Economy and Regeneration Scrutiny Panel: Delivery of the Work Programme – Policy Review Recommendations 2012/13

| B | That the DWP be encouraged to produce regular and tailored performance data for the Council and its partner organisations at city-wide level and across Regeneration Areas | Agreement will be reached on the terms of the Data Sharing Agreement with the Work Programme prime contractors, Avanta and Ingeus.<br><br>Officers within Strategic Policy and Performance Management will incorporate Work Programme data returns within the Quarterly Performance Report for Aim 4 Group of the Economic Leadership Board. | Karen Alexander, Employment and Training Manager<br><br>Mike Lowe, Head of Performance SPPM | Sept 2013<br><br><br><br>Dec 2013 | ● | Following advice from legal, it was decided Sunderland Council would not sign the Data Sharing Agreement with the prime contractors.  The benefits of doing so were not clear and the risks relating to compliance were viewed as being too high.<br><br>Performance data is published with sufficient regularity and depth to suffice the current needs of the Economic Leadership Board members. |
| --- | --- | --- | --- | --- | --- | --- |
| C | That Work Programme providers look to develop their role and involvement in local economic policy at a strategic level – for example through involvement in the North Eastern LEP, the development of Sunderland Economic Masterplan and the Local Strategic Partnership | This recommendation be communicated to the providers<br><br><br><br>Members of Aim 4 Group will consider how best to integrate the activities of the Work Programme prime contractors into strategic planning and the shaping of local economic policy, as part of the Employment Strategy. | Karen Alexander, Employment and Training Manager<br><br>Vince Taylor, Head of Strategy, Policy and Performance Management (via the Chair of Aim 4 group) | April 2013<br><br><br><br>July 2013 | ● | This recommendation was communicated to the Work Programme prime and sub-contractors operating in Sunderland and welcomed by them.<br><br>Providers joined discussions at Aim 4 Group which were helpful to its work. Economic Leadership Board currently reviewing sub group structuring and replacing the four Aim Groups with three Result Groups. |
| D | That the Council examines ways of informing Work Programme providers of potential new | Council officers will continue to participate in regular network meetings with Work Programme | Karen Alexander, Employment | March 2013 | ● | Information continues to be cascaded. |

Skills Economy and Regeneration Scrutiny Panel: Delivery of the Work Programme – Policy Review Recommendations 2012/13

| | | | | | | |
|---|---|---|---|---|---|---|
| | investment in the city at the earliest possible opportunity in order that they are able to prepare for potential sectors of employment growth | representatives where information about inward investment opportunities and growth sectors is cascaded. | and Training Manager | | | |
| E | That the Council looks to continue to do everything in its power to maximise local employment opportunities through the operation of its procurement process | When relevant to the subject matter, social value benefits will be considered for services (specifically over the EU threshold) at the pre-procurement stage and during the procurement. A systematic tool to be developed to consider social value when setting evaluation criteria, contract scope and performance regimes. Colleagues within Business Investment and Corporate Procurement will work closely with commissioners to ensure a value for money approach is followed when assessing contract opportunities. | Karen Alexander, Employment and Training Manager | Sept 14 | 🟡 | A systematic process is in place to consider the suitability of including a requirement for Social & Economic clauses to be built into procurement contracts. A current example of this is the building of the new Washington Leisure Centre. |
| | | Led by the Aim 4 Group, steps will be taken to encourage other partners in the city to incorporate Social and Economic clauses in development contracts. | Vince Taylor, Head of SPPM (via the Chair of Aim 4 Group) | Dec 2014 | | See D above re Economic Leadership Board review of sub group structures. |
| F | That the Council as a major employer in the city continues to maximise the use of work placements | Consideration will be given to how a greater number of work experience placements can be offered across all Council directorates, to benefit both NEET young people and | Dave Rippon, Head of HR and OD | June 2014 | 🟡 | Apprenticeship vacancies have been created under Responsive Local Services, where it is planned 36 new apprentices will be recruited in March-April 2014. |

Skills Economy and Regeneration Scrutiny Panel: Delivery of the Work Programme – Policy Review Recommendations 2012/13

| | | | | | | |
|---|---|---|---|---|---|---|
| | | unemployed adults, helping them to move closer to employment. Opportunities for work experience within the Council will be shared with Jobcentre Plus, so that suitable individuals can be identified to take up the placements. | | | | This is the second intake of apprentices into this area and consideration should be given to spreading this good practice across other service areas. |
| G | That the Work Programme providers continue to develop their links with local businesses and look to work more closely with SMEs in the city. | The Council will continue to maintain an understanding of the Work Programme 'offer' for employers and will encourage the business community, particularly SMEs, to make contact with Work Programme providers in order to take up that offer. | Karen Alexander, Employment and Training Manager | Feb 2014 | 🟢 | The broad range of employability support services which operate across the city is frequently discussed with local businesses, to help with their recruitment needs, as part of the general advice and support given by the Business Investment Team. |

Skills Economy and Regeneration Scrutiny Panel: Delivery of Apprenticeships in Sunderland – Policy Review Recommendations 2012/13

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| | 2 | | 6 | 8 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| | | | | | | |
| A | That the Council examines the measures available to increase apprenticeship opportunities, particularly higher level apprenticeships, in key sectors of the city's economy | (i) Update the Memorandum of Understanding (MOU) and associated Action Plan between the National Apprenticeship Service (NAS) and Sunderland City Council | Stephanie Rose, Associate Policy Lead, SPPM | Sept 2013 | ● | After due consideration of the action, it was felt to be more appropriate to strengthen the working relationship between the National Apprenticeship Service (NAS) and Sunderland City Council through their involvement in relevant groups and programmes, namely the Participation and Engagement Group and Work Discovery Sunderland. |
| | | (ii) Organise and host Sunderland City Council Supply Chain Event | Glenda Herron, Acting Head of Corporate Procurement | April 2014 | ● | Corporate Procurement together with the North East Procurement Organisation (NEPO) will be hosting two supply chain events in April & May 2014. These events will bring together contractors and potential local sub-contractors to discuss opportunities available and apprenticeships. |
| | | (iii) Council representatives will continue to participate in/provide input to the regional working group, which is responsible for establishing the North East LEP area Apprenticeship Hub | Stephanie Rose, Associate Policy Lead, SPPM | Sept 2013 | ● | SPPM officer has attended meetings of the NELEP Apprenticeship Hub Steering Group. The NELEP Apprenticeship Hub has now appointed a co-ordinator and will shortly go out to tender for the research contract to |

Skills Economy and Regeneration Scrutiny Panel: Delivery of Apprenticeships in Sunderland – Policy Review Recommendations 2012/13

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | support the development of the NELEP Apprenticeship Hub. |
| B | That the Council and the National Apprenticeship Service (NAS) agree a set of actions that are geared to meeting the specific needs of the city | (i) Update the Memorandum of Understanding (MOU) and associated Action Plan between the National Apprenticeship Service (NAS) and Sunderland City Council *(See also Ref. a (i) )* | Stephanie Rose, Associate Policy Lead, SPPM | Sept 2013 | 🟢 | After due consideration of the action, it was felt to be more appropriate to strengthen the working relationship between the National Apprenticeship Service (NAS) and Sunderland City Council through their involvement in relevant groups and programmes, namely the Participation and Engagement Group and Work Discovery Sunderland. |
| C | That further work be initiated to understand the Post-16 Destinations of learners in the city | (i) Monitor and review the progress and outcomes being made in delivering priority outcomes and targets including:<br><br>Raising participation in line with government targets for 2013 and 2015;<br><br>Increasing young people in Education, Employment and Training (EET);<br><br>NEET and Not Known figures<br><br>Key Stage 4 and Key Stage 5 student destinations (as presented in Department for Education Destination Measures tables);<br><br>Apprenticeship opportunities; and | Dave Barber, Participation and Engagement Manager, People Directorate *(via the Chair of the Participation and Engagement Group)* | March 2014 | 🟢 | Progress and outcomes being made in delivering priority outcomes and targets are regularly reported at the Participation and Engagement Group.<br><br>The next set of Apprenticeship data will be published in April 2014 and an updated review of Sunderland Apprenticeship performance in April will be produced for further consideration at the May 2014 PEG meeting.<br><br>Following the March 2014 PEG meeting, a group is being convened (lead by Sunderland University) to review the level of demand potential for Higher Apprenticeships (L4). |

Skills Economy and Regeneration Scrutiny Panel: Delivery of Apprenticeships in Sunderland – Policy Review Recommendations 2012/13

| | | Youth employment data | | | | |
|---|---|---|---|---|---|---|
| | | (ii) Officers within Strategy Policy and Performance Management (SPPM) will incorporate Post-16 Destination Measures data returns within the Quarterly Performance Report for the Participation and Engagement Group of the Education Leadership Board. | Kelly Davison-Pullan, Lead Officer for Corporate Performance, SPPM | | 🟡 | The Education Leadership Board is currently developing its strategy and is not yet examining performance. |
| D | That the Council confirms its continuing support for the inclusion of Social and Economic Clauses into its planning and procurement processes | (i) When relevant to the subject matter, social value benefits will be considered for services (specifically over the EU threshold) at the pre-procurement stage and during the procurement.  A systematic tool to be developed to consider social value when setting evaluation criteria, contract scope and performance regimes.  Colleagues within Business Investment and Corporate Procurement will work closely with commissioners to ensure a value for money approach is followed when assessing contract | Karen Alexander, Employment and Training Manager

and

Procurement Lead - Glenda Herron, Acting Head of Corporate Procurement | Sept 2014 | 🟡 | Corporate Procurement has produced a Social Value Quick Guide with example clauses and key stakeholders. Key stakeholders will be approached during the pre-procurement stage to help identify Social Value benefits and outcomes which can be incorporated into the procurement documentation. |

Skills Economy and Regeneration Scrutiny Panel: Delivery of Apprenticeships in Sunderland – Policy Review Recommendations 2012/13

| | | | | | | |
|---|---|---|---|---|---|---|
| | | opportunities. *(See also Ref. (e) - Work Programme: Policy Review Action Plan)* | | | | |
| | | (ii) Led by the Aim 4 Group, steps will be taken to encourage other partners in the city to incorporate Social and Economic clauses in development contracts. *(See also Ref. (e) - Work Programme: Policy Review Action Plan)* | Vince Taylor, Head of SPPM *(via the Chair of Aim 4 Group)* | ● | The Aim 4 Group of the Economic Leadership Board (ELB) undertook some work on this action in engaging partners. Since then, the ELB have reviewed its sub group structure and will seek to reallocate this responsibility as part of that. |

**Appendix Q**

Children's Services Scrutiny Panel: Increasing Young People's Involvement in Service Design and Delivery: Policy Review recommendations 2012/13

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 0 | 1 | 0 | 7 | 8 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | That Children's Services explore the potential for an information sharing support mechanism between schools to share examples of best practice in relation to the operation and performance of school councils and also look at the development of links between school governing bodies and young people | • Update provided to all schools at Headteacher Termly meetings in June regarding progress on the participation agenda. | B Scanlon | June 2013 | ● | Complete |
| | | • Seek nominations from schools to be involved in best practice review. | B Scanlon | June 2013 | ● | Participation and engagement officer regularly attends briefings to inform schools about participation and engagement, and opportunities that are available and to offer assistance and support to school councils and student voices. Also attends at school assemblies to talk about schools and young people being involved. An annual meeting for all school councils and Student Voice groups to come together to share best practice. |
| | | • Encourage governing bodies to consider how they involve children and young people representatives in governance matters. A report to be included in the next Termly | A Rowntree | Sept 2013 | ● | This happens regularly in schools through links between Schools Council and Governing Bodies. A reminder will be included in the Autumn 2014 Agenda booklet. |

Children's Services Scrutiny Panel: Increasing Young People's Involvement in Service Design and Delivery: Policy Review recommendations 2012/13

| | | | | | | |
|---|---|---|---|---|---|---|
| | | Agenda Booklet.<br>• Invite Governor representatives to future meeting of the Children's Trust Advisory Network (CTAN) to seek their views as to how young people would wish to be engaged by Governing Bodies. | A Rowntree | May 2014 | 🟡 | This will be considered as part of the work programme for CTAN in the coming year. |
| B | That Scrutiny Members consider the possibility of the Scrutiny Committee or representative Scrutiny Panel being actively involved in Takeover Day 2013 | • Participation and Engagement Officer to ensure that an invitation is forwarded to Scrutiny Committee to participate in Takeover Day 2013 | J Wheeler / J Peuch | November 2013 | 🟢 | Complete – scrutiny members were actively involved in the 2013 Takeover Day. |
| C | That consideration is given, by the Communications Team, to the appointment of a Participation and Engagement Champion to promote and support the work of participation and engagement within the Communications Team; | • Corporate Affairs and Communications to provide a comms rep. Name tbc once comms team reorganised under People, Place, Economy. | S Meredith | November 2013 | 🟢 | Complete |
| D | To explore how the views of young people can be best represented in the statutory governance arrangements of the Sunderland Health and Wellbeing Board and the Sunderland Safeguarding Children's Board | • Invite representatives of both Boards to work with CTAN to develop links to ensure that their views can be taken into account when decisions are being made.<br>• Sunderland Safeguarding Children Board to work with Young Inspectors to assess the effectiveness of their processes. | J Peuch<br><br><br><br><br><br>J Peuch | Dec 2013<br><br><br><br><br><br>June 2013 | 🟢<br><br><br><br><br><br>🟢 | Complete – CTAN has worked with the SSCB, Healthwatch and the Health and Wellbeing Board to help develop their strategies/policies.<br><br>Complete – |

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 3 | 0 | 0 | 6 | 9 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| | **That the council:-** | | | | | |
| A | Undertakes to work with partners to consider the way in which the approach to domestic violence is coordinated strategically across the city | Meet key individual partners to reclarify policy and strategic co-ordination arrangements | Stuart Douglass | September 2013 | ● | Complete, individual discussions completed and followed with paper on current arrangements presented to the Domestic Violence Partnership in March 2014 |
| | | engage with the Specialist Domestic Violence Court to identify if support for performance improvement is required | | | ● | Delayed due to a period of long term sickness. Will be completed in April 2014 |
| B | Considers how it can raise the awareness of frontline staff and ward councillors across the city to improve signposting to domestic violence services for victims | Produce frontline staff and member briefing note | Stuart Douglass | November 2013 | ● | Delayed due to a period of long term sickness. Will be completed by July 2014 |
| | | Promote the online training facility | | | ● | Completed – facility was promoted to all members in November 2013 and 11 members registered to complete it |
| | | Make available training/seminar for members | | | ● | Delayed due to a period of long term sickness. Will be completed by July 2014 |
| | **That the Safer Sunderland Partnership:-** | | | | | |
| C | Reviews how domestic violence crime is reported to ward councillors and local people in community forums | Statistics and performance data to be made available at area level | Stuart Douglass | July 2013 | ● | Ongoing, statistical data has been submitted and the report format finalised. Close. |
| | | Written report to be made available at area level every 6 months | | September 2013 | | |

| D | | Delivers the improvement activities detailed within the Safer Sunderland Partnership Delivery Plan within the specified timescales as follows:- | | | | | |
|---|---|---|---|---|---|---|---|
| | (i) | Improve information sharing between healthcare services and domestic violence providers by raising awareness of domestic violence amongst a range of health professionals and strengthening the linkages between health and domestic violence | Review current arrangements and develop improvement plan | Stuart Douglass | September 2013 | 🟢 | Complete - Clinical Commissioning Group have undertaken work with healthcare services to improve information sharing in relation to domestic violence. Domestic Violence is included in the Level 3 Safeguarding Children Training and in "time out" sessions to GPs and their staff in Safeguarding Adults training. 2 safeguarding symposiums also held in 2013 with City Hospitals staff. |
| | (ii) | Engages with schools and young peoples services to improve young people's awareness of the warning signs around abuse in teenage relationships and the support available; | ii) Pilot the 'I have the right' film and resource pack in each area of the city, evaluate the pilot and amend the resource pack; then roll out the resource pack to all schools in the city and relevant non-school settings; and promote the resource widely to a variety of key audiences within Sunderland and the wider region | Kelly Henderson / Julie Smith | September 2013 | 🟢 | Complete – pilot completed and resources now live on Northumbria Police e-beat website and rolled out to all secondary schools via designated safeguarding leads. The pack has also been promoted regionally via the domestic violence co-ordinators and other networks. |
| | (iii) | Utilises the findings of the Health Needs Assessment undertaken by the PCT to enhance | consider the Health Needs Assessment when complete and ensure findings are considered by the Safer Sunderland Partnership | Stuart Douglass | December 2013 | 🟢 | Complete – the findings of the Health Needs Assessment were incorporated into the Partnership Strategic Intelligence Assessment and have also |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | its understanding of domestic violence in the city, map current provision and inform future service planning and commissioning intentions, having particular regard to the needs of BME victims | Board and incorporated into the Partnership Strategic Intelligence Assessment 2013. | | | | been used to refresh the Joint Health Needs Assessment. |

HHAS Scrutiny Panel: Empty Properties in Sunderland: Policy Review recommendations 2012/13

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 0 | 0 | 0 | 12 | 12 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | To look at the increased involvement of elected members in all areas with the Empty Homes Team, including regular briefings and involvement in local walkabouts, as a means of further enhancing intelligence gathering by the team and developing relationships with ward members. | • Invite elected members on local walkabouts as required.<br>• Invite elected members to visit identified "hot spot" areas.<br>• Consider ward members suggestions and use ward members' intelligence of the areas. | Empty Property Officer (s) | July 2013 | ● | Achieved and ongoing |
| B | To investigate the development of an 'Empty Property – Council Aware' leaflet to provide local residents with reassurances that work is on-going in relation to an empty property and also to present further avenues for potential intelligence gathering. | • Leaflet Produced.<br>• To post in properties adjacent empty property.<br>• | Empty property Officer | August 2013 | ● | Complete<br>Ongoing |
| C | That the Housing Service and Empty Homes Team explore how to further support new and existing landlords to develop good practices, consistent approaches and strengthen relationships between private landlords and the local authority. | • To invite landlords to landlords' forum<br>• To invite landlords to "hot spot" areas to discuss<br>• To deliver training workshop for landlords in identified topics.<br>• To develop intranet with advice materials. | Empty Property Officer<br><br>Access to Housing Manager | August 2013 | ● | Ongoing |

**Appendix S**

HHAS Scrutiny Panel: Empty Properties in Sunderland: Policy Review recommendations 2012/13

| D | That the Empty Homes Team investigates the potential for expanding the role of the team to incorporate commercial properties into their remit to provide an holistic approach to empty properties management. | • Meet Environmental Services to define roles and responsibilities with regard to empty Commercial properties.<br>• Design a customer led service with regard to empty commercial properties. | Principal Housing Manager | September 2013 | 🟢 | Achieved. |
|---|---|---|---|---|---|---|
| E | That the Local Authority Housing Team look to monitor the impacts of welfare reform on both social and private housing across the City and look to provide area specific updates to Members through area committee arrangements. | • Access to Housing Team to develop actions including around impacts of welfare reform. | Head of Strategic Housing Housing Benefits Manager Access to Housing Manager | April 2014 | 🟢 | Ongoing, the Head of Transactional Services feeds back to Area Committee quarterly on welfare reform.<br><br>The development of Lets Help You (a tool for Private Landlords advertising properties) has been live for 18 months.<br><br>As part of the Access to Housing restructure there is now a post of Senior Practitioner (Welfare Reform) who is assisting the further development of actions. |

City Services Scrutiny Panel: Waste and Recycling in Sunderland – Policy Review Recommendations 2012/12

| Review Progress Summary | | | | |
|---|---|---|---|---|
| ● **not on schedule** | ● **on schedule** | ● **undeliverable** | ● **achieved** | **Total** |
| 1 | 3 | 0 | 7 | 11 |

| Ref | Recommendation | Action | Owner | Timescale | RAG | Progress |
|---|---|---|---|---|---|---|
| A | That further update reports be provided based on the findings of the investigative research. The investigative research will allow an intelligence led approach to the formulation of a plan for future waste and recycling communications activities | Procurement exercise to appoint an agency to investigate the attitudes and behaviours of Sunderland residents towards recycling and waste, to inform future communications strategies. All submissions to include a schedule of research activities aimed at fulfilling the objective of the brief. | Communications Manager | April - June 2013 | ● | It has been necessary to move the completion date of communications plan back and all dates that follow on from this. The plan is intended to evolve and accommodate the influence of external and internal factors on the service. The intention in delaying the final plan is that we capture the current climate and maximise activity impact. |
| | | Inception meeting | | June 2013 | ● | |
| | | Quantitative engagement and data collection – street survey and online survey | | July/ August 2013 | ● | |
| | | Qualitative engagement and data collection – Focus groups | | August/ Sept 2013 | ● | |
| | | Data collection and analysis | | Sept 2013 | ● | |
| | | Research findings – report and presentation | | Oct 2013 | ● | |
| | | Formulate a communications plan to include key actions and dates - directed by research findings and budget limitations | | April 2014 | ● | |

City Services Scrutiny Panel: Waste and Recycling in Sunderland – Policy Review Recommendations 2012/12

| B | That the delivery of the new communications campaign be monitored including activities on promoting awareness and involvement in recycling and on tackling inappropriate waste presentation and fly tipping | Deliver phase 1 of communications campaign | Communications Manager | June 2014 | 🟡 | |
| | | Seek feedback and opinion from residents and Members on key actions undertaken and engage Area Place Boards. | | Sept 2014 | 🟡 | |
| | | Monitor and measure the impact of communications campaign through tangible indicators to include:<br>i. Recognition of council messages<br>ii. Feedback from residents<br>iii. General monitoring of participation<br>iv. % increase in tonnage recyclate collected<br>v. % reduction in reported fly tipping incidents<br>vi. Success evaluation – Annual review | | March 2016 | 🟡 | |
| C | That further reports be provided on the progress on the delivery of a recycling incentives scheme, the impact on awareness and participation in recycling services and the impacts on recycling performance | 1. Recycling Incentives Scheme<br>i. Intelligence gathering<br>ii. Formulate campaign – directed by research findings and recommendations<br>iii. Campaign launch and subsequent communications activities | Communications Manager and Waste Manager | i. July 2013 – April 2014<br>ii. April – May 2014<br>iii. June 2014 – March 2015<br>iv. April – June 2015 | 🟢 | Information is being gathered from the previous incentives scheme funded by DEFRA and operated regionally in which the Council participated to inform on the benefits of a new scheme operated by the Council. The old scheme we participated in which ended late 2013 targeted specific items ie aerosols. Indications are that |

City Services Scrutiny Panel: Waste and Recycling in Sunderland – Policy Review Recommendations 2012/12

| | | | | | | |
|---|---|---|---|---|---|---|
| | | iv. Impact evaluation of activities undertaken to date | | | | the scheme did raise awareness of recycling. Tonnage of blue bin recycling collected increased only slightly in 2013/14 over the previous year. Some resident awareness (how people use the bin) needs to be addressed by the new communications plan. |
| | | General Periodic Reporting<br>i. Update report followed by six monthly report updates (for the period of the campaign) | Communications Manager and Waste Manager | April 2014 to March 2016 | 🟡 | |

# SCRUTINY COMMITTEE                    17 APRIL 2014

## SCRUTINY POLICY REVIEWS 2013/14

### REPORT OF THE HEAD OF SCRUTINY AND AREA ARRANGEMENTS

1. **PURPOSE OF THE REPORT**

1.1 To provide the Scrutiny Committee with the draft recommendations of the five remaining scrutiny policy reviews undertaken by the Scrutiny Lead Members and their supporting Panels.

2. **BACKGROUND**

2.1 The scrutiny commissioning model is now in its second year. As part of the arrangements the Scrutiny Committee commissioned the Lead Scrutiny Members along with their respective scrutiny panels to undertake up to two policy reviews during 2013/14, the topics having been brought forward from discussions at the Annual Scrutiny Debate in May 2013.

2.3 Detailed evidence gathering for the policy review has taken place since June 2013, with the scrutiny panel's agreeing the content, conclusions and recommendations of the final reports at meetings in March and April 2014. The final reports are attached **(Appendix A-E) as below:**

| Report | Panel | Policy Review Topic |
|--------|-------|---------------------|
| A | Health, Housing and Adults | Supporting Carers in Sunderland |
| B | City Services | Flood Risk Management |
| C | Responsive Services and Customer Care | Volunteering; Unlocking Capacity |
| D | Skills, Economy and Regeneration | Diversification of the Local Economy |
| E | Public Health, Wellness and Culture | Patient and Public Engagement in Health and Wellbeing |

2.4 In addition, in January and February 2014, the Responsive Services and Customer Care Scrutiny Panel completed a mini review into Hate Crime Reporting. Whilst not a full policy review, the Panel has recommended the Scrutiny Committee endorse the resulting recommendations for officers of the council **(Appendix F).**

3. **POLICY REVIEWS 2013/14 – PROPOSED RECOMMENDATIONS**

*HHAS Scrutiny Panel*

3.1     The recommendations of the Supporting Carers in Sunderland Policy Review 2013/14 are:-

(a)     That the Adult Partnership Board through the Carers Implementation Group considers the development of the frontline councillor role to enable members to identify and signpost carers in their local communities to the appropriate support or organisation;

(b)     That the Adult Partnership board develops, with partners, an awareness raising strategy to ensure carers can be identified as early as possible and that the strategy also promotes the reduction of stigma celebration of the caring role within the City;

(c)     That the Carers Implementation Group investigates, through its stakeholder membership, methods to improve and maximise data collection from agencies and organisations relating to all carers in the city to build the information base and profile of carers across Sunderland;

(d)     That the Adult Partnership Board seeks to improve involvement with carers through providing the opportunity for carers to influence and comment on policies, strategies and service design and delivery;

(e)     That the Adult Partnership Board establishes links with Gateshead and South Tyneside Councils with the aim of sharing information, exploring approaches and developing resources based around best practice.

*City Services Scrutiny Panel*

3.2     The recommendations of the Flood Risk Management Policy Review 2013/14 are:-

(a)     That the council and partners continue to meet regularly to build on existing joint working in order to maximise the use of resources and share information;

(b)     That the council considers the long term resource requirements to develop the expertise, structures and procedures to carry out the new duties set out in the Flood and Water Management Act 2010;

(c)     That the Scrutiny Committee monitors the progress being made in relation to the establishment of a SUDS Approval Body for the city through its annual monitoring of performance against the delivery of the recommendations;

(d)     That the council investigates the approach to planning policy being taken by other local authorities in relation to water management and flood risk;

(e)     That action is taken to ensure that residents are made aware of the potential risk to them and their properties from all forms of flooding and encourage them to take responsibility to help reduce these risks by creating a flood plan for their households that compliments the actions of the other responsible agencies;

(f)     That the council looks further at developing new and innovative channels of communication to keep residents aware of potential flood risk event; and

(g)     That the recommendations of the Panel (listed a-f) be fed into the forthcoming Local Flood Risk Management Strategy.

*Responsive Services and Customer Care Scrutiny Panel*

3.3     The recommendations of the Volunteering; Unlocking Capacity Policy Review 2013/14 are:-

(a)     To revise and embed a Volunteering Strategic Framework which is owned and delivered by the Sunderland Partnership;

(b)     To include in the Strategy a set of measurable outcomes of delivery against objectives;

(c)     To develop a clear Volunteering Policy for the involvement of volunteers in council services;

(d)     To incorporate into the Policy an approach to coordination of activity at area level;

(e)     To support Elected Members to act as 'skilled connectors' in their communities and to provide them with the means to actively engage with the voluntary workforce;

(f)     To promote and facilitate opportunities for council employees, including retiring council employees, to engage in volunteering; and

(g)     To increase opportunities for raising the profile of volunteering including the use of existing and planned communication campaigns.

*Skills, Economy and Regeneration Scrutiny Panel*

3.4     The recommendations of the Diversification of the Local Economy Policy Review 2013/14 are:-

(a)     That the scrutiny function receive further progress on the role of the Local Asset Backed Vehicle and the Business Improvement District in delivering the regeneration of the city centre;

(b)     That the Council continues to engage with the business community including Nissan to improve the transportation and energy infrastructure adjacent to the Nissan site;

(c)     That the Council and its partners work together to seek to address the future skill requirements of each sector of the local economy;

(d)     That the Port continues the expansion of its business and further develops its market in emerging sectors of the economy;

(e)     That the Council continues to promote the development of the software sector in the city and continues to engage with them in order to keep them up to date with major planned developments in the city and assist them with marketing and support;

(f)     That the Council continues to promote the development of the creative industries sector in the city;

(g)     That the Council continues to work with the Sunderland Empire on its infrastructure requirements and its overall visitor offer.

*Public Health, Wellness and Culture Scrutiny Panel*

3.5     The recommendation of the Patient and Public Engagement in Health and Wellbeing Policy Review 2013/14 is to endorse the Patient and Public Engagement Framework as set out in Appendix 3 for forwarding to the Health and Wellbeing Board.

*Responsive Services and Customer Care Scrutiny Panel*

3.6     The recommendations of the Hate Crime mini-review 2013/14 are:-

(a)     Representatives from partner organisations should continue to discuss how to work collaboratively to use the new system to best effect;

(b)     Councillors should be made aware of the new system and how they can report issues themselves on behalf of their own residents at city or area level;

(c)     Information should be shared with Community Leaders and with members of the public who should be encouraged to report incidents rather than keep them within the community and provided with reassurance where people may be afraid of repercussions.

## 4.     RECOMMENDATION

4.1     It is recommended that the Scrutiny Committee considers and endorses the scrutiny policy review presented at **Appendix A-F**, and submits:
(a)     Policy Review Reports A-D to Cabinet at its meeting of 18 June 2014;
(b)     Policy Review Report E to the Health and Wellbeing Board of 4 July 2014; and
(c)     Review Report F to relevant officers of the council for action.

## 5.     BACKGROUND PAPERS

• Scrutiny Committee Agenda and reports: 13 June 2013

_____

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

**Health, Housing and Adult Services Scrutiny Panel
Policy Review 2013 – 2014**

**Supporting Carers in Sunderland**

**Draft Report**

**Contents**

1

# 1    Foreword from the Scrutiny Lead Member for Health, Housing & Adult Services

The Health, Housing and Adult Services Scrutiny Panel have looked at supporting carers in Sunderland. I am pleased we decided to look at the carer group not least because the review recognises the valuable work they do in caring for loved ones, close family members and friends.

One of the key themes from the review was around the identification and recognition of carers. Many people do not see themselves as a carer or recognise that they are in a caring role and it may only be at the point of crisis that people look for help. Identifying carers as early as possible can stop people reaching this crisis point and through the various agencies help and support can be close at hand.

The Multi-Agency Sunderland Carers Strategy is a key document in bringing together the organisations that provide support, advice and guidance to carers and their unique circumstances.  A multi-agency approach is fundamental to ensuring that carers are supported to not only fulfil their caring responsibilities but also to be able to work and relax, particularly in times of increasing financial pressures.

The Panel have visited Sunderland Carers' Centre, St Benedict's Hospice and invited a number of organisations, carers and young carers to provide evidence to the Panel as part of the review process. This has allowed the Panel to gain a number of wide ranging views, opinions and experiences that hopefully provides a sound base for the conclusions and recommendations contained within this report.

As Lead Scrutiny Member for Health, Housing and Adult Services I would like to thank all the Panel Members for their involvement and contribution to this review. I would also like to thank all the organisations who gave their time to contribute to this piece of work as well as council officers who provided evidence and supported Members in this review.

Carers can often be a forgotten group with many people not truly appreciating the caring role in our society. Thankfully in Sunderland this is not the case and the Council along with its partners continues to promote and support carers. Carers are often on an extremely emotional journey and providing carers not only with the ability to recognise themselves as a carer but also where to obtain advice, peer support and assistance is crucial to supporting carers in Sunderland.

Councillor Christine Shattock, Lead Scrutiny Member for Health, Housing and Adult Services

2

## 2      Introduction

2.1     The Scrutiny Debate provided a variety of scrutiny topics for potential review during the coming year. The Health, Housing and Adult Services Scrutiny Panel, commissioned by    the Scrutiny Committee, agreed to undertake a spotlight review around the    issue of supporting carers in Sunderland.

## 3      Aim of the Review

3.1     To look at the key issues facing carers and how the local authority and its partners can further enhance the support to and identification of carers across the city.

## 4      Terms of Reference

4.1     The title of the review was agreed as 'Supporting Carers in Sunderland' and its terms of reference were agreed as:

(a)     To understand the type and role of carers across the city and the specific pressures and challenges encountered;

(b)     To look at the issues around the identification and recognition of carers in the city;

(c)     To investigate the current support provided by a range of organisations to carers and how the Multi-Agency Sunderland Carers Strategy can enhance this support further;

(d)     To assess the implications of welfare reform changes on the carer group.

## 5      Membership of the Panel

5.1     The membership of the Health, Housing and Adult Services Scrutiny Panel during the Municipal Year is outlined below:

Cllrs Christine Shattock (Scrutiny Lead Member for Health, Housing and Adult Services), Rosalind Copeland, Ronny Davison, Daryl Dixon, Alan    Emerson,    Jill Fletcher, Barbara McClennan, Lisa Smiles, Gemma Taylor, Mary Turton and Dorothy Trueman.

## 6      Methods of Investigation

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

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

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

3

(a)    Neil Revely – Executive Director – People Directorate;
(b)    Cllr Graeme Miller – Health, Housing and Adult Services Portfolio Holder;
(c)    Graham Burt – Chief Executive - Sunderland Carers' Centre;
(d)    Victoria Brown – Age UK;
(e)    Elizabeth Moody – Northumberland Tyne and Wear Trust;
(f)    Stuart Jayne – Northumberland Tyne and Wear Trust;
(g)    Michael Armstrong – JobcentrePlus;
(h)    Sandra Brydon – JobcentrePlus;
(i)    Julie McDonald – City Hospitals Sunderland NHS Foundation Trust;
(j)    Ian Holliday – Clinical Commissioning Group;
(k)    Maureen Dale – South Tyneside Foundation Trust;
(l)    Jordan Haynes – Young Carer;
(m)    Katherine Henderson – St Benedict's Hospice;
(n)    Kirsty Kerrigan – St Benedict's Hospice;
(o)    Catherine Loftus – Gentoo Housing Group;
(p)    Julie Walker – Gentoo Housing Group;
(q)    Samantha Humble – Gentoo Housing Group.

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

4

# 7    Findings of the Review

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

## 7.1    Carers: The Facts and Figures

### *What is the definition of a carer?*

7.1.1   A carer is someone of any age who provides unpaid support to family or friends who are unable to manage without this help. This could be caring for a relative, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems. Anyone can become a carer; carers come from all walks of life, all cultures and can be of any age. Many feel they are doing what anyone else would in the same situation; looking after their mother, son, or best friend and just getting on with it[1].

7.1.2   It is very much the case that carers do not choose to become carers: it just happens and they have to get on with it; if they did not do it, who would and what would happen to the person they care for? While caring is a part and parcel of life, without the right support, the personal costs of caring can be high.

### *Carers in numbers*

7.1.3   The 2011 Census figures for England, Wales and Northern Ireland show an increase in carers since the last Census in 2001, from 5.22 million to 6 million, an increase of 629,000 people in 10 years. According to figures from Carers UK this figure is expected to reach 9 million by 2037 as a result of an ageing population, the fact that people are living longer with disabilities and long-term health conditions and the incentive to stay longer at home. Also, there are now 2.2 million people in England, Wales and Northern Ireland alone caring for more than 20 hours per week and 1.4 million caring for more than 50 hours per week. In Sunderland approximately 11% of the city's population is identified as being carers, around 32,478 people as at 2011.

7.1.4   The social care system and the NHS as a whole rely heavily on carers' willingness and ability to provide care. This care is worth an estimated £119bn per year or an average £18,473 per carer, which is considerably more than total spending on the NHS[2]. Carers save Sunderland an estimated £706.9m per annum through the care they provide[3].

### *Who are Carers?*

7.1.5   Approximately 58% of carers are female compared with 42% being male. With more than one in five people aged 50-59 (1.5 million across the UK) providing some unpaid care this is the peak age for caring. It is also worth noting that carers over the age of 65 are increasing rapidly compared to the general carer population. It was also highlighted that within Sunderland the rate of males and the Black, Minority, Ethnic (BME) population coming forward was relatively low.

7.1.6   Middle-aged people are most likely to have dependent children in addition to caring for older or disabled adults. Typically caring for their elderly parents and own young children, this demographic group is sometimes referred to as the 'sandwich

---

[1] Carers Trust England
[2] Carers UK & University of Leeds (2011) Valuing Carers 2011: Calculating the value of carers' support
[3] University of Sheffield, CIRCLE report, 2012

5

generation'. Peak ages for this dual caring role are 40-44 for women and 45-49 for men.

7.1.7 Census information (2001) indicates that there are 174,995 young people under the age of 18 who provide care with 13,029 of the total number providing care for over 50 hours per week. The majority of young people are caring for anything up to 19 hours per week. This wide range means caring affects young people in many different ways. There is a substantial difference between helping parents with care arrangements and being the sole support for a parent or sibling.

*The range of care provided*

7.1.8 Research by Carers UK indicates that the frequency of different care tasks across all carers includes:

82%   providing practical help e.g. preparing meals, doing housework or shopping;
38%   providing personal care e.g. help with bathing, feeding and going to the toilet;
38%   providing physical help e.g. getting in and out of bed or up and down stairs;
35%   administering medication;
49%   helping with financial matters and other correspondence.

*Caring for who?*

7.1.9 According to research conducted by the NHS most carers, around 40%, are caring for parents or parents-in-law and over a quarter for their spouse or partner. Interestingly while the vast majority care for relatives, one in ten carers do in fact care for a friend or neighbour. Carers look after people with physical disabilities, mental health problems, sensory impairment and dementia.

7.1.10 The majority of carers (83%) are looking after one person however, 14% of carers are caring for two people and a small percentage (3%) are caring for at least three people.

