

## FOREWORD

In this, my first year as the Chair of Scrutiny, it gives me great pleasure to introduce the Scrutiny Annual Report. The report provides an overview of the work of scrutiny during 2019/20 and sets out the contribution it has made to the good governance of the Council. It also looks at the how the scrutiny function will remain fit for purpose for the year ahead and the challenges we face moving into the future.

Once again it has been a highly challenging year for scrutiny and indeed the Council as a whole. Local authorities across the country continue to operate within an environment of austerity and financial constraint, while demand for their services continues to grow. With the Council and our partners required to deliver ever greater efficiencies and financial savings, the need for robust, evidence based scrutiny becomes ever more pressing. To help meet these demands we have continued to adapt and improve the scrutiny process. Central to this has been the introduction of a system of quarterly performance monitoring which has provided a more detailed and comprehensive approach to overseeing the quality of service delivery. This should provide a sound foundation for monitoring future service improvement and ensure that the Council has, and maintains a scrutiny function which is current, fit for purpose and contributes to the delivery of the city's priorities.

Another priority for scrutiny has been to monitor children's services within the city and the progress being made by Together with Children. This has involved a robust and rigorous challenge to performance delivery and service provision to ensure that everything possible is being done to safeguard young and vulnerable people. I am sure that this robust challenge will continue in the year ahead.

Scrutiny has also overseen the delivery and impact of a range of regeneration projects taking place in the city including the development of the International Advanced Manufacturing Park, the work of Siglion and the development of the VAUX site. We have also looked at the positive economic impact of major events held in the city during the year including the Airshow and the Sunderland Illuminations and met with the North East Local Economic Partnership and the North East England Chamber Commerce on the economic opportunities and challenges facing the city in the years ahead.

Sunderland continues to be involved in a number of joint scrutiny arrangements in relation to health provision across the area. Sunderland and South Tyneside Councils, and now Durham County Council, continue to meet on a regular basis in relation to the Path to Excellence programme which is now progressing through phase two. Members are also actively involved in the joint arrangements that cover the North East and North Cumbria looking at the Integrated Care Partnerships and Integrated Care Systems. These joint arrangements remain of key importance over the coming year as both are concerned with service reconfiguration and development, particularly of how services are provided and delivered across Sunderland and the North East.

Scrutiny in Sunderland has also made a significant contribution to regional scrutiny arrangements. Throughout the year, we have represented the Council on the NECA Overview and Scrutiny Committee which looks at matters of

significant importance to residents across the region, focusing particularly on economic development and transport issues.

In conclusion, these are very difficult times for the Council and local government. No doubt, the next twelve months will bring further challenges. However I do believe that with the cooperation of fellow members, partners and the support of our officers we will rise to meet these challenges in the year ahead.

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 during the year.

**Councillor Doris MacKnight**  
**Chair of the Scrutiny Coordinating Committee**

## **SCRUTINY ARRANGEMENTS IN SUNDERLAND**

The democratic governance arrangements in Sunderland consists of the Leader of the Council, Deputy Leader, Cabinet Secretary, five Executive Portfolio holders and five Deputy Cabinet members. The decisions of the Cabinet are held to account by the Scrutiny Co-ordinating Committee and three thematic Scrutiny Committees. In addition, there are five local Area Committees and Place and People Boards.

### **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**

During 2015/16 the Chair of Scrutiny commissioned an independent review of the scrutiny function in Sunderland, which was subsequently conducted by the Centre for Public Scrutiny with the full cooperation of elected members and key stakeholders. The outcome of this review resulted in a comprehensive remodelling of the scrutiny structure and the formation of one formal, overarching Scrutiny Coordinating Committee and three themed scrutiny committees; namely the Children Education and Skills Scrutiny Committee, the Economic Prosperity Scrutiny Committee and the Health and Wellbeing Scrutiny Committee.

### **How does scrutiny make a difference?**

Scrutiny ensures that decision-making processes are clear and accessible to the public and that the people taking decisions are held accountable for those decisions.

