Sunderland City Council

# THE CABINET

# AGENDA – VOLUME 1

## Meeting to be held in the Civic Centre (Committee Room No. 1) on Wednesday, 22 June 2011 at 2.00 p.m.

## Part I


| ITEM | | PAGE |
|---|---|---|
| 1. | **Minutes of the Meeting of the Cabinet held on 1 June 2011, Part I**<br><br>(Copy herewith). | 1 |
| 2. | **Receipt of Declarations of Interest (if any)** | |
| 3. | **Apologies for Absence** | |
| 4. | **Items Arising from Scrutiny Committees** | |
| | **A. Children, Young People and Learning Scrutiny Committee: Learning At Work: The Role Of Work Based Learning And Apprenticeships In Tackling NEETs**<br><br>Joint report of the Children, Young People and Learning Scrutiny Committee and Executive Director of Children's Services (copy herewith). | 9 |


**N.B. Policy Review set out in Volume 2 of the Agenda**

**This information can be made available on request in other languages.**
**If you require this, please telephone 0191 561 1042**

**B.** **Community and Safer City Scrutiny Committee: Alcohol, Violence and the Night Time Economy** 23

Joint report of the Community and Safer City Scrutiny Committee, Deputy Chief Executive and Executive Director of City Services (copy herewith).

**N.B. Policy Review set out in Volume 2 of the Agenda**

**C.** **Environment and Attractive City Scrutiny Committee: Sunderland The Place Policy Review Final Report** 37

Joint report of the Environment and Attractive City Scrutiny Committee, Chief Executive and the Executive Director of City Services (copy herewith).

**N.B. Policy Review set out in Volume 2 of the Agenda**

**D.** **Health and Wellbeing Scrutiny Committee: Malnutrition and Dehydration in Hospitals** 45

Joint report of the Health and Well-Being Scrutiny Committee and the Chief Executive (copy herewith).

**N.B. Policy Review set out in Volume 2 of the Agenda**

**E. The Health of the Ex-Service Community** 53

Joint report of the Health and Well-Being Scrutiny Committee, Joint North East Scrutiny Committee and the Chief Executive (copy herewith).

**N.B. Policy Review set out in Volume 2 of the Agenda**

**Additional documents relating to the Regional Review of the Health Needs of the Ex-Service Community namely the Mental Health Workstream, the Physical Health Workstream and the Social and Economic Wellbeing Workstream final reports can be viewed on-line at:-**
http://mor-maweb-01/cmis5/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/7215/Committee/1485/Default.aspx

**F. Management Scrutiny Committee: Smarter Working** 69

Joint report of the Management Scrutiny Committee and the Director of Human Resources and Organisational Development (copy herewith).

**N.B. Policy Review set out in Volume 2 of the Agenda**

**G. Prosperity and Economic Development Scrutiny Committee: Low Carbon Economy Policy Review Final Report** 77

Joint report of the Prosperity and Economic Development Scrutiny Committee and the Deputy Chief Executive (copy herewith).

**N.B. Policy Review set out in Volume 2 of the Agenda**

**H. The Role of Culture in Supporting Sustainable Communities** 89

Joint report of the Sustainable Communities Scrutiny Committee and the Executive Director of City Services (copy herewith).

**N.B. Policy Review set out in Volume 2 of the Agenda**

5. **International Strategy – Annual report 2010** 97

Report of the Chief Executive (copy herewith).

6. **Capital Programme and Treasury Management Outturn 2010/2011 and First Quarterly Review of the Capital Programme 2011/2012** 143

Report of the Executive Director of Commercial and Corporate Services (copy herewith).

7. **Revenue Budget Outturn 2010/2011 and First Quarterly Review of the Revenue Budget 2011/2012** 155

Report of the Executive Director of Commercial and Corporate Services (copy herewith).

8. **Youth Justice Plan 2011-2012** 181

Report of the Executive Director of Children's Services (copy herewith).

9. **Food Law Enforcement Service Plan 2011/12** 203

Report of the Executive Director of City Services (copy herewith).

10. **Discharge of functions under Part III of the Consumer Credit Act 1974 of Sunderland City Council by Birmingham City Council in relation to illegal moneylenders** 229

Joint Report of the Executive Director of City Services and the Executive Director of Commercial and Corporate Services (copy herewith).

11. **Establishment of an Early Implementer Health and Wellbeing Board** 239

Report of the Executive Director of Health, Housing and Adult Services (copy herewith).

**Local Government (Access to Information) (Variation) Order 2006**

The reports contained in Part II of the Agenda are not for publication as the Cabinet is considered likely to exclude the public during consideration thereof as they contain information relating to any individual, which is likely to reveal the identity of an individual, the financial or business affairs of any particular person (including the Authority holding that information), to consultations or negotiations in connection with labour relations matters arising between the Authority and employees of the Authority (Local Government Act 1972, Schedule 12A, Part I, Paragraphs 1, 2, 3 and 4).

## Part II

| | | |
|---|---|---|
| 12. | **Minutes of the Meeting of the Cabinet held on 1 June 2011, Part II**<br><br>(Copy herewith). | 251 |

🔑 **Denotes Key Decision.**

* **Denotes Rule 15 Notice issues – item which is a key decision which is not included in the Forward Plan.**

ELAINE WAUGH
Head of Law and Governance

Civic Centre
SUNDERLAND

14 June 2011

Sunderland City Council

**Item No. 1**

## CABINET MEETING – 22 JUNE 2011

## EXECUTIVE SUMMARY SHEET – PART I

**Title of Report:**

MINUTES, PART I

**Author(s):**

City Solicitor

**Purpose of Report:**

Presents the minutes of the last meeting held on 1 June 2011 Part I.

**Action Required:**

To confirm the minutes as a correct record.

**At a meeting of the CABINET held in the CIVIC CENTRE (COMMITTEE ROOM NO. 1) on Wednesday 1 June 2011 at 2.00 p.m.**

**Present:-**

Councillor P. Watson in the Chair

Councillors Allan, Blackburn, Charlton, Gofton, Kelly, P. Smith, Speding, Trueman and T. Wright

**Also present:-**

Councillors Oliver, Snowdon and Wood.

**Part I**

**Minutes**

The minutes of the meeting of the Cabinet held on 6 April 2011, Part I (copy circulated) were submitted.

(For copy report - see original minutes).

1. RESOLVED that the minutes of the last meeting be confirmed and signed as a correct record.

**Receipt of Declarations of Interest**

The following Councillors declared personal interests in the reports below as Members of the bodies indicated:-

| | | |
|---|---|---|
| Item 7 - Guarantees relating to Pension Fund Admitted Bodies | Councillors Allan, Charlton, Gofton, Kelly, P. Smith, Trueman and T Wright | Local Government Pension Scheme |

**Apologies for Absence**

There were no apologies for absence.

**Report of the Meeting of the Personnel Committee, Part I**

The report of the meeting of the Personnel Committee held on 26 May, 2011, Part I (copy circulated) was submitted and consideration was given thereto.

(For copy report – see original minutes).

2. RESOLVED that:-

   (i) the report of the meeting held on 31 March 2011, Part I be noted, and

   (ii) the Annual Health and Safety Report be approved.

**The Queen's 2012 Diamond Jubilee - Competition for Grant of Lord Mayoralty**

The Chief Executive submitted a report (copy circulated) to request the Council to endorse Sunderland's application for the grant of Lord Mayoralty.

(For copy report – see original minutes).

Councillor Trueman reminded Cabinet Members how the City's profile had been raised and highlighted the achievements and successes and the City's continued transformation since City Status was granted in 1992, as well as highlighting all Sunderland has to offer. He explained that through the competition authorised by HM The Queen, towns were invited to apply for City Status, and cities were invited to apply for granting of Lord Mayoralty to celebrate the Queen's 2012 Diamond Jubilee.

Councillor Trueman reported that applications had to be received by the Government's Cabinet Office by 27 May, hence Cabinet was requested to recommend to Council that retrospective approval be given to Sunderland's submission. He circulated a copy of the application for the information of Members and advised that the results of the competition would be announced in 2012.

Councillor Wright having requested details of the other authorities seeking the grant of Lord Mayoralty when it became available, it was:-

3. RESOLVED that:-

(i) it be recommended to Council that the detail of the competition entry be noted, and the actions of the Chief Executive endorsed in submitting the application by the deadline of 27 May 2011, and

(ii) the details of the other authorities seeking the grant of Lord Mayoralty be circulated to Cabinet Members when it becomes available.

**City Centre Improvement Programme 2010/11 and 2011/12**

The Deputy Chief Executive submitted a report (copy circulated) to:-

(a) provide Cabinet with an evaluation of the projects supported by the Council's provision of £1million capital expenditure during 2010/11 to deliver "quick wins" within the city Centre;
(b) identify lessons learnt through this exercise; and
(c) put forward proposals for expending the additional £1million capital provision for the City Centre for 2011/12.

(For copy report – see original minutes).

Councillor Charlton reminded Cabinet Members that since 2009 the Council had made £1 million capital funding available for delivering projects that could provide outcomes quickly and that would clearly demonstrate its support for the City Centre and the businesses that operate within it during the difficult economic climate. He advised that the key aims were to increase footfall and dwell time within the City Centre in order to develop its vibrancy and to benefit local businesses and to increase business, visitor and public satisfaction with the City Centre.

Councillor Charlton highlighted the projects delivered included:-

- Festivals and Events
- Street Scene Improvements
- Marketing and Promotion
- Business Support and Engagement

Councillor Charlton advised that the report provided an outline evaluation of the previous year's programme which was generally considered to have been successful and well received. He added that building upon this success, the lessons learnt and consultations with businesses and partners, the Council had provided an additional capital allocation of £1 million for City Centre improvements during 2011/12. He drew attention to appendix 1 of the report which outlined the proposed focus of the programme for the year ahead.

Consideration having been given to the report, it was:-

4. RESOLVED that:-

(i) the evaluation of the 2010/2011 programme be accepted and noted,

(ii) approval be given in principle to the outline proposal for 2011/2012 as set out in Appendix 1 and agree that the Deputy Chief Executive, in consultation with the Prosperous City Portfolio holder, be delegated to approve specific projects.

**Guarantees relating to Pension Fund Admitted Bodies**

The Executive Director of Commercial and Corporate Services submitted a report (copy circulated) to request approval for the Council to act as a guarantor in relation to the North East Regional Employers Organisation (NEREO), Disability North, the Percy Hedley Foundation, and to reaffirm and amend the guarantor arrangement for Tyne & Wear Enterprise Trust (ENTRUST), together with all the authorities of Tyne and Wear.

(For copy report – see original minutes).

Councillor Speding highlighted the report and advised that the situation of having no Guarantor was reflected in the assessment of risk and contribution rates set by the Pension Fund Actuary, and as a result of this, some of the contributions for the latest valuation were double what they had been. He explained that some admitted bodies had guarantorship agreements in place, and had a lower rate of contribution due to their higher level of covenant, and therefore the arrangement being proposed would put these organisations in the same position as those Admitted Bodies with a guarantor.

Councillor Speding having explained that the above organisations had advised that this was unaffordable, and as a result, the five District Councils were asked to act as Guarantor, and having explained the financial implications, it was:-

5. RESOLVED that the Head of Law and Governance be authorised to execute, on behalf of the Council, Guarantees relating to North East Regional Employers Organisation (NEREO), Disability North, the Percy Hedley Foundation and Tyne & Wear Enterprise Trust (ENRUST) in respect of their admitted body status in the Tyne and Wear Pension Fund.

**Sunderland Strategic Transport Corridor – New Bridge Acquisition of Land**

The Executive Director of City Services and the Executive Director of Commercial and Corporate Services submitted a joint report (copy circulated) to obtain approval for the acquisition of additional land for the Sunderland Strategic Transport Corridor new Wear bridge project ("the Scheme") and the making of the Supplemental Compulsory Purchase Order for the Scheme.

(For copy report – see original minutes).

Councillor Blackburn reminded Cabinet Members that at its meeting in April 2009 the Cabinet had approved the making of a compulsory purchase order for the land needed for the SSTC. He reported that part of a site at the corner of Pallion New Road and Pallion Subway was included in the compulsory purchase order and for the remainder of the site it was hoped that access to the highway could be provided by means of an agreement with an adjacent landowner but this had not proved to be possible. He explained that without an access to the highway the remainder of the site was of little value to the landowner and the Council must therefore buy it from him.

Cabinet Members were advised that the Council had to be certain that it would be able to obtain all of the land needed and certainty could only be guaranteed by successfully completing the compulsory purchase process therefore the purpose of this report was to obtain approval for the making of a supplemental compulsory purchase order for the remainder of the site.

Consideration having been given to the report, it was:-

6. RESOLVED that:-

(i) the making of a supplementary Compulsory Purchase Order ("the Supplementary CPO") pursuant to Sections 239 and 240 of the Highways Act 1980 to be known as the Sunderland City Council (Sunderland Strategic Transport Corridor – new Wear bridge) (Supplemental) Compulsory Purchase Order 2011 be approved in order to acquire the additional land on the south side of Pallion New Road as described in the Schedule attached to the report and identified as coloured pink on plan number 1 attached to the report ("the Supplementary CPO Land");

(ii) any of the following officers be authorised: the Chief Executive, Executive Director of Commercial and Corporate Services or the Head of Law and Governance to make minor amendments, modifications or deletions to the schedule of interests and the plan should this be necessary and to finalise and make the Supplementary CPO;

iii) the Deputy Chief Executive and Head of Law and Governance be authorised to take all necessary action to achieve confirmation of the Supplementary CPO; and

iv) subject to the confirmation of the Supplementary CPO, the Deputy Chief Executive and Head of Law and Governance be authorised to take all necessary action to implement the Supplementary CPO and to acquire title and/or possession of the Supplementary CPO Land.

**Local Government (Access to Information) (Variation) Order 2006**

At the instance of the Chairman, it was:-

7. RESOLVED that in accordance with the Local Government (Access to Information) (Variation) Order 2006 the public be excluded during consideration of the remaining business as it was considered to involve a likely disclosure of information relating to any individual, which is likely to reveal the identity of an individual, the financial or business affairs of any particular person (including the Authority holding that information), to consultations or negotiations in connection
with labour relations matters arising between the Authority and employees of the Authority and in respect of which a claim to professional privilege could be maintained in legal proceedings (Local Government Act 1972, Schedule 12A, Part I, Paragraphs 1, 2, 3, 4 and 5).

(Signed) P. WATSON,
Chairman.

**Note:-**

The above minutes comprise only those relating to items during which the meeting was open to the public.

Additional minutes in respect of other items are included in Part II.

Sunderland City Council

**Item No. 4A**

**CABINET MEETING – 22 JUNE 2011**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**
CHILDREN, YOUNG PEOPLE & LEARNING SCRUTINY COMMITTEE: LEARNING AT WORK: THE ROLE OF WORK BASED LEARNING AND APPRENTICESHIPS IN TACKLING NEETS

**Author(s):**
Children, Young People & Learning Scrutiny Committee and Executive Director of Children's Services

**Purpose of Report:**
To set out the recommendations of the Children, Young People and Learning Scrutiny Committee following the Committee's review into Learning at Work.

**Description of Decision:**
The Cabinet are requested to consider the Children, Young People and Learning Scrutiny Committee's Policy Review Final Report and approve the recommendations contained within with the report.

To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Children, Young People and Learning Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

**Is the decision consistent with the Budget/Policy Framework?** Yes

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

**Suggested reason(s) for Decision:**
The recommendations and comments of the Scrutiny Committee reflect the findings of a detailed review of the service area.

**Alternative options to be considered and recommended to be rejected:**
There are no alternative options recommended.

| **Is this a "Key Decision" as defined in the Constitution?**<br>Yes<br><br>**Is it included in the Forward Plan?**<br>Yes | **Relevant Scrutiny Committee:**<br><br>Children, Young People and Learning Scrutiny Committee |
|---|---|

**CABINET** **22 JUNE 2011**

**CHILDREN, YOUNG PEOPLE & LEARNING SCRUTINY COMMITTEE: LEARNING AT WORK – THE ROLE OF WORK BASED LEARNING AND APPRENTICESHIP IN TACKLING NEETS**

**REPORT OF THE CHILDREN, YOUNG PEOPLE AND LEARNING SCRUTINY COMMITTEE AND THE EXECUTIVE OF CHILDREN'S SERVICES**

## 1. Purpose of Report

1.1 To advise Cabinet of the recommendations arising from the Children, Young People and Learning Scrutiny Committee's review into Learning at Work.

## 2. Description of Decision (Recommendation)

2.1 The findings and recommendations of the Children, Young People and Learning Scrutiny Committee be accepted. However, where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response, attached as **Appendix A**.

## 3 Background

3.1 As part of its work programme the Children, Young People and Learning Scrutiny Committee agreed to undertake a review of learning at work as its main policy review.

3.2 The aim of the review was to investigate the issue of young people who are not in education, employment of training (NEET) in Sunderland and the primary role of apprenticeships in providing work focused training for young people.

## 4 Key Points Arising from the Review

4.1 School is important, it has a major say in the development of young people and it is the platform from which young people move into further education, training or employment. However, for a number of young people, school, its rules and focus on academic studies can be a negative experience and rather than a platform it becomes a barrier to future prospects. Leaving school with little or no qualifications and poor basic skills can severely limit the opportunities open to a young person in a fiercely competitive world. Schools recognise this and are using a variety of strategies to prevent young people from becoming disengaged from the education system.

4.2 The 14-19 strategy was highlighted as a strength and it is important that the local authority has strong links with educational partners and training providers across the city and region. The broadening of high quality vocational opportunities within the 14-19 offer can only provide greater opportunities for young people and provide a greater range and mix of vocational, education and training provision across the city.

4.3 Employers also recognise the value and potential an apprentice can bring to an organisation, but equally recognise the huge commitment and level of investment that is required to take a young person from raw recruit through to qualified employee. Often only the most rounded of individuals are seen as apprenticeship material and taking NEET young people into such schemes requires different approaches, in many cases a greater level of support, understanding and flexibility is required on the part of the employer.

4.4 Sunderland City Council recognises the importance and merits of apprenticeships and this was evidenced by Members at the Expert Jury Day. It is important that the Council can play its part in both supporting young apprentices and promoting there importance in the workplace. The Council has in the past ran an Apprentice of the Year Award as part of the Employee of the Year Awards, and this continues now under the title of Learner of the Year which encompasses other learners from across the Council. Recognising the importance of apprentices and apprenticeship schemes is important and perhaps the Council can look at further ways to extend this type of promotion to a wider audience by also recognising employers across the city who also take on apprentices by celebrating their successes too.

## 5. Response of the Directorate(s)

5.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Children, Young People and Learning Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

5.2 Children's Services welcome this report and would like to highlight the following actions that are currently being undertaken to ensure that there are opportunities available for you people in Sunderland who are not in education, employment or training.

- Local strategic analysis and partnership priorities have been developed to inform key priorities for the local authority;
- Memorandum of Understanding (MOU) with the National Apprenticeships Service (NAS) completed. MOU is in the process of being reviewed
- 14-19 Partnership shared good practice through joint learning days, Headteacher meetings, Curriculum Leaders and report to 14-19 Strategic Group;
- 14-19 Partnership are working at a sub regional level with Tyne, Wear and Northumberland to address issues of travel to learn, IAG, work experience and work related learning;
- A job club is established for care leavers aged 16-17 who are currently NEET to support their transition into education, employment or training
- Work is ongoing with the national Care2Work in order to develop good practice in Sunderland;
- Sunderland Futures are consulting and investigating opportunities with BTECs, and post 16 level 2 and 3 courses;

- Investigation is taking place in relation to the proposal for a TEC Baccalaureate; and
- Bespoke intelligence on Sunderland young people into learning and in NEET as well as joiners and leavers is produced on a monthly basis and is used by the NEET Improvement Board to develop opportunities for young people.

## 6. Reasons for Decision

6.1 The recommendations are intended to promote and develop the role of apprenticeships and work based learning for young people, primarily those not in education, employment and/or training, in Sunderland.

## 7. Alternative Options

7.1 There are no alternative options recommended.

## 8 Consultation

8.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee. Consultation has been carried out with relevant key stakeholders from across the Council and the City using a variety of techniques including focus groups, site visits, a video diary room and questionnaires. The Committee visited a number of schools to see the innovative work being undertaken and also held an Expert Jury Event which provided the opportunity to discuss key themes with a number of relevant experts. Members also visited Nissan to gain a better of understanding of the importance of apprentices to a large manufacturer within the city.

## 9. Background Papers

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

(a) Learning at Work Policy Review Final Report – Children, Young People and Learning Scrutiny Committee

## Appendix A

**Children, Young People and Learning Scrutiny Committee**
**Learning at Work: Policy Review recommendations 10/11**

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| (a) | That the Council's Corporate Parenting Board takes a lead role in reducing the percentage of Looked After Children and Care Leavers classified as NEET to the level of the city as a whole and provide a quarterly report to the Children, Young People and Learning Scrutiny Committee in relation to progress on this target | The Children and Young People in Care Strategy 2011-2013 Delivery Plan contains specific actions to achieve this outcome. Progress on the plan is reported to the MALAP and Corporate Parenting Board on a quarterly basis<br><br>Children's Services will:<br><br>• Work with City Services to provide apprenticeships for care leavers<br>• Deliver teenagers to work to enable young people in care to have work taster opportunities<br>• Provide extended support to care leavers over 21 who wish to attend university<br>• Ensure high quality advice and guidance to care leavers through a two-day secondment from Connexions<br>• Continue to deliver a job club for care leavers aged 16 and 17 who are currently NEET to support their transition into education, training and employment<br>• Continue to work with the National Care2Work | M Boustead<br><br>Corporate Parenting Board/MALAP | <br><br><br><br><br><br><br><br><br>September 2011<br><br>July 2011 | |

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| | | programme to develop practice in Sunderland | | | |
| (b) | That Children's Services look to explore with schools ways of supporting young people for their post-16 future both for academic and vocational routes, including basic skills, through the facilitated sharing of best practice with a particular focus on those young people who may not follow an academic pathway | • 14-19 post within restructure to gather evidence of good practice with 14-19 partners<br>• Develop further mechanism of dissemination, eg themed agendas at 14-19 Strategic Group, pen portraits of young people who have undertaken a variety of learning/training routes<br>• Investigate all age careers services and impact on support for young people<br>• Agree way forward for 2011/12 with prospectus, work related learning and work experience (consider implications on post 16) | M Foster<br><br>14-19 Partnership | January 2012 | |
| (c ) | That Children's Services look to ways of working closer with our partners, in particular Job Centre Plus, to ensure more appropriate support in the transition of young people (16-19yrs) into the adult labour market (19-24yrs) | • Identify current level of participation by JCP on key local strategic groups<br>• Identify involvement in existing programmes between JCP/Young People's Services and draw out best practice<br>• Facilitate the involvement of suitable partners on relevant steering groups where transition is key<br>• Continue to develop links between the 14-19 Strategic Group and JCP through ESF funding (with particular focus on | B Scanlon<br><br>Connexions (Delivery) | January 2012 | |

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| | | JCP clients accessing Supported Apprenticeship programmes<br>• Develop protocols between Connexions and JCP to ensure JCP advisors are aware of opportunities that are available through 14-19 Partners for JCP clients<br>• Continue to investigate data sharing protocols between Sunderland City Council and JCP to enable more targeted support to be offered to any 16-19 year old JCP client via Connexions and partners organisations<br>• Work with Economic Development Team to carry out feasibility study into incorporating contractual clauses into inward investors contracts specifying requirements for recruitment of local NEET individuals, increased work experience places for 16-24 year olds and increased Apprenticeship places for 16-24 year olds | | | |

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| (d) | That in recognising the reduced resource from the Connexions Service there should be an increasing focus, in relation to resource allocation, on those pupils who may not follow an academic pathway to enhance the opportunities available to these young people in providing experiences and an understanding of work | • Connexions Personal Advisers work with schools to identify pupils in this category<br>• Appropriate school staff liaise with Connexions to organise relevant activities<br>• Young people are monitored to ensure they benefit from these experiences | B Scanlon<br><br>Connexions (Delivery) | Ongoing but monitored and reported on a monthly basis | |
| (e) | That Children's Services work with partners across Sunderland to look at options for a co-ordinated approach to tackle the issues associated with the removal of EMA funding from the majority of young people | • Establish Task Group to identify issue relating to removal of EMA<br>• Conduct survey on uses of EMA with college and school sixth form students to inform the use of the new grant<br>• Co-ordinate consultation return on EMA replacement/Bursary Grant on behalf of Sunderland NEET Improvement Group and 14-19 Partnership<br>• On receipt of funding guidance for EMA replacement, develop uniform citywide protocols and guidance for funding<br>• Use electronic guidance tools – Area Wide Prospectus, Connexions websites, etc – to increase awareness of replacement scheme and claims procedures<br>• Work with Sunderland City Council staff to ensure refreshed transport policy | B Scanlon<br><br>EMA Task Group | Sept 2011 | |

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| | | accounts for EMA removal | | | |
| (f) | That further utilisation of the Pallion and Harraton Centre be explored in relation to vocational delivery in line with the findings from the Wolf Report | • Sunderland Futures to consider implications/impact of new government directives identified within the Education Bill and the proposals within the Wolf Review<br>• Consider the impact any changes of Sunderland Futures function/curriculum/training offer will have on post 16 provision | M Foster<br><br>14-19 Partnership | November 2011 | |
| (g) | That the 14-19 Partnership Board monitor the future direction of schools in relation to academic and vocational pathways and assess the impact (potential and actual) of any changes on those pupils at risk of becoming NEET | • 14-19 Officer to continue to work with established School Curriculum Leaders group to monitor academic and vocational pathways<br>• Establish new lines of communication with SSS and Connexions staff with remit for data and targets<br>• Monitor current position and identify key priorities and indicators – identify areas for partnership offer, eg Humanities, Languages<br>• Consider impact of all age careers service and changes to role and remit of schools | M Foster<br><br>14-19 Partnership | July 2012 | |

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| | | • Consider implications on the future direction of schools on post 16 provision<br>• Investigate the future direction of post 16 provision. | | | |
| (h) | That Children's Services look to develop the 14-19 Partnership Board to provide a more targeted approach to the issue of NEET's including strengthening the strategic relationship with the Economic Leadership Board, the City's Economic Masterplan and the work of partner organisations | • Strengthen 14-19 Partnership links with NEET Improvement Group – NEET Improvement Group to report progress towards action plan on a termly basis to 14-19 Strategic Group<br>• Review membership of 14-19 Strategic Group to include representatives of the City's Economic Masterplan and the City's Skills Strategy | M Foster<br><br>14-19 Partnership | July 2012 | |
| (i) | That Children's Services look to engage and develop relationships with a cross section of small, medium and large employers and seek to have employer representation on the 14-19 NEET Improvement Board to tackle a broad range of issues related to the support and development of apprenticeships across Sunderland | • A member of the Economic Development Team is invited to attend the Improvement Board<br>• A representative from Gentoo is invited to attend the Improvement Board<br>• The Economic Development Team advise on developing relationships with a cross section of employers<br>• Data is obtained from the National Apprenticeships Service to monitor the number of young people taking up apprenticeships in Sunderland<br>• Data obtained by National | B Scanlon<br><br>NEET Improvement Group | Dec 2011 | |

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| | | Apprenticeship Service with focus on the number of local employers currently offering Apprenticeship opportunities and in which employment sectors<br>• The 14-19 Strategic Group re-establish the Employer Engagement Group with particular focus on securing Work Experience opportunities for local 16-18 year olds who are NEET<br>• The LSP team arrange a follow-up to the 2010 Apprenticeship Employer Event with particular focus on targeting small to medium enterprise organisation | | | |
| (j) | That the Council investigates the ways to promote, support and develop the benefits to employers in the area, including the recognition of good practice, reporting progress back to the Children, Young People and Learning Scrutiny Committee | Working with the partnership of training providers in the city and the existing employers network activities will be identified that identify existing good practice and develop case studies for communication and promotional activity. | S Stanhope Director of HR and OD | Six-monthly from January 2012 | |
| (k) | That the Connexions Service looks to gather additional data for training providers on actual employment rates following training and apprenticeship schemes to determine the success of these, as well as, actual drop-out rates (inclusive from day one) and the career pathways of this | Connexions Hub Services will produce a comparison of three years individual data of all young people undertaking training to highlight opportunity routes, percentages into positive outcomes and drop out rates as well as re-entry into learning | B Scanlon<br><br>Connexions (Hub) | July 2011 and ongoing but monitored and reported on a monthly basis. | |

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| | group of young people | | | | |
| (l) | That the Children, Young People and Learning Scrutiny Committee look to disseminate the findings and recommendations of this review to as wide an audience of key stakeholders as possible including Elected Members, Headteachers, the Chamber of Commerce and members of the relevant partnerships referred to in these recommendations | The Scrutiny Committee, through the established working group, will look to circulate the report to a wide variety of stakeholders and provide those stakeholders with the opportunity to invite members of the Committee to present the report findings at an appropriate meeting of their respective groups | N Cummings | December 2011 | |
| (m) | That the Children, Young People and Learning Scrutiny Committee write to the Secretary of State for Education and then Secretary of State for Business, Innovation and Skills relating to those concerns identified in this report where a review of government policy at a national level may impact upon life choices for young people identified as NEET | The Scrutiny Committee, through the established working group, will draft a letter to the respective Secretary's of State. 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 and established working group | N Cummings | July 2011 | |
| (n) | That a working group be established by the Children, Young People and Learning Scrutiny Committee to receive regular information on the progress of the recommendations identified within this report | The CYPL Scrutiny Committee will provide the membership of this committee at its formal meeting in June 2011. Following this the Committee will meet on an ad-hoc basis to progress recommendations L and M as well as receiving progress reports on other aspects of the review. This will be in addition to the regular six-monthly progress report provided to the committee | N Cummings | April 2012 | |

Sunderland City Council

**Item No. 4B**

**CABINET MEETING – 22 JUNE 2011**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**
COMMUNITY AND SAFER CITY SCRUTINY COMMITTEE: ALCOHOL, VIOLENCE AND THE NIGHT TIME ECONOMY

**Author(s):**
Community and Safer City Scrutiny Committee, Deputy Chief Executive and Executive Director of City Services

**Purpose of Report:**
To set out the recommendations of the Community and Safer City Scrutiny Committee following the Committee's review into Alcohol, Violence and the Night Time Economy.

**Description of Decision:**
The Cabinet is requested to consider the Community and Safer City Scrutiny Committee's Policy Review Final Report and approve the recommendations contained within the report.

To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Community and Safer City Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

**Is the decision consistent with the Budget/Policy Framework?** Yes

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

**Suggested reason(s) for Decision:**

The recommendations and comments of the Community and Safer City Scrutiny Committee reflect the findings of a detailed review of the service area.

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

There are no alternative options recommended.

| **Is this a "Key Decision" as defined in the Constitution?**<br>Yes<br><br>**Is it included in the Forward Plan?**<br>Yes | **Relevant Scrutiny Committee:**<br><br>Community and Safer City Scrutiny Committee |
|---|---|

**CABINET** **22 JUNE 2011**

**COMMUNITY AND SAFER CITY SCRUTINY COMMITTEE: ALCOHOL, VIOLENCE AND THE NIGHT TIME ECONOMY**

**REPORT OF THE COMMUNITY AND SAFER CITY SCRUTINY COMMITTEE, CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR OF CITY SERVICES**

## 1. Purpose of Report

1.1 To advise Cabinet of the recommendations arising from the Community and Safer City Scrutiny Committee's review into alcohol, violence and the night time economy in the city.

## 2. Description of Decision (Recommendation)

2.1 The findings and recommendations of the Community and Safer City Scrutiny Committee be accepted. However, where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response, attached as **Appendix A**.

## 3 Background

3.1 The Community and Safer City Scrutiny Committee, at its meeting on 8 June 2010, agreed that a policy review be undertaken investigating alcohol, violence and the night time economy. An initial scoping document providing several options for detailed focus was presented to the Committee on 6 July 2010. A further report was presented at the 14 September 2010 meeting which added structure to the review and further focus on the subject area.

3.2 Alcohol related violence is an important issue for the city of Sunderland and alcohol-related crime and disorder and tackling violent crime were two of the Safer Sunderland Partnerships key strategic priorities for 2010/11. This is also an important issue at a national level with the recent introduction of the Police Reform and Social Responsibility Bill proposing to introduce measures to address the issue of alcohol related violence.

3.3 Throughout the review the Committee were active in gathering evidence from a wide range of partners including the Police, Victim Support, Northumbria Probation Service, City Hospitals Sunderland and the Street Pastors. In addition, it conducted visits to the city centre to observe the night time economy. Members of the Committee also met with the local MP and considered best practice from other areas.

## 4 Key Points Arising from the Review

4.1 Several themes emerged during the evidence gathering for the policy review and the Committee was able to draw several conclusions from this;

- There is evidence to suggest that both pre loading and binge drinking are associated with increases in alcohol related violence.
- Minimum pricing is also an issue that has been considered at a national level and a ban on sales of alcohol below the rate of duty plus VAT has been introduced. There are concerns about the links between alcohol, crime and disorder. Research has suggested introducing a minimum price may help to address this issue.
- There are concerns about the impact of the current licensing hours regarding the policing of the night time economy and the drinking behaviour the opening hours promotes. Upcoming changes to the Licensing Act 2003 proposed in the Police Reform and Social Responsibility Bill may offer opportunities for local authorities to have a greater role in tackling issues surrounding alcohol related violence.
- There are a number of prevention and intervention activities being undertaken by the Safer Sunderland Partnership in order to tackle alcohol related violent crime. There are a number of schemes and initiatives that have been highlighted as being successful; these include the Taxi Marshal Scheme and the Street Pastors Scheme.
- Alcohol treatment programmes are an important method of intervention as violent incidents are often associated with those who are drinking excessive amounts. The four tiered model that is used in Sunderland ranges from brief intervention activity to residential rehabilitation.
- Information sharing and partnership working are important to ensure intervention work is targeted and that all intelligence is considered. Information about location and time of assaults, which can easily be collected in Emergency Departments though the Cardiff model can help police and local authorities target their resources much more effectively. There is also information collected by the Councils Neighbourhood Helpline which could contribute to enhanced intelligence.
- A high visibility police presence is widely recognised as contributing to feelings of safety with the public and was also recognised as important by Licensees. There are a number of police operations that have been successful in addressing issues relating to the night time economy which have involved joint working between the police and local authority.

## 5. Response of the Directorate(s)

5.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Community and Safer City Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

5.2 The Directorate welcomed the Scrutiny Committee's decision to focus its policy review on alcohol, violence and the night time economy in Sunderland. The review findings and the recommendations provide a basis for improving how as a city we deliver the strategic and operational approaches to tackling the main determinants alcohol related violence, with a particular focus on the night time economy.

5.3 Working with partners within the Safer Sunderland Partnership and other Directorates of the Council, the Directorate will be responsible for co-ordination of the delivery against the recommendations.

.

**6. Reasons for Decision**

6.1 The recommendations are intended to tackle alcohol related violence in the city centre.

**7. Alternative Options**

7.1 The recommendations will explore a range of potential options with the aim of ensuring a safe city centre for the residents of Sunderland.

**8 Consultation**

8.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee. Consultation has been carried out with officers, partner organisations and licensees in Sunderland. A more detailed list can be found in section 11 of the Policy Review Final Report.