**7.2    Legal Rights and Entitlements of Carers**

7.2.1 As a carer there are specific legal rights and entitlements. Knowing these rights can help carers to access and get the support they need. These rights for carers include:
- the right to have needs assessed by the local authority;
- the right to receive direct payments so that a carer can chose what services to have; and
- rights in the workplace.

7.2.2 The Carers and Disabled Children Act 2000 outlines a carers right to a care needs assessment. It states that all carers aged 16 or above, who provide a 'regular and substantial amount of care' for someone aged 18 or over, has the right to an assessment of their needs as a carer. This is provided by the Adult Services Department of the Local Authority as a way to see if they can offer any support to aid an individual in their caring role. If there is more than one carer providing regular care in a household, then they are both entitled to an assessment. It is also important to note that the local authority has a responsibility to make sure a young

6

carers own wellbeing is looked after and that they receive the necessary support. So, a 16- or 17-year-old who cares for someone, even for a limited period, may be entitled to an assessment.

7.2.3 The Carers Needs Assessment Form was recognised as an important tool for accessing support and Members queried if this assessment could be conducted by other agencies (Gentoo, Elected Members, BT etc.) allowing for more identification of carers. The Panel also acknowledged that this assessment tool and the council's duty to carers could be better advertised to Members, which could potentially widen access to this assessment.

7.2.4 *The Carers (Equal Opportunities) Act 2004* - helps to ensure that carers are not disadvantaged because they are caring for another person. The law can help carers in three ways:

i.      The right to know about assessments: The act makes it a legal requirement for all local authorities to ensure that carers are made aware of their rights to a carer's assessment.

ii.     The right to have your needs considered: The local authority must ask a carer about their daily activities when undertaking an assessment of needs. They should find out if they work, if they want to work and whether they do or want to do any education, training or leisure activities. The authority must take all of these issues into account when deciding what services they give a carer and the person they look after.

iii.    The right to have authorities co-operate on a carers behalf: Under the act, a local authority must work with other local authorities, education authorities, housing authorities and health service organisations. These authorities must consider a request for assistance from each other if a local authority asks for help to plan services for carers or the people they care for, or when the carer's role would be enhanced by the services provided by another authority. These services can be for either the carer or the person cared for.

7.2.5 *Carers and employment rights* - Since the Employment Act 2002 became law, working parents of disabled children under 18 have the right to request flexible working arrangements. Furthermore, since April 2007, individuals also have the right to ask for flexible working if they are a carer of an adult who is a relative or lives at the same address. While there is the right to ask for flexible work in these circumstances, it is important to know that employers are not bound to grant these requests. However, they must give business reasons for refusing a request for flexible working. Carers also have the right to take unpaid time off work for dependents (the people they care for) in an emergency.

7.2.6 The Care Bill has been designed to support more effective delivery of personalisation and whole family working. The legislation has significant implications for local authorities in improving support for carers, the requirements being summarised as follows:

- A whole family approach to assessment when assessing individuals and carers;
- A carers' entitlement to request an assessment of their own needs will not be dependent on them providing regular and substantial care;

7

- An increased focus on supporting young carers, including with the transition into adulthood;
- A 'duty' to respond to a carer's eligible needs (rather than the current 'power');
- A requirement to provide better information services for carers;
- A statutory obligation to provide a range of preventative services, including for carers; and
- Councils will be required to make available more breaks and carer personal budgets

7.2.7 The Care Bill will mean that many more assessments will be required for people with support needs and carers. There will also be a requirement to improve support to young carers in their transition to adulthood and better recognition of young adult carers.

## 7.3 Sunderland Carers' Centre

7.3.1 Sunderland Carers' Centre is an independent voluntary organisation, registered as a charity, and is a Network Partner of The Carers Trust. The Carers' Centre has been a partner with Sunderland City Council since 1994 and has recently moved into new premises at Thompson Park. It is important to understand that the Carers' Centre, although based in Southwick, is a citywide organisation.

7.3.2 The Carers' Centre employs 23 members of staff, with specific expertise, providing one-to-one support for carers. The Centre is often simply a 'listening ear' for carers across the city. The Carers' Centre provides this simple service and aims to help individuals or families to navigate the care pathway. It is clear from many of the conversations that Members had during the evidence gathering process that the Carers' Centre is seen as a single point of contact by many organisations across the city. This was recognised through the experience, consistency and continuity of support that is provided. Members also acknowledged that the Centre provided information, signposting, advocacy, guidance and training to carers all of which was currently time unlimited.

7.3.3 Members recognised that a real strength of the centre was around the network of carers who continue to attend the centre even after many of their caring responsibilities had finished, providing volunteer and peer support through sharing their experiences with the next wave of carers. The Carers' Centre also produces and posts out a newsletter to all members and this cost is defended, particularly in an ever increasing online age, as this is how members have requested to receive information. It works because many members do not have access to a computer and it also brings people together in terms of the process of producing, enveloping and posting the newsletters.

7.3.4 The Carers Breaks and Opportunities Scheme (CBOS) has been successful, providing funding for carers to be used in a variety of ways that provide respite from their caring responsibilities. In speaking with the Health, Housing and Adult Services Portfolio Holder it was explained that this could be in either the form of a traditional holiday or weekend break, through to providing the means or equipment for a short break. In relation to this the scheme has provided bicycles (allowing a carer to cycle a few times a week), a garden bench (to sit on and have a few moments alone) or a season ticket to watch football (a few hours of escapism a week). The CBOS scheme is highly regarded in the way both the CCG and Local Authority, in partnership with Sunderland Carers' Centre, ensures effective use of

8

all the funding available through tailoring to the individual, their circumstances, interests and needs. This is corroborated by the Standing Commission on Carers, an independent advisory body providing expert advice to Ministers, who visited Sunderland Carers' Centre in November 2012. The Commission reported positively on the scheme with representatives from the local authority and CCG being invited to discuss the project at Westminster in 2013.

7.3.5 It was identified that the Carers' Centre had a good working relationship with Sunderland City Council. This gives both organisations the ability to raise and discuss difficult issues and perhaps more importantly that both sides listen to each other and a shared solution is reached.  In further developing and extending this relationship it was recognised that there was an opportunity to provide a bulletin to local councillors, via email, providing information and news regarding the centre's activities.

7.3.6 Sunderland Carers' Centre also has links with St Benedict's Hospice in Ryhope which provides palliative and end of life care within Sunderland. It was noted that the hospice was connected to the Carers' Centre and also had a social worker based on site. The Hospice also informed the Panel that it proactively signposted carers to the relevant support and advice services, including Sunderland Carers' Centre to access support, information and short break funding.

## 7.4    Identification & Recognition

7.4.1 The point at which a partner, relative, friend or neighbour crosses the threshold from looking after a loved one as part of their existing relationship to becoming a carer can be ambiguous. There is no clear profile of the average carer's family, finance, housing, or years of caring, making it difficult to identify a carer from the outside looking in. There is also no clear correlation between the type of illness a patient is suffering and the likelihood that they will have a carer. This makes targeting potential carers all the more difficult. There are a number of potential avenues for data collection that can assist in identifying the carer population including contact with health care professionals, GP referral scheme, CBOS scheme, Carers' Centre, social work teams and completed carers' assessment forms.

7.4.2 In undertaking this investigation Members of the Panel highlighted from an early stage that carers very often do not readily identify themselves as such.  This was reinforced by the Panel's visit to the Carers' Centre where the majority of people who the Panel spoke to had not initially identified themselves as a carer and had seen the caring role as a responsibility as a family member. There can be many different reasons why people do not want to either identify or recognise themselves as a carer including:

a)    the pride of many people in a caring role means they can resent being thought of as a carer; many people see it as a duty to a family member and not a specialised role to be remunerated by the state;
b)    generational attitudes of older people in relationships;
c)    people fear it could result in a loved one being taken from a person's care, assets such as a home being forcibly sold or the loss of other state benefits;
d)    the nature of a condition, particularly for mental health patients, means that care is often only provided sporadically during periods when the condition flares up, meaning the carer is less likely to see themselves as a carer;

9

e) carers believe they need the permission of the cared for person to have a carer's assessment;

f) carers may be reluctant to leave a cared for person alone and may not feel that being identified as a carer will alleviate this problem; and

g) the threshold for the Department of Work and Pensions carer's allowance is 35 hours or more of care per week, which exceeds the duration of care many carers perform. Therefore a number of people in a caring role may not seek or accept a carer's assessment as they do not feel they would be considered as a carer or they do not realise they are entitled to an assessment even if they are not eligible for the carer's allowance.

7.4.3 The Panel also acknowledged that there were still a number of stigmas attached to being a carer. There are also many myths about carers that create a false impression of the valuable work they do and the money they save the UK economy. Members were informed that health services and partner organisations have and continue to work with Sunderland Carers' Centre, and it was also noted that many partner organisations undertake awareness raising sessions with teams to ensure that the majority of staff understand the caring role, but it was identified at the expert jury event that this is not always translated into the work environment.

7.4.4 Similarly as many carers do not identify or recognise themselves as carers it is important that Adult Services (People's Directorate) increase their ability to identify, connect and provide information about this group. The Health, Housing and Adult Services Portfolio Holder explained to Members that the Customer Service Network will have a vital part to play in this through trained staff employing a triage system of help, identification and signposting.

7.4.5 Schools are also difficult to access as they do not, due to legislative changes, operate as a collective, therefore the schools have to be tackled individually and it can be very difficult to identify young carers due to stigmas and fears. The Executive Director of the Carers' Centre informed the Panel that it is not something that young people discuss openly in school and there are also issues related to bullying and isolation for young carers in the school environment. The Carers Implementation Group could support the collection of data around young carers from schools through discussions with relevant stakeholders (headteachers, governing bodies etc.) and council officers.

7.4.6 The Clinical Commissioning Group (CCG) scheme providing incentives to GPs to identify carers and signpost them to the appropriate support was highlighted at the expert jury event as a positive step for increasing the identification of carers in Sunderland. With GP's incentivised, rather than penalised, in this way there is the real potential for a rise in the numbers of people accessing or contacting the Carers' Centre for support, advice and guidance. In discussions with health representatives it was also noted that this could be rolled out to community and acute care health services and that commissioners have a fundamental role to use their levers to ensure that referral pathways cover all services. The success of such initiatives could lead to potential capacity issues for the Carers' Centre and it is worth noting that other organisations can also provide support in conjunction with that provided by the Carers' Centre.

7.4.7 There is also a key role for frontline councillors in informing local people about services and support that is available. Due to their position within local communities, councillors have the ability to encourage people who are in possible caring

10

situations to identify themselves and seek independent support. This was reinforced by the Executive Director for the People's Directorate informing Members that it was important to improve communication to frontline councillors as they are an important asset within communities for identifying carers.

7.4.8 One of the main issues is that many carers felt underappreciated and stated that it was an extremely difficult role on emotional, physical and mental levels. It is important to note that part of this under appreciation stems from the misuse of the term carer. There is a significant distinction to be made around 'carers' and 'paid care assistants' but all too often the term 'carer' is used as an umbrella term encompassing all types of carers. During the Panel's investigations this theme was raised several times but it was also acknowledged that potentially the battle may already be lost in relation to the usage of the term.

7.4.9 In order to remove the stigma and improve recognition for carers and the work they do it is important that Sunderland looks to celebrate and appreciate the valued work carers perform on a routine basis. Carers can often feel dismissed and alone and improving this recognition is a really important and powerful issue for carers.

7.4.10 St Benedict's Hospice also runs a 24-hour advice line for professionals, families and patients along with an outpatient clinic which provides rapid access. The Hospice not only concerns itself with patients but also families and carers to the extent that focus groups are arranged to canvas opinions and views of carers about the services offered. The hospice also used other techniques to gain feedback including satisfaction surveys and patient-carer stories to develop and improve support. This provides a degree of recognition to carers and looks at a continual pathway to improving the service received by families within the hospice. It was very clear to Members, when visiting the Hospice that families and carers are an integral aspect of service design and the support provided.

## 7.5    The Implications of Caring: Financial, Wellbeing & Emotional

### *The Financial Impact of Caring*
7.5.1 Caring can often mean families face lower incomes as caring responsibilities and ill-health or disability often reduce an individual's ability to work. This added to increased household and living expenses often associated with ill-health (e.g. heating, laundry and transport) explains how families can struggle to cope with daily living costs and face increasing debt and money worries. In reality taking on caring responsibilities can significantly impact on household finances and very few people even consider these increased costs. In reality over seven out of ten (72%) carers were not prepared for the financial impact of caring[4].

7.5.2 Carers UK's 'State of Caring' survey highlighted that approximately 3 in every 4 carers struggle to pay essential bills or are unable to afford repairs to their home. More surprising was that half of all respondents to the survey were cutting back on food just to make ends meet and around a third of those paying rent or a mortgage were struggling to pay it. In fact 4 out of 10 carers had been in debt as a result of caring and the stress of debt and other money worries affected nearly half of all carers surveyed.

---

[4] Prepared to Care? Exploring the impact of caring on people's lives. The Carers Week Partnership. 2013

7.5.3 Currently one of the biggest financial anxieties identified by carers is around the implications of the welfare reform changes. The Local Authority, Department for Work and Pensions (DWP), Gentoo, Carers Centre and Age UK are working to ensure that the information around welfare reform changes and what it means for individuals, including carers, is available and accessible by those who need it. The Local Authority also commissions a number of local organisations to provide financial and welfare advice including Pallion Action Group, Sharp and Age UK.

7.5.4 National and local carers' organisations have expressed major concerns around the potential impact on carers and their families of the changes to Housing Benefit size criteria for tenants in social housing. The policy affects tenants in social housing who are in receipt of Housing Benefit, identified as having spare rooms resulting in a reduction in benefit by an average £14 a week, over £700 a year. Tenants would have to make up the shortfall in rent or move to a smaller property. Carers UK have interviewed 100 carers affected by the changes, and the findings include:

- Three quarters (75%) of carers having to pay the 'bedroom tax' are being forced to cut back on essential spending on food, electricity and heating;

- One in six (17%) are falling behind on their rent and face eviction.

7.5.5 Concerns around the welfare reform changes were highlighted by a number of witnesses and how this would impact on housing, employment and household income. In discussions with Gentoo it was noted that exemptions have been made for those tenants or partners who require overnight care provided by a non-resident (e.g. a care worker), as well as disabled children unable to share with siblings. However, there are still a number of groups who could potentially be affected by the reform changes including:

- those caring for disabled partners who require an additional room for the carer to sleep in - where they are unable to share a room as a result of the condition of the person requiring care and support, or the use of medical equipment like oxygen tanks or a hospital bed, through the night;

- families where adaptations or equipment were installed in an additional bedroom;

- families who may have 'spare' space but where moving home would be counter-productive – for example where homes had been heavily adapted or where the families lived close to friends and family support networks;

- where a room is required for someone to come and provide overnight care for a disabled child (the non-resident exemptions for tenants do not extend to their children).

7.5.6 Gentoo as the major housing provider in the city has taken the decision to tackle Welfare Reform on an individual case by case basis as every customer affected has their own unique set of circumstances. In speaking with Gentoo officers it was explained that a two phase approach of inform and support was undertaken. There was a concerted campaign working with Sunderland City Council to raise awareness of the potential impacts on Gentoo customers. Gentoo also undertook bespoke visits to customers and provided a vast array of support around financial issues including energy advice, customer budgeting workshops, benefit maximisation and signposting to support agencies and specialist organisations.

12

7.5.7 Undertaking these bespoke visits has allowed Gentoo to build an accurate picture of their tenant base and household compositions, and in the process identifying a number of customers who are in fact carers. This has enabled Gentoo to signpost carers to further support and advice including the Carers' Centre and benefit tools. It was interesting during discussions that Gentoo acknowledged that many of their tenants did not recognise or see themselves as a carer.

7.5.8 In recent research it was noted that carers can often feel that there is a lack of advice and information to help them prepare for the costs of caring. This again can be attributed to a lack of recognition by individuals that they are in a caring role and only when hitting a crisis point do people look for help. Members were informed that getting to carers as soon as possible can help to achieve much better outcomes and planned support, avoiding the crisis pinch points.

7.5.9 The current economic climate is an added pressure to the caring role. Services are becoming ever more streamlined, through necessity, and carers will be expected and relied upon to do more. It will be important to ensure that health services are not diminished in the current financial situation and there is a need to look at how to drive up quality while doing things differently e.g. extending evening working and weekends to help carers access services and support. Members were pleased to acknowledge that Sunderland CCG had recognised the important role carers play in Sunderland and have committed to supporting carers with a ring-fenced a budget of £1.8 million. This includes two new schemes around assisting with GP referrals and a grant scheme for organisations that provide support for carers.

### *The Health Implications of Caring*
7.5.10 Caring can often take its toll on a carers physical and/or mental health. Research[5] indicates that around 83% of carers felt that caring had a negative effect on their physical health while 87% believed it had a negative influence on their mental health.

7.5.11 Carers very often describe themselves as 'permanently sick or disabled' and this is reflected in the 2001 Census findings. Also research conducted by Carers Scotland (2011) revealed that almost half of carers health problems began after they had started caring. Those carers providing prolonged care are at a particular risk of poor or deteriorating health, be that mental, physical or both.

7.5.12 The role of carer can be a physically and emotionally demanding role with research showing that carers often suffer from depression, physical injuries, stress and anxiety as a result of their caring role[6]. This anxiety, lack of sleep, social isolation and/or depression can often lead to mental ill health or stress-related illness. This is supported by research which indicates that nine in ten (92%) carers have stated that their mental health had been affected by caring with only 1% saying that caring improved their mental health[7].

### *Isolation and Relationships*
7.5.13 The isolation of caring and poor access to services can result in the social exclusion of carers. Many carers can feel isolated, unsupported and unsure of their ability to

---
[5] Carers Week (2012) In sickness and in health
[6] Prepared to Care? Exploring the impact of caring on people's lives. The Carers Week Partnership. 2013
[7] Carers UK (2013) The State of Caring Survey

13

manage. Interestingly many carers thought the cause of their isolation was due to a lack of support from statutory services.

7.5.14 The State of Caring Survey[8] also highlights the impact of caring on relationships with friends and families with 66% of respondents indicating that their caring responsibilities had a negative effect on their friendships. A further 58% reported that caring also had a negative effect on their relationship with other family members. The most common reason for this was attributed to the stress of caring.

7.5.15 The very nature of caring often means carers sacrifice the daily routine and order many of us take for granted for a far more unpredictable and chaotic lifestyle. This can be seen in a variety of ways and ultimately lead to friendships fading away and strains on family relationships further adding to the feeling of isolation. There are however opportunities, through the caring role, to foster new friendships and relationships. This was clearly evident when Members witnessed for themselves the support network and friendships that existed between carers, a commonality of interest. Members recognised the importance of continued support following the end of the caring role for many carers.

### Carers in the workplace

7.5.16 There are approximately one in eight workers with caring responsibilities in the UK. Of these, over two million carers work full time and one million part-time[9]. In Sunderland there is anecdotal evidence which suggests that around 40% of working carers are experiencing difficulties in retaining their jobs and that this is often due to employers failing to accommodate their needs. It was also highlighted to Members that a significant number of their clients who are claiming benefits are being pressurised by the Department of Work and Pensions to find a job.

7.5.17 At the expert jury event representatives from JobcentrePlus when asked about inappropriate sanctioning of claimants who were late for appointments, explained the conditionality framework and the claimant responsibility. JobcentrePlus did stress that claimants should not be sanctioned for being late if they had good reason, and that they should always receive a warning if late attendance was identified as an issue i.e. it shouldn't happen on the first occasion. It was also noted that carers in receipt of carers allowance do not come under the sanctions regime, although Members did acknowledge that many carers do not recognise themselves as carers or fail to meet the criteria for carers allowances. It was also noted that while the Department for Work and Pensions is heavily restricted by data protection laws, JobcentrePlus has developed an extensive partnership network which provides good links to a multitude of external partner organisations, and is represented on the Carers Implementation Group.

7.5.18 JobcentrePlus representatives also informed the Panel of the support available to carers including developing skills, training, volunteering opportunities and potential job vacancies. JobcentrePlus provides information relating to financial support that can fund course fees and childcare costs. Work focused support is also available for carers looking to combine paid work with their caring responsibilities, or those looking to prepare for work after their caring responsibility ends through a series of

---

[8] Carers UK (2011) The State of Caring Survey
[9] Census 2001

14

caseload interviews. JobcentrePlus also reported that carers participating in approved activities or pre-arranged interviews with employers, providers or advisers may be able to access funding for replacement care or costs for training, travel etc.

7.5.19 Carers often struggle to combine work and care and many leave work and remain out of employment as a result. With an ever ageing population the number of carers is expected to rise as will the effects of losing carers from the workforce. JobcentrePlus explained that it was a harsh reality that carers to some would-be employers were not an attractive proposition, and it was an on-going challenge to find suitable employment for carers.

7.5.20 JobcentrePlus also highlighted that carers have many skills that make them potentially employable. Also employers are losing talented people in whom they may well have invested significant time and money. The public expenditure costs of carers feeling unable to continue working have been estimated to be £1.3 billion a year[10]. Employers like Sunderland City Council, operating a flexible working arrangement could be of huge benefit to someone with caring responsibilities allowing them to continue in employment while looking after a family member or friend. The City Council also has policies which are specific to those employees identified as having caring responsibilities enabling such individuals to continue in work and fulfill their caring obligations.

7.5.21 In discussion with South Tyneside Foundation Trust and City Hospitals Sunderland it was highlighted how important it was that organisations recognised those carers in employment and the measures that can be applied to allow such employees to fulfil both roles. This could be through flexible working, carers breaks and opportunities scheme, part time working, time off etc. Public sector employers are much more attuned to this style of working and see the benefits to the workforce of providing a work/life balance. Also once the caring duties have lessened or ceased employees will be able to return to a normal working pattern. Clearly in this financial climate and with the current pressures on public sector spending it is difficult for carers to obtain employment with such favourable terms and conditions.

## 7.6 The Multi-Agency Model

### Sunderland's Carers Strategy

7.6.1 Sunderland's Multi-Agency Carers Strategy reinforces Sunderland's commitment to carers and provides a broad outline of aims to improve the lives of carers. The strategy is just the latest element to improvements that have been made in the range of carers' services over recent years. These improvements have included:

- additional investment to the Carers Breaks and Opportunities Scheme, allowing more carers to enjoy some time away from their caring role;
- implementation of a Drugs and Alcohol Network, enabling carers of those with substance misuse issues to be recognised and signposted to support;
- more carers than ever benefiting from the support and advice that Sunderland Carers' Centre offers; and
- through the Family Intervention Project, raising the profile of young carers among social workers within both the adults and children's arena, to help them be identified and supported as early as possible.

---

[10] Supporting Working Carers: The Benefits to Families, Business and the Economy. Carers UK. 2013

15

7.6.2 As already mentioned many people do not recognise or identify themselves as a carer, and often it is only when they are at crisis point that some carers are eventually identified. This is one of the key objectives of the Sunderland Multi-Agency Carers Strategy to ensure that carers are identified as early as possible to enable better support. The potential of this multi-agency approach is that there is a greater chance of identification of carers the more agencies and organisations that are involved.

7.6.3 It was also noted by the Panel that the core strategy was currently being refreshed and this was welcomed by several organisations. The strategy has provided a basis for engagement with partner organisations and provides, through the Carers Implementation Group, a vehicle for liaising on a regular basis to seek advice on carer issues and to developing the strategy, ensuring it is current and addressing the key issues of carers in the city.

**Multi-Agency Approach**

7.6.4 While it was acknowledged throughout this review that the Carers' Centre is the single point of contact for carers in Sunderland it is important to realise that all agencies and organisations have a role to play in the identification and signposting of carers to independent support. A good example of this approach is Sunderland College which has established a number of free courses around health and social care and a number of carers have accessed these courses. This has allowed the college to signpost carers to other resources and information within the city.

7.6.5 There are a number of practical things that can be done, towards the fundamental aim of recognising and supporting carers. This could include organising shared training materials, or looking at how to celebrate the important work carers contribute to the city. Sunderland Carers Centre already promotes and raises the profile of carers in the city, but involving more organisations could help raise the profile and reduce the stigma associated with carers. This can also assist in developing a wider engagement with employers and organisations across the city which is of key importance to many carers.

7.6.6 It was noted that there was positive evidence that involving carers in service design and delivery can provide real benefits e.g. carers were involved in the development of scripts for local authority call centre staff. It is also important that in policy making that the roles and interests of carers are promoted and consideration is given as to how policies and strategies can impact on the carer group. It may not appear at first as if there is any impact or implication for carers but in undertaking some consideration could help policies become more robust and support an important resource within the city.

7.6.7 In speaking with the CCG it was recognised that the range of services (**Appendix 1** of this report gives an example of the number of organisations that could offer support to carers or be in a position to provide signposting to the Carers' Centre) in communities can be vast and there is the potential that some of these services may be highly specialised. Specialisms should not be dismissed lightly, and are a valuable asset to the cared for and carers, but the current economic climate and continued squeeze on public resources also needs careful consideration. Resources need to be utilised to maximum efficiency and there is a role for local councillors around informing the CCG of any potential issues around service duplication. Through the development of new models there is the opportunity to further understand the needs of carers and adapt support accordingly. Again it

16

comes back to how organisations engage with carers through informing, consulting, engaging to empowerment. It is the engagement at the planning stage of service design that needs to see the involvement of carers that can then eventually move through to the empowerment stage.

7.6.8 The CCG is also looking to develop and build services up from the locality creating 'Person Centred Care for the Individual and their Carer'. The CCG recognise the importance to build and enhance the five locality areas as well as to understand community resilience e.g. voluntary and community organisations that support carers and the cared for. This was echoed by representatives from the NHS who acknowledged that the current economic climate and spending reductions was an obvious concern as community resources are slowly withdrawn or reduced. There are concerns that there will not be the resource within communities, to support carers dealing with the increasing number of people living in communities with varying forms of dementia and age related illnesses.

7.6.9 JobcentrePlus also acknowledged the importance of the continued development of ways of working in multi-agency settings, and are keen to work with partners as well as participating with the Carers Implementation Group. JobcentrePlus have a number of initiatives, including increasing computer literacy, that could benefit from the resources available within the voluntary and community sectors of the city.

7.6.10 There is also an opportunity to share good practice across the region i.e. Gateshead, South Tyneside and Sunderland. As with anything each local authority can and will approach the support of carers in a different way and there is a potential benefit to sharing practices, discussing key themes and developing resources.

## 7.7 Young Carers

7.7.1 According to census data[11] there are 166,363 young carers in England and this figure could be much greater as many young carers remain hidden for reasons of family loyalty, stigma or bullying. Of this total number there are some 13,029 young people providing care for over 50 hours per week, while the majority are caring for anything up to 19 hours per week. This wide range means caring affects young people in many different ways.

---

[11] Census 2011, Office for National Statistics
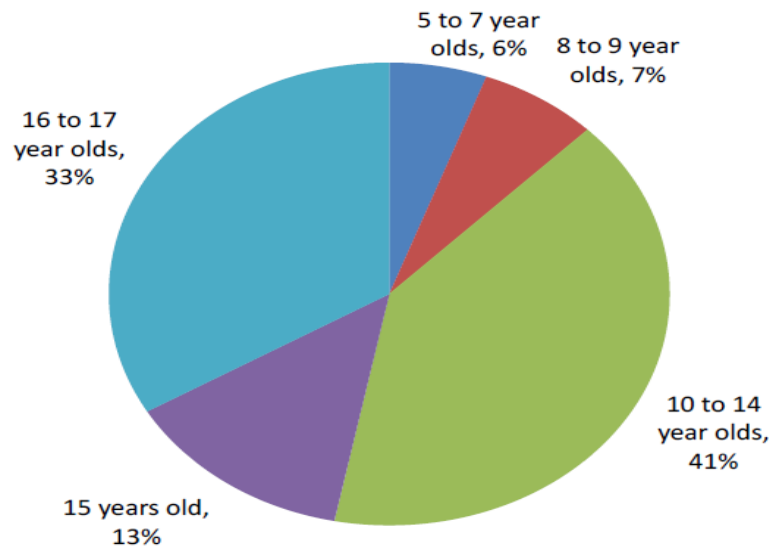
**Figure 1**: Age Profile of young Carers from 2011 Census
**Source**: Hidden from view: The experiences of young carers in England. The Children's Society

7.7.2 One of the key aspects of the Carers' Centre is the support it offers and provides to young carers (5-25 years old) through activities coupled with emotional support. Schools can be very difficult to access as, due to legislative changes, they do not operate as a collective. Therefore the schools have to be tackled individually, and this is where the Carers' Centres youth workers have the skills and abilities to be able to forge good relationships in schools.

7.7.3 Around 1 in 20 young carers across England misses school because of their caring responsibilities and as a result have a significantly lower educational attainment. The introduction of the young carers' card is aimed to help young carers who are having problems at school because of their role in looking after someone at home. Young carers can carry the card with them at school and they can show the card to teachers when they are having problems. The card assists young carers who find it difficult to arrive at school on time, stay after school or finish homework on time. It can also allow young carers to carry a mobile phone or leave early to collect siblings. The card has also helped in increasing the awareness of young carers in schools. There are currently 500 identified young carers and it would be interesting to ascertain the take-up and also the impact of the young carers' card for young carers in Sunderland.

7.7.4 It was noted during the Panel's expert jury event that there were many positives to being a young carer, including a growing maturity and the development of important life skills. In speaking with one young carer it was identified that involvement with the Carers' Centre had allowed him to undertake a lot of volunteering work and the young carer freely admitted that if he had not been a carer then he would be a very different person today, it does impact on a young person's childhood.

## 8    Conclusions

The Committee made the following overall conclusions:-

8.1 Carers are an invaluable resource in a modern society where people are living longer, living in communities with complex needs or have a physical disability. The work carers undertake is immeasurable; it is estimated that similar care would cost approximately £119 billion per year. However, it seems that even the word carer

18

has come to encompass all types of carers both paid and unpaid. There is an important distinction to be made between the carer and the paid care worker, the Government has even outlined a clear definition between the two. It is important that organisations work with local media to ensure that all relevant official press releases make this distinction. The battle, as already stated, may be lost but using community newsletters and other media outlets to reinforce exactly what a 'carer' is could help to turn the tide and also enhance the recognition and value of carers and the work they do across the city.

8.2    Sunderland Carers' Centre, supported by the Council and other partners, is an asset to the city and provides that all important single point of contact for carers to access the support, advice and guidance they need. Many of the organisations that the Panel interviewed acknowledged the importance of having such a resource in the city to coordinate and signpost carers to the support they genuinely required. There are some truly excellent locally and nationally led organisations that can provide very specific and specialised support to carers. In discussions it was apparent that there was an opportunity to enhance the relationships and support that exists between the Carers' Centre and the local authority by providing an e-bulletin to Councillors with news and information relating to the Carers' Centre. Another benefit to this could be that this increased awareness of carers could help frontline councillors to signpost people within a caring situation to seek support and advice.

8.3    The identification of carers remains a major issue as there are a variety of reasons and circumstances that can result in people either not recognising they are in a caring role or reluctant to identify themselves as a carer. It is a positive step that the Clinical Commissioning Group are incentivising GPs to identify and signpost carers to the Sunderland Carers' Centre as this may help a number of individuals to acknowledge that they are carers and receive support before reaching that potential crisis point that many carers encounter.  The council also acknowledges the importance of this and identified the role of the customer service network in identifying carers.

8.4    The financial burden that is faced by many carers is a major concern and with welfare reform changes this anxiety has increased for many carers. Sunderland Carers Centre, Sunderland City Council and Gentoo Housing Company are clearly committed to helping as many residents of the city as possible in light of welfare reform changes and this includes carers. Gentoo have taken a very positive approach that has allowed the organisation to identify and understand its customer base in light of the welfare reform changes. In undertaking this Gentoo has also identified a number of carers and provided signposting advice and financial information. Many carers are very unclear of the true financial implications of caring at the outset and recognising these additional financial pressures within the current economic climate make for a very unclear picture of the way ahead. Organisations like Gentoo, Sunderland City Council and the Carers Centre can provide financial advice and assistance and are committed to ensuring everyone, including carers, continue to cope and live comfortably within the changing welfare and financial landscape.

8.5    Carers can lead very hectic lives through the very nature of the role they are undertaking. This can lead to impacts on their own health and isolation and difficulty in forming relationships with people. The Sunderland Carers' Centre and other organisations provide resources whereby people with a common interest can come

19

together, share experiences, support each other and develop friendships which can negate the feeling of loneliness often encountered by carers.

8.6     Hectic and unpredictable lifestyles are not the most conducive of qualities that employers look for in a potential employee. Carers often struggle to combine caring duties with work and this is reinforced by the fact that around 40% of working carers are struggling to retain their jobs. The harsh reality is that many would-be employers do not see carers as an attractive employment proposition and for JobcentrePlus it continues to be a challenge to find suitable employment for carers. This of course all adds to the financial worries and pressures faced by carers and raising the profile and nature of the carer group with employers across the city could help to change attitudes and enhance employment opportunities. Sunderland Carers' Centre is already proactive in promoting and raising the profile of carers but involving more organisations in activities including shared training materials or celebrating the valued contribution of carers in the city can only help to widen the engagement and awareness of employers and organisations.

8.7     The Multi-Agency Carers Strategy is an important commitment within Sunderland to drive improvement to the lives of carers. The strategy provides an important basis for engagement with partner organisations and is supported through the Carers Implementation Group by a number of key groups from across the city. This multi-agency approach is at the very crux of developing support for carers and it is only though concerted multi-agency approaches that the identification, recognition and support for carers can be enhanced.

8.8     The carers' voice is an important one, and one that needs to be heard. There are positive benefits to involving carers in service design and delivery, including helping to further understand the needs of carers and adapt models accordingly.  The City Council has already used carers effectively to develop scripts for call centre staff and should be encouraged to use carers' views and opinions when considering relevant policies and strategies. Often the impact or implications for carers may not be obvious but through the involvement of the carer group there is the potential that policies become more supportive of the carer dimension.

8.9     It could also be potentially beneficial to ensure that carers are represented on key groups across the city where they can provide a real input into issues that may affect them. Carers can bring a unique perspective to a discussion and provide further debate to key issues. The Carers' Centre are keen to develop the 'Carers Voice' across the city by getting carers onto various boards including Mental Health Board, Learning Disability Partnership Board, City Hospitals Carers Reference Group and interview panels for City Hospitals staff, which is already routine practice, to ensure that their voice is heard. Although this may not always be practical or suitable it will still be important to ensure that mechanisms are in place that allow carers the opportunity to feedback their views and opinions through focus groups, questionnaires etc. and also for service designers to be able to gauge the feeling of the carer group either as a whole or specific divisions within it. This again comes back to the theme of developing involvement that leads ultimately to the empowerment of the carer group.

8.10    Gateshead, South Tyneside and Sunderland local authorities all support carers in their areas. How local authorities support carers will vary due to a number of factors including demographics, geographical, historical etc. However, there is clearly an

opportunity to explore these approaches and there are potential benefits to sharing good practice, discussing key themes and developing resources.

8.11 There are many groups that fall under the carer banner and perhaps one of the most difficult to reach is that of young carers. Young carers suffer from many of the disadvantages faced by their adult counterparts as well as suffering school work and missing out on activities with friends. The Carers' Centre is proactive around identifying, supporting and engaging with young carers and innovations like the young carers' card can help young people to have the flexibility to pursue their academic studies alongside their caring responsibilities.

8.12 The carer group is diverse and each carer has their own individual circumstances which mean that no two carers are the same. The identification of carers by organisations and, more importantly, themselves is paramount to the support offered. Sunderland Carers' Centre is clearly a focal point for carer support in the city. Having such a focal point is extremely positive and creates an identity and presence for carer support, although outreach facilities and drop-in sessions across the city would be hugely advantageous to those who may feel geographically excluded from the main centre provision. It is important that carers are supported and valued in Sunderland for the extremely important work that they do. Schemes like the Carers Breaks and Opportunities Scheme are there to provide respite and relief for carers and is an important resource for carers; even a small investment can reap huge rewards for a carer. The important thing is that organisations, employers and individuals all recognise that being a carer is an extremely emotional but important and valued resource in Sunderland.

## 9 Draft Recommendations

9.1 The Health, Housing and Adult Services Scrutiny Panel has taken evidence from a variety of sources to assist in the formulation of a balanced range of recommendations. The Panel's key recommendations to the Cabinet are as outlined below:-

a) That the Adult Partnership Board through the Carers Implementation Group considers the development of the frontline councillor role to enable members to identify and signpost carers in their local communities to the appropriate support or organisation;

b) That the Adult Partnership board develops, with partners, an awareness raising strategy to ensure carers can be identified as early as possible and that the strategy also promotes the reduction of stigma celebration of the caring role within the City;

c) That the Carers Implementation Group investigates, through its stakeholder membership, methods to improve and maximise data collection from agencies and organisations relating to all carers in the city to build the information base and profile of carers across Sunderland;

d) That the Adult Partnership Board seeks to improve involvement with carers through providing the opportunity for carers to influence and comment on policies, strategies and service design and delivery;

e)      That the Adult Partnership Board establishes links with Gateshead and South Tyneside Councils with the aim of sharing information, exploring approaches and developing resources based around best practice.


## 10.   Acknowledgements

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

(a) Neil Revely – Executive Director – People Directorate;
(b) Cllr Graeme Miller – Health, Housing and Adult Services Portfolio Holder;
(c) Graham Burt – Chief Executive - Sunderland Carers' Centre;
(d) Victoria Brown – Age UK;
(e) Elizabeth Moody – Northumberland Tyne and Wear Trust;
(f)  Stuart Jayne – Northumberland Tyne and Wear Trust;
(g) Michael Armstrong – JobcentrePlus;
(h) Sandra Brydon – JobcentrePlus;
(i)  Julie McDonald – City Hospitals Sunderland NHS Foundation Trust;
(j)  Ian Holliday – Clinical Commissioning Group;
(k) Maureen Dale – South Tyneside Foundation Trust;
(l)  Jordan Haynes – Young Carer;
(m)Katherine Henderson – St Benedict's Hospice;
(n) Kirsty Kerrigan – St Benedict's Hospice;
(o) Catherine Loftus – Gentoo Housing Group;
(p) Julie Walker – Gentoo Housing Group;
(q) Samantha Humble – Gentoo Housing Group.