On a regular basis the scrutiny function will add value by investigative questioning of witnesses on the issues within the council's policy framework. The impact of the work of 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 COORDINATING COMMITTEE**

**Chair: Cllr Doris MacKnight**

**Vice-Chair: Cllr Paula Hunt**

**Committee Members: Darryl Dixon, Bob Francis, Juliana Heron, Niall Hodson, Keith Jenkins, Fiona Miller, Robert Oliver, Pat Smith, Mel Speding, Dorothy Trueman, Doris Turner and Susan Watson.**

The Scrutiny Coordinating Committee remains the overarching committee for the scrutiny function in Sunderland and I am pleased to be able to present the annual report on the work of this Committee. A key theme of the work programme is around the Council's budget proposals. The Committee remains focused on scrutinising, monitoring and providing comment on the council budget, capital programme and medium-term financial strategy.

Budget proposals remain difficult with the continued financial pressures facing the Council. However, the Committee recognised that there was an ambitious capital programme for the City, and a number of issues were raised in relation to some of these projects and schemes. Scrutiny of the Budget provides the opportunity for Members to seek clarity and reassurances around the proposals that are to be recommended to Council when the budget is set.

The quarterly performance reports remain an integral part of the committee's work programme and continue to provide an overview of council performance for the committee. Members remain committed to monitoring the progress against the Council's key priorities. Consideration of the performance reports by scrutiny members has led to further requested information on households affected by the benefits cap, foodbank usage, recycling targets and NEET figures.

The Committee continues to receive a quarterly compliments, complaints and feedback report. Members see this as a significant monitoring mechanism of the council's performance in terms of services that the council provides to residents and the local population. It is important to understand the trends and themes in terms of complaints which can help to address performance issues and identify key training or resource requirements. It is also important to recognise where services perform well and through the compliments section of the report, areas of good practice are identified.

Sunderland City Council remains committed to strategic planning, openness and accountability and over the years Corporate Plans have provided the strategic direction required. This year the council has developed a City Plan 'Sunderland 2019-2030' covering the key challenges and vision for the City, based across the key three themes of dynamic, healthy and vibrant city.

Members discussed the City Plan extensively when it was brought before the Committee in September 2019. The Committee recommended that any decision was deferred by Cabinet and Council to allow the Committee further opportunity to consider the amended timeline within the plan.

Both the Leader of the Council and Chief Executive attended the next meeting, of the Scrutiny Coordinating Committee, and provided the detailed reasoning behind the various amendments to the City Plan timeline. This provided comprehension and clarity for the Committee on the issues raised previously

and then the report progressed through Cabinet and Council. This is a leading example of the Committee's critical friend role and the healthy relationship that exists between scrutiny and cabinet. It also highlights the robust challenge offered by scrutiny in not simply endorsing reports unless Members are fully satisfied with the contents.

The Community Safety Partnership has a statutory duty to produce an annual report with analysis of the level and changes in the patterns of crime and disorder. The report is presented annually to the committee and was presented in July 2019. The committee discussed topical issues ranging from domestic abuse through to community cohesion and modern-day slavery.

The Committee also received a breakdown of recorded crime statistics for Sunderland during 2018/19 financial year and welcomed a representative from Northumbria Police to the meeting. This allowed Members to look in greater detail at the Sunderland crime figures including for violent crime, vehicle crime and anti-social behaviour. Analysis of this kind is particularly useful for Members in providing an indication of the overall picture and trends in relation to recorded crime in Sunderland.

The Communities and Local Government Select Committee undertook a review of the effectiveness of overview and scrutiny in local authorities. This review considered a broad range of evidence from a variety of sources. Guidance following the review was delayed but eventually published in May 2019. The guidance highlighted a number of specific areas that directly contributed towards the effectiveness of scrutiny. These ranged from practical advice on items such as the importance of work programming to the less tangible and harder to influence, such as organisational culture.

In considering the new guidance, the Scrutiny Coordinating Committee, recognised that a number of the elements detailed in the guidance were already in operation in Sunderland. It was also agreed that the Scrutiny Handbook, a useful reference tool for scrutiny members, would be updated to reflect the new guidance from Government. The Members also acknowledged that dedicated scrutiny officers also provided support to scrutiny members and can assist on any issue related to the operation and role of the scrutiny committees.

The Scrutiny Coordinating Committee has completed another comprehensive work programme that has seen committee members monitor and challenge council performance, budgets and complaints. I am sure the committee will continue to undertake its role with the same enthusiasm and professionalism throughout 2020/21. This only leaves me to thank all my scrutiny colleagues, council officers and partners for their support, hard work and dedication during the year.