**9. Background Papers**

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

- Community and Safer City Scrutiny Committee Policy Review 2010/11: Alcohol, Violence and the Night Time Economy

## Appendix A

**Community and Safer City Scrutiny Committee**
**Alcohol, Violence and the Night Time Economy: Policy Review recommendations 2010/11**

| **Recommendations for Sunderland City Council** | | | | | |
|---|---|---|---|---|---|
| **Ref** | **Recommendation** | **Action** | **Owner** | **Due Date** | **Progress Commentary** |
| (a) | That the Council continues to support applications for Drinking Banning Orders where resources allow and monitor opportunities for Drinking Banning Orders on conviction, as piloted by other local justice areas | The Council's Legal Team to continue to work with Northumbria Police to support, where appropriate, applications for Drinking Banning Orders<br><br>The Policy and Strategy (People and Neighbourhoods) Team to continue to monitor the effectiveness of the pilot Drinking Banning Orders on conviction scheme.<br><br>The Policy and Strategy (People and Neighbourhoods) Team to consider applying for Drinking Banning Orders on Conviction as and when they are nationally rolled out. | Sunderland City Council's Solicitor Jim Wotherspoon<br><br>Associate Policy Lead for Community Safety (Leanne Davis)<br><br>Associate Policy Lead for Community Safety (Leanne Davis) | March 2012<br><br>July 2011<br><br>March 2011 | |
| (b) | That further promotion is undertaken with regard to the Best Bar None Scheme to enhance participation in the scheme | The 2011/12 Best Bar None Scheme to include a new category of 'Best Community Pub' for each of the Area Regeneration | Health Promotion Specialist / Associate Policy Lead for | May 2011 | |

| | | | | | |
|---|---|---|---|---|---|
| | | Framework Areas | Community Safety (Susan Goodchild/Leanne Davis) | | |
| | | To launch Best Bar None via each of Sunderland's Pubwatch schemes to ensure greater promotion of the scheme throughout the City | Police Neighbourhood Inspectors (Chief Inspector Sean McKenna) | November 2011 | |
| | | To update the Best Bar None Website to ensure that it accurately reflects the 2010/11 winners and promotes the 2011/12 scheme | Health Promotion Specialist / Associate Policy Lead for Community Safety (Susan Goodchild/Leanne Davis) | November 2011 | |
| (c) | That information collected by the Council's Neighbourhood Helpline is shared with the Police and other appropriate partner agencies | Daily reports from the safer communities survey to be shared with relevant council services for action | Customer Services Staff | Ongoing | |
| | | To explore further capabilities of the Izuka system and find a way to obtain and extract socio demographic information which can be used for strategic planning of services to meet customer needs | Data Analysts/ Policy and Strategy (People and Neighbourhoods) Team / Customer Services Staff (Janet Collins) | March 2012 | |
| | | Officers from the Environmental Health and Trading Standards Sections will report the details of | Trading Standards and Licensing | Ongoing | |

| | | | | | |
|---|---|---|---|---|---|
| | | information received via the Council's Neighbourhood Helpline at the fortnightly meetings of the Council's Licensing Act Responsible Authorities Group (LARAG) which are attended by the Police and other relevant agencies | Manager (Tom Terrett) | | |
| (d) | That the council consider continuing supporting the Taxi Marshall Scheme | The Safer Sunderland Partnership to agree a budget for the Taxi Marshall Scheme for 2011/12<br><br>The Security and Emergency Services and Policy and Strategy (People and Neighbourhoods) Team to review the necessity of three nights cover (Friday / Saturday / Monday) for the Taxi Marshall Scheme<br><br>The Security and Emergency Services pilot new hours for the Taxi Marshall Scheme<br><br>The Safer Sunderland Partnership to consider it's budget to see if it can continue to support additional Taxi Marshall coverage for special occasions where there is expected additional visitors to the city (i.e. concerts at the Stadium of Light, bank holidays, etc)<br><br>To consider where, and how, | Lead Policy Officer for Community Safety (Stuart Douglass)<br><br>Assistant Security Officer / Lead Policy Officer for Community Safety (Steve Egland/Stuart Douglass)<br><br>Assistant Security Officer (Steve Egland)<br><br>Lead Policy Officer for Community Safety (Stuart Douglass)<br><br>Assistant Security | April 2011<br><br>July 2011<br><br>July 2011<br><br>July 2011<br><br>December | |

| | | | | | |
|---|---|---|---|---|---|
| | | funding for the Scheme beyond March 12 can be secured | Officer (Steve Egland) | 2011 | |
| (e) | That changes in legislation regarding the Security Industry Authority are carefully monitored to ensure that the City of Sunderland responds effectively to these government proposals | Licensing Officers will monitor any Government announcements about the Security Industry Authority and report upon the responses planned to the Licensing Committee | Trading Standards and Licensing Manager (Tom Terrett) | Ongoing | |
| **Recommendations for the Safer Sunderland Partnership** | | | | | |
| (f) | That the Safer Sunderland Partnership (SSP) continues to prioritise work to tackle alcohol related violence across the city and in the city centre particularly | To consider relevant alcohol and violence data as part of the Partnership Strategic Intelligence Assessment and set priorities according to greatest need | SSP Performance and Information Manager (Usha Jacob) | October 2011 | |
| | | The Safer Sunderland Partnership's Alcohol Delivery and Violent Crime Delivery Groups to continue to work together to tackle alcohol related violence | Associate Policy Lead for Community Safety (Leanne Davis) | March 2012 | |
| | | To conduct a time limited task and finish group to coordinate activity to increase the joint working between Sunderland City Council and Northumbria Police to tackle on and off licensed premises who inappropriately sell alcohol | Associate Policy Lead for Community Safety (Leanne Davis) | June 2011 | |
| | | To undertake further analysis of alcohol related domestic violence and develop a SMART action plan | Associate Policy Lead for Community | September 2011 | |

| | | | | | |
|---|---|---|---|---|---|
| | | depending upon the outcomes from the analysis | Safety (Leanne Davis) | | |
| (g) | That the minimum dataset for the Cardiff Model, currently used by City Hospitals Sunderland for violence prevention, is reviewed to consider the inclusion of data in relation to pre loading and that the use of the model is expanded to utilise data from Walk In Centres | To work with Balance (the North East of England's Alcohol Office) to consider the agreed common minimum dataset to potentially include additional data | Associate Policy Lead for Community Safety (Leanne Davis) | August 2011 | |
| | | To work with the Cardiff Coordinator at City Hospitals Sunderland to agree and then introduce changes to the minimum dataset | Associate Policy Lead for Community Safety / Performance and Information Manager (Usha Jacob) | September 2011 | |
| | | To work with Balance and NHS SoTW to introduce the use of the Cardiff Model within the Walk-In Centres through the training of reception staff and inclusion within the Walk-In Centres I.T. systems | Associate Policy Lead for Community Safety / Performance and Information Manager (Leanne Davis/Usha Jacob) | August 2011 | |

| | | | | | |
|---|---|---|---|---|---|
| (h) | To monitor the work of other local authorities with regard to introducing a minimum unit price for the sale of alcohol and to work with Balance, the North East Alcohol Office, who lobby / undertake campaigns on behalf of the North East authorities | To maintain links with Balance who are monitoring the effectiveness of introduction of minimum unit price trials and to present findings and recommendations to the Safer Sunderland Partnership, Licensing Committee and /or the Community and Safer City Scrutiny Committee | Associate Policy Lead for Community Safety / Balance (Leanne Davis) | December 2011 | |
| (i) | That the introduction of a voluntary agreement with licensed premises for a suitable closing hour be further explored | To discuss the potential introduction of a voluntary agreement regarding opening hours with members of PubWatch<br><br>To support licensed premises to reduce their trading hours, where appropriate<br><br>To continue to monitor the progress of the Police Reform and Social Responsibility Bill, which includes a review of the Licensing Act 2003, through Parliament and to highlight opportunities the Bill allows to the Licensing Committee, such as the introduction of Early Morning Restriction Orders as they become available | Northumbria Police (Chief Inspector Stuart McKenna)<br><br>Trading Standards and Licensing Manager (Tom Terrett)<br><br>Trading Standards and Licensing Manager (Tom Terrett) | June 2011<br><br>September 2011<br><br>December 2011 | |
| (j) | That the Partnership continues to raise awareness regarding the services of voluntary and | To confirm the budget available for marketing and communications work across the Safer Sunderland | Lead Policy Officer for Community | June 2011 | |

| | | | | | |
|---|---|---|---|---|---|
| | community sector organisations that support victims of violent crime, in particular alcohol related crimes | Partnership priority areas<br><br>To ensure that the Safer Sunderland Partnership's Marketing and Communications Delivery Plan includes the promotion of services available to victims of crime<br><br>To continue to promote the support available for victims of alcohol related crime in hot spot areas across the city, including Sunderland Royal Hospital | Safety / External Communications Manager (Stuart Douglass/Jane Peverley)<br><br>Associate Policy Lead for Community Safety (Julie Smith)<br><br>Accident and Emergency Consultant Lead (Dr Kate Lambert) | June 2011<br><br>Ongoing | |
| (k) | That the Partnership provides support to the Street Pastors Scheme | To confirm the level of financial support to be given to the Sunderland Street Pastor Scheme in 2011-12<br><br>To provide marketing and communications support to help the Street Pastors promote the community safety outcomes of the scheme<br><br>To provide data on changes in violent crime in the city centre to help the Street Pastor scheme monitor its impact<br><br>To assist the Street Pastor | Associate Policy Lead for Community Safety (Julie Smith)<br><br>Associate Policy Lead for Community Safety (Julie Smith)<br><br>Northumbria Police<br><br>Associate Policy | July 2011<br><br>Throughout 2011-12<br><br>Quarterly throughout 2011-12<br><br>Throughout | |

| | | | | | |
|---|---|---|---|---|---|
| | | Scheme in accessing relevant training and support for new volunteers<br><br>To assist the Street Pastor Co-ordination in identifying and accessing other revenue streams e.g. by providing guidance and co-writing funding applications | Lead for Community Safety (Julie Smith)<br><br>Associate Policy Lead for Community Safety (Julie Smith) | 2011-12<br><br>Throughout 2011-12 | |
| (I) | That partnership working between the Police and the Council is further strengthened through a co-ordinated approach to tackle violent crime in the city centre | To continue to undertake a partnership strategic intelligence assessment to identify priority issues requiring partners involvement to resolve<br><br>Representatives from Sunderland City Council and Northumbria Police to continue to support the Safer Sunderland Partnership's Violent Crime Delivery Group<br><br>The Safer Sunderland Partnership's Task and Finish Group on Alcohol and Licensing to develop and implement a comprehensive action plan to address alcohol related violence | SSP Performance and Information Manager (Usha Jacobs)<br><br>Lead Policy Officer for Community Safety / Northumbria Police Violent Crime Lead Associate (Stuart Douglass / Chief Inspector Stuart McKenna)<br><br>Associate Policy Lead for Community Safety (Leanne Davis) | October 11<br><br>Ongoing<br><br>July 2011 | |

| | | | | | |
|---|---|---|---|---|---|
| | | The Council and Police to agree a joint operations plan to tackle the most problematic premises in the city centre | Northumbria Police Violent Crime Lead / Trading Standards and Licensing Manager (Chief Inspector Sean McKenna / Tom Terrett) | July 2011 | |
| (m) | That referral pathways for alcohol treatment services are developed further to allow more people to access these services | To undertake a review of the current alcohol treatment provision to ensure it is fit for purpose, recommendations for improvement to be offered to the Safer Sunderland Partnership and the Prevention and Staying Healthy Board in Sunderland TPCT<br><br>To re-commission the alcohol (and drug) treatment system to ensure it is fit for purpose, easily accessible and embeds a recovery based model of treatment | Commissioning Officer (Safer Communities Team / Public Health) (Nicola Grainger)<br><br>Commissioning Manager (Safer Communities Team / Public Health) (Ben Seale) | July 2011<br><br>April 2012 | |

Sunderland City Council

**Item No. 4C**

**CABINET MEETING – 22 JUNE 2011**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**
ENVIRONMENT AND ATTRACTIVE CITY SCRUTINY COMMITTEE: SUNDERLAND THE PLACE POLICY REVIEW FINAL REPORT

**Author(s):**
Environment and Attractive City Scrutiny Committee, Chief Executive and the Executive Director of City Services

**Purpose of Report:**
To set out the recommendations of the Environment and Attractive City Scrutiny Committee following its review into Sunderland 'the place'.

**Description of Decision:**
The Cabinet is requested to consider the Environment and Attractive City Scrutiny Committee's Policy Review Final Report and approve the recommendations contained within the report.

To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Environment and Attractive City Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

**Is the decision consistent with the Budget/Policy Framework?** Yes

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

**Suggested reason(s) for Decision:**

The recommendations and comments of the Scrutiny Committee reflect the findings of a detailed review of the service area.

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

There are no alternative options recommended.

| **Is this a "Key Decision" as defined in the Constitution?**<br>Yes<br><br>**Is it included in the Forward Plan?**<br>Yes | **Relevant Scrutiny Committee:**<br><br>Environment and Attractive City Scrutiny Committee |
|---|---|

**CABINET** **22 JUNE 2011**

**ENVIRONMENT AND ATTRACTIVE CITY SCRUTINY COMMITTEE: SUNDERLAND 'THE PLACE'**

**REPORT OF THE ENVIRONMENT AND ATTRACTIVE CITY SCRUTINY COMMITTEE, CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR OF CITY SERVICES**

## 1. Purpose of Report

1.1 To advise Cabinet of the recommendations arising from the Environment and Attractive City Scrutiny Committee's review into Sunderland 'the Place'.

## 2. Description of Decision (Recommendation)

2.1 The findings and recommendations of the Environment and Attractive City Scrutiny Committee be accepted. However, where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response, attached as **Appendix A**.

## 3 Background

3.1 The Environment and Attractive City Scrutiny Committee, at its meeting on 17 June 2010, agreed to focus on Sunderland 'the Place' as its Policy Review for 2010/11.

3.2 At a further meeting of the Committee on 18 October 2010 members agreed the approach to the review and the terms of reference. The aim of the review was to understand the concept of 'the Place' and the associated issues around its identity and image, as well as the perceptions people have of Sunderland.

3.3 The Scrutiny Committee narrowed the scope of its efforts to consider three main areas of work; (i) People, (ii) Partners and (iii) Profile. The Committee undertook a wide range of evidence gathering which included consultation with officers, partners, elected members and residents, as well as a local MP, Sharon Hodgson.

## 4 Key Points Arising from the Review

4.1 Several themes emerged during the evidence gathering for the policy review and the Committee was able to draw several conclusions listed below;

- The issue of place cuts across the strategic priorities within the Sunderland Strategy and Portfolio remits;
- The heritage of the city is of significant importance to Elected Members, officers, partners, residents and students;

- In recent times, the city's Football Club and the concerts held at the Stadium of Light have increased Sunderland's profile substantially. Raising the profile of the city continues to be a priority for the council and partners;
- There must be consideration for 'local'. Satisfaction with a local area appears to be of equal importance to residents as satisfaction with the wider city;
- The lack of overnight accommodation continues to have a significant impact upon the city's economy and until there is a tipping point the Sunderland offer is limited;
- A major challenge highlighted by the Committee is the ongoing communication and shared vision not only with residents but also people outside of the city and it was felt a strengthened ambassador programme and ongoing relationships with the media would significantly help with this; and
- Whilst the city does have issues that need to be tackled, equally it has lots to offer and be proud of including heritage, green open spaces, the coastline, leisure facilities and events programme as well as the Football Club and the University of Sunderland.

## 5. Response of the Directorate(s)

5.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Environment and Attractive City Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

5.2 City Services welcomes the report and the findings of the review. City Services notes the action plan but highlights areas where there is a resource implication as there is a need for further intensive work to fulfil the recommendation.

## 6. Reasons for Decision

6.1 The recommendations are intended to support the future development and improvement of the city going forward.

## 7. Alternative Options

7.1 The recommendations explore a range of potential options for the improvement and progress of the city's reputation, profile and attractiveness as a place to live, work and study.

## 8 Consultation

8.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee. Consultation has taken place with Area Committee's, members of the council's Community Spirit Panel and students of the University of Sunderland. A more detailed list can be found in section 17 of the Sunderland 'the Place' Final Report.

## 9. Background Papers

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

- Environment and Attractive City Scrutiny Committee's Policy Review 2010/11 Sunderland 'the Place' – Final Report

## Appendix A

**Environment and Attractive City Scrutiny Committee**
**Sunderland 'the Place': Policy Review recommendations 2010/11**

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| (a) | That there is a clear understanding of what the council and partners wish to achieve for Sunderland the Place and all activity should contribute to the core values of the council and the strategic objectives of People/Place/Economy | To refresh the existing Sunderland Strategy and partnership arrangements, taking into full consideration the findings of the review and ensuring that "place" is fully embedded | Assistant Chief Executive (SR) | April 2012 | Work has already commenced to refresh the existing overarching strategy with consideration being given to the values and the themes of People, Place and Economy. |
| (b) | That work continues across the council and partners to give the residents of the city opportunity to tell the story of Sunderland and its unique heritage, communities and natural assets | To seek opportunities to tell the story of Sunderland through community and cultural activities including festivals and events, heritage and tourism projects and library programme | Head of Culture and Tourism (CDA) | May 2012 | |
| (c) | That the findings from the review regarding signage for the University of Sunderland be considered by the Signage Group as part of a wider signage review for the city, referring to previous findings of the Legible City review | Consider signage for University of Sunderland in the wider review of City Centre signage. This work will endeavour to find a workable and affordable 'look and feel' for City Centre signage | External Communications Manager (JP) | December 2011 | Reading through Legible City recommendations. Small delivery group has met and an initial scoping document is being prepared. |

| | | | | | |
|---|---|---|---|---|---|
| (d) | That residents, community groups and historical societies be involved in the development of the City Villages concept as articulated in the Economic Masterplan | Process for consideration of city village concept as a practical tool to involve residents, community groups and historical societies in developing and testing | SPPM | September 2011 | |
| (e) | That work be undertaken by the council and partners to identify forecasted future demand for hotel accommodation in the city in order to identify any capacity issues in hosting visitors to the city | To review the current information collected re accommodation capacity and take-up across the city and implement an improved and sustained working relationship with local businesses | Head of Culture and Tourism (CDA) | May 2012 | |
| (f) | That the council's communications be developed to explore innovative and effective methods of promoting positive outcomes for the city, locally, nationally and internationally | Communications is looking at new strategic communications models, as well exploring tactical delivery opportunities, such as new technologies<br><br>In addition a strategic international Investment Marketing campaign is being developed now as part of the Reputation and Influencing Programme | External Communications Manager (JP)<br><br>Director of Communications and Corporate Affairs (DL) | November 2011<br><br>September 2011 | |

| | | | | | |
|---|---|---|---|---|---|
| (g) | That the city's Ambassador Programme be further developed with a structured role definition and programme of work, and residents, businesses, council staff and high profile persons originating from Sunderland be invited to join | The city's ambassador programme is currently being reviewed as part of the Reputation and Influencing programme, with a view to developing a more structured approach and annual programme of events for both business and community ambassadors | Director of Communications and Corporate Affairs (DL) | December 2011 | |
| (h) | That the impact of efforts made to raise the profile of the city be continually monitored to ensure tangible economic benefits to the city are achieved | To review the existing data collection (STEAM / Visitor Surveys) to establish a baseline against which to monitor the economic benefits of an enhanced tourism and visitor profile | Head of Culture and Tourism (CDA) | Sept 2011 | |

Sunderland City Council

**Item No. 4D**

**CABINET MEETING – 22 JUNE 2011**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**
HEALTH AND WELLBEING SCRUTINY COMMITTEE: MALNUTRITION AND DEHYDRATION IN HOSPITALS

**Author(s):**
Health & Well-Being Scrutiny Committee and Chief Executive

**Purpose of Report:**
To set out the recommendations of the Health & Wellbeing Scrutiny Committee following the Committee's review of Malnutrition and Dehydration in Hospitals.

**Description of Decision:**
The Cabinet is requested to consider the Health & Wellbeing Scrutiny Committee's Policy Review Final Report and endorse the recommendations contained within the report **.**

To assist the Cabinet in its consideration of the draft recommendations of the Scrutiny Committee**,** (attached as Appendix A) is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder.

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

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

**Suggested reason(s) for Decision:**
The Committee has reviewed policies and guidance in relation to the management of avoidable malnutrition and dehydration in hospitals including how decisions are taken around the provision and allocation of resources in the management of patients at risk of or with pre-existing malnutrition or dehydration.

The recommendations aim to assist with further embedding national guidance into local practice to enhance the delivery of an effective nutrition policy which will assist all professionals in the management of malnutrition.

**Alternative options to be considered and recommended to be rejected:**
The Scrutiny Committee has gathered detailed evidence and arrived at conclusions and recommendations which are intended to improve the food service and provide all patients with good nutrition. There are no alternatives to be considered.

| **Is this a "Key Decision" as defined in the Constitution? Yes/~~No~~**<br><br>**Is it included in the Forward Plan? Yes/~~No~~** | **Relevant Scrutiny Committee:**<br><br>Health & Well-Being |
|---|---|

**CABINET** **22 JUNE 2011**

**HEALTH & WELL-BEING SCRUTINY COMMITTEE: FOOD IN HOSPITALS**

**REPORT OF THE HEALTH & WELLBEING SCRUTINY COMMITTEE AND THE DEPUTY CHIEF EXECUTIVE**

## 1. Purpose of the Report

1.1 To set out the recommendations of the Health & Well-being Scrutiny Committee following the Committee's review of Malnutrition and Dehydration in Hospitals.

## 2. Description of Decision (Recommendations)

2.1 The Cabinet is requested to consider the Health & Well-Being Scrutiny Committee's Policy Review Final Report and endorse the recommendations contained within the report.

2.2 To assist the Cabinet in its consideration of the draft recommendations of the Scrutiny Committee**, (attached as Appendix A**) is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder.

## 3. Background

3.1 At its meeting on 9 June 2010 the Scrutiny Committee selected this review following a number of national research studies highlighting the risks of malnutrition in hospitals. In particular Age UK published Hungry to be Heard (2006), and a further report Still Hungry to be Heard (2010) into malnourished older people in hospital that argues for a change in culture and practice. It recommended seven steps that hospitals should take to end the malnourishment of older people.

3.2 Certain groups of patients (e.g. children, the elderly and those with neurological conditions or who have had surgery) have particular dietary and eating requirements that need to be met to prevent malnutrition and dehydration and to aid recovery. Malnourished patients stay in hospital longer and have a higher mortality rate. Good hydration can also assist in the management and prevention of ill health and its provision is a fundamental aspect of nutritional care.

## 4. Key Points Arising from the Review

4.1 The attached report contains the findings and recommendations from the review. The report was considered by the Health & Well-Being Scrutiny Committee at its meeting on 6 April 2011.

4.2 The summary of findings draws out recommendations relating to :

(a) Promoting Health – Providing leadership and consistent good practice to allow patients to eat and drink in a way that promotes health;

(b) Information – Providing patients and carers with sufficient information to enable them to obtain their food and drink;

(c) Availability – Allowing patients to access food and drink at any time according to their needs;

(d) Meeting Individual Needs – Providing patients with food and drink that meets their individual needs and preferences and is presented in a way that is appealing to them;

(e) Environment - Providing an eating environment that is conducive to good nourishment;

(f) Screening and Assessment – Ensuring patients are screened on initial contact with follow up action of their nutritional needs;

(g) Assistance – Providing patients with the care and assistance they require with eating and drinking; and

(h) Monitoring – Patients food and drink intake is monitored and recorded

## 5. Response from the Directorate

5.1 Hospital food has an important role to play in leading by example to improve the standard of food we consume and change consumer behaviour outside the NHS by demonstrating to hospital patients, staff and visitors what a nutritious diet looks like.

5.2 The review is a welcome piece of hard evidence for policy-makers to confirm where good practice exists and to continue to improve food services so that continued efforts are not patchy and temporary in their effects. In particular, it is the Directorate's strong view that the experience of service users should be integral to the collection of meaningful data and to the preparation and promotion of compliance criteria.

## 6. Reasons for the Decision

6.1 The Committee has reviewed policies and guidance in relation to the management of avoidable malnutrition and dehydration in hospitals including how decisions are taken around the provision and allocation of resources in the management of patients at risk of or with pre-existing malnutrition or dehydration.

6.2 The recommendations aim to assist with further embedding national guidance into local practice to enhance the delivery of an effective nutrition policy which will assist all professionals in the management of malnutrition.

## 7. Alternative Options

7.1 The Scrutiny Committee has gathered detailed evidence and arrived at conclusions and recommendations which are intended to improve the food service and provide all patients with good nutrition. There are no alternatives to be considered.

## 8. Relevant Considerations / Consultations

8.1 City Hospitals Sunderland has worked closely with the Scrutiny Committee during this review. Age UK and Sunderland Links have also supported the review with co-opted representation on the Scrutiny Committee and patient consultation in the hospital.

## 9. Background Papers

Health & Well-Being Scrutiny Committee Agenda Papers 2010/11

## Appendix A

**Health and Wellbeing Scrutiny Committee**
**Malnutrition in Hospitals: Policy Review recommendations 10/11**

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| 1. | The Trust should review roles and responsibilities to enhance patient choice which includes the role for volunteers and the role of the catering department; | Extend Housekeeper Service and present options including cost and benefits to patients<br><br>Ward presence by catering manager/supervisors -<br>Ensure a formal schedule of ward visits is established with evidence of feedback from each visit with follow up action plans | City Hospitals Sunderland | August 2011<br><br>Completed | |
| 2. | To ensure rigorous monitoring the Board should analyse data on:<br>- The number of patients identified as malnourished or at risk of malnourishment<br>- The compliance rate with MUST<br>- Targets to be set for improvement in compliance with screening<br>- Actioning of MUST scores | Monthly catering reports - Report to Nutritional Steering Group, highlighting follow up actions completed or outstanding | City Hospitals Sunderland | Completed | |
| 3. | To support an approach of consistent best practice, the Trust should consider the use of all available communication tools for the promotion of nutrition for example, newsletters, bulletin boards, and internet to keep this as a priority in the minds of everyone all of the time, similar to the 'Wash Your Hands' campaign; | | City Hospitals Sunderland | | |

| | | | | | |
|---|---|---|---|---|---|
| 4. | The Trust should aim to achieve consistency so that patient choice is delivered with access to a menu, easier access to appropriate versions of the menu, and consistent delivery of alternative menu choices; | Menus displayed at all ward entrances<br><br>Menus available at all bedsides<br><br>Menu on 'Hospedia'<br><br>Meal Ordering Pilot<br><br>Electronic meal ordering - evaluation of options to be presented to Nutrtional Steering Group | City Hospitals Sunderland | Completed<br><br>Completed<br><br>July 2011<br><br>July 2011<br><br>August 2011 | |
| 5. | To enhance the eating environment and opportunities for patients to control their enjoyment of a meal, the Trust should consider the use of designated dining areas away from the bed where the physical layout allows this; | | City Hospitals Sunderland | | |
| 6. | To enhance the quality of food the following options should be consistently applied and communicated to patients:<br>- A range of common condiments and sauces should be available either routinely or on request<br>- Portion sizes should be offered to patients in small, medium and large sizes<br>- Milky drinks should be offered to patients in the evenings<br>- Handy snack boxes of pre-packaged fruit, cheese, biscuits should be readily available to patients; and | New beverage trolley - maximise opportunities to offer increased range of choice of beverages and lite bite items from trolley. Ensure full training and consultation, with established standard operational procedures<br><br>Food Choices - Develop lite bite offering in line with new beverage trolley | City Hospitals Sunderland | August 2011<br><br>August 2011 | |

| | | | | | |
|---|---|---|---|---|---|
| 7. | To further enhance assistance to patients a red tray system should be provided to ensure a link between a patient needing assistance and an uneaten meal left on the plate. | | City Hospitals Sunderland | | |

Sunderland City Council

**Item No. 4E**

**CABINET MEETING – 22 JUNE 2011**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**
THE HEALTH OF THE EX-SERVICE COMMUNITY

**Author(s):**
Health & Well-Being Scrutiny Committee, Joint North East Scrutiny Committee and Chief Executive

**Purpose of Report:**
To set out the recommendations of the Health & Well-being Scrutiny Committee and Joint North East Scrutiny Committee following a review of the Health of the Ex-Service Community.

**Description of Decision:**
The Cabinet is requested to consider the Joint Regional Report and approve the recommendations contained within with the report.

As this is a regional project, the report is being submitted to each of the region's local authority Executives. There are 27 recommendations aimed at local authorities, either to be implemented directly or in partnership with others. In addition there are a number of recommendations aimed at partner organisations. To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations, attached as **Appendix A** is the proposed Action Plan.

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

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

**Suggested reason(s) for Decision:**
The recommendations seek to ensure that ex-service personnel and their families are not disadvantaged due to their service in the Armed Forces. The review has been consistent with national government initiatives including the publication of the Government's 2008 Command Paper ('The Nation's Commitment'), revisions to the NHS Operating Framework 2010-11, and the December 2010 publication of the final report of the Government's Task Force on the Military Covenant.

**Alternative options to be considered and recommended to be rejected:**
The Health & Well-Being Scrutiny Committee endorsed the recommendations at its meeting on 9 February 2011 and would like to stress the importance of implementing positive actions that will help ex-service personnel and ensure they are receiving their entitlement to equality of access to service provision. There are no alternatives to be considered.

| **Is this a "Key Decision" as defined in the Constitution? Yes/~~No~~**<br><br>**Is it included in the Forward Plan? Yes/~~No~~** | **Relevant Scrutiny Committee:**<br><br>Health & Well-Being Scrutiny Committee |
|---|---|

**CABINET** **22 JUNE 2011**

**REPORT OF THE HEALTH & WELL-BEING SCRUTINY COMMITTEE, JOINT NORTH EAST SCRUTINY COMMITTEE AND CHIEF EXECUTIVE**

# HEALTH OF THE EX-SERVICE COMMUNITY

## 1. Purpose of the Report

1.1 To set out the recommendations following a review of the Health of the Ex-Service Community carried out by the Joint Regional Health Committee and endorsed by the Health & Well-Being Scrutiny Committee and to seek support for those recommendations.

## 2. Description of Decision (Recommendations)

2.1 The Cabinet is requested to consider the Joint Regional Report and approve the recommendations contained within with the report.

2.2 As this is a regional project, the report is being submitted to each of the region's local authority Executives. There are 27 recommendations aimed at local authorities, either to be implemented directly or in partnership with others. In addition there are a number of recommendations aimed at partner organisations. To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations, **(attached as Appendix A)** is the proposed Action Plan.

## 3. Background

3.1 The review is the first regional project of its type, and received enthusiastic participation from Members of all 12 NE Council's, and well-attended meetings from an impressive range of stakeholders including Co-Chair of MoD/DH Partnership Board, Commander of Catterick Garrison, senior regional NHS and local authority representation, Military-Civilian Integration Project, Career Transition Partnership, service charities (e.g. Royal British Legion) at the regional and local level, and ex-service personnel themselves.

3.2 The report represents the results of a substantial, pro-active scrutiny project undertaken at regional level. The ex-service personnel review was project managed by Newcastle City Council, although all Council's in the North East Region were active participants. The overall final report is based on the work and final reports of three cross-party workstreams and these were: Physical Health Needs, Mental Health Needs and Socio-Economic Wellbeing. The three separate workstream reports contain substantial detail on the issues and are available on request.

## 4. Key Points Arising from the Review

4.1 The report contains 47 recommendations (27 for local authorities), on the following themes:

(a) promoting effective communication and co-ordination across agencies, providers and the third sector;

- Action already taken in Sunderland includes making reference in the JSNA to the needs of the ex-service community.

(b) improving awareness of the needs of the ex-service community among service providers (including diverse bodies from Job Centre Plus to registered social landlords, and early contact with new GP consortia);

- Action in Sunderland will ensure that all registered landlords are made aware of the housing needs of the ex-service community.

(c) improving awareness of available services among the ex-service community;

- Action will include coordination of outreach services.

(d) improving responsiveness within organisations (through the creation of central points of contact);

- Action will include delivery planning as part of the Customer Access Strategy to consider the access needs of the ex-service community.

(e) the transition of Armed Forces personnel to civilian services following discharge (including promotion of the Transition Protocol, registration with GPs and dentists before discharge, signposting to mental health advice, appropriate housing allocation policies and particular attention to vulnerable early service leavers);

- Action taken by the Access to Housing Services includes identifying ex-service personnel on first contact.

(f) ensuring equality of access for Armed Forces families (chiefly around housing and particularly low-cost housing);

- Action in Sunderland will include a mapping exercise to assess the provision of ex-service community housing which will be shared regionally.

(g) veterans' support services (including improved training and guidance across the NHS, self-referrals and direct referrals from ex-service charities, planning for new NHS commissioning arrangements, local authority engagement with the NHS Armed Forces forum, national accreditation of charities and local approved lists.

- Action in Sunderland has included the establishment of a forum to bring together support organisations to coordinate resources and capacity.

## 5. Response from the Directorate

5.1 The joint scrutiny report is a welcome and timely reminder of the importance of addressing the multiple and complex needs of the ex-service community. This is an important piece of work which will require a commitment from multiple partners including local authority departments, NHS and central government. There is a significant piece of work to do to co-ordinate responses from various partners to a large number of recommendations.

5.2 The report will help to make greater support for service leavers a reality, and ensure that the local authority can review improvement of services through a regular reporting process, and that improvements are widely informed, consultative and transparent.

5.3 The report is particularly timely given the publication of the Armed Forces Covenant on 16 May 2011. The military covenant promises a duty of care to the Armed Forces and an amendment to the Armed Forces Bill will enshrine the principles in law.

5.4 The key objective of the joint review and of the military covenant is for the armed forces not to suffer any disadvantage as a result of their service. Policy direction should support this overall objective.

## 6. Reasons for the Decision

6.1 The recommendations seek to ensure that ex-service personnel and their families are not disadvantaged due to their service in the Armed Forces. The review has been consistent with national government initiatives including the publication of the Government's 2008 Command Paper ('The Nation's Commitment'), revisions to the NHS Operating Framework 2010-11, and the December 2010 publication of the final report of the Government's Task Force on the Military Covenant.

## 7. Alternative Options

7.1 The Health & Well-Being Scrutiny Committee endorsed the recommendations at its meeting on 9 February 2010 and would like to stress the importance of implementing positive actions that will help ex-service personnel and ensure they are receiving their entitlement to equality of access to service provision. There are no alternatives to be considered.

## 8. Relevant Considerations / Consultations

8.1 The "acknowledgements" section of the report lists those consulted during the course of this review.

## 9. Background Papers

Health & Well-Being Scrutiny Committee Agenda Papers 2010/11

## Appendix A

**Health and Wellbeing Scrutiny Committee**
**Health of the Ex-Service Community Policy Review Recommendations 2010/2011**

**Local authorities**

**Local Actions**

**Joint Strategic Needs Assessment (JSNA)**

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| | Recommendation 1: that local authorities across the region consider what might be the costs, benefits and best methods of collecting in future information about members of the Armed Forces 'soon to leave', their likely destination and the demands that will place on localities. | To be discussed at the next regional performance group in July and also to be reviewed in the social exclusion needs assessment | Paul Allen, Performance and Information Manager, HHAS | End of July 2011 | |
| | Recommendation 5: that formal information sharing protocols and arrangements are established between the armed forces and local authorities across the NE region. This will enable local authorities to properly assess and plan to meet the needs of the ex-service community as a specific group. | To be addressed under the new structures in SWOW in terms of information governance. | Paul Allen, Performance and Information Manager, HHAS<br>Information Governance Team, Corporate Services | March 2012 | |
| | Recommendation 6: local authorities in the North East 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. | Reference will be made in the JSNA to the needs of the ex-service community. This will inform future service provision. | Paul Allen, Performance and Information Manager, HHAS | March 2012 | It is proposed that that the 2011/12 JSNA update will be fundamentally reviewed and this will include work to establish the needs of the ex-service community. |
| | Recommendation 7: that local authorities across the | It is proposed that that | Paul Allen, | March 2012 | |

| | | | | | |
|---|---|---|---|---|---|
| | region take research forward as part of the development of Joint Strategic Needs Assessments across the region, and that the North East Public Health Observatory should also consider what data and research support it can provide. | the 2011/12 JSNA update will be fundamentally reviewed and this will include work to establish the needs of the ex-service community. | Performance and Information Manager, HHAS | | |
| | Recommendation 38: Joint Strategic Needs Assessments should specifically identify the mental health needs of the ex-service community including families and dependants. | It is proposed that that the 2011/12 JSNA update will be fundamentally reviewed and this will be included. It will also be addressed in the Mental Health Needs Assessment. | Paul Allen, Performance and Information Manager, HHAS | March 2012 | |
| | Recommendation 2: that local authority services should actively ask the question of those they provide services for: 'have you served in the UK Armed Forces? | Through Access to Housing Services the question will be asked and included on any new forms. | Peter J Smith, Housing Advice Manager, HHAS | December 2011 | This has been progressed within the development of the new Sub Regional Choice Based Lettings scheme and the question has been included in the proposed new application form. |
| | Recommendation 14: As some sections of the ex-service community are vulnerable and hard to reach it is recommended that local authorities work with third sector bodies which provide an outreach service ( such as ex-service charities and Norcare) to raise awareness and improve access to available support mechanisms. | Work will be carried out with all Registered Providers and supported housing providers to ensure that outreach services are coordinated and that the identified needs of ex-service personnel | City Services, TBC<br>Stephanie Downey, Team Manager, HHAS, TBC<br>Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS | | |

Due to the complexity and volume of the recommendations arising from the Policy Review, further work will be undertaken following Cabinet's consideration of the Action Plan to finalise the delivery mechanisms and appropriate timescales for recommendations.

| | | | | | |
|---|---|---|---|---|---|
| | | are met. | | | |
| | Recommendation 15: that all agencies should make use of and promote local directories of services provided by the voluntary and community sector and statutory provision for those seeking help and for those making referrals, such as the web-based directory provided by Veterans North-East and Finchale College Durham. | | City Services, TBC<br>Chris Foreman, Web Analyst, ICT, Chief Executives | | |
| | Recommendation 24: that the Homes and Communities Agency is requested on behalf of local authorities across the region to consider how it may broker assistance and ensure better co-ordination of work across the region to ensure that services are being directed at the right people, including the ex-service community, and how it might assist with sharing examples of best practice as part of its enabling role and within the local investment planning process undertaken with local authorities. | | Paul Allen, Performance and Information Manager, HHAS | March 2012 | |
| | Recommendation 32: local authorities should encourage Strategic Housing Authorities and registered social landlords, where possible, to adopt allocation policies which recognise the needs of the ex-service community. | The Council in the commissioning of its refreshed Housing Market and Needs Assessment will consider the needs of the ex-service community and respond accordingly in terms of its Strategic Tenancy Policy. | Peter J Smith, Housing Advice Manager, HHAS<br>Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS | | |
| | Recommendation 41: Local authorities should be actively engaged in the NHS Armed Forces Network | | TBC | | |

Due to the complexity and volume of the recommendations arising from the Policy Review, further work will be undertaken following Cabinet's consideration of the Action Plan to finalise the delivery mechanisms and appropriate timescales for recommendations.

| | | | | | |
|---|---|---|---|---|---|
| | 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. | | | | |
| | Recommendation 42: Consideration should be given by central government to the need for some form of accreditation to be available to ex-service charities (particularly the newly emerging charities). How this might best be taken forward should be considered in the light of the Government's response to the Task Force on the Military Covenant. Local authorities should consider drawing up approved lists of service providers. | | TBC | | |
| | Recommendation 16: that North East local authorities examine opportunities for using digital media to improve communication with the ex-service community and raise awareness of available support mechanisms. | | Chris Foreman, Web Analyst, ICT, Chief Executives | | |
| | Recommendation 20: that local authorities 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 authority area or sub - region to assist when members of the community experience difficulties. Examples of possible approaches include:<br><br>i) Within local authorities, a Member Armed Forces Champion to drive improvements in services for service veterans.<br><br>ii) Within local authorities, a named senior officer to assist the ex-service community and act as a facilitator | | To be agreed | | |

Due to the complexity and volume of the recommendations arising from the Policy Review, further work will be undertaken following Cabinet's consideration of the Action Plan to finalise the delivery mechanisms and appropriate timescales for recommendations.

| | | | | | |
|---|---|---|---|---|---|
| | and conduit in dealings with Councils and beyond.<br><br>iii) Within Primary Care Trusts, named senior staff to act as Case officers/co-ordinators in PCTs to act on behalf of the ex-service community whilst assistance is required, and to consider how best to pass these responsibilities forward to GP consortia and local Health and Wellbeing Boards. | | | | |
| | Recommendation 23<br><br>We strongly recommend that local authorities across the region should 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 of contact across the region. Ex-service charities, Citizens Advice Bureau operating in the region, the Career Transition Partnership and Job Centre Plus have all indicated that this would be likely to prove beneficial. The model adopted by Hampshire County Council, in which telephone enquiries from the ex-service community are chanelled to a specific staff member, is particularly worth consideration. | The Council in the development of its refreshed Customer Access Strategy will consider the access needs of the ex-service community and respond accordingly in terms of its delivery plans. | Liz St Louis, Head of Customer Service & Development, City Services | | |
| | Recommendation 9: that the North East Housing Federation works closely with NE local authorities to help plan future provision. | | Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS | | |
| | Recommendation 40: Local authorities and GP Consortia should be actively engaged in joint planning and commissioning of services with the NHS. | | Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS | | |

Due to the complexity and volume of the recommendations arising from the Policy Review, further work will be undertaken following Cabinet's consideration of the Action Plan to finalise the delivery mechanisms and appropriate timescales for recommendations.

| | | | | | |
|---|---|---|---|---|---|
| | Recommendation 35: that local authorities across the region examine the scope to provide housing related support for ex - service tenants once a property has been identified. | | Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS | | |
| | Recommendation 22: that local authorities should consider how to bring together voluntary organisations large and small with a specific interest in the welfare of the ex-service community, in the light of the Government's response to the Task Force on the Military Covenant. | | City Services, TBC | | |

**Regional Actions**

**Employment and Training**

| Ref: | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| | Recommendation 10: that the armed forces and the Career Transition Partnership work more closely with local authorities across the region and provide them with an assessment of the likely level of demand and need for employment and skills related services in order to inform future economic and financial inclusion strategies and future provision. | The Council will be working closely with providers of employability services operating across the city, with a view to ensuring all Sunderland residents are given the opportunity to access suitable employment support services to meet their individual needs. Ex-service personnel are one such group, often with very specific/ unique needs to resolve before they can confidently apply for and secure sustainable employment. | Karen Alexander, Employment and Training Manager, Chief Executives | | |
| **Housing** | | | | | |

Due to the complexity and volume of the recommendations arising from the Policy Review, further work will be undertaken following Cabinet's consideration of the Action Plan to finalise the delivery mechanisms and appropriate timescales for recommendations.

| | | | | | |
|---|---|---|---|---|---|
| | Recommendation 26: Local authorities within the North East should consider the developing a regional veterans charter to establish uniform good practice across the region, possibly through existing regional structures such as the Association of North East Councils (ANEC). | | Alan Caddick, Head of Strategic Housing, HHAS | | |

**Local & Regional Actions**
**Joint Strategic Needs Assessment (JSNA)**

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| | Recommendation 8: that local authorities across the North East request the NE National Housing Federation to carry out a mapping exercise to quantify current provision of ex - service community housing provided by their members and analyse best practice both nationally and within the North East. | All Registered Providers will be contacted to seek information on ex-service community housing as part of a mapping exercise that will then be shared regionally. | Paul Allen, Performance and Information Manager, HHAS<br>Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS | | |
| **Cross Cutting across other areas** | | | | | |
| | Recommendation 17: that the North East National Housing Federation is requested on behalf of local authorities across the region to carry out work with Registered Social Landlords to raise awareness of the housing needs of the ex-service community. | The Local Authority will ensure that all Registered Providers are made aware of the housing needs of the ex-service community. | Peter J Smith, Housing Advice Manager, HHAS<br>Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS | | |

Due to the complexity and volume of the recommendations arising from the Policy Review, further work will be undertaken following Cabinet's consideration of the Action Plan to finalise the delivery mechanisms and appropriate timescales for recommendations.

| | | | | | |
|---|---|---|---|---|---|
| | Recommendation 24: that the Homes and Communities Agency is requested on behalf of local authorities across the region to consider how it may broker assistance and ensure better co-ordination of work across the region to ensure that services are being directed at the right people, including the ex-service community, and how it might assist with sharing examples of best practice as part of its enabling role and within the local investment planning process undertaken with local authorities. | | Paul Allen, Performance and Information Manager, HHAS | | |
| | Recommendation 29: that the armed forces and the Career Transition Partnership work more closely with local authorities and third sector organisations such as ex service charities, Norcare and Mental Health North East with a view to developing a formal process for referring vulnerable service leavers into specific services. | | City Services, TBC<br>Peter J Smith, Housing Advice Manager, HHAS<br>Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS | | |
| **Joint Strategic Needs Assessment (JSNA)/Commissioning** | | | | | |
| | Recommendation 34: that the Homes and Communities Agency is requested to examine on behalf of local authorities across the region identifying take-up of low-cost housing products by the ex-service community and whether providers are assisting the ex-service community as well as other parts of the community. | | Paul Allen, Performance and Information Manager, HHAS<br>Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS | | |

Due to the complexity and volume of the recommendations arising from the Policy Review, further work will be undertaken following Cabinet's consideration of the Action Plan to finalise the delivery mechanisms and appropriate timescales for recommendations.