## 11.   Background Papers

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

Supporting Working Carers: The Benefits to Families, Business and the Economy. Carers UK. 2013

Carers UK & University of Leeds (2011) Valuing Carers 2011: Calculating the value of carers' support

University of Sheffield, CIRCLE report, 2012

Prepared to Care? Exploring the impact of caring on people's lives. The Carers Week Partnership. 2013

Carers Week (2012) In sickness and in health

Sunderland Multi-Agency Carers Strategy. Sunderland City Council. 2013

**An example of the range of support services available across Sunderland**

23

| | Self Referral | Professional Referral | Drop-In | Talking Therapies | Group Work | Holistic Therapies | Independent Advocacy | Volunteering Opportunities | Training | Service User Led Groups | Social Support | Additional Services and Other Information |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Access to Housing** Tel: 0191 520 5551 www.sunderland.gov.uk | ● | ● | | | | | | | | | | Homlessness & Temporary accommodation. To make an on-line application go to the website and click on Advice and Benefits. |
| **Age UK Sunderland** Tel: 0191 514 1131 www.ageuksunderland.org.uk | ● | ● | ● | | ● | | ● | ● | ● | | ● | Products and services for people aged 50+. Appointments made for Advice Service. |
| **Citizens Advice Sunderland** Tel: 0191 416 6848 www.citizensadvicesunderland.co.uk | ● | ● | | | | | ● | | | | | Specialist advice in debt, welfare benefits & housing. Gateway service available. Ring back facility available. |
| **Get a Community Care Assessment** Tel: 0191 520 5552 www.sunderland.gov.uk | ● | ● | | | | | | | | | | The easiest way to contact social care staff to get an assessment. You can also complete your own assessment online. |
| **Fiscus** Tel: 0191 565 7605 | ● | ● | | ● | ● | | ● | ● | ● | | ● | Provide help with debt and benefits when returning to work or becoming self employed. Provide full money MOT's and 'better off' calculations to social housing and private tenants. |
| **Fushia** Tel: 0191 567 0581 www.fushia.org.uk | ● | ● | ● | | ● | | ● | | | | ● | Providing direct support to families of substance misusers. Offer respite for carers, arts and crafts. One to one support available. |
| **Find a GP** Tel: 0191 275 4200 www.nhs.uk/choices | ● | ● | | | | | | | | | | Health. |
| **Headlight** Tel: 0191 510 1494 www.headlight.org.uk | ● | ● | ● | ● | ● | ● | ● | ● | ● | | ● | Service User led resource centre. Young people's out of hours service. Confidence building activities. |
| **Health Trainers** Tel: 0191 502 7163 www.wellbeinginfo Search Health and Wellbeing | ● | ● | | | ● | | | | | | | Provided free by the NHS to people over 16 years of age. Offers 12 week individual health plans to support lifestyle changes which improve health. ie. stop smoking, diet and nutrition, increasing fitness and general wellbeing. Also supports community-based projects and activities and national health campaigns. |
| **Healthwatch Sunderland** Tel: 0191 565 9045 www.healthwatchsunderland.com | | | | | | ● | ● | | | | | To get the views, experiences and concerns about health and social care services in Sunderland. Have your say! |

| | Self Referral | Professional Referral | Drop-In | Talking Therapies | Group Work | Holistic Therapies | Independent Advocacy | Volunteering Opportunities | Training | Service User Led Groups | Social Support | Additional Services and Other Information |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Find a local advice service with Libra** www.librasunderland.co.uk | ● | | | | | | | | | | | Libra is a network of advice organisations across the City of Sunderland. |
| **Mental Health Matters** Tel: 0191 516 3500 www.mentalhealthmatters.com | | ● | | | | | | ● | ● | | ● | 24 hr helpline 0800 0130626 (self referal accepted) Housing services. Service User Developement. |
| **Mesmac North East** Tel: 0191 516 3500 www.mesmacnortheast.com | ● | ● | ● | ● | ● | | ● | | ● | | ● | Information and advice, interpreters and crisis appointments. One hour HIV testing. Support groups. Chlamidia screening for 16-25 year olds. |
| **MS Society** Tel: 0191 526 5427 www.mssociety.org.uk | ● | ● | | | | ● | | ● | | | ● | |
| **NECA** Tel: 0191 567 2678 www.neca.co.uk | ● | ● | ● | ● | ● | | ● | ● | ● | | ● | Employment service. Treatments for drug & alcohol issues. Recovery Centre. |
| **Northern Engagement into Recovery from Addiction Foundation (Neraf)** Tel: 0191 514 8520 www.neraf.org | ● | ● | ● | ● | ● | | ● | ● | ● | | ● | One-to-one open ended coaching service. Open 7 days a week. |
| **North of England Refugee Service** Tel: 0191 510 8685 www.refugee.org.uk | ● | ● | ● | | | | ● | | ● | | | Also offer a housing provider referral service. Information and advice. |
| **Primary Care and Sunderland Pschological Wellbeing Service** Tel: 0191 566 5454 www.ntw.nhs.uk/pic | ● | ● | | ● | ● | | | | | | | We provide brief, evidence based treatments for anyone experiencing common, mild to moderate anxiety disorders (e.g. panic, phobias, obsessive-compulsive disorder, postraumatic stress disorder, stress and anxiety) and depression. |
| **Rethink** Tel: 0191 510 5051 - www.rethink.org National Advice & Info line: 0845 456 0455 | ● | ● | | | | | ● | ● | ● | | | Offering advocacy services to those with mental ill health, learning or physical disabilities, sensory impairment, drug or alcohol users, 65+ or going through the safeguarding adults process. Also provide an IMCA Service. |
| **Samaritans** Tel: 08457 90 90 90 www.samaritans.org/sunderland | ● | ● | ● | | | | ● | ● | | | | Listening service. 24hr telephone service, 7 days a week. Call back service. Face to face appointments are available on request. |

| | Self Referral | Professional Referral | Drop-In | Talking Therapies | Group Work | Holistic Therapies | Independent Advocacy | Volunteering Opportunities | Training | Service User Led Groups | Social Support | Additional Services and Other Information |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **ShARP** (Shiney Advice and Resource Project) Tel: 0191 385 6687 www.shineyadvice.org.uk | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | | | ✓ | Advocacy service, community café, creché, room hire, community development. Support local community groups, apprenticeships, employment support and vocational activities. |
| **Sunderland Carers' Centre** Tel: 0191 549 3768 www.sunderlandcarers.co.uk | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | Listening ear service. Information and advice. Newsletter. |
| **Sunderland Counselling Services** Tel: 0191 514 7007 www.sunderlandcounselling.org.uk | ✓ | ✓ | | ✓ | ✓ | | ✓ | | | | | MacMillan service. Women's service - sexual abuse. Palliative care. IAPT Service. Bereavment Support Group. |
| **Sunderland Families Information Service** Tel: 0191 520 5553 www.familiesinfoservice.com | ✓ | ✓ | | | | | | | | | | We offer information for families of children and young people aged birth to 19, and birth to 25 if the young person has a disability. |
| **Sunderland Mind** Tel: 0191 565 7218 www.sunderlandmind.co.uk | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | ✓ | Independent charity providing locally based. Mental Health services. After cluster prison mentoring service. |
| **Sunderland Welfare Rights Service** Tel: 0191 520 5551 www.sunderland.gov.uk/wrs | ✓ | ✓ | | | | | ✓ | ✓ | | | | Specialist advice about benefits, debt, housing and employment rights. Ring-back facility available on website. |
| **Victim Support** Tel: 0191 567 2896 www.victimsupport.org.uk | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | | | Signposting service. mediation and interpretation services. |
| **Washington Mind** Tel: 0191 417 8043 www.washingtonmind.org.uk | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Independent charity providing locally based Mental Health services. IAPT Service. Development and delivery of training. Young People's Project (16-25). City-wide remit. Development and editing of www.wellbeinginfo.org. |
| **Wearside Women in Need** 24hr Domestic Violence Helpline 0800 066 5555 Tel: 0191 415 1506 | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | | ✓ | Work with perpetrators of domestic violence, homelessness (Male & Female). Accommodation for women with mental ill health. |

| | Self Referral | Professional Referral | Individual Support | Group Work | Family Support | Education Opportunities | Training Opportunities | Volunteering Opportunities | Mentoring | Employment Support | Info and Advice | Talking Therapies | Social Support | Additional Services and Other Information |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Community CAMHS** Tel: 0191 514 1622 www.sunderlandcommunitycamhs.nhs.uk | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | | A team of practitioners who offer a range of talking therapies for children and young people who are experiencing moderately severe mental health problems. Our focus is on early intervention and prevention. We also offer advice, training and support to professionals. |
| **Connexions** Sunderland Tel: 0191 561 7333 Houghton Tel: 0191 561 6311 Washington Tel: 0191 561 2986 www.citizensadvicesunderland.co.uk | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | | | | Offering advice, guidance and support to young people aged 13 - 19 years, increasing to 25 in cases of special need. Signpost to apprenticeships, training and education. |
| **If U Care Share** 0191 387 5661 www.ifucareshare.co.uk | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | | | 'If U Care Share' is a charity that provides support for those bereaved by suicide. Provision of Assist Training and Youth Mental Health FirstAid (YMHFA) and Emotional and mental health training (EAMH). |
| **Princes Trust** Tel: 0191 497 3210 www.princes-trust.org.uk | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | We work with 13 to 30-year-olds who have struggled at school, have been in care, are long-term unemployed or have been in |
| **Sexual Health Services** Tel: 0800 42 20 200 or 0191 569 9021 www.wellbeinginfo.org (search for sexual health) | ✓ | ✓ | ✓ | | | | | | | | ✓ | | | Anyone aged 13+ needing contraceptive or sexual health advice. |
| **South of Tyne Children and Young People Service** Tel: 0191 566 55 00 cyps-sot@ntw.nhs.uk | ✓ | ✓ | ✓ | ✓ | | | | | | | ✓ | | | Delivery of mental health services to those aged 0 - 18 years. 24 hour access to support and ADHD. |
| **Sunderland Carers' Centre – young carers** Tel: 0191 549 3768 www.sunderlandcarers.co.uk | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | | | ✓ | Providing support and activities to young carers aged 4 - 25 years old. |
| **Sunderland Children's Centres** Tel: 0191 520 5553 www.sunderlandchildrenscentres.co.uk | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ | There are a number of Children's Centres across the city providing activities and services for families with children aged from birth to 5 years. Centres also offer a variety of training courses and volunteering opportunities for parents and carers. |
| **Sunderland YMCA Foyer** Tel: 0191 567 6160 www.sunderlandymca.org.uk | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | | | | ✓ | Home to 50 young homeless people doing training, supporting each mother, and moving on in life. Many other young people use training facilities, media equipment, and our activities. To refer please contact Sunderland Gateway on 0191 561 7988. |
| **Sungate Parenting Project (Barnardos)** Tel: 0191 417 9329 www.barnardos.org.uk | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | | | | | | ✓ | Supports families whose child is at risk of offending or has offended. It runs parenting programmes - either in groups or individually - designed to offer parents support, guidance and training. |
| **Washington Mind Young Peoples Service** Tel: 0191 417 8043 www.washingtonmind.org.uk | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | Providing a range of mental health and wellbeing services for young people aged 16 to 25. |
| **Youth Drug & Alcohol Project** Tel: 0191 561 2852 www.yourhealthsunderland.com/ydap | ✓ | ✓ | | ✓ | | | ✓ | ✓ | | | | | | Service for under 18s. |

25

| | Self Referral | Professional Referral | Training | Support to get back into work | Aged 16-18 | Aged 18+ | Volunteering Opportunities | Careers Advice | Support with CV Applications | Listening Service | Supporting Service | Additional Services and Other Information |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Easington Lane Community Access Point**<br>Tel: 0191 526 1071<br>www.easingtonlanecap.com | ● | ● | | ● | ● | ● | | | | | ● | Lifeline, Counted For and ShARP deliver from this community venue. |
| **Job Centre Plus**<br>Tel: 0845 604 3719<br>www.dwp.gov.uk | ● | | ● | ● | ● | ● | ● | ● | | | ● | Details of local and national services, support and advice to help you find work or to speak to your local job centre. We also have a dedicated Young Person's Advisor. Sign posting to a wide range of local jobsearches, job hunting support and training opportunities. |
| **Sunderland Women's Centre**<br>Tel: 0191 567 7495<br>www.sunderlandwomenscentre.co.uk | ● | ● | ● | ● | ● | ● | ● | ● | | | ● | Childcare available to all carers who access centre provision. |
| **Sunderland North Family Zone**<br>Tel: 0191 549 5037<br>www.sunderland-north-family-zone.org | ● | ● | ● | ● | | ● | ● | | ● | ● | ● | IT suite. Vocational and accredited training. Befriending service. Nursery. Lunch club. Catering service. Learning and social projects for people with learning difficulties. |
| **VCAS** (Voluntary & Community Action Sunderland)<br>Tel: 0191 565 1566<br>www.vcasunderland.org.uk | ● | ● | ● | ● | | | | ● | | | ● | Offering training opportunities to volunteers and staff. Management Board training. Bespoke training on request. OCN accredited centre. Bid writing and funding advice given. Consortia working. Governance, policies and procedures. |
| **Volunteer Centre Sunderland**<br>Tel: 0191 567 8902<br>www.volunteersunderland.org.uk | ● | | | ● | ● | ● | ● | | | | ● | Regular volunteer awareness events. Processing of D.B.S. applications, Good practice advice. Volunteering mentoring project. |
| **Washington Mind**<br>Tel: 0191 417 8043<br>www.washingtonmind.org.uk | ● | ● | ● | | ● | ● | | | | | ● | Development and delivery of quality and bespoke training within our field of expertise, with a focus upon mental health and wellbeing. Mental Health First Aid, Suicide Prevention/Intervention, Wellbeing in the workplace, Promoting Emotional Resilience. |
| **Whoops Child Care Service**<br>Tel: 0191 477 7366<br>www.whoopschildsafety.co.uk | ● | ● | ● | | ● | ● | | | | | | Provide training and advice around accident prevention. We also provide home assessments, advice and the supply and fitting of safety equipment. |

Source: Sunderland Wellbeing Guide July 2013

26

**City Services Scrutiny Panel**
**Policy Review 2013 – 2014**

**Flood Risk Management in Sunderland**
**Draft Report**


**Contents**

# 1    Foreword from the Scrutiny Lead Member for City Services

It gives me great pleasure to introduce the City Services Scrutiny Panel's policy review into flood risk management in Sunderland.

The Flood Risk Management Act 2010 provides the Council with a number of new roles and responsibilities for flood risk management in the city, perhaps the most important being to lead local flood risk management and bring together all relevant bodies and agencies. During our discussions the Panel has heard what this meant in practice for the main agencies involved; namely the Council, the Environment Agency and Northumbrian Water.

In practice residents do not care who is responsible for various aspects of flood defence. What they are concerned about is the effect on themselves and their property and the subsequent response. They want action rather than discussions as to who is responsible for particular actions. As a result of the new legislations there is now a clear duty on all the principal players to cooperate. While such partnership working has been going on previously, it is to say that there is now an added impetus to cooperate in order to pool skills, information and resources.

While Sunderland is not a high risk area for flooding, it seems likely that the incidence of flooding will increase in the future reflecting the impact of changing weather patterns, increasing urbanisation, an ageing drainage and sewerage system and increasing surface water run off. We therefore must not be complacent. Flooding events can have a potentially devastating impact on local residents and businesses causing considerable distress and cost in terms of repairs, cost to business, public health, emergency services, and agriculture. The Council and our partners need to give flood risk management a continuing priority; to ensure that sufficient resources are available to undertake necessary actions and ensure that skilled staff are in place.

However, we must be realistic. We cannot say that we can prevent or eradicate the potential for flooding. But we can try to minimise the possibility and the severity through a variety of measures for example by ensuring that our residents are better prepared and more self-reliant during emergencies.

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

Councillor Stephen Bonallie, Lead Scrutiny Member for City Services

## 2 INTRODUCTION

2.1 The Flood and Water Management Act 2010 provides a number of new powers to local authorities over flooding. One of the powers is the overview and scrutiny of flood risk management in the city.

2.2 As recent events have shown, severe flooding can have a major impact on local residents and businesses. Indeed, in recent years the city itself has experienced a number of severe storms and flooding events.

2.3 The Scrutiny Committee therefore considered that this was a good time to look in detail at the approach being taken in the city to flood risk management.

## 3 AIM OF THE REVIEW

3.1 The objectives of the review are to examine the approach being taken to flood risk management in the city, including the roles and responsibilities of the key agencies involved and the measures being taken to alleviate the problem.

## 4 TERMS OF REFERENCE

4.1 The Panel agreed the following terms of reference for the review:-

(a) the causes and types of flooding;
(b) the respective roles and powers of the agencies involved; including the Environment Agency (EA), Northumbrian Water Ltd (NWL) and the local authority as the Lead Local Flood Authority (LLFA);
(c) the current situation with regard to flood risk in the city;
(d) the action currently taking place and planned for the future to alleviate these risks;
(e) to contribute to the development of the forthcoming Local Flood Risk Management Strategy.

## 5 MEMBERSHIP OF THE PANEL

5.1 The membership of the City Services Scrutiny Panel consists of Councillors Stephen Bonallie (Lead Member), Michael Essl, Stephen Foster, Neville Padgett, Stuart Porthouse, Lynda Scanlan, Dianne Snowdon and Amy Wilson.

## 6 METHODS OF INVESTIGATION

6.1 The following methods of investigation were used for the review:

(a) Desktop Research
(b) Evidence from relevant Council officers and key stakeholders including Northumbrian Water and the Environment Agency;
(c) Visit to public meeting on flooding

3

**7      FINDINGS OF THE REVIEW**

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

**7.1     Main Causes and Types of Flooding**

7.1.1   As a starting point for the review, the Panel looked at what are generally considered to be the main causes and types of flooding. These include:

*Coastal Flooding and Erosion* - occurs where high tidal levels lead to coastal defences being breached and the coastline eroded, especially when combined with other severe weather conditions and high winds.

*River (Fluvial) Flooding* - River (fluvial) flooding occurs during periods of heavy or prolonged rainfall or rapid snow melt when the water course cannot cope with the water draining into it from surrounding land.

*Surface Water (Pluvial) Flooding* - Surface water flooding occurs where high or intense rainfall exceeds the drainage capacity of an area. Surface water cannot then enter the system or the drainage network overflows, with manhole covers surcharging. The resulting water can create flow paths along roads, through and around developments and ponding in low spots which often coincides with river flooding in low lying areas. Surface water flooding is often unpredictable and can affect areas not obviously susceptible to flooding.

The majority of the city's recent issues have been the result of surface water flooding.

*Groundwater Flooding* - Ground water flooding occurs where water levels in the ground rise above the surface after prolonged periods of heavy rainfall. This is most likely to occur in areas underlain by permeable rocks called aquifers.

*Failure of Infrastructure (Including Sewer Systems and Reservoirs)* - Sewer flooding occurs due to large rainfall events causing sewers to surcharge and can result in sewage escaping from pipes and manholes. This can occur due to the incapacity of the sewer system, where the volume of water is too great for the size of the pipe. It can also result in effluent being discharged from manholes affecting local residents.

*Increasing Likelihood of Flood Risk*

7.1.2   Most commentators agree that the challenge posed by flooding is likely to increase in the future due to a number of factors, including:-

- The culverting of watercourses to release more land for development can significantly restrict water flow, increase the risk of blockage and eliminate natural flow routes;
- Urbanisation has reduced the ability of the land to absorb rainfall

4

through the introduction of hard impermeable surfaces. This has resulted in an increase in the volume and rate of surface run-off as less water infiltrates the ground;

- the historic practice of allowing development to take place on areas of land at high risk of flooding has the potential to worsen river flooding downstream;
- Ageing drainage and flood defense infrastructure and inadequate levels of maintenance on flood risk defenses;
- The impact of climate change, which many commentators feel will lead to rising sea levels and changing rainfall patterns.

## 7.2    Roles and Responsibilities

7.2.1    At a national level, the Department for Environment, Food and Rural Affairs (DEFRA) has responsibility for flood and coastal erosion risk management and also provides funding through grant aid to the Environment Agency.

7.2.2    At a local level, the arrangements are set out as part by the Flood and Water Management Act 2010 (FWMA); which was itself a response to the findings of the Pitt Review held in the wake of the severe floods of 2007.

7.2.3    The Act emphasises the need for a clearer oversight of flood risk management at a national and local level, including clearer roles and responsibilities for the main agencies involved in flood risk management and a continued presumption against development in flood-prone areas, barring exceptional circumstances;

7.2.4    In Sunderland, the main agencies involved in flood risk management are the Council, the Environment Agency and Northumbrian Water. Set out below are the main roles and responsibilities of each.

7.2.5    **Sunderland Council** in its role as the Local Lead Flood Authority (LLFA) now has a number of duties, including the requirement to:-

(a) prepare and maintain a strategy for local flood risk management for the area and coordinate the views and activities of local bodies and communities through public consultation and scrutiny;

(b) build partnerships and ensure effective working relationships are in place at a local level;

(c) investigate significant local flooding incidents and publish the results of such investigations;

(d) maintain a register of assets – i.e. physical features that have a significant effect on flooding in the area;

(e) establish Sustainable Drainage Systems (SuDS) Approval Bodies (SAB) for the design, building and operation of Suds;

5

(f) review and scrutinise all flood risk activities and responses to flood events.

(g) lead responsibility for managing the risk of flooding from surface water, groundwater and ordinary watercourses (NB: this includes smaller rivers, streams, ditches, drains, cuts, culverts, dikes, sluices, sewers (other than public sewers). Examples within the city includes Hendon Burn, Ryhope Dene and Cut Throat Dene

7.2.6　As well as the duties attached to its role as Local Lead Flood Authority, the Council also has a number of other responsibilities which impact directly on flood risk management. These include:-

- Planning Authority: through the prevention of development in more vulnerable areas and also in controlling flows from developments that increase general flood risk;
- Highway authority: has responsibility for highways drainage;
- Emergency response: to assess the risk of emergencies, develop emergency/contingency plans, warn the public and provide advice and assistance;
- the Council is also designated as a Coastal Protection Authority and has powers and duties to protect land vulnerable to the effects of the sea.

7.2.7　**The Environment Agency** has a key strategic role at a national level covering all aspects of flood and coastal risk management in England and managing flood risk, primarily from main rivers and the sea. This includes setting the direction for managing the risks through strategic plans; providing evidence and advice to inform Government policy and support others; working collaboratively to support the development of risk management skills and capacity and providing a framework to support local delivery.

7.2.8　The Agency has operational responsibility for managing the risk of flooding from main rivers (in Sunderland this includes the Wear, Usworth Burn and Lumley Park/Hetton Burn), reservoirs, estuaries and the sea, as well as being a coastal erosion risk management authority.

7.2.9　The Environment Agency is also responsible for Catchment Flood Management Plans (CFMPs) and Shoreline Management Plans (SMPs). CFMPs address flood risk in each river catchment while SMP's assess the risks of coastal flooding and erosion and propose ways to manage them.

7.2.10 The Environment Agency is also a statutory consultee to the development planning process and planning applications and administers grants for capital projects to local authorities.

7.2.11 **Northumbrian Water Ltd**, as the city's water and sewerage company manages the risk of flooding to water supply and sewerage facilities. Its main roles and responsibilities includes:-

6

- making sure their systems have the appropriate level of resilience to flooding, and maintain essential services during emergencies;
- maintaining and managing their water supply and sewerage systems to reduce the risk of flooding and pollution to the environment;
- providing advice to the Council and other agencies;
- to address frequent and severe sewer flooding through their capital investment plans.

## 7.3 Flood Risk in Sunderland

*Background to Flood Risk in Sunderland*

7.3.1 Historically flooding in the city has been a mix of surface water, coastal and sewer capacity issues. However, as mentioned earlier, the majority of the Sunderland's flooding issues have been the result of surface water flooding.

7.3.2 There have been several incidences of surface water flooding in recent years, most notable around Washington Central, Houghton and Hetton, Herrington and Barnes Burn and Hendon Burn. The severe weather of 2012 saw a great deal of surface water and sewer capacity flooding issues in these areas. A large number of residential properties in both were badly affected and these events were subject to close consideration by their respective Area Committees.

7.3.3 In September 2013, the Panel's Lead Member Councillor Stephen Bonallie attended a public meeting held on 2 July 2013 at Houghton Kepier, Houghton – le Spring to discuss the effect on local residents. The event was attended by Council officers and representatives from Northumbrian Water and the Environment Agency. During the event there was a full and frank discussion about the reasons behind the floods and the remedial action that was being taken at a local level.

7.3.4 The topography of the River Wear in Sunderland has made the problem of river flooding less of a problem than some surrounding areas. However, there have also been several occurrences of the Wear flooding around the Fatfield area of Washington.

7.3.5 Instances of coastal flooding have been less common, though as recently as 2013, Seaburn and Roker experienced huge sea surges which did considerable damage to coastal flood defences. This was estimated to be a once in 200 year's event.

7.3.6 Ground water flooding is considered to be much less likely than other types of flooding largely due to the impermeable clays on which the city is founded.

*Preliminary Flood Risk Assessment 2011*

7.3.7 In June 2011, the Council undertook a Preliminary Flood Risk Assessment for the city. This represented a high level screening of flood risk which was used

7

by the Environment Agency to determine whether there are any Flood Risk Areas within the city. The Assessment was based upon past and future flood risk data and potential flood risk. The majority of this local data was sourced from the Environment Agency's national flood risk mapping datasets and the Council's Strategic Flood Risk Assessment (July 2010).

7.3.8 As a result of the Assessment and based on the Flood Risk Regulations, there were found to be no significant future Flood Risk Areas in Sunderland (NB: under the Regulations significant equates to 30,000 people in a single cluster affected by a flood event).

7.3.9 However, the assessment did confirm that the majority of the city's flooding events have been the result of surface water flooding. The Assessment found there to be 22,500 properties (45,000 people) at risk from surface water during a 1 in 200yr rainfall event across the city - of which 19,100 are residential properties, housing around 45,000 people.

7.3.10 The Assessment included details of some of the past remedial work undertaken in the city; including:-

- o Expansion and improvements to the flood warning service to 109 homes and premises in the Lumley park area (2009/10)

- o Completion of £1m scheme to improve sewerage in Fullwell (2008/9)

- o £1.45m scheme to improve storm water alleviation and reduce potential of sewer flooding to properties in Penshaw and Shiny Row. (2009/10)

- o Completion of £350,000 highways drainage improvements to tackle surface water flooding hotspots (2009/10)

7.3.11 Clearly, therefore while the city contains no significant future flood risk areas according to the Flood Risk Regulations, it has had and will have major flood events in the future, potentially affecting large numbers of local residents and businesses.

**7.4 Action Being Taken in the City**

7.4.1 As the next stage in the review, the Panel went on to discuss with the main agencies the approach being taken to flood risk management in the city and the progress being made. This included the Council's responsibilities as Lead Local Flood Authority, the role of other key service areas of the Council (including planning, highways maintenance and emergency planning) as well the work of the Environment Agency and Northumbria Water.

*Lead Local Flood Authority*

7.4.2 The Panel met with David Laux (Assistant Head of Street Scene) and Graham Carr (Highway Asset Manager) in order to discuss the progress being made by the Council as part of its role as the Lead Local Flood Authority.

7.4.3 It was noted that a structure to enable joint working had been established and that frequent joint meetings were now being held. Such meetings have encouraged the sharing of information and data and helped to build partnership and effective joint working. It is felt that the Council and its partners are now in a better position to investigate and respond to any future flood risk incidents.

7.4.4 In 2010, the Council carried out a Preliminary Flood Risk Assessment that provided information and data on the level of flood risk in the city. As previously mentioned, while the Assessment had identified no significant future flood risk areas in the city it had helped to focus on those communities and properties most at risk. The Council also maintains a register of assets and structures that have an effect on flood risk.

7.4.5 In terms of the role of the Council's overview and scrutiny function it was noted that in the past few years a number of update reports have been submitted to the relevant Scrutiny Committee on the implications of the Flood and Waste Management Act and the progress being made. Indeed this review itself represents an important part of the on-going scrutiny process.

7.4.6 The Council is currently preparing a Local Flood Risk Management Strategy for the city which is required for completion by 2015. The Panel would suggest that the conclusions and recommendations of this review should be incorporated into the finalised Local Flood Risk Management Strategy.

*Sustainable Drainage Systems (SuDS)*

7.4.7 Under the Act, the Council as Lead Local Flood Authority is required to establish a SAB – **S**uDS **A**pproval **B**ody to approve, adopt and maintain sustainable urban drainage elements of new developments.

7.4.8 Sustainable Drainage Systems (SuDS) are a set of management practices that are designed to drain surface water in a more sustainable manner. Measures that could be used include:-

(a) Swales and basins including infiltration trenches, basins and filter drains;
(b) Permeable pavements – water may infiltrate directly into the underlying subsoil or be drained through into a sub-surface storage area
(c) Ponds and wetlands;
(d) Rainwater harvesting, water butts and other green roof drainage and technology;
(e) Using urban trees

9

7.4.9   SUDS represents a new approach to surface water management and follows the approach of the Building Regulations 2000 which introduced a hierarchy of preference for connection of surface water from development:-

- SUDS
- Watercourse
- Surface water sewer
- Combined sewer

7.4.10 It was originally envisaged by the Government that the SuDS Approval Body would be established by 2014 but this timetable has now slipped and further guidance from Government is awaited.

7.4.11 It was noted that Sustainable Drainage Schemes are difficult to retrofit in dense urban areas and not all area may have suitable conditions.  For some schemes there may well be considerable on-going maintenance costs.

7.4.12 The Panel would suggest that the situation with regard to the introduction of SuDS be monitored and subject to further update reports.

*Planning Authority*

7.4.13 The Council, through its planning authority role, has an important part to play in helping to mitigate the future growth of flood risk in the city. The Panel therefore met with Clive Greenwood (Senior Policy Officer for Economy and Place) and Danielle Pearson (Senior Planner) to discuss the implications of the Core Strategy and Land Use Planning documents and the approach being taken to new planning applications.

7.4.14 The National Planning Policy Framework (2012) sets out the Government's planning policies for England and provides the context for the City's Development Plans. It has replaced a number of Planning Policy Statements (PPS) including PPS 25: Development and Flood Risk (29 March 2010).

7.4.15 The NPPF states that local planning authorities should adopt proactive strategies to mitigate and adapt to climate change, taking full account of flood risk, coastal change, water supply and demand considerations. They should also apply a sequential risk-based approach to the location of development.

7.4.16 With regards to development and flood risk, NPPF states that "inappropriate development in areas at risk of flooding should be avoided by directing development away from areas of highest risk, but where development is necessary, making it safe without increasing flood risk elsewhere".

7.4.17 During the discussion, it was stressed that the City Council as planning authority determines all planning applications according to their individual merit against national and local polices and that planning permission can be refused if a development increases the risk of flooding. For flood risk matters, the Council will consult with the Environment Agency in order to identify flood risk. In practice, the Council has not approved an application where there has

10

been an objection from the EA. Also when new developments are proposed or sites are to be redeveloped, planning officers ensure that the level of flood risk in an area is reduced by promoting good practices such as rainfall harvesting.

7.4.18 The Panel highlighted the apparent contradiction in Government policy with regard to deregulating many smaller household planning applications which could have a long term detrimental effect on future flood risk. Such developments can potentially increase the amount of impermeable areas from hard surface, leading to a loss of green space and an increase level of run off on drainage infrastructure.

*Highway Authority*

7.4.19 The Council as the highway authority for the city also has an important role in flood risk management.

7.4.20 This involves ensuring that culverts and drains receive regular maintenance, repairing retaining walls and sluices and general improvement works. It also requires the regular inspection and maintenance of grills and gullies.

7.4.21 Clearly, there are resource pressures on the Council which has the potential to impact on the maintenance regime. It is therefore important that the Council continues to provide an effective inspection and maintenance regime into the future.

*Emergency Planning*

7.4.22 The readiness of the Council's Emergency Planning function is central to the city's ability to respond and bounce back from a serious flooding event.

7.4.23 As part of its review into the work of the Council, the Panel met with Dave Turnbull, Senior Resilience Officer. Dave confirmed that the response of the city to a major flood event is set out in great detail in the Council's Major Incident Plan. There also exists a specific plan in relation to flood events.

7.4.24 Any major incident will result in a range of city support including the provision of emergency accommodation and supplies as necessary. A data base is also held of those classified as being vulnerable. The Council also works closely with its partners such as the Police, emergency services and the voluntary sector to ensure a smooth and coordinated response. The Council's Communications Team would also play an active role in the event of a major flooding event.

7.4.25 The Council works closely with the Environment Agency who are responsible for flood forecasting and the issue of flood warnings, ensuring that emergency services and other professional partners are briefed and operating a flood-line service. It was recognised that the Council needs to look to fully exploit the opportunities offered by new channels of communication in order to keep residents aware and up to date about potential flood risk.

7.4.26 However, it is unrealistic to rely solely on the work of emergency services and Council staff and it is vital that communities understand how they can help themselves by being encouraged to report blocked drains; knowing what to do and where to go if homes are flooded and helping neighbours in emergencies.

7.4.27 Nonnie Crawford (Director of Public Health) referred to the importance of securing greater community involvement in preparing for and tackling future flooding. This could involve encouraging at risk communities and businesses to sign up for flood alerts and ensure that emergency numbers are near at hand.

7.4.28 Members also have an important part to play in the event of a flooding incident and they too should have a clear understanding of their own responsibilities as well as the roles of other agencies.

7.4.29 We would recommend that the Council works to identify and better prepare those residents most at risk at flooding and take action to help them to protect themselves.

7.4.30 We would also suggest that further action is taken to identify new and innovative ways of communicating with the public regarding potential flooding events.

*Environment Agency*

7.4.31 As mentioned earlier, the Environment Agency is one of the key agencies involved in flood risk management both nationally and locally. For this reason, the Panel met with Phil Welton, Area Flood and Coastal Risk Manager in order to discuss Environment Agency's approach to flood risk management in Sunderland.

7.4.32 The Environment Agency has a central role in formulating and contributing to a number of key plans shaping the flood risk management. At the present time, the Agency is preparing its Flood Risk Management Plan and has now completed its Catchment Flood Management Plan and Shoreline Management Plan.

7.4.33 A further key role of the Agency is to administer grants for capital projects on behalf of local authorities. Such funding comes from a variety of sources including:-

- Flood Defence Grant-in-Aid
- Local Levy
- LLFA Funding
- Developers
- Businesses

7.4.34 In practice, the Environment Agency directly carries out little flood alleviation work in Sunderland due to there being little flood risk from Main Rivers or the sea in the city, with the bulk of the activity being from the local authority. The

Agency is currently working on annual bidding round for the next 6 years of Flood Defence Grant Aid and working with the Council on bids to be funded through the Local Levy.

7.4.35 Given the limited resources available, the Environment Agency is increasingly looking for financial contributions from as broad a range of sources as possible particularly through local developers and the business sector. The Agency stresses the value of a partnership funding approach in encouraging agencies to work together and through this partnership working devise more integrated and innovative solutions.

7.4.36 In Sunderland the capital schemes for 2013/14 includes:-

- South Bents and Seaburn Sea Walls Overtopping Protection
- Hendon Foreshore Barrier / SWBreakwater
- Whitburn to Ryhope Coastal Protection Strategy
- Hendon Burn Culvert Access
- Bog Row Channel Works

7.4.37 For 2014/15 onwards planned capital schemes includes:-

- Springwell Village – surface water flooding
- Borrowdale Street - surface water flooding
- Dene Street
- Craigwell Drive - surface water flooding
- Hendon Burn Culvert Capital Maintenance Design & Construction

*Northumbrian Water*

7.4.38 As part of the review, the Panel met with Les Hall, New Developments Manager with Northumbrian Water to discuss the work of Northumbrian Water in mitigating the risk of flooding in the city.

7.4.39 Northumbrian Water takes an active approach to partnership working contributing to the work of the Regional Flood and Coastal Committee and Sub-Regional Flood Risk Management Groups. They are also an active consultee on a range of Local Planning documents such as the Water Cycle Study, Surface Water Management Plan, Strategic Flood Risk Assessment, Strategic Housing Land Availability Assessment and Infrastructure Delivery Plan. Northumbrian Water participates in quarterly liaison meetings at an operational level and attends customer meetings when required. They will also be actively involved in preparation for the Sustainable Urban Drainage Systems.

7.4.40 Northumbrian Water has contributed a substantial investment programme across the region for flood alleviation schemes (2005 to 2010 - £104m and 776 properties and 2010 to 2015 - £126m and 1000+ properties). A lot of work was also going on to resolve sewer flooding with £81m invested regionally during 2005-10 and a further £120m investment planned for 2010-15.

7.4.41 During our discussions, Northumbrian Water referred to examples of good practice in relation to planning policy with regards to flood risk; including:

- Requirements for Flood Risk Assessment
- Zonal Approach to Flood Risk
- Sequential and Exceptions Test
- Hierarchy for dealing with run-off i.e. sewers are the last resort
- Hierarchy for foul water disposal
- Explains evidence base i.e. Strategic Flood Risk Appraisal, Water Cycle Study

7.4.43 The Panel suggests that the Council investigate further the applicability of such an approach to planning policy in relation to water management and flood risk.

7.4.44 As part of its commitment to partnership working, Northumbrian Water shares a range of data including:-

- Sewer flooding locations
- GIS mapping and pipe data
- Sewer capacity factors
- Hydraulic models from Drainage Area Studies
- Strategic Housing Land shape files

7.4.45 For new developments, Northumbrian Water undertakes investigations into capacity issues. Inevitably, there are instances where new infrastructure work is required and they work closely with the Council and new developers in order that can this work can be coordinated and targeted.