**Councillor Doris MacKnight**  
**Chair of the Scrutiny Coordinating Committee**

## **CHILDREN, EDUCATION & SKILLS SCRUTINY COMMITTEE**

**Chair: Cllr Pat Smith**

**Vice Chair: Cllr Bob Francis**

**Committee Members: Councillors Margaret Crosby, Paula Hunt, Pam Mann, Joshua McKeith, Fiona Miller, Claire Rowntree, Alex Samuels, Lynda Scanlan, Philip Tye, Karen Wood.**

**Co-opted Members: Ms Ann Blakey (Roman Catholic Diocese) and Ms Jacqui Graham (Church of England Diocese)**

During the year the Committee has focused much of its work on monitoring the progress being made in improving the delivery of children's services in the city following the outcome of a re-inspection of services by Ofsted in July 2018.

This has been achieved by a variety of means. The Committee has received regular monitoring reports on the performance of Together for Children and reviewed progress across a suite of key performance indicators. Central to the success of this process has been the quality of the information and data provided and the Committee has sought to ensure that performance reports are focused, timely and in a form that allows an informed judgement to be made.

Another means of overseeing improvement has been to monitor the progress being made in implementing the TfC Learning and Development Plan which has recently been refreshed. It is hoped that this should help provide a clear framework for improving the delivery of children's services into the future.

Based on the information provided in these reports, the Committee has focused on several key areas of improvement including the operation of the "front door" of children's services. To this end, Members visited the Sandhill Centre to receive a detailed presentation on the operation of the new MASH system as well as a demonstration of the Liquid Logic IT system.

There is no doubt as to the challenging environment within which children's services operates in the city given the increasing demand for services and the financial constraints on the resources available. Nevertheless, backed by the actions being taken by Together for Children and the Council, the Committee looks forward to seeing demonstrable improvements in children's services in the year ahead.

Last year the Committee raised a number of concerns relating to the increase in exclusions at a number of schools in the city and the significant variations that exists from school to school. This year, members have taken the opportunity to visit a local school in order to see at first hand the kinds of measures being taken to reduce school exclusions and improve educational attainment.

An on-going problem for the city has been the relatively high numbers of young people not in education, employment or work (NEET). To this end we received a report on the measures being taken to combat this problem. Clearly this is a difficult issue to address particularly in the current economic climate. We feel that it will only be through effective joint working by partner agencies that concrete and lasting progress can be made.

During the year, the Committee received updates on the parenting offer in the city. We heard about the range of improvements that are planned to make more effective use of the resources available and we look forward to these improvements making a significant impact on the quality and timeliness of service delivery.

The Committee has met with a range of partner organisations in order to review the progress being made on the safeguarding of children. The Independent Chair of the Sunderland Safeguarding Children Board took us through the progress being made by the Safeguarding Board and the challenges they face in the year ahead.

The Committee also received updates on the action being taken to reduce the risk of child sexual exploitation and the numbers of missing children in the city. The Committee agreed to receive further updates on this issue in the year ahead. A report was also received on the services available to support young people and families who experience domestic abuse in the home.

A major priority of the Committee has been to make sure that we, and indeed the Council as a whole, listen to the voice of young people and consider their views on the delivery of the services impacting upon them. During the year representatives from the Sunderland Youth Parliament have again attended meetings of the Committee and I feel that they have made a very positive and significant contribution to our meetings.

Clearly, the year has been an extremely challenging and demanding one for the Committee, though I hope positive and productive for those involved. I would like to thank all the members of the Committee for their contributions and to thank all the officers and witnesses who gave up their time to attend and provide insights into the services they provide and the challenges they face.

**Councillor Pat Smith**

**Chair of the Children Education and Skills Scrutiny Committee**

## **ECONOMIC PROSPERITY SCRUTINY COMMITTEE**

**Chair: Cllr Doris Turner**

**Vice Chair: Cllr Melanie Thornton**

**Committee Members: Councillors: James Blackburn, William Blackett, Michael Dixon, Heather Fagan, Stephen Foster, Julia Jackson, Keith Jenkins, Christine Marshall and Tony Taylor.**

During the year, a key priority for the Committee has been to monitor the progress being made to improve the economic prosperity of the city and deliver the many regeneration initiatives either planned or underway.