**Local Health and Wellbeing Boards (when established)**

**Local Actions**

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| **Joint Strategic Needs Assessment (JSNA)** | | | | | |
| | Recommendation 6: local authorities in the North East 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. | | Paul Allen, Performance and Information Manager, HHAS | | It is proposed that that the 2011/12 JSNA update will be fundamentally reviewed and this will be included. |
| | Recommendation 7: that local authorities across the region take research forward as part of the development of Joint Strategic Needs Assessments across the region, and that the North East Public Health Observatory should also consider what data and research support it can provide. | | Paul Allen, Performance and Information Manager, HHAS | | It is proposed that that the 2011/12 JSNA update will be fundamentally reviewed and this will include specific reference and research into the needs of ex-services members. |
| | Recommendation 38: Joint Strategic Needs | | Paul Allen, | | It is proposed |

Due to the complexity and volume of the recommendations arising from the Policy Review, further work will be undertaken following Cabinet's consideration of the Action Plan to finalise the delivery mechanisms and appropriate timescales for recommendations.

| | | | | | |
|---|---|---|---|---|---|
| | Assessments should specifically identify the mental health needs of the ex-service community including families and dependants. | | Performance and Information Manager, HHAS | | that that the 2011/12 JSNA update will be fundamentally reviewed and this will be included. |
| **Cross Cutting across other areas** | | | | | |
| | Recommendation 36: that the new Health and Wellbeing 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. | | Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS<br>Stephanie Downey, Team Manager, HHAS, TBC | | |
| **Commissioning** | | | | | |
| | Recommendation 40: Local authorities and GP Consortia should be actively engaged in joint planning and commissioning of services with the NHS. | | Ann Dingwall, Assistant Strategic Commissioning Manager, HHAS | | |

Due to the complexity and volume of the recommendations arising from the Policy Review, further work will be undertaken following Cabinet's consideration of the Action Plan to finalise the delivery mechanisms and appropriate timescales for recommendations.

Sunderland City Council

**Item No. 4F**

**CABINET MEETING – 22 JUNE 2011**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**
MANAGEMENT SCRUTINY COMMITTEE: SMARTER WORKING

**Author(s):**
Management Scrutiny Committee and Director of Human Resources and Organisational Development

**Purpose of Report:**
To set out the recommendations of the Management Scrutiny Committee following the Committee's review into Smarter Working.

**Description of Decision:**
The Cabinet are requested to consider the Management Scrutiny Committee's Policy Review Final Report and approve the recommendations contained within with the report.

To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Management Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

**Is the decision consistent with the Budget/Policy Framework?** Yes

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

**Suggested reason(s) for Decision:**
The recommendations and comments of the Scrutiny Committee reflect the findings of a detailed review of the service area.

**Alternative options to be considered and recommended to be rejected:**
There are no alternative options recommended.

| **Is this a "Key Decision" as defined in the Constitution?**<br>Yes<br><br>**Is it included in the Forward Plan?**<br>Yes | **Relevant Scrutiny Committee:**<br><br>Management Scrutiny Committee |
|---|---|

**CABINET** **22 JUNE 2011**

**MANAGEMENT SCRUTINY COMMITTEE: SMARTER WORKING**

**REPORT OF THE MANAGEMENT SCRUTINY COMMITTEE AND THE DIRECTOR OF HR & OD**

## 1. Purpose of Report

1.1 To advise Cabinet of the recommendations arising from the Management Scrutiny Committee's review into Smarter Working.

## 2. Description of Decision (Recommendation)

2.1 The findings and recommendations of the Management Scrutiny Committee be accepted. However, where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response, attached as **Appendix A**.

## 3 Background

3.1 As part of its work programme the Management Scrutiny Committee agreed to undertake a review of smarter working as its main policy review.

3.2 The aim of the review was to investigate smarter working initiatives across the council and the impact of these measures on efficiency savings.

## 4 Key Points Arising from the Review

4.1 That working flexibly, hot-desking and working from home were techniques that were being developed and encouraged in organisations both in the private and public sectors, as a way of improving productivity, retaining staff and addressing efficiency savings. Sunderland City Council had recognised the importance of reducing the office space while at the same time maximising the full potential of the buildings that would remain.

4.2 That smarter working can provide a number of benefits for both the employer and employee including the potential to reduce sickness levels, improving work/life balance, increasing productivity and lowering CO2 emissions. The impacts of smarter working practices need to be measured to allow for continued development, the identification of weaknesses and to provide an opportunity for staff to provide their own input.

4.3 That technology plays a key role in the ongoing delivery of the project and the ability to deliver the project in the prescribed timescales. The council's procurement processes will provide some assurances around future proofing of the project, however it will still be important to understand the impact that any new technologies would have on the project and that these will be used to their full potential.

4.4 That issues around equality and diversity are important and in the drive to work smarter the Council will need to understand the impact around access, availability, flexibility and service provision on a range of key stakeholders both within the organisation and the wider community from an equality and diversity perspective.

## 5. Response of the Directorate(s)

5.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Management Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

5.2 The decision of the Scrutiny Committee to focus its policy review on Smarter Working was welcomed. The review findings and the recommendations provide a basis for the further development of smarter working in the council providing a number of benefits to employees, the council and the delivery of services to the people of Sunderland. Due to the nature of the recommendations timescales and responsible officers will be allocated to the action following submission to Cabinet.

## 6. Reasons for Decision

6.1 The recommendations are intended to support the future development and improvement to smarter working within the council.

## 7. Alternative Options

7.1 The recommendations will explore a range of potential options for funding the improvement of Smarter Working.

## 8 Consultation

8.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee. Consultation has been carried out with relevant officers across the Council using a variety of techniques including focus groups, presentations and workshops.

## 9. Background Papers

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

(a) Smarter Working Policy Review Final Report – Management Scrutiny Committee

## Appendix A

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

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| (a) | That a robust evaluation process is developed and implemented on an ongoing basis to capture both the qualitative and quantitative data, that provides a measure of the impact of smarter working on the organisation and its staff. | To develop a Smarter Working Evaluation Questionnaire.<br><br>To regularly survey staff/services who have moved to new ways of working | Helen Townsend | Development by March 2011<br><br>Rollout – first rollout by March 2011, then at six monthly intervals thereafter | A detailed evaluation questionnaire was developed in December 2010, and piloted with the first teams of staff who moved to Smarter Working in January 2011. This questionnaire will be rolled out every six months to staff who have moved to Smarter Working, so that findings can be analysed and compared on a regular basis across the organisation. |
| (b) | That the Smarter Working project conducts a further review to ensure that the project has achieved its targets, that they are sufficiently stretching and that the review looks at where the organisation goes next. | To develop a tracking tool to capture how each service area has reduced its spatial requirements against the Council's target of 20% | Helen Townsend | Development by March 2011<br><br>Updated after each service area moves to new ways of working | A spreadsheet has been developed which captures each service area who have moved to new ways of working, the numbers of staff working flexibly before the project, the numbers of staff working flexibly after interaction with the project and the amount of desks occupied prior to and after attending Smarter Working workshops |

| | | | | | |
|---|---|---|---|---|---|
| (c) | That as part of the Business Transformation Programme consideration is given to further investigation of service area delivery models operating away from the traditional working week with the development of more flexible and responsive working hours. | To ensure that new ways of working are considered as part of the organisational Service Redesign taking place across the Council. | Helen Townsend | January 2011 and for each Service Redesign thereafter | Helen Townsend now sits on the Design Authority Board to provide input from a Smarter Working on all Service Redesigns submitted to the Design Authority. New ways of working, and maximising space utilisation are therefore considered as part of every Service Review. |
| (d) | That an impact analysis of technology be undertaken to assess where we are now and ensure that the technology is being used in the most efficient way and allows the organisation to work in the smartest way. | To baseline existing ICT hardware and software for each service area prior to the introduction of Smarter Working<br><br>Identifying how new ways of working will impact on technology requirements, and creating a business challenge around the equipment which the service area wish to purchase | Helen Townsend<br><br>I<br><br>Martin Duncan | August 2010 Technology Requirements and Smarter Working Technology Demonstration to be built into all Smarter Working Workshops by January 2011 | Data capture template designed August 2011<br>ICT Data Capture Checklist developed January 2011<br>ICT Data Capture Checklist modified February 2011<br><br>January 2011 |

| | | | | | |
|---|---|---|---|---|---|
| (e) | That Sunderland City Council as part of the smarter working project looks to maximise the work with partner agencies and organisations in order to future proof technology and working practices in the most practicable way possible. | Strategic dialogue to look at the potential opportunities surrounding this to be scheduled | Colin Clark/Helen Townsend | March 2011 | Workshop facilitated by the RIEP held March 2011 and further session to be arranged |
| (f) | That an Equality Impact Assessment is conducted in relation to the Council's drive to Smarter Working looking at the impact from an employment and customer perspective. | Equality Impact Assessment to be conducted | Sue Stanhope/Helen Townsend | July 2011 | Initial communications around this have started |
| (g) | That Elected Members are kept informed of redundant properties within their wards and the future options for such properties. | Member briefings to be held with affected Ward Members in advance of any building closures | Colin Clark | Monthly commencing April 2011 | Members are informed on a case by case basis as and when properties are identified for closure together with proposals for use of the site |
| (h) | That the Management Scrutiny Committee receives regular updates and progress reports on the Smarter Working Project and that these are added to the Committee's work programme for 2011/12. | Quarterly update reports to be provided to Members commencing September 2011 | Sue Stanhope/Colin Clark/Helen Townsend | Quarterly commencing July 2011 | Ongoing and to be diarised by Governance Services |

Sunderland City Council

**Item No. 4G**

**CABINET MEETING – 22 JUNE 2011**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**
PROSPERITY AND ECONOMIC DEVELOPMENT SCRUTINY COMMITTEE: LOW CARBON ECONOMY POLICY REVIEW FINAL REPORT

**Author(s):**
Prosperity and Economic Development Scrutiny Committee and Deputy Chief Executive

**Purpose of Report:**
To set out the recommendations of Prosperity and Economic Development Scrutiny Committee following the Committee's review into the low carbon economy.

**Description of Decision:**
The Cabinet is requested to consider the Prosperity and Economic Development Scrutiny Committee's Policy Review Final Report and approve the recommendations contained within the report.

To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Prosperity and Economic Development Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

**Is the decision consistent with the Budget/Policy Framework?** Yes

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

**Suggested reason(s) for Decision:**

The recommendations and comments of the Scrutiny Committee reflect the findings of a detailed review of the service area.

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

There are no alternative options recommended.

| **Is this a "Key Decision" as defined in the Constitution?**<br>Yes<br><br>**Is it included in the Forward Plan?**<br>Yes | **Relevant Scrutiny Committee:**<br><br>Prosperity and Economic Development Scrutiny Committee |
|---|---|

**CABINET** **22 JUNE 2011**

**PROSPERITY AND ECONOMIC DEVELOPMENT SCRUTINY COMMITTEE: LOW CARBON ECONOMY**

**REPORT OF THE PROSPERITY AND ECONOMIC DEVELOPMENT SCRUTINY COMMITTEE AND THE DEPUTY CHIEF EXECUTIVE**

## 1. Purpose of Report

1.1 To advise Cabinet of the recommendations arising from the Prosperity and Economic Development Scrutiny Committee's review into the Low Carbon Economy.

## 2. Description of Decision (Recommendation)

2.1 The findings and recommendations of the Prosperity and Economic Development Scrutiny Committee be accepted. However, where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response, attached as **Appendix A**.

## 3 Background

3.1 On 18 June 2009, the Scrutiny Committee agreed to undertake a policy review into the development of a Low Carbon Economy in Sunderland. Members chose this theme in order to review the progress being made to reduce carbon emissions and in view of the potential importance of developing of a low carbon economy to the future economic prosperity of the city.

3.2 At the start of the review, the Committee felt that it was important to be clear about what is meant by the term "low carbon economy". A low carbon economy is usually defined as an economy that aims to reduce the carbon dioxide and greenhouse emissions associated with climate change while at the same time exploiting alternative energy resources in recognition that fossil fuel reserves are finite.

3.3 The Committee gathered evidence from a wide range of organisations including the University of Sunderland, Gateshead College, City of Sunderland College, Gentoo, the Chamber of Commerce and Nexus. In order to gather a wide variety of evidence, members visited Great Eppleton Wind Farm, Nissan, the National Renewable Energy Centre (NAREC) and a variety of schools exploring their approach to developing a low carbon place.

3.4 The Committee also considered evidence from three sector working groups which have been established to take forward the business aspects of developing the low carbon economy. These working groups include Ultra Low Carbon Vehicles, Offshore Wind and Software.

## 4 Key Points Arising from the Review

4.1 Several themes emerged during the evidence gathering for the policy review and the Committee was able to draw a number of conclusions from this:-

- It is important to be clear about what we mean when we use the term "low carbon economy". For the Committee, a low carbon economy is best defined as an economy that minimises its greenhouse gas emissions; minimises its reliance on fossil fuels; develops and manufactures low and zero carbon technologies and develops its knowledge and skills to create green jobs;

- The council can play an important role in championing and providing local leadership and making a very visible commitment to tackling carbon emissions. The adoption of a revised Carbon Plan to run from 2012 to 2020 should help focus the efforts of the Council and the city in identifying projects and policies that will help meet its targets for reductions in carbon emissions;

- The council should undertake further feasibility work in order to identify those Council buildings that are most suitable for the installation of solar PV and also undertake feasibility work to assess the potential for district heating networks across the city and business models for how they can be developed;

- It is important that the Council continues to work closely with local partners, particularly local universities and colleges in order to develop the local skills base and our low carbon infrastructure;

- The Committee feels that the council should look to encourage joint working between schools that are introducing low carbon technologies and consider methods of engaging with all schools to encourage the take up of energy consumption measures; and

- In terms of Low Carbon Business, the Economic Masterplan identifies three priority sectors of the local economy which have the greatest potential for growth and job creation - ultra low carbon vehicles; offshore wind - energy generation and the development of the Software City initiative. In line with the philosophy underpinning the principle of Low Carbon Economic Areas, the Committee supports the approach being pursued to adapt and enhance the City's existing business base, workforce skills. This should allow acceleration in the growth of low carbon industry in places where there is already economic strength and provide a common focus at the local and regional level for sectors. For example, the City is already positioned as the national hub for the production of electric vehicles and central to this has been the success of Nissan's Sunderland plant in securing production of the Leaf electric vehicle.

## 5. Response of the Directorate(s)

5.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Prosperity and Economic Development Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

5.2 The Office of the Chief Executive is responsible for the programme management and delivery of the climate change and low carbon economy agenda. The action plan has been produced by the Office of the Chief Executive to respond to each of the recommendations in the report. The pace at which the recommendations can be implemented will depend upon several factors, including the availability of resources and the participation of local partners and businesses.

## 6. Reasons for Decision

6.1 The recommendations are intended to support the future development and improvement of the city going forward.

## 7. Alternative Options

7.1 The recommendations will explore a range of potential options for the progress of the low carbon agenda.

## 8 Consultation

8.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee.

## 9. Background Papers

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

- Prosperity and Economic Development Scrutiny Committee's Policy Review 2010/11 – Low Carbon Economy Final Report

## Appendix A

**Prosperity and Economic Development Scrutiny Committee**
**Low Carbon Economy: Policy Review recommendations 10/11**

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| (a) | The Council consider the development of a revised Carbon Plan to run from 2012 to 2020 in order to identify projects and policies that will help meet its targets for reductions in carbon emissions | - Stakeholder engagement with streetlighting, fleet, business travel and energy colleagues to scope project ideas to inform the revised Carbon Plan – Summer 2011<br>- Carbon and financial evaluation of proposed revised Carbon Plan projects undertaken and draft revised Carbon Plan ready – December 2011<br>- Final draft of revised Carbon Plan, which will compliment CRC and Energy Performance of Buildings Directive requirements, ready for adoption – March 2012 | Kathryn Warrington | Adopted 8 year Carbon Plan by 31 March 2012 | - 4th year progress report of the first 5 year Carbon Plan (2006/7 – 2011/12) will be available Autumn 2011, which will show whether the first Carbon Plan is on target to meet it's 10% reduction target<br>- Final progress report on the first Carbon Plan will be available Autumn 2012 and will show whether the initial 10% reduction target has been met<br>- Capital Strategy Group agreed to a 10% (£300,000) energy consumption reduction target from council buildings during 2011/12<br>- Through its Sustainability Policy, the council has already committed to a 30% reduction target by 2020, the revised Carbon Plan will set out how this can be achieved |

| | | | | | |
|---|---|---|---|---|---|
| (b) | The Council considers the introduction of staff champions to lead on reductions in carbon emissions in buildings | - Work has already commenced with Corporate Communications to establish Sustainability Champions or "Communities of Interest". These employees will help raise awareness to their colleagues on a range of sustainability issues, including for example, carbon management, waste and sustainable procurement<br>- Corporate Communications are developing a brief for the Sustainability Communities of Interest, similar to that of the Change / Communication Champions. Once agreed, the group will be promoted and employees will be asked to nominate themselves or colleagues to join the Community of Interest<br>- Training will be needed to provide the Communities of Interest with all relevant information needed to help champion sustainability priorities across the council. This will coincide with a council wide sustainability e-learning module which is currently being developed | Kathryn Warrington | Sustainability Board and Communities of Interest proposal to be agreed by Autumn 2011<br><br>Communities of Interest in place, training carried out and bulletin board is live – March 2012 | A proposal for the Communities of Interest and a Sustainability Board as per the recommendation of the Sustainability Policy has been made and is currently awaiting Head of Service approval |

| | | | | | |
|---|---|---|---|---|---|
| (c) | The Council undertake further feasibility work in order to identify those Council buildings that are most suitable for the installation of solar PV | Currently awaiting the finalisation of the Property Rationalisation project to identify which council buildings will remain to deliver council services in the future. Once the final property portfolio is known, buildings will be assessed to ascertain their feasibility for solar PV | Andrew Atkinson, Kathryn Warrington | March 2012 (information to inform revised Carbon Plan) | Currently working with 3 Secondary Schools looking at the feasibility of solar PV on their roofs |
| (d) | The Council investigate the options for the installation of solar PV and other renewable electricity, whether this be through rent a roof / land rental or through an invest to save mechanism to benefit from Feed in Tariff (FIT) income | Once the feasibility of solar PV has been carried out on appropriate council property, a business case showing financial modelling will be needed to inform the best approach through which to install solar PV on council buildings | Andrew Atkinson | March 2012 (to inform revised Carbon Plan) | The Energy Conservation Team are currently looking at this and exploring not-for-profit based finance mechanisms |
| (e) | The Council provides an updated report on the implications of the Renewable Heat Incentive (RHI), once further details become known | The Energy Conservation Team to prepare an updated report on RHI now that it has been announced | Andrew Atkinson | September 2011 | Government announced details of RHI on 10 March 2011 |
| (f) | The Council undertakes feasibility work to assess the potential for district heating networks across the city and business models for how they can be developed | - Currently seeking funding from the Intelligent Energy Europe Programme to secure funding for a European partnership project to look at the feasibility of district heating networks across the city along with other renewable technologies, which will result in an “Energy Routemap” produced for the city, including financial and business models<br>- Potential for District Heating within the masterplans for | James Garland, Catherine Pope, Kathryn Warrington | - IEEP application deadline 12 May 2011. | - Outcome of the IEEP funding application will be known around Autumn / Winter 2011 and if successful the project will likely start in the Spring / Summer 2012<br>- District Heating potential is a key action of Sunderland’s Covenant of Mayor’s SEAP. |

| | | | | | |
|---|---|---|---|---|---|
| | | Seaburn and Chapelgarth is currently being looked at | | | |
| (g) | The council encourages joint working between schools that are introducing low carbon technologies and consider methods of engaging with all schools to encourage the take up of energy consumption measures | - Through Sustainable Schools work, the Sustainability Team already works with schools on a range of sustainability issues, including energy and have worked with a few schools on renewable energy projects helping to secure funding for these<br>- The Energy Conservation Team have SLAs with most schools which includes conducting Energy Audits and the promotion of the SALIX fund which schools can apply to for energy efficient project<br>- The Energy Conservation Team are also working with Northumberland, Darlington and Middlesbrough Councils on a NEIEP funded "social marketing" project to work with Secondary Schools on energy efficiency behaviour projects | Kathryn Warrington<br>Andrew Atkinson<br>Andrew Atkinson | Continuing programme of work with schools will be conducted on an annual basis<br>Continuing programme of work with schools will be conducted on an annual basis<br>September 2011 | Success will be monitored through reduction in energy consumption and carbon emissions from schools |
| (h) | The Committee receive a further report on, and consult with, small businesses in the city involved in the renewable energy industry | A mapping exercise needs to be undertaken to ascertain which Sunderland companies are involved in the production of and supply of | Janet Snaith / Kathryn Warrington | From Autumn 2011 | Using the Micro-generation Certification Scheme (MCS) website, local suppliers and installers of solar PV have been |

| | | | | | |
|---|---|---|---|---|---|
| | | renewable energy. In part, this will be carried out in a baselining survey which is to be conducted as part of the Low Carbon City campaign detailed in recommendation 'i', below | | | identified to provide quotations to 3 Sunderland schools recently |
| (i) | The Council develop closer working relationships with Sunderland University with regards to the low carbon economy, skills and training opportunities | Ensure that the HE / FE sectors are fully integrated into the delivery of the Economic Masterplan, as this relates to the skills needs of employers engaged in the low carbon economy<br><br>In practical terms, this will mean sharing knowledge of upcoming skills requirements with both the University and relevant colleges (for example, where there are significant investment projects in the pipeline) | Janet Snaith | Over the year there will be continuing discussions taking place in order to develop relationship | The University of Sunderland is already playing a key role in relation to the software development sector, and is now involved in the working group looking at the emerging offshore wind sector<br><br>In addition to the significant research on ultra low carbon vehicles undertaken by AMAP, the University offers an MSc in Low Carbon Vehicle Technology for engineers in the sector (other vocational training for the automotive sector is led by Gateshead College)<br><br>The University also offers a BEng (Hons) degree in Renewable Energy Engineering. This is a 3-4 year sandwich course, providing in-depth skills to engineers in the renewable energy sector |
| (j) | That the Council explore the opportunities for future joint working with NAREC | NAREC have visited relevant council officers to present opportunities for future partnership working | Janet Snaith / Kathryn Warrington | Discussions completed and Narec will be invited to procure for work as | NAREC will be kept informed of, and invited to tender for any potential work in future such as the Energy Routemap detailed in item 'f' above |

| | | | | | |
|---|---|---|---|---|---|
| | | | | appropriate | |
| (k) | That the Council ensure that appropriate informal consultation is undertaken with the public at the pre-application stage and that the statutory publicity and consultation arrangements are followed when considering formal applications for the installation of renewable sources of energy | Within the existing PPS 22 and the council's Statement of Community Involvement, pre-application community consultation although not obligatory is recognised as best practice and is something the Planning and Environment Service actively encourages. Working with developers we will encourage pre-application consultation | Keith Lowes | On-going part of the consultation process | Currently working with Partnership for Renewables (PfR) at 2 council owned sites looking at the option to install single 2.5MW turbines. PfR will be undertaking extensive pre-application community consultation |
| (l) | The Committee receive a future report on the Low Carbon Marketing and Communication Strategy | During 2009, the Low Carbon City Campaign engaged with 22 local organisations encouraging them to commit to at least a 10% carbon reduction target within 10 years or less. This campaign is to continue and support Aim 2 of the Economic Masterplan<br><br>Currently working with Corporate Communications on a communications plan and survey to engage with large businesses across the city aiming to launch the campaign in the Autumn once the Inward Investment Marketing Strategy has been launched by Corporate Communications<br><br>Inward Investment Marketing Strategy to launch during 2011/12. Marketing the city as a destination for inward | Kathryn Warrington<br><br>Deborah Lewin / Janet | 2 year campaign from Autumn 2011 – 2013<br><br>Ongoing – to be completed | Successful 12 month campaign has previously engaged 22 businesses and 12 "champions" across the city. All champions have already expressed their commitment to the continuation of the campaign<br><br>The software development strand of this priority has been pursued through the Software City |

| | | | | | |
|---|---|---|---|---|---|
| | | investment linked to the low carbon economy, focussing upon the target sectors of ultra low carbon vehicles; offshore wind and software development<br><br>Measures will include the production of sector-specific brochures, organising and attending relevant events, undertaking targeted advertising etc., with the aim of positioning Sunderland as a national hub for the target sectors | Snaith | during 2011/12 | initiative, with a number of inward investment successes to date<br><br>A new post is being created within the Business Investment Team to take forward the other strands |

Sunderland City Council

**Item No. 4H**

**CABINET MEETING – 22 JUNE 2011**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**
SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE: THE ROLE OF CULTURE IN SUPPORTING SUSTAINABLE COMMUNITIES POLICY REVIEW FINAL REPORT

**Author(s):**
Sustainable Communities Scrutiny Committee and Executive Director of City Services

**Purpose of Report:**
To set out the recommendations of the Sustainable Communities Scrutiny Committee following it's review into the role of culture in supporting sustainable communities.

**Description of Decision:**
The Cabinet is requested to consider the Sustainable Communities Scrutiny Committee's Policy Review Final Report and approve the recommendations contained within the report.

To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Sustainable Communities Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

**Is the decision consistent with the Budget/Policy Framework?** Yes

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

**Suggested reason(s) for Decision:**
The recommendations and comments of the Scrutiny Committee reflect the findings of a detailed review of the service area.

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

There are no alternative options recommended.

| **Is this a "Key Decision" as defined in the Constitution?**<br>Yes<br><br>**Is it included in the Forward Plan?**<br>Yes | **Relevant Scrutiny Committee:**<br><br>Sustainable Communities Scrutiny Committee |
|---|---|

**CABINET** **22 JUNE 2011**

**SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE: THE ROLE OF CULTURE IN SUPPORTING SUSTAINABLE COMMUNITIES**

**REPORT OF THE SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE AND EXECUTIVE DIRECTOR OF CITY SERVICES**

## 1. Purpose of Report

1.1 To advise Cabinet of the recommendations arising from the Sustainable Communities Scrutiny Committee's review into the role of culture in supporting sustainable communities.

## 2. Description of Decision (Recommendation)

2.1 The findings and recommendations of the Sustainable Communities Scrutiny Committee be accepted. However, where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response, attached as **Appendix A**.

## 3 Background

3.1 On 15 June 2010, the Committee agreed to undertake a policy review into the role of culture in supporting sustainable communities. The Committee felt that it was important to look into this issue in view of the important role culture can play in bringing together and supporting communities in the city.

3.2 The Scrutiny Committee gathered a wide range of evidence from officers of the council and partners through its formal meeting.

## 4 Key Points Arising from the Review

4.1 Several themes emerged during the evidence gathering for the policy review and the Committee was able to conclude:-

- That it is important to take a broad view on the meaning and role of culture and that now and into the future, cultural provision in Sunderland should not be confined to dedicated cultural facilities, such as theatres, and the people who use them. Just as important are the less professionalised and less formal cultural activities in which everyone from all communities takes part - in homes, pubs, public spaces, schools, places of worship and community centres;

- Culture is not always delivered by 'the cultural sector'. One of culture's key strengths is the way it can add value to initiatives within other sectors;

- The Council provides a broad cultural offer and this plays an important role in contributing to achieving more cohesive and stable communities within the city. This crosses a range of activities provided across:-

- Libraries Service
- Heritage and Built Heritage
- Archives and Museums
- Arts and Creative Development
- Tourism and Events
- Sport and Well Being

Providers should ensure that they work closely and in partnership focusing on what each can contribute to the overall aim of the service. This should ensure that the service provided is delivered when, where and to the quality expected by public. It is therefore important that service providers look at mechanisms for improving joint working and cooperation, particularly with the community and voluntary sector.

**5. Response of the Directorate(s)**

5.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Sustainable Communities Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

5.2 City Services welcomes the report and the findings of the review. City Services notes the action plan but highlights areas where there is a resource implication as there is a need for further intensive work to fulfil the recommendation, namely actions b, c, and h.

**6. Reasons for Decision**

6.1 The recommendations are intended to support the future development of culture as a means of supporting the city's communities.

**7. Alternative Options**

7.1 The recommendations explore a range of potential options for the improvement and progress of the city's cultural offer in relation to sustainable communities.

**8 Consultation**

8.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee.

**9. Background Papers**

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

- Sustainable Communities Scrutiny Committee Policy Review 2010/11 - The Role of Culture in Supporting Sustainable Communities, Final Report

- Sunderland's Cultural Strategy

## Appendix A

**Sustainable Communities Scrutiny Committee**
**The Role of Culture in Supporting Sustainable Communities: Policy Review recommendations 2010/11**

| Ref | Recommendation | Action | Owner | Due Date | Progress Commentary |
|---|---|---|---|---|---|
| (a) | The Committee be kept updated on the outcome of the service reviews being undertaken relevant to the provision of cultural services in the city | Committee to be given update on following reviews :-<br>- Neighbourhood Services Management Review | Culture and Tourism<br><br>(CDA/AF) | July 2011 | |
| (b) | The Council examine the full cultural offer being delivered by all providers to residents in the city in order to determine whether there is any duplication or gaps in service provision and ensure that we are capturing the full contribution of the voluntary and community sector | A full audit of all cultural services to be undertaken, including provision not delivered through the City Council | TBC | February 2012 | It is considered that this recommendation would require a significant amount of time and resource, therefore this action is subject to identifying suitable resources |
| (c) | Service providers look at mechanisms for improving joint working and cooperation, particularly with the community and voluntary sector | An audit of activity to be undertaken that details where duplication takes place. | TBC | February 2012 | It is considered that this recommendation would require a significant amount of time and resource, therefore this action is subject to identifying suitable resources |

| | | | | | |
|---|---|---|---|---|---|
| (d) | The Council investigates the potential of improving visitor information, including signage at the Wearmouth-Jarrow World Heritage Site | Report to be presented including current works and further potential | Culture and Tourism (JFH) | September 2011 | |
| (e) | The council's Area Committees be invited to consider the potential of compiling a database of heritage assets based upon the work conducted by the Coalfield Area Committee | - Findings of Coalfield work to be presented to Scrutiny<br>- Overview of work and recommendation to all Area Committees | Culture and Tourism / VM and Area Committees | July 2011<br><br>September 2011 | |
| (f) | The council should further explore ways of working with the private sector in order to support the concept of making use of unused or underused space in the city as a home for gallery space or mini art centres | Report to Scrutiny on work undertaken | Culture and Tourism (ZC) | October 2011 | |
| (g) | The Council seeks to maximise the potential of seeking private sector sponsorship and the use of Gift Aid as a means of generating additional funding | Report to Scrutiny | Culture and Tourism (TM) | November 2011 | |

| | | | | | |
|---|---|---|---|---|---|
| (h) | The Committee receive a further report on ethnic diversity and the role of culture in supporting sustainable communities | Report to Committee but to note quite a specialist area to examine, that requires a dedicated resource | TBC | TBC | This action is subject to identifying suitable resource |

Sunderland City Council

**Item No. 5**

| **CABINET MEETING – 22 JUNE 2011**<br><br>**EXECUTIVE SUMMARY SHEET – PART I** | |
|---|---|
| **Title of Report:**<br>International Strategy – Annual Report 2010 | |
| **Author(s):**<br>Chief Executive | |
| **Purpose of Report:**<br>This report provides an overview of activity undertaken during 2010 in relation to the city's International Strategy, highlights the benefits this has generated, and identifies the outline Work Programme for 2011. | |
| **Description of Decision:**<br>Cabinet is requested to:<br>- note the level and nature of activity developed under the International Strategy during 2010<br>- endorse the proposed work programme for 2011 | |
| **Is the decision consistent with the Budget/Policy Framework?** *Yes<br><br>**If not, Council approval is required to change the Budget/Policy Framework** | |
| **Suggested reason(s) for Decision:**<br>It was agreed to report annually on the International Strategy both to Cabinet and the Partnership Board. Following its consideration by Cabinet, the attached report will be considered by the Partnership Board at its meeting on 19 July 2011. | |
| **Alternative options to be considered and recommended to be rejected:**<br>No alternative options have been considered. | |
| **Is this a "Key Decision" as defined in the Constitution?**<br>No<br><br>**Is it included in the Forward Plan?**<br>No | **Relevant Scrutiny Committee:**<br><br>Management |

**CABINET** **22 JUNE 2011**

**INTERNATIONAL STRATEGY – ANNUAL REPORT 2010**

**REPORT OF THE CHIEF EXECUTIVE**

## 1.0 Purpose of the Report

1.1 This report provides an overview of activity undertaken during 2010 in relation to the city's International Strategy, highlights the benefits this has generated, and identifies the outline Work Programme for 2011.

## 2.0 Description of Decision

2.1 Cabinet is requested to:

i) note the level and nature of activity developed under the International Strategy during 2010

ii) endorse the proposed work programme for 2011

## 3.0 Background

3.1 The Sunderland Partnership's first International Strategy was endorsed as a consultative draft in October 2006 to provide a co-ordinated and strategic approach to international working within the city. Following revision of the Sunderland Strategy, the International Strategy was updated and endorsed by the Partnership Board and City Council's Cabinet in October 2008 to run in parallel to the Sunderland Strategy for the period 2008 to 2025.

3.2 The overall aim of the International Strategy is 'to ensure the City's international engagement supports the Sunderland Partnership in achieving its vision for Sunderland, maximising the opportunities and benefits for the city and its residents'.

3.3 Implementation of the International Strategy is overseen by a Partnership-wide Steering Group, chaired by the Vice-Chancellor of the University and supported by the City Council's International Team. An annual report is prepared each calendar year for the Partnership Board and City Council's Cabinet. This is the fourth annual report, covering the period January to December 2010.