7.4.46 Northumbrian Water is also investing a substantial amount to the monitoring of the sewer system. One issue that they particularly emphasised was the promotional work going on with residents and businesses, particularly in the fast food sector, to highlight the problems of blockages that can arise from putting grease and other material in the sewer system.

14

# 8 CONCLUSION

8.1 The Council has key role in leading local flood risk management in the area and bringing together all relevant bodies. During our discussions, the Panel has heard about what this means in practice for the main agencies involved; namely the Council, the Environment Agency and Northumbrian Water. This reflects the importance of all the agencies involved having a clear understanding of their respective roles and responsibilities and where these activities might overlap.

8.2 Residents do not care who is responsible for various aspects of flood defence. What they are concerned about is the effect on themselves and their property. They want action rather than discussions as to who is the responsible authority. As a result of the new legislations there is now a duty on all the principal players to cooperate, though in practice such partnership working has been going on previously. But it fair to say that there is now an added impetus to cooperate in order to pool skills, information and resources.

8.3 Based on discussions with our partners there is clearly a willingness and commitment to further joint working and we now have a structure in place to promote this and a willingness to share expertise and information. We need to build on these arrangements to ensure joint working in the future.

8.4 Sunderland is not considered a high risk area for flooding but we must not be complacent. There will be further flood events in the future. Flooding events can have a potentially major impact on local residents and businesses causing considerable distress and cost in terms of repairs, cost to business, public health, emergency services, and agriculture. The Council and our partners need to give flood risk management a sufficient priority; to ensure that sufficient resources are available to undertake necessary actions and ensure that skilled staff are in position.

8.5 It seems likely that the incidence of flooding will increase in the future reflecting the impact of changing weather patterns, increasing urbanisation, an aging drainage and sewerage system and increasing surface water run off.

8.6 Over the past century, the UK has seen sea levels rise and more of winter rain falling in intense wet spells. Some of the changes might reflect natural weather variations; however the broad trends are in line with projections for climate change models. Increasing global temperatures and changing weather patterns may mean that climate change will cause more extreme weather events resulting in more frequent flooding.

8.7 If climate change and changing weather patterns are a reality in the future then it is important that we plan ahead now so that we can as far as possible mitigate its effects.

8.8 In the past it has been the policy to solve flooding by increasing the capacity of water courses and building greater flood defences. We have heard that

investment programmes are prioritised and based on frequency and severity but available resources will not meet all demands and it is important that the agencies look creatively at a range of possible measures.

8.9 In future we will need to encourage the use of public open spaces for water storage in times of heavy rainfall. We need to give greater priority to the use of Sustainable Urban Drainage (SUDS) and make sure that we retain the capacity and skills to meet demands. Clearly there is general support in principle for SUDS, however there remain concerns about its practical implications.

8.10 The local authority, as planning authority, has an important role to play in understanding flood risk in its area and gauging the constraints that should be placed on development. The NPPF requires that flood risk is considered at all stages of the planning process. This should help us to ensure that in appropriate development does not occur in flood risk areas.

8.11 While we need to bear in mind the cumulative effect of new developments, it must also be remembered that not all new development is necessarily harmful and that it can bring benefits to areas providing flood risk measures are built in.

8.13 It is important that we continue to build up our knowledge of the potential for flood risk in the city and identify vulnerable areas and people. We need to ensure that we possess robust emergency planning to deal with any major flooding incident and are clear about respective responsibilities.

8.14 The Act gives a much stronger and clearer role for local authorities. However, the additional responsibilities, along with limited resources, means that the Council has to consider how best to fund and prioritise flood risk management. Although the council has commenced the requirements of FWMA using existing resources, it will be important for the council to fully develop the expertise, structures and procedures to carry out the new duties effectively for the long term. We must continue to lobby central government to ensure that the city benefits from any additional resources directed to flood risk as a result of the recent flooding events in the South and South West.

8.15 Finally, while we will never be in a position to completely eradicate the risk of flooding we can take action to lessen its likelihood and mitigate its effect on our residents. We can also take action to help to ensure that those residents living in higher risk areas are prepared and equipped to deal with a flood event. We need to encourage communities and businesses to prepare before the event by signing up for flood alert and ensuring that emergency numbers are near at hand.

**9     RECOMMENDATIONS**

9.1    The Panel's recommendations are as outlined below:-

a. That the council and partners continue to meet regularly to build on existing joint working in order to maximise the use of resources and share information;

b. That the council considers the long term resource requirements to develop the expertise, structures and procedures to carry out the new duties set out in the Flood and Water Management Act 2010;

c. That the Scrutiny Committee monitors the progress being made in relation to the establishment of a SUDS Approval Body for the city through its annual monitoring of performance against the delivery of the recommendations;

d. That the council investigates the approach to planning policy being taken by other local authorities in relation to water management and flood risk;

e. That action is taken to ensure that residents are made aware of the potential risk to them and their properties from all forms of flooding and encourage them to take responsibility to help reduce these risks by creating a flood plan for their households that compliments the actions of the other responsible agencies;

f. That the council looks further at developing new and innovative channels of communication to keep residents aware of potential flood risk event; and

g. That the recommendations of the Panel (listed a-f) be fed into the forthcoming Local Flood Risk Management Strategy.

## 10. ACKNOWLEDGEMENTS

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

(a)     Les Clark - Head of Street Scene;
(b)     David Laux – Assistant Head of Street Scene
(c)     Graham Carr – Highways Asset Manager
(d)     Clive Greenwood – Senior Policy Officer
(e)     David Turnbull – Senior Resilience Officer
(f)     Les Hall – New Developments Manager, Northumbrian Water
(g)     Phil Welton – Area Flood and Coastal Risk Manager, Environment Agency
(g)     Nonnie Crawford – Director of Public Health

.

**RESPONSIVE SERVICES & CUSTOMER CARE SCRUTINY PANEL**

**POLICY REVIEW 2013/14**
**VOLUNTEERING: UNLOCKING CAPACITY**

*DRAFT* FINAL REPORT

Contents

1

**Foreword**

The Responsive Services and Customer Care Scrutiny Panel agreed to undertake an Inquiry into the role volunteers play in our communities under the title 'Volunteers: Unlocking Capacity' as part of its 2013-14 work plan.

This is my first year as a Lead Scrutiny Member and I would very much wish to express my thanks to all the other members, support staff and expert witnesses who contributed so effectively during the year and enabled us to produce this report.

The Panel recognises that current social, economic and demographic pressures are placing a great strain on services and programmes that have been delivered by both the statutory and community sectors for many years.

Shrinking budgets mean that there are fewer paid, professional staff working on the front line and a number of well-known providers of services in communities have reduced activities or closed down altogether.

The principal resource that stands ready and available to fill this space is volunteers – many people reading this report will themselves be volunteers in schools, faith communities and even at work. This report sets out the challenges that we face in Sunderland but also identifies many excellent schemes and programmes that are already working hard to fill gaps.

Particular credit goes to those groups who have responded to establish food and clothing banks across the city and the volunteers they have engaged – many of these groups were not involved at all in this type of service two years ago. It is also worth recognising the steep increase in demand for welfare rights and money management support – funded services are really stretched and again volunteers are filling important gaps.

I hope this report will inform an appropriate and effective response from the city council to help facilitate appropriate strategies and structures that allow volunteers to maximise their capacity through training, support and guidance underpinned by access to effective systems of management and supervision.

**Councillor Iain Kay, Lead Scrutiny Member**
**Responsive Services and Customer Care Scrutiny Panel**

## 2. Introduction

2.1 There is a very active voluntary and community sector (VCS) in the city and a long history of individuals coming together as part of community groups and networks to do things for themselves. In this review, the Panel considered the role of the council in supporting local volunteering.

2.2 The review was set within the context that local authorities have to look at new ways of doing business. The Government has expressed an intention that local authorities will deliver fewer services directly in the future, operating a more mixed economy of direct and contracted service provision.

2.3 The council's high level priorities are set out in the Corporate Plan, which outlines a vision to make Sunderland a place where people can fulfil their ambitions and potential. Yet, there are far fewer resources available to meet the challenges. Within five years, the council as we know it will have changed significantly with new ways of delivering services. It is anticipated that more services will be provided by the VCS, including, social enterprises and community groups. Legislation has been introduced to support this agenda, including the Localism Act 2011, which has implications for the council's commissioning activity and the way in which it will need to engage with its communities and partners.

2.4 The council is responding to the need to work smarter within its communities through a community leadership role whereby work is on-going to understand the needs, aspirations and opportunities at a local level. Community leadership runs through all the council's work and shapes work with local communities. Community leadership builds change incrementally on the basis of establishing trust in new ways of doing things. Once trust has been established around new and responsive ways of working, the council can begin to tap the potential for community engagement to help respond to the big social and economic challenges which the city faces.

2.5 Much of the current activity on building new partnerships with the voluntary and community sector (VCS) represents a continuation of earlier arrangements, although there is a sense that the relationship will be an increasingly significant part of what the council does, whereas in the past it was more peripheral to mainstream service delivery.

2.6 A council-led project was underway at the time of our review which was reviewing the council's approach to working with the VCS from both a strategic corporate level and at an area level through the council's area arrangements. By developing further the councils' relationship with the sector, the aim is to deliver the council's wider corporate objectives through resilient local communities thereby reducing demand on council services and enabling opportunities for VCS organisations to support the creation of alternative service delivery models.

3

## 3.    Aim of Review

3.1    To review and identify what the council can do to unlock the capacity within communities including where we are now, what approaches could be taken and what challenges are faced.

## 4.    Terms of Reference

4.1    The Panel agreed the following terms of reference for the review:-

   a) To review community capacity, including support in the community, and the existing use of volunteers within council services;
   b) To review the role of the council including longer term support to individuals and communities in the way that using local capacity requires;
   c) To identify potential barriers to using volunteers in a wider range of council services and review ways to overcome these.

## 5.    Membership of the Scrutiny Panel

The membership of the Scrutiny Panel consisted of:
Councillors Iain Kay (Lead Scrutiny Member), Anne Lawson, Barry Curran, Elizabeth Gibson, George Thompson, John Scott, John Wiper, and Bob Heron.

## 6.    Methods of Investigation

6.1    The following evidence was taken at monthly meetings of the Panel:

   a) Organisations providing infrastructure services to other voluntary and community organisations: Voluntary Organisations' Network North East (VONNE), Volunteer Centre and Skillsbridge.
   b) Organisations providing some infrastructure services to other groups as well as frontline activities: Age UK; CAB.
   c) Groups from outside the voluntary and community sector which provide support and volunteering capacity: Local Authority (Council officers working at strategic level and within the voluntary sector); Sunderland University; Gentoo.
   d) Community groups working at grassroots level delivering frontline services: Easington Lane Community Access Point.

## 7.    Findings of the Scrutiny Panel

7.1    <u>State of the Sector in Sunderland</u>

7.1.1  The most recent research by VONNE indicates that there is a significant economic contribution in Sunderland from the VCS[1].

---

[1] Voluntary Organisations North East "Surviving not Thriving" 2013

4

a) 529 VCS organisations are based in Sunderland
b) 48 VCS organisations operate in Sunderland from outside of the city
c) There are over 1000 'under the radar' groups
d) The collective annual income is £53 m
e) Nearly 8,500 staff are employed
f) Approximately 52,000 formal volunteers

7.1.2 This is a challenging time for the VCS and the pressures are evident to a similar degree in Sunderland than in the rest of the north east:

a) 47 organisations in Sunderland stated in the last 12 months they had seen a 68% decrease in funding, but a 61% increase in demand for services.
b) 25% lost staff, 46% were using reserves and 66% were sourcing some or all of their income from public sector grants.
c) Within the next 12 months, 40% expect to or are considering closing a service, 42% may make staff redundant and 19% may close the organisation.

7.1.3 The survey revealed there were expressions of anxiety; worries about sustainability, but willingness to fight for survival and an acceptance of the need to look at diversifying.

*"We will fight for survival. We will have to diversify and look at ways to raise enough money to cover our utility bills and repairs. We are determined to keep our centre running and supporting families in the local community."*

7.1.4 Few organisations seemed to see the situation as hopeless, but many were undoubtedly worried about what the future holds in the next financial year and uncertainty was commonplace.

**7.2 Current issues for VCS organisations**

7.2.1 Two broad areas of concern stood out in the evidence we heard.

7.2.2 Firstly the cumulative effects of significant policy changes**.** For example, VCS organisations delivering front-line advice services emphasised an increased demand for their services following welfare reform. The reforms have placed a great strain on advice services many of which rely on a volunteer workforce. In some organisations reserves have been depleted. For example, Citizen's Advice Bureau (CAB) advised that they are using 20% of their reserves to get through this financial year, further reducing their reserves below the Charity Commission's guidance of retaining 6 months' worth of reserves, which is considered unsustainable.

7.2.3 The view from the CAB is that additional support has not kept pace with new expectations placed on advice services following welfare benefit changes. CAB has reported that competition to recruit and retain volunteers is fierce. The complexity of Welfare Reform has put a huge burden on volunteers and

5

many of the more experienced volunteer advisers have chosen to retire.  In their place CAB have many younger people coming through who are keen to learn new skills and who are extremely competent but who see volunteering as a way to build their CV.  This type of volunteer may only stay for a relatively short period of time.   Whilst there are many benefits to younger volunteers, not least their digital experience, the high turnover makes it more expensive and labour intensive to develop a volunteer work force.

### CASE STUDY 1:  Sunderland Advice, Collaboration, Enterprise and Sustainability (ACES) Project

Support for advice services in Sunderland has been boosted by Big Lottery funding to provide a collaboration of advice providers and VCS agencies in Sunderland known as the ACES project. The project will deliver a fully integrated advice service for the first time city-wide. This is needed to meet the rising demand for advice services in the midst of decreasing resources at a time of major welfare reform.

The project aims to provide an additional 4000 volunteer appointments in its first year through the following activities:

- A Volunteer Academy to support city-wide recruitment and training of volunteers;
- Generating new income and becoming more business minded through the creation of sustainable social enterprises;
- Employing shared staff across 5 VCS advice organisations to develop and manage the Volunteer Academy and social enterprises;
- Pooled training budgets to reduce costs among advice partners;
- Reviewing and sharing through on-going evaluation.

### CASE STUDY 2: One for the Basket

Sunderland's Food Bank Project distributes food parcels to Sunderland's needy.  A Food Bank operates in each of the five areas of the city.  They are run by volunteers primarily through faith community projects. The Salvation Army estimates it is issuing between 15 and 20 food parcels a week. Their project handed out 319 food parcels to 648 people in the year up to April 2013. Two years ago, the project was reporting a 70% increase in referrals from agencies including the Probation Service.
The number of food parcels given out in the last year has increased significantly following welfare reforms.  The council is supporting the project and the model is being tested with other provisions such as the re-use of primary school uniforms which may be adaptable to be rolled out to area level.

7.2.4 The second issue that the sector said was concerning them related to the amount and types of funding available to organisations.  Clearly, fluctuations in income for the VCS are endemic.  Most organisations exist on a mixed diet

6

of funding from many different sources including: earned money (e.g. through the delivery of contracts), given money (e.g. grants) and borrowed money.

7.2.5 Fluctuations in this mixed economy are unlikely to change. However, given the recognition that VCS organisations are seen as valuable to the future delivery of many public services, this will necessitate the council reviewing how funding is allocated through grants and contracts and how opportunities for external funding are maximised. With scarce resources allocations must be targeted to the council's key service priorities.

7.2.6 The Panel is aware that considerable resources have been allocated to the VCS via grants and contracts from the council and through working with the council to access external funding. In 2012/13 VCS organisations successfully secured almost £12 million from the council to deliver services in addition to groups securing £1,540,486.16 in grants and £252,365 in Service Level Agreements (SLA) to support infrastructure costs.

7.2.7 It is recognised that, in line with the localism agenda, a shift has occurred in the approach to community funding. Funding is increasingly being offered to local groups directly, rather than through the council or local strategic partnership. This presents a concern, particularly, that new programmes in communities may fail to join up with existing projects delivering similar services, and the subsequent opportunities to add value by working together may be lost.

7.2.8 The council has established an External Funding Working Group which aims to make best use of funding programmes that are of potential benefit to local communities in Sunderland. It does this by aiming to link partners together in funding bids. Since the establishment of the group a grant for Communities Living Sustainably totalling nearly £1million was won.

7.2.9 The Panel was encouraged by the aims of the Working Group and, having been impressed by the various examples of good practice which have been made possible by Lottery funding, the Panel felt that the Group could also consider lessons learned and successes from city Lottery projects. This could include sustainability of projects and also their mainstreaming potential.

7.2.10 An emphasis of current commissioning favours competition over collaboration even though the organisations do not act for financial gain but for community benefit. The Panel discussed whether it would be possible for organisations to collaborate and support each other, possibly by merging resources. Evidence seems to show this is not an easy or achievable solution however there may be opportunities for VCS organisations to collaborate to win public contracts in partnership or consortium.. The Panel felt that work should be undertaken on the development of collaborative resourcing models.

7.2.11 The changing landscape may provide an opportunity to review documents to encourage bids from organisations of all size, sector and type while, of course, safeguarding healthy competition. This may involve a simpler financial assessment and enhanced technical questions that focus not only on price

7

and competence, but the wider social value elements that bidding organisations could deliver.

7.2.12 The Panel also felt that the council should commit to retaining some provision for community grant-making and that this should emphasise outcomes (given the budget constraints of the council). We want to ensure that the council is able to provide small-scale, time limited seed funding to smaller community organisations and groups given the potential payback from small-scale investment as identified in the work of below-the-radar groups. This needs to be within a structured framework to ensure that funding clearly supports council strategic priorities. The council should not be seen as routinely supporting projects where the likely return on investment is unclear.

7.2.13 An issue reported to us from the sector is that many organisations feel disadvantaged by the often onerous paperwork and bureaucracy required to access funding. The commissioning landscape has been described as a "mist of fog"[2]. Smaller organisations report they still struggle to access and win contracts even though they can bring social value. This is a historic complaint and not one restricted to this council. Regionally, only 1 in 12 charities are successful in applying for a grant. This means a lot of paperwork, most often for no outcome.

7.2.14 Recent research has identified that the public sector organisations reporting most success with using resources to tackle local needs are those that have worked with their local community sector at an early stage to identify how contracts can tackle local issues and meet social value needs. It also identified a lack of pre-commissioning collaboration between commissioners and providers with fewer than one in five community organisations involved in consultation prior to commissioning[3].

7.2.15 For VCS organisations to be in a position to anticipate new opportunities and to have a fair chance to bid for contracts, market engagement events for specific contract activity, particularly those for new and innovative services, may support mutual needs and capabilities.
For an equitable environment, and to make use of limited resources for social value, pre-consultation and early collaboration with providers on community needs is required.

7.2.16 We are aware that work is underway within the council to determine the capacity of the sector to comply with public sector requirements and expectations. Our evidence showed the importance of good governance for a voluntary organisations success with prudent business planning just as important in the VCS as it is in any other type or organisation. This prudent approach to business planning in VCS organisations is important if the council is relying on organisations to deliver public services.

7.2.17 Sunderland is home to some first class leaders in the field:

---

[2] Vonne Annual Survey 2012
[3] Social Enterprise UK Social Value Summit 28.1.14 www.socialvaluessummit.org

8

a) Sunderland AFC Foundation of Light - using the power of football to involve, educate and inspire more than 42,000 young people each year through a broad range of innovative and award-winning programmes

b) Sunderland Homecare Associates which is a nationally recognised franchised model

c) Gentoo – Between April 2013 and September 2013, employees gave a total of 1677.5 hours of the time to volunteer, benefitting 938 people

d) The Community Foundation Serving Tyne & Wear and Northumberland which is the largest outside of Europe, with a £52 million endowment, and grants of £5 million (small grants).

7.2.18 The emphasis for the Panel was on the importance of the 'organisation' of volunteers, of good governance and of business planning. This reiterates the point that volunteers are not a free resource.

## 7.3 Sunderland's VCS infrastructure

7.3.1 The Panel heard there is no such thing as a typical voluntary or community organisation. Organisations differ considerably in terms of many factors, including their size and ambition, the particular sub-sectors they are operating in and their funding arrangements.

7.3.2 Many VCS organisations in Sunderland have been hit by the economic downturn and public spending cuts with some seeing a 68% decrease in funding. At the same time many (61%) are seeing an increase in demand for their services[4]. The pressures faced by the sector could potentially have a significant impact on vulnerable groups served by these organisations.

7.3.3 The Panel heard that small organisations and volunteer-led organisations have not in the main been affected by the external economic situation. Where groups do not have their own premises there is less pressure financially. The main pressure on those organisations is demonstrating an impact which is always a challenge. Those smaller, self-sustaining groups may not want to deliver public services. Small organisations value their independence and don't always want to get caught up in the bureaucracy that can come with public sector work. It could be said that such organisations are the bedrock of the 'big society' – if the concept means people doing things for themselves in local communities. A great strength of these organisations is the commitment of their volunteers.

7.3.4 Larger organisations with paid coordinators may see more of an impact although these organisations are adept at coping with change. They are also most able to bid for contracts. Many medium-sized organisations are feeling the squeeze particularly where they rely on public funding. To survive and thrive they need a supportive policy environment and a fair chance to bid for contracts.

---

[4] VONNE Surviving not Thriving 2013

9

7.3.5    A key infrastructure organisation in the city is the Sunderland Volunteer
Centre, which aims to promote, support and develop volunteering in
Sunderland.  The Volunteer Centre recruits volunteers and matches them to
volunteering opportunities within local organisations, as well as providing
support and guidance around good practice.

7.3.6    One of the principal functions of the volunteer centre is brokerage - matching
individuals with appropriate opportunities, however, the Centre acknowledges
that some other core functions have had less emphasis such as good practice
development, policy issues and strategic development.  Pressures on the
sector and capacity issues over recent times have led to a concentration on
day-to-day role matching with less of a focus on the strategic development of
volunteering in Sunderland.

7.3.7    The Sunderland Volunteering Forum is led by the Sunderland Volunteer
Centre and its purpose is to raise awareness of volunteering at a strategic
level and promote collaboration.  Membership of the Forum is drawn from the
both the public sector and the VCS. The Forum's Steering Group consists of
representatives from the Sunderland Volunteer Centre, Sunderland City
Council and VCS organisations.  However, at the time of taking evidence we
heard that the Forum had been in abeyance and targets in the business plan
had therefore not been achieved.

7.3.8    The Panel felt it is important for the Forum to be revived and built up to be
used as a consultative body for all volunteering issues.  The Forum is the
place to raise issues and concerns relating to volunteering in Sunderland, and
to share best practice, thereby returning to a more strategic development of
volunteering in Sunderland.

**7.4    Asset-based approaches**

7.4.1    Increasingly, councils talk about an 'asset-based approach' and about what
local people can do to help themselves. In essence this means looking at the
resources people and localities already have and exploring how they could be
better used, rather than by starting with what people don't have and would like
or need.

7.4.2    This can be a valuable approach when it comes to unlocking the capacity of
individuals to play a more active role as volunteers, because it begins with
what people already have at their disposal. This might be physical assets like
a car or a garden shed, or skills and talents that make them better placed to
participate in some activities.

7.4.3    The fact that assets relate to individuals as well as buildings is important, and
responds to the idea that treating people as 'needy' might be well-meaning but
is ultimately disempowering.  Timebanks operate in the city and are a
particularly good way to engage people who would not typically be attracted to
standard volunteering opportunities.  Participants 'deposit' their time in the
bank by giving practical help and support to others and are able to 'withdraw'
their time when they need something done themselves.  It implies that

10

everyone's time can be valuable to someone else, making everyone a contributor as well as a beneficiary.

**CASE STUDY 3 – Coalfield in Bloom**

The VCS has an active presence in Coalfields. Currently 125 VCS organisations are on the Coalfields VCS Network mailing list and approximately 20-35 organisations attend each Coalfields VCS Network meeting. During 2011/12 82 Community Chest grants were awarded to individual groups in the Coalfields to deliver a range of projects for the benefit of the local community including:

Coalfield in Bloom - a large scale bulb planting and landscaping scheme in 35 key locations involving 20 VCS organisations, six residents groups, nine faith groups, five public sector partners, 19 schools and around 300 volunteers. Following the large scale machine planting of bulbs across 35 locations, the bulbs are left in place and tended each year as part of the usual maintenance programme. Gentoo works in partnership with the Lead Agent to ensure a joined up approach to the maintenance programme. The project has been developed by Area Committee in line with the Local Area Plan. Bulb planting and landscaping was selected by elected members as one of the 6 priorities for this year and the need to engage the community was considered as part of a workshop held in June 2010. The Committee members developed the project as a result of community consultation and the need to make the area more attractive.

In addition, the Coalfield Community Challenge Project supports the promotion of local heritage and the improvement of allotments and community gardens. Around 18 organisations are involved. The Community Allotment in Houghton won the It's Your Neighbourhood award, after being graded as outstanding. Houghton Racecourse Community Access Point runs the thriving plot with local residents, including adults with learning disabilities and pupils at Gillas Lane Primary School and Houghton Community Nursery.

7.4.4    The Easington Lane Community Access Point operates almost as an informal hubs and spokes model with a clear overlap between corporate and community. Coalfield in Bloom is an example of how local networks can work together to improve an area. The project started with £50,000 from Strategic Initiatives Budget (SIB) to make use of neglected land. It now runs with minimal spend and the involvement of traders and others to keep it going.

7.4.5    Sustainability of such projects is a crucial issue. SIB funding kick-started the project and this enables other funding to be attracted. Volunteering is not free, but this kick-starting of a project with a relatively small grant using SIB funding to target a priority area, linked to organised delivery, a strong lead and good project planning will sustain the good work and enable a community to build on its assets.

11

7.4.7   The case study demonstrates other evidence we heard that grants are the lifeblood of the sector and without this, true community-led projects cannot get off the ground.   Through the Area Committee, money is used effectively with upfront funding to initiate a project and then partners come on board to sustain the good works already established.  We heard that grant funding is the core bedrock for most organisations but it must be applied strategically.  .

## 7.5   Policy Context

7.5.1   The Panel was informed that the policy currently in place to determine relationships and support for the VCS is incorporated within:

a) Sunderland Volunteering Strategy – developed by the council with the Volunteer Centre for the Sunderland Partnership. This sets out strategic objectives and an action plan. Sunderland Volunteering Forum was meant to oversee the delivery of the action plan, but this hasn't happened as it's become more like a networking group.

b) Sunderland Compact – the Council led the refresh of the Compact in 2009, which includes a Volunteering Code of Practice. The Code of Practice is a set of principles and commitments for both Sunderland Partnership organisations and VCS organisations outlining how they will work together to support and promote volunteering in the city

7.5.2   In addition, a Volunteering Toolkit developed by the Council and the Volunteer Centre in 2009 gives organisations information and guidance on working with volunteers.  400 groups have received the toolkit and the Volunteer Centre delivers training to support its use.

7.5.3   At the time of the scrutiny review the Volunteering Strategy was three years old but events had largely overtaken it.  In determining how the council and partners including the VCS will work together over the next three years, this must be driven by the current economic climate, budget pressures being faced by all sectors and the drive towards creating capacity within communities.

7.5.4   A new Volunteering Strategy will need to set out how Sunderland City Council and partners from across the public, private and VCS can work together most effectively to promote volunteering in the context of these challenges, building on community assets and the potential to extend good practice across the city.

7.5.5   The council is going through a major transformation in order to respond to economic pressures.  Over the next 3 years the Community Leadership Council role will be developed providing services in innovate ways through a closer relationship with elected members and the communities they serve. The VCS is central to achieving this transformation.

7.5.6   While there is no need to start a policy framework with a clean sheet, the policy direction needs to be different to what has gone before in relation to demonstrating that working with the VCS is an increasingly significant part of

12

what the council does, whereas in the past it may have felt more peripheral to mainstream service delivery.  A benign policy environment is not enough.

7.5.7 Given the substantial diversity in the range of VCS organisations, from care related functions to education, arts, leisure and other community activities, the aim should be to work towards a shared strategic agenda.

7.5.8 The Panel felt that unless policy documents are embedded in practice they cannot underpin a new way of working and there can be no connection between the Compact and council's commissioning practices.  Despite a large number of signatories to the Volunteering Code of Practice it is not clear that the principles are embedded into a way of working for the signatories with an adherence to better awareness and implementation.

7.5.9 We were encouraged by the council's stated commitment to the principles of the local Compact. However there seemed to be consensus among witnesses that there is more work to be done on increasing understanding of and adherence to local Compact commitments and values both within the council and among voluntary organisations.  As both the public and voluntary and community sectors undergo difficult change, the Compact could be one way of helping to manage some of the most difficult aspects for example if services need to be decommissioned.   Despite its limitations the Compact was still seen as a useful framework.

7.5.10 The Panel also felt that policy should outline clear social value priorities that match their core objectives, in collaboration with local communities, social enterprises and voluntary organisations.

7.5.11 The council's policy for directing this relationship is impacted upon by central government policy including the Social Value Act which came into force over one year ago. The Act places a duty on councils, the NHS and other public bodies to consider how they might improve the economic, social and environmental wellbeing – the "social value" of a relevant area when they buy and commission goods and services. If fully implemented, it can release considerable public spending to the benefit of whole communities.

7.5.12 The Panel felt that all council staff undertaking commissioning, contracting and grant-making roles should be supported to be up-to-speed with current requirements on Social Value for their respective localities.

7.5.13 Our evidence showed that the emphasis in setting policy direction should be on developing policies that help successful organisations to expand their service offer. The council should support these organisations to do more because they are good at delivery, not because they are VCS (although their ethos is important).  It is important to be clear about the motives and ultimate goals in setting policy direction, focusing on securing the best service and best value for beneficiaries.  For successful organisations, a supportive policy environment will help them to develop their role, and contribute fully to community well-being.

13

**7.6    Volunteering**

7.6.1    Investing in community development and volunteers is something the council
has always done.  The council works with VCS umbrella organisations to build
and sustain participation in volunteering locally.

7.6.2    There are estimated to be 52,000 formal volunteers in Sunderland and many
are older residents (65+).  While this is a significant number it is lower than the
councils' consortium average[5].  One in seven residents have done some type
of informal voluntary work at least once a month for a group, club or
organisation and more than one in three residents have given unpaid, informal
help at least once a month.

7.6.3    It is estimated that the return on investment from volunteering is likely to be at
least 11 to 1 in terms of the value that volunteers contribute compared to the
costs incurred in volunteer training and development. So the business case for
volunteering is self-evident, but the council needs to be very clear about its
motivations and intentions for investing more in volunteering.

7.6.4    The Volunteer Centre commented that 5 years of lottery funding has enabled
the breaking down of barriers to volunteering. This has contributed to a level of
sustainability within the sector.  In terms of opportunities in local communities,
increasing the numbers of volunteers participating in the council's priority
activities will be a focus of a future relationship which we anticipate will be
described in a revised Volunteering Strategy.

7.6.5    The evidence we heard emphasised that volunteering is a way to enhance
services, not a cheaper substitute for paid roles. Any attempt to use volunteers
as part of cost control programmes, or even the perception of this, would lead
to a lack of trust and goodwill.

7.6.6    We heard many times during the review that using volunteering is not a 'free'
option.  There is a cost of recruiting, training and induction and other
expenses.  Volunteers require as much, if not more training than paid staff.  A
regular training and development programme is therefore essential although
witnesses reported that capacity to achieve this was limited.

7.6.7    There is also a need to be clear what is expected of volunteers.  Our evidence
showed that the quantity of volunteer applications was reasonably good, but
not necessarily the quality which is related to the capacity to provide training
and mentoring.  We heard about the importance of reliability when expecting
volunteers to carry out certain roles, for example, support services for
vulnerable people. Securing commitment is extremely important in these
circumstances.

---

[5] Sunderland City Council Resident's Survey 2012 (Consortium: Durham, Gateshead, Newcastle, North
Tyneside, Northumberland, Stockton on Tees)

14

7.6.8 It will also be important to build on good practice; learning from other organisations in the area, nationwide and internationally who have a proven track record in supporting volunteering. Examples in the city include Nissan which promotes volunteering to its staff who are due to retire by holding retirement fairs and City Hospitals Sunderland which has over 300 volunteers supporting their organisation.

## CASE STUDY 4: Gentoo – Employee Volunteering

Gentoo recognises that there can be situations in which the help of a volunteer can make an appropriate and significant contribution to the work and service objectives of Gentoo and other organisations in the city of Sunderland. Gentoo encourages and supports staff who would like to get involved in volunteering activities alongside their day job. Opportunities include:

a) Befriending Project – a one-to-one service that allows volunteers to go out to customer's homes to spend time with them to help prevent loneliness and isolation. In 2012-13 Gentoo staff delivered a total of 445 befriending hours.
b) Reading in Schools – volunteers spent time in schools with pupils who require one-to-one support with their reading to help raise literacy skills. In 2012-13 Gentoo delivered a total of 61 reading hours.
c) Secret Santa – 200 gifts were donated by 89 staff in 2012 with 16 beneficiary organisations.
d) Foodbank – In its first year the Foodbank distributed 217 food parcels to families in crisis amounting to 4,680 meals. Gentoo not only collects for the Foodbank but has 6 staff registered as distributors of the Foodbank vouchers across Sunderland.

7.6.9 Organisations like Gentoo with effective employer supported schemes also work with other organisations to develop their own employer supported volunteer schemes. Employers understanding the benefits of volunteering to their organisation can be a valuable contribution to the volunteer capacity in the city. The Panel heard that opportunities can be lost when employees retire and contact is lost.

7.6.10 Sunderland City Council's employees currently can earn Learning Credits for six half days per year of voluntary experience within the core hours. However, this is not well publicised and the promotion of the Learning Credits Scheme could help boost numbers. If the council wishes to lead by example, increasing the range of opportunities for employee volunteering could include matching recently retired employees to voluntary roles as part of their exit strategy and link this to one of the 5 ways to wellbeing.

7.6.11 We are aware that both staff and councillor development needs to be within available resources and but there is a need for a focus on increasing internal knowledge and informal opportunities for employees to be involved in volunteering.

15

**CASE STUDY 5: Love Where You Live**

In the East Area nearly 1,000 people including volunteers, schoolchildren and businesses (including Gentoo volunteers) have taken part in the Love Where You Live campaign, from litter picking and clean-ups to bulb planting.  Love Where You Live is an SIB funded project which involves local residents in helping to improve their own neighbourhood.   The campaign, backed by Keep Britain Tidy, is about everyone doing their bit and taking responsibility to change the way people think and act about littering.  Other East Area improvements have included the council working alongside the Bridges Shopping Centre with shop staff decorating, and plant bedding to improve the city centre and the Galley's Gill Park area, near the Vaux site.

7.6.12 The council's relationship with the University of Sunderland enables it to help and support the students to be involved in community life.  The range and scale of the voluntary opportunities for the students is to be commended.    .  As well as a range of existing connections, the Student's Union is starting to link with local schools and are developing other links including with Gentoo, but establishing connections takes up a lot of time for the small team of paid staff.  We felt that there is scope for further partnership support through help with connecting to existing community groups such as youth groups and community projects such as the EDF Energy volunteer's project which would enable the University to develop their outreach programme.

**CASE STUDY 6:– Sunderland University Student's Union - Local, national and international volunteering opportunities**

The Student's Union is a charity run by 5 lay trustees and 5 executive officer trustees. They coordinate a pool of student volunteers and match them to a variety of opportunities linking with local organisations and charities including global projects The University provides £1 million pounds of funding to provide this service. This service is also student-led in respect of the services offered.  86% of students are local to Sunderland.  International students are encouraged to take up volunteering opportunities to help them integrate into the local community.  248 volunteers were involved in a variety of projects in 2013.

A scheme called SU Buddies supports and pairs existing students to international students with over 500 applicants. The Union has worked with many organisations including Age UK, Book Aid for Africa, and the Go Green project which encourages volunteers to work with schools, and take pride in their communities.

7.6.13 The Panel heard that there is scope to develop this relationship further, for example, with support through the Volunteering Strategy to help match student volunteers with a varied range of opportunities.  The Panel felt that the annual Fresher's Fair provides opportunities to raise the profile of how the

16

council and other strategic partners can support local students and link in to University activities.

7.6.14 The big challenge in taking forward a revised Volunteering Strategy is how to change the conversation with residents in a way that they can be active contributors rather than passive recipients.

7.6.15 A revised Volunteering Strategy should aim to embed a more strategic understanding of volunteering.  Many organisations already collect feedback from current volunteers. This knowledge could be used to inform improvements and service changes including what volunteers want and need from the experience, where to draw the line between appropriate staff and volunteer roles and, crucially, the impact volunteers have on service user experience and quality.  Communities should be able to maximise the enormous potential that volunteers have to offer. It is time to think big about volunteering.

7.6.16 The role for the council at this stage is to review and revise the Volunteering Strategy and to translate the vision into clear outcomes for the council's strategic priorities around people, place and economy.

**7.7    Partnership with the VCS**

7.7.1    The council wants to work in partnership with the VCS because it values the contribution it makes to developing resilient communities.  Investing in partnership with the sector and with volunteers is something the council has always done.   But, co-producing more council services will involve new ways of working that draw on the skills and resources within communities.

7.7.2    Partnership between the voluntary sector and the council currently exists in a number of ways including partnership at a strategic level which helps partners to shape a shared vision.  Inviting the VCS to organise itself in a representative way at a strategic level enables the sector to properly participate and have a voice on behalf of communities and to influence decisions. Other partnership approaches include committing to Compact ways of working or receiving grant funding.

7.7.3    The interaction between the council and the voluntary sector can differ depending on a number of factors, for example, the nature of the service being delivered.

7.7.4    A great deal of the council's involvement with the VCS has been in the statutory sector such as the delivery social care or educational services where involvement is highly structured within those relevant service areas. The principles of the Sunderland Compact are more well-known and used by those involved in statutory service delivery.  Extensive voluntary work is also carried out in non-statutory public services, such as leisure services, although this may be less structured.

17

7.7.5　The Panel felt that there needs to be identification of potential barriers to using volunteers in a wider range of council services and make proposals on ways to overcome these, whilst also identifying where their use may be inappropriate.