The Committee was consulted on the Core Strategy and Development Plan 2015-2023. A key strategic document, the Plan will provide the overarching framework for shaping the development and growth in the city in the years ahead. The Committee welcomed the exciting developments contained in the Plan and stressed the importance of ensuring that there sufficient infrastructure in place to accommodate the new housing planned for the city, including roads links, public transport, schools, health and leisure facilities.

The Committee was also consulted on the range of Supplementary Planning documents which have been developed to provide detailed planning guidance building upon policies contained in the Development Plan. support the delivery of the Core Strategy.

In terms of the regeneration of the city, the Committee has continued to monitor the progress being made by Siglion on the delivery of their plans. It is pleasing that regeneration of the Vaux site is now progressing and should deliver help to deliver high quality office accommodation together with residential, retail and leisure use.

The Committee received an update on the progress being made in relation to the Council's housing strategy. This included the measures being taken to increase housing growth and maximise choice of housing, make the best use of existing housing stock and support vulnerable people to access housing. The session also considered the action being taken to reduce the number of empty properties in the city and tackle the issue of homelessness.

Also, in relation to housing, the Committee considered the range of measures available in the Council's private sector housing enforcement policy and the ways in which these can improve the quality of private rented sector in the city; a sector making up around 26% of the city's housing stock.

The Committee also received an update on the work of the private sector led Business Improvement District (BID) and heard about the initiatives planned to encourage footfall and vibrancy in the city centre including a programme of events and improvements to the local environment.

At the start of the year, the Committee received an update from Sunderland Culture on the progress being made on the Sunderland Cultural Strategy; a seven year programme to develop Sunderland's creative economy, raise the profile and reputation of the city, promote health and well-being and help improve social cohesion. The Committee also heard about the economic impact

of a series of major events held in the city during 2019; including the Sunderland Airshow and the Sunderland Illuminations and Festival of Light both of which made a considerable contribution to the local economy.

In setting its work programme for the year, the Committee felt that it was important to hear more about the views of the business sector on the economic opportunities and challenges facing the city. Jonathan Walker Assistant Director of the North East Chamber of Commerce noted that the local economy was by and large performing well and was particularly strong in the advanced manufacturing, engineering and digital sectors. However, he felt that the chief areas of risk lay in the uncertainty and risk surrounding the UK's exit from the European Union and the nationwide down turn in the high street retail sector. As with many other areas of the country, more needed to be done to improve the city's skills base and levels of productivity to prevent these being a constraint on future economic growth. This theme was reiterated Richard Baker from the North East Local Economic Partnership who outlined the measures being taken to improve the overall economic performance of the north east region and the progress being made on the Government's Industrial Strategy.

Another major project being undertaken in the city is the development of the International Advanced Manufacturing Park (IAMP). Comprising 260,000 sq. metres of business space on a 100-hectare site, the IAMP will have a massive impact on the city and region creating around 5,200 jobs and bringing in around £300m of private investment over the next ten years. Again, the Committee heard about the very encouraging progress being made and the considerable long term impact.

Following on from last year's work programme, the Committee also received an update on city's three business centres – the Evolve Business Centre, Sunderland Software Centre and the Washington Business Centre. These act to encourage growth in expanding areas of the economy, such as IT and software and help to diversify the local economy as a whole. The Committee heard about the measures being taken to improve the operation and efficiency of the centres.

All in all, it has been a very busy and productive year for the Committee. I would just like to take this opportunity to thank members of the Committee and everyone else involved for their hard work and commitment.

**Councillor Doris Turner**  
**Chair of the Economic Prosperity Scrutiny Committee**

## **HEALTH AND WELLBEING SCRUTINY COMMITTEE**

**Chair: Cllr Darryl Dixon**

**Vice-Chair: Cllr Jack Cunningham**

**Committee Members: Councillors Michael Butler, Ronny Davison, Michael Essl, Juliana Heron, Shirley Leadbitter, Neil MacKnight, Pam Mann, Barbara McClennan, Dominic McDonough and Stephen O'Brien.**

I am very pleased to be able to report on the work of the Health and Wellbeing Scrutiny Committee following another very busy year. The Committee have delivered an ambitious work programme that has seen discussion and challenge on a range of topics and issues.

One of the major pieces of work undertaken by the Committee was in relation to oral health in Sunderland. The review aimed to look at the state of oral health in Sunderland and the current interventions available to improve oral health in the local population. The review was conducted over an extensive 6-month period and involved over 20 witnesses giving evidence to the committee. This included representatives from Public Health England, Health Education England, British Fluoridation Society, UK Freedom From Fluoride Alliance and local and regional dental professionals.