## 4.0 Current Position

4.1 The Annual Report for 2010 is attached as Annex A. This has been prepared drawing on information provided by members of the International Strategy Steering Group, including representatives of each Directorate within the City

Council. The report (Ai) provides an overview in section 6 of some of the key developments during the year, which are also summarised below in paragraphs 4.4 to 4.7. These are followed in the Annual Report by a series of examples of activity under each of the five key areas of activity identified for the International Strategy, highlighting the progress made and benefits generated from engagement in each area. A summary of communications activity undertaken during 2010, including the city's international bulletin 'Worldwide', is also given at section 7 of the Annual Report.

4.2 A more detailed record of progress against each of the areas in the Work Programme for 2010 is set out at Aii. Key information is included for each area within the Work Programme under 'Progress during 2010' and 'Amendments Proposed for 2011 Work Programme'. An Executive Summary of the Annual Report has also been produced for the first time this year to facilitate future communications activity.

4.3 The landscape within which the Steering Group and its constituent partner organisations are working changed substantially during 2009. Changes in policy direction at national level, and confirmation of a programme of substantial reductions in public expenditure, have required partners individually and collectively to start to review their priorities and consider the most appropriate means of focussing their efforts to be able to continue to deliver effective services and make progress in key areas. This wider context is significant in view of the overall aim of the International Strategy (set out at 3.2 above), which is designed to ensure the city's international engagement underpins the mainstream objectives which partners are seeking to deliver. In view of this wider context, work during 2010 has also primarily focussed on consolidating activity undertaken in 2009 with no significant new areas of development.

4.4 Relationships with each of the city's formal international partners have been strengthened during 2010. Sunderland was involved in Essen's year as European Capital of Culture on behalf of the Ruhr District which created further opportunities to develop the city's longest-standing relationship. The twinning relationship with Saint-Nazaire was strengthened through the joint school cluster project on sustainable travel and transport. British Council funding supported study visits by Sunderland Head teachers to partner schools in Washington DC and by Harbin Head teachers to Sunderland, and co-operation with Harbin and Washington DC provided opportunities for software companies to explore business partnership opportunities. Significant progress was made under the economic development project with Mbombela Local Municipality in South Africa as part of the Commonwealth Local Government Good Practice Scheme.

4.5 The City's strategic partnership with the British Council as a key national partner in promoting the international dimension in education, which was initiated in mid 2008, has continued to be strengthened. As highlighted in last year's annual report, the approach developed within Sunderland of working strategically in clusters, which maximises the impact of those initiatives developed centrally by the local authority for children and young people in

schools across the city, increases opportunities for joint working with the British Council and is regarded by them as good practice.

4.6 Joint working with regional and national partners in supporting city businesses to engage internationally has also continued to be developed during this year. This has included significant engagement with Sunderland Software City in relation to opportunities through the partnerships in Washington DC and China, as well as discussions regarding potential inward investment projects, and co-operation with UKTI.

4.7 Sunderland's membership of EUROCITIES, and the city's designation as a World Health Organisation (WHO) European Healthy City, has opened up further opportunities to exchange experience, influence policy and inform service delivery in key policy areas. Equally the establishment of the city's Economic Master Plan during 2010 presents opportunities to strengthen linkages between the international agenda and economic development activity in the years ahead.

4.8 Measurement of the benefits obtained from the city's international engagement has continued to be gauged for 2010 in the same way as it has been in previous years. This can be seen in Aii. Further work to develop more specific outcomes for Sunderland's international engagement and build on progress to date in establishing means of measuring the impact of international activity will be prioritised during 2011. This will be taken forward as part of the City Council's Reputation and Influencing Programme as the focus of partners' mainstream activity is clarified enabling the potential contribution of the international dimension to be identified and outcomes projected.

4.9 The changing environment within which partners are operating also means that there is a need for the 2011 Work Programme to be more tightly focussed to allow significant benefits still to be generated with more limited resources. The importance of close partnership-working within the city in this area of work will be even more important to facilitate this.

4.10 The Steering Group has therefore given careful consideration to its proposed work programme for 2011, drawing on its experience during 2010, and has removed a number of areas to enable the necessary focus. The relative importance of areas addressed in previous years by the Steering Group and excluded from the 2011 Work Programme will be kept under review and, if appropriate, they may be reconsidered for inclusion in future years.

4.11 An over-riding priority will be given during 2011 to the generation of economic benefits and the contribution the international dimension can bring to the economic wellbeing of the city in the short, medium and longer term. This aligns with the development of the International Economic Relations Strand of the City Council's Reputation and Influencing Programme, which will be led by the International Team as part of a wider corporate programme. The proposed work programme for the International Strategy Steering Group therefore continues to strongly reflect the contribution the Group's work can

make as we seek to strengthen the local economy in difficult times. The key themes and initial actions for the 2011 Work Programme are set out in section 8 of the Annual Report.

## 5.0 Reasons for the Decision

5.1 It was agreed to report annually on the International Strategy both to Cabinet and the Partnership Board. Following its consideration by Cabinet, the attached report will also be considered by the Partnership Board at its meeting on 19 July 2011.

## 6.0 Alternative Options

6.1 No alternative options have been considered.

## 7.0 Relevant Consultations

### 7.1 Financial Implications

There are no financial implications.

## 8.0 Background Papers

8.1 The following background papers are available from the Office of the Chief Executive:
International Strategy
International Strategy Steering Group Terms of Reference and Minutes
Washington DC Steering Committee Minutes
Harbin Steering Committee Minutes

**International Strategy for Sunderland** **Annex A i**
**Annual Report – January to December 2010**

## 1.0 Introduction

1.1 This report summarises the work of the International Strategy Steering Group during 2010, gives an overview of significant international activity undertaken within the Partnership this year and of its benefits, and highlights areas of work to be progressed during 2011.

## 2.0 Background

2.1 The Sunderland Partnership's first International Strategy was endorsed as a consultative draft in October 2006. Following revision of the Sunderland Strategy, the International Strategy was updated and endorsed by the Partnership Board and City Council's Cabinet in October 2008 to run in parallel to the Sunderland Strategy for the period 2008 to 2025.

2.2 The overall aim of the International Strategy is **'to ensure the City's international engagement supports the Sunderland Partnership in achieving its vision for Sunderland, maximising the opportunities and benefits for the city and its residents'.**

2.3 Implementation of the International Strategy is overseen by a Partnership-wide Steering Group, chaired by the Vice-Chancellor of the University and supported by the City Council's International Team. An annual report is prepared each calendar year for the Partnership Board and City Council's Cabinet. This is the fourth annual report.

## 3.0 Co-ordination Arrangements

3.1 The International Strategy Steering Group met four times in 2010. Membership remains open to all Sunderland Partnership organisations and Thematic Partnerships which have the capacity to nominate a representative. The Sunderland Partnership Manager is also a member of the Steering Group to facilitate the engagement of those within the Partnership who are not able to attend.

3.2 The Chief Executive of Sunderland Software City joined the group in 2010, which has been influential in stimulating thinking about new sector development and potential international partnering as well as strengthening the Steering Group's focus on economic impact. The NE Chamber of Commerce's (NECC's) representative changed following a change to the Chair of NECC's Sunderland Committee, bringing the additional benefit of increasing the input of the Football Club to the work of the Group.

3.3 It is proposed to keep membership of the Steering Group under review during 2011.

## 4.0 Context

4.1 The landscape within which the Steering Group and its constituent partner organisations are working has changed substantially during 2009. Changes in policy direction at national level introduced by the incoming coalition government,

and confirmation of a programme of substantial reductions in public expenditure have required partners individually and collectively to start to review their priorities and consider the most appropriate means of focussing their efforts to be able to continue to deliver effective services and make progress in key areas. This changing context has stimulated significant internal debate within partner organisations regarding current and future priorities, potential operating models, and means of achieving the necessary savings.

4.2 This wider context is significant in view of the overall aim of the International Strategy, which is designed to ensure the city's international engagement underpins the mainstream objectives which partners are seeking to deliver.

## 5.0 Impact

5.1 As in previous years, a Work Programme for the International Strategy Steering Group was established for 2010. This sets out a series of objectives, activity within partner organisations to support delivery of these objectives, timescale, anticipated outcomes and benefits, as well as potential indicators to enable the impact of this activity to be gauged over the longer term. It highlights linkages to the five priorities of the Sunderland Strategy, and incorporates the three categories of benefits identified by the Local Government Association and referenced in the International Strategy itself: institutional, citizen and socio-economic. International activity carried out during 2010, and summarised in section 6.2, has contributed to each of these three categories of benefits.

5.2 The impact of the significant changes during 2010, highlighted in 4.1 above and ongoing at the time of writing this report, has affected the group's ability to progress meaningfully the intended work with the City Council's Performance Improvement Team to develop more specific outcomes for Sunderland's international engagement and build on progress to date in establishing effective means of measuring the impact of international activity. Measurement of benefits has continued to be gauged in the same way as it has been in previous years as will be evident. Further work in this area will be prioritised during the first half of 2011 as the focus of partners' mainstream activity is clarified enabling the potential contribution of the international dimension to be identified and outcomes projected.

## 6.0 International Activity during 2010

6.1 <u>Overview</u>

6.1.1 During 2010, partners have continued to develop an international dimension to their work, building on their existing levels of activity. A number of the most significant outcomes in terms of international activity for the Partnership as a whole for the year are highlighted in the summary below in relation to each of the five key areas of activity identified to support delivery of the overall aim of the International Strategy. It is anticipated that impact will continue to increase as the co-ordinated and strategic approach initiated in this area of work with the establishment of the first International Strategy for the city in October 2006 continues to be consolidated.

6.1.2 Work during 2010 has primarily focussed on consolidating activity undertaken in 2009 with no significant new areas of development.

6.1.3 Relationships with each of the city's formal international partners have been strengthened during 2010. Sunderland was involved in Essen's year as European Capital of Culture on behalf of the Ruhr District which created further opportunities to develop the city's longest-standing relationship. The twinning relationship with Saint-Nazaire was strengthened through the joint school cluster project on sustainable travel and transport. British Council funding supported study visits by Sunderland Head teachers to partner schools in Washington DC and by Harbin Head teachers to Sunderland, and co-operation with Harbin and Washington DC provided opportunities for software companies to explore business partnership opportunities. Significant progress was made under the economic development project with Mbombela Local Municipality in South Africa as part of the Commonwealth Local Government Good Practice Scheme.

6.1.4 The City's strategic partnership with the British Council as a key national partner in promoting the international dimension in education, which was initiated in mid 2008, has continued to be strengthened during this year. As highlighted in 2009, the approach developed within Sunderland of working strategically in clusters, which maximises the impact of those initiatives developed centrally by the local authority for children and young people in schools across the city, increases opportunities for joint working with the British Council and is regarded by them as good practice.

6.1.5 Joint working with regional and national partners in supporting city businesses to engage internationally has also continued to be developed during this year. This has included significant engagement with Sunderland Software City in relation to opportunities through the partnerships in Washington DC and China, as well as discussions regarding potential inward investment projects, and co-operation with UKTI.

6.1.6 Sunderland's membership of EUROCITIES, and the city's designation as a World Health Organisation (WHO) European Healthy City, has opened up further opportunities to exchange experience, influence policy and inform service delivery in key policy areas. Equally the establishment of the city's Economic Master Plan during 2010 presents opportunities to strengthen linkages between the international agenda and economic development activity in the years ahead.

6.1.7 The attached table (Aii) sets out in detail progress made during the year in relation to each of the areas included in the Work Programme for 2010 (Geographic, Thematic and Operational) and cross-references this to the five key areas of activity below, the priorities of the Sunderland Strategy, and the categories of benefits identified by the Local Government Association. Information has been taken from returns by individual partners and City Council Directorates summarising their activity during the year and its benefits.

6.1.8 It is also important to note that partners continue to engage in international activity in areas of their core business outside of the International Strategy Steering Group, including inward investment, overseas marketing, student recruitment, and development of in-country delivery for further and higher education. This type of activity undertaken by individual partners, as well as more ad hoc initiatives within the Partnership, is also reflected within the attached table (Aii) but to a more limited extent.

6.2 Key Outcomes in relation to the International Strategy's Five Key Areas of Activity

**A) Forging strong links between the local and international business community – to maintain and attract further international investment, support local and home-grown businesses to access global market places and compete internationally**

- The City Council and Sunderland Software City led a trade mission to Harbin, Nanjing and Shanghai in August/September 2010 with 4 Sunderland companies participating. One has entered into a strategic development agreement with a partner in China. A second company, which made a return visit in November, is currently trialling its product in China with a view to launching it (via Hong Kong) in March/April 2011 and intends to open an office in Harbin to facilitate future developments. 8 Chinese companies are involved in discussions as part of Sunderland Software City's Soft Landing Programme to encourage inward investment, identifying market intelligence, another has been introduced to a Sunderland-based potential partner, and another is due to visit the UK in Spring 2011.

- A second Sunderland software company is exploring opportunities in the US market through contacts in Washington DC, with an initial and follow-up visit in 2010. This follows the successful establishment by a Sunderland-based software company of an American subsidiary company during 2009, which is chaired by a contact introduced through the Friendship Agreement and has its North American Headquarters in Washington DC. Significant development work has been undertaken for a software trade mission to be led by the City Council and Sunderland Software City to Washington DC and Seattle in Spring 2011 with approximately 10 Sunderland companies expected to take part.

- Creative businesses in the city continued to benefit from their Washington DC connections. Sunderland's new Creative Cohesion charity and the Creative Cohesion studio centre was inspired by the artist-led approach to events in DC experienced through participation in Artomatic and Glass3 in previous years. Follow-up opportunities for individual glassmakers during 2010 have included 1 artist having work promoted at the prestigious SOFA Chicago event, and 1 giving workshops in New York with an invitation to demonstrate at the Glass Art Society (GAS) Conference in Seattle in 2011. The ceramicist who began her 3 month residency in December 2009, also resulting from Artomatic contacts, sold the piece she made during her stay to a private collection in the USA. Two Washington Glass School Directors have been awarded Fulbright scholarships and are making plans to spend time with the University of Sunderland as guest lecturers during 2011 as well as the wider glass community.

- 19 Indian companies are engaged in active discussions with Sunderland Software City regarding inward investment activity following visits to India in March and November 2010. 11 companies are in initial stages identifying market intelligence, 3 companies are involved in dialogue on specific areas, and 5 companies are planning visits to Sunderland in Spring 2011 (3 initial and 2 return visits). Sunderland Software City also signed a Memorandum of Understanding with the Group of Technology Parks in Trivandrum in April to work together.

**B) Including an international dimension in the City's educational and cultural activities**
**- to increase knowledge and understanding of other cultures, develop welcoming and inclusive communities, stimulate a sense of global citizenship and build the skills needed by employers operating in a global economy**

- A running total of 54 schools now hold the International School Award with the Foundation level as a minimum (as at December 2010), with 17 holding Foundation, 22 Intermediate, and 15 the Full Award. This represents an increase from a running total of 40 by December 2009, 21 by December 2008 and 13 by December 2007 when records first started to be collected by the local authority. 9 schools progressed from Foundation to Intermediate during 2010. The award provides external validation of the extent to which these schools are enhancing learning opportunities for children and young people through inclusion of an international dimension within education. A number of other schools have registered interest in the award and are being offered support to develop this area of work.

- An International Student Ambassador Programme was developed in partnership between the University and City Council during 2010 with initial activity involving 3 schools. 9 Chinese International Student Ambassadors supported Sunderland schools during the incoming Harbin Head Teachers' visit in November 2010. An action plan has been developed to engage more schools in the International Student Ambassador Programme during 2011.

- A number of school cluster initiatives were developed with support from the British Council increasing knowledge and understanding of other cultures among the city's children and young people and helping to prepare them for participation in today's global economy. These included:
  - the City-wide cluster of 9 schools (primary, secondary and special) linked with Harbin schools receiving a visit from their partner Head teachers in November at the end of a year when, in addition to ongoing activity in all 9 schools, over 200 children from 6 schools took part in a lantern parade to mark Chinese New Year and 15 primary pupils from 4 schools took part in a Chinese language immersion course
  - a new city-wide cluster of 8 schools (primary, secondary and special) linked with Washington DC being established, building on initial individual school links, through an education leadership visit to DC in February with a range of activities undertaken within each of the schools including links to the annual July 4th celebration
  - ongoing work in the city's 3 Connecting Classrooms projects bringing together clusters of schools in Sunderland with school clusters in Bangladesh, Syria and India in joint curriculum work and developing our young people as global citizens
  - a new initiative with a cluster of 12 Sunderland schools (primary and secondary) exploring UNICEF's Rights Respecting Schools Award from an international perspective, linking to key issues including student voice

- Sunderland hosted the British Museum's 'Journey to the East' touring exhibition, which ran for four months and was attended by 1500 pupils (aged 7-14) in school groups. 3,000 people took part in family activities at weekends and during half-term with over 40 teachers taking part in a 'Teach China' conference held in partnership with the British Council during the exhibition. 30 International kite fliers also took part in the Sunderland International Friendship Festival from countries all around the world.

**C) Developing, and exchanging, good practice within international partnerships and networks**
**- to build knowledge within Partnership organisations and improve services**

- Following dissemination of the city's Climate Change Action Plan and related activity on the EUROCITIES website during 2009, Sunderland was invited to present at a seminar in European Green Capital Stockholm to establish best practice in involving citizens in the reduction of greenhouse gas emissions. Best practice ideas gained from discussions will help shape future engagement work with Sunderland residents to help tackle climate change. Participation also led to the city being invited to take part in a subsequent seminar aiming to identify best practice in engaging businesses in establishing carbon reduction targets. Best practice ideas from Stockholm on their Climate Pact campaign, which has approx 130 businesses engaged, will support Sunderland to further develop its Low Carbon City campaign as part of the Economic Master Plan.

- Participation in the WHO's European Healthy Cities network has provided the opportunity to share experience on addressing equity in health, identifying obstacles to progress and key success factors, as well as to explore the importance of active/participatory citizenship within this context and examples of good practice in facilitating this. There has also been the opportunity to discuss urbanization and health, lessons learned from the H1N1 pandemic, and the WHO's global strategy on harmful use of alcohol as issues with significant implications for public health and local action.

- Sunderland was successful applying as a partner in a EUROCITIES-led project to start in 2011, Cascade, which will focus on energy and transport helping support development of the city's low carbon economy. Through peer review and access to experts it is expected to support the city in addressing knowledge gaps on the integration of smart card technology with electric charging points and public transport, building know-how, capacity and experience in developing the low carbon infrastructure across the City, and developing skills and employment opportunities in the low carbon economy.

**D) Engaging with EU policy-making and legislation**
**– to influence areas which may impact on the City, and identify opportunities to implement EU policies and initiatives which will benefit the city.**

- The City Council was the first local authority in the UK to submit its Sustainable Energy Action Plan, which built on the city's existing Climate Change Action Plan, as part of commitments under the EU Covenant of Mayors which Sunderland signed in 2009 alongside all other NE local authorities. Development work began during 2010 with other regional partners to develop project proposals for potential funding streams. Being an active member within this network will provide opportunities to influence EU policy based on demonstration of a strong track-record in delivering against sustainability targets.

- Sunderland also submitted information on its Climate Change and Adaptation Strategies to inform the development of the new EU Strategy of Adaptation for 2013 through EUROCITIES, and contributed to the network's response to the European Commission's 5$^{th}$ report on Economic, Social and Territorial Cohesion, helping to influence future EU policy.

**E) Raising the profile of Sunderland internationally**
**- to influence individuals and businesses in their decisions about where to live, work, visit, study and invest and to support the ongoing development of the city's economy.**

- Development work began to review the current City Ambassadors scheme including the role for overseas Ambassadors and for UK-based Ambassadors in their international activity. This will be built on during 2011 to support development of the city's image and profile as a place to visit, also exploring links to the University and College alumni and Honorary Graduates.

- The City Council developed its Reputation and Influencing programme which seeks to create the best possible conditions for continued economic development in the city, supporting inward investment marketing and maximising the city's international connections to generate further economic benefits

- 1 of Sunderland's international ambassadors from Washington DC returned to the city engaging with young people at the Youth Offending Service for a second time, as well as sharing experiences with young people at Springwell Dene Special School on his first visit to the school.

## 7.0 Communication of International Activity

7.1 A Communications Strategy for the International Strategy was developed and endorsed during 2008. This set out a series of objectives and a number of key messages to underpin communication activity. Communications activity has been carried out within this framework throughout 2010.

7.2 There has been a broad range of publicity of international activity again during 2010, following a significant increase in 2009 compared with previous years. This has been linked to the areas set out in this year's Work Programme for the International Strategy Steering Group, as well as to events which have taken place on a more ad hoc basis.

7.3 This includes 2 issues of Worldwide, the city's International bulletin, 14 press releases issued by the City Council with 13 resulting in coverage, and at least 8 occasions during the year where press coverage has been generated by partners on international activity. Within the City Council, the Chief Executive's blog has featured international activity, and 14 issues of the weekly Members' Update have included international engagement. The city's international activity has been featured in the bdaily e-bulletin and the regional Europe Direct Newsletter. There has also been coverage on at least 1 occasion during the year on Sunderland's international activity in the press in Essen, Saint-Nazaire, and South Africa.

## 8.0 Work Programme for 2010

8.1 The changing environment within which partners are operating, highlighted in section 4.1, means that there is a need for the 2011 Work Programme to be more tightly focussed to allow significant benefits still to be generated with more limited resources. The importance of close partnership-working within the city in this area of work will be even more important to facilitate this.

8.2 The Steering Group has given careful consideration to its proposed work programme, drawing on its experience during 2010, and has removed a number of areas to enable the necessary focus. These include consideration of a pro-active approach to migration from overseas due to changes in immigration policy impacting currently, for example, on the ability of both the University and College to recruit staff from overseas. Equally, focussing on Ireland is no longer a city-wide priority due to affects of the economic downturn on both business and tourism potential as well as changes in ownership of Sunderland AFC. The University will retain its programme of work on Irish Studies, the Irish Literature Conference, and developing institutional partnerships on an individual level however.

8.3 The relative importance of areas addressed in previous years by the Steering Group and excluded from the 2011 Work Programme will be kept under review and, if appropriate, they may be reconsidered for inclusion in future years.

8.4 An over-riding priority will be given during 2011 to the generation of economic benefits and the contribution the international dimension can bring to the economic wellbeing of the city in the short, medium and longer term. This aligns with the development of the International Economic Relations Strand of the City Council's Reputation and Influencing Programme, which will be led by the International Team as part of a wider corporate programme. The proposed work programme for the International Strategy Steering Group therefore continues to strongly reflect the contribution the Group's work can make as we seek to strengthen the local economy in difficult times.

8.5 It is proposed to broadly retain the three key themes established in the 2010 work programme.

Key Themes:

- Exploring the challenges and opportunities for the city and its communities linked to the global recession to enable us to respond appropriately in the short, medium and longer term
- Supporting and influencing the City's approach to marketing, including the role of our City Ambassadors and alumni, to support the ongoing internationalisation of the city
- Harnessing international good practice to support the city's ongoing development

8.6 These themes will be developed through the following series of actions

Thematic:

- Enable City Ambassadors (existing and new) to be able to support Sunderland's international engagement particularly in creating economic benefits - engaging city-wide support to identify wider opportunities to influence linked to international alumni from both the University and College and Honorary Graduates
- Support integration within the city, focussing initially on international students at both the University and College - opening up opportunities through linkages to existing events programme, the business community, schools and other partners
- Promote the value of the international dimension in education within the city (both formal and informal) - increasing the number of schools with the British Council's International School Award and participation by students and schools in the International Student Ambassadors programme

Geographic:

- Progress proposals for collective co-operation with China (Harbin, Nanjing and Liuzhou) to maximise economic and educational benefits
  – primarily through the China Steering Committee
- Pursue development of the business and ICT elements of the Washington DC Friendship Agreement and continue to strengthen the school and University activity, including research links
  – primarily through the Washington DC Steering Committee
- Ensure successful completion of the city's project on economic development with Mbombela in South Africa within the Commonwealth Local Government Forum's Good Practice Scheme
  - primarily through the City Council
- Continue to develop twinning relationships with Essen and Saint-Nazaire as a partnership to maximise benefits with a particular emphasis on creating opportunities for children and young people
  - led by the City Council

Operational:

- Continue to develop the city's role within the WHO's European Healthy Cities Network to develop and exchange good practice and support improvements in service delivery
  - primarily through the Healthy Cities Steering Group
- Engage effectively in EUROCITIES to develop and exchange good practice and support improvements in service delivery, prioritising Economic Development, the Knowledge Society and Sustainability.
  - primarily through the City Council's EUROCITIES Officer Group

8.7 Individual partners will continue to take forward their own specific areas of international activity in parallel, sharing information to identify additional linkages as appropriate. Emerging priorities will be considered by the Steering Group within the context set out in 4.1.

8.8 During the first half of 2011 the International Strategy Steering Group will work with the support of the City Council's Performance Improvement officers, as set out in 4.2, to build on progress to date in establishing effective means of measuring the impact of international activity drawing on national good practice where this is available.

## 9.0 Background Papers

9.1 The following background papers have been used in preparing this report and are available on request:

- Work Programme for the International Strategy Steering Group for 2010
- Minutes of the International Strategy Steering Group
- Minutes of the Washington DC / China Steering Committees
- International Strategy Annual Report for 2007, 2008 and 2009
- Records of International Activity for 2010 completed by Partnership organisations

**Exploring the challenges and opportunities linked to the global recession to enable us to respond appropriately**
- **New area of focus for 2009 (and 1 of 4 key themes identified for 2009)**

**Objectives**
- To maximise the contribution of the international dimension to economic stabilisation and renaissance within the city
- To engage effectively with the development and subsequent implementation of the city's Economic Master Plan to ensure the international dimension is integrated wherever appropriate

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Facilitate discussions with Economic Master Plan lead officers and consultants.<br>Maintain an overview of activity with economic development focus - and facilitate/chase progress as appropriate. | Quarterly<br><br>Ongoing ( 2 years from January 09) | Effective Partnership engagement within Sunderland; high quality to activity developed | Socio-economic benefits - better links with the wider community | Prosperous City | A, E |
| **Business Activity** | SCC - Business & Investment Team | Facilitate link to Economic Master Plan development work and Prosperous City Thematic Partnership<br>Engage in discussions with NECC / UKTI re business support initiatives.<br>Support creation of appropriate climate for economic stabilisation and renaissance, and development of business opportunities. | Ongoing (2 years from January 09) | Additional opportunities for business development | Socio-economic benefits - local economic development, increased trade | Prosperous City | A, E |
| | North East Chamber of Commerce | Support development of business opportunities. | Ongoing ( 2 years from January 09) | Additional opportunities for business development | Socio-economic benefits - local economic development, increased trade | Prosperous City | A, E |
| **Education** | SCC - Children's Services | Development of international dimension within vocational diplomas | Ongoing (2 years from Jan 09) | Enhanced learning experiences for children and young people | Citizen benefits - cultural enrichment and greater global awareness | Learning City | B |

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **Higher Education** | University of Sunderland | Ongoing development of business focussed and partnership dimension to University activity | Ongoing (2 years from Jan 09) | Additional opportunities for business development | Socio-economic benefits - local economic development, increased trade | Prosperous City | A, E |

**Potential Indicators / Measures**

- No of businesses supported by SCC to engage internationally
- No of businesses supported by UKTI to engage internationally
- Inclusion of international dimension within Economic Master Plan and its delivery
- Outcome of initiatives developed by the University to support economic development

**Progress during 2010**

- Economic Master Plan, launched (Oct 10), acknowledges importance of international engagement to support city's ongoing economic development
- Representatives from companies engaged in international business or actively exploring opportunities (inward investment / business partnering) took part in local and national EMP launch events (Oct 10)
- Individual members of Steering Group remained engaged in EMP work in other capacities
- Updates at all Steering Group meetings (March, May, Sept and Dec 10); additionally, thematic focus on international dimension of Sunderland Software City activity at one Steering Group meeting (Sept 10)
- 19 Indian companies are engaged in active discussions with Sunderland Software City regarding inward investment activity following visits to India (March and Nov 10). 11 companies are in initial stages identifying market intelligence, 3 companies are involved in dialogue on specific areas, and 5 companies are planning visits to Sunderland in Spring 2011 (3 initial and 2 return visits).
- Sunderland Software City signed a Memorandum of Understanding with the Group of Technology Parks in Trivandrum (April 10) to help attract Indian software companies.
- 1 Canadian company registered in Sunderland (Nov 10) and is using the Business Development Executive element of Sunderland Software City's Soft Landing Programme
- 1 ongoing enquiry from Ukrainian software company linked to Sunderland Software City's Soft Landing Programme
- Sunderland Software City's Soft Landing Programme promoted to software companies in South Korea (Jan 10); no ongoing business enquiries
- Nissan announced Sunderland as the location for the European production of its first electric vehicle (March 10) involving combined investment of £450 million for this and the battery plant announced previously, in 2009
- Marketed Sunderland as a major European automotive centre at international automotive exhibitions in the USA (Oct 10) and India (Dec 10)
- Enquiry re wind turbine manufacture from partnership between Danish and Chinese companies
- 1 Sunderland business launched the first Fairtrade product from a conflict zone, Afghanistan, in partnership with an international NGO (Nov 10)
- 15 companies supported by City Council to engage internationally Jan-Dec 2010 (City Council Performance Indicator)

**Amendments proposed for 2011 Work Programme**

- Retain as one of 3 key themes
- Add actions for Sunderland Software City under Business Activity following engagement in International Strategy Steering Group during 2010
- Amend focus for Economic Master Plan related activity to implementation rather than development

**World-Wide Ambassadors - Develop the role of international alumni from both the University and College as potential World Wide Ambassadors for Sunderland and enable all our Ambassadors - existing and new - to be able to support the city's international engagement**

**- Continued area of focus from 2008 (but 1 of 4 key themes identified for 2009)**

**Objectives**
- To build a team of City Ambassadors who can support Sunderland's international agenda
- To equip City Ambassadors and Alumni with appropriate information to enable them to promote the city internationally and raise awareness of its international activity

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **PR** | SCC - Corporate Communications Team | Lead on strategic direction of World Wide Ambassadors' programme including liaison with City Marketing Group<br>Identify and approach potential new Ambassadors who offer an international dimension.<br>Brief Ambassadors in relation to the City's international activity and general achievements which can be promoted internationally. | Ongoing (2-3 yrs from July 08) | Profile of city raised nationally and internationally | n/a | Image Strategy | E |
| **Higher Education** | University of Sunderland | Participate in discussions re engagement of international alumni as potential World Wide Ambassadors for Sunderland | Ongoing (2 years from Jan 09) | Profile of city raised nationally and internationally | n/a | Image Strategy | E |
| | City of Sunderland College | Participate in discussions re engagement of international alumni as potential World Wide Ambassadors for Sunderland | Ongoing (2 years from Jan 09) | Profile of city raised nationally and internationally | n/a | Image Strategy | E |

**Potential Indicators / Measures**
- No of city ambassadors with an international dimension to their everyday role
- No of events / occasions involving city ambassadors abroad
- No of occasions where city ambassadors promote Sunderland's international activity
- Agreement of approach for joint dimension to international alumni / World Wide Ambassadors activity

**Progress during 2010**

- Thematic focus for Steering Group meeting (May 10) and updates at one other meeting (March 10)
- Review of City Ambassador programme begun as part of wider Communications activity to enable existing Ambassadors to become better resourced; looking at potential to broaden scheme to include community ambassadors such as taxi drivers
- Establishment of SCC Reputation and Influencing programme; potential for linkages to new City Ambassadors programme highlighted to support international economic development activity including Investment Marketing
- Potential to link to University and College alumni and Honorary Graduates highlighted.
- Development of the Sunderland Story and Financial Times feature on Sunderland linked to the launch of the Economic Master Plan which can act as resources for City Ambassadors; copies sent to region's Brussels Office
- Visit from 2 international city ambassadors (W Kellibrew of DC – Oct 10, O Dulle of USA – Oct 10). Activity with 1 international city ambassador at Springwell Dene Special School for first time (Oct 10) involving all pupils, and with young people from Youth Offending Service for second time (Oct 10)
- University continued to develop its work with international alumni, working with former students in countries including China, Greece, India, Malaysia and Pakistan
- Approximately 3,500 students were studying University programmes overseas in 2010, in 30 different countries around the world
- The 10th year of operation of the University's Office in Pakistan was celebrated at an event held at the British High Commission in Karachi (Sept 10) and reported widely in the national media.
- Worldwide was distributed to all City Ambassadors, including international Ambassadors

**Amendments proposed for 2011 Work Programme**

- Retain as one of 3 key themes
- Add specific focus on supporting economic development of the city and broaden linkages to Honorary Graduates as well as Alumni

**Harnessing international good practice to support the city's ongoing development, focussing initially on the health and wellbeing agenda and health inequalities**
**i) WHO's European Healthy Cities Network - Continue to develop the city's role within the WHO's European Healthy Cities Network to develop and exchange good practice and support improvements in service delivery**
**ii) EUROCITIES - Engage effectively in EUROCITIES to support improvements in service delivery, prioritising Economic Development, the Knowledge Society and Sustainability**
**- Continued area of focus from 2008 (but 1 of 4 key themes identified for 2009)**

**Objectives**

- To be approved as a member of the European Healthy Cities Network for Phase 5
- To develop a work programme within Phase 5 to provide opportunities for learning from WHO participation in relation to the city's strategic priorities
- To identify and take up opportunities for learning from EUROCITIES participation in relation to strategic objectives
- To develop a shared way of working with Newcastle-Gateshead for EUROCITIES where appropriate

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Liaising with SCC health colleagues to support effective engagement in the WHO network.<br>Circulate EUROCITIES information received highlighting opportunities to appropriate contacts (primarily SCC) and follow up - prioritising economic development and the knowledge society and environment.<br>Develop and strengthen relationships with Brussels based EUROCITIES staff.<br>Support effective engagement of Officers and Elected Members in EUROCITIES activity.<br>Liaise with colleagues at Newcastle/Gateshead re EUROCITIES co-operation.<br>Identify linkages / additional support for WHO and EUROCITIES activity through North East England Office in Brussels | Ongoing (3/5 yrs from Jan 08) | Effective Partnership working within Sunderland; Opportunities to develop good practice identified | Institutional benefits - improving service delivery by working on common issues | Learning City | C,D |
| **Service Improvement (Health, Housing and Adult Services)** | SCC - Health, Housing and Adult Services | Leading on the City's engagement in the WHO European Healthy Cities network, supporting Officer, Elected Member and Partnership involvement.<br>Organising participation in network meetings. | Ongoing (3/5 yrs from Jan 08) | Good practice exchanged, profile of city raised internationally | Institutional benefits - improving service delivery by working on common issues | Healthy City | C,D |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Promoting Sunderland's good practice within the network.<br>Identifying opportunities to learn from good practice developed elsewhere within the network. | | | | | |
| **Service Improvement** | SCC - various Directorates (particularly Business and Investment Team; Strategic Economic Development Unit; ICT Unit; Sustainability team) | Develop and exchange good practice within appropriate EUROCITIES forum, attending meetings where appropriate<br>Contribute to EU policy and legislation development | Ongoing (3/5 yrs from Jan 08) | Good practice exchanged, profile of city raised internationally | Institutional benefits - improving service delivery by working on common issues | Learning City | C,D |

**Potential Indicators / Measures**

- WHO Application submitted with Partnership endorsement
- WHO Application successful
- WHO Action Plan developed with clear links to city's strategic priorities
- Identification of Sunderland priorities for EUROCITIES participation
- Agreement with Newcastle-Gateshead for joint approach where appropriate under EUROCITIES
- Action plan in place in relation to EUROCITIES annual Work Programme and Sunderland priorities

**Progress during 2010**

- Contributed to EUROCITIES Economic Development Forum: gave presentation on city-region engagement; continued to share good practice on Cohesion Policy, Spatial Planning, and Entrepreneurship as well as starting to engage in new discussions on Metropolitan Areas.
- Participated in EUROCITIES Cohesion Policy discussions and contributed to network's paper on Urban Dimension in future EU Cohesion Policy (June 10) and response to European Commission's 5th report on Economic, Social and Territorial Cohesion (Dec 10)
- Contributed to EUROCITIES Core Clusters Working Group including preparation of Clustering and City Competitiveness Guide with contribution to mapping exercise and development of cluster assessment methodology.
- Contributed to EUROCITIES Knowledge Society Forum; gave presentations on Sunderland's involvement in Living Labs network and Digital Social Inclusion; continued to share good practice on Broadband and eInclusion. Working Group priority areas for 2011 identified as Broadband, Social Inclusion, Smart Cities and Open Data.
- Developed EU trans-national programme applications under:
  ICT-PSP (June 10, unsuccessful) on Smart Telecentre Working and 7th Framework Programme (Dec 10, pending outcome), via NEEO in partnership with EUROCITIES, on Future Internet
  Intelligent Energy Europe (June 10, successful to begin Spring 11) involving 18 cities in 11 countries, with Sunderland's peer review event on Energy in Urban transport to focus on electric vehicle infrastructure
  Europe for Citizens (Aug 10, successful) linked to European Year of Volunteering 2011

- Attended EUROCITIES Annual Conference focused on City Branding (Nov 10) identifying good practice relevant to Sunderland such as OnlyLyon campaign; joined Working Group on City Branding
- Ongoing liaison with EUROCITIES colleagues. and contribution to consultation on network's Work Programme, to identify opportunities for city as well as with NEEO colleagues in Brussels
- Identified linkages between EUROCITIES Social Affairs Forum and WHO activity and developed approach to joint work with Newcastle City Council
- Focus on World Health Organisation Activity for one International Strategy Steering Group meeting (March 10) and updates on WHO and EUROCITIES activity at all others (May, Sept and Dec 10)
- Submitted information on Sunderland's Climate Change and Adaptation Strategies to inform EUROCITIES contribution to development of new EU Strategy of Adaptation for 2013 as part of the European Commission's Impacts and Adaption Steering Group (Sept 10)
- Attended the WHO European Healthy Cities network's Annual Business and Technical Conference (June 10), sharing experience on adressing equity in health and the importance of active/participatory citizenship within this context including good practice in facilitating this; also shared experience and expertise in urbanization and health, lessons learned from the H1N1 pandemic, and the WHO's global strategy on harmful use of alcohol as issues with significant implications for public health and local action.
- Gave presentation and shared good practice with other European cities, including the 2010 European Green Capital, to establish best practice in involving citizens in reduction of greenhouse gas emissions and identify best practice in engaging businesses in establishing carbon reduction targets
- Submitted Sustainable Energy Action Plan (Jan 10) as part of commitments under EU Covenant of Mayors; began development work with other regional partners to develop project proposals for potential funding streams.