7.7.6　Another factor influencing partnership with the sector is related to certain individuals being active within an area and the involvement of ward councillors and officers in particular projects. There are close links between elected members and voluntary organisations in Sunderland. Councillors serve on more than 50 voluntary groups' management committees or on partnership groups; some sit on several. Some councillors and council officers act as 'skilled connectors' using local knowledge to link people together in a light touch to support each other in informal networks.  This represents a considerable investment in supporting the voluntary sector.

7.7.7　The Panel felt that the essential role many officers and councillors undertake in acting as 'connectors' with VCS organisations should be encouraged and developed by supporting them to share learning more effectively across the council, particularly relating to local knowledge, assets (people as well as property) and diversity and sharing ways of working on the local Compact.

7.7.8　We heard evidence from voluntary organisations that partnership working is one of the ways they are adapting and adjusting to a changing environment. Many were seeking out relationships with others and establishing connections where there was mutual benefit, for example, Gentoo were seeking out connections with other large businesses in the region including Barclays Bank and Newcastle Building Society.

7.7.9　For the VCS to be a means of securing the future resilience of local communities, the council will need to increasingly build on its partnership with the sector to commission the VCS to achieve key outcomes for local people. The council recognises that there are challenges to achieving this.

7.7.10 Challenges include, competing and conflicting priorities and the different cultures in the public sector and the VCS. However, the opportunity to better meet the needs of communities by working in partnership must compel the council to work through these challenges.  Economic pressures tend to increase competitiveness but also offer an opportunity to look at smarter ways of working collaboratively and to deliver services in innovative ways.

7.7.11 Where organisations do wish to take on responsibilities in support of council priorities, the council needs to ensure that the support structure is in place to be able to provide advice and be able to identify potential problems.  It is not enough for the council to be well-motivated.  Witnesses emphasised the importance of supporting groups as they wish to be rather than seeking to 'professionalise' or even control organisations unnecessarily.

7.7.12 We heard that knowledge about who is working in a local area and providing services is sometimes all that is needed to help organisations work collaboratively.  Through Area Committees a directory of organisations has

18

been compiled at local level for all five areas.   A new Intelligence Hub will support local decision making with an integrated Geographical Information System.

7.7.13 The Panel anticipates that these data gathering exercises for all VCS provision will better ascertain VCS activity on a geographic and thematic basis.  This in turn will support delivery of strategic priorities for work with VCS organisations which recognise local diversity and can form the basis for developing improved relationships, genuine partnership working and greater co-efficiency.

7.7.14 The Panel further anticipates that the data will support and inform a clear basis for the city's investment in and through the VCS, whether through commissioning (or decommissioning) on the basis of need, social value, and value for money.

7.7.15 To build on the relationship with the sector, the council will need to demonstrate a transformation of their services by combining the best of the public, private and voluntary sectors through partnering, mutualisation, or other innovative forms of commercial model.

7.7.16 Transformation approaches may require new and radical approaches to engagement work at local level, for example, embedding staff in target neighbourhoods for a time.  This can lead to stronger relationships and trust between council staff and local people, which can be the basis of more co-production in the way services are designed. This could be a natural extension of neighbourhood management activity.

## 7.8    Providing Community Services in future

7.8.1   The council regards the VCS as a key partner in delivering its vision for stronger, more resilient communities in Sunderland.   Strategically; the council wants to work with the VCS to develop a shared vision for Sunderland across a wide range of issues including housing, health, community safety, and transport.  As such it is strategically important to develop a positive relationship in a way that is consistent with the Sunderland Compact.

7.8.2   The council's ambition is for integrated VCS locality based arrangements across the five areas of the city as well as integrated networks among specific interest groups.  However, there is no need to re-invent the wheel.  Structures are already in place. Without volunteering some services could not provide a fraction of what they do now.   However, we heard evidence that there is often a gap in coordinating the capacity and goodwill within communities and more could be done within existing resources.

7.8.3   The council recognises that the VCS has a perspective on the needs of communities.  As such, the council has a responsibility to develop and nurture positive partnership working with the VCS because this can result in more self-sufficient communities, better quality services, better value for money for public funding, and can deliver benefits to the local economy.

19

7.8.4 Area VCS Networks operate in each of the five regeneration areas in the city. These Networks are the council's recognised mechanism for engagement with the sector. Currently delegates represent the Area VCS at Area Committees as a method of influencing strategic policies and practice that affects local communities and the VCS.

7.8.5 The original intention of the Area VCS Networks included supporting the nurturing and capacity building of small community based groups, as well as larger voluntary sector organisations at area level; maximising the opportunity to have a coordinated approach between the council and VCS activity and the opportunity to work together to build community capacity.

7.8.6 The Panel felt there was plenty of scope for further development. Current network activity is not yet able to coordinate with all neighbourhood activities. It was also evident that neighbourhood activity is influenced by the presence of key organisations in the city. For example, Gentoo has a substantial presence in some areas but not in others. This also means they have a stronger presence at some Area Committees.

7.8.7 We anticipate that locality level work would be re-framed in light of a revised Volunteering Strategy. This could mean that where the council funds the VCS to deliver a service, the council will work with the provider on a collaborative basis, considering the impact of funding decisions on the local VCS 'market' including any impact on equalities and commitment to Compact ways of working.

7.8.8 A new initiative being developed through the Area Committees is the Community Connectors Project which again hopes to build capacity within communities.

**CASE STUDY 7: Community Connectors**

A virtual network will act as a focal point for information exchange; promote community resources and services available (news, activities, clubs, events, services); signpost and refer users to access a range of local services; support people to access and use services; meet and greet new members into an organisation and support people to access other services.

Community Connectors are spread across each of the five wards. Issues still to be addressed are training, capacity issues, financial implications, and on-going support. Running parallel with the launch of the directory, the Connectors will be the eyes and ears in the community. Customer surveys identified that an effective way to promote what's happening in the neighbourhood is by word of mouth.

20

The Connectors will be important to sharing information to and from the community, directly into council, and via the Area Network.

7.8.9 There is potential for voluntary organisations to take on an even greater role in supporting and delivering public services, providing the engagement is mutually beneficial. Local networks should be effective in strengthening the voice and influence of the VCS. For example, the role and purpose of the Area VCS Networks and how these link to Area Committees and the People and Place Boards is important in the context of a revised Strategic Volunteering Framework. We also felt it was important to ensure that networks are truly representative, particularly for smaller community groups that are volunteer-led.

7.8.10 The Panel felt it is important to support the alignment of council and volunteering activity by raising awareness of the benefits of getting involved. This could involve incorporating volunteering into planned communications campaigns to raise the profile and promote the personal benefits of volunteering.

## 7.9 Emerging Policy on Volunteering

7.9.1 At the time of our review, the council was reviewing its approach to facilitating and promoting volunteering, including the use (and expansion) of volunteering to support delivery of council services.

7.9.2 Given the council's increased reliance on an asset-based approach to more resilient communities, a review of the city's approach to volunteering, including links to Skillsbridge and the Volunteer Centre was underway.

7.9.3 The LSP's Volunteering Strategy (2011) was the starting point for this work. The outcome of the review will determine an approach to the recruitment, development and maximising the potential of volunteering in the city.

7.9.4 The review will include an assessment of the council's future needs, the resource implications and the potential impact on VCS organisations.

7.9.5 In relation to community-led initiatives, the review will cover what the council currently has in place to promote volunteering in communities, including legacy arrangements following delivery of the existing Sunderland (Partnership) Volunteering Strategy.

7.9.6 An incentive in developing a new strategy is to understand the role of other organisations in promoting volunteering and how this could be aligned with public service goals and to determine the future role of the council in increasing volunteering, including the role of commissioners and other council employees.

7.9.7 The result of the review will determine a clear vision and approach to expanding the use of volunteers to support the delivery of council services and facilitating and increasing volunteering and mutual support in communities.

21

7.9.8 Our review and recommendations are intended to inform this new strategy.

## 8. Conclusion

8.1 It was evident during the review that there is a strong commitment between the council and the voluntary and community sector to work together for mutual benefit. The Panel was impressed by the examples of joint working and we would like to thank everyone who was involved in and contributed to the review.

8.2 The sector has unique knowledge and insight linking to local communities and an excellent track record at being able to reach those groups identified as 'hard to reach' e.g. young people, black and minority ethnic communities, refugee and asylum seeking communities, disability groups, mental health groups etc. However, VCS organisations are 'feeling the squeeze' as well and all sectors will need to work together to find new and innovative ways of doing business that reduces cost without compromising quality.

8.3 The VCS is a crucial component in the development of a Community Leadership Council and alternative models of service delivery. We felt that the issues for the VCS included:
- The extent to which the VCS either want to or have the capacity to become involved in public service delivery;
- Balancing the other important functions that the VCS provides for local communities i.e., advocacy, campaigning, lobbying and helping to shape public services rather than become direct providers of public services;
- Involvement by individuals is largely on an informal basis i.e. members of the public choose to participate, mostly in a fairly low-key way;
- The extent to which VCS is prepared for and able to undertake the equivalent monitoring, reporting and inspection that public sector service providers have to undertake.

8.4 As public sector efficiencies require local authorities to look to obtain 'more for less', it is more important than ever before for the council to have the best possible understanding of the capabilities, limitations, opportunities and risks of its local communities. Moving forward the council will increasingly commission providers, including the VCS to achieve key outcomes for local people.

8.5 The key challenge will be about how transformative the approach will be in creating a new relationship with local communities and how to create capacity within communities building on local assets. In presenting these findings the Panel hopes to complement transformative developments already underway.

## 9. Recommendations

9.1 The Panel's recommendations are as outlined below:-

22

a) To revise and embed a Volunteering Strategic Framework which is owned and delivered by the Sunderland Partnership;
b) To include in the Strategy a set of measurable outcomes of delivery against objectives;
c) To develop a clear Volunteering Policy for the involvement of volunteers in council services;
d) To incorporate into the Policy an approach to coordination of activity at area level;
e) To support Elected Members to act as 'skilled connectors' in their communities and to provide them with the means to actively engage with the voluntary workforce;
f) To promote and facilitate opportunities for council employees, including retiring council employees, to engage in volunteering;
g) To increase opportunities for raising the profile of volunteering including the use of existing and planned communication campaigns.

## 10.    Acknowledgements

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

a) Jo Curry, Chief Executive, VONNE
b) David Curtis, Chief Officer, Sunderland Volunteer Centre
c) Ross Wares, Sunderland Volunteer Centre
d) Andrew White, Chief Executive, Skillsbridge
e) Amanda Ladner, Operations Manager, Gentoo Living
f) Susan Brown, Project Manager, Easington Lane Community Access Point
g) Alan Patchett,  Director, Age UK
h) Jane Hibberd, Head of Strategy & Policy, People & Neighbourhoods
i) Vivienne Metcalfe, Area Community Officer (North)
j) Carl Taylor, Students' Union President, Sunderland University
k) Joan Reed, Strategic Change Manager, People Services Directorate
l) Natalie Maidment, Local Development Officer, Clinks/VONNE
m) Jessica May, Partnership Manager
n) Jackie Nixon, Promoting Health Engagement Lead

## 11.    Background Papers

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

a) Sunderland Volunteering Strategy, Sunderland Partnership 2011
b) Sunderland Residents Survey 2012 http://www.sunderland.gov.uk
c) Volunteering Toolkit for Organisations in Sunderland. Sunderland City Council and Volunteer Centre Sunderland 2009 http://www.sunderland.gov.uk/index.aspx?articleid=463
d) The Sunderland Compact Sunderland Partnership 2009 http://www.sunderlandcompact.org.uk/

23

e)  Surviving not Thriving, 2013 VONNE

**12.    Key**

The **Voluntary and Community Sector (VCS)** comprises diverse organisations of varying sizes with a range of purposes and ways of working. It includes registered charities, as well as non-charitable, non-profit organisations, associations and self-help groups and community groups. They all involve some aspect of voluntary activity, though many are also professional organisations with paid staff.  The definition of VCS used within this review also incorporates social enterprise - businesses with primarily social objectives whose surpluses are principally reinvested for those objectives.

**The Sunderland Compact** is an agreement between the Sunderland Partnership organisations and the VCS.  The agreement outlines a way of working that improves their relationship for mutual advantage.  It offers improved funding processes, clear consultation standards, enforceable rights, and an overall improvement in working relationships.

**The Sunderland Partnership** brings together public, private, community and voluntary sectors to work together for the benefit of everyone in the city. It recognises that organisations cannot achieve everything on their own and that by working together we can be stronger together.  The Sunderland Compact is closely aligned with the values of the Sunderland Partnership.

There are five **Area Committees** appointed by the council to ensure improved service delivery at a local level. Area Committees cover Sunderland North, Sunderland East, Sunderland West, Washington and the Coalfields. They involve councillors for each particular area and meetings are held in public.  In 2012/13 the Area Committees established **Place and People Boards** to help to identify areas of priority, opportunities for action and ensure the delivery of those actions.  Each Board has representation from every ward in the area.

Reference to **Communities** includes:

**Geographical communities** - made up of people who have a shared identification with a locality, from immediate locality to the city as a whole. Transposed on this are the administrative boundaries within which service providers operate, such as the five areas, and localities that have particular needs, such as areas with high Index of Multiple Deprivation (IMD) scores;

**Communities of interest** - where people define themselves by shared characteristics, whether as members of groups defined by ethnicity, age, sexuality, physical condition, or indeed, leisure or other interests. The diversity of experiences covered by this category presents a wide range of issues to be included within the strategic approach, and can create challenges for inclusiveness among competing interests;

24

**Communities of service users** - this has the potential to include all residents, but it also includes discrete groups such as tenants of Gentoo. These interests are specific to groups as consumers of services, and present issues for individual partners within the Sunderland Partnership, as well as creating the possibility for greater joining up of service provision and support. It also creates challenges for the inclusion of the most excluded groups, such as young people leaving care.

25

**Appendix D**

**Skills Economy and Regeneration Scrutiny Panel**
**Spotlight Policy Review 2013 – 2014**

**Diversification of the Local Economy**
**Draft Report**

**Contents**

1

# 1 Foreword from the Scrutiny Lead Member for Skills Economy and Regeneration

It gives me great pleasure to introduce the Skills Economy and Regeneration Scrutiny Panel's policy review into the diversification of the local economy in Sunderland.

In Sunderland, the last two decades have seen an encouraging growth in the automotive and advanced manufacturing industries. Developments have also been made in relation to the service sectors and the performance of knowledge and new technology based industries.

However, a range of challenges still face the city's economy and in order to respond to these challenges, the city will need to focus on both long standing sectors of the economy such as automotive, manufacturing and contact centres while supporting new and emerging sectors ensuring they have the necessary support and infrastructure. There is a need to protect existing jobs and attract new jobs into the city. We must also continue to exploit the potential contribution that the Port can make to the city's economy.

Diversification must also grow in other sectors such as digital, media and software. All have the potential to support further economic growth. However, it must be recognised that they are likely, in the short and medium term, to stay relatively small sectors in relation to the economy of the city as a whole.

The new business development at the Vaux site should also greatly contribute to diversification of the economy. This will not happen overnight and needs to be seen as a long term development. A new Public Square will better connect key parts of the city centre and encourage more people to live, work and spend in the city.

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

Councillor Tom Martin, Lead Scrutiny Member for Skills Economy and Regeneration

**2      INTRODUCTION**

2.1     During the period up until the late 1970's Sunderland was a city heavily reliant for its prosperity on the shipbuilding and coal mining industries. When these industries fell into decline, the city suffered a sharp economic downturn and a period of severe unemployment. Indeed, between 1975 and 1989 the city lost over a quarter of its jobs.

2.2     Since then Sunderland's economy has been transformed through the development of automotive and advanced manufacturing and financial and customer services (contact centres). However, the recent recession has highlighted the potential danger of the city's economy being too dependent on a narrow range of economic activities and the need to consolidate its economic base as well as support emerging growth sectors.

2.3     A key challenge for the city coming out of recession will be to continue to support the strengths in its economy, in particular manufacturing and contact centres whilst diversifying economically, attracting and developing a range of employment opportunities within the city.

2.4     This review therefore examines the opportunities and challenges for the city in looking to diversify the local economy. In doing so, the Panel has focused on a range of sectors highlighted in the Sunderland Economic Masterplan, including automotive and advanced manufacturing, the software sector, renewables and creative industries. The Panel has also taken the opportunity to consider the contribution of city centre regeneration and the potential development of a business and financial services sector.

**3      AIM OF THE REVIEW**

3.1     The review set out to examine the approach and progress being made in diversifying the local economy focusing on the software, creative industries and advanced manufacturing sectors.

**4      TERMS OF REFERENCE**

4.1     The Panel agreed the following terms of reference for the review:-

(a) The national and local factors shaping the present structure of the local economy and the role of the Economic Masterplan in promoting economic diversification;

(b) The main sectors and opportunities for economic diversification within the city focusing particularly on the software, creative industries and advanced manufacturing sectors;

(c) The challenges and obstacles facing the development of newly emerging industries and economic diversification in the city;

3

(d) How we can best promote the development of a more diverse local economy into the future.

## 5 MEMBERSHIP OF THE PANEL

5.1 The membership of the Skills Economy and Regeneration Scrutiny Panel consists of Councillors Tom Martin (Lead Member), Bob Price, Christine Marshall, David Snowdon, Denny Wilson, Len Lauchlan, Peter Wood and Tom Wright.

## 6 METHODS OF INVESTIGATION

6.1 The following methods of investigation were used for the review:

(a) Desktop Research
(b) Evidence from relevant Council officers and key stakeholders
(c) Visit to offices of Nissan UK
(d) Visit to Sunderland Software Centre
(e) Visit to Evolve Business Centre, Rainton Bridge
(f) Tour of city centre regeneration sites

4

**7      FINDING OF REVIEW**

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

**7.1    Sunderland Economic Masterplan**

7.1.1   As a starting point for the review, the Panel looked at the aims and objectives of the Sunderland Economic Masterplan and what it has to say about the diversification of the local economy.

7.1.2   The Economic Masterplan sets out to:-

- o  set the direction for the city's economy over the next 15 years;
- o  establish how Sunderland will earn its living and what it will look like on the ground;
- o  identify key actions that public, private and voluntary sector partners need to take to ensure a prosperous and sustainable future.

7.1.3   The Masterplan proposes that to become more prosperous, Sunderland must focus on a number of important key economic sectors and on the city centre. To achieve this it must make more of its key assets:-

- Nissan, to exploit electric vehicle technology and become a world leader in producing electric vehicles;
- The University of Sunderland to redefine the city as a place where knowledge is a part of the way of life;
- the Port to enable the development of the renewables sector;
- using specific development sites to create a new area for development in the city centre, more retail sites and an electric vehicle industry.

7.1.4   The key challenges within the Masterplan are:-

- o  the City Centre is underpowered as an economic driver;
- o  there is a too narrow range of industries, career opportunities and well paid jobs;
- o  the city has been better at attracting international companies than local growth;
- o  Sunderland is a City with a University but not a University City;
- o  the city has a prevalence of low skills;
- o  there is limited housing choice.

7.1.5   The Economic Masterplan refers to a number of key sectors of the economy which represent the main opportunities for diversification based upon the existing strengths and weaknesses of the local economy. These priority sectors are:-

- Software
- Creative Industries
- Low Carbon Vehicles/Advance Manufacturing

5

- Port/Renewables

7.1.6 As part of the review, the Panel has also taken the opportunity to consider the potential contribution of city centre regeneration and the emergence of a business and financial services sector to the growth and diversification of the local economy.

## 7.2. Software

*Background*

7.2.1 The Panel considered the work going on to develop the software industry in the city and met with David Dunn (Chief Executive Officer of Sunderland Software City) to discuss the development of the Sunderland Software City Strategy 2020 for growth and the Sunderland Software City Project

7.2.2 The development of the Sunderland Software City project began in 2007 with the aim of promoting enterprise, innovation and technological growth. The project has sought to take advantage of the global growth in the software industry and exploit the assets that make Sunderland an attractive location; including high-quality sites and premises and excellent telecommunications connectivity.

7.2.3 Sunderland Software City is a partnership initiative of Sunderland Council, the University of Sunderland, the private sector and the North East Business Innovation Centre (NE-BIC). This partnership is supported by a project management team and steering group.

7.2.4 It is estimated that there are currently 140 companies operating in the city's software sector in Sunderland, employing around 850 employees and generating £29m in revenue. This represents around 10% of software companies operating in the region. Most are smaller companies and the number and size of these firms are growing.

7.2.5 While the software industry is currently a small sector in terms of turnover and employment there do exist real opportunities for growth. The sector is associated with relatively well paid jobs, good future job prospects and a rapidly expanding national and international market.

7.2.6 It was emphasised that the impact of the software sector cannot be looked at in isolation contributing as it does to the success of other sectors such as creative, media and manufacturing.

*Challenges*

7.2.7 A key challenge facing the sector is to ensure that there are a sufficient number of skilled young people entering the sector. The software businesses in the city have developed a close relationship with University of Sunderland and this relationship continues to develop. Software City also does a lot of

6

work with schools aimed at boosting the image of the software sector and dispelling the myth that there are few opportunities in the sector.

7.2.8 Another major challenge facing the sector is to continue to develop the city's reputation as an attractive software location. A good deal of work has gone into supporting this and there have been a number of major successes. These include:-

- Sunderland was a co-founder and one of only 16 areas invited to join the UK Technology & Business Cluster Summit;
- The launch of the Sunderland Software City Strategy 2020 for growth at the first UK Tech & Business Cluster Summit. The event brought together invited leaders and representatives from key technology clusters from around the country to discuss the challenges facing the industry and opportunities to facilitate greater cooperation across the UK's technology community;
- Sunderland is the home to the first Digital Connected Economy Catapult joint project. The project offers Sunderland companies unique access to Met Office data;
- The Integrated Transport and Weather Information Pilot (ITWIP) aims to explore - in the context of Sunderland and neighbouring urban areas - the potential of integrating accurate weather forecast information with other data sources in an urban transport and logistics scenario;
- Sunderland is leading the UK on regional roll out of 'Big Ambition' with e-skills, a sector skills body.

*Physical Infrastructure*

7.2.9 A key element of software and manufacturing support comes from the provision of high quality physical infrastructure via office incubation and grown facilities. During recent years, the city has continued to build upon its work developing physical infrastructure to support the development of technology, software and manufacturing, most notably the state of art facilities available at the Software Centre, Evolve at Rainton Bridge and Washington Business Centre.

*Washington Business Centre*

7.2.10 Washington Business Centre is a £6m investment funded by the Council and ERDF. It offers a mixture of managed offices and workspaces with 5,200sq metres of lettable floor space. It is anticipated that this will create 200 new jobs and 25 new businesses.

*Sunderland Software Centre*

7.2.11 The Sunderland Software Centre is a £12m state of the art building on the edge of the city centre. The Panel visited Sunderland Software Centre and viewed at first hand the facilities available. The three-storey centre offers space for more than 60 businesses and is purpose built for businesses in the technology field. Metres of modern, white space offer the most flexible offices

possible. As well as its facilities as a business base, the centre has a choice of bespoke conference, meeting and innovation rooms that can cater for a range of events, as well as providing the required technology and connectivity. At the present time, the Centre has a 21% occupancy with 14 companies (excluding Sunderland Live, the Software City project management team and the Council's Business Investment Team who are also located in the centre), collectively employing 43 people.

*Panel's Findings*

7.2.12 Members were most impressed at the facilities available at the Software Centre. While the Centre is a long term development, it is hoped to replicate the success of Evolve in the coming years through increasing occupancy levels and the number of businesses and employees located at the Centre. The next step will be to attract larger firms to locate at the Centre alongside the existing smaller firms.

*Evolve Business Centre*

7.2.13 The Evolve Business Centre is a state of the art e-commerce centre designed specifically to meet the needs of the area's technology based companies. The Centre is intended as a developing hub for knowledge based information and communication technology businesses.

7.2.14 Evolve's aim is to support and enable SaaS (Software as a Service), ISV's (Independent Software Vendors) and technology companies to develop and grow; providing an environment for technology companies to use as a base and networking centre.

7.2.15 The building provides high quality office space spread over three floors and is globally connected with the highest possible standard of broadband telecommunications infrastructure. Businesses also have access to fully equipped meeting, training and conference facilities as well as a prestigious boardroom. Business support, information and advice are available from the Council's Business Investment Team. Evolve also acts as a hub for the whole of the business park which is home to a number of hi-tech businesses.

7.2.16 Evolve has been open for 6 years and currently has an occupancy rate of around 85%. There are 35 businesses holding office space in the building though there are a number of other companies who use it as a virtual business centre, coming in to use the connectivity throughout the week. These are agile businesses that have no need for a physical permanent base.

7.2.17 During its visit to Evolve, the Panel took the opportunity to speak to a number of small firms from the software, creative and media industries; namely:-

4th Aspect – on line marketing software company
Shoofly Publishing – digital publishing company
Gedanken - a company specialising in coaching based support and personal development.

7.2.18 All of the businesses referred to the excellent facilities on offer at the Evolve Centre and the support provided by the staff based there. It was felt that the existence of such a high quality building and infrastructure can play an important part in spreading the perception that the city is an attractive place to build a business. They considered that the area also possesses excellent transport links and has a reputation for having a hardworking and high quality workforce.

*Challenges*

7.2.19 However, there were felt to be a number of challenges facing the city and the sector as a whole. Firstly, and most importantly, was ensuring an adequate supply of skilled people in order to allow the sector to expand into the future. Employment prospects in the field of software were strong, jobs were relatively well paid and there was a high success rate for new companies. The long term prospects of a career in the software sector needed to be highlighted by schools and high quality training made available.

7.2.20 There was also felt to be a need to strengthen the link between the University and firms based at Evolve in order to provide greater opportunities for work placements and interns. Reference was made to the University's Software Hatchery Business Incubator which provides office space, facilities and mentoring for students interested in starting up a business. Once new ventures have grown sufficiently it was hoped that the support received would have led to a development path for taking office space or obtaining work experience with firms in the software sector.

7.2.21 The businesses based at Evolve also considered it important that the opportunities and obstacles facing the software sector were given due recognition and that their significance was not subsumed in the push to develop the manufacturing sector. In fact, they considered that the sector was perhaps best viewed as a form of virtual manufacturing. Other sectors such as manufacturing and creative and media were also becoming increasingly reliant on the contribution of the software sector for their continued success.

7.2.22 During our discussions with firms based at Evolve, reference was also made to the importance of revitalising the city centre in order to make it a more attractive place to visit, shop and live. It was felt that improving its vibrancy through more events, festivals and an improved retail offer, would contribute greatly to making the city a more attractive option for inward investment from the software sector.

7.2.23 It was also important for the council to continue to engage with the software sector in order to keep them up to date with major planned developments in the city and assist them with marketing and support.

*Panel's Findings*

9

7.2.24 Members were most impressed at the facilities on offer at the Evolve Centre, the support provided to the firms located there and its high occupancy figure. We would concur with the firms that we spoke to that the existence of such a high quality building and infrastructure can play an important part in spreading the perception that the city is an attractive place to build a business.

**7.3    Creative Industries**

*Background*

7.3.1   The Council's approach to the role of the Creative Industries sector is set out in the Council's Creative Industries Strategy.

7.3.2   The Strategy defines Creative Industries as a diverse set of activities ranging from architecture, crafts, design, music, film, the performing arts, publishing, media, fashion and advertising.

7.3.3   At the heart of the creative industries are people and the way their talent can:-

  o   Provide a direct contribution to economic growth;
  o   Initiate and encourage wider adoption of innovation;
  o   Support regeneration and place-making;
  o   Help to improve the profile and perception of the city.

7.3.4   The Panel met with Anne Tye (Lead Officer for Implementation of Creative Industries Strategy) to discuss the contribution made by the Creative Industries sector to the growth and diversification of the local economy.

7.3.5   The long term aim of the Creative Industries Sector Strategy was to ensure:-

  o   Sunderland Creative Industries will be a significant contributor to the reputation, cultural offer, attractiveness and economic development of the City and particularly the city centre;
  o   to promote more enterprises and innovation as well as stronger, more successful business and organisations within the Creative Industries sector offering opportunities for employment and/or productivity growth;
  o   more people working in Creative Industries in the city.

7.3.6   Figures from Central Government for 2007 show a 4% growth in Creative Industries in the UK, with creative sector employment growing at twice the national average. In 2011 Sunderland had 440 firms employing 2,510 people within the Creative Industries. The bulk of the sector is made up of small firms and the self-employed.

7.3.7   The City has an impressive set of assets which include a history of glass making, the University with its range of Arts, Design and Media facilities (including the National Glass Centre) which has been recognised for its

quality, along with new Innovative Creative businesses setting up in the City.

7.3.8 A number of initiatives demonstrate the range of activities going on in the city:-

- the 'Makers Markets' which allow artists to showcase their work. Plans are in place for current markets to continue in the Sunniside area in 2014. In 2012 four markets took place, five in 2013 but plans for 2014 will see ten markets;

- Pop Recs Ltd which is a music based initiative based in the City Centre providing accessible music led activities that has received a national award and national and international publicity;

- the Urban Art Festival which has proved a great success attracting high calibre street artists from throughout the UK and is linked to other festivals in Southport and Bristol. Sunderland will hold the next Festival in 2015.

*Challenges*

7.3.9 However, the creative sector in Sunderland does face a number of challenges. In October 2011 a mapping study was carried out to look at and measure the economic outputs of Creative Industries. The study compared Sunderland to two other cities, Derby and Stoke, which had similar economic challenges. When measured, Sunderland was found to have a lesser contribution from the creative industries sector. Overall, however, it was felt that Sunderland had a strong and innovative creative industries sector.

7.3.10 It was also found that the potential for growth within creative industries was limited as some firms struggle to translate creative potential into business growth, indicating a lack of commercial awareness amongst some firms. While some sub sectors have networks which aid collaboration, others lack such networks. There was therefore a need to encourage networks and break down silo working. There was also scope for further skills development in the sector in order to help people within creative industries to work within other growing sectors including health, hospitals as well as the voluntary and community sector.

7.3.11 It was felt that more needed to be done to raise the profile of the city to potential businesses within the sector. To this end, a weekly bulletin is sent via e-mail to around 300 people who include information on what is going on across the City from places such as the Arts Centre, Washington and the

11

Glass Centre. Information is also included on Facebook under 'SCENE' (Sunderland Creative Enterprise Network).

7.3.12 In terms of the future development of the creative industries sector, it was considered that the way forward is to increase business support with key partners such as the University and the Business & Innovation Centre etc., improve business skills for start-up and existing business with specialised training and advice, help businesses develop exhibitions sales and generate income, and roll out sector specific financial contributions and support.

*Panel's Findings*

7.3.13 While the creative industries sector is still relatively small, the Panel referred to its growing vibrancy and potential, the contribution it can make to the attractiveness of the city as a place to live and work and its potential for future growth. However, it is recognised that employment opportunities in the future will remain limited in the short and medium term relative to other sectors such as automotive and advanced manufacturing.

## 7.4 Automotive and Advanced Manufacturing

*Background*

7.4.1 As part of the review, the Panel took the opportunity to visit the offices of Nissan in order to discuss its contribution to the local and regional economy and future opportunities and the challenges.

7.4.2 Nissan is now the biggest UK car maker of all time. In 2013 it made over 500,000 cars for the second year running. Around 81% of its cars are exported to mainland Europe representing 1.4% of the UK's total exports abroad.

7.4.3 Nissan makes a major contribution to the city and the region. Since its inception, around £16bn has been invested in the Washington plant. About 7,000 people work in either the Nissan factory in Washington. In all 21,000 jobs are supported in the northeast by way of the regional supply chain.

7.4.4 Nissan's decision to continue to invest in Sunderland makes the city a hub for technological development in both the automotive and advanced manufacturing sectors. The allocation of Enterprise Zone status adjacent to the Nissan site offers considerable potential for growth.

7.4.5 Nissan is not just a major part of the city's economy but has also acted as a catalyst for diversification and made a major contribution to Sunderland becoming a centre for the low carbon industry in the UK. Nissan is the market leader in Electric Vehicle technology with recent investment in the Sunderland plant to produce the all-electric Leaf and the battery plant. The presence of Nissan has also been central to attracting investment for the establishment of

an International Advanced Manufacturing Park adjacent to the plant which will provide a significant growth and broadening of the manufacturing base of the city.

7.4.6 Clearly, Nissan is a major driver in the local economy; both in itself and through its supply chain. The Washington plant has grown strongly over recent years to reach a record high point of production. The challenge for the future will be to continue the competitiveness and prosperity of the factory.

*Challenges*

7.4.7 During our discussion with Nissan they referred to a number of key challenges for the future including:-

Skills – the firm envisages future skills shortages. Nissan are currently training 120 apprentices. They also provide pre training to help some applicants reach a level where they are then able to be offered apprenticeships. At the present time the position with regard to engineering firms offering apprenticeships is varied and this can lead to difficulties with retention which could be worsened by the arrival of the International Advanced Manufacturing Park.

One initiative designed to help the skills challenge is the Skills Academy for Sustainable Manufacturing and Innovation located next to Nissan which is a £9.8 million state of the art facility and is dedicated to training and development in the Low Carbon Vehicle sector. Also, the Nissan plant is one of only two global training centres with the other located in Japan.

Nissan has also tried to reach out to the community and create an environment to encourage engineering training. A school engineering event for 2,000 children is held every year in order to encourage young people to be more interested in a career in engineering and manufacturing.

Investment Opportunities– The negotiation of free trade agreements with US and Japan could open up new potentially lucrative markets.

Energy – energy costs have risen considerably and are likely to continue to rise and there are a number of potential threats to the future stability of the energy market. With the arrival of more manufacturing firms in the area, Nissan feel there is an opportunity to cooperate with the Council and partners on innovative schemes to secure new renewable forms of energy.

Transport - Nissan also anticipates that the arrival of the International Manufacturing Park and the Enterprise Zone will put strain on the road network around the plant and potentially interfere with access. The flow of components into the factory and the flow of new cars being taken out need careful management so that production can be maintained continuously.

Governance - Nissan referred to the changing governance landscape in the city with the establishment of the Local Enterprise Partnership and the impending Combined Authority. For Nissan, it was important that they retain

clear, straightforward lines of communication when dealing with local governance structures.

*Panel's Findings*

7.4.8 The Panel recognise the challenges facing Nissan in terms of the transport and energy infrastructure adjacent to the plant. The Panel also shares its concerns in relation to the prospect of a skills shortage. We must ensure that Sunderland possesses the skilled labour force that prospective employers need and we need to know more about the skills requirements of expanding sectors of our economy and how best to meet them. With an aging manufacturing workforce, it is important that we work with schools, colleges and the University to promote the development of the appropriate skills and promote manufacturing as an attractive career option. It is important to ensure as far as possible that the people of Sunderland are in a position to benefit most from the jobs created in the city.

**Advanced Manufacturing**

7.4.9 The City Deal and International Advanced Manufacturing Park will provide considerable economic opportunities for the city and hopefully provide an impetus for sustained growth in the advanced manufacturing sector. This should help to both grow and broaden the base of the manufacturing sector and provide a source of well-paid secure employment.

7.4.10 The City Deal builds on the success of Sunderland's car industry with an International Advanced Manufacturing Park to boost the local supply chain and attract further investment. It is estimated that City Deal will bring in £295m of private sector investment in advanced manufacturing and create 8,000 jobs in Sunderland by 2051 through projects such as the new bridge crossing the Wear and the new development.

7.4.11 The city has also been allocated a £12m grant from the Regional Growth Fund to boost business growth around the city by improving transport links in the city. This funding will improve transport infrastructure at all key points creating smoother traffic flow around the A19 and A1231. It is hoped that this will minimise traffic flow issues around Nissan. It will also will include new infrastructure around Sunderland's Low Carbon Enterprise Zone and create links in busy areas to pave the way for expansion of its business sectors. These include new roads linking the location of the new bridge with the city centre and infrastructure at the Port of Sunderland to support more offshore and marine engineering activity.

## 7.5 Port of Sunderland

**Background**

7.5.1 The city is a major centre for low carbon industries and the Port represents an opportunity to expand the low carbon and renewables sector. At 115 hectares

the Port is one of the UK's biggest in public ownership and potentially one of the city's biggest assets.

7.5.2 Work is on-going to bring together a 25 acre development site which will be available for both operational and manufacturing use. The Port is also close to the International Advanced Manufacturing Park and will have improved transport links as a result of the Sunderland Strategic Transport Corridor and the planned new Bridge across the Wear.

7.5.3 After significant investment, the Port is now a profitable operation and part of this achievement is down to a growth in a number of business sectors including bulk cargo, ship repairs and marine engineering and the north sea oil and gas industry along with offshore renewables and subsea engineering.

7.5.4 The Port's basic infrastructure and location is good, with 3 kilometres of river and dock berths and the advantage of being only 10 minutes from the open sea which should make it a potentially attractive base for the renewables industry. The development of the offshore wind industry off the North Sea potentially opens up a range of opportunities for the Port in manufacturing and maintenance work. However, the offshore wind industry has not progressed as quickly as originally envisaged though there remains the potential for expansion.

*Panel Findings*

7.5.5 The Panel recognises the significant progress being made by the Port during recent years which is now a profitable and viable operation. We consider that the Port has considerable potential in encouraging greater manufacturing on site. However patience is needed in terms of the off shore energy industry as growth is likely to be in the long term.

**7.6    City Centre Regeneration and Economic Diversification Background**

7.6.1 As well as looking to diversify into sectors such as software, creative industries, advanced manufacturing and renewables, the city also needs to develop its financial and professional services sector which at this time is underdeveloped. Central to this will be the establishment of a new business development on the Vaux site which should help to bring more high value jobs to the city.

7.6.2 However, this development should not be seen in isolation. A number of factors will be central to growth in economic activity in the city centre:-

(i) the development of new business opportunities in the city centre to generate more employment and spending;

(ii) a range of events and leisure opportunities that will attract residents and visitors into Sunderland;

(iii) the development of partnership working with city centre traders and businesses to find new and innovative ways to attract people into the city centre;

(iv) a choice of high quality housing in order to encourage people to come and live and work in the city;

(v) providing an attractive urban environment with good transport links to attract people into the city centre.