The Committee acknowledged that oral health was extremely important in terms of eating, talking and being an influencing factor in our social lives, careers and relationships. Members also identified poor oral health being linked to gum disease, heart disease, premature birth and even knee arthritis. Sunderland continues to perform poorly compared with neighbouring authority areas. The Committee's review recognised that an oral health strategy for the city was key in determining interventions and the promotion of clear and concise oral health messages.

As part of the review we looked at several interventions including water fluoridation, where there were arguments fully supporting the use of Community Water Fluoridation Schemes as a way of addressing the inequalities in oral health. The Committee also recognised a number of conflicting arguments against its use on grounds of safety and the removal of choice for the population.

The Committee have put forward a series of recommendations from this review that aim to help support the improvement and promotion of oral health across Sunderland.

Following the changes to maternity services at Sunderland Royal Hospital, as part of the Path to Excellence programme, Members were interested to see how services were being delivered since the implementation of the revised service model. The Committee invited staff from the obstetrics and gynaecology department of the South Tyneside and Sunderland NHS Foundation Trust to provide this update.

The committee heard that the scale of the change had been challenging but induction processes, staff forums and external assessments had helped staff adapt to the changes. Members also looked at birth rates in both hospitals and the benefits of the new maternity hub. An important aspect of the scrutiny function is its monitoring role on service developments, particularly those that

they have been actively involved in scrutinising. The Committee are clear on the importance of the continued monitoring of revised services to ensure that services changes are performing as expected and any issues are being addressed.

The Committee has continued to receive regular progress updates on the care and support provider market, providing a clear picture of current and on-going issues within the care home market in Sunderland. Members have discussed issues ranging from domestic abuse services, future service demands and independent advocacy service. As Members, we continue to build our knowledge and understanding of the key issues facing the sector and continue to seek assurances on how the Council works with partners and providers to tackle key challenges.

The previous annual report centred on the revision of urgent care services and the committee have continued to monitor the mobilisation phase throughout the year. Members have received updates on the recovery at home service, the extended access service and the urgent treatment centre implementation. Members raised issues around car parking, travel and transport and the operation of the 111 service. In particular, concerns were raised around minor illness and GP slots not being made available at Houghton and that patients were being referred elsewhere. The Committee is waiting for an update on urgent care services where this issue will be addressed in detail.

With any service reconfiguration or development that scrutiny becomes involved with it is a vital aspect that Members remain committed to the monitoring of the implementation of the proposed changes. The Health and Wellbeing Scrutiny Committee has a history of providing robust monitoring and providing the requisite challenge where appropriate to ensure that services are delivered as expected. Urgent care will remain a focus of the committee's work programme as we move forward into 2020/21.

The All Together Better Alliance remains a key focus for the Committee since coming into operation on 1 April 2019. While this alliance is not an organisation, but a new way of working together, it is responsible for Sunderland Clinical Commissioning Groups (CCG) £240 million 'Out of Hospital' contracts. Members raised questions on a number of issues including access to mental health services, pharmacy access, medical optimisation and the recruitment and retention of GPs. The Committee continues to monitor the performance of the All Together Better Alliance as part of its ongoing work programme arrangements.

Sunderland CCG also refreshed their General Practice Commissioning Strategy during the year this was to reflect changes both locally and nationally in the healthcare system. Members discussed the recruitment and retention of GP's in Sunderland and the relative success of the 'Golden Hello' package. Members also acknowledged the improvement in patient satisfaction levels in relation to getting appointments and the overall patient experience. Initiatives such as Primary Care Networks and social prescribing were also identified as important in helping to relieve the pressure on GP practices. Members of the Committee welcomed the refresh to the GP Commissioning Strategy and its importance to maintaining and developing General Practice within Sunderland.

The variety of the Health and Wellbeing Scrutiny Committee work programme has again been evident through this report. Further challenges lie ahead and

the impacts of Integrated Care Systems, Integrated Care Partnerships and the Path to Excellence Phase 2 means that change and service development will continue to be at the forefront of the Committee's work.

The Health and Wellbeing Scrutiny Committee is committed to developing relationships and working in collaboration with all major health partners across the region. I would like to take the opportunity to thank all the members, officers and partners who have contributed to the work of the committee over the year. It is only through this continued commitment that the Committee can look at issues in such detail, and the Committee will ensure that this is maintained in the coming year.