**Amendments proposed for 2011 Work Programme**

- Retain as one of 3 key themes
- Add specific focus on supporting development of the city's economy

**Identifying the necessary infrastructure (physical, social or cultural) to support the ongoing internationalisation of the City - noting the potential offered by proposals for the candidate World Heritage Site and music development within the city**

**- Continued area of focus from 2008 with additional references to WHS and Music (but 1 of 4 key themes identified for 2009)**

**Objectives**

- To identify Festivals / Events / Conferences within the city which can be developed from an international perspective to support the economic, cultural and social development of the city

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Facilitate discussion on way forward within International Strategy Steering Group and smaller task groups as appropriate<br>Facilitate liaison with international partners and networks where opportunities for co-operation are identified | Ongoing (2 yrs from July 08) | Increased knowledge and understanding of other cultures, improved community cohesion, profile of city raised internationally | Socio-economic benefits - local economic development; Citizen benefits - cultural enrichment and greater global awareness | Cross-cutting - Culture, Prosperous City | B, E |
| **Culture / Tourism** | SCC - City Services | Lead Events programme for SCC including ongoing development of International Friendship Festival<br>Engage with University to support ongoing development of Irish Literature Conference and related Irish Festival activity | Ongoing (2 yrs from July 08) | Increased knowledge and understanding of other cultures, improved community cohesion, profile of city raised internationally | Socio-economic benefits - local economic development; Citizen benefits - cultural enrichment and greater global awareness | Cross-cutting - Culture, Prosperous City | B, E |
| **PR** | SCC - Corporate Communications Team | Support promotion of Sunderland festivals / events / conferences in line with the Corporate Image Strategy. | Ongoing (2 yrs from July 08) | Profile of city raised within UK and internationally; residents see benefits of link | Socio-economic benefits - local economic development; Citizen benefits - cultural enrichment and greater global awareness | Image Strategy | B, E |

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **Higher Education** | University of Sunderland | Lead on the ongoing development of Irish Literature Conference and related Irish Festival activity.<br>Facilitate linkages to encourage development of further Irish activity within schools and libraries and to engage business community | Ongoing (2 yrs from July 08) | Increased knowledge and understanding of other cultures, improved community cohesion, profile of city raised internationally | Socio-economic benefits - local economic development; Citizen benefits - cultural enrichment and greater global awareness | Cross-cutting - Culture, Prosperous City | B, E |
| **ICT** | SCC - ICT Unit | Develop proposals for IT in the Community Conference and Digital Challenge dissemination events with strong international dimension | Ongoing (2 yrs from July 08) | Profile of city raised internationally | Institutional benefits - improving service delivery by working on common issues | | E |

**Potential Indicators / Measures**

- No / percentage of city events held which include an international dimension (Community cohesion perspective)
- No of events bringing international artists / performers to the city
- No of international visitors at city events
- No of city events/conferences with international speaker(s)
- No of international delegates at city conferences

**Progress during 2010**

- Secured Take That and Kings of Leon concerts at Stadium of Light for 2011, with Take That expected to attract significant international coverage for venue and city
- Celebrated Chinese New Year with events including over 200 pupils from 6 city schools taking part in Lantern Parade at Sunderland Museum and Winter Gardens and University event attended by 320 people
- 30 International fliers took part in the Sunderland International Friendship Festival (July 10) from Japan, Tasmania, USA, Italy, Germany, France, Belgium, Netherlands, Switzerland, Austria, Australia and South Africa
- Flying display within the Sunderland International Airshow (July 10) included displays from United States Air Force and Royal Netherlands Air Force, with the event estimated as receiving 750,000 visitors with an average spend of £28 per head
- Developed school flag competition as part of Sunderland International Friendship Festival for first time with 485 entries from 6 primary, 1 special and 1 nursery school (won by a pupil from each of George Washington Primary School and Benedict Biscop Primary School)
- Worked with BRASS (July 10) - Durham's Festival of brass – for first time in 2010 to supply the international elements of the music programme, including UK musicians Bollywood and Punjabi music and bands from Switzerland and Spain
- Thematic focus on World Heritage Site bid at one Steering Group meeting (Sept 10) providing update of development work for submission to UNESCO; visit by Italian young people due to connection with their home town and Codex Amiatinus (Sept 10)
- University held its 8th annual Irish Literature Conference bringing 60 visiting academics from UK, Ireland, Israel, Japan, Taiwan, USA and Canada as well as Austria, Germany and Switzerland (Nov 10)

- Programming at NGCA during 2010 included artists from France, Germany, Iraq, Japan, Poland, Spain, Switzerland and USA

**Amendments proposed for 2011 Work Programme**

- Emphasis on Ireland to be removed
- Focus to move to existing festivals and events as means of wider activity to support integration of international students

**Migration and Integration - Work with the City Marketing Group to develop a pro-active city-wide approach to talent attraction and supporting newcomers, including international students and economic migrants, to integrate into city life**
**- Continued area of focus from 2008**

**Objectives**

- To raise awareness within the Partnership of the need for and benefits of economic migration
- To establish a series of actions to help attract talent to the city and support integration of newcomers
- To work with city-regional and regional partners to implement the agreed actions

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Facilitate discussions re migration through the International Strategy Steering Group and smaller task groups as appropriate | Ongoing (2 yrs from July 08) | City-wide approach to migration and talent attraction developed | Citizen benefits - increased tolerance and understanding between and within communities leading to better social cohesion, cultural enrichment and greater global awareness | Cross-cutting - Equalities, Learning City, Prosperous City, Safe City | B, E |
| **Education** | SCC - Children's Services | Consider school requirements to support the needs of economic migrants.<br>Participate in discussions re migration and integration | Ongoing (2 yrs from July 08) | City-wide approach to migration and talent attraction developed | Citizen benefits - increased tolerance and understanding between and within communities leading to better social cohesion, cultural enrichment and greater global awareness | Cross-cutting - Equalities, Learning City | B |
| **Higher Education** | University of Sunderland | Explore opportunities to increase retention of talented overseas students.<br>Act as central contact point for liaison with Inclusive Communities Thematic Partnership<br>Play lead role in discussions re migration and integration | Ongoing (2 yrs from July 08) | City-wide approach to migration and talent attraction developed | Citizen benefits - increased tolerance and understanding between and within communities leading to better social cohesion, cultural enrichment and greater global awareness | Cross-cutting - Equalities, Prosperous City | B, E |

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| Community Cohesion | Northumbria Police | Participate in discussions re migration and integration | Ongoing (2 yrs from July 08) | City-wide approach to migration and talent attraction developed | Citizen benefits - increased tolerance and understanding between and within communities leading to better social cohesion, cultural enrichment and greater global awareness | Cross-cutting - Equalities, Safe City | B |
| | SCC - Diversity & Inclusion Team | Lead on Community Cohesion dimension, providing link to Partnership Community Cohesion Working Group and area based community cohesion groups<br>Participate in discussions re migration and integration | Ongoing (2 yrs from July 08) | City-wide approach to migration and talent attraction developed | Citizen benefits - increased tolerance and understanding between and within communities leading to better social cohesion, cultural enrichment and greater global awareness | Cross-cutting - Equalities, Safe City | B |
| PR | SCC - Corporate Communications Team | Participate in discussions re migration and integration and act as link to City Marketing Group<br>Develop linkages to Image Strategy | Ongoing (2 yrs from July 08) | City-wide approach to migration and talent attraction developed | Citizen benefits - increased tolerance and understanding between and within communities leading to better social cohesion, cultural enrichment and greater global awareness | Cross-cutting - Equalities, Learning City, Prosperous City, Safe City | B, E |

**Potential Indicators / Measures**

- No of migrants into city increase / Increased percentage for city within regional intake of migrants
- Decision of Partnership to develop action plan
- No of actions implemented with regional/sub-regional partners

**Progress during 2010**

- Approximately 1,900 international and 400 European students studied on campus at the University during 2010, including over 100 different nationalities. The largest numbers of new students arriving in 2010 came from China (685), Malaysia (153) Nigeria (130), India (120), and Pakistan (191), and within Europe from Cyprus (62, Ireland (65) & Greece (60). Approx 150 students are expected to enrol in Feb 2011 following recruitment activities during 2010.
- First "International Student Reception" held by University (Nov 10) to celebrate students from all countries; event included cultural entertainment provided by students from several countries representing the student body
- Establishment of a Nigerian Student Society on campus to lead to the formation of a student alumni association; further development of the Indian Student Society on campus established in 2009 also to continue on to the formation of a student alumni association
- Contribution to integration work via International Student Ambassador programme (reported under International Dimension in Education section)
- College began to consider need for development of increased in-country delivery in response to difficulties experienced by international students in securing visas to travel to the UK to study
- Communications audit work which began in 2009 to find out where Sunderland is being heard, what is being said, whether message are consistent, positive, negative or neutral has been completed and fed into development of communications work for the city

**Amendments proposed for 2011 Work Programme**

- Focus to move away from pro-active approach to talent attraction to focus on integration dimension, primarily with international students initially

**Develop a collective approach to East Asia including China - Progress proposals for collective cooperation with China (Harbin, Nanjing, Liuzhou) to develop economic, educational and cultural opportunities**
**- continued area of focus from 2008**

**Objectives**

- To develop a formal Friendship Agreement with Harbin and a series of activities to generate economic, educational and cultural benefits
- To develop links with Nanjing to support the development of Sunderland Software City
- To strengthen the University's relationship with Liuzhou Municipal Government through effective partnership working
- To identify strategic opportunities for additional joint work within the Partnership in East Asia

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Facilitate discussions re China through the International Strategy Steering Group and Strategic Focus Group/China Steering Committee<br>Progress formalities with Harbin re Friendship Agreement.<br>Maintain an overview of all activity with Harbin, Nanjing and City Council activity with Liuzhou - and facilitate/chase progress as appropriate.<br>Arrange incoming and outgoing visits including follow up activity.<br>Develop and manage relationships with local and UK partners as well as within China. | Quarterly April-Dec 08<br>Ongoing<br>Ongoing<br>Ongoing<br>Ongoing | Additional opportunities for business development; profile of Sunderland raised internationally | Socio-economic - better links with the wider community<br>Institutional - developing useful links and networks of authorities | n/a | A, B, E |
| **Business Activity** | SCC - Business & Investment Team | Participate in Strategic Focus Group/China Steering Committee<br>Explore business opportunities with Harbin, Nanjing and Liuzhou where appropriate and support business community to do likewise.<br>Support ongoing development of the relationship between NECC and Harbin CCPIT under the MoU. | Ongoing 3/5 years (from Jan 08) | Enhanced learning experiences for children and young people | Socio-economic benefits - local economic development, increased trade | Prosperous City | A, E |
| | North East Chamber of Commerce | Participate in Strategic Focus Group/China Steering Committee<br>Develop activity under the MoU with partner organisations in Harbin (CCPIT and General Chamber of Commerce) to identify and promote business | Ongoing 3/5 years (from Jan 08) | Additional opportunities to deliver Higher Education created | Socio-economic benefits - local economic development, increased trade | Prosperous City | A, E |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | opportunities. | | | | | |
| | SAFC | Participate in Strategic Focus Group/China Steering Committee | Ongoing 3/5 years (from Jan 08) | Additional opportunities to deliver Further Education created | Socio-economic benefits - local economic development | Prosperous City | A, E |
| **Education** | SCC - Children's Services | Support development of partnership with Hetton School<br>Develop opportunities for wider school co-operation with Harbin | Ongoing 3/5 years (from Sept 08) | Profile of city raised internationally | Socio-economic benefits - cultural enrichment and greater global awareness | Learning City | B |
| **Higher Education** | University of Sunderland | Participate in Strategic Focus Group/China Steering Committee<br>Explore opportunities to develop overseas market including student recruitment.<br>Manage contract with Liuzhou Municipal Government and identify areas for Partnership input | Ongoing 3/5 years (from Jan 08) | Profile of city raised internationally | Socio-economic benefits - local economic development | Prosperous City | A, B, E |
| | City of Sunderland College | Participate in Strategic Focus Group/China Steering Committee<br>Explore opportunities to develop overseas market including student recruitment. | Ongoing 3/5 years (from Jan 08) | | Socio-economic benefits - local economic development | Prosperous City | A, B, E |
| **Culture** | SCC - City Services | Coordinate material for inclusion in Harbin museum.<br><br>Support development of Harbin dimension within British Museum exhibition in Sunderland on China for 2010 | March -June 08 and ongoing<br><br>Jan 2009 - Jan 2010 | | n/a | Image Strategy | B, E |
| | Tyne & Wear Museums | Provide material for inclusion in Harbin museum and support with design.<br><br>Work with partners to include strong Harbin dimension within British Museum exhibition in Sunderland on China for 2010 | March -June 08 and ongoing<br><br>Jan 2009 - Jan 2010 | | n/a | Image Strategy | B, E |

**Potential Indicators / Measures**

- Friendship Agreement formally in place with Harbin

- No of school links developed
- No of children and young people engaged in partnership activity
- No of companies participating in June 09 Trade Mission to Harbin
- No of follow up enquiries
- No of Joint Ventures established (longer term)
- Inward investment generated (longer term)
- Percentage of Liuzhou students undertaking work shadowing
- No of companies participating in annual Nanjing Software Expo
- No of Sunderland software businesses trading with Nanjing (longer term)
- No of joint initiatives in HE/FE in E Asia

**Progress during 2010**

- 4 Sunderland companies took part in a trade mission to Harbin, Nanjing and Shanghai (Aug-Sept 2010) organised by the City Council and Sunderland Software City; 1 has entered into a strategic development agreement with a partner in China; a 2nd company made a return visit (Nov 10) and is currently trialling its product in China with a view to launching it in Spring 2011 and opening a Harbin-based office
- City Council support for 1 other business exploring business opportunities elsewhere in China
- 1 additional Sunderland software business carried out trials with a company met during the 2009 trade mission to Nanjing; further work is ongoing as the product was judged not to be market ready for China
- 8 Chinese companies are involved in discussions as part of Sunderland Software City's Soft Landing Programme to encourage inward investment, identifying market intelligence, another has been introduced to a Sunderland-based potential partner, and another is due to visit the UK in Spring 2011
- China Business Development Manager appointed in Harbin in a partnership between the City Council, Sunderland Software City, University of Sunderland and the China Britain Business Council to maximise business opportunities through co-operation with China
- 15 primary pupils from 4 schools took part in a British Council funded Chinese language immersion course within the UK (Aug 10)
- 7 partner Head teachers and 2 Education Bureau officials from Harbin including the Director visited Sunderland (Nov 10) with funding from British Council to support the City-wide cluster of 9 schools (primary, secondary and special) where activity related to China, Chinese language and culture was ongoing in each school during 2010; 9 of the University's International Student Ambassadors from China supported the Sunderland schools with language needs during the Head teachers' visit; the 7 schools hosting their partner Head teacher developed an Action Plan for future school partnership activity
- 5 schools applied for funding (Dec 10) for Joint Curriculum Projects from British Council to support Harbin school partnership projects in 2011 likely to include student visits with 1 primary and 1 secondary being successful
- Development work linked to the University's relationship with Harbin Personnel Bureau and Harbin Normal University (May 10 and ongoing)
- Celebrated the graduation of the 100$^{th}$ student from Liuzhou (May 10) as part of the final year of the University's five-year partnership with Liuzhou Municipal Government providing postgraduate training for government officials; began negotiations re delivery of Professional Doctorates
- University continued to develop educational partnerships across East Asia particularly in China, Hong Kong, Malaysia, Singapore, Thailand and Vietnam including the delivery of University programmes in country with partner institutions; in 2010 there were over 2,000 students studying in Malaysia on Sunderland programmes
- Ongoing work between City of Sunderland College and its partners in Nanjing (ICT) and Inner Mongolia (Engineering)
- Hosted British Museum's touring exhibition 'China – Journey to the East' at Sunderland Museum and Winter Gardens (Jan-May 10), attended by 1500 pupils (aged 7-14) in school groups over 74 visits, with 3,000 people taking part in family activities at weekends and over half-term
- Hosted 'Teach China' Conference (May 10) during exhibition with over 40 teachers taking part; speakers from Sunderland Software City, the University of Sunderland, Durham's Oriental Museum; Head teachers from 2 of Sunderland's Harbin school cluster

**Amendments proposed for 2011 Work Programme**

- No specific amendments proposed

**Washington DC - Pursue development of the business, ICT and tourism elements of the Washington DC Friendship Agreement and broaden the school activity - continued area of focus from 2008**

**Objectives**

- To create opportunities for business and economic development.
- To share experience in ICT and e-government initiatives which will assist in tackling social inclusion and supporting citizen participation.
- To identify opportunities to stimulate tourism.
- To provide opportunities for more school children to benefit from the Agreement.
- To develop two-way University student exchanges and co-operation in glass/ceramics, automotive and other key areas.
- To increase awareness of historical connection.

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Facilitate the quarterly Washington DC Steering Committee meetings in Sunderland (chaired by the Leader of the City Council) and the equivalent Steering Committee in Washington DC (chaired by the Secretary to the District of Columbia).<br>Maintain an overview of all activity under the Agreement and facilitate/chase progress as appropriate.<br>Arrange incoming and outgoing visits including follow up activity.<br>Develop and manage relationships with local and UK partners as well as within the USA. | Quarterly<br>Ongoing<br>Ongoing<br>Ongoing | Effective Partnership engagement within Sunderland; strong working relationships with US partners; high quality to activity developed; increased understanding among residents of benefits | Socio-economic - better links with the wider communityInstitutional - developing useful links and networks of authorities | n/a | A, B, C, E |
| **Business Activity** | SCC - Business & Investment Team | Plan and participate in joint glass/creative industries exhibition involving the Cohesion Network of Glass Artists and Washington Glass School.<br>Develop potential business opportunities in the Software & Technology and Green/Environmental sectors and support business community to do likewise.<br>Develop and manage relationships with local and UK partners as well as within the USA (focussing primarily on | Jan-Jul 09<br>Ongoing<br>Ongoing | Additional opportunities for business development | Socio-economic - local economic development, increased trade, better links with the wider community | Prosperous City | A, C, E |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | business community and senior government). | | | | | |
| | North East Chamber of Commerce / British American Chamber of Commerce | Facilitate high level contact with the American Embassy.<br>Participate in strategic projects requiring region wide business engagement.<br>Support with development of opportunities for businesses e.g. in Technology and Green sectors as well as Defence Industries.<br>Liaison with British American Business Association in Washington DC. | Ongoing<br>Ongoing<br>Ongoing<br>Ongoing | Additional opportunities for business development; Enhanced cultural events; Profile of city raised with Embassies | Socio-economic - local economic development, increased trade, better links with the wider community | Prosperous City | A, C, E |
| **Education** | SCC - Children's Services | Identify additional schools City-wide to take part in the Embassy Adoption Programme in Washington DC as partner schools.<br>Support teachers at JFK Primary School and Broadway Junior School and additional schools identified in developing their school partnerships.<br>Develop in-school programmes within JFK Primary school and Broadway Junior School (lead teachers) and additional schools identified.<br>Participate in annual 4th July celebration.<br>Facilitate school involvement in wider DC activity eg development and use of resource packs as part of Sunderland Remembering Slavery legacy, DVD of 4th July celebration 2007.<br>Take up opportunities to engage with DC based City Ambassadors/incoming DC students to benefit Schools, Youth Offending Service, Youth Parliament and others.<br>Explore opportunities to exchange experience in e.g. curriculum development and leadership. | Sept-Nov 09<br>Ongoing<br>Ongoing<br>Jan - July 09<br>Ongoing<br>Ongoing<br>Dec 08 onwards | Enhanced learning experiences for children and young people | Citizen benefits - cultural enrichment and greater global awareness; (also potentially - Institutional - improving service delivery by working on common issues) | Learning City | B, C |
| | SCC - City Services | Support ongoing development of 4th July celebration, including school dimension.<br>Promote Sunderland Remembering | Jan-July 09<br>Sept 08 onwards<br>Oct annually | Enhanced cultural events | Citizen benefits - cultural enrichment and greater global awareness; Socio- | Cross-cutting - Culture | B, C |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Slavery legacy, including project boxes for use in schools.<br>Exchange information re Black History Month. | | | economic benefits - better links with the wider community | | |
| **Higher Education** | University of Sunderland | Develop proposals for future scholarship students from UDC and GWU to come to Sunderland<br>Develop proposal for UDC to receive a Sunderland student in Spring 2009 in partnership with UDC.<br>Confirm scholarship offer from GWU for Sunderland student from Spring 2009 onwards in partnership with GWU and inclusion of Sunderland University as an exchange/study abroad option for GWU students.<br>Develop follow-up activity with initial 2 scholarship students, now City Ambassadors.<br>Share experience with UDC re Foundation degrees and employer engagement as well as business development initiatives.<br>Explore opportunities for joint work in glass and ceramics, automotive etc.<br>Liaise with City of Sunderland College re potential opportunities for co-operation with UDC. | July 08 onwards<br><br>Oct 08 onwards<br><br>Oct 08 onwards<br><br>Ongoing<br><br>Ongoing<br><br>Ongoing<br><br>Ongoing | Enhanced learning experiences for children and young people | Citizen benefits - cultural enrichment and greater global awareness; Socio-economic benefits - better links with the wider community | Learning City | B, C, E |
| **ICT** | SCC - ICT Team | Support with video-conferencing for school partnerships.<br>Exchange of experience re eGovernment including Digital Challenge and Sunderland Software City. | As required<br>Ongoing | Good practice exchanged, profile of city raised internationally | Institutional benefits - improving service delivery by working on common issues | Learning City | B, C, E |
| **Culture / Tourism** | SCC - Corporate Communications Team | Support promotion of Sunderland as visitor attraction inline with the Corporate Image Strategy. | Ongoing 2 years | Profile of city raised within UK and internationally; residents see benefits of link | n/a | Image Strategy | E |

**Potential Indicators / Measures**

- No of businesses exploring opportunities (e.g. attending business breakfasts)
- No of businesses following up

- No of businesses confirming additional business
- No of examples of information exchanged
- No of areas where exchanged information informs practice
- Direct flight introduced
- Increase in tourists e.g. to International Friendship Festival, International Air Show (Cross-reference to Festivals & Events measure)
- No of schools and no of children engaged
- No of university students from each city involved in exchanges
- No of joint university projects

**Progress during 2010**

- Second Sunderland software company began to explore additional opportunities in the US market through contacts in Washington DC with initial (July 10) and follow up visits (Oct 10) .
- 4Projects Inc, the US subsidiary of the Sunderland company set up in 2009 with its HQ in Washington DC, is now operating in 4 areas in North America - Washington DC (covering the North East), Texas (covering the South and West), East Canada and West Canada; it is already profitable in West Canada, and is on target to be profitable in DC, East Canada and Texas during 2011; all support and implementation for clients is carried out by Sunderland based staff and the support hours are about to be extended to cover the West Coast of the USA meaning increasing job opportunities within Sunderland.
- Development work undertaken for software trade mission to be led by City Council and Sunderland Software City to Washington DC and Seattle in Spring 2011, approximately 10 Sunderland companies expected to take part.
- Establishment of Sunderland's Creative Cohesion charity and the Creative Cohesion studio centre in Nile Street (opened Sept 10) drawing on experience from DC - inspired by belief from DC experience that artist-led studio centres can be successful; volunteer / collective responsibility approach also inspired by DC experience during Artomatic in 2009 and Glass3 in 2008; 11 artist spaces within centre, 5 occupied by graduates on Graduate Retention scheme; 5 Directors of the charity, of whom 4 are among the established business occupants, have been involved in DC initiatives; workshops and mentoring at Creative Cohesion undertaken by 4 artists involved in DC work, with 2 additional DC participants involved in volunteering.
- Invitation for Sunderland glassmakers to participate in Red Dot Fairs, highly regarded internationally for the quality of their selected artwork, linked to the international profile participation in DC initiatives has given artists.
- 1 glassmaker involved in DC initiatives has established a good working relationship with a number of US galleries, one of which exhibits and sells her work very successfully at SOFA Chicago (probably the world's foremost show for Contemporary Craft and Art); another has been invited to run workshops at Urban Art in New York (May 10) and to demonstrate in the GAS Conference in Seattle in 2011.
- The Ceramicist who spent 3 months in residency at a studio on the outskirts of DC (Dec 09-Feb 10) has been offered further invitations to undertake residencies in New York and in DC .
- 1 artist who participated in Artomatic in DC in 2009 has set up the 2 year Sunderland Book Project which will culminate in an appearance at an annual book fair in Maryland arising from a contact made in DC; local artists and members of the community have generated artists' handmade books on the subject of Sunderland during 2010 and international book artists from around the world will be invited to create a book on Sunderland during 2011.
- 2 Directors of Washington Glass School won Fulbright sponsorships to visit Sunderland during 2011 as guest lecturers to give demonstrations, master classes and strengthen co-operation with the glass community.
- Relationship with the University of the District of Columbia strengthened by a visit from the President of UDC to Sunderland (March 10), and development and signature of an MoU (June 10) with 6 key areas of activity to be developed including reciprocal student exchange.
- Identified areas for potential automotive research collaboration between the University and George Washington University and Howard University.
- 8 Head teachers took part in a study visit to Washington DC (Feb 10) with support from the British Council to develop sustainable school partnerships forming a city-wide cluster of primary, secondary and special schools; a range of activity has been undertaken in individual schools during the year.
- 1 Sunderland school (George Washington Primary School) took part in a Wired World project with Meridian International including a video-conference; follow-up video-conference planned for early 2011.
- Springwell Dene Special School involved in annual 4th July celebrations at Washington Old Hall for first time as 1 of 4 schools participating alongside co-organisers Washington School (John F Kennedy Primary School, Broadway Junior School, George Washington Primary School) .

- Pupils from 2 Sunderland schools (Broadway Junior School, George Washington Primary School) made a virtual tour of Washington Old Hall to share with American teachers on a residential at Mount Vernon, George Washington's estate in Virginia; pupils also took part in a live question and answer session by video-link during the residential (July 2010).
- Sunderland Youth Parliament took part in a filmed debate as part of the 40th anniversary of Earth Day (Apr 10) talking about sustainability issues that affect their lives; filmed debate was posted on website of Earth Day Network, based in DC, to be shared with others across the globe.
- Environmental Proclamations signed by the Leader of the City Council and Sunderland Youth Parliament (Apr 10) stating their commitment to the sustainable development of the city to improve the quality of life for its residents and the global community.

**Amendments proposed for 2011 Work Programme**

- No specific amendments proposed

**International Dimension in Education - Promote the value of the international dimension in education within the city (both formal and informal) - increasing both the number of schools with the British Council's International School Award and participation by students and schools in the International Students into Schools programme as well as encouraging an international dimension to youth provision within the city**
**- continued area of focus from 2008 (with additional reference to youth provision)**

**Objectives**

- To support all schools to achieve Foundation level of the International School award as a minimum by the end of the 2011/12 academic year.

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Liaise with Children's Services colleagues and provide support as appropriate.<br>Support school partnerships developed through City's formal international partnerships.<br>Facilitate relationship between City Council and University for International Students into Schools Programme. | Ongoing - to 2010 | Enhanced learning experiences for children and young people | Citizen benefits - cultural enrichment and greater global awareness | Learning City | B |
| **Education** | SCC - Children's Services | Lead on promotion of International School Award and opportunities to introduce/increase the international dimension in education. | Ongoing - to 2010 | Enhanced learning experiences for children and young people | Citizen benefits - cultural enrichment and greater global awareness | Learning City | B |
| **Higher Education** | University of Sunderland | Develop the International Students into Schools Programme. | Ongoing | Enhanced learning experiences for children and young people | Citizen benefits - cultural enrichment and greater global awareness | Cross-cutting - Equalities, Learning City | B |

**Potential Indicators / Measures**

- No of students involved in the International Students into Schools programme.
- No of schools involved in the International Students into Schools programme.
- No of schools with the International School Award (Foundation, Intermediate levels and full award) - target of 30 additional schools by the end of 2008/09 school year, 45 by 2009/10 and 80 by 2010/11.

**Progress during 2010**

- A support teacher for the International dimension is deployed throughout year to support schools directly with developing the International Dimension in Education and with application process for International School Award
- Ongoing development of Sunderland-based website providing advice and guidance to schools re development of international dimension in education, and of sister site on teaching and learning modern languages

- Employment of 3 Foreign Language Assistants by City Council to provide pupils with experience of speaking to and working with foreign nationals, facilitating language learning and cultural awareness; training provided for all Foreign Language Assistants within the city.
- 1 of the 2 Sunderland schools (Thornhill School Business & Enterprise College and Diamond Hall Junior School) involved in joint Connecting Classrooms cluster project with Bangladesh alongside 2 Durham schools won the national '100 Words' drama competition with their Bangladeshi partners; winning pupils had the opportunity to perform their work in London with learners from Bangladesh and Algeria (March 10).
- 4 schools (Barbara Priestman School, St Mary's RC Primary School, St Anthony's Catholic Girls' School and Hill View Infant School) began a Connecting Classrooms cluster project with India (March 10) with a partner visit to Sunderland and have been developing projects to increase knowledge and understanding of each other's cultures
- 4 schools (Grange Park Primary School, Red House Academy, Southwick Community Primary School and Willow fields Community Primary School) involved in a Connecting Classrooms cluster project with Syria have been focusing joint work on themes of My Home and Family, My School and Community, and My City; teachers visited Syria (April 10) and learning has also been shared with Sunderland Youth Parliament.
- 8 primary and 4 secondary schools took part in the finals of 'City Sings goes International' (Mar 10) with songs from Kenya, Germany, France, South Africa, China, Italy, Brazil and Russia as well as Native American and Zulu traditional songs; City Sings have chosen USA as the theme for following year of school singing competition begun in 2010 with finals to take place in 2011
- 1 school (Barnes Junior School) won a regional Europe Direct grant for Europe Day (May 10) to help explore European culture and languages with their learners and another school (English Martyrs' RC Primary School) was awarded a grant to implement learning activities to mark the European Day of Languages (Sep 2010)
- Pupils from Redhouse Academy took part in a poster competition organised for the first time linked to Europe Day (May 10) to raise awareness of our European connections
- Cluster set up with 12 city schools to pilot UNICEF Rights Respecting Schools Award from an international perspective for the first time and to support areas such as student voice and global citizenship; curriculum work ongoing (from Sept 10); additional links with the School Linking Network established
- 6 schools (4 primary, 1 special, and 1 Infants) took part in Sunderland Partnership competition (Jan 10) to produce a winning storyboard to be made into a film clip to raise awareness of Fairtrade on Sunderland Partnership TV outlets contributing to global awareness; winner from South Hylton Primary School
- All schools within Sunderland provided with opportunity to invite International Students from the University of Sunderland into their schools during 2010 through the International Student Ambassador Scheme (run in partnership between the University and City Council) to assist with increasing knowledge and understanding of other cultures; 5 students from China took part in the scheme (Jan-Dec 10), with visits to 3 schools taking place, in addition to the separate support provided during the Harbin Head teachers' visit
- International students also took part in the University's standard Student Ambassador Programme during 2010 to assist in the outreach work of the Student Recruitment and Widening Participation teams; the students from Greece, Mauritius, Canada, Germany, Singapore, Slovakia, Kenya, Thailand & Malaysia are also able to support the work of the International Student Ambassador scheme subject to demand
- Development work undertaken to maximise links between sustainability initiatives in schools and international dimension in education
- City-wide cluster work with partner schools in Harbin and Washington DC continued alongside the sustainable travel and transport school project with Saint-Nazaire
- 54 schools hold the International School Award with the Foundation level as a minimum (as at Dec 2010) - 17 Foundation, 22 Intermediate, 15 Full Award and 9 progressed from Foundation to Intermediate during 2010. Increase from total of 40 (Dec 09) 21 Dec (08) and 13 (Dec 07)
- Successful EU Youth in Action application for 19 young people to take part in exchange visit to Karlskrona, Sweden (Oct 10), preceded by a preparation visit of 2 young people (Sept 10); development work on application to facilitate return visit to Sunderland in 2011.
- 4 Looked After Children took part in a project through Creative Partnerships involving a visit to Bacau, Romania to compare experiences with fellow young people (July 10).
- Exchange and Study Abroad students promoted opportunities for Study Abroad and Exchange study at the University with partners throughout Europe, USA and Australia with 28 Sunderland students studying abroad in 2010
- Sunderland AFC offered a US student an internship at the Club (Sept 10) which will continue into 2011, strengthening the Club's American connections and providing support for work on the concerts and other events

**Amendments proposed for 2011 Work Programme**

- No specific amendments proposed

**Develop a pro-active approach to business development with Ireland building on Sunderland AFC's Irish connection, and take forward the tourism promotion activity**

**Objectives**

- **To engage Irish investors/developers in Sunderland projects.**
- **To open up trading for Sunderland based businesses within Ireland.**
- **To develop Irish tourism in Sunderland, within the wider regional context.**

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Facilitate discussions re Ireland through the International Strategy Steering Group and Economic Development (Ireland) Task Group. Maintain an overview of activity with Ireland - and facilitate/chase progress as appropriate. | Quarterly<br><br>Ongoing (from July 08) | Effective Partnership engagement within Sunderland; high quality to activity developed | Socio-economic benefits - better links with the wider community | n/a | A, B, E |
| **Business Activity** | SCC - Business & Investment Team | Maintain watching brief of business development opportunities<br>Develop and maintain relationships with Irish businesses and investors<br>Support development of business opportunities. | Ongoing (2 yrs from July 08) | Additional opportunities for business development | Socio-economic benefits - local economic development, increased trade | Prosperous City | A, E |
| | North East Chamber of Commerce | Support development of business opportunities. | Ongoing (2 yrs from July 08) | Additional opportunities for business development | Socio-economic benefits - local economic development, increased trade | Prosperous City | A, E |
| | Sunderland Association Football Club | Facilitate linkages to encourage development of business, educational and cultural opportunities for the wider City. | Ongoing | Profile of city raised internationally | Socio-economic benefits - better links with the wider community | Prosperous City | A, B, E |
| **Education** | SCC - Children's Services | Engage with SAFC and SAFC Foundation to develop opportunities for children and young people with Irish partners. | Ongoing (2 yrs from July 08) | Enhanced learning experiences for children and young people | Citizen benefits - cultural enrichment and greater global awareness | Learning City | B |

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **Higher Education** | University of Sunderland | Ongoing development of Irish Literature Conference (opportunities for business engagement) and related Irish Festival activity<br>Explore opportunities to develop Irish market in student recruitment. | Ongoing (2 yrs from July 08) | Additional opportunities for business development | Socio-economic benefits - local economic development | Prosperous City, cross-cutting - Culture | A, B, E |

**Potential Indicators / Measures**

- No of business events held to stimulate Sunderland-Ireland business activity.
- No of new investment projects / business initiatives generated involving Irish developers/investors.
- No of initiatives undertaken as part of Ireland marketing campaign.
- Increase in tourism from Ireland.

**Progress during 2010**

- University continued to strengthen its educational partnerships with institutions in Ireland (Cork, Dublin and Waterford) building on new partnerships established in 2009 and continuing to receive good numbers of students across all Faculties
- University continued to promote the University and city in Ireland (Cork, Dublin and Waterford), exhibiting at the Dublin Higher Options Fair and Careers Options Cork in 2010
- Reduced level of tourism promotion activity with Ireland

**Amendments proposed for 2011 Work Programme**

- Partnership-wide focus on Ireland to be removed for 2012
- University to continue to develop its activity on an individual basis

**International Development - Develop a Work Programme to enable successful participation in the CLGF's Good Practice Scheme, focusing on economic development with a partner in South Africa**

**Objectives**

- To develop and implement a good practice exchange programme in Economic Development, generating benefits for both partners.

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Explore opportunities with CLGF staff to identify a partner organisation.<br>Develop a work programme with Business Investment team.<br>Implement work programme | Jan 09 onwards<br>Aug-Sept 09<br>Oct 09 - March 2011 | Opportunities to develop good practice identified | Institutional benefits - improving service delivery by working on common issues | Learning City | C |
| **Business Activity** | SCC - Business & Investment Team | Develop a work programme with the International Team.<br>Implement work programme | Aug-Sept 09<br>Oct 09 - March 2011 | Opportunities to develop good practice identified | Institutional benefits - improving service delivery by working on common issues | Prosperous City,<br>Learning City | C |

**Potential Indicators / Measures**

- Action Plan / Work Programme agreed by CLGF and funding awarded.

**Progress during 2010**

- Progress against all 4 project objectives through outgoing and incoming visits (April, Oct 10)
- Developed incentives policy for MLM to support job creation through inward investment
- Secured agreement for MLM to become pilot local authority in South Africa for Department of Labour software to support Job Linkage type activity
- Development work linked to establishment of long-term economic strategy for MLM
- Established structures and membership for new Business Forum led by Executive Mayor to inform economic development and business relationships in MLM, and individual business sector groups; pattern of individual business liaison introduced in MLM with regular visits to large employers started
- Showcased Sunderland software businesses to South African delegation (Oct 09) highlighting ICT as an economic development tool, both in terms of business infrastructure and as sector for economic growth
- Shared Sunderland's experience within CLGF project through presentation by City Council's Deputy Leader during LGA conference (July 10)
- Development work for additional CLGF funding to potentially support establishment of Fairtrade co-operative among craft makers and draw on learning from Sunderland's Cohesion programme
- Linkages with SAFC to support to city's nomination as Candidate City for England's World Cup bid
- Initial discussions re potential University opportunities including International Tourism

**Amendments proposed for 2011 Work Programme**

- Project to conclude during 2011

**Essen and Saint Nazaire - continue to develop the City's twin town relationships**

**Objectives**

- To identify and progress educational and cultural initiatives and technical exchange in line with strategic objectives.