7.6.3   The economic success of the city centre is very much related to the amount people are spending. We need to encourage people to come in to the city centre and spend money. This will involve creating a more vibrant nightime economy with a range of events and festivals, shops staying open later and attractive bars and restaurants.

7.6.4   The Panel met with Ian Williams (Director of Business Investment) to discuss the progress of regeneration across the city centre including the Vaux site, the Minster, Sunniside, the University, and Sunderland Rail Station. The Panel also took the opportunity to see at first hand the progress being made at a number of the sites.

7.6.5   **Vaux Site** - The Vaux site is considered to be a key development in the regeneration of the city centre. The development will be predominately office based with a hotel, retail and some residential. The creation of a new business district will help develop a business and financial sector that will contribute to the broadening and diversification of the local economy. It is anticipated that the new business development could generate up to 4,000 jobs in a variety of sectors, increasing spending in the city centre and supporting the development for a broader urban economy with a stronger service sector generating employment and prosperity.

7.6.6   Also, work currently on going at St Mary's Way will improve access into the city and provide a new public square with improved public realm and landscaping. The Square will feature attractive lighting and public art which will celebrate the city's industrial and ship building heritage

7.6.7   The Vaux site is a potentially transformational development for the city centre. While work on the site should begin shortly, the development of the new business district should be seen as long term development that should reach full fruition over a 10-15 year period.

7.6.8   **Minster** – Minster Square is felt to have great potential as a cultural and arts quarter. This will also entail the creation of a more vibrant cafe and nightime culture. Links will be developed with the Empire Theatre which frequently hosts major shows with the potential to be marketed throughout the country as 2-3 day city & theatre breaks. This will have a positive knock on effect for the city centre. The Panel also referred to the importance of more hotel development in the city centre in order to attract and accommodate people visiting the city.

7.6.9 **Sunderland Rail Station** – the Council in partnership with Network Rail has committed substantial funding to the refurbishment and upgrade of the Station. This should provide for a major improvement for people accessing and leaving the city by train and improve the overall perception of the city.

7.6.10 **Sunniside -** In terms of the Sunniside area, development was more likely to include a mix of niche retail and residential housing. There was continuing interest from hoteliers in the former Joplings building.

7.6.11 **University -** The University plays a very important role in supporting the city economy. It has invested around £75 m to improve infrastructure and public realm, including the refurbishment of the Priestman Building, improvements to St Michaels Way underpass, plans for a 125 bed hotel on Hind Street and the refurbishment of the National Glass Centre.

7.6.12 Students attending the University also contribute a considerable amount of revenue into the city and are a source of vibrancy, innovation and skills. They also offer a potential source of new business start-ups and entrepreneurship and the University is working on ways to improve levels of student retention in the city. As a member of the Sunderland Partnership, the University works with the Council and its partners in many areas including the Economic Leadership Board.

7.6.13 **Holmeside –** Holmeside has proven to be a large and problematic development site. However, Sunderland College currently has a pre planning application for a £29 million college campus which has exciting possibilities for the development of the area.

*New Delivery Vehicles for Regeneration*

7.6.14 During our discussion with Ian Williams, the Panel considered the role and progress of two new delivery vehicles for economic regeneration in the city: namely the Business Improvement District (BID) and the Local Asset Backed Vehicle (LABV).

7.6.15 The Business Improvement District is a private sector led vehicle for the regeneration of the city centre. The aim of the BID is to increase city centre vibrancy, footfall, dwell time and expenditure in addition to contributing to longer term physical projects. The BID should encourage the private sector to take a more active role in the overall redevelopment of the city centre. The BID came into effect on 1 April 2014 and will host its official launch on 9 April 2014. The BID will be funded from a 1.5% levy on the rateable value of firms over £15k which will generate approximately £3.4m over 5 years. There should also be the opportunity to leverage in additional funding in the years ahead.

7.6.16 The Local Asset Backed Vehicle (LABV) represents a partnership between the Council and a private developer to regenerate a number of sites in the city. Each partner brings assets and expertise to the partnership. The portfolio of sites includes Vaux, Seaburn and Chapelgarth. The Council is currently in

the final stage of dialogue with its preferred bidder, with this process expected to conclude April/May 2014

7.6.17 Clearly a good deal of progress has been made on the development of the BID and the LABV. The challenge will now be to meet the expectations that have been raised and ensure that the activities of each are coordinated for the overall benefit of the city. As part of the Operating Agreement between the BID and the City Council, the BID Chief Executive and Chair will be required to attend at least one meeting of the Scrutiny Function per year.

## 7.7 MAKE It Sunderland

7.7.1 A key part of the growth and diversification of the city's economy will be the ability to successfully promote the city both nationally and internationally.

7.7.2 To this end, the Panel heard from Jill Laverick (Corporate Affairs Manager) about the work of MAKE It Sunderland; a new inward investment marketing initiative for the city launched in June 2012 which seeks to promote the opportunities available in the city for potential investors. Informed by the Economic Masterplan and developed with the private sector, its remit is to concentrate on a small number of key sectors including software, advanced manufacturing, offshore and automotive.

7.7.3 A feature of the initiative has been the importance of developing strong personal networks with key stakeholders. This has meant organising events and attending trade shows and exhibitions to sell Sunderland as a good place to do business. For example the 2$^{nd}$ anniversary of the launch of the Economic Masterplan was marked by organising an event in London to publicise progress which gained a great deal of national media attention as well as raising Sunderland's profile in Westminster.

7.7.4 The campaign has also developed a strong brand and high quality marketing materials including the website www.MAKEitSunderland.com.

7.7.5 In terms of results to the end of December 2013, the campaign has generated:-

- PR coverage worth £3,189,903
- 29,571 website visitors
- 1,124 twitter followers
- 250 key contacts made through networking events
- 80 companies and individuals involved in populating the website with good news story profiles
- 15 exhibits at international and national events

7.7.6 Moving into the future the main aim will be to maintain the momentum and build on the successes that have been achieved over the past two years.

7.7.7 The Panel referred to the importance of promoting the city if we are to encourage strong inward investment into the city. It was also suggested that

18

we consider the value of tracking companies who had left Sunderland in order to re-establish contact and make them aware of the progress and opportunities in the city.

7.7.8   It was also important to 'plant seeds' in the political arena. The government is looking to de-centralise more of its functions and Sunderland should be in the forefront of their minds when looking for suitable sites.

## 8    CONCLUSION

8.1    In the last two decades Sunderland has seen an encouraging growth in the automotive and advanced manufacturing industries and contact centres. Developments have also been made in relation to the service sectors and the performance of its knowledge and new technology based industries. However, a range of challenges still face the growth and diversification of the city's economy:-

- o  The city remains a relatively low wage economy

- o  It need more higher skilled and better paid jobs

- o  More private sector jobs are required

- o  There remains an over reliance on larger employers

- o  The city has relatively low rates of business start-ups and levels of self employment

- o  The city needs to expand its business and financial services sector and improve its retail offer

- o  The city centre remains underpowered economically

8.2    In order to respond to these challenges, the city needs to focus on both long standing sectors of the economy such as automotive, manufacturing and contact centres while supporting new and emerging sectors ensuring that they have the necessary support and infrastructure. There is a need to protect existing jobs and attract new jobs into the city. We must to continue to exploit the potential contribution that the Port can make to the city's economy. We also need to continue to encourage the development of businesses that can benefit from opportunities to export and take advantage of new technologies, areas of excellence and markets.

8.3    The local economy must however, not be over reliant on any one particular economic sector. Automotive manufacturing in Sunderland is a powerful engine for economic growth and it will be important to continue to take the opportunity this brings to help diversify the local economy and develop other sectors of the economy. However, a strong automotive manufacturing sector and a more diverse economy need not be exclusive. Indeed the local developments in new technologies such as Electric vehicles can act as a catalyst for greater diversity.

8.4    Diversification must also grow in other sectors such as digital, media and software. The Panel has been impressed at the state of the art facilities and infrastructure on offer in buildings such as the Sunderland Software Centre and Evolve. These have the potential to support further economic growth. However, it must be recognised that they are likely in the short and medium term to stay small sectors relative to the economy of the city as a whole.

8.5 It is important to look to broaden and diversify the city centre economy for the long term health of the city. The new business development at the Vaux site should greatly contribute to diversification of the economy. This will not happen quickly and needs to be seen as a long term development. A new Public Square will better connect key parts of the city centre and there is a need to improve the city's retail offer through new development. Sunderland needs more people to live, work and spend in the city to secure a sound economic base.

8.6 The city needs to encourage the development of its skills base through high quality schools, good career opportunities and career advice and vocational routeways to employment, creating opportunities for young people and supporting business. The provision of an improved skills base to support the development of existing and newer sectors of the economy will be crucial and it is important to be clear about the future skill requirements of each sector of the local economy. We need to recognise the importance of increasing youth apprenticeships. While there has been a growth in apprenticeships and the number taking up opportunities, it is important that we increase the number of apprenticeships particularly in the Intermediate and Higher categories. It is vital that apprenticeships reflect the needs of the economy and target areas of economic growth, such as manufacturing and new technologies.

8.7 The University of Sunderland has an important role in the future of the local economy promoting skills, innovation, research and development and in its contribution to the city's infrastructure and public realm.

8.8 We need to capitalise on regional structure framework such as the North East Economic Local Economic Partnership (NELEP) and the Combined Authority. The North East LEP is a business led strategic vehicle responsible for promoting economic growth in the North East. The LEP is the fourth largest in the UK covering the local authority areas of Sunderland, County Durham, Gateshead, Newcastle, North Tyneside, Northumberland and South Tyneside. The Combined Authority brings together the same local authorities and should help the city promote jobs and growth, focusing on strategic planning, inward investment, skills and transport.

8.9 The city also needs to continue to develop productive relationships with local business and encourage private sector investment, notable examples being the BID and the LABV.

8.10 In conclusion, economic diversification represents a major challenge for the Council and the city but it is vital in securing long term economic prosperity for Sunderland. These changes are long term and the pace of change is slowed as we continue to try and mitigate the impact of the recession. A good start has been made and we look forward to building on the progress in the years to come.

## 9 RECOMMENDATIONS

9.1 The Panel's recommendations are as outlined below:-

(a)     That the scrutiny function receive further progress on the role of the Local Asset Backed Vehicle and the Business Improvement District in delivering the regeneration of the city centre;

(b)     That the Council continues to engage with the business community including Nissan to improve the transportation and energy infrastructure adjacent to the Nissan site;

(c)     That the Council and its partners work together to seek to address the future skill requirements of each sector of the local economy;

(d)     That the Port continues the expansion of its business and further develops its market in emerging sectors of the economy;

(e)     That the Council continues to promote the development of the software sector in the city and continues to engage with them in order to keep them up to date with major planned developments in the city and assist them with marketing and support;

(f)     That the Council continues to promote the development of the creative industries sector in the city;

(g)     That the Council continues to work with the Sunderland Empire on its infrastructure requirements and its overall visitor offer.

22

## 10. Acknowledgements

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

(a)     Ian Williams (Director of Business Investment);
(b)     Andrew Perkins (Lead Policy Officer for Economy and Sustainability
(c)     Berni Whitaker (Enterprise Manager)
(d)     Cheryl Jones (Business Development Manager)
(e)     Anne Tye (Sector Specialist Creative Industries)
(f)     David Dunn (Chief Executive Officer, Sunderland Software City)
(g)     Jill Laverick (Corporate Affairs Manager)
(h)     David Glyn (4$^{th}$ Aspect)
(i)     Claire Glyn (4$^{th}$ Aspect)
(i)     Maurice Tinkler (Evolve Centre Manager)
(j)     Ann Curtis (Shoofly Publishing)
(k)     David Cliff (Gedanken)
(l)     Richard Ebraham (Nissan)
(m)     John Butcher (Nissan)
(n)     James Stephens (Nissan)

**PUBLIC HEALTH, WELLNESS AND CULTURE SCRUTINY PANEL**

**POLICY REVIEW 2013/14**
**PATIENT AND PUBLIC ENGAGEMENT IN HEALTH & WELLBEING**

*DRAFT* **FINAL REPORT**

**Contents**                                                              **Page**

1

**Foreword**

We chose to explore the patient and public voice across health services in Sunderland partly because we had the impression that, while there was a lot of activity and opportunity, it could be very complex for people to negotiate their way through the maze.

We took evidence on how best to build on the strengths, eradicate duplication, how to ensure that patients and the public can access the system to have their voice heard and how to measure effectiveness and success.

The term 'patient and public engagement' is used within this report.  In the view of the Panel, and for the purpose of this report, this encapsulates information sharing, consultation, feedback and engagement and all of the points at which people can express their views.

We are aware that there are times when organisations will have to make decisions that are unpopular about services.  Sometimes there may be no alternatives but to close a service but, at the end of the day, people must feel that they have had the opportunity to express their voice on an issue, even if they disagree with the outcomes.

This review proposes an approach to patient and public engagement and consultation which includes the role of Health and Wellbeing Board incorporating the wider system of groups and partnerships that contribute to the delivery of patient and public engagement.

I would like to thank all the witnesses for their thoughtful contributions and the time they took to be involved in discussions.

I would also like to thank Panel members for their support, contributions, and most of all for their active participation in our evidence gathering sessions. I hope that this review will contribute to increased understanding of issues and better coordination of the activity already in place.


**Councillor George Howe, Lead Scrutiny Member**
**Public Health, Wellness and Culture Scrutiny Panel**

2

## 2.    Introduction

2.1    In 2012-13, the Public Health, Wellness and Culture Scrutiny Panel produced, on behalf of the Health and Wellbeing Board a Protocol for working together between all of the member organisations of the Board.

2.2    The Protocol contained the following commitment:

*Engaging with service users*

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

2.3    During 2013-14, the Scrutiny Panel, on behalf of the Board, investigated the options for coordinating engagement activities and this report is a summary of the evidence taken.

2.4    The outcome of the review is a proposed framework for patient and public engagement and establishing a statement of intent to inform activity.  In the future, it is intended that this framework would support a co-ordinated approach to patient and public engagement by the whole local health economy so as to make best use of available resources.

## 3.    Aim of Review

3.1    To review the adequacy of services to meet the key requirement of meaningful engagement with patients, carers and their communities

## 4.    Terms of Reference

4.1    The Panel agreed the following terms of reference for the review:-

a) To look at the core elements of engagement[1] with the intention of developing a collaborative framework[2];
b) To explore the roles, responsibilities and expectations of those with a duty to engage patients and the public with the intention of defining shared expectations;

---

[1] Engaging with patients and the public can happen at: Individual Level – 'my say' in decisions about my own care and treatment and Collective Level - 'our say' in decisions about the commissioning of services.

[2] A framework to support a collective approach to patient and public engagement from the whole health economy as a means to best utilise existing resources.  This does not override individual duties, responsibilities and operating environments which vary for different parts of the NHS.

3

c) To explore how patient and public involvement enables an appropriate level of influence and where necessary leads to improved services;

d) To hear about the development of strategies for equality and how all people including children and young people and those from seldom heard groups can be heard.

## 5. Membership of the Scrutiny Panel

The membership of the Scrutiny Panel consisted of:

Councillors George Howe (Lead Scrutiny Member), Louise Farthing, Fiona Miller, Julia Jackson, Rebecca Atkinson, David Errington, Paul Maddison.

## 6. Methods of Investigation

6.1 The following evidence was taken at meetings of the Panel: North East Ambulance NHS Foundation Trust; NHS England; Sunderland Clinical Commissioning Group; South Tyneside Foundation Trust.

6.2 In addition, the Health and Wellbeing Board were invited to contribute, Sunderland Healthwatch provided support in relation to the involvement of children and young people and invited their membership to contribute, and the Care Quality Commission attended the Panel to provide advice on their regulatory role.

## 7. Findings of the Scrutiny Panel

7.1 <u>Engagement as a Strand of Quality</u>

7.1.1 The Francis Report[3] highlighted what can go wrong when patients, their families and the public struggle to have their voices heard. The Panel heard clear evidence that patient and public engagement (PPE) should be a strand of quality in its own right. However, we heard that PPE rarely has dedicated resources and for it to be embedded into an organisation, a culture of patient and public engagement is required. Further transformational work may be required to reach that stage.

7.1.2 It was clear that during the period of our review, organisations locally were embarking on ambitious programmes to transform the way that they engage with patients and the public.

7.1.3 For example, we took evidence from the Sunderland Clinical Commissioning Group (CCG) on the development of its PPE strategy. The strategy was being developed with comprehensive consultation using a stakeholder group and with particular interest groups that had historically been under-represented in the engagement practices of the Primary Care Trust. This work developed some clear overarching principles for public engagement and identified

---

[3] The Mid Staffordshire NHS Foundation Trust Public Inquiry – Robert Francis QC February 2013

4

appropriate variances in approach for a range of interest groups. The CCG engagement cycle will be done through the JSNA with annual priorities reviewed.

7.1.4 The Health and Wellbeing Board has a duty to engage the public in their work as defined in the Health and Social Care Act (2012). As a minimum requirement, the Board has a duty to involve local people in the preparation of the Joint Strategic Needs Assessment and the development of the Joint Health and Wellbeing Strategy.

7.1.5 The Board is therefore is the logical and best place to bring together and share insight about what matters to local people and communities.

7.1.6 It is clear that the Board's start-up phase has been a demanding time and PPE could feel like an additional burden, however the Panel took the view that it is while new policies and relationships are being formed, new cultures are developing and priorities are being decided that engagement needs to be embedded.

7.1.7 We were aware that the development and publication of the Sunderland Joint Health and Wellbeing Strategy for Sunderland was underpinned by extensive consultation and engagement with the public, partners and stakeholders, led by members of the Board to ensure the objectives, actions and outcomes were the right things for the population of Sunderland.

7.1.8 Furthermore, in taking forward the delivery of the strategy it was agreed by the Board to put in place a consistent approach to patient and public engagement accompanied by an action plan for communications.

7.1.9 Health and Wellbeing Board members participated in a development session in October 2013 to outline the principles of effective engagement in strategic priority setting. The Board was asked to consider some key questions around 'engagement aspirations'; limitations and possibilities in light of resourcing; and the scope for health commissioners and providers to co-ordinate engagement practices.

7.1.10 The general view from research and from our own evidence is that a Health and Wellbeing Board does not necessarily need to have its own public profile for it to undertake meaningful PPE. However, the Panel felt that there was scope for the Board to make known its activities to the public and the fact that meetings are held in public, possibly through a separate web page.

7.1.11 The Panel's evidence showed that a unified approach to PPE should be supported and informed by sharing intelligence, joined up strategy and planning and making use of existing intelligence and engagement activity. This makes good use of scarce resources and helps avoid the unnecessary proliferation of engagement infrastructure and 'engagement fatigue'. For example, this could involve the development of a calendar of engagement activities across the partners identifying what can be done together.

5

7.1.12 As new issues develop such as policy documents and governance arrangements there should be routine screening to reflect the Board's responsibility for patient and public engagement and to understand and assess how to involve people's interest, and then evaluate the success of the engagement exercise afterwards.

7.1.13 In delivering these ambitions for PPE, the Panel was aware that all partners face numerous difficulties including constraints in financial and human resources and organisational capacity.

7.1.14 Individual resource challenges will mean it is challenging for partners to initiate engagement activities on behalf of the Board that do not fall into work that they would otherwise already be doing. There is however, a commitment from partner organisations, through their participation within the Board, to offer guidance and leadership to the Board to develop appropriate engagement responses to respective elements of its work.  In this way, findings from individual engagement activity will be utilised, along with the professional expertise of individual Board members.

7.2 **Accountability for PPE**

7.2.1   The overriding characteristic of the Mid Staffordshire events was that patients' accounts of their experiences were either not heard, or not understood or ignored.   Performance management systems were recorded and explained in ways that made it difficult to be clear what was happening to patients – and concerns about operational performance were overshadowed by apparent strategic successes.

7.2.2   Accountability therefore is not just about publishing data – this is important but should be linked to mechanisms that bring a reality check to make sure that patient's experiences are properly reflected.

7.2.3   Robert Francis identified that it was difficult for anyone 'on the outside' to check what was happening in the hospital.  Therefore, everyone with a role to hold the NHS to account needs to work together to make sure they combine their powers and the information they gather so that stronger lines of accountability are developed for strategic direction and operational performance.

7.2.4   Each partner organisation is formally accountable to different parts of the system and through the Board there is a shared responsibility for delivering shared objectives and being accountable to communities, and service users to deliver on the shared objectives including on patient involvement which should be integral.

7.2.5   Accountability of clinical commissioning groups will come through assessment by the NHS Commissioning Board for financial performance, quality of services, health outcomes and governance, and they will also have a collective responsibility as members of the Board for delivering the Joint

6

Health and Wellbeing Strategy.  There is also a Duty to Involve[4], and to publish an annual report.

7.2.6    Providers have their own in-house procedures. Foundation Trusts are regulated by Monitor which publishes quarterly reports and CQC could also carry out an inspection.   Added to this the implementation of the Friends and Family Test is designed to help standardise the views on patients and relatives.

7.2.7    We heard that through NHS England, each Area Team will have a high level Quality Surveillance Group (QSG) which will share intelligence about health services thereby pooling PPE in one place.   QSG's will look at early warning signs and their purpose will mainly be assurance with separate mechanisms for monitoring service improvement plans.

7.2.8    Scrutiny by local councillors is an important part of the framework of health service accountability, and their role is different from the Care Quality Commission (CQC) and local Healthwatch.  Francis had clear messages about council scrutiny with specific recommendations:

*43 - Those charged with oversight and regulatory roles in healthcare should monitor media reports about the organisations for which they have responsibility.*

*147 - Guidance should be given to promote the co-ordination and co-operation between local Healthwatch, Health and Wellbeing Boards, and local government scrutiny committees.*

*149 - Scrutiny committees should be provided with appropriate support to enable them to carry out their scrutiny role, including easily accessible guidance and benchmarks.*

*150 - Scrutiny committees should have powers to inspect providers rather than relying on local patient involvement structures to carry out this role, or should actively work with those structures to trigger and follow up inspections where appropriate rather than receiving reports without comment or suggestion for action.*

7.2.9    The Francis Report identified that council scrutiny should have been more proactive about responding to local concerns and that it should have been less trusting of managements' explanations of performance.

7.2.10  The Panel felt that consideration should be given to establish more robust ways to monitor data or information about the experiences of people who use health and care services, alongside 'triggers to act' when things seem to be

---

[4] The Health and Social Care Act 2012 gives commissioners a statutory duty "to promote involvement of each patient". It states: "Each clinical commissioning group must, in the exercise of its functions, promote the involvement of patients, and their carers' and representatives (if any), in decisions which relate to— (a) the prevention or diagnosis of illness in the patients, or (b) their care or treatment." The phrase "in the exercise of its functions" means "in everything it does".

7

going wrong. Council scrutiny does not need to duplicate what others are doing but should maintain a wide network of intelligence so that it can use its powers effectively to hold the NHS account - having a clear understanding about the quality, safety and value of healthcare services and challenging providers and commissioners when it seems that good outcomes elsewhere are not being matched locally.

7.2.11 For example, there is a role for overview and scrutiny to review whether the type and extent of engagement is sufficient and appropriate. It also has a proactive role in bringing together representatives of key health bodies to work collaboratively and share learning of engagement processes. There are also opportunities to co-opt representatives of patient groups and the public, with no voting rights, to specific scrutiny panels when investigating key health issues.

7.2.12 A key point from the Francis Report is that council scrutiny should not passively accept responses from providers or commissioners but should seek to test these in light of what people who use services say about their experiences (relying only on results of Friends and Family tests and other formal surveys may not be effective enough).

7.3 **Coordination and Jointly Planning for a Whole System Approach**

7.3.1 Each representative on the Board has a separate and collective responsibility for public engagement and public engagement is also the responsibility of organisations who are not members of the Board but part of the wider system

7.3.2 We heard evidence of engagement aspirations and constraints in light of resourcing. Our evidence showed that, mostly, there are no dedicated resources for PPE, despite the fact that PPE is regarded as an aspect of quality in its own right. The challenge will be for PPE to become mainstreamed and integral to service developments.

7.3.3 Given the absence of a dedicated engagement resource, the optimal solution is to make use of available resources and expertise from partner organisations and the wider health network including the voluntary sector and local patient groups. Other stakeholders for a 'whole-system' approach to PPE might also include housing providers, NHS provider organisations and Police. Additionally, the development of a new Intelligence Hub is intended to support local decision making with an integrated Geographical Information System.

> **CASE STUDY 1: SHARED DECISION MAKING**
>
> Shared Decision Making is a process in which patients with current, clinical information relevant to their particular condition can be helped to work through any questions they may have, explore the options available, and take a treatment route which best suits their needs and preferences - *No decision about me, without me.*

8

To achieve this, NHS England will encourage the development of new relationships between patients, carers and clinicians, where they work together, in equal partnership, to make decisions and agree a care plan. This puts Shared Decision Making not only at the care level, but also at the strategic and commissioning level, with patients involved in the co-design, co-commissioning and co-production of healthcare. Without this change, the required transformational culture change of Shared Decision Making will not be achieved.

7.3.4 Healthwatch has a statutory responsibility to engage patients and the public on issues determined by the community as priorities for action to inform commissioning decisions. Healthwatch will work across the wider system for patient and public engagement, to gather evidence from the views and experiences of patients, service users and the public about their local health and care services and to provide feedback based on that evidence.

7.3.5 Clearly, public engagement cannot purely be the role and responsibility of the Healthwatch representative. Whilst Healthwatch may co-ordinate its efforts with existing decision-making and influencing structures (such as the Board) where it deems this to be appropriate to its own work plan, the expectation should not be that its work can be directed or instructed by a third party.

7.3.6 Requirements above and beyond planned activities may not be possible without additional resourcing. In terms of resources required, not all strategies will share the same expectations. If we mapped the activities requiring patient and public engagement across all partners and looked at what is required across the Board's activities to meet those expectations the challenge would be evident.

7.3.7 The Panel was informed that through the Health and Social Care Integration fund (now the Better Care fund) there is greater scope for a Joint Communication and Engagement Strategy for Sunderland. It is intended that this will maximise impact and have a joint agenda commissioning proposals and integrated ways of working.

7.3.8 The Panel concluded that a working definition of what the Board means by engagement covering the range of participatory activities from information to influencing decisions would support the Board in its role as the conduit of partner engagement information.

7.4 **Information Gathering**

7.4.1 The Panel heard that the data collected from patients can help organisations to make better decisions about how to improve services. The NHS Patient Engagement Framework is evidence-based which means that a large amount of evidence is collected in various ways to provide an overview of patient views. Evidence shows that if information is collected in isolation it often does not lead to service improvement.

9

7.4.2 We heard that organisations need a mixture of measures to provide immediate and recent data that is sufficiently detailed and meaningful to influence staff, managers and executives. As well as requiring different types of measure, the way that feedback is collected can also influence the type of information and what it is useful for.

7.4.3 Sunderland CCG informed us that the four main ways that they involve patients are: Governing Bodies held in public; measuring patient experience; community engagement and Locality Patient Groups. Locality Patient Groups are being established in the five areas with approximately 10-15 people registered with each group. In addition, each GP practice is encouraged to have a patient engagement group and some patient engagement will be through virtual meetings.

### CASE STUDY 2: THE FRIENDS & FAMILY TEST

The Friends and Family Test (FFT) for acute in-patients and patients discharged from A&E became mandatory on 1 April. Now all providers of NHS funded acute inpatient and A&E services are asking patients:
"*How likely are you to recommend our <ward/A&E department> to friends and family if they needed similar care or treatment?" with answers on a scale of extremely likely to extremely unlikely.*"

The aim is to provide a simple headline metric which, when combined with follow-up questions, can drive a culture change of continuous recognition of good practice and potential improvements in the quality of the care received by NHS patients and service users.

This quick, consistent, standardised patient experience indicator will provide organisations, employees and the public with a simple, easily understandable headline metric, based on near real-time experience.

It will mean that employees from 'boards to wards' will be informed and empowered to tackle areas of weak performance and celebrate and build on what's working well, using the results from this test and other sources of intelligence.

7.4.4 Other examples of engagement being undertaken by the CCG include work done at a secondary school giving information on primary care which raised lots of questions. Communication methods are being modified, for example, the CCG strategy is being developed to include a Digital Marketing Strategy. Use of Twitter and Facebook were being developed to add variety to the engagement tools. In addition, people can receive information on special areas of interest to them. Individuals can be invited to focus groups and events and surveys will be issued which are representative of the demographics of Sunderland.

10

7.4.5 We heard that patient stories are a powerful method of reflecting the views of service users.  There is considerable value in staff hearing patients' stories directly.

7.4.6 The Patient Association has on several occasions told patients stories with dramatic effect, triggering task and finish reviews in to care standards and responses to those stories. Patient Opinion[5] is an example of an online review and response tool for patients to let providers know about their experiences and for providers to respond.

### CASE STUDY 3:  PATIENT STORIES

South Tyneside Foundation Trust is leading a piece of work with a focus on 'Transparency in Care'.  This is a national initiative and measures are being developed in terms of what this should look like. The initiative requires the publishing of patient improvement stories every month.  In the last 12 months 906 individual patient qualitative stories have been logged and also 3,738 patients were interviewed at the time of their care.  The use of patient diaries is another tool to provide an account of experience and feelings.  These can be useful in areas such as palliative care, whereby a patient would want to be left to sleep this would be honoured as part of the diary system.  Using this approach, cases of pressure ulcers have been reduced by about 50%.

7.4.7 Patient information is also available from a variety of sources beyond that collected by member organisations.  This includes the council's scrutiny panels, the council as a whole, CCG locality groups, voluntary agencies, and local Healthwatch. The council carries out a range of consultations and collects health-related activity data. Voluntary agencies have deep insight into the needs of particular groups and may have done work on groups that are hard to identify and access. The council's locality arrangements i.e. Area Committees and People and Place Boards and the network of Health Champions have access to a variety of information within localities.

7.4.8 The Panel also considered compliments and complaints in order to review options for using intelligence to improve services and inform commissioning. Compliments and complaints are important in ensuring good quality healthcare, helping an organisation to find out about what they're getting right and what can be improved.

7.4.9 There were over 162,000 complaints about NHS care in 2012/13. This amounts to 3,000 per week.   Additionally, compliments tell an organisation when things work well, so they can make sure examples of good practice are followed across other services

7.4.10 One of the key themes of the Francis Inquiry is to improve the complaints system.  The report found that the Board of Mid Staffordshire never saw information about complaints as they viewed them as operational not

---

[5] https://www.patientopinion.org.uk/

11

strategic. Francis wrote: "*A health service that does not listen to complaints is unlikely to reflect its patients' needs. One that does will be more likely to detect the early warning signs that something requires correction, to address such issues and to protect others from harmful treatment. A complaints system that does not respond flexibly, promptly and effectively to the justifiable concerns of complainants not only allows unacceptable practice to persist, it aggravates the grievance and suffering of the patient and those associated with the complaint, and undermines the public's trust in the service.*"[6]

7.4.11 It was the Francis Report that prompted the Government to commission a review of NHS hospital complaints handling.[7] Although the review focused on acute hospitals, many of the reflections and comments could be as relevant to primary care, community services and social care as they are for acute hospitals. The review identified that complaints should be treated like 'gold dust' as a source of information for decision-makers.

7.4.12 Yet, our evidence indicated that many people find complaints systems complicated and hard to navigate. The charity Mencap, for example, referred to the findings of its two reports 'Death by Indifference' (2007 and 2012) on unnecessary deaths of people with learning disabilities. It said: "*Both reports stated that the complaints process was slow, bureaucratic and defensive. People told us that it was hard to find out who to complain to, what help they could get and what their legal rights were … We were also told that people found complaints forms very inaccessible.*"

7.4.13 Healthwatch England, the independent consumer champion for health and social care in England, summed up the experience by saying: "*The complaints system can be off-putting, complex and slow… There is limited confidence that making a complaint will lead to learning and change.*"

7.4.14 The changes in NHS structures introduced by the Health and Social Care Act 2012 have had consequences for people making complaints. The NHS Confederation noted: "*We have serious concerns that following the NHS reforms the complaints system has become more difficult to navigate and risks leaving patients confused about who to complain to."*

7.4.15 The NHS Confederation in evidence to the Clwyd Review suggested that Clinical Commissioning Groups should play a vital role using their leverage to ensure that providers have good complaints systems in place, "*we are calling for CCGs and NHS England to provide clear information to patients and the public about their complaints process.*"[8]

---

[6] Public Inquiry into the Mid Staffordshire NHS Foundation Trust, Volume 1, Chapter 3 pp 245-287 Mid Staffordshire Inquiry Report

[7] A Review of the NHS Hospitals Complaints System Putting Patients Back in the Picture Right Honourable Ann Clwyd MP and Professor Tricia Hart October 2013

[8] NHS Confederation evidence to the Clwyd Review

12

7.4.16 The NHS Complaints Advocacy Service started in April 2013 and is delivered by the Carers' Federation Ltd. The NHS Complaints Advocacy services are commissioned through consortia of the north eastern authorities. The service supports people who want to make an NHS complaint. The Clywd Review recommended that the independent NHS Complaints Advocacy Service should be re-branded, better resourced, with protected funding, and better publicised. It should also be developed to embrace greater independence and support to those who complain.

7.4.17 The Parliamentary Public Administration Committee (PASC) launched an Inquiry in March 2013 focusing on how complaints in the NHS are handled.[9] It is looking at whether the current complaints system delivers fairness, redress, and justice for people who complain, and to examine how departments and agencies use complaints as a source of information and challenge, to improve the delivery of public services

7.4.18 Evidence to the PASC Inquiry from the NHS Confederation stated, "*Having consistent national standards would be a very good place to start, partly because some of the regulation and oversight of the providers is now separated between NHS England from a national perspective, CCGs, and regulators, such as CQC. To have a set of national standards that everyone is working to would be a really good idea. To ensure we are then joining up the intelligence and the information-one of the problems with Mid Staffs was that we were not putting all the information in the same place-is going to be an important national function. Having the right sort of information technology to support that will be a national role.*"

7.4.19 The Panel felt that there needs to be more effective coordination of the data already collected about front line services and with the avoidance where possible of seeking fresh collections of data for their own purposes. There is value in "piggy backing" on other public events/meetings that are being held.

### CASE STUDY 4: CARE CONNECT NHS

Care Connect is a new initiative designed to give patients a say in the delivery of NHS services in England.

The new service, currently being piloted in Newcastle and Gateshead, will enable patients to interact with the NHS in 'real time'.

The Care Connect system was inspired by the 311 hotline service in the US. Designed to make dealing with public bodies less frustrating, 311 services provide people with direct access to local services and information.

The service is just one element of a broader suite of digital initiatives that will be rolled out over the next few years.

13

Care Connect quickly puts people in touch with people in the NHS. The service has three main features, enabling patients to share an experience (whether good or bad), ask a question (answered within 24 hours) or report a problem with an NHS service.

Navigating through the NHS's different departments can be mind-boggling. This service makes it easy for people by having one single place to go to. The pilot, when rolled out, could provide an incredibly powerful tool in terms of giving patients a say in shaping the NHS. All submissions are collected and analysed and, over time, this information will become a powerful tool for change in the NHS.

7.4.20 The Panel concluded that, as part of a unified approach, findings from individual engagement activity must be utilised with all public consultations relating to health and wellbeing joined up and coordinated.

7.5 **Involving Everyone**

7.5.1 The Panel collected evidence on how and why organisations should involve a wide range of people. This includes groups who are likely to be vulnerable or marginalised either as a result of their medical condition or as members of a community whose voice is often not heard in service planning and improvement perhaps because of special requirements such as those for whom English is not their first language.

7.5.2 Members of the Panel were concerned that patient feedback should be representative of all patients' views and there is a risk of groups being dominated by vested interests. We were informed that, working with the North East Commissioning Service, CCG is conducting work to measure how representative the membership is using market research techniques.

7.5.3 As an example of the difficulties faced, the Panel was informed that different BME communities face different health problems from one community to another and from the general population. We heard of inequalities in access to, uptake of and satisfaction with health care services experienced by minority ethnic groups, which in turn have impact on poor health outcomes. Research at the Centre on Migration, Policy and Society (COMPAS) found key messages to inform the policy and research including the power of providing information and the need to consider how data gaps could be addressed.[10]

> **CASE STUDY 5: International Community Organisation of Sunderland**
>
> ICOS Sunderland works with all minority ethnic people but most members are recent economic migrants. This client group tends to lack the local knowledge and access to established support networks that the general population and the more settled communities may have.

---

[10] COMPAS The health status of migrants and access to health care in the UK

14

In 2010 and 2011, ICOS worked with Sunderland LINk to establish the health needs of the Polish community, the largest new EU community both nationally and in Sunderland. Reports by Sunderland LINk confirmed that people do not have enough access to information, resulting in incorrect use of health facilities, for example, and over-reliance on A&E care to an even larger degree than the general population, non-registration with GP practices, and lack of awareness about help available with addiction/substance misuse issues. Difficulty in accessing information and services around mental and psychological health because of language barriers may also have a negative health impact.

7.5.4 It was apparent that within each strategy, organisations will need to analyse their equality performance against the objective of improving patient access and experience.

7.5.5 A review of Healthcare Commission national reviews and studies since 2006 highlights a need to improve the engagement of patients and their carers' in a number of specific NHS service areas, including:
   a) People with learning difficulties
   b) Young people
   c) Older people, particularly those with dementia
   d) People from black and minority ethnic communities, particularly older people
   e) Users of substance misuse services
   f) Users of chronic obstructive pulmonary disease services

7.5.6 Studies identify some promising engagement practices in some services, such as the use of volunteers and advocates, and links with community groups.

**CASE STUDY 6: HEALTHWATCH - ENGAGING CHILDREN AND YOUNG PEOPLE**

Groundwork North East has engaged with 71 young people aged 13-24 over the last 3 months. This has involved face to face work with surveys and a focus group drawing out their views on health and social care and how they would like to be involved in Healthwatch.