**Councillor Darryl Dixon**  
**Chair of the Health and Wellbeing Scrutiny Committee**

## THE YEAR AHEAD

Overview and scrutiny is an integral part of the Council's governance and decision-making structure contributing to the Council's budgetary and policy making function as well as holding the executive to account for its actions. This report provides an opportunity to reflect on the experiences for the last year and recognise the challenges we face in the year ahead.

Clearly, the next few years will continue to be challenging for the Council; operating as it does in an environment of diminishing resources and increasing demand for services. This represents a major challenge for us all. For scrutiny it is important that we help the Council to make the best use of the resources available and ensure that frontline services are still delivered to the highest possible standards. This will not be easy. However, I feel it is our duty as elected representatives of the city to continue to do everything in our power to help protect our residents from the difficulties that face us.

Another issue of growing importance will be how we can best go about ensuring accountability and a high standard of service from our commissioned services. For this we will also need to work more closely with our partners and outside bodies to help ensure that as far as possible we safeguard vital services. I feel that this is an area where further development is required but that we now have the firm foundations from which to go forward.

Scrutiny will also continue to play an active role in the changing delivery of health services across Sunderland and the region. It is certainly an area that will continue to be determined by financial, social and environmental factors that will continue to drive change in the sector. We will continue to monitor and challenge health partners through our own Health and Wellbeing Scrutiny Committee, the Joint Health Scrutiny Committee with South Tyneside and also regionally through the North East Joint Health Scrutiny Committee. Through these joint arrangements we are able to represent the concerns and needs of the Sunderland population and ensure that Sunderland residents views are represented and considered in looking at service reconfigurations.

As part of the development of scrutiny we will be looking to ensure that Committee work programmes are more focussed and directed at the key issues facing the city and its residents. We will therefore be looking to monitor the progress being made in implementing the Council's new City Plan for 2019-2030 and the measures being taken to make Sunderland a more dynamic, healthy and vibrant city. A key to this will be our ability to work closely and collaboratively with our partners and make the most of the resources available in the city.

Once again, I would like place on record our thanks to everyone who contributed to the work of scrutiny over the last twelve months and look forward to having another productive year ahead.

## SCRUTINY ON A PAGE

The Scrutiny Coordinating Committee, the three thematic scrutiny committees, North East Combined Authority Scrutiny Committee (NECA) and the Joint Health Scrutiny Committee (JHOSC) tackle a large range of issues over a municipal year. In order to fully appreciate the variety and breadth of the subjects covered. Below is an extensive, though not exhaustive, summary of the work of scrutiny in Sunderland.

Adult Safeguarding Board	Public Health Annual Report
All Together Better Alliance	Public Space Protection Orders
Budget Planning Framework	Recorded Crime Stats -
2020/21 and Financial Strategy	Sunderland
Business Centres	Refresh of GP Strategy
Capital Programme 2020/21 to	Revenue Budget
2023/24	Review of Decision Making (NECA)
Care and Support Annual Report	Role of Clinical Senate in Service
CCG Operational Plan 2019/20	Change (JHOSC)
Children's Services Complaints	Safer Sunderland Partnership
Children's Social Care	Siglion Update
City Plan	Strategic Economic Plan (NECA)
Collection Fund 2019/20	Sunderland BID
Compliments, Complaints &	Sunderland Cultural Strategy
Feedback	Travel and Transport (JHOSC)
Improvement Activity and Updates	Treasury Management Policy and
Industrial Strategy	Strategy 2020/21
Child Sexual Exploitation/Missing	Together for Children Business
Children	Plan
Cross Border Taxi Licensing	Urgent Care Mobilisation Update
End of Life Care	Voice of the Child
Enforcement	
Early Help Parenting Provision	
Food Law	
GP Inspection Annual Report	
Healthwatch Annual Report	
Integrated Care Systems	
Local Plan – Core Strategy	
Major Events	
Managing the Market	
Maternity Services	
NHS Performance	
NECA Budget Proposals (NECA)	
North East Ambulance Service	
North East England Chamber of	
Commerce	
Ofsted Improvement Plan	
Oral Health in Sunderland Review	
Performance Management	
Private Sector Housing	
Procurement Strategy Update	
Provisional Revenue Support	
Settlement	
Enforcement Policy	