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Maintain an overview of all activity undertaken with twin towns<br>Develop and manage relationships with local and twin town partners<br>Arrange incoming and outgoing visits, including follow up activity<br>Facilitate engagement by Council colleagues and external partners with opportunities | Ongoing | Effective Partnership engagement within Sunderland; high quality to activity developed | Citizen benefits - cultural enrichment and greater global awareness | Cross-cutting - Culture, Learning City | B,C |
| **Education** | CCS – Children's Services | Progress programme of youth activity with Essen<br>Explore opportunities to develop school partnerships with Saint Nazaire | Ongoing | Enhanced learning experiences for children and young people | Citizen benefits - cultural enrichment and greater global awareness | Learning City | B |

**Potential Indicators / Measures**

- No of YDG events with twin towns.
- No. of school partnerships with twin towns.
- No of examples of information exchanged.
- No of areas where exchanged information informs practice.

**Progress during 2010**

- Saint-Nazaire
- 3 schools (St Aidan's Catholic School and Language College, St Paul's Church of England Controlled Primary School and Castletown Community Primary School) involved in curriculum work on sustainable travel and transport through the EU Comenius Regio project 'Ecotwins', together with Groundwork North East; incoming and outgoing teacher visits (Sept, Nov 10); Ecotwins Newsletter circulated to all city schools (Sept 10) sharing project experience and teaching resources
- 21 students from Lycée le Masle visited Sunderland (May 10) and undertook activity with College and University linked to their Marketing and Business studies; development work re potential follow-up activity for 2011 undertaken with College.
- Presentation on Sunderland's approach to Sustainable Housing given at European Conference in Saint Nazaire (May 10), exchanging experience on shared issues
- Work placement for young person from Saint-Nazaire hosted in City Council's International Team (April–July 10) supporting activity with Saint-Nazaire and wider European work
- Tacle Seating and AMAP Electrical Engineering Placements each hosted 2 Masters-level Engineering students from Saint-Nazaire on 3 month work placements (June–Aug 10)

- 6 new school partnerships were established between Sunderland and Saint-Nazaire (July 10) and joint work has begun including exchanges of pupil work and correspondence between classes
- Essen
- Sunderland was represented at the opening ceremony for Essen's year as European Capital of Culture on behalf of the Ruhr District (Jan 10)
- German Consulate sponsored the opening of the National Glass Centre's Glass Delusion exhibition featuring German and other international glass artists, strengthening the relationship established with the German Consul General during 60th anniversary year of Essen partnership (May 10)
- German-English Association members in Essen received a presentation on the city as part of its visiting lecture programme (Nov 10) which took place at the same time as celebrations in Essen to mark the 60th anniversary of the twinning relationship with residents who had participated over the years and a display of bilingual exhibition materials on Sunderland, Essen and the partnership
- Sunderland was represented at the German Embassy in London when German Unity Day was marked (Oct 10)
- 5 young people from Sunderland took part in the Youth Arts Exchange to Essen and their work was displayed in the 'Jugendkunstaustellung' in Essen (Jan 10); 5 young people from Essen visited Sunderland as part of the same exchange, took part in the Young Achievers Award Ceremony (Mar 10), and their work was displayed at the Arts Centre Washington
- 6 young people from Springwell Youth Project took part in Essen's Summer Camp (July 10) as part of the Twins2010 programme during Essen's year as European Capital of Culture and took part in activities with young people from Essen's other twin towns of Grenoble (France), Tampere (Finland), Nizhny Novgorod (Russia) and Tel Aviv (Israel) on the theme of 'Variété de la Vie'.
- A Common Purpose leadership programme which included a Sunderland participant held a session in Essen within its programme (June 10)

**Amendments proposed for 2011 Work Programme**

- Particular focus proposed on creating opportunities for children and young people

**Establish effective means of measuring the impact of the International Strategy and activities undertaken within it.**

**Objectives**

- To develop and implement a performance management framework to facilitate identification and communication of impact of international activity.

| Nature of Activity | Organisation | Actions | Timescale | Outcome Envisaged | LGA Benefit Category | Sunderland Strategy Priority | Key Areas of Activity |
|---|---|---|---|---|---|---|---|
| **International Coordination and Relationship Management** | SCC - International Team | Prepare action plan for work programme areas - 2009 onwards<br>Coordinate ongoing development of performance management framework (agreed Oct 08) and oversee its implementation incl annual reports.<br>Work with Corporate Communications to implement the Communications Strategy for the International Strategy<br>Co-ordinate production of Worldwide (the city's International Bulletin) | March 09<br>Ongoing<br>Jan-Feb 10<br><br>Ongoing<br><br>2/3 times a year from July 08 | Increase understanding within partnership and among residents of the benefits of International Activity | n/a | n/a | E |
| | SCC - Performance Improvement Team | Support ongoing development of appropriate measures and performance management framework (following agreement of model Oct 08) | June-Sept 08 | Increase understanding within partnership and among residents of the benefits of International Activity | n/a | n/a | N/A |
| | All | Contribute to ongoing development of Performance Management Framework (agreed Oct 08) and actively support its implementation<br>Contribute to development of Communications Strategy and actively support implementation | June-Sept 08 (development)<br><br>Ongoing (implementation) | Increase understanding within partnership and among residents of the benefits of International Activity | n/a | n/a | E |

**Potential Indicators / Measures**

- Approach to performance management developed and agreed within International Strategy Steering Group.
- Actions and potential indicators agreed by partners.
- Process agreed for monitoring/reporting and reviewing.
- No of press releases issued.
- Amount of coverage generated.
- Circulation figures of Worldwide.
- Feedback from sunderland.gov.uk/international and Worldwide.

**Progress during 2010**

- Approach continued from 2009
- 2 editions of Worldwide produced (March and July 10)
- 14 SCC press releases related to international activity issued, with 13 generating coverage
- at least 8 international activities generating press coverage through partners' activity
- 1 edition of SCC's Chief Executive's blog referencing international activity with Essen (Jan 2010)
- 14 issues of SCC's Members' Update including international activity, with 2 issues with more than one reference
- 3 features on international activity in other publications / newsletters, including NEEIP Case Study on Washington DC Partnership
- Coverage of international activity in the bdaily e-bulletin
- Coverage on at least 1 occasion on Sunderland's international activity in each of Essen, Saint-Nazaire, and South African press
- Circulation of 'Did EU know?' promotional campaign material from the region's Europe Direct centre in Durham to schools and libraries across the city

**Amendments proposed for 2011 Work Programme**

- Focus in first half of 2011 on developing outcomes in conjunction with City Council Performance Management Officers

Sunderland City Council

**Item No. 6**

## CABINET MEETING – 22nd June, 2011

## EXECUTIVE SUMMARY SHEET- PART I

**Title of Report:**
Capital Programme Outturn 2010/2011 and First Capital Review 2011/2012 (including Treasury Management)

**Author:**
Executive Director of Commercial and Corporate Services

**Purpose of Report:**
This report details:

- the Capital Programme Outturn for 2010/2011;
- the outcome of the First Capital Review for 2011/2012 taking account of the Capital Programme Outturn 2010/2011;
- changes made to the Capital Programme 2011/2012 since its approval; and
- provides an update on progress in implementing the Treasury Management Borrowing and Investment Strategy for 2011/2012.

**Description of Decision:**
In relation to the Capital Programme Cabinet is asked

- to approve, and where necessary recommend to Council, the inclusion of additional schemes for 2011/2011 detailed at Appendix B, and
- to approve amendments in resourcing the Capital Programme since it was approved by Council in March 2011.

In relation to the Treasury Management Strategy Cabinet is asked

- to note the progress in implementing the 2011/2012 Treasury Management Strategy and Prudential Indicators.

**Is the decision consistent with the Budget/Policy Framework?** Yes

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

**Suggested reason(s) for Decision:**
To respond to variations in the Capital Programme which have arisen since the 2011/2012 Capital Programme was approved to enable effective budgetary control to be exercised.
To note the progress in implementing the Treasury Management Strategy for 2011/2012, which is in line with the approved Treasury Management Policies.

| **Alternative options to be considered and recommended to be rejected:**<br>No alternative options are proposed. | |
|---|---|
| **Is this a "Key Decision" as defined in the Constitution?**Yes - new capital project detailed at Appendix B estimated to cost above £250,000.<br><br>**Is it included in the Forward Plan?**<br>Yes | **Relevant Scrutiny Committee:**<br>Management |

**Cabinet – 22nd June 2011**

**Capital Programme Outturn 2010/2011 and First Capital Review 2011/2012**

**Report of the Executive Director of Commercial and Corporate Services**

## 1. Introduction

1.1 This report details:

- the Capital Programme Outturn for 2010/2011;
- the outcome of the First Capital Programme Review for 2011/2012 taking account of the Capital Programme Outturn;
- changes made to the Capital Programme 2011/2012 since its approval
- an update on progress in implementing the Treasury Management Borrowing and Investment Strategy for 2011/2012.

The report format in respect of the first review reflects Portfolio Holder responsibilities for 2011/2012.

## 2. Description of Decision:

2.1 Cabinet is recommended to:

In relation to the Capital Programme, Cabinet is asked to note the positive Capital outturn position for 2010/11 and to approve, and where necessary recommend to Council, the inclusion of additional schemes for 2011/2012 detailed at Appendix B, and approve amendments in resourcing the Capital Programme since it was approved by Council in March 2011.

In relation to the Treasury Management Strategy, Cabinet is asked to note the positive progress made in implementing the strategy for 2011/2012.

## 3. Capital Outturn 2010/2011

3.1 The Capital Outturn for 2010/11 reflects positive performance and robust budget management across the programme, with the vast majority of planned activity delivered and expenditure retained within budget.

3.2 Since the last capital review in January 2011 and additions in respect of schemes approved subsequently by Cabinet, there have been changes to the Capital Programme both in terms of expenditure and resourcing. The report sets out details of the net reduction in spending across all capital schemes of £5.509 million (circa 6%) leading to a final outturn position of £86.845 million in 2010/2011.

3.3 Scheme variations are detailed at Appendix A and can be categorised as follows:

- Reprofiling of expenditure between 2010/2011 and future years amounting to £7.155 m;
- Additional schemes and scheme variations approved since the Capital Programme was last reported leading to a net reduction of £0.101m;

- Technical adjustments amounting to £1.747m primarily in respect of transfers between capital and revenue programmes and in particular the changes arising from funding vehicles from loan rather than lease following the standard technical value for money appraisal which is carried out before commissioning from loan or lease.

## 4. Reprofiled Expenditure between 2010/2011 and future years

4.1 The expenditure and resources to be reprofiled between 2010/2011 and future years since the third capital review was reported amount to £7.155 million and are detailed at Appendix A. The primary reasons for this reprofiling relate to the impact of the severe winter on phasing of expenditure and external influences outside of the Council's control.

The schemes where there has been significant reprofiling of expenditure and resources are set out below.

### 4.2 Leader

**Economic Development Support Provision**
A combination of acceleration of grants to support companies during the economic downturn and finalisation of contributions towards the construction of an electricity sub-station on the Nissan site have led to the need to reprofile spending of £1.7 million into 2011/2012.

### 4.3 Deputy Leader

**Digital Challenge**
A sum of £0.836 million has been reprofiled into 2011/2012 to reflect finalisation of arrangements to support Super Fast Broadband connectivity across the City.

### 4.4 Children and Learning City

**Schools Devolved Formula Capital (DFC)**
Devolved Formula Capital Grant is subject to a three year approval and grant is devolved to individual schools. Spend in 2010/2011 is lower than previously anticipated as schools are in the process of reviewing their capital priorities in line with significant reductions to this and future years funding. Therefore, expenditure of £0.484 million has been reprofiled from 2010/2011 into 2012/2013.

**Upgrade of All Weather Pitches – Biddick and Farringdon Secondary Schools**
Football Foundation funding was confirmed in late 2010 for the above schemes. A combination of poor weather conditions and Football Foundation grant requirements delayed commencement of the schemes with £0.268 million at Biddick and £0.259 million at Farringdon being reprofiled from 2010/2011 to 2011/2012. The Farringdon works were completed in May 2011 and Biddick works are due to be completed in July 2011.

**Maplewood School Replacement**
It is necessary to reprofile expenditure in respect of the replacement of Maplewood school as a result of delays in the demolition and clearance of the former Quarry View Primary School which is the site of the proposed new school. Building works will commence in June 2011 and a sum of £0.227 million has been reprofiled from 2010/2011 to 2011/2012.

4.5 **Attractive and Inclusive City**

**Sunderland Strategic Transport Corridor (New Wear Bridge)**
Cabinet (1st December 2010) approved additional expenditure of £1.400 million to progress the project to the Best And Final Offer (BAFO) stage during 2011. The budget profile has been revised to take into account the timing of commitments, including Compulsory Purchase Order's and site investigation works, with expenditure of £0.464 million being reprofiled into 2011/2012.

**Sunderland Crematorium**
Expenditure of £0.466 million has been reprofiled into 2011/2012 due to planning requirements for CCTV installation, supply delays, severe weather delaying works to the roof, and design modifications to make use of the heat recovered from the mercury abatement plant.

## 5. Additional Schemes and Cost Variations 2010/11

5.1 A variety of fully funded schemes and cost reductions as a result of finalising scheme details have been included in the programme leading to a net reduction of £0.101 million as set out in Appendix A. The principal additional scheme is set out below:

5.2 **Attractive and Inclusive City**

**Low Carbon Buses**
The Council, Nexus and the University of Sunderland are to operate a City Shuttle bus service between the city centre, key attractions and University sites. Nexus have secured funding from the Government's Green Bus Fund of £0.234 million which will meet 50% off the cost of purchasing two low carbon emission buses. The remaining amount of £0.234 million is being met by Council resources. Nexus has procured the vehicles and delivery is expected in September 2011. The vehicles will be owned by the Council but maintained and serviced by the successful bus operator under terms agreed with the Council. The upfront capital investment means that there are no revenue implications for the Council as the University and Nexus are contributing to any ongoing revenue requirements.

## 6. Resources 2011/12

Department for Communities and Local Government has introduced a new core revenue grant called the "New Homes Bonus" grant which will be paid to local authorities each year from 2011/2012 on the basis of the number of net new homes built. The Council is projected to receive £3.462 million for its 2011/2012 allocation but the entitlement will be spread over a 6 year period with the effect that £0.577 million will be paid over each year from 2011/2012 to 2016/2017. Proposals for schemes to help stimulate new housing development and to help bring empty

properties back in use to facilitate further housing delivery will be reported to Cabinet for consideration in subsequent reviews.

## 7. First Capital Review 2011/2012

7.1 Since the Capital Programme was reported to Council in March 2011, there have been some changes required to the programme both in terms of expenditure and resourcing. In total, reprofiling and other adjustments have led to the 2011/2012 Capital Programme increasing by £8.473 million from £76.228 million to £84.701 million. This can be analysed as follows:

- Appendix A shows reprofiled expenditure between 2010/2011 and 2011/2012 - this stands at £6.671m and is therefore the primary reason for the increase;
- Additional fully funded schemes and cost variations notified since the Capital Programme was last reported of £1.802m.

Appendix B gives a summary of the changes to expenditure and resources for 2011/2012 with the principal variations set out below:

### 7.2 Cabinet Secretary

**Port of Sunderland**
The Port Board has proposed additional capital investment of £0.616m to support the attraction of new business and to address potential Health and Safety issues. The areas of expenditure include Lighting Improvements, Bridge Repairs, Drainage and Roads Works, improvements to the Port entrance and also the purchase of equipment. The proposals can be funded from a mixture of existing prudential borrowing commitments of £0.144 million, Port reserves of £0.335 million and from ERDF grant of £0.137 million. These proposals have been considered and endorsed by the Port Board as part of the 2011/12 Port Capital budget.

### 7.3 Attractive and Inclusive City

**Pot Hole Repair Grant**
The Council has received a grant of £0.614 million from the DfT towards the cost of damage caused to highways by the severe winter weather. The Highway Capital Maintenance budget has been increased to reflect this additional funding which has been added to the £0.300 million allocated from Council resources as part of the budget proposals for 2011/2012. This will enable priority road resurfacing and pothole repair work to be undertaken during 2011/2012.

**Public Transport**
The 2011/2012 programme has been increased to reflect an approved Nexus grant of £0.136 million which will be utilised towards the cost of bus stop improvements.

7.4 **Health and Well Being**

**Sunderland Tennis Centre**
The Council has been successful in securing funding of £0.180 million from the Lawn Tennis Association (including a small Directorate contribution) towards the refurbishment of 18 tennis courts at the Sunderland Tennis Centre.

**Football Pavilion Improvements**
The programme has been increased by £0.144 million to undertake improvements to football pavilions at Ford Quarry, Silksworth Park, Ryhope Colliery Welfare and Leyburn Grove. Funding of £0.057 million has been approved by Area Committee's, £0.050 million from Section 106 receipts and £0.037 million from City Services revenue budget.

## 8. Review of the Prudential Indicators and Treasury Management Strategy for 2011/2012

8.1 The Prudential Indicators for 2011/2012 were approved by the Council on the 2nd March 2011 and are regularly reviewed to ensure that:

- the Council remains within it's Authorised Limit for External Debt;
- treasury management decisions are taken in accordance with the Treasury Management Code of Practice and existing Council Treasury Management Policy and Strategy Statement;
- the capital expenditure control framework operated locally is consistent with, and supportive of, local strategic planning, local asset management planning, and proper option appraisal.

8.2 Internal monitoring procedures track performance daily against the various prudential indicators agreed by the Council. At this stage, the Council is operating within its Authorised Borrowing Limit, which is a statutory limit determined under Section 3 (1) of the Local Government Act 2003 and there are no areas for concern or any issues which require any review of the indicators as originally approved.

**Borrowing Strategy for 2011/2012**

8.3 The Borrowing Strategy is based upon interest rate forecasts from a number of City institutions. The table below shows the anticipated movement in interest rates since the strategy was approved by Council in March 2011.

| | Anticipated Bank Base Rate | | Anticipated PWLB 5 year Maturity Rate | | Anticipated PWLB 10 year Maturity Rate | | Anticipated PWLB 50 year Maturity Rate | |
|---|---|---|---|---|---|---|---|---|
| | Council March 2011 | May 2011 | Council March 2011 | May 2011 | Council March 2011 | May 2011 | Council March 2011 | May 2011 |
| March 2012 | 1.00% | 1.00% | 3.60% | 3.75% | 4.70% | 4.80% | 5.30% | 5.40% |
| March 2013 | 2.25% | 2.00% | 4.30% | 4.25% | 5.10% | 5.05% | 5.50% | 5.50% |
| March 2014 | 3.25% | 3.00% | 5.00% | 4.75% | 5.40% | 5.25% | 5.70% | 5.65% |

Economists are now predicting an increase in the Bank of England Base Rate in November 2011 (previously this was forecast was for August 2011) and minor variations to previously forecast PWLB rates (particularly over the short term):

8.4 No new borrowing has been undertaken in the current financial year. The Council's strategy for 2011/2012 is to continue to adopt a pragmatic and flexible approach and to respond to any changing circumstances to seek to secure benefit for the Council. Consideration will be given to various options, including utilising some investment balances to fund the Council's borrowing requirement in 2011/2012.

**Investment Strategy for 2011/2012**

8.5 The primary aim of the Investment Strategy is the security of Council funds, then having regard to liquidity i.e. the availability of cash to meet council liabilities, and finally to secure a reasonable rate of return on its investments.

8.6 As at 31st May 2011, the funds managed by the Council's Treasury Management team has achieved a rate of return on its investments of 1.52% compared with the benchmark rate (i.e. the 7 day rate) of 0.40%. Performance is therefore very positive and is significantly above the benchmark rate, whilst adhering to the prudent policy agreed by the Council.

8.7 The investment policy is monitored to ensure it has flexibility to take full advantage of any changes in market conditions.

**Appendix A**

## Reprofiling of Expenditure and Resources between 2010/2011 and future years

| | £000 | £000 |
|---|---|---|
| **Reprofiling into 2011/2012** | | |
| **Leader** | | |
| Economic Development Grants - acceleration of support during economic downturn | 211 | |
| Economic Development Provision – electricity substation | (2,000) | (1,789) |
| **Deputy Leader** | | |
| Digital Challenge | (836) | |
| Call Manager Replacement – to reflect building rationalisation programme requirements | (175) | (1,011) |
| **Children and Learning City** | | |
| Biddick and Farringdon Secondary Schools – All Weather Pitches | (527) | |
| Maplewood School Replacement | (227) | (754) |
| **Prosperous City** | | |
| Software City –to reflect planning considerations and weather conditions | | (448) |
| **Health and Well Being** | | |
| Adult Services IT Schemes – database re-design to incorporate revised business processes | | (316) |
| **Attractive and Inclusive City** | | |
| Major Highways Schemes - Southern Radial Route and Central Route land acquisitions | (302) | |
| SSTC – New Wear Bridge | (464) | |
| Public Transport Schemes – managed delay to reflect review of works grant funded by Nexus following announcements of grant reductions during 2010/2011 | (184) | |
| Ryhope Beach Access – pending ongoing negotiation with Northumbria Water | (157) | |
| Sunderland Crematorium | (466) | (1,573) |
| **Sustainable Communities** | | |
| Centrepoint – delay due to negotiations over land transfer | | (590) |
| | | |
| Other Reprofiling into 2011/2012 | | (190) |
| | | **(6,671)** |
| **Reprofiling into 2012/2013** | | |
| **Children and Learning City** | | |
| Schools Devolved Formula Capital | | **(484)** |
| | | |
| **Total Reprofiling** | | **(7,155)** |

**Appendix A**

## Other 2010/2011 variations from those previously reported

| | £000 | £000 |
|---|---|---|
| **Additional schemes and Revisions to Scheme Costs 2010/2011 - Fully Funded** | | |
| | | |
| **Attractive and Inclusive City** | | |
| Low Carbon Buses | | 234 |
| Campus Reprovision reduced requirement | | (102) |
| Other Fully Funded Additional Schemes and Variations | | (233) |
| | | |
| **Total Additional / Amended Schemes** | | **(101)** |
| | | |
| **Technical Adjustments 2010/2011** | | |
| | | |
| **Deputy Leader** | | |
| Business Improvement Programme – expenditure and funding transferred to revenue | | (512) |
| | | |
| **Prosperous City** | | |
| City Centre Improvements – expenditure and funding transferred to revenue | | (100) |
| | | |
| **Attractive and Inclusive City** | | |
| Vehicles Funded from Loan following Option Appraisal | | 2,242 |
| | | |
| **Software Licenses** | | |
| Funded from Directorate Resources– expenditure transferred from revenue | | 117 |
| **Total Technical Adjustments** | | **1,747** |
| | | |
| **TOTAL VARIATIONS 2010/2011** | | **(5,509)** |

**Appendix B**

## Variations from those reported in the Original 2011/2012 Programme

| | £000 | £000 |
|---|---|---|
| | | |
| **Reprofiling of Expenditure between 2010/2011 and 2011/2012** | | **6,671** |
| | | |
| **Additional Schemes - Fully Funded** | | |
| | | |
| **Cabinet Secretary** | | |
| Port Drainage Works - funded from prudential borrowing | 85 | |
| Port Lime Works – funded from prudential borrowing | 40 | |
| Port Road Realignment – funded from prudential borrowing | 19 | |
| Port Entrance Imps – funded from ERDF grant | 137 | |
| Port Health and Safety Works – Lighting Improvements – funded from Port Reserves | 130 | |
| Port Health and Safety Works – Equipment - funded from Port Reserves | 155 | |
| Port Equipment - funded from Port Reserves | 50 | 616 |
| | | |
| **Attractive and Inclusive City** | | |
| Pot Hole Repairs - funded from DFT grant | 614 | |
| Public Transport Schemes - funded from Nexus | 136 | 750 |
| | | |
| **Health and Well Being** | | |
| Refurbishment of Tennis Centre Courts - funded from LTA grant and directorate contributions | 180 | |
| Football Pavilion Improvements - funded from Section 106 receipts, Strategic Initiatives Budget and directorate contributions | 144 | 324 |
| | | |
| | | |
| Other Additional Schemes and Variations (£100,000 of which relate to schools schemes) | | 112 |
| | | |
| | | |
| **TOTAL VARIATIONS 2011/2012** | | **8,473** |

Sunderland City Council

**Item No. 7**

**CABINET MEETING – 22 June 2011**

**EXECUTIVE SUMMARY SHEET- PART I**

**Title of Report:**
Revenue Budget Outturn for 2010/2011 and First Revenue Review 2011/2012

**Author(s):**
Executive Director of Commercial and Corporate Services

**Purpose of Report:**
To report details of the Revenue Budget Outturn for 2010/2011 and First Revenue Review 2011/2012.

**Description of Decision:**
Cabinet is recommended to:
in relation to 2010/2011:

- approve the contingency and reserve transfers proposed at Appendix A budget transfers and virement at Appendix B;
- approve the Final Account Decisions as set out in the report.

in relation to 2011/2012:

- approve the contingency transfers at Appendix E and budget transfers

**Is the decision consistent with the Budget/Policy Framework?** Yes with the exception of the use of virement requiring Council approval.

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

**Suggested reason for Decision:**
To report on the outturn position compared to the budget for 2010/2011 and respond to variations in expenditure and income which have arisen in 2011/2012.

**Alternative options to be considered and recommended to be rejected:**
No alternative options are proposed.

| **Is this a "Key Decision" as defined in the Constitution?**<br>Yes – these relate to virements set out in Appendix B.<br><br>**Is it included in the Forward Plan?**<br>Yes provisionally - in light of content of this report it is necessary. | **Relevant Scrutiny Committee:**<br>Management |
|---|---|

**Cabinet 22nd June 2011**

**Revenue Budget Outturn 2010/2011 and First Revenue Review 2011/2012**

**Report of the Director of Commercial and Corporate Services**

## 1. Purpose of Report

1.1 This report covers:

**The Revenue Budget Outturn 2010/2011**

The overall outturn position is positive and continues the strong financial track record of the Authority and enables the Authority to face the challenging 2011/2012 budget in a strong financial position:

Set out in Section 3 below are details of the Revenue Budget Outturn for 2010/2011. The reporting format reflects the Portfolio Holder responsibilities in place during 2010/2011 and includes:

- proposed contingency transfers, budget transfers and virements for the final quarter for 2010/2011;
- details of the net underspending on delegated service budgets for 2010/2011 and delegated budget surpluses for 2010/2011;
- the position in relation to the achievement of efficiency targets for 2010/2011 and generation of savings to support the budget for 2011/2012.

Section 4 details the general fund balances and the major revenue reserves position.

**First Revenue Budget Review 2011/2012**

At this early stage of the financial year, positive progress is being made in implementation of the 2011/2012 budget, with detailed and robust monitoring arrangements in place across all budget heads.

Set out in Section 5 are details of the First Revenue Review for 2011/2012. The format reflects Portfolio responsibilities for 2011/2012. This includes:

- proposed contingency transfers and budget transfers for the first quarter of 2011/2012;
- the position in relation to achievement of savings targets for 2011/2012;

## 2. Description of Decision

2.1 In relation to 2010/2011 Cabinet is recommended to:

- approve the contingency and reserve transfers proposed at Appendix A, and budget transfers and virements at Appendix B;
- approve the Final Accounts decisions as set out in this report.

2.2 In relation to 2011/2012, Cabinet is requested to:

- approve the proposed contingency transfers at Appendix E and budget transfers.

## 3. Revenue Budget Outturn 2010/2011

### Statement of Accounts

3.1 The statutory Statement of Accounts, subject to audit, will be made available on the internet on 30th June 2011 in accordance with the Accounts and Audit Regulations 2011. The Accounts will be made available for public inspection from 1st August 2011 until the 26th August 2011 and the formal external audit of the accounts will commence on 30th August 2011. A report setting out the Statement of Accounts will presented to the Audit and Governance Committee of the Council on the 30th September 2011.

### Budget Adjustments 2010/2011 – Contingency Transfers and Budget Transfers

### Contingency Transfers

3.2 Members will recall from previous reports that transfers from the contingency fund take place on a quarterly basis to reflect expenditure actually incurred in respect of approved provisions. Appendix A sets out the transfers and adjustments for the final quarter amounting to £9,489,419 and also the establishment of reserves from contingencies amounting to £3,777,746 in respect of commitments now falling into 2011/2012.

### Budget Transfers

3.3 The following budget transfers are proposed since the third revenue review:

- use of the Strategic Investment Budget to fund previously approved schemes.
- the transfer of responsibilities between services including the allocation of Working Neighbourhoods funding to specific projects and the unification of budgets in accordance with the Sunderland Way of Working.
- planned earmarking of savings on insurance provisions and reserves following the actuary's latest assessment of future employers and public liability claims. Savings of £1.037 million were taken into account in setting the budget for 2011/2012.

**Delegated Budgets Outturn - Overall Summary**

3.4 The positive position at outturn reflects the Budget strategy and framework agreed and the adoption of a strong whole organisational approach to financial management in accordance with Sunderland Way of Working principles, with the aim of releasing as much resource as possible to protect front line services as part of the 2010/11 and 2011/12 budgets.

**Delegated Budgets – Cost Containment Strategy**

3.4.1 As set out above the approach adopted very early in this financial year both to help deliver the impact of the June 2010 Emergency Budget, but also in preparation for the significant funding reductions arising from the Comprehensive spending review, the Council has rigorously followed through on a wide range of cost containment measures. The measures introduced were adopted by all staff within the Council. The final year end position has therefore led to the achievement of additional savings of £6.396m as set out below ;

- At the third review stage the approach enabled in year savings to be achieved in excess of the £5.150m required to meet in year grant reductions by £3.467m. This was transferred to the Strategic Investment Reserve to support transitional costs arising from the implementation of Sunderland Way of Working operational arrangements.

- In finalising the Accounts, Directors in conjunction with Portfolio holders have also reviewed commitments against delegated surpluses to provide for only essential commitments and key service pressures. This has led to the achievement of additional savings of £2.929m at outturn. In accordance with Cabinet approval it is proposed that this resource is utilised to provide for specific transitional costs which are arising in 2011/2012 linked to the achievement of 2011/12 budget reductions.

**Delegated Budget Surpluses**

3.4.2 After taking into account the above the table below sets out a summary of the delegated budget surplus position for each Portfolio.

**Summary of Delegated Surpluses**

| Portfolio | Cumulative Surplus at 31st March 2011+ £000 |
|---|---|
| Leader and Deputy Leader | 5 |
| Resources | 294 |
| Children and Learning City | 41 |
| Prosperous City | 3,234 |
| Healthy City | 1,756 |
| Safer City and Culture | 714 |
| Attractive and Inclusive City | 951 |
| Sustainable Communities | 256 |
| Responsive Local Services and Customer Care | 2,722 |
| **Total** | **9,973** |

+ after use of surpluses, and transfers between Portfolios

Cabinet Portfolio holders have been briefed on the variations which have resulted in a net increase in delegated budget surpluses of £0.053 million between March 2010 and March 2011.

Of the total delegated budget surplus as at 31st March 2011, £5.761 million is ring fenced to two areas and is proposed to be carried forward to 2011/2012 as ringfenced delegated budget surpluses for purposes previously approved:

- £2.642 million in respect of the Strategic Initiatives Budget, which includes previously approved Area Committee budget provisions carried forward;
- £3.119 million Working Neighbourhoods Funding. The balance relates to allocations of funding for use in 2011/2012 to meet commitments in relation to implementing the Working Neighbourhoods Strategy and in particular the transition to the new arrangements as previously approved.

The remaining £4.212 million represents 2.4% of delegated budgets and is all earmarked for specific uses following the rigorous review of commitments set out in paragraph 3.4.1. Where surpluses are proposed to be used for purposes other than in the area of under spend, approval to virement will be sought in accordance with the constitution with amounts above £55,000 reported to Cabinet for approval. Commitments will be kept under review in the light of budget challenges in 2011/2012 .

**Delegated Budgets - Major Variances**

3.4.3 Details of major variances for each Service, which have led to this outturn position are set out at Appendix C. The following summarises in general terms the key areas of service pressure that have impacted on the final outturn position which have all been reported as part of budget monitoring reports to Cabinet during the year;

Economic Downturn
Reduced levels of income have been experienced as a result of the economic downturn in areas such as Industrial Units, Surveying Services, Development and Building Control, Land Charges, Leisure Services and the Port. Specific earmarked resources have been used to support activity during the economic downturn and utilised to address this position at outturn. The ongoing position was taken into account in setting the budget for 2011/2012. Mitigating management actions continue to have a positive impact on the position including the new and developing commercial opportunities at the Port.

Children's Social Care
As reported throughout the year, the Children's Social Care budgets continue to experience significant financial pressure in respect of safeguarding services due to the number of referrals and the assessed need for external placements. The outturn position has enabled those pressures to be contained within earmarked reserves. The ongoing position has been addressed in setting the 2011/2012 budget and strategies are in place to reduce these pressures over the medium term.

Winter Maintenance
As reported at the third review stage in order to respond appropriately to the severe weather conditions at the end of November and into December 2010 additional service costs were incurred. Various measures were put in place to mitigate the costs incurred. The final call on central resources for 2010/2011 is £0.805m. The Director of City Services in conjunction with the Portfolio holder for Attractive and Inclusive City is considering further measures to mitigate future winter maintenance costs. However, at this stage it is considered prudent to provide for a reserve to support any potential requirement in 2011/2012. The ongoing requirement will also be considered as part of Medium Term Budget Planning.

**Non Delegated and Contingencies - Summary Outturn Position 2010/2011**

3.5 Following the various transfers from contingencies, use of delegated surpluses referred to above and a further analysis of commitments against reserves, the outturn position for 2010/2011 has resulted in an underspending of £4.458 million which arises from the following;

- £1.873 million additional debt charge and interest on investment savings primarily as a result of re-profiling capital expenditure, debt restructuring activity in light of market conditions and rate of return on investments through robust and focused treasury management activity ;
- £0.835 million additional one off income in respect of successful applications for VAT refunds and additional grant income achieved after the preparation of the Revised Estimate 2010/2011 was approved by Cabinet in February 2011
- £0.818 million in respect of savings arising on waste disposal costs as a result of a reduction in volumes sent to landfill and savings on preparatory costs for the new strategic waste contract;
- £0.405 million in respect of repayment of temporary financing in respect of Rainton Bridge Industrial estate .
- £0.325 as a result of the review of existing specific reserves and the likely need to call on those reserves in the future
- additional costs of £0.805 million in respect of winter maintenance following the severe winter conditions;
- Other net savings in contingencies and non delegated expenditure of £1.007 million primarily in respect of pay provisions not required.

**Proposals for Reserves and Provisions**

3.6 From the £4.458 million underspendings identified in 3.5 it is proposed to:

- Create a service pressures reserve of £1.0 million to support potential winter maintenance pressures and continued uncertainties arising as a result of the economic downturn for 2011/2012,
- Create a development reserve of £1.5m to support initial activities regarding potential commercial and economic development opportunities which will in turn lead to improved outcomes for the city and future revenue cost containment, and
- In accordance with the approval by January Cabinet, transfer the residual sum of £1.958 million to the strategic investment reserve to support one off transitional costs arising from the implementation of budget savings proposals in 2011/2012.

## 4. General Fund Balances and Major Reserves

4.1 After taking account of the proposed use of balances set out above projected uncommitted general fund balances are £7.570 million after taking account of commitments in 2011/2012.

4.2 A full Statement of General Fund Balances and Major Reserves is set out at Appendix D together with supporting background information.

4.3 A review of reserves and provisions has been completed to reflect and ensure compliance with the Statement of Recommended Accounting Practice.

## 5. First Revenue Budget and Trading Services Review 2011/2012

### Contingency and Reserve Transfers

5.1 A full review has been undertaken for each service and full details of all proposed contingency transfers are set out at Appendix E.

### Budget Transfers

5.2 Proposals for budget transfers relate to :

- transfer of Directorate responsibilities between Portfolios where these have been agreed in consultation with Portfolio holders;
- Additional management action savings of £440,362 arising in relation to implementation of flexible working arrangements. These savings will be utilised to support the transitional costs which are arising in 2011/2012.

### Revenue Budget Monitoring First Review

Budget Savings and Transitional Costs 2011/2012

5.3 The budget process for 2011/2012 took account of the requirement for reductions in expenditure of £57.9 million. Progress in implementing the proposals is being rigorously monitored by Directors in conjunction with Portfolio holders. Monthly monitoring of the budget is being carried out at an enhanced level to ensure the position is understood early and actions put in place to mitigate any impact. In addition as outlined to Cabinet in February, Directors in conjunction with Portfolio holders are consulting on the detailed impact of proposals as part of the implementation process. This approach accords with Sunderland Way of Working principles.

In overall terms progress is positive with some delay in a small number of areas and alternative actions already in train to address any shortfall either on a permanent basis or through one off resources. In overall terms at this early stage the position is summarised as follows:

- £22.8m of the savings have been fully realised £5.001m relates to contributions from one-off sources such as directorate balances, reserves and capital allocations with the remaining £13.708m relates to cessation of activity, principally in response to reductions in grant, including in respect of the Working Neighbourhoods Fund.

- £26.6m of reductions are not yet scheduled for full implementation and good progress has been made in these areas with action plans developed, responsibilities assigned and timescales identified. At this stage therefore it is not anticipated that this will impact on the overall financial position of the Council as the full year saving is still anticipated although it is imperative that these reductions are driven through to implementations in line with agreed timescales. Many of the proposals are reliant on the implementation of staffing structures which are in the process of being populated following approval of new structures by Personnel Committee and Cabinet.

- The balance of £8.5million is in respect of areas where delays and issues are being encountered and where corrective actions are being pursued to address the position which will be reported at the next review:

    - £2.8million in respect of proposals that have staffing implications which will largely be managed through SWITCH.
    - £5.7 million of savings for which either alternative savings have been identified, one off funding earmarked or further work is progressing to minimise any potential further need for transitional funding
        - £1.3m in respect of estimated timescales for implementing changes to Children's services to be delivered on a locality basis, which allows for full consultation of the changes as part of implementation planning. The savings will be fully delivered in 2012/2013. The new retained organisation structures approved by Personnel and Cabinet will deliver additional savings in this year that compensate for this impact.
        - £4.4m in respect implementing adult social care modernisation plans. In order to provide the necessary savings from the plans investment in alternative services to give improved outcomes to clients is being put in place. In addition discussions are underway with providers in order to finalise arrangements. It is anticipated that additional Health funding will be utilised to support some transitional costs arising from any delays in achieving the full value of savings in 2010/2011 and the position will be updated at the second review stage.