The young people consulted had not been engaged in the development of health and social care services. They had never been asked to give feedback on a service they had used. Their involvement had been limited to sexual health guidance through schools or accessing health services for personal reasons.

The main way young people would like to be involved is through social media, Facebook or Twitter. They are particularly interested in the development of peer support. They are willing to share their experiences with people they have developed relationships with. This

15

is vital to young people as issues around confidentiality are paramount to them engagement.

Work will continue with the Children's Trust Advisory Network (CTAN), Youth Parliament and the Change Council.

7.5.7 The Panel concluded that a single Communication Plan and a coordinated and holistic approach to engagement within the wider context of corporate engagement would allow for a unified approach. This approach could include specific engagement strategies for key groups such as children and young people.

## 7.6 Engagement that makes a difference

7.6.1 'No decision about us, without us' is the vision of empowered citizens participating as partners in decision making about their health and health services.

7.6.2 A legal duty to involve is a key element of the NHS Constitution and evidence of the Government's commitment to place patients and public at the heart of the NHS. There are related duties on Health &Wellbeing Boards and NHS providers. Beyond legal compliance, good involvement can add commissioning value and help unlock benefits including better value for money and better patient experience.

7.6.3 We are aware that not everyone can be or will want to be involved in every decision, however, working in a smart, targeted way with relevant groups of patients and carers in co- designing services and approaches can help identify what may be decommissioned as well as commissioned; get the new services right first time; identify the culture and approaches that meet patients' preferences and are therefore more effective; make the overall case for the service change on the basis that the relevant patients who are most affected want it.

7.6.4 The 'ladder of participation'[11] model states that as you step up the ladder then the role of residents and interested groups becomes more meaningful. The more involved people are the more content they are likely to be with the final outcome.

7.4.21 The engagement cycle provides a valuable tool for planning and implementing involvement activity in the various stages of commissioning (see Appendix 2). Its importance in relation to the duty to involve (See Appendix 1) is to make explicit the requirement that involvement is required at all stages of commissioning - assessing needs, designing services, reviewing provision, deciding priorities, managing providers' performance and service evaluation.

---

[11] Often termed as "Arnstein's ladder", these are broadly categorized as: Citizen Power; Tokenism; Non-participation.

16

7.6.5 The Panel heard that there can be a mismatch between the responsibilities for patient and public engagement and the low expectation that patients and the public may have about being able to influence commissioning decisions. It was clear that future strategies should deliver involvement in a way that does not make the production of a strategy an end in itself, but a cornerstone of good quality health care. Beyond the legal compliance to involve people, good involvement can add value and help unlock benefits including better value for money and getting new services right first time.

7.6.6 It was clear from the evidence collected that sufficient time should be built into consultations to allow for meaningful dialogue, with venues and access carefully planned to maximise appropriate participation. There is also scope for better use of social media to achieve wider reach amongst local people, including making good use of Facebook and Twitter accounts.

7.6.7 The Panel concluded that evidence should be collected that shows how the outcomes of engagement have informed business activity and it should be possible to demonstrate how service changes are directly linked to patient and public views being expressed.

## 7.7 Patient and Public Engagement Framework

7.7.1 While there may be no "one size fits all" approach to an effective engagement approach, there are some key factors and themes that are important to consider, such as the need for a patient engagement to be embraced throughout the health system, the role of staff experience, the power of stories and the need to make the engagement central to the core organisational vision, strategy, quality reporting and service improvement work.

7.7.2 Seven key principles to guide Health and Wellbeing Boards for effective PPE are recommended by the NHS Confederation as:[12]

1) Engagement should take place from the start of the life of the health and wellbeing board and be woven into the DNA of the board throughout its work.
2) There will be different types and levels of appropriate engagement depending on the situation.
3) Patient and public engagement is the business of every board member.
4) The board has a responsibility to ensure effective engagement is embedded within its day-to-day business and is taking place through the commissioning and delivery of services.
5) Patient and public engagement has made a difference.
6) Engagement activities should be based on evidence of what works.
7) The effectiveness of patient and public engagement needs to be rigorously evaluated involving local communities concerned.

---

[12] Patient and Public Engagement: A Practical Guide for Health and Wellbeing Boards" (2012), NHS Confederation

17

7.7.3 A number of these principles can be supported through the existing activity of stakeholder organisations. The Panel has adapted these principles into an operational framework for which evidence can be provided which will test the delivery of effective and coordinated engagement activity (See Appendix 3).

## 8. Conclusion

8.1 Patient experience of health services came into sharp focus with the publication of the Francis Report which highlighted the consequences of patient feedback not being acted upon.

8.2 The Panel's evidence showed there is an extensive range of PPE activity although this can lead to public confusion. There is a need to convince people that their voices will make a difference across the system. Also, people who may be considered 'hard to reach' may be less successful at navigating complex public service or complaints processes.

8.3 A unified approach to patient and public engagement supports the council's cooperative agenda and allows for creating capacity through sharing resources.

8.4 There is no doubt that it doesn't make sense to try to go it alone. Collaboration is essential in order to gather and make the best use of information.

## 9. Recommendations

9.1 The Panel's recommendation is for the Scrutiny Committee to endorse the Patient and Public Engagement Framework as set out in Appendix 3 for forwarding to the Health and Wellbeing Board.

## 10. Acknowledgements

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

a) Sandra Sutton, Compliance Manager, CQC
b) Mark Cotton, Assistant Director of Communications & Engagement, NEAS
c) Lucy Topping, Assistant Director Patient Experience, NHS England
d) Bev Atkinson, Director Nursing & Patient Safety, Louise Burn, Strategic Lead Urgent Care, Denise Horsley, South Tyneside Foundation Trust
e) Ann Fox, Director of Nursing, Quality and Safety, Julie Whitehouse, Sue Goulding, Sunderland Clinical Commissioning Group
f) Alesha Aljeffri, Liz Greer, Sunderland Healthwatch

## 11. Background Papers

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

18

a) Sunderland Joint Health & Wellbeing Strategy
b) Patient and Public Engagement: A Practical Guide for Health and Wellbeing Boards - NHS confederation 2012

**Duty to involve and consult**

The 2006 NHS Act, section 242 (updated December 2007), places a statutory duty on all NHS trusts to proportionally involve (through informing, engaging or consulting) patients and the public on:

- planning services they are responsible for;
- developing and considering proposals for changes in the way those services are provided; and
- decisions to be made that affect the operation of those services.

Where there is a proposal for substantial development or variation of health services, Section 244 of the Act sets out the duty on NHS organisations to consult the local Scrutiny Board (Health).

In the revised Operating Framework 2010-2011 the Secretary of State for Health identified four additional key tests for service change, which are designed to build confidence within the service, with patients and communities. These require existing and future service change proposals to demonstrate:

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

20

**The Engagement Cycle**

The NHS Institute for Innovation and Improvement has published an online resource for commissioners planning to engage patients, carers and the public in the decisions being made about health service provision.

Engaging with patients and the public can happen at two levels:

- Individual level – 'my say' in decisions about my own care and treatment
- Collective level – 'my' or 'our say' in decisions about commissioning and delivery of services

The Engagement Cycle is a strategic tool that helps commissioning teams to understand who needs to do what, in order to engage communities, patients and the public at each stage of commissioning.

It identifies five different stages when patients and the public can and should be engaged in commissioning decisions:
- Community engagement to identify needs and aspirations.
- Public engagement to develop priorities, strategies and plans.
- Patient and carer engagement to improve services.
- Patient, carer and public engagement to procure services.
- Patient and carer engagement to monitor services.

At each of these five stages (identify, develop, improve, procure, monitor) The Engagement Cycle provides simple advice on what to do in order to undertake high quality patient and public engagement (PPE) that will enhance and support the decisions that commissioners need to make.

Each stage of the cycle provides useful intelligence for the next (like a baton being passed on from one stage to another).   The Engagement Cycle can help commissioners towards authorisation and beyond by helping to:
- Develop a shared understanding of what good engagement looks like
- Providing a strategic direction and basis for planning
- Clarifying relationships, accountabilities, roles and responsibilities.
- Clinical Commissioning Group Board Members (Chairs, Vice-Chairs, Clinical Leads for Patient and Public Engagement, Lay Members and other Board Members)
- Clinical Commissioning Group managers (e.g. Chief Operating Officers) and staff
- PPE Practitioners working with CCGs and other commissioners
- Commissioning support organisations.
- Local authorities
- Health and wellbeing boards
- Health and social care providers
- Voluntary sector, patient and community organisations

21

- HealthWatch

22

23

# An operational framework for patient and public engagement

| Principle 1 | | |
|---|---|---|
| **Patient and public engagement (PPE) is a strand of quality in its own right, an integral and equal part of the Board's responsibilities** | | |
| **Action** | **Evidence** | **Progress** |
| 1. A public statement of intent has been made about engaging patients and the public | See attached example | |
| 2. A definition is agreed by the Board of what it means by 'engagement' | | |
| 3. Resources are in place to support PPE, including evidence of joined-up resources | | |
| 4. All policies and strategies explain how local communities from different areas and groups will be engaged with | | |
| 5. PPE activity undertaken by member organisations, and the providers they commission services from, is used to inform the work of the Board | | |

| **Principle 2** | | |
| :--- | :--- | :--- |
| **Member organisations coordinate and jointly plan their resources for PPE to achieve a whole system approach** | | |
| **Action** | **Evidence** | **Progress** |
| 6. Member organisations contribute their individual organisation's knowledge of local views from different areas. | | |
| 7. Findings from individual engagement activity will be utilised, along with the professional expertise of the board. | | |
| 8. The Board has taken an approach to how it will make use of information collected by Healthwatch as a representative of a coordinated consumer voice | | |
| 9. All local public consultations relating to health and wellbeing are joined up and coordinated | | |
| 10. Relationships exist with agencies who are not members of the Board but part of the wider community network.<br><br>(e.g. VCS, the council's and CCGs locality arrangements i.e. Area Committees, People and Place Boards network of Health Champions) | | |
| 11. PPE will connect to a city-wide partnership approach to engagement | | |

| Principle 3 | | |
|---|---|---|
| **Engagement will be embedded within the Board's day-to-day business** | | |
| **Action** | **Evidence** | **Progress** |
| 12. PPE is reflected in the governance arrangements of the Board and partner agencies | | |
| 13. The Board's reports include meaningful information about patient engagement activity including where this has made a difference | | |
| 14. PPE is prioritised within key activities, including the JSNA, JHWBS, and decision-making. | | |
| 15. The JSNA and JHWB are co-designed and commissioned in collaboration with the local community in different areas, communities of interest and seldom heard groups as well as partner organisations. | | |
| 16. As a 'network of networks' Healthwatch ensures the local community's views are included in priority setting | | |
| 17. The Board should routinely screen new issues for PPE implications and actions. | | |

| Principle 4 | | |
|---|---|---|
| **Meaningful engagement will be demonstrated through a range of approaches** | | |
| **Action** | **Evidence** | **Progress** |
| 18. The Board has a unified Communication plan and is working towards a unified and holistic approach to Engagement including identifying how this relates to the plans of member organisations and other strategic partners[1] | | |
| 19. The Board has ensured through a unified approach that arrangements exist to engage with groups identified as 'seldom heard' | | |
| 20. Appropriate use is made of social media to achieve wider reach amongst local people, including making good use of the council's and CCGs Facebook and Twitter accounts | | |
| 21. Sufficient time for effective engagement to take place is built into the development planning for any issue | | |
| 22. Timings, venues and access to engagement activities will be carefully planned to maximise appropriate participation | | |

---

[1] A unified approach does not override the statutory duties of any organisation and is not enforceable in law

| Principle 5<br><br>Patient and Public Engagement activity will demonstrate it has made a difference | | |
|---|---|---|
| **Action** | **Evidence** | **Progress** |
| 23. PPE is carried out at all points in the commissioning cycle (assessing needs, designing services, reviewing provision, deciding priorities, managing providers' performance and service evaluation) | | |
| 24. The outcomes of PPE inform business planning | | |
| 25. All plans specify how feedback to patients, their carer's and the public will be provided | | |
| 26. Local community expectations are managed by making clear the parameters of what is possible | | |
| 27. Local people feel they have had the opportunity to express their voice on an issue even if they disagree with the outcomes | | |
| 28. Service changes can be directly linked to patient and public views being expressed | | |

| Principle 6 <br><br> **The effectiveness of patient and public engagement will be evaluated** | | |
|---|---|---|
| **Action** | **Evidence** | **Progress** |
| 29. There is a clear understanding of current strengths and weaknesses of PPE | | |
| 30. There is awareness of any areas for further development of PPE | | |
| 31. The Board can clearly demonstrate 'reach' in its engagement activities, including seldom heard groups | | |
| 32. There is a willingness to experiment with new ways of engagement, in conjunction with local people, to help achieve greater reach | | |
| 33. Local people are involved in evaluating whether engagement activity has been a success | | |
| 34. There is evidence that PPE activities have been amended based on evaluation feedback | | |
| 35. There is shared learning between member organisations to promote best practice in PPE | | |

## Statement of Intent

The Framework has been developed in recognition of the importance placed on a unified approach to patient and public engagement, recognising that there is a benefit in combining efforts to achieve greater capacity and ultimately, improved engagement activity for the residents of Sunderland.  This statement and framework encompasses the following aspirations.

1. To build the culture, infrastructure and the processes needed to ensure that patients and the public are involved as partners in decision-taking;
2. To carry out meaningful engagement with patients, carers and their communities;
3. To support a co-ordinated approach to patient and public engagement by the whole local health economy;
4. listening and focusing on what matters most to patients is an integral part of health service provision
5. To make best use of available resources;
6. development of strategies for equality and how people from socially disadvantaged communities are listened to and have the opportunity to shape health and care services or To embrace equality in all aspects of engagement;
7. To ensure patient and public involvement enables an appropriate level of influence and where necessary leads to improved services
8. Opportunities amongst existing networks, resources across the city and the potential to share the approach, structures and methodologies.
9. Potential of people feeling more connected and in control of their health

**SCRUTINY COMMITTEE**

**RESPONSIVE SERVICES & CUSTOMER CARE PANEL**

**REPORT OF THE LEAD MEMBER FOR RESPONSIVE SERVICES & CUSTOMER CARE**
**FEEDBACK ON THE REPORTING OF HATE INCIDENTS IN SUNDERLAND**

1.  **Purpose of the Report**

1.1 At the first meeting of the year, the Panel decided to investigate how hate crime is reported.  This report provides the conclusions of the evidence received.

2.  **Background**

2.1 If someone is harassed because of their age, skin colour, gender identity, so called 'race', national origin, religion, sexual orientation or disability, this is called a hate incident.

2.2 The definition of a hate crime used within the reporting mechanisms is: "*Any behaviour intended to cause harm to another, which is perceived by the victim or any other person as being motivated by the perpetrator's prejudice of the victim's identity*".

2.3 The Macpherson report which was written after the murder of the black teenager, Stephen Lawrence in London in 1993 highlighted the concern that victims of hate often did not have their case recorded or investigated as a hate incident because the victim was required to prove the suspect's motivation at the point of reporting.

2.4 It may be very hard for victims to prove that they were attacked because of their identity. This is often only established after detailed investigation. This was found to be one of the main reasons why people stopped reporting hate. People did not report hate incidents which meant that cases were not investigated and victims did not get the support they needed and no enforcement action was taken against perpetrators.

3.  **Current Situation**

3.1 ARCH is a network of organisations working together across the city to help support victims of hate incidents and where possible take action against the suspect.

3.2 Aims of ARCH

- Provide as best as possible support to the victims of hate incidents in the Sunderland area
- To take action on the suspects of hate incidents

- To encourage people to report the incidents that happened to them and any that they have witnessed
- To increase people's confidence in reporting hate incidents by taking people seriously, believing them and offering the best possible support
- To get the overall picture of hate incidents in the city, which then helps to tackle the issue

3.3 There are various types of hate incidents including racist, religious, homophobic and disability. Hate incidents can also take many forms. These can include verbal abuse, threatening behaviour, criminal damage, offensive graffiti, or physical attacks.

3.4 Some types of hate incidents, such as verbal abuse and threats are more obvious. Other examples, such as damage to property, bullying or rude gestures are harder to identify.

3.5 If someone believes they have suffered a hate incident then it is important that this is recorded on the ARCH system. Hate incidents can happen anywhere including at home, work school, in a pub and in any public place.

4. **Findings of the Panel**

4.1 The Panel took evidence at a meeting on 27<sup>th</sup> January 2014 and toured the new Customer Contact Centre on 11<sup>th</sup> March 2014, met with staff and had a briefing on the new reporting system which goes live on 1 April 2014. Our observations are:

a) The new system is very much focused on the victim. It allows for intelligence to be reviewed and is less admin orientated. Calls can be made to the contact centre, or incidents can be reported online. Staff taking the calls are trained to handle, sometimes difficult calls, and work through information gathering in the easiest way possible for the caller.

b) In the last year, out of 107 reported incidents last year only 3 were made by the public. Clearly, the system did not have a public profile and it is intended that the new arrangements will be better used.

c) There will be a risk assessment upfront and customer feedback will be provided. We saw how this risk assessment will be used and are reassured that the process is not bureaucratic or onerous, but allows for a full picture to be gathered.

d) The new arrangements can be aligned to other reporting mechanisms (Anti-Social Behaviour, Domestic Violence, neighbour disputes and issues reported directly to the police) and also links to the council's customer contacts. This will allow for a much smarter use of the data and allow for identification of trends.

e) The system allows for direct referrals, not signposting which leaves too much to chance.

f) There is no password protection so anyone can input data (although we were reassured that password protection will be needed to access data on the system).

g) The new system will rationalise where the same incident is reported by multiple contacts.

h) We requested that the online database always requests a description of the offender, even if the name of the individual is reported.

i) Race issues are mainly reported in certain areas of the city and not others. We requested that there be links into other sources of information, for example, schools, youth groups, children's centres and officers should approach local community leaders to encourage reporting and provide reassurance where people may be afraid of repercussion

j) Work is ongoing with partners including Gentoo and other RSL's to have one approach in the city.

k) It is estimated that previously there has been considerable under-reporting.  As anyone can report an incident, for example, if a councillor is aware of something in their ward they can add it to the database this should be encouraged and highlighted.

5.    **Conclusion**

5.1    The Panel concluded that the new system will provide a robust arrangement for future reporting and is an improvement on the current system, using more intelligence-led information and putting the victim at the centre.

5.2    We concur that change is needed for the system to be sustainable, to be more victims focused and to improve outcomes. This is in line with the council's Community Leadership approach.  The new system allows for risk assessment up-front, customer feedback and for identifying trends.

5.3    The system does depend on a partnership approach and each organisation needs to commit to working collaboratively on make best use of the resource.

5.4    Our recommendations to the Scrutiny Committee are:

(a) Representatives from partner organisations should continue to discuss how to work collaboratively to use the new system to best effect;

(b) Councillors should be made aware of the new system and how they can report issues themselves on behalf of their own residents at city or area level;

(c) Information should be shared with Community Leaders and with members of the public who should be encouraged to report incidents rather than keep them within the community and provided with reassurance where people may be afraid of repercussions.

.

**SCRUTINY COMMITTEE**                                           **17 April 2014**

**ANNUAL REPORT 2013/14**

**REPORT OF THE CHIEF EXECUTIVE**

1. **Purpose of Report**

1.1    To provide the Scrutiny Committee with the opportunity to consider the draft Scrutiny Annual Report for the municipal year 2013/14.

2. **Background**

2.1    As outlined in the Council's Constitution, it is required of the Scrutiny Function to produce an Annual Report detailing the work of the Scrutiny Committee and supporting Panels during the preceding year. The report also contains proposed developments and improvements for the forthcoming year.

3. **Draft Report**

3.1    The draft report is attached as **Appendix 1** for consultation and endorsement by the Scrutiny Committee.  Members should note this is a 'mocked up' version with the final version currently in the design process.

3.2    Each Lead Scrutiny Member has contributed a short summary of their work over the year, including highlights from Panel meetings and the outcomes of major pieces of work commissioned by the Scrutiny Committee.

3.3    Following the endorsement of the report by members of the Scrutiny Committee at the meeting, the Annual Report will be presented to the first meeting of Council in the new Municipal Year and thereafter will be included on the Scrutiny web pages and circulated to key stakeholders for information.

4. **Conclusion & Recommendations**

4.1    It is recommended that the Scrutiny Committee:-
       (a)    Considers the content of the draft Annual Report for 2013/14, and
       (b)    Endorses the report for submission to the first meeting of Council in the Municipal Year 2014/15 and for subsequent circulation to key stakeholders.

5. **Background Papers**

5.1    No background papers were used in the preparation of this report.

_____

**Contact Officer:**       Nigel Cummings
                           nigel.cummings@sunderland.gov.uk

Scrutiny: Community Leadership in Action

Scrutiny Annual Report

2013/14

**Contents**

# Foreword

In this my final year as the Chair of Scrutiny and an elected member of the Council it gives me great pleasure to introduce Sunderland City Council's Scrutiny Annual Report.

Scrutiny has come on a long journey from the pages of legislation in 2000 which created a separate Executive and Overview and Scrutiny function within the council, to the streamlined commissioning model we operate in 2014. I am proud of the achievements that Scrutiny in Sunderland has accomplished throughout this time. It has built upon its successes and evolved to meet the demands and requirements of the council, but fundamentally at its core has always been the desire of members, no matter the political affiliation, to bring about improvement to services for the people of Sunderland.

Once again the Lead Scrutiny Members and their Panels have undertaken a wide range of policy reviews and throughout this Annual Report you will see evidence of this work. This is one of the real strengths of scrutiny, being able to look exclusively at an issue and deliver an evidence based report with a number of recommendations all with the key aims of development, support and improvement.

As public sector spending is reduced it is more important than ever that local authorities look at how they currently deliver services and how alternative service delivery models can achieve savings whilst still providing a level of service expected by local people. There is a role for scrutiny in reflecting the concerns of the public, exploring innovation and supporting the work of council services. The commissioning of issues to Lead Scrutiny Members also provides that necessary flexibility of approach to ensure that scrutiny remains responsive to emerging topics or current issues allowing for quick and efficient investigations where appropriate.

In conclusion it has once again been an interesting and challenging year for scrutiny. Last year I commented on the significant changes to the scrutiny function's operating model and I am pleased to report that throughout this year scrutiny members and officers have continued to develop and hone these new arrangements. It is extremely positive to see that all the members involved with scrutiny have, under the new arrangements, continued to support the work of scrutiny with great enthusiasm and commitment.

On a personal note I would also like to take this opportunity to express my gratitude to all the members, officers and partners who have contributed and supported scrutiny and Sunderland City Council over the years that I have been an elected member.

**Councillor David Tate**
**Chair of the Scrutiny Committee**

# Scrutiny Arrangements in Sunderland

The democratic governance arrangements in Sunderland consists of the Leader of the Council, a Deputy, a Cabinet Secretary, five portfolio holders and five cabinet policy members.  The decisions of the Cabinet are held to account by a Scrutiny Committee supported by six Scrutiny Panels.  In addition there are five local Area Committees and Place and People Boards in each area.

## What is Scrutiny?

Scrutiny aims to ensure that public services and policies best meet the needs of the residents of the city. It does this through:
- Policy review and development;
- Holding the Council's Executive and its partners to account;
- Investigating issues of local concern; and
- Working with partners to improve services to the local area.

## The Scrutiny Model

The Scrutiny Committee acts as the overarching Committee with responsibility for all matters in relation to the improvement, delivery and performance of public services.  It considers all matters which impact on the economic, social and environmental well-being of those who live, work and visit the city and is the designated scrutiny committee for statutory purposes for health, flooding (when relevant) and crime and disorder scrutiny.

If the Scrutiny Committee requires more in-depth investigation of particular issues it will commission work to the six Scrutiny Panels chaired by a Lead Scrutiny Member.   The Panels will contribute to and inform the scrutiny process significantly through focused policy review work and one-off policy reviews.

A Scrutiny Panel is a small group of councillors who carry out specific, time-limited work. Panels are informal and are commissioned by the Scrutiny Committee to investigate specific service areas and make suggestions on how they can be improved.  This allows Panel members to gain a wider understanding of the issue and arrive at informed findings and recommendations.

Although the Panels are informal, they take a structured approach to the examination of a particular issue with the aim of identifying key issues and outcomes.  Panels will carry out a scoping exercise to identify a detailed remit and terms of reference, resource implications, the need for additional expertise, existing research and supporting documentation. Shorter "spotlight" reviews may be appropriate for specific topics in a shorter space of time. The approach may include an evidence gathering day, via "interviews" and discussion groups with officers, members and other stakeholders.

When the Panel has finished its investigation, the Lead Scrutiny Member will present the findings to the Scrutiny Committee.  If the Scrutiny Committee formally supports the document, it will be sent to the Cabinet for consideration.

### How does scrutiny make a difference?

On a regular basis the Scrutiny Committee will add value by investigative questioning of witnesses on the issues within the council's policy framework. The impact of the work of

4

scrutiny will also be evidenced over time by the implementation of its recommendations. The monitoring of delivery of scrutiny's recommendations over a period time builds up a portfolio of evidence of scrutiny's role in service improvement.

## Scrutiny Committee

**Chair of the Scrutiny Committee:** Councillor David Tate

**Vice-Chair of the Scrutiny Committee:** Councillor Norma Wright

**Committee Members:** Councillors Stephen Bonallie, George Howe, Iain Kay, Tom Martin, Christine Shattock and Debra Waller.

**Co-opted Member:** Ann Blakey, Rose Elliott

In its second year of operation, the Scrutiny Commissioning Model has proved once again to be a great success as we have fully embraced its potential. As a Scrutiny Committee we have commissioned seven policy reviews and a number of important consultations for various key issues for the city to the six Lead Scrutiny Members and their supporting Panels, monitoring progress and agreeing their findings and recommendations.

Along with Sunderland City Council, Sunderland Health and Wellbeing Board, Sunderland Clinical Commissioning Group (CCG) and Sunderland Healthwatch, the Scrutiny Committee signed up to the Health Protocol at the beginning of this municipal year, which is an informal agreement focusing on information sharing and collaboration within the health arena. I am very pleased with the results of this to date, particularly the relationships we have established with the CCG and Healthwatch, and an evaluation planned in the coming months should serve to show us where further improvements can be made.

Our relationship with Cabinet continues to be a constructive one; with individual Portfolio Holders regularly in attendance at the Scrutiny Committee and providing evidence to the Scrutiny Panels. As in previous years the Scrutiny Committee met with senior Cabinet members as part of the budget consultation process for 2014/15, where once again we were struck by the sheer scale of the challenge facing the council and the city.

As the organisation continues to develop as a Community Leadership Council and moves towards alternative service delivery models to improve quality and save money, it will be vital that the Scrutiny Committee supports this journey. To this end, we have monitored the transition of adult social care services from the council to Care and Support Ltd, a local authority trading company. Our work in this will continue; and later this year we will meet with service users and carers to talk to them about their experiences of the new company.

We continue to attend meetings of the Scrutiny Panels whenever possible and have been impressed by the quality of evidence gathering for the various policy reviews. The Panels have been innovative in their approaches to considering the issues we have asked them to look at and this is to be commended.

Finally, we would like to give a heartfelt thanks to our colleagues sitting on the Scrutiny Committee for their contribution to another productive year, along with council officers and our partners who have supported us in our role as scrutineers.

**Councillor David Tate**

**Chair of the Scrutiny Committee**


## Children's Services Scrutiny Panel

**Lead Scrutiny Member:** Councillor Debra Waller

**Panel Members:** Councillors Florence Anderson, Anthony Farr, Robert Francis, Doris MacKnight, Robert Oliver, Phillip Tye and Linda Williams.

**Co-opted Member:** Rose Elliott

As Scrutiny Lead Member for Children's Services I am pleased to be able to report on the work of the Panel over the last 12 months. The Panel has predominantly focused on child obesity, but has also had a number of issues commissioned for investigation by the Scrutiny Committee. The benefits of commissioning mean that the Panel has engaged in a varied work programme providing valuable assistance to the Scrutiny Committee around matters related specifically to children and young people.

The Panel looked extensively at the issue of child obesity, an issue that is not only locally relevant but is seen as a global concern with world health chiefs considering the implications of an increasing population of overweight children and young people in many countries. The Panel looked at many aspects of the issue and visited schools where packed lunches had been prohibited, community projects that encouraged families to develop their cooking skills and talked with families who had been actively involved in council weight management programmes.

The Panel also looked at a number of factors within the local environment that contributed to the obesity issue and the influence the local authority and partners have on such elements. The review highlights the importance of encouraging active travel through providing an environment that fosters walking, cycling and the use of public transport to access vibrant high streets and green and blue spaces.

Our Panel also continued with the monitoring of the waiting times for accessing the Child and Adolescent Mental Health Services (CAMHS) which had commenced in the previous year. I am pleased to report that Northumberland Tyne and Wear Trust, working with partners, have ensured that the newly designed service for child and adolescent mental health is not only fit for purpose but will ensure a consistent level of performance.

Consultation on the Children and Young People's Plan (CYPP) refresh was also commissioned to the Children's Services Scrutiny Panel and we made a number of comments which were adopted and submitted to the council as a formal scrutiny response to the CYPP refresh.

It has been an interesting, challenging and hopefully Panel Members will agree a rewarding year. I would like to thank the Children's Services Panel Members, officers, partners and external witnesses who kindly gave their time and cooperation to the panel, providing invaluable information and evidence that ultimately contributed to the work of scrutiny in Sunderland.


**Councillor Debra Waller**
**Lead Scrutiny Member Children's Services**

# City Services Scrutiny Panel

**Lead Scrutiny Member:** Cllr Stephen Bonallie

**Panel Members:** Cllrs Michael Essl, Steven Foster, Neville Padgett, Stuart Porthouse, Lynda Scanlan, Dianne Snowdon and Amy Wilson

It has again been a busy year for the Panel.

In terms of our policy reviews, the Panel was asked to look into two major issues; alcohol and licensing in the city and the approach being taken by the council and its partners to tackle the risk of flooding.

For its review into alcohol and licensing, the Panel spoke to a wide range of interested bodies including the council's Licensing Team, the Police, City Hospital, Public Health and Balance.

In presenting our findings, the Panel considered that it was important to recognise that the majority of drinkers consume alcohol in a responsible manner and that it would be wrong and counter- productive for the council to approach licensing policy in a high handed and draconian manner.

We also felt that it is important to recognise the role of well-run pubs and clubs in contributing to the fabric of our social life and the health and vibrancy of the city economy.

That being said, the Panel did have a number of concerns. The growth in binge drinking and "preloading" can have a serious detrimental effect not only on the health of our population but also impact on anti- social behaviour and crime and disorder. We were particularly concerned at the low unit price of alcohol in some of our supermarkets and off licences together with the way in which alcohol is often advertised and marketed.

Clearly, the misuse of alcohol and its associated problems is a complex issue involving a wide range of social and cultural factors which are largely outside of local authority control. However, licensing policy is one of the tools that can have a direct impact and we have therefore made a number of recommendations in relation to the licensing policy of the council.

For our review into flood risk management, the Panel looked at the approach being taken by the council and its partners in preparing and dealing with the threat of flooding. In doing so, the Panel met with representatives from the council, Northumbrian Water and the Environment Agency in order to look in detail at the respective powers and responsibilities and also discuss the work currently taking place and planned in the future. The Panel also took the opportunity to visit and view at first hand some of the remedial work being undertaken in the city.

In terms of recommendations, the Panel has stressed the importance of partners working closely together to ensure a joint and coordinated approach to flood risk management. The Panel has also made a number of suggestions with regard to the forthcoming Flood Risk Management currently being prepared by the Council.

In conclusion, I would like to thank my colleagues on the Panel for all their support and assistance during the year and also to thank those officers and partners who have assisted and made such an important contribution to our work.

**Councillor Stephen Bonallie**
**Lead Scrutiny Member City Services**

# Health, Housing and Adult Services Scrutiny Panel



**Lead Scrutiny Member:** Councillor Christine Shattock

**Panel Members:** Councillors Rosalind Copeland, Ronny Davison, Darryl Dixon, Alan Emerson, Jill Fletcher, Barbara McClennan, Dorothy Trueman, Mary Turton and Gemma Taylor

The Health, Housing and Adult Services Scrutiny Panel have completed another busy and productive year. The Panel have looked predominately at the role and support of carers in Sunderland. The panel visited Sunderland Carers' Centre, met with carers of all ages and key stakeholders from across the city as part of the evidence gathering process. One of the fundamental issues to arise from this piece of work was around the importance to the identification and recognition of carers across Sunderland. Many carers do not see themselves in a caring role and are often coping or struggling on their own when there are support mechanisms and expert advice available to them from a number of organisations including the Sunderland Carers' Centre.

The review recognised the importance of the Multi-Agency Sunderland Carers Strategy as a key document to bring together support, advice and guidance for carers from across a range of organisations. The review assessed the importance of multi-agency approaches, particularly in times of welfare reforms and public spending reductions, to assist carers and provide the support they require in order to fulfil their caring responsibilities. The Panel have acknowledged the huge asset that the carer group is to the city with an estimated £706 million saved by the care they provide, and also hopes that the review further promotes the identification, recognition and value of carers to Sunderland.

The Panel were also commissioned, by the Scrutiny Committee, to look at the draft Housing Financial Assistance Policy. I feel that the commissioning role of the Scrutiny Committee is of considerable importance and allows the individual Panels and its Members to contribute to the work of the Committee through each Panel's specific remit and expertise. Following in-depth discussion around the revised Housing Financial Assistance Policy the Panel's comments were endorsed by the Scrutiny Committee for consideration and inclusion in the final policy.

I am happy to conclude by reporting that the Health, Housing and Adult Services Scrutiny Panel continues to deliver on the work commissioned to it by the Scrutiny Committee. As the Lead Scrutiny Member it only leaves me to thank all the panel members for their enthusiasm, support and dedication to the work we as a panel have undertaken during 2013/14, and the officers and key stakeholders who provided evidence and information to the panel. Scrutiny remains an important aspect of the council's governance arrangements and through the hard work of scrutiny members will continue to offer challenge and support to the work of the council and its partner organisations providing services to people in Sunderland.

**Cllr Christine Shattock**
**Lead Scrutiny Member Health, Housing and Adult Services**

## Public Health, Wellness and Culture Scrutiny Panel

**Lead Scrutiny Member:** Councillor George Howe

**Panel Members:** Councillors Rebecca Atkinson, David Errington, Louise Farthing, Julia Jackson, Fiona Miller, Paul Maddison and Debra Waller

The Panel was commissioned to review patient and public engagement in the health sector.

The Members considered if it was possible to adopt an approach to patient and public engagement which would support the development of a co-ordinated framework for patient and public engagement. This would be for the whole local health economy so as to make best use of available resources.

The Francis Report highlighted what can go wrong when patients, their families and the public struggle to have their voices heard. The participation of patients and the public in health service provision is crucial to quality services, but this requires co-ordination with others and effective resources and the right culture to make an impact.

The Panel heard that public and patient engagement should be a strand of quality in its own right but this requires a culture of patient and public engagement to be embedded into an organisation.

We have attempted to review opportunities amongst existing networks and resources across the city. This approach was developed in such a way as to ensure the potential to share the approach, structures and methodologies with the wider health economy.

It is hoped that our final report will contribute towards the debate about what effective patient engagement looks like.

The Panel was commissioned to review two other items this year. The proposals for Integrating Wellness Services and proposals for Building Participation in Physical Activity, Leisure and Sport. We assessed the level of engagement and public consultation for the proposals and made comments to the Scrutiny Committee.

I would like to take the opportunity to give my thanks to colleagues, officers and partners for their contribution to our work

**Cllr George Howe**
**Lead Scrutiny Member Public Health, Wellness and Culture**

9

# Responsive Services and Customer Care Scrutiny Panel

**Lead Scrutiny Member:** Councillor Iain Kay

**Panel Members:** Councillors Barry Curran, Elizabeth Gibson, Bob Heron, Anne Lawson, George Thompson, John Scott and John Wiper

The Panel reviewed the role of the council to support local volunteering.  We chose volunteering as a broad inquiry topic in response to views that cuts to voluntary sector resources will worsen, in relative terms, over the coming years while demand for volunteering activity will increase.

As councils' cannot continue to carry on doing things the same way, it is anticipated that more services will be provided by the voluntary and community sector.  This is in line with the council's community leadership role whereby work is on-going with communities to understand the needs, aspirations and opportunities at a local level.

For example, we heard in our evidence gathering that VCS organisations delivering front-line advice services are facing an increased demand for their services, particularly as a result of welfare reforms. The reforms have placed a great strain on welfare rights services and money management support services, many of which rely on a volunteer workforce.  We are also aware of those groups who have responded to a community need by establishing food and clothing banks across the city – many of these groups were not involved at all in this type of service two years ago and the volunteer workforce involved in these groups is inevitably required to link in to many other support services.

It is estimated that the return on investment from volunteering is likely to be at least 11 to 1 in terms of the value that volunteers contribute compared to the costs incurred in volunteer training and development. So the business case for volunteering is self-evident, but our review showed that there needs to be clear motivations and intentions for investing more in volunteering.

We were impressed by the range of volunteering activity taking place in the city.  For example the Student's Union at the University actively coordinates a pool of student volunteers and works hard to promote new opportunities.

The emphasis for the Panel was on the importance of the 'organisation' of volunteers.  The overwhelming message we received was that volunteering is not a free resource.  The key challenge will be about how transformative our approach will be in creating a new relationship to create capacity within communities.

As a secondary, but no less important issue, the Panel considered improvements to the way that hate crime is reported.  Members visited the new Contact Centre, met with staff and saw the developments for a new reporting database. The new system became operational on 1st April and is providing greater support to victims of hate crime in the city.

10

I would like to thank Panel members for their support, contributions, and most of all for their active participation in our evidence gathering sessions. I would also like to thank officers and partners for their contribution to our work.

**Cllr Iain Kay**
**Lead Scrutiny Member Responsive Services and Customer Care**

## Skills, Economy and Regeneration Scrutiny Panel

**Lead Scrutiny Member:** Councillor Tom Martin

**Panel Members:** Councillors Len Lauchlan, Christine Marshall, Bob Price, David Snowdon, Denny Wilson, Tom Wright and Peter Wood

During the year, the Panel has focused on the measures being taken to promote the development of a more diverse local economy in the city. This resulted from a concern that the local economy could become too dependent on a narrow range of industries and also to ensure that the city takes full advantage of newer emerging sectors such as software, renewables and the creative industries.

To this end, the Panel has met with a range of interested parties, including representatives from the local software, telecommunications, media and creative sectors in order to discuss the challenges and obstacles facing newly emerging industries. The Panel also met with representatives from Nissan to discuss their contribution to the local economy and the way in which they too promote economic diversification and innovation. We also heard about the work of the promotional campaign "Make It Sunderland" and the measures being taken to promote the economic opportunities of the city at a national and international level.

In presenting our findings, the Panel recognise that newer emerging sectors of the economy will be increasingly important in the future. All are fast expanding sectors with significant long term growth and employment potential. We were also impressed by development of infrastructure to support these sectors as exemplified by the Evolve and Sunderland Software Centres.

However, the Panel does feel that there is a balance to be struck and it would be wrong to underestimate the continuing importance of longer standing sectors such as manufacturing and the automotive industry. It is therefore important to both protect and build on existing manufacturing jobs and where possible attract and develop higher skilled jobs. The city needs to make the most of the sectors of the economy where it has a competitive advantage such as automotive and ensure that it has the necessary support and infrastructure to safeguard its future development.

This will require the continued development of a high skill economy – with high quality schools, good career opportunities and careers advice and a successful apprenticeship scheme. The Panel would also highlight the important contribution of the University of Sunderland to the continued economic health of the city.

As part of its work, the Panel has also looked at the work going on to regenerate the city centre and the contribution this can make to promoting and broadening the local economy. The regeneration of the Vaux site and other planned work should create considerable employment opportunities in the construction industry in the years ahead. Our discussions with officers of the council, representatives from the BID and local businesses operating in

the city centre has also highlighted the potential of developing employment in the financial and services sectors as well building on existing employment in retail.

All in all, it has been a busy and productive year for the Panel. I would like to take this opportunity of thanking my colleagues for all their hard work and enthusiasm and I feel sure that the progress we have made can be built upon in the year ahead

**Cllr Tom Martin**
**Lead Scrutiny Member Skills, Economy and Regeneration**

## The Year Ahead

The Scrutiny Annual Report allows for reflection on the year that has passed and creates a record of the achievements and highlights of the work of the Scrutiny Function. It also provides an opportunity to look ahead to see where scrutiny can further develop its role and contribute to the governance and improvement of the council and partners.

There has been substantial reform over recent years to health provision, with the abolition of Primary Care Trusts and Local Involvement Networks and the creation of Clinical Commissioning Groups, Local Health and Wellbeing Boards and HealthWatch. The Health Protocol, developed by the Scrutiny Committee, has provided a framework for engagement between the various groups. Over the coming months it will be important to continue to develop and strengthen scrutiny's relationships with these groups ensuring a mutual association where all partners see the benefits of sharing information and working together.

The Mid Staffordshire NHS Foundation Trust Public Inquiry (known as the Francis Inquiry) highlighted the appalling care and serious failings at Stafford Hospital between 2005 and 2008 as well as the systematic failure of national and local organisations. There are clear implications for local scrutiny arising from the Francis Inquiry and the experience and knowledge of Sunderland's Scrutiny Function provides a solid basis for future developments of the Committee's statutory role for health related matters. The year ahead provides an opportunity to learn from the failings reported in the Francis Inquiry to improve clarity of responsibility locally both in terms of how health scrutiny operates in and outside of the council, and in conjunction with new partners in the health system.

Sunderland City Council continues to face ongoing spending reductions necessitating the need to explore alternative service delivery models in a drive to improve service delivery whilst maximising available resources. The commissioning of services traditionally delivered by the council to external providers will increase over the coming years. Scrutiny will have a vital role to play in monitoring the transition of services as well as ensuring that quality and standards are maintained for service users.

It is often stated that the only constant is change and this is certainly true of local government. What will however remain consistent throughout the next year is Scrutiny Members continued commitment to fostering effective working relationships with Cabinet colleagues, partner organisations and council officers. This will ensure

that scrutiny remains able to provide effective support and challenge and ultimately contribute to the improvement of services for the residents of Sunderland.

**SCRUTINY COMMITTEE**                                              **17ᵗʰ APRIL 2014**

**PUBLIC HEALTH, WELLNESS AND CULTURE SCRUTINY PANEL REFERRAL:**

**REPORT OF THE LEAD SCRUTINY MEMBER FOR PUBLIC HEALTH, WELLNESS AND CULTURE**

**1.     Purpose of Report**

1.1     To provide the Scrutiny Committee with the Panel's findings and recommendations in relation to the following commissioned item:

Towards a Policy for Raising Participation in Physical Activity and Sport

**2.     Background**

2.1     At its meeting on 13ᵗʰ February 2014, the Scrutiny Committee received a report on the work being undertaken to develop a policy position for participation in physical activity, leisure and sport.  It was agreed that the Scrutiny Committee would commission the Public Health, Wellness & Culture Scrutiny Panel to act as the consultative group to gather views and comments to contribute to the consultation on the policy.

2.2     The Scrutiny Panel held a meeting on 6ᵗʰ March 2014 to consider a proposed policy for raising participation in physical activity and sport.  The policy proposes a new strategic direction and one which involves partners in achieving shared priority outcomes for the people of Sunderland.

2.3     The Panel was informed that the challenge now facing the council is to create the conditions for more people to become more active on a more regular basis, whether through informal activity such as going for a walk, cycling, swimming, or in more formal activity such as joining a sports club or gym.  Adopting a strategic approach to improving participation levels will enable the council to maximise the impact that sport and physical activity has in Sunderland.

**3.     Feedback from the Public Health, Wellness & Culture Scrutiny Panel**

3.1     The Panel considered whether the proposed vision statement is appropriate, sufficiently aspirational, or alternatively whether it is unachievable.  We considered the scale of the consultation to be carried out and the proposed objectives.

3.2     The proposed title of was recommended to be changed from 'Raising Participation in Physical Activity' and Sport to 'Active Living'.

3.3     The proposed vision - that Sunderland becomes:

*'a city where everyone is physically active as they can be, the outcomes of which will be improvements to everyone's health and wellbeing, levels of skills and attainment and those communities in most need, benefiting from being physically active'*

The Panel considered that this was too wordy, not user-friendly and should be simplified around a revised 'Active Living' title.[1]

3.4 The following objectives were proposed for the policy:
- Have a better understanding of residents' needs in order to ensure and enable a range of universal, targeted and specialist health and wellbeing services
- Build capacity within communities to ensure that voluntary and community organisations can provide opportunities to be active
- Improve people's understanding of the benefits of physical activity
- Ensure that opportunities to be physically active are key drivers for connecting residents to public, private or voluntary sector sport and leisure provision
- Ensure stakeholders recognise the importance of providing and protecting green space, playing pitches and "places to play"
- Improve partnership working with schools to ensure that young people have the opportunity to acquire basic sport skills for future participation in sport and physical activity through the school curriculum and in community/club settings
- Build capacity within sports clubs and physical activity groups in order to seek funding and promote growth
- Contribute to Sunderland's reputation as a sporting city.

3.5 The Panel suggested that the objectives should refer to "getting everyone active" and be less prescriptive.

3.6 The Panel agreed with the range of outcomes which are proposed as :
- Everyone has the opportunity to:
  - ➤ take part in the sport or physical activity of their choice
  - ➤ reach the highest standard of sporting excellence
- Improved resident health and wellbeing
- Strong and sustainable local sport clubs and volunteering networks
- More young people have the opportunity to acquire basic sport skills and improve their physical literacy
- Embedded and enhanced community spirit, with more communities empowered to do more to help themselves
- More places to be active and more residents participating in activities
- More residents being aware of how and where to access sport and physical activity
- Residents will have a greater understanding of the benefits of physical activity and sport.

3.7 The Panel noted that outdoor spaces such as the seafront are very well used and membership of walking clubs is growing. People do still need accessible, usable public spaces close to home and park areas are an important facility to be supported through the Core Strategy. Friends and families can influence individuals and a 'getting everyone active' approach could include a buddy system.

3.8 In relation to consultation on the policy, the Panel was informed that a Stakeholder Event would include a wide spectrum of partners and key stakeholders including all Elected Members.

---

[1] It is noted that the process is currently paused in order to revisit the position statement with Public Health

3.9    The Panel felt it was important to include GPs and include their views on schemes such as 'Exercise on Prescription'.  There is also scope to use video screens in GP surgeries to include information about daily exercise.   The Panel also requested that Gentoo be included as a stakeholder.

3.10   The Panel felt that a simple but effective method of communication is to display information in public places, for example, on public stairways showing how many calories are used climbing stairs.  This could help to build exercise into a daily routine.

3.11   The Panel made additional comments on the consultation:  The Panel suggested that targeted consultation is carried out with those who are not active to find out why. Based on the NICE recommendation stating that 30 minutes of walking is enough for most people, it is important to find out the barriers to taking even a small amount of routine physical activity, for example lack of time, cost, or poor body image in public facilities. The Panel cited a programme used in Darlington 'Get everyone motivated' which may be adapted and used locally.

## 4.    Conclusions

4.1    The Panel recognised that the approach is not about facilities for wider coverage, although it was noted that spaces must be accessible and usable within local areas.

4.2    It was also noted that the success of the physical activity strategy would need to be measured at points in time and through the evaluation of health benefits and that elected members should be able to see evidence of activity in their own wards

## 5.    Recommendations

5.1    The Public Health, Wellness and Culture Scrutiny Panel would recommend to the Scrutiny Committee that the following comments are made in relation to the proposed policy:

   a) That the title is amended to 'Active Living';
   b) The proposed vision should be revised around a simplified 'Active Living' title;
   c) The proposed objectives should refer to "getting everyone active" and be less detailed;
   d) Consultation should include clinicians, Gentoo, and targeted consultation towards residents who do not undertake any physical activity;
   e) The strategy should specify how it will measure success and health benefits.

Contact Officer:      Karen Brown
                      karen.brown@sunderland.gov.uk

**SCRUTINY COMMITTEE**                                    **13 MARCH 2014**

**NOTICE OF KEY DECISIONS**

**REPORT OF THE HEAD OF SCRUTINY AND AREA ARRANGEMENTS**

**1.    PURPOSE OF THE REPORT**

1.1    To provide Members with an opportunity to consider the items on the Executive's Notice of Key Decisions for the 28 day period from 18 March 2014.

**2.    BACKGROUND INFORMATION**

2.1    Holding the Executive to account is one of the main functions of Scrutiny.  One of the ways that this can be achieved is by considering the forthcoming decisions of the Executive (as outlined in the Notice of Key Decisions) and deciding whether Scrutiny can add value in advance of the decision being made.   This does not negate Non-Executive Members ability to call-in a decision after it has been made.

2.2    To this end, the most recent version of the Executive's Notice of Key Decisions is included on the agenda of this Committee. The Notice of Key Decisions for the 28 day period from 18 March 2014 is attached marked **Appendix 1**.

**3.    CURRENT POSITION**

3.1    In considering the Notice of Key Decisions, Members are asked to consider only those issues where the Scrutiny Committee or relevant Scrutiny Panel could make a contribution which would add value prior to the decision being taken.

3.2    Should Members have any queries related to any of the listed items they are asked to contact the Scrutiny Team in advance of the Scrutiny Committee meeting in order that more detailed information can be provided.

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.    RECOMMENDATION**

4.1    To consider the Executive's Notice of Key Decisions for the 28 day period from 18 March 2014.

**5.    BACKGROUND PAPERS**

- Cabinet Agenda

Contact Officer :      Helen Lancaster, Scrutiny Coordinator
                       0191 561 1233
                       helen.lancaster@sunderland.gov.uk

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Notice is given of the following proposed Key Decisions (whether proposed to be taken in public or in private) and of Executive Decisions (including key decisions) intended to be considered in a private meeting:-

| Item no. | Matter in respect of which a decision is to be made | Decision-maker (if individual, name and title, if body, its name and see below for list of members | Key Decision Y/N | Anticipated date of decision/ period in which the decision is to be taken | Private meeting Y/N | Reasons for the meeting to be held in private | Documents submitted to the decision-maker in relation to the matter | Address to obtain further information |
|---|---|---|---|---|---|---|---|---|
| 121218/12 | To approve a policy to deal with horses tethered on Council land | Cabinet | Y | During the period 16 April 2014 – 16 June 2014 | N | N/A | Cabinet Report | Governance Services Civic Centre PO Box 100 Civic Centre Sunderland SR2 7DN  committees@sunderland.gov.uk |
| 131217/13 | To approve policy to implement the Community Right to Bid provisions contained in the Localism Act 2011 and the Assets of Community Value (England) Regs 2012 | Cabinet | Y | During the period 16 April 2014 – 16 June 2014 | N | N/A | Cabinet Report | Governance Services Civic Centre PO Box 100 Civic Centre Sunderland SR2 7DN  committees@sunderland.gov.uk |
| 130910/10 | To consider and approve the Housing Financial Assistance Policy | Cabinet | Y | 16 April 2014 | N | N/A | Cabinet Report | Governance Services Civic Centre PO Box 100 Civic Centre Sunderland SR2 7DN  committees@sunderland. |

1

| Item no. | Matter in respect of which a decision is to be made | Decision-maker (if individual, name and title, if body, its name and see below for list of members | Key Decision Y/N | Anticipated date of decision/ period in which the decision is to be taken | Private meeting Y/N | Reasons for the meeting to be held in private | Documents submitted to the decision-maker in relation to the matter | Address to obtain further information |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | gov.uk |
| 140318/01 | Approval to progress the Business Growth Hub programme funded by the Regional Growth Fund Round 4 Grant award | Cabinet | Y | 16 April 2014 | N | N/A | Cabinet Report | Governance Services Civic Centre PO Box 100 Civic Centre Sunderland SR2 7DN committees@sunderland.gov.uk |
| 140318/02 | To consider the recommendations of the Scrutiny Committee following Scrutiny Panel Policy Reviews: - Alcohol and Licensing in Sunderland - Child Obesity | Cabinet | Y | 16 April 2014 | N | N/A | Cabinet Report | Governance Services Civic Centre PO Box 100 Civic Centre Sunderland SR2 7DN committees@sunderland.gov.uk |
| 140318/03 | To note and endorse the urgent decision of officers taken in March 2014 to contract directly with SITA (South Tyne & Wear) UK for the provision of interim waste management services until the formal commencement of the Waste PFI Contract | Cabinet | Y | 16 April 2014 | Y | The report is one which relates to an item during the consideration of which by Cabinet the public are likely to be excluded under Paragraphs 3 of Schedule 12A of the Local Government Act 1972, as amended, as the report will | Cabinet Report | Governance Services Civic Centre PO Box 100 Civic Centre Sunderland SR2 7DN committees@sunderland.gov.uk |

2

| Item no. | Matter in respect of which a decision is to be made | Decision-maker (if individual, name and title, if body, its name and see below for list of members | Key Decision Y/N | Anticipated date of decision/ period in which the decision is to be taken | Private meeting Y/N | Reasons for the meeting to be held in private | Documents submitted to the decision-maker in relation to the matter | Address to obtain further information |
|---|---|---|---|---|---|---|---|---|
| | | | | | | contain information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining this exemption outweighs the public interest in disclosing the information. | | |
| 140318/04 | To approve the procurement of a specialist partner to assist in delivering a business change program to integrate data, streamline decision making and reduce processing costs as part of the Council's Community Leadership Programme | Cabinet | Y | During the period 16 April 2014 – 31 May 2014 | Y | The report is one which relates to an item during the consideration of which by Cabinet the public are likely to be excluded under Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, as the report will contain information relating to the financial or business affairs of any particular person (including | Cabinet Report | Governance Services Civic Centre PO Box 100 Civic Centre Sunderland SR2 7DN<br><br>committees@sunderland. gov.uk |

3

| Item no. | Matter in respect of which a decision is to be made | Decision-maker (if individual, name and title, if body, its name and see below for list of members | Key Decision Y/N | Anticipated date of decision/ period in which the decision is to be taken | Private meeting Y/N | Reasons for the meeting to be held in private | Documents submitted to the decision-maker in relation to the matter | Address to obtain further information |
|---|---|---|---|---|---|---|---|---|
| | | | | | | the authority holding that information). The public interest in maintaining this exemption outweighs the public interest in disclosing the information. | | |
| 140318/05 | To approve the Student Accommodation Supplementary Planning Document – Draft for consultation | Cabinet | Y | During the period 16 April 2014 – 18 June 2014 | N | N/A | Cabinet Report | Governance Services Civic Centre PO Box 100 Civic Centre Sunderland SR2 7DN  committees@sunderland.gov.uk |

**Note;** Some of the documents listed may not be available if they are subject to an exemption, prohibition or restriction on disclosure.
Further documents relevant to the matters to be decided can be submitted to the decision-maker. If you wish to request details of those documents (if any) as they become available, or to submit representations about a proposal to hold a meeting in private, you should contact Governance Services at the address below.
Subject to any prohibition or restriction on their disclosure, copies of documents submitted to the decision-maker can also be obtained from the Governance Services team PO Box 100, Civic Centre, Sunderland, or by email to committees@sunderland.gov.uk

Who will decide;
Cabinet; Councillor Paul Watson; Councillor Henry Trueman; Councillor Mel Speding; Councillor Pat Smith: Councillor Graeme Miller; Councillor John Kelly; Councillor James Blackburn; Councillor Celia Gofton

Elaine Waugh
Head of Law and Governance
18 March 2014

4

**SCRUTINY COMMITTEE**                        **17 April 2014**

**ANNUAL WORK PROGRAMME 2012/13**

**REPORT OF THE HEAD OF SCRUTINY AND AREA ARRANGEMENTS**


## 1. PURPOSE OF THE REPORT

1.1 The report attaches for Members' information, the work programme for the Committee's work during the 2013/14 council year.

1.2 In delivering its work programme for 2013/14, the Scrutiny Committee has supported the Council in achieving its Corporate Outcomes.

## 2. BACKGROUND

2.1 The work programme is a working document which the Committee can develop throughout the year. The work programme allows Members and officers to maintain an overview of work planned and undertaken during the Council year.

2.2 At its meeting in June 2013, the Scrutiny Committee commissioned the six Lead Scrutiny Members and supporting Panels to undertake a total of seven main policy reviews. These are now completed, two of the reviews were presented to the Committee at its meeting of 13 February 2014, and the remaining five will be presented to the Scrutiny Committee at its meeting of 17 April 2014. In addition, the Responsive Services and Customer Care Scrutiny Panel looked at the reporting of hate crime as a mini topic, the feedback of which is also listed for consideration.

## 3. CURRENT POSITION

3.1 The work programme reflects discussions that took place at the Scrutiny Committee meeting held on 13 March 2013. The current work programme is attached as **Appendix 1**.

3.2 To date, in 2013/14 the Committee has commissioned the following issues to the Scrutiny Panels:-

| Item | Description | Date | Panel | Date of panel meeting(s) | Consideration by Scrutiny Committee | Progress |
|------|-------------|------|-------|--------------------------|--------------------------------------|----------|
| Integrated Wellness Model | Consultation on the redesign and re-commissioning of wellness services | 7 November 2013 | PHWC | 23 January 2014 | To be determined | First meeting held, further meeting to be scheduled |
| Housing | Consultation prior | 16 January | HHAS | 20 | 13 March | Recommendat |

| | | | | | | |
|---|---|---|---|---|---|---|
| Financial Assistance Policy | to approval by Cabinet on the revised Policy and implications | 2014 | | February 2014 | 2014 | ions of the Panel endorsed by the Scrutiny Committee |
| Children and Young People's Plan Refresh | Consultation on the streamlined CYPP | 16 January 2014 | Children's Services | 11 February 2014 | 13 March 2014 | Recommendations of the Panel endorsed by the Scrutiny Committee |
| Building Participation in Physical Activity, Leisure and Sport | Consultation on the development of a policy position for the city. | 13 February 2014 | PHWC | 6 March 2014 | 17 April 2014 | Findings to be presented to the Scrutiny Committee 17 April 2014 |

## 4. CONCLUSION

4.1 The work programme developed from the meeting will inform the Scrutiny Committee's work programme for 2014/15.

## 5. RECOMMENDATION

5.1 That the Committee notes the information contained in the work programme and considers the inclusion of any proposals for the Committee into the work programme for 2014/15.

## 6. BACKGROUND PAPERS

- Scrutiny Committee Agenda and Papers; June 2013 - March 2014.

_____

**Contact Officer:** Helen Lancaster, Scrutiny Coordinator
0191 561 1233 – Helen.lancaster@sunderland.gov.uk

| REASON FOR INCLUSION | 13 JUNE D/L 04.06.13 | 11 JULY D/L 02.07.13 | 12 SEPTEMBER D/L 03.09.13 | 10 OCTOBER D/L 01.10.13 | 7 NOVEMBER D/L 29.10.13 | 5 DECEMBER D/L 26.11.13 | 16 JANUARY D/L 07.01.14 | 13 FEBRUARY D/L 04.02.14 | 13 MARCH D/L 04.03.14 | 17 APRIL D/L 11.04.14 |
|---|---|---|---|---|---|---|---|---|---|---|
| Cabinet Referrals and Responses | | Portfolio Holder Response to Policy Reviews 2012/13<br><br>Revenue Budget Outturn for 2012/2013 and First Revenue Review 2013/2014<br><br>Capital Programme Outturn 2012/2013 and First Capital Review 2013/2014 including Treasury Management | Portfolio Holder Response to Policy Reviews 2012/13<br><br>Youth Justice Plan 2013/14 | Proposal for Budget Consultation 2014/15<br><br>Budget Planning Framework 2014/2015 and Medium Term Financial Strategy 2014/2015 – 2016/2017<br><br>Capital Programme Second Review 2013/14<br><br>Revenue Budget Second Review 2013/2014<br><br>Feed and Food Controls Service Plan 2013/14 | | | Revenue Budget 2014/15 Proposals<br><br>Revenue Budget Third Review 2013/14<br><br>Capital Programme - Third Capital Review 2013/2014, Provisional Resources 2014/2015 And Treasury Management Review 2013/2014 | Collection Fund 2013/14<br><br>Capital Programme 2014/2015 and Treasury Management Policy and Strategy 2014/2015<br><br>Revenue Budget and Proposed Council Tax for 2014/2015 and Medium Term Financial Strategy 2014/2015 to 2016/2017 | | |
| Scrutiny Business | Future Library Services<br><br>Children's Services Scrutiny Panel: CAMHS Update<br><br>Membership of Scrutiny Panels<br><br>Commissioning the Annual Scrutiny Work Programme 2013/14<br><br>Notice of Key Decisions | Final Draft of the Health Protocol<br><br>Notice of Key Decisions<br><br>Scrutiny Work Programme 2013/14 | Clinical Commissioning Group 'Better Health for Sunderland'<br><br>Urgent Care Service Reform – Update on Progress<br><br>Corporate Parenting Annual Report<br><br>Notice of Key Decisions<br><br>Scrutiny Work Programme 2013/14 | Notice of Key Decisions<br><br>Scrutiny Work Programme 2013/14 | Sunderland Healthwatch<br><br>Annual Audit Letter<br><br>Integrated Wellness<br><br>Notice of Key Decisions<br><br>Scrutiny Work Programme 2013/14 | Local Authority Trading Company<br><br>20mph Zones<br><br>Housing Financial Assistance Policy<br><br>CfPS Parliamentary Series<br><br>Notice of Key Decisions<br><br>Scrutiny Work Programme 2013/14 | Children and Young People Plan Refresh<br><br>Council Annual Complaints Report<br><br>Children's Services Scrutiny Panel: Child and Adolescent Mental Health<br><br>Effective Health Scrutiny<br><br>Notice of Key Decisions<br><br>Scrutiny Work Programme 2013/14 | Schools Performance<br><br>Building Participation in Physical Activity, Leisure and Sport<br><br>Draft Final Policy Review Reports<br><br>Scrutiny Member Development<br><br>Notice of Key Decisions<br><br>Scrutiny Work Programme 2013/14 | Safer Sunderland Partnership<br><br>Children's Safeguarding Update<br><br>HHAS Scrutiny Panel: Financial Assistance Policy<br><br>Children's Services Scrutiny Panel: CYPP Refresh<br><br>Notice of Key Decisions<br><br>Scrutiny Work Programme 2013/14 | Joint Health and Wellbeing Strategy / Integration of Health and Adult Social Care<br><br>Annual Monitoring the Delivery of Agreed Scrutiny Recommendations<br><br>Draft Final Policy Review Reports<br><br>Scrutiny Annual Report<br><br>Public Health Wellness and Culture Panel: Active Living<br><br>Notice of Key Decisions<br><br>Scrutiny Work Programme 2013/14 |
| Lead Scrutiny Member Update | | Lead Scrutiny Member Update | Lead Scrutiny Member Update | Lead Scrutiny Member Update | Lead Scrutiny Member Update | Lead Scrutiny Member Update | Lead Scrutiny Member Update | Lead Scrutiny Member Update | Lead Scrutiny Member Update | Lead Scrutiny Member Update |

| Substantial Variations to Service - Health | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| CCFA/Members items/Petitions | | | | | Veterans – Health Inequalities | | | Sea View Rd West Respite Centre | | |

**SCRUTINY COMMITTEE**                                    **17 APRIL 2014**

**LEAD SCRUTINY MEMBER UPDATE: APRIL 2014**

**JOINT REPORT OF THE LEAD SCRUTINY MEMBERS**

**1.      PURPOSE OF THE REPORT**

1.1     To provide an update to the Scrutiny Committee regarding the work of each of the six Lead Scrutiny Members and supporting Panels.

**2.      SCRUTINY LEAD MEMBER UPDATE**

*Scrutiny Chair and Vice Chair (Cllrs David Tate and Norma Wright)*

2.1     On 13 March the Scrutiny Committee was invited by Philip Foster, Chief Operating Officer of Sunderland Care and Support to visit the company headquarters at Leechmere.  We were provided with a tour of the premises and an update on the company since its formation in 2013.  In the new municipal year the Scrutiny Committee will have the opportunity to meet with service users, staff and carers to get their experiences of Sunderland Care and Support.

2.2     On 21 March Cllr Tate chaired the North East Regional Scrutiny Member/Officer Network for the last time.  At the meeting scrutiny's role in holding schools to account was discussed and an update was given regarding the work being done at a regional level to reduce reoffending. The network meetings are extremely informative and all scrutiny members are encouraged to attend when time allows.

2.3     Immediately following this meeting Cllr Norma Wright, Cllr Christine Shattock and Cllr Julia Jackson attended the CfPS Health Development Session.  An outline of this event is provided at **Appendix 1.**  A verbal update will be given at the meeting but the general view was that the session raised more questions than there were answers to.

2.4     Also on 21 March, Cllr Tate attended the Health and Wellbeing Board as Chair of Scrutiny to provide an update on the progress of this year's policy reviews, as well as seeking suggestions from the Board as to potential scrutiny topics the Scrutiny Function may wish to consider in the new municipal year.

2.5     On 31 March, Cllrs Wright and Martin attended the CfPS Parliamentary Seminar which included the option to observe a Select Committee.  A verbal report will be given at the meeting.

2.6     On 14 April Cllr Tate attended the Northumberland, Tyne and Wear (NTW) NHS Foundation Trust's stakeholder meeting for the draft Quality Account. Following this meeting the Scrutiny Function will be asked to provide feedback.  The following day Cllr Tate and Wright also met with the Chair

and Deputy Chief Executive of NTW to discuss shared priorities for the coming year.

2.7     Finally, in this my last meeting as Chair of the Scrutiny Committee and also as a Councillor, I would like to take this opportunity to thank scrutiny colleagues for their support over the years.

### *Children's Services (Cllr Debra Waller)*

2.8     The Children's Services Scrutiny Panel has agreed the text for inclusion in the Scrutiny Annual Report as a fair reflection of the work undertaken by the panel during 2013/14.

2.9     The Child Obesity policy review will also be submitted to Cabinet during the month of April and as Lead Scrutiny Member I look forward to presenting the findings of the panel's deliberations to Cabinet. The review has been extremely rewarding and I feel sure that members of the panel have enjoyed gathering evidence from a variety of organisations and individuals from across Sunderland.

2.10    The next meeting of the panel take place on 22 April and will be look at a brief overview of the Council's strategies and procedures around sexual exploitation and this may well come under consideration for a fuller investigation in the next year.

### *City Services (Cllr Stephen Bonallie)*

2.11    The Panel's draft policy review report into alcohol misuse and licensing was approved by the Scrutiny Committee on 13 February and will be considered by the Cabinet on 16 April 2014. Councillor Bonallie in his role as lead member will attend the meeting.

2.12    On 6 March, the Panel met with representatives from Northumbrian Water and the Environment Agency in order to discuss their role in flood management and the work going on in the city to deal with flood risk. The meeting highlighted the importance of joint working between partners in order to make the most of the available skills and resources. The Panel also heard about the arrangements made by the Council in the event of an emergency flooding event.

2.13    On 3 April, the Panel held its final meeting of the year and considered the draft final report into flood risk management. The Panel agreed the contents and recommendations contained in the report which is included on this meeting's agenda.

### *Health, Housing and Adult Services (Cllr Christine Shattock)*

2.14    The HHAS Scrutiny Panel review into carers is presented to the Scrutiny Committee elsewhere on this agenda. However, I would like to use this update to thank all my colleagues on the HHAS Scrutiny Panel who

contributed to the review and made my task as Lead Scrutiny Member that bit easier.

2.15 The Carers Review will then be presented to Cabinet later in the year and it will be my pleasure to represent the Scrutiny Committee and present the findings of this review to Cabinet colleagues.

### *Public Health, Wellness and Culture (Cllr George Howe)*

2.16 The Panel has concluded its evidence gathering and is proposing an approach to public and patient engagement which includes the role of Health and Wellbeing Board and, through the Board, a network of organisations and partnerships all contributing to the delivery of public and patient engagement.

2.17 Our review considered the opportunities for going forward, bearing in mind the constraints around resources for engagement, how best to build on the existing strengths, and how to eradicate duplication.

2.18 It was apparent during the review that, while there are many and varied ways that patients and the public can feed views in, the approaches can be very complex for the individuals. In the same way that people often don't know which service to use, they also may not know which way to feed in a complaint.

2.19 Our conclusions are about how to better coordinate what is already there and to ensure that patients and the public can have their voice heard, as well as how to measure effectiveness and success.

2.20 During the year, the Panel was also commissioned to review a programme of service reform for integrating wellness services. The Panel considered the proposals at a meeting in January and decided to revisit the issue later following consultation with the public, service users and a range of stakeholders. The Panel intends to revisit the proposals when more detail is known about the final specification.

### *Skills, Economy and Regeneration (Cllr Tom Martin)*

2.21 On 14 March, the Panel undertook a tour of regeneration sites within the city including the Vaux site, St Mary's Way, Crowtree and the Minster area. Members referred to the considerable progress that was being made on city centre regeneration. Arrangements have also been made for members of the Panel to be invited to the official launch of the BID on 8 April 2014.

2.22 On 18 March, the Panel visited and met with representatives from Nissan in order to discuss the contribution they can make to developing and diversifying the local economy. Members noted the importance of Nissan

to the health of the local economy and the recent expansion of the plant in terms of new vehicle models and employment.

2.23 On 2 April, the Panel held its final meeting of the municipal year in order to discuss its draft final report into the diversification of the local economy. The comments of the Panel were incorporated into the report which is included on the agenda for this meeting.

### *Responsive Services and Customer Care (Cllr Iain Kay)*

2.24 The Panel has concluded its review of volunteering with a focus on increasing capacity.

2.25 We were impressed by the range of volunteering activity taking place in the city. For example the Student's Union at the University actively coordinates a pool of student volunteers and works hard to promote new opportunities.

2.26 The emphasis for the Panel was on the importance of the 'organisation' of volunteers. The overwhelming message we received was that volunteering is not a free resource. Increasing the numbers of volunteers participating in the council's priority activities will be a focus of a future relationship which will be described in a new Volunteering Strategy. The key challenge will be about how transformative the new approach will be in creating a new relationship to create capacity within communities. We very much welcome the council's recognition that further work in this area is required.

2.27 The Panel also reviewed new developments on how incidents of hate crime are reported. Members toured the new contact centre and met with the staff receiving and processing the reports and we saw for ourselves the online system which came into operation on 1st April.

2.28 I would like to thank all of our witnesses for their thoughtful contributions and the time they took to be involved in our discussions. I would also like to thank Panel Members for their support, contributions, and most of all for their active participation in our evidence gathering sessions.

## 3.   CHANGES TO PANEL MEMBERSHIPS

3.1 Non-executive Members are allocated to a scrutiny panel; membership of the panels has been decided in accordance with current political arrangements.

3.2 Scrutiny Panels are informal; therefore there is flexibility within the arrangements to revise Panel memberships at any point in the municipal year to reflect changes to Member capacity and other commitments.

3.3 There are no changes to report; therefore the complete membership of the Scrutiny Panels as at the end of the municipal year is attached for information and consideration as **Appendix 2** of this report.

## 4. DEDICATED SCRUTINY BUDGET

4.1 A small budgetary provision of £15,000 per annum is available to the Scrutiny Committee and the supporting Panels to deliver the agreed Annual Scrutiny Committee Work Programme.

4.2 As of 8 April 2014 the breakdown of the budget stood as follows:-

| Description | £ |
|---|---|
| Scrutiny Development | 5,154.74 |
| Member Development | 3,351.11 |
| Policy Review Development | 0.00 |
| **Total Expenditure to Date** | 8,505.85 |
| **Budget** | 15,000.00 |
| **Remaining Budget** | 6494.15 |

## 5. RECOMMENDATIONS

5.1 It is recommended that the Scrutiny Committee notes and considers the update of the Lead Scrutiny Members.

## 6. BACKGROUND PAPERS

- Scrutiny Committee Agenda and Papers

_____

Contact Officer:    Helen Lancaster, Scrutiny Coordinator
                    Helen.lancaster@sunderland.gov.uk
                    0191 561 1233

**APPENDIX 1**

A Regional Health Accountability Forum was held on 21 March 2014, hosted by the CFPS.

CfPS provided an update on Health Scrutiny. Regulations on new health scrutiny arrangements were published in February 2013 but no guidance has been published yet. The guidance is expected to clarify issues around how health scrutiny is delegated within council's and the related issue of how referral can be made to the Secretary of State.

Challenges for the NHS currently include efficiency, treating causes not effects, public and patient engagement and transparency. Area Teams are established in all areas and each one has a Quality Surveillance Group looking for early warning signals. The NHS Call to Action is ongoing and will eventually translate into service changes.

The Care Quality Commission (CQC) provided information on Future Engagement and Information Sharing with scrutiny and Healthwatch. CQC have new standards and new inspection teams will be in place from April. Reports and briefings will be available on the CQC website for scrutiny to keep abreast of developments. Suggestions for scrutiny to consider when prioritising issues to review are: Complaints, Death Rates, National Inpatient survey, the Friends and Family test, Incidents, and Infection Control.

The Centre Director of NE Public Health England talked about the challenges and opportunities for Public Health and how scrutiny can influence this agenda.
Scrutiny should look at what the Health and Wellbeing Board are discussing and how they are using Public Health resources. Detailed information was provided on health inequalities and public health issues across the 12 north east local authority areas. The information is also available to council's at ward level from Public Health teams. Infection control is an issue that health scrutiny members need to be mindful of when prioritising workloads and a Case Study was provided on the Measles outbreak during 2012-13 including how Public Health responded to this.

**APPENDIX 2**

**SCRUTINY PANEL MEMBERSHIP**

| City Services | Health, Housing & Adult Services |
|---|---|
| Scrutiny Lead Member: Cllr Stephen Bonallie | Scrutiny Lead Member: Cllr Christine Shattock |
| Cllr Neville Padgett<br>Cllr Michael Essl<br>Cllr Stuart Porthouse<br>Cllr Lynda Scanlan<br>Cllr Steven Foster<br>Cllr Amy Wilson<br>Cllr Dianne Snowdon | Cllr Jill Fletcher<br>Cllr Ronny Davison<br>Cllr Alan Emerson<br>Cllr Rosalind Copeland<br>Cllr Darryl Dixon<br>Cllr Barbara McLennan<br>Cllr Dorothy Trueman<br>Cllr Mary Turton<br>Cllr Gemma Taylor |
| **Children's Services** | **Skills, Economy & Regeneration** |
| Scrutiny Lead Member: Cllr Debra Waller | Scrutiny Lead Member: Cllr Tom Martin |
| Cllr Florence Anderson<br>Cllr Linda Williams<br>Cllr Doris MacKnight<br>Cllr Anthony Farr<br>Cllr Philip Tye<br>Cllr Robert Oliver<br>Cllr Bob Francis | Cllr Bob Price<br>Cllr Christine Marshall<br>Cllr David Snowdon<br>Cllr Denny Wilson<br>Cllr Len Lauchlan<br>Cllr Tom Wright<br>Cllr Peter Wood |
| **Public Health, Wellness & Culture** | **Responsive Services & Customer Care** |
| Scrutiny Lead Member: Cllr George Howe | Scrutiny Lead Member: Cllr Iain Kay |
| Cllr Debra Waller<br>Cllr Louise Farthing<br>Cllr Fiona Miller<br>Cllr Julia Jackson<br>Cllr Rebecca Atkinson<br>Cllr David Errington<br>Cllr Paul Maddison | Cllr Bob Heron<br>Cllr Betty Gibson<br>Cllr Barry Curran<br>Cllr Anne Lawson<br>Cllr John Scott<br>Cllr George Thompson<br>Cllr John Wiper |