5.4 As reported as part of the budget setting process transitional costs are arising in 2011/2012 as the organisation moves to the revised Sunderland Way of Working operational arrangements. Budget provision was provided to meet the costs of SWITCH. Implementation plans are being closely monitored although they are still in their early stages, and updates will be provided as part of ongoing revenue budget monitoring.

5.5 Schools

In accordance with schools consideration of their budgets for 2011/2012 an increase of ten pence in the price of a school meal in both primary and secondary schools to £1.80 and £1.90 respectively is to be introduced from September 2011.

The decision to increase the price of a meal for the first time since 2008 was taken by the School's Forum in response to reductions in Dedicated Schools grant and other grant funding to support schools. The price of a school meal in Sunderland still remains amongst the lowest in the region and across the country.

Other

5.6 The ongoing impact of issues arising from the 2010/2011 outturn position are set out as part of the outturn position at Appendix C. There are no further issues to draw to Members attention at this time.

Funding 2011/2012 - Update

Community Safety Funding

5.7 Following the budget setting process the Council was notified of its allocation of the Home Office Community Safety Fund for 2011/2012. The notifications received advise of a £79,000 (20%) reduction for 2011/2012 and a further £155,000 (40%) reduction for 2012/2013. In accordance with the 2011/2012 Budget Planning Framework, these grant reductions will be passported to the related services who are developing proposals for consultation which minimise the impact on service delivery.

Health Funding

5.7 The Council has received an additional £2.339m in 2011/2012 from Health in respect of services which contribute to early intervention and prevention services. This will include existing and new services such as Telecare, community directed prevention (including falls prevention), reablement, community equipment and adaptations and crisis response services. This resource will be used to both support the savings requirement in 2011/2012 and invest in areas that will support the delivery of the 15 year modernisation plan.

## 6. Reasons for Decision

6.1 To report on the outturn position compared to the budget for 2010/2011 and respond to variations in expenditure and income which have arisen in 2011/2012.

## 7. Alternative Options

7.1 No alternative options are proposed.

**Appendix A**

**Cabinet Meeting - 22nd June 2011**
**Variations Necessitating Contingency Transfers 2010/2011**

| **Portfolio** | **Justification / Approval** | **2010/2011**<br>**£** |
|---|---|---|
| **Leader and Deputy Leader** | | |
| Leadership Programme | General Provision | 20,636 |
| City Centre Quick Wins | RCCO | 125,730 |
| Improvement Programme | Specific Provision | 1,685,927 |
| Annual Report | Specific Provision | 8,518 |
| Inward Investment – International Strategy | Specific Provision | 43,000 |
| Service Review | Specific Provision | 82,248 |
| Members ICT | Specific Provision | 50,000 |
| | | |
| **Resources** | | |
| Salix energy project savings | General Provision | (19,309) |
| Graduate trainees | Specific Provision | 30,234 |
| Service Transformation and Training | Specific Provision | 111,523 |
| SRM Project Work | Specific Provision | 12,850 |
| Featurenet Costs | Specific Provision | 82,000 |
| Council Tax – Single Persons Discount | General Provision | 29,805 |
| Counsel Fees | General Provision | 118,054 |
| Union Facility Time | Specific Provision | 115,162 |
| Utilities price increase | Specific Provision | 244,060 |
| Economic Downturn – Rents | Specific Provision | 137,726 |
| Economic Downturn - Surveying Services | Specific Provision | 47,672 |
| Economic Downturn - Land Charges | General Provision | 44,000 |
| Business Improvement Programme | Specific Provision | 100,970 |
| | | |
| **Children and Learning City** | | |
| Hendon Old Orphanage – security costs | Specific Provision | 36,910 |
| Counsel Fees | General Provision | 138,525 |
| Safeguarding – Agency costs | General Provision | 133,970 |
| | | |
| **Prosperous City** | | |
| Economic Downturn – Evolve Rents | Specific Provision | 117,533 |
| Economic Downturn - Planning and Development Control | Specific Provision | 94,627 |

**Cabinet Meeting - 22nd June 2011**
**Variations Necessitating Contingency Transfers 2010/2011**

| **Portfolio** | **Justification / Approval** | **2010/2011** £ |
|---|---|---|
| Planning Appeals | General Provision | 86,280 |
| Utilities price increase | Specific Provision | 14,383 |
| Sunniside Partnership | Specific Provision | 30,000 |
| City Centre Quick Wins | RCCO | 67,922 |
| | | |
| **Safer City and Culture** | | |
| World Heritage | Specific Provision | 73,383 |
| Seafront Toilets | Specific Provision | 9,552 |
| Strategic Investment Plan – Enforcement Officers | Specific Provision | 107,300 |
| Counsel Fees | General Provision | 1,240 |
| Coroner | General Provision | 148,287 |
| Utilities price increase | Specific Provision | 1,368 |
| City Cente Quick Wins | RCCO | 268,947 |
| | | |
| **Attractive and Inclusive City** | | |
| Recycling - Vehicle Leasing | Specific Provision | 93,744 |
| New Adoptions | Specific Provision | 45,456 |
| Strategic Investment Plan - Fly Tipping / Park Security | Specific Provision | 100,000 |
| Transport and Engineering | Specific Provision | 600,000 |
| Utilities price increase | Specific Provision | 124,968 |
| Tavistock Car Park Closure – Loss of Income | Specific Provision | 28,000 |
| Economic Downturn - Car Parking | Specific Provision | 136,034 |
| Southwick Sports Hall | Specific Provision | 35,948 |
| Community Sports Facilities | Specific Provision | 42,186 |
| Free Swimming | Specific Provision | 169,000 |
| Counsel Fees | General Provision | 16,410 |
| Strategic Investment Plan - Improving Cycle Paths | Specific Provision | 50,000 |
| Fuel | Specific Provision | 238,000 |
| Play Park Strategy | Specific Provision | (47,000) |
| City Centre Quick Wins | Specific Provision | 63,282 |
| | | |
| **Sustainable Communities** | | |
| Waste Management Partnership | Specific Provision | 728,498 |
| Utilities price increase | Specific Provision | 54,078 |
| Household Waste Recycling Centre - Recycling Promotion | Specific Provision | 51,078 |

| | | |
|---|---|---|
| Strategic Investment Plan - Recycling Bring Sites | Specific Provision | 50,000 |
| Nightwatchman Energy Saving Software | Specific Provision | 8,704 |
| Strategic Investment Reserve | Specific Provision | 2,500,000 |
| | | **9,489,419** |
| **Transfer to Reserves in respect of Commitments** | | |
| Improvement Programme invest to save one off spending to secure future revenue savings | | 2,284,746 |
| Warm Homes Initiative | | 50,000 |
| Customer Services Centre Refurbishment | | 150,000 |
| Property Rationalisation | | 250,000 |
| Utilities price increases | | 1,043,000 |
| | | **3,777,746** |
| **Total** | | **13,267,165** |

**Appendix B**

**Cabinet Meeting 22nd June 2011**
**Virements over £55,000 for the Final Quarter 2010/2011**

| | Transfer From £000 | Transfer To £000 |
|---|---|---|
| General Balances | 4,458 | |
| Reserve for pressures arising in respect of winter maintenance and the economic downturn | | 1,000 |
| Reserve to support potential commercial and economic development activities | | 1,500 |
| Transfer to Strategic Investment Reserve to support pressures in respect of Transitional Arrangements | | 1,958 |
| | | |
| **TOTAL** | **4,458** | **4,458** |

**Appendix C**

**Cabinet Meeting 22nd June 2011**

**Major Variations 2010/2011**

Where the issues which were identified during 2010/2011 continue into 2011/2012 the impact is referred to below

All portfolio outturn positions are shown net of savings achieved from vacancy management actions, which have been captured as a corporate saving as referred to in paragraph 3.4.1 of the main report.

**Leader and Deputy Leader**
The Portfolio has achieved a balanced budget position after taking account of £127,000 vacancy management savings. There are no issues to draw to Members attention.

**Resources**
The Portfolio's expenditure was £41,000 below its delegated budget after taking account of £347,000 vacancy management savings. The surplus is earmarked for specific purposes and commitments into 2011/2012.

The following areas are drawn to Members attention:

- Economic Downturn
  As previously reported to Cabinet, Legal Services, Industrial units and Surveying Services continue to be affected by the impact of the economic downturn on income levels achieved. The net shortfall of £229,000 in 2010/2011 has been met from the specific economic downturn contingency provision. The potential impact into 2011/2012 was taken into account in setting the contingencies provision for 2011/2012.

- Port
  As previously reported, the Port continues to be affected by the global economic downturn producing difficult trading conditions and resulting in reduced income levels being experienced with a shortfall of £809,000 in 2010/2011. This has been met from specific provision set aside at the outturn for 2009/2010. The potential ongoing impact into 2011/2012 was taken into account in the budget setting proces.

  The overall insurance reserve requirement has been bolstered to recognise the risk associated with increased activity at the Port. The reserve now stands at £262,000. In addition it is proposed additional general resources are earmarked to support health and safety risk management activity at the Port amounting to £285,000 and the use of this resource is reported as part of the first review of the capital programme for 2011/2012 elsewhere on the agenda.

- City Print
  2010/2011 has proved a difficult trading year for the Design and Print service which has seen a shortfall in income as all parts of the council have made efficiencies, introduced cost containment measures and subsequently reduced their demand for printed materials. There has also been a decline in external business coming in to the section with external clients subject to similar reductions in their own businesses.

  The service has been subject to an initial review and has achieved savings as part of the Strategic and Shared Services Communications review. However a full service review is now in progress which will consider the ongoing decline in printed materials and continuing reduction of income ( both internal and external). This review will make recommendations for the future design and delivery of this service.

**Children and Learning City**

The Portfolio has a surplus of £34,000 after taking account of £745,000 vacancy management savings and additional income. The surplus relates to the School Meals Client service and has been earmarked for investment in the school meals service.

As reported throughout the year, the Portfolio is experiencing significant financial pressure in the following areas;

- External Placements
  This budget area continues to be volatile due to the uncertainty regarding the level of placements in any given year. The ongoing uncertainty was recognised at the 2009/2010 outturn stage with the earmarking of specific reserves to address the position in 2010/2011. The outturn position is a budget shortfall of £1.452m, which can be contained within these earmarked reserves. The implementation of the Foster Care Recruitment and Retention Strategy will build Sunderland's capacity to provide placements for children within Sunderland and assist in addressing the ongoing position.

- Case Management
  A high number of referrals combined with challenges in the recruitment and retention of social workers, continue to place financial pressures on Safeguarding Case Management. In order to respond to these additional safeguarding needs, additional and more costly agency workers have been recruited, pending the full benefits of the Recruitment and Retention strategy being realised. The budget shortfall arising in 2010/2011 of £1.034m has been be contained within earmarked reserves.

  The 2011/2012 budget planning framework has provided additional funding for external placements and social workers to address these long term issues in conjunction with the recruitment and retention strategy.

**Prosperous City**
The Portfolio is £1,786,000 below its delegated budget after taking account of £90,000 vacancy management savings. The following is drawn to Members attention:

- Working Neighbourhoods
  The portfolio delegated underspend of £1,786,000 relates to Working Neighbourhoods funding which will be utilised in 2011/2012 to complete the Working Neighbourhoods Strategy activity programme.

- Development Control and Building Control
  As previously reported to Cabinet, Development Control and Building Control continue to be affected by the impact of the economic downturn on income levels achieved. The net shortfall of £95,000 in 2010/2011 has been met from the specific economic downturn contingency provision. The potential impact into 2011/2012 was taken into account in setting the contingencies provision for 2011/2012.

- E-Volve
  As reported at the third revenue review a prime tenant vacated the building at the end of October 2010 resulting in a shortfall in income of £117,000 which has been met from the specific economic downturn contingency. There has been some success in attracting new tenants and the remaining space continues to be actively marketed. The potential impact into 2011/2012 was taken into account in setting the contingencies provision for 2011/2012.

**Healthy City**
The Portfolio is £684,000 below its delegated budget after taking account of £559,000 vacancy management savings. The surplus is earmarked for commitments and service demands into 2011/2012. The following areas are drawn to Members attention:

- Residential / Nursing Care and Community Living Schemes
  The service are has a net underspend of £432,000

  - Residential and Nursing for Older People is £878,000 below its delegated budget due to a reduction in placements and additional income.
  - Residential and Nursing for Disability Services has exceeded its budget by £230,000 which is consistent with national and local trends where additional demand is being placed on the service in particular in relation to those with complex needs due to carer breakdown and the numbers transitioning from Children's Services.
  - Mental Health Residential and Nursing service has exceeded its budget by £216,000 reflecting the increased number of clients being discharged from hospital.

  Current levels of demand have been taken into account in setting the 2011/2012 budget.

- Independent Home Care
  Demand for Independent Home Care services has increased in line with Government and Council policy to allow more people to live at home for longer, including those with complex needs, should they choose to do so. This has resulted in the service exceeding its budget by £390,000. The 2011/2012 budget takes into account the current level of demand however the position will continue to be closely monitored.

- Community Support
  Community Support services exceeded its budget by £236,000 reflecting Council policy to support more clients in the community and prevent / delay the need for residential and nursing care. The budget for 2011/2012 has been re-aligned to address the impact of the additional demand.

- Health Service Income
  Additional income for the Teaching Primary Care Trust of £1,575,170 was secured in the final quarter of 2010/2011 to facilitate joint working on health gain, post-hospital discharge support, re-ablement services and intermediate care services.

- Service Pressures
  A sum of £1.047m has been set aside from net savings across the Portfolio to meet future potential service pressures which are anticipated as a result of projected timing delays in implementing 2011/2012 efficiency saving targets.

- Pooled Budgets
  Pooled budgets surpluses of £228,000 are ringfenced to meet service demands in 2011/2012:

  - Learning Disabilities Difficult to Place Clients had an overall surplus of £191,000 of which Health Housing and Adult Services share is £75,000, as result of more cost effective accommodation solutions.
  - Intermediate Care Services had an overall surplus of £37,000 of which Health Housing and Adult Services share is £21,000. The surplus has been carried forward into 2011/2012 and will be re-invested within the service to facilitate hospital discharges and to prevent hospital admissions.

  The Community Equipment Service pooled budget had a deficit of £103,000 of which Health Housing and Adult Service share is £45,000 which has been contained within the overall Directorate position for 2010/2011. Provision for increased demand has been provided for within the 2011/2012 budget.

**Safer City and Culture**

The Portfolio net expenditure was £199,000 below its delegated budget after taking account of £404,000 vacancy management savings. The surplus is earmarked for specific purposes in 2011/2012.

The following areas are drawn to Members attention:

- Empire Theatre
  The Empire Theatre is £83,000 below its delegated budget as a result of additional contributions received from the Ambassador Theatre Group, towards the cost of maintenance. The ongoing position has been taken into account in setting the 2011/2012 budget.

- Taxi Licensing
  The service is £35,000 below its delegated budget as a result of additional income generated. These monies are ring-fenced, by virtue of the requirement of Section 70 Local Government (Miscellaneous Provisions) Act 1976, which requires that fees charged by local authorities for licences are sufficient to cover the inspection, supervision and administrative costs of its taxi licensing service. The balance of ring fenced surplus at 31st March 2011 is £139,000. Options in respect of this surplus will be put to the Licensing Committee for consideration.

- Coroner
  The Corner service was £148,000 over its delegated budget, as a result of the continued high level of reportable deaths, as experienced in previous years with associated increased costs in relation to mortuary fees, body removal expenses and hire of suitable premises to hold long inquests. A transfer from contingencies has been made to cover the deficit. An interim solution, in respect of the hire of suitable premises for long inquests, has been negotiated, at a reduced rate, which will allow further investigation in relation to other alternative possible venues to be completed.

- Drug and Alcohol and Anti Social Behaviour
  These services were £30,000 below their delegated budget in arising from a planned underspend in running costs which is required to meet commitments into 2011/2012.

- Safer Communities
  Safer Communities was £36,000 below its delegated budget and it is proposed this is ringfenced to assist in mitigating the impact of reductions in Home Office Safer Communities funding which have been notified for 2011/2012 and 2012/2013.

  The balance of the Local Innovation Award Scheme grant funding of £358,000 has been earmarked in a reserve to fund projects in future years.

**Attractive and Inclusive**

The Portfolio's net expenditure was £67,000 below its delegated budget at the end of 2010/2011 and this has been earmarked for commitments into 2011/2012. The following is drawn to Members attention:

- Leisure Management
  This service area has been affected by a number of pressures during this financial year, including the impact on income of the economic downturn and withdrawal of the Government Free Swim grant from 1st August 2010. These pressures have been met from brought forward Directorate delegated surpluses and specific contingencies provided as part of the 2010/2011 budget setting process, together

with a range of management actions. The ongoing impact into 2011/2012, has been provided for as part of the budget setting process.

- Parking Services
  The car parking service continued to experience a downturn in income during 2010/2011, similar to previous years, resulting in a shortfall of income of £141,000. This shortfall has been met from the 2010/2011 contingencies provision for economic downturn. The ongoing impact into 2011/2012 has been provided for as part of the budget setting process.

- Young Peoples Play and Urban Games
  Young Peoples Play and Urban Games was £67,000 below its delegated budget due to extended consultations with residents around individual schemes, resulting in some works being delayed into 2011/2012 financial year. Delegated surpluses have been earmarked to fund these works in 2011/2012.

- Winter Maintenance
  Members will be aware of the severe weather conditions during late November/early December 2010. The Street Scene service responded to this in a similar manner to 2009/2010, by utilising all available resources to ensure that the City was best served throughout the severe weather conditions resulting in an additional cost of £805,000, which has been met from the overall Council resource position.

**Sustainable Communities**
The Portfolio's net expenditure was £114,000 below its delegated budget after taking account of £63,000 vacancy management savings.

The delegated surplus has arisen due to an underspend on the Housing Selective Licensing scheme which is a 5 year project funded from New Deal for Communities funding and fee income from licences. This balance is therefore ringfenced in delegated surpluses to fund the project into future years.

**Responsive Local Services and Customer Care**
The Portfolio's net expenditure was £141,000 below its delegated budget after taking account of £65,000 vacancy management savings. This delegated surplus is ringfenced for specific purposes in 2011/2012.

The following areas main areas are drawn to Members attention:

- Community Development
  Savings of £66,000 have arisen during 2010/2011 in relation to a number of areas within the budget contractual arrangements and the ongoing position has been taken into account in setting the 2011/2012 budget.

- Customer Services Network
  Savings of £49,000 have arisen following planned cost containment measures in the final quarter of 2010/2011 in order to fund known budget pressures which are being managed out during 2011/2012. Delegated surpluses have been ring-fenced in order to assist in meeting these pressures during this transitional period.

- Strategic Initiatives Budget
  The Strategic Initiatives Budget expenditure was £27,000 below its delegated budget and has been added to the ring fenced delegated surplus resulting in a balance carried forward at 31st March 2011 of £2.642m.

**Appendix D**

**Cabinet Meeting 22nd June 2011**

**Statement of General Fund Balances**

| | £000 | £000 |
|---|---|---|
| **Revised Estimate of Balances as at 31st March 2011** | | **12,419** |
| | | |
| **Additions / Variations to Revised Estimate Balances** | | |
| | | |
| | | |
| Unutilised Contingencies and non delegated budgets | | 4,458 |
| | | |
| Transfer to Earmarked Reserves | | |
| Service Pressures Reserve | (1,000) | |
| Development Reserve | (1,500) | |
| Strategic Investment Reserve | (1,958) | (4,458) |
| | | |
| | | |
| **Balances 31st March 2011** | | **12,419** |
| | | |
| **Use of Balances 2011/2012** | | |
| Contribution to Revenue Budget | | (4,849) |
| | | |
| **Estimated Balances 31st March 2012** | | **7,570** |

## Cabinet Meeting 22nd June 2011

## Major Earmarked Reserves - Position Statement

| Title and Purpose of Earmarked Reserve | Opening Balance 1/4/2010 £'000 | Movement during 2010/2011 £'000 | Closing Balance 31/3/2011 £'000 |
|---|---|---|---|
| **Strategic Investment Reserve**<br>A reserve established with the proceeds of the Housing Stock Transfer and Airport Share Sale to address some of the Council's key developments, strategic priorities and address other major liabilities. | 51,186 | 10,128 | 61,314 |
| **Council Directorates - Delegated Budget Surpluses**<br>The Council has approved the operation of a delegated budget scheme in accordance with Financial Procedure Rules which provides specific flexibility in the management of Directorate Budgets, for instance by allowing the carry forward of delegated budget under spend from one financial year to the next. There is a balance held by Directorates at the end of each financial year. | 9,920 | 53 | 9,973 |
| **Schools Delegated Budget Surpluses**<br>These are the financial reserves held by schools under the Local Management of Schools/Fair Funding arrangements. The level of un-earmarked balances is limited to 8% for Primary, Nursery and Special Schools and 5% for Secondary Schools in accordance with a detailed scheme, with balances in excess of these thresholds requiring the approval of a licensed surplus application at individual school level. As part of the 2011/2012 Budget Planning with the Schools Forum schools will be allowed to carry forward above the 5% and 8%. This is to encourage in year efficiencies that will support the long term stability of the school. | 7,492 | 598 | 8,090 |
| **Insurance Reserve**<br>This reserve has been established to provide for potential claims associated with the housing stock transfer, future claims increases and risk management funds. | 5,200 | (1,252) | 3,948 |
| **Street Lighting PFI Smoothing Reserve**<br>The reserve was established in order to smooth the financial impact of the Street Lighting PFI contract across the 25 years of the contract life. In the early years of the contract surpluses are achieved as the full level of unitary charge is not incurred until the core investment programme for the installation of the new street lighting and highways signs is completed. | 7,448 | (384) | 7,064 |
| **Unutilised RCCO Reserve**<br>This reserve consists of unutilised direct revenue financing and is fully earmarked to fund capital projects previously approved. | 8,916 | (2,422) | 6,494 |
| **Strategic Investment Plan Reserve**<br>A reserve to fund the Council's contribution to its Strategic Investment Plan approved by Council in April, 2008 | 11,543 | (1,706) | 9,837 |

**Appendix E**

**Cabinet Meeting – 22nd June 2011**
**Variations Necessitating Contingency Transfers 2011/2012**

| | Justification / Approval | 2010/11<br>£ | Full Year Effect<br>£ |
|---|---|---|---|
| **Leader** | | | |
| Contribution to Japan Disaster Fund | General Provision | 5,000 | 5,000 |
| | | | |
| **Children and Learning City** | | | |
| Counsels fees | General Provision | 12,067 | 12,067 |
| | | | |
| **Healthy City** | | | |
| Cherrytree Gardens Extra Care Scheme | Specific Provision | 291,000 | 291,000 |
| | | | |
| **Total Contingency Transfers** | | **308,067** | **308,067** |

# CABINET MEETING – 22 June 2011

## EXECUTIVE SUMMARY SHEET – PART I

**Title of Report:**
Youth Justice Plan 2011-2012

**Author(s):**
Executive Director of Children's Services

**Purpose of Report:**
The Youth Justice Plan is an Article 4 plan which requires full Council approval.

The report informs Cabinet of the background, purpose and intentions of the plan and seeks approval of Cabinet to forward the plan for full Council approval.

**Description of Decision:**
Cabinet is requested to consider the contents of the report and the Youth Justice Plan 2011- 2012 (attached at Appendix A) and agree that the plan be sent for full Council approval.

It is recommended that Cabinet consider receiving a half yearly update on youth justice planning and delivery prior to the development of the next Youth Justice Plan for 2012-2013. This will enable council to be informed of the future likely direction of youth justice planning and delivery and to be consulted on potential priorities to be included in the plan for 2012-2013.

**Is the decision consistent with the Budget/Policy Framework?** Yes

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

**Suggested reason(s) for Decision:**
The Youth Justice Plan is an Article 4 plan under the Constitution of the Council and is the primary document for Youth Offending Team (YOT) partnerships to set out how they will deliver against the Youth Justice Board (YJB) performance management framework for YOT's and is a key source for local youth justice planning.

The Youth Justice Plan will be submitted to the Youth Justice Board by their required submission date of 30 June 2011.

**Alternative options to be considered and recommended to be rejected:**
The alternative option is not to submit the Youth Justice Plan to full Council. This would have a negative impact on local youth justice planning, and the service's ability to deliver against its action plans.

| **Is this a "Key Decision" as defined in the Constitution?** Yes<br><br>**Is it included in the Forward Plan?** Yes | **Relevant Scrutiny Committee:**<br><br>Children, Young People and Learning |
|---|---|

**CABINET** **22 JUNE 2011**

**YOUTH JUSTICE PLAN 2011-2012**

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

## 1. Purpose of the Report

1.1 The Youth Justice Plan is an Article 4 plan which requires full Council approval.

1.2. The report informs Cabinet of the background, purpose and intentions of the plan and seeks approval of Cabinet to forward the plan for full Council approval.

## 2. Description of Decision (Recommendations)

2.1 Cabinet is recommended to consider the contents of the report and the Youth Justice Plan 2010 – 2011 (attached) and agree that the plan be sent for full Council approval.

2.2 It is recommended that Cabinet consider receiving a half yearly update on youth justice planning and delivery prior to the development of the next Youth Justice Plan for 2012-2013. This will enable council to be informed of the future likely direction of youth justice planning and delivery and to be consulted on potential priorities to be included in the plan for 2012-2013.

## 3. Introduction/Background

3.1 The Crime and Disorder Act 1998 required the Chief Executive of each local authority area to set up a multi-agency Youth Offending Team / Service (YOT / YOS) governed by a multi-agency Management Board. The act required that each Team / Service produce an annual Youth Justice Plan.

3.2 The Sunderland YOS Management Board comprises the four statutory agencies of the Local Authority, Police, Probation and Health as well as the area courts as a local partner. The attached Youth Justice Plan 2011-2012 was considered by the multi-agency YOS Management Board on 26th May 2011.

3.3 The Youth Justice Board (YJB) currently oversees the youth justice system in England and Wales (though this will transfer to the Ministry of Justice (MOJ) in the near future). The YJB is required to monitor performance of the youth justice system and report to the Home Secretary. The YJB does this through the collection of performance data and annual Youth Justice Plans.

3.4 Each year the YJB issues guidance on the required content for the annual Youth Justice Plan and sets out the required submission date. The Youth Offending Service partnership is therefore given a defined period for the development of the Youth Justice Plan and for the relevant consultations to be undertaken. For 2011-2012 the guidance received from the YJB was that there were no set criteria or templates and that the content of the plan should be in line with local planning arrangements. The plan is to be submitted to the Youth Justice Board by their required submission date of 30th June 2011.

## 4. Current Position – Youth Justice Plan 2011 - 2012

4.1 The Youth Justice Plan 2011 – 2012 sets out the principal aim of the Sunderland Youth offending Service to *'prevent offending and re-offending by children and young people'.* It also sets out the key related outcomes of reducing the numbers of first time entrants to the criminal justice system, reducing the proven rate of re-offending for children and young people and maintaining a low use of custody.

4.2 The Youth Justice Plan 2011-2012 sets out a number of service development priorities that have been developed on the basis of a comprehensive needs analysis drawing on evidence from a range of sources including:-

- The national and local policy context for youth justice.
- Performance against key national and local outcome targets.
- Analysis of prevention and youth offending service assessment data.
- Outcomes of practice quality assurance audits
- Analysis Viewpoint data (an interactive game style evaluation tool for use with young people).
- Outcomes of consultation with children and young people using Sunderland Youth Offending Services.
- Outcomes of consultations with parents and carers.
- Outcomes of consultations and satisfaction surveys with victims of crime (this takes into consideration young victims and the views of the wider population of children and young people through the young people's fear of crime survey)
- Consultation with members of the general public on restorative justice services.

4.3 The plan sets out the outstanding performance of Sunderland Youth Offending service and it's achievements in the previous year of 2010-2011. These included:

- First time entrants reduced by 34% at the end of 2010 against a national target of 1.9% for 2010-2011.
- Youth re-offending reduced by 27% at the end of 2010 against a three year (2008-2011) target of 10% reduction.
- 88% in education, training or employment at the end of their YOS intervention.
- 99.8% in suitable accommodation at the end of their YOS intervention.
- A low use of custody at just 1.7%.
- No differences in sentencing on the basis of ethnic origin.
- National recognition in the YJB Communicating Youth Justice Awards 2010 for work in communicating, through the local media, action taken to reduce youth offending.
- Highly commended in prestigious Local Government Chronicle Awards 2011 for the effective management of services.
- Winner of a Sun FM Business Award for our *Contribution to Children's Services* in Sunderland.
- Awarded a National Training Award for the Phoenix project which has supported children and young people in relation to education, training and employment.

## 5. Reasons for the Decision

5.1 The Youth Justice Plan is an Article 4 plan under the Constitution of the Council and is the primary document for YOT partnerships to set out how they will deliver against the Youth Justice Board (YJB) performance management framework for Youth Offending Teams (YOT's) and is a key source for local planning.

5.2 It is recommended that Cabinet consider receiving a half yearly update on youth justice planning and delivery prior to the development of the next Youth Justice Plan for 2012-2013. This will enable council to be informed of the future likely direction of youth justice planning and delivery and to be consulted on potential priorities to be included in the plan for 2012-2013.

## 6. Alternative Options

6.1 The alternative option is not to submit the Youth Justice Plan to full council and for the plan not to be approved. This would result in an approved copy of the Youth Justice Plan 2011 – 2012 not being submitted to the Youth Justice Board thereby contravening YJB requirements for the submission of the annual Youth Justice Plan.

## 7. Relevant Considerations / Consultations

7.1 The relevant statutory partners as well as local partners have been consulted on the plan through the YOS Management Board.

7.2 Consultations and service user feedback have informed the development of the plan through the needs analysis underpinning the plan.

7.3 A session has been arranged with the Children, Young People and Learning Scrutiny Committee Article 4 Working Group to discuss the plan and consider its implications and delivery.

## 8. Glossary

MOJ Ministry of Justice
YJB Youth Justice Board
YOS Youth Offending Service

## 9. List of Appendices

Appendix 1 – Sunderland Youth Justice Plan 2011 – 2012.

## 10. Background Papers

None.

Sunderland Partnership

# SUNDERLAND
# YOUTH JUSTICE PLAN
# 2011 -2012

# CONTENTS


FORWARD 1

INTRODUCTION 2

THE NATIONAL AND LOCAL CONTEXT 2

ACHIEVEMENTS 2010 – 2011 5

NEEDS ANALYSIS 2011 – 2012 7

OUTCOMES 8

- First Time Entrants 8
- Reducing Re-offending 9
- Maintaining Low Use of Custody 9

SERVICE DEVELOPMENT PRIORITIES 2011 - 2012 10

- Consultation, Participation and Engagement 10
- Whole Family Approach to Services 10
- Service Transformation 11
- Sustaining Outcomes 11

RESOURCING AND VALUE FOR MONEY 12


LGC Awards 2011 Highly Commended

## FORWARD

On behalf of the Sunderland Youth Offending Service Management Board I am pleased to introduce the Youth Justice Plan 2011/ 2012. The plan reflects on our achievements for 2010 / 2011, our 10th Anniversary year. After a decade of working in partnership to reduce youth crime, we have made significant progress with dramatic reductions in re-offending and in the numbers of young people entering the criminal justice system. This has been achieved through award winning programmes, passionate and committed staff and a focus on delivering outcomes for children and young people, their families, victims and wider communities affected by youth crime.

In December 2010 the government published "*Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders*". The document sets out the government's proposals for it's reform of the criminal justice system and represents the most significant changes to youth justice since the inception of Youth Offending Teams ten years ago.

This plan sets down, in the context of national reform, how the Sunderland Youth Offending Service partnership will embark on the next decade of delivering youth justice services in Sunderland. It sets out our core aims of continued reductions in young people re-offending and preventing young people entering the criminal justice system altogether. It also outlines our key objectives for the forthcoming year to achieve those aims.

We continue to strive to use resources in the most effective way by preventing the costs of crime through early intervention, transforming services to achieve efficiencies and by exploring re-investment models to produce longer term effectiveness.

As both a criminal justice agency and a children's service, partnership working continues to be at the heart of our approach to reducing re-offending, ensuring public protection and safeguarding children. The governing Youth Offending Service Management Board remains a strong and committed significant partnership for the city and in 2011-2012 the Board will continue to develop and deliver innovative partnerships with statutory, voluntary, business and community sector partners to achieve positive outcomes for children and young people who offend and who are at risk of offending.

Keith Moore
Chair of the Sunderland Youth Offending Service Management Board
Executive Director of Children's Services

## INTRODUCTION

Sunderland Youth Offending Service is a multi-agency service comprising of the four statutory agencies of Police, Probation, Health and the Local Authority and works in partnership with other key agencies such as the area courts.

The principal aim of the service is to prevent offending and re-offending by children and young people. The service works with:-

- Young people aged 10-17 who, because of alleged or actual offending have become involved in the criminal justice system.
- Children and young people identified as at risk of offending
- Families of children and young people offending or at risk of offending, and
- Victims of young people who have offended.

The role and responsibilities of local Youth Offending Teams / Services was set down by the Crime and Disorder Act 1998. It also set down the requirement for each local area to produce an annual Youth Justice Plan, setting out how youth justice services will be delivered in the local area.

This plan sets out how youth justice services will be delivered in Sunderland in 2011 – 2012.

## THE LOCAL AND NATIONAL CONTEXT

**National Context** – The publication of the governments green paper and consultation document "*Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders*", heralds the most significant changes to youth justice legislation in the decade since Youth Offending Teams were established in April 2000. The paper proposes a number of changes across both youth justice sentencing and in relation to accountability in the youth justice system. Some of the key proposed changes are:-

- An increased focus on the use of restorative justice
- A focus on increasing the use of Parenting Orders and programmes that address the needs of families with complex problems
- The introduction of a payment by results model of funding and,
- Transfer of the responsibility for funding of young people entering the secure estate to local authorities.

Alongside this, national responsibilities for the monitoring of the effectiveness of the youth justice system will transfer from the Youth Justice Board for England and Wales (YJB) to the Ministry of Justice (MOJ) creating a period of significant change in the national landscape around youth justice. In assuming national responsibility for youth justice the MOJ proposes to focus on a small number of key outcomes, specifically:-

- First time entrants to the youth justice system
- Proven rate of re-offending for children and young people who offend
- Use of custody

In addition to monitoring key outcomes, the YJB prior to transfer of responsibilities to the MOJ, will continue in 2011 – 2012 to collect a range of data regarding the effectiveness of

local youth justice services. This includes an annual audit of performance against National Standards for Youth Justice. An advice document on *"Information Management in Youth Offending Teams",* has been released by the YJB to support local Youth Offending Teams to compile and collate performance and case level information whilst simultaneously ensuring that personal data is managed effectively and in accordance with legislative requirements. The green paper "Breaking the Cycle", also indicates that there may be changes to the national framework for inspecting local Youth Offending Teams / Services with a more risk led approach targeting inspection and follow-up support where most needed.

**Structure and Governance** - Youth Offending Teams were set up under the statutory provisions of the Crime and Disorder Act 1998. The act set down the requirement for a local youth offending team comprising the four statutory agencies of: the Local Authority (including Children's Services Social Care and Education), Police, Probation and Health. Accompanying the Crime and Disorder Act of 1998 was an inter-departmental circular on 'Establishing Youth Offending Teams', that set out the requirements for a governing chief officer steering group. In 2004 the YJB published "Sustaining the Success: Extending the Guidance, Establishing Youth Offending Teams", that set down the requirements for steering groups to transfer into governing YOT Management Boards. The role and responsibilities of Youth Offending Teams and their governing Management Boards have since, and continue to be, regulated by National Standards for Youth Justice Services. The standards, that have recently been updated, include specific standards for YOT Management Boards. The Board is chaired by the Executive Director of Children's Services with a direct link to the Chief Executive of the local authority. The Sunderland YOS Management Board comprises representatives of the statutory partners as well as other local partners such as the area court. The governments consultation paper 'Breaking the Cycle', on proposed changes to youth justice legislation sets out that there are no proposed changes to the model of Youth Offending Teams.

The multi-agency Sunderland YOS Management Board is identified as a 'significant partnership' for Sunderland and it also provides the strategic links with other significant partnerships, and their associated strategic plans across children's services, criminal justice and community safety.

**Local Partnership Arrangements**– The YOS Management Board links into the Safer Sunderland Partnership (local Crime and Disorder Reduction Partnership (CDRP)) and up to the Sunderland Partnership (LSP) through the Safer Sunderland Business Support Group. Sunderland YOS shares the aspirations of the Safer Sunderland Strategy 2008 - 2023 to ensure that *"everyone in Sunderland will be and feel safe and secure".*

The YOS Board is aligned with the Children's Trust and its vision to work together to improve the life chances and aspirations for each child and young person in Sunderland. The YOS Board, through its Youth Justice Plan, is the responsible partnership for improving Priority Outcome 11 (Youth Offending) in the Children and Young People's Delivery Plan 2010-2013, the initial 3 year plan for implementing the Children and Young People Strategy 2010-2025.

Sunderland Youth Offending Service is committed to working in partnership with others to deliver on the full range of outcomes for children and young people who offend, their

families and victims. This includes for example, safeguarding children, public protection, reducing child poverty, swift administration of justice, reducing teenage pregnancy and many other key outcomes that support our core outcomes of preventing offending and re-offending.

Sunderland Youth Offending Service will work with other Youth Offending Teams in the area to continue appropriate links with the revised structures of the Local Criminal Justice Board until the appointment of the area Police and Crime Commissioner. The first Police and Crime Commissioners are expected to be elected in May 2012. The recently released Police Reform and Social Responsibility Bill has set out plans to introduce Police and Crime Commissioners that will replace existing local Police Authorities. They will have a duty to work with other criminal justice partners in delivering effective criminal justice services.

It is within this national and local context that the priorities within this Sunderland Youth Justice Plan 2011 – 2012 are set.

## ACHIEVEMENTS 2010 /11 - CELEBRATING A DECADE OF SUCCESS

2010 – 2011 was the 10th Anniversary year for Sunderland YOS since it's inception in April 2000 following the implementation of the Crime and Disorder Act 1998. At the end of 2010, after a decade of delivering award winning services including having been a Beacon authority for reducing re-offending, the Sunderland Youth Offending Service partnership is able to demonstrate massive reductions in youth re-offending with even greater reductions in the rate of young people entering the criminal justice system.
At the end of 2010:-

- First Time Entrants were reduced by 34%, against a national target of just 1.9%.
- Youth Re-offending was reduced by 27% against a three year target of 10%.

As both a children's service and a criminal justice agency Sunderland Youth Offending Service is committed to delivering life changing outcomes for children and young people who offend, for those at risk of offending for their families. whilst ensuring that justice is done for the victims of their offending and for the wider community affected by youth crime. At the end of 2010 the Sunderland Youth Offending Service also demonstrated an outstanding performance against a range of other outcomes for children and young people who offend. These included:-

- 88% in education, training or employment at the end of their YOS intervention.
- 99.8% in suitable accommodation at the end of their YOS intervention
- A low use of custody at just 1.7%
- No differences in sentencing on the basis of ethnic origin.

Testimony to our success in enabling young people who offend to turn their lives around is the achievements that young people who have offended have made with the support of Sunderland Youth Offending Service, including young people winning Young Achievers Awards and Top Scorer Awards. Sunderland YOS can also demonstrate, how victims of young crime have been able to move on from offences against them, by being given a voice in how young people payback for their offending.

**Young Achievers Awards 2011**

**Young person makes good for their offending**

Other achievements for 2010-2011 include:-

- National praise for keeping young people out of custody, which is recognised as one of the most expensive youth justice options.
- National recognition in the YJB Communicating Youth Justice Awards 2010 for work in communicating, through the local media, action taken to reduce youth offending.
- Highly Commended in prestigious Local Government Chronicle Awards 2011 for the effective management of services.
- Winner of a Sun FM Business Award for our *Contribution to Children's Services* in Sunderland.
- Awarded a National Training Award for the Phoenix project which has supported children and young people in relation to education, training and employment.

**Highly Commended Management Team**
**Local Government Chronicle Awards 2011**

## NEEDS ANALYSIS

Our priorities for the year ahead are based on a comprehensive needs analysis drawing on evidence from a range of sources including:-

- The national and local context for youth justice.
- Performance against key national and local outcome targets.
- Analysis of prevention and youth offending service assessment data.
- Outcomes of practice quality assurance audits
- Analysis Viewpoint data – an interactive game style evaluation tool for use with young people.
- Outcomes of consultation with children and young people using Sunderland Youth Offending Services.

**Consulting local people about how young people who offend can give back to local communities**

- Outcomes of consultations with parents and carers.
- Outcomes of consultations and satisfaction surveys with victims of crime. This takes into consideration young victims and the views of the wider population of children and young people through the young people's fear of crime survey
- Consultation with members of the general public on restorative justice services.

The local and national context for youth justice sets down the strategic direction for Sunderland Youth Offending Service and it is within this context that preventing offending and re-offending remains the principal aim. Our performance demonstrates an excellent track record and we are committed to reducing rates of re-offending even further. Service user feedback provides us with a perspective on how best to do this whilst consultation with victims and the general public provides us with a greater insight into how this can be done whilst simultaneously ensuring that young people pay back the costs of their offending to their individual victims or to the wider communities in which they have offended.

**YOS Manager talks to young people about their experiences and how Sunderland Youth Offending Service can make a difference**

## OUTCOMES

### Strategic Priorities

The principal aim of Sunderland Youth Offending Service is to:

***"Prevent offending and re-offending by children and young people".***

The key outcomes for our principal aim are:-

1. To reduce the numbers of children and young people entering the criminal justice system for the first time (first time entrants)

2. To reduce re-offending by children and young people (proven rate of re-offending).

Additionally Sunderland Youth Offending Services is committed to preventing young people entering the secure estate (use of custody) and thus a third key outcome is:-

3. To maintain low levels of custodial sentencing.

Targets and actions against each outcome have been identified below. These have been established based on the needs analysis underpinning this Youth Justice Plan.

| **Preventing Young People Entering the Youth Justice System (First Time Entrants)** |
|---|
| We will achieve this by:<br>• Further development of Arrest Diversion scheme to enable screening for risk and need at the earliest opportunity upon entry to the youth justice system.<br>• Ensuring robust risk assessments and monitoring arrangements in relation to families referred to YOS Prevention Services who refuse to engage.<br>• Ensuring the delivery of evidenced based parenting intervention to parents with identified need.<br>• Ensuring that young people identified as at risk of offending are engaged in suitable Education, Training and Employment.<br>• Ensure that young people identified as at risk of offending have access to suitable Accommodation. |
| **Outcome Target:** A further reduction in the numbers of first time entrants of 5%. |

| Reducing Re-offending |
| --- |
| We will achieve this by:<br>• Ensuring that young people who offend are engaged in suitable Education, Training and Employment.<br>• Ensuring that young people who offend have access to suitable Accommodation.<br>• Undertaking an analysis of need around emotional and mental health services for young people who offend and develop appropriate performance monitoring in relation to access to services.<br>• Ensuring the delivery of evidenced based parenting interventions to parents with identified need.<br>• Increasing face to face victim / offender restorative justice interventions<br>• Delivering an effective programme of offending behaviour intervention with impact measured through evaluation.<br>• Ensuring effective enforcement of statutory interventions.<br>• Ensuring that interventions are effectively sequenced in accordance with individual needs. |
| **Outcome Target:** A further reduction in re-offending of 2%. |

| Maintaining low levels of custodial sentencing |
| --- |
| We will achieve this by:<br>• Reviewing all cases of young people remanded or sentenced to ensure robust and appropriate court services are provided in all cases. |
| **Outcome Target:** To maintain custodial sentencing below 5% |

## SERVICE DEVELOPMENT PRIORITIES 2011 – 2012

To ensure that Sunderland Youth Offending Service is able to respond to national changes around youth justice and deliver local services that are customer focused a number of *Service Development Priorities* have been identified for 2011 – 2012. These can be summarised as:-

- Consultation, participation and engagement
- A whole family approach to services
- Service transformation and,
- Sustaining outcomes

Targets and actions to achieve each priority are set out below.

| **Consultation, Participation and Engagement** |
|---|
| We will achieve this by:<br>• Quality assuring interventions to ensure that diverse needs are comprehensively assessed.<br>• Quality assuring interventions to ensure that service user views are fully taken into consideration in developing intervention plans.<br>• Undertaking specific consultation and participation activities that promote user involvement.<br>• Holding regular consultation events with children and young people based on the Hear by Rights consultation standards. |
| **Outcome Target:** Service planning and delivery informed by consultation, participation and engagement across all service user groups (e.g. children and young people, families, victims) |

| **A Whole Family Approach to Services** |
|---|
| We will achieve this by:<br>• Ensuring robust sentencing proposals for Parenting Orders that secure the confidence of the local court.<br>• Delivering a family approach to services building on the outcomes of the YOS Family Intervention Programme.<br>• Piloting a family assessment model within prevention of offending services for those receiving an intensive intervention and to explore the expansion of the use of a family assessment model in relation to other YOS services. |
| **Outcome Target:** A whole family approach to services enabled through a whole family approach strategy including performance monitoring. |

| Service Transformation |
| --- |
| We will achieve this by:<br>• Exploring service re-investment models with a particular focus on moving investment from community disposals to early intervention to reduce throughput thereby reducing the longer term investment required in community programmes.<br>• Better understanding the social return on investment for offending interventions by developing a cost benefit analysis model across all areas of service delivery. |
| Outcome Target: A reduction of 5% (stretch target) in re-offending after Final Warning from September 2011. |

| Sustaining Outcomes |
| --- |
| We will achieve this by:<br>• Ensuring a comprehensive analysis is undertaken at the end of the intervention describing the offender journey and future likelihood of risk as it relates to risk of re-offending, risks to self (safeguarding) and risks to others (public protection).<br>• Developing a systematic approach to ensuring exit strategies are in place where needed with a particular emphasis on addressing those escalating from early intervention (Reprimands and Final Warnings) to First Tier Penalties (Referral Orders). |
| Outcome Target: 100% of interventions ending at Referral Order having an exit strategy in place where there are outstanding risks and needs. |

This Youth Justice Plan is underpinned by a comprehensive delivery plan that sets out milestones, targets and timescales for actions to achieve service development priorities and service outcomes.

A Workforce Development Strategy for 2011 – 2012 has been developed that focuses on the workforce development activity needed by youth justice practitioners to deliver our principal aim and service development priorities.

## RESOURCING AND VALUE FOR MONEY

### Resources

The YOS budget for 2011 - 2012 is made up statutory partner agency funding and in kind contributions, core government funding from the Youth Justice Board and other grants. Within this budget Sunderland YOS will deliver the core statutory youth justice service as set out by the Crime and Disorder Act 1998 and other subsequent legislation. The core statutory youth justice services can be summarised as:-

- The provision of appropriate adults to safeguard the interests of children and young people detained or questioned by police officers.
- The provision of voluntary interventions in respect of Final Warning (pre-court disposal)
- The provision of court services including reports for the courts
- Support for children and young persons remanded.
- Assessment and supervision of children and young people sentenced by the court to youth justice disposals, and the provision of rehabilitation programmes.
- The provision of Responsible Officers in relation to court ordered Parenting interventions
- Supervision of young people sentenced to a custody including post release interventions for Detention and Training Order.

All the multi-agency professionals required to form the local youth offending service (as set out in the Crime and Disorder Act 1998) are in place for 2011 – 2012.

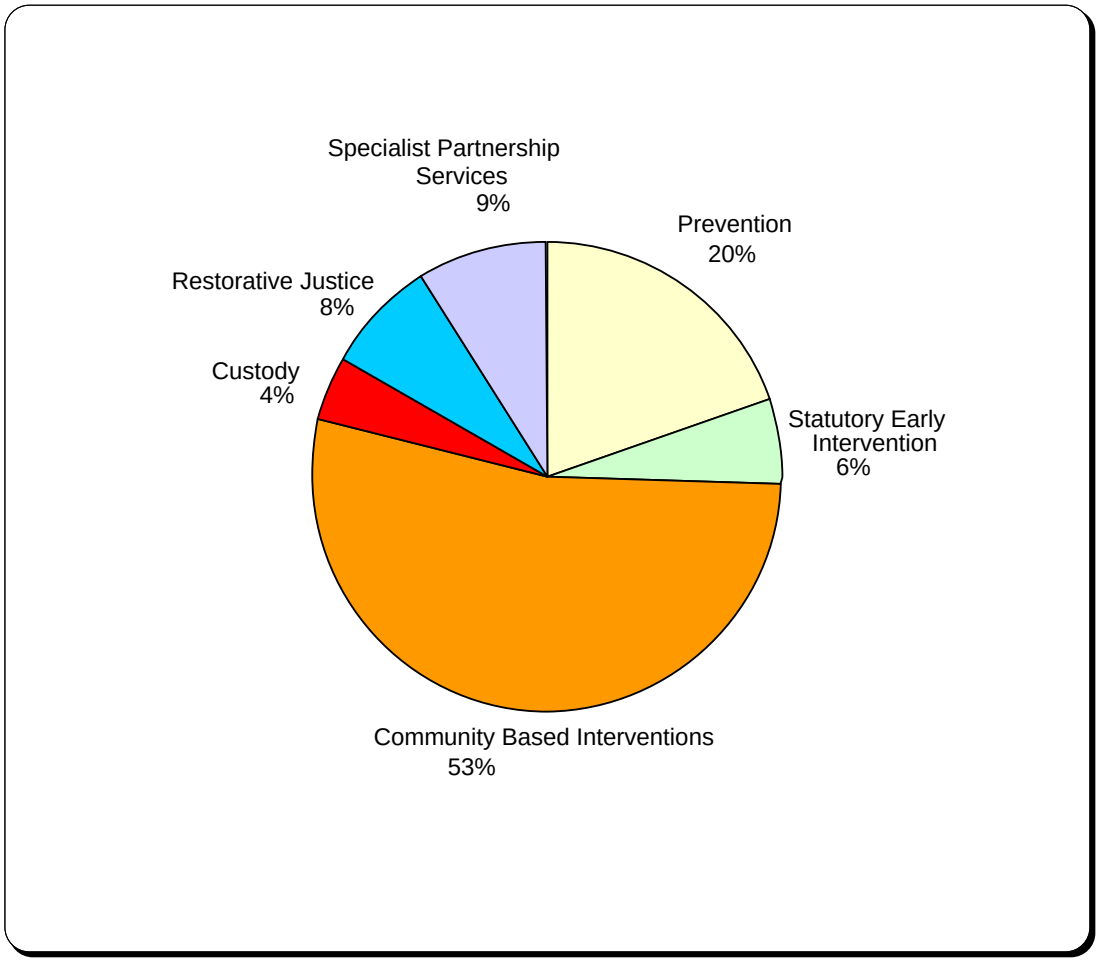
Sunderland YOS has a strong partnership approach to delivering effective services evidenced in a committed and effective partnership YOS Management Board. Additional to statutory services, Sunderland YOS provides a range of specialist and award winning intervention programmes that are targeted at specific need and risk groups.

**The Phoenix Programme in partnership with Tyne and Wear Fire and Brigade**

Additional targeted and specialist interventions include:-

- Tackle it in partnership with Sunderland Football Club Foundation.
- Phoenix Fire Safety Programme in Partnership with Tyne and Wear Fire and Rescue Brigade.
- Specialist Parenting intervention in partnership with Barnardos voluntary sector organisation.
- An Arrest Diversion scheme in partnership with Northumbria Police and other partners.
- A family intervention programme for hard to reach families.
- Mentoring to provide young people with additional support and positive adult role models.

These statutory and specialist provisions combine to form youth justice services across prevention, early intervention, enforced community based interventions and custody. Additionally Sunderland YOS has an established Restorative Justice Service that supports victims of youth crime and enables young people who offend to repair the costs of their offending to their individual victims or to the wider community (Community Payback Services). Based on the indicative delegated budget for 2011-2012, allocation of budget across youth justice service delivery in Sunderland will be:-




The governance of the use of resources is a key priority for the YOS Management Board for 2010-2011

## Value for Money

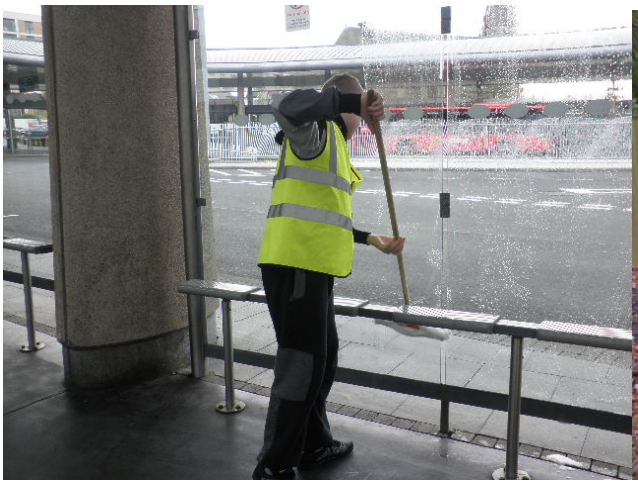
Over the forthcoming year Sunderland YOS will continue to ensure value for money and the effective use of resources through:-

- Effective use of commissioning to ensure best possible service at the best possible price
- Analysis of outcome data to ensure return on costs

Sunderland YOS has a strong performance management culture and effective performance management arrangements to ensure the value of services is effectively measured. Over the forth coming year Sunderland YOS will enhance this capacity through the further development of cost benefit models that link performance and financial information to develop a greater understanding of the social return on investment. This has been identified as a key action under the Service Development Priorities set out in this plan. The completion of this work will enable Sunderland YOS to be well placed to respond to government proposals on *Payment by Results* as set out in the green paper *"Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders".*

Sunderland Youth Offending Service will build on existing successful cost benefit analysis models such as negative outcomes cost analysis used within the Youth Offending Service Family Intervention Programme. In 2010/11 the family intervention programme saved statutory services £14,338 through the prevention of negative outcomes (such as criminal or care proceedings) for hard to reach families. The scheme cost on average less than £2,000 per family.

***"The family intervention programme demonstrated average potential savings of £14,338 per family through the prevention of negative outcomes for hard to reach families". The scheme cost on average less than £2000 per family.***



**Restorative Justice Services – young people who have offended repair the costs of their offending through Community Payback**

Sunderland City Council

**Item No. 9**

| **CABINET MEETING - 22 JUNE 2011**<br><br>**EXECUTIVE SUMMARY SHEET - PART 1** | |
|---|---|
| **Title of Report:**<br>FOOD LAW ENFORCEMENT SERVICE PLAN 2011/12 | |
| **Author(s):**<br>Executive Director of City Services | |
| **Purpose of Report:**<br>To advise Cabinet of the Service's Food Law Enforcement Service Plan for 2011/12 and the comments of the Community and Safer City Scrutiny Committee and seek approval of the plan. | |
| **Description of Decision:**<br>Cabinet is recommended to refer the matter to Council with the recommendation that the Food Law Service Plan for 2011/12 be approved. | |
| **Is the decision consistent with the Budget/Policy Framework** ***Yes/~~No~~**<br><br>**If not, Council approval is required to change the Budget/Policy Framework** | |
| **Suggested reason(s) for Decision:**<br>The Foods Standards Agency which monitors and audits Local Authority activities requires Food Law Service Plans to be approved by Members to ensure local transparency and accountability. The plan forms part of the Council's policy and budgetary framework as defined in the Constitution. | |
| **Alternative options to be considered and recommended to be rejected:**<br>There are no practical alternative options. | |
| **Is this a "Key Decision" as defined in The Constitution? Yes**<br><br>**Is it included in the Forward Plan? Yes** | **Relevant Scrutiny Committee**<br><br>Community and Safer City Scrutiny |

**CABINET 22 June 2011**

**Report of Executive Director of City Services**

## 1. Purpose of the Report

To advise the Cabinet of the Food Law Enforcement Service Plan for 2011/12 and the comments of the Community and Safer City Scrutiny Committee and seek approval of the plan.

## 2. Description of Decision (Recommendations)

Cabinet is recommended to refer the matter to Council with the recommendation that the Food Law Enforcement Service Plan for 2011/12 be approved.

## 3. Introduction/Background

The Food Standards Agency is an independent food safety watchdog set up by Act of Parliament in 2000 to protect the public health and consumer interests in relation to food.

The White Paper "The Food Standards Agency – A Force for Change" identified that Food Standards Agency as having a key role overseeing local authority enforcement activities. The Agency is therefore proactive in setting and monitoring standards and auditing local authorities enforcement activities to ensure that they are effective and undertaken on a more consistent basis.

Service Plans for food safety enforcement activities are seen to be an important part of the process to ensure that national priorities and standards are addressed and delivered locally. It was recognized by both central and local government that central guidance on the content of local service plans for food enforcement work would be helpful to local authorities.

The Food Standards Agency Framework Agreement has been developed in close partnership with the Local Government Regulation (LGR) and the Local Government Association. They have recommended a format for food enforcement service plans and given detailed guidance on the content of the plan.

## 4. Current Position

The Food Law Enforcement Service Plan 2011/12 (attached) has been formulated to comply with the recommendations of the Food Standards Agency's Framework Agreement. It would be necessary to produce this plan in the event of an audit by the Agency.

On 7 June 2011, the report was submitted to the Community and Safer City Scrutiny Committee for advice and consideration. The Committee recommended that the Plan be approved and also referred to the very high standard of work undertaken by staff within the Team and the high regard in which they are held.

## 5. Reasons for the Decision

The Food Standards Agency which monitors and audits local authority activities requires the Food Law Service Plans to be approved by Members to ensure local transparency and accountability. The plan forms part of the Council's policy and budgetary framework as defined in the Constitution.

## 6. Alternative Options

There are no practical alternative options.

## 7. Relevant Considerations / Consultations

(a) **Financial Implications / Gershon –** Details of financial and budgetary details in this report have been extracted from information supplied by the City Treasurer.

(b) **Risk Analysis** – Failure to approve Plan would conflict with requirements of Food Standards Agency. Measures within the Plan promote the health of the population of the City.

(c) **Employee Implications –** The Plan relates to existing staff resources working within the Department.

(d) **Legal Implications** – Requirements relate to guidance given by the Food Standards Agency.

(e) **Sustainability**
The actions promoted by the Food Law Enforcement Service Plan seek to ensure the standards of food supplied within the City Legislation requires the application of standards within all food businesses.

## 8. Glossary

FSA Food Standards Agency

## 9. List of Appendices

Appendix - Food Law Enforcement Service Plan 2011/12

## 10. Background Papers

Framework agreement on Local Authority Food Law Enforcement

# Sunderland City Council

## City Services, (Street Scene)

Public Protection and Regulatory Services

# Food Law Enforcement Service Plan 2011/12

**Index**


| Section | Subject |
| --- | --- |
| 1. | SERVICE AIMS AND OBJECTIVES |
| 2. | BACKGROUND |
| 3. | SERVICE DELIVERY |
| 4. | RESOURCES |
| 5. | QUALITY ASSESSMENT |
| 6. | REVIEW / PERFORMANCE MANAGEMENT |

# FOOD LAW ENFORCEMENT SERVICE PLAN 2010/11

## 1. SERVICE AIMS AND OBJECTIVES

### 1.1 Aims and Objectives

The Department's aim is to protect the health of all persons within the City in relation to food safety matters.

Our objectives are to proactively interact with food businesses within the City on a risk-based programme to improve the standard of food premises in the City. A variety of interventions are under consideration, with the Food Standards Agency approval, which will influence the actions at each premises during the year and the number of programmed inspections. Alternative strategies to inspection for enforcing standards in lower-risk premises are still being considered regionally with other interventions being considered. We will undertake a programme of food sampling, both microbiological and compositional. We will also respond appropriately to all food complaints, food alerts and food poisoning incidents.

We will also educate and advise the public and the food trade in matters of food hygiene and safety. Officers from the Food team will undertake the inspection of ships visiting the Port in accordance with current guidance.

### 1.2 Links To Corporate Objectives And Plans

The Sunderland Strategy for the years 2008-2025 sets out the framework for the work of everyone in the council. The full document can be viewed on the council's website. The Environmental Health section, in relation to Food, can impact on all of the five strategic aims to a greater or lesser extent.
They are;

1. To create a strong and diverse local economy that will provide jobs and careers for people in the city now and in the future.
2. To create a city that provides excellent health and social care services, where residents are supported to make healthy life and lifestyle choices.
3. To make Sunderland a place where everyone feels welcome and can be part of a safe and inclusive community.
4. To create a thriving learning culture where everyone can be involved in learning.
5. To ensure that Sunderland becomes a clean, green city with a strong culture of sustainability.

Of the five priorities set to achieve the goals, the Food section will be involved with – Prosperous City, Healthy City, Safe City and Learning City.

**The Corporate Improvement Plan**

The Food teams are included in the following Corporate Improvement Objectives whilst undertaking their statutory and advisory roles;

- Delivering Customer Focused Services
- Being One Council
- Efficient and Effective Council
- Improving Partnership Working to deliver One City.

## 2. BACKGROUND

### 2.1 Profile of the Local Authority

Sunderland City Council covers an area of 138 sq. kilometres and contains a population of about 284,000. It is the largest City between Leeds and Edinburgh. The area is largely urban ("metropolitan") but contains a great diversity of settlements including the City Centre, Washington and former coalmining communities such as Houghton le Spring and Hetton le Hole.

### 2.2 Organisational Structure

The Council through a Leader, Cabinet and a total of 75 Councillors covering 25 wards, has an annual estimated budget of approximately £253.7 million for 2011/12. The Council employs 12,803 different individuals working full and part time across the City in a wide variety of jobs. The most recent estimate of the number of Council staff (Full Time Equivalents) currently employed is 10,180.35

**Current Departmental Structure;**

Chief Executive + 4 Directorates; City Services, Children's Services, and Health, Housing and Adult Services, and Office of the Chief Executive.

**Current Committee Structure;**

The Council operates through a system of Committees, both Overview & Scrutiny Committees and Regulatory Committees.

The Overview and Scrutiny Committees include;

Management,
Prosperity and Economic Development
Health and Wellbeing
Children, Young People and Learning
Community and Safer City
Environment and Attractive City
Sustainable Communities

The Regulatory Committees include;

Licensing / Regulatory Committee,
Planning and Highways,
Development Control Sub- Committees
Personnel Committee.

**Structure of City Services**

City Services have four main service areas, Street Scene, Culture and Tourism, Customer Services and Community Services.

Street Scene includes the Public Protection and Regulatory Services division as well as Responsive Local Services, City-Wide Services, Highways and Transportation, Cemeteries and Crematorium, Drainage, Grounds Maintenance, Refuse Collection and Street Cleaning, and Highways & Transportation.
Within Public Protection and Regulatory Services, (Environmental Health Section), the Commercial Food team and Health Promotion team are involved in food related matters and Trading Standards are involved in primary production and feedingstuffs control.

With regard to the line of Management for food matters, the Executive Director of City Services is the Chief Officer and the Assistant Head of Street Scene heads the Public Protection and Regulatory Services division. There is an Environmental Health Manager for Commercial sections and a Principal Environmental Health Officer responsible for food matters. The Assistant Head of Street Scene is also line manager to the Trading Standards and Licensing Manager, and Health Promotion Specialist.

## 2.3 Scope of the Food Service

The activities relating to food in the City are undertaken between the Commercial Food team, Trading Standards team and the Health Promotion team.

The Commercial Food team carry out a programme of food hygiene and food standards inspection duties as well as responding to requests for service and infectious disease notifications. Sampling of foodstuffs, both microbiological and compositional, is also undertaken. The team has for many years enforced health and safety at work in most food premises in line with recommendations in the Lord Young report “Common Sense, Common Safety”. Officers also respond to Port Health requests and food hygiene inspections are part of the Ship Sanitation Certificates required under International Health Regulations.

Trading Standards Officers within the Department specialise in the primary production and animal feedingstuffs response.

The services of Health Protection Agency laboratories and the County Analyst, Durham currently complement the work of the two teams. The future of the

County Analyst is uncertain after July 2011 and possible alternative arrangements are being considered regionally.

The Health Promotion team provide Level 2 (Basic) and Level 3 (Intermediate) Food Hygiene Training Courses. Officers organise campaigns and undertake visits to educational establishments in connection with food hygiene. The Heartbeat award and Healthy Home Award schemes are promoted and managed by the team, with inspections being undertaken of relevant premises. Significant interest in the Healthy Home Award was generated at a seminar earlier this year and it is anticipated that there will be an increase in the number of awards presented this year.

The Joint Authorities in the region have previously co-operated with training for new businesses in a partnership arrangement between the Authorities and funded by the participants. We will continue to seek and cooperate in joint working between the Authorities.

The food service currently operates from the Civic Centre, (the Houghton Office having closed in November 2010). The Civic Centre is open to the public in normal working hours throughout the week, 8.30am to 5.15pm (4.45pm Friday), although officers work in a flexi-time scheme. There is an evening and weekend service arrangement for contacting management for out-of-hours emergencies. There are no formal planned “out of hours” arrangements for field Officers, however visits are conducted at events or as necessary outside normal working hours.

The Council website www.sunderland.gov.uk encourages the public to communicate with the Department by email and makes information constantly available. Letters from the Department to customers / companies encourage the use of email. The facility to contact the Department and individual Officers by direct telephone lines is also promoted with customers. Progress is being made to facilitate the initial contact for services through the Customer Services Network.

The Council displays current food hygiene ratings (“Scores on the Doors”) on the sunderlandcitycouncil.com website, which is also linked from the sunderland.gov.uk website (Food Hygiene). This Authority plans to use the Food Standards Agency national scheme with a contract having been signed and test system already operating successfully. A launch date for the FSA scheme of 28th June 2011 has been chosen.

The Authority has a limited rural community, principally arable with few livestock holdings. The Trading Standards Division carries out the enforcement of primary production and feedingstuffs legislation and advice to farmers / retailers.

## 2.4 Demands on the food service

- There are 2142 food premises currently operating in the City, including 1 registered Primary Producer.

| Food Premises in the City of which; | No. | Food Hygiene High Risk (a) | Food Hygiene Medium Risk (b) | Food Hygiene Medium Risk (c) | Food Hygiene Medium Risk (d) | Food Hygiene Low risk (e) | Unrated / unclassified |
|---|---|---|---|---|---|---|---|
| Primary producers / manufacturers / processors | 80 | 0 | 18 | 33 | 11 | 11 | 4 |
| Packers / Importers / Exporters / distributors, etc | 36 | 0 | 1 | 3 | 16 | 13 | 2 |
| Retailers | 557 | 1 | 8 | 208 | 185 | 121 | 17 |
| Restaurant / Other Caterers | 1469 | 0 | 178 | 828 | 241 | 134 | 77 |
| Contact Materials and articles | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Food Premises | 2142 | 1<br>0. 05% | 205<br>9.6% | 1072<br>50.0% | 453<br>21.1% | 279<br>13.0% | 100<br>4.7% |
| Outside the programme | 7<br>0.35% | | | | | | |

- The majority are classified in the Restaurant / catering outlet group (1469) whilst there are 557 food retailers.

- The unrated / unclassified premises are those which have recently opened or changed proprietor since the last inspection. These premises are revisited for further inspection and rating within 6 months to make an informed judgement of on-going standards. This is currently under review

- The Stadium of Light can accommodate over 40,000 seated spectators, with significant catering from the outlets within the stadium. International events are also hosted at the site. This year several major music events again are planned in May / June at the Stadium that will involve the food team.

- There are a significant number of outdoor events held regularly each year (e.g. Air Show, International Friendship Festival) which are attended by up to 1.5 million visitors, with various mobile caterers and food businesses from around the region and beyond visiting the Authority to cater at the events.

- Port health inspections which require inspections of food hygiene and standards on board vessels coming into the port was undertaken. The provision of Ship Sanitation Certificates has continued to be requested from the Authority.

- Increased vigilance continues to be expected regarding the inland enforcement of imported food legislation in an effort to prevent the spread of disease in food animals.

- The Food Standards Agency conducted an audit in February 2011 in relation to the Authority's work on animal feed.

- The Freedom of Information Act can impact on the workload of the Department due to the administration of requests and time spent recovering the information. Press and other enquiries to Local Authorities in the region continue to request specific information regarding comparative businesses in each Local Authority. In the past year, again there have been 6 formal requests for information regarding food premises in the financial year 2010 to April 2011.

- Information regarding local food premises is available on-line i.e. "Scores on the Doors", from our own council website. This involves the publication of a food safety star rating for catering premises in the City based on standards of structure and hygiene ratings and confidence in management scores assessed during programmed inspections. Following inspections, the written communications to business owners advise them that the information may be released on the website in the future and in response to third party requests as required by Freedom of Information legislation. The Food Standards Agency national scheme is now operating and this Authority has signed a contract to join the national scheme. Trial runs of the data involved have been undertaken and the full operation is likely before June 2011.

- The Licensing function impacts on the workload. Officers consider new licences and applications for amendments to licences as part of the Responsible Authority consultation.

- There is some potential for any large outbreak of food poisoning or illness, or a serious accident at food premises, to impact significantly on the routine service operated by the Authority.

- There are no other likely major impacts e.g. significant food imports, seasonal variations or high numbers of food manufacturing businesses other than local catering businesses. Where food alerts necessitate a significant response, this will impact on other areas of the service.

- Food alerts are notified by the Food Standards Agency to Local Authorities. During 2010 there were 40 alerts plus 3 updates. In the first three months of 2011 a further 16 alerts were received with 1 update. (Many of these alerts have been product recalls where response from this Authority has been minimized). The alerts have included; possible hazards associated with the contamination of raisins, cheesecakes and baby food with plastic, food produced on premises without the required approval, glass fragments in coffee, bottled beer, wines, pasta sauce and bread, metal in couscous and coconut bites, salmonella in coriander, Listeria in black pudding and milkshakes, and contamination of semolina by rodents. Details of all the food alerts are available on the Food Standards Agency (FSA) website, www.food.gov.uk .

- The FSA system of allergy alerts, separate from food alerts, continues with many instances of food labelling errors or contamination of specific ingredients. There were 35 such alerts in 2010 and 14 have been received in the first quarter of this year. Whilst not critical to the general public health they can have serious effects on persons who are allergic to specific ingredients.

### 2.5 Enforcement Policy

The Department has a documented Enforcement Policy, which has due regard to the Tyne and Wear Food Enforcement Policy. The Authority works in accordance with the principles of the Regulators' Compliance Code, and a review is planned for this year.

The Code of Practice requires that any breaches of food law that may be detected in premises where the Authority is itself the proprietor of a food business should be brought to the attention of the Chief Executive, without undue delay. There have been no instances in the past year where such action was necessary.

## 3. SERVICE DELIVERY

### 3.1 Food Control

3.1.1 Food Premises Inspections

Officers routinely inspect high risk premises on a risk based basis. This year there is to be more emphasis on targeting non-compliant businesses. It is envisaged that those premises which are found not to be complying as indicated by poor structures, poor hygiene standards or where there is low confidence in management, will progress into a structured scheme to require improvements.

The National Performance Indicator (NI 184) set previously for the percentage of food businesses that are broadly compliant has been withdrawn, although Local Authorities will continue to send relevant data annually to the FSA, from which the Performance Indicator can be calculated. Premises that are not broadly compliant is available to the public as it is indicated on the “scores on the doors” information on the web. Businesses with less than 3 stars are not broadly compliant.

There will still be risk rating for all premises inspected and the Food Standards Agency still anticipate the frequency of inspections for high risk premises being governed by the rating.

Whilst it has been the Department's ongoing annual target to inspect all food premises at a risk rated frequency in accordance with previous guidance from the Code of Practice, the FSA are encouraging Authorities to spend more time at targeted businesses rather than spread over the whole range in future. The lowest rated categories will be subject to programmes of alternative enforcement strategies. The first quarter of premises subject to alternative enforcement have been sent letters and questionnaires requiring a response. Failure to respond, or unsatisfactory responses received will necessitate a visit by an Officer. Any complaints or where intelligence raises issues will result in a visit to the premises by an Officer. This scheme has been agreed to promote consistency and uniformity for businesses and Authorities across the region. Highest risk premises which require specific approval will receive interventions as required. They will be subjected to risk rating and intervention frequency will be determined on an individual basis.

The Department has again achieved high rates on inspection of food premises and in 2010/11 visited 1455 different food premises and undertook 1544 inspections. A total of 2004 visits were made including inspections, revisits and sampling. Only 6 inspections were outstanding at the year end (only Category C & D). These were completed early in April 2011.

The estimated number of inspections programmed for the year 2011/12 at the time of preparation of this report is approximately 1270 plus any new businesses commencing within the year. Alternative strategies for lower risk premises will determine a change in priority resulting in fewer premises being visited but potentially more visits being made to non-compliant premises to promote and confirm improved standards.

We aim generally to inspect the premises within one month of the due date for inspection, the only exceptions being those businesses that operate seasonally and those who may be subject to alternative enforcement strategies.

Secondary inspections (including revisits) to premises are carried out as necessary in order to ensure that material defects are rectified. Those premises which are not broadly compliant will be followed up with a view to enforcing compliant standards.

The Department has participated in a Business Transformation Programme (BTP) giving consideration to computer systems that are more sustainable. Existing in-house systems continue to work satisfactorily for the Commercial Teams whilst awaiting any change.

3.1.2 Food Complaints

The Authority is committed to responding to all food complaints, the extent of the investigation depending on the merits of the complaint. This can range from re-assuring the complainant to the more formal process, including reference to home or originating Authorities in accordance with the Local Government Regulation (LGR) guidance and the Code of Practice. Officers also refer to any Primary Authority, a scheme promoted by legislation and the Better Regulation Office.

In 2010/11, 281 requests for service requiring a response from Officers on the Food Team were made, including 81 complaints relating to food standards or labelling, and 27 requests relating to suspected food poisoning. The staff resources required to deal with these requests are drawn from the Commercial Food team. It is estimated that the time expended on food complaints in 2011/12 will be equivalent to 0.25 officers (full time equivalent).

## 3.2 Primary Producers and Feedingstuffs Control

3.2.1 Premises Inspection

The Trading Standards Section of the Department has the delegated duty to enforce legislation in relation to primary production and feedingstuffs control. Inspection and sampling of products at farms, manufacturers, wholesalers and retailers is undertaken on a risk-assessed basis. As part of the animal health visits, feedingstuffs inspections are undertaken. Previous inspections have not revealed any premises using imported feed products. Ongoing dialogue with the Port of Sunderland may produce some activity if any feed is imported.

3.2.2 Feedingstuffs Complaints

Due to the relatively few number of feedingstuffs establishments, it is not anticipated that there will not be a significant number of complaints received by the Authority. Any complaints will be investigated in line with Departmental procedures. The Authority last year received no complaints which related to feedingstuffs. The most likely source of complaints will relate to pet foods.

3.2.3 Home Authority Business Advice

There are no businesses in Sunderland that manufacture or import feedingstuffs. The Port of Sunderland may at some point in time become a storage place and distribution hub for imported feed. If this occurs it can be managed from existing resources by means of prioritisation. It is currently believed that no other type of feed business would warrant a Home or Primary Authority relationship.

3.2.4 Business Advice

With so few premises within the area and no history of previous requests for business advice in relation to feed it is not anticipated that there will be any business enquiries in relation to feed.

3.2.5 Sampling Programme

Sampling will take place where a complaint justifies a sample be taken, though there is no expectation of any complaints. Samples may be taken to assist in project instituted by the Food Standards Agency or the North East Trading Standards Association or to maintain competence levels.

3.2.6 Outbreaks and Food Related Infectious Disease

Previous history has shown no resource requirement for the control and investigation of outbreaks and food related infectious disease in relation to feed. If this were to occur, resources from other Sections would be utilised as necessary.

## 3.3 Primary Authority Scheme

This was introduced by legislation governed by the Better Regulation office whereby businesses operating in more than one Local Authority area can choose to partner individual Authorities in connection with a selection of regulatory elements.

The future local impact of food safety enforcement is still difficult to assess, however this Authority will comply with all legal requirements in the enforcement of legislation under this principle.

Another similar scheme called “Home Authority Principle” also continues to operate with some businesses.

## 3.4 Advice to Business

The Authority seeks to assist local businesses as part of the City / Community Strategy. Last year 35 specific requests for advice were logged by the Food Team. Advice is given informally at every visit to food premises by the Officers, as appropriate.

The Authority is committed to promote the Food Standards Agency (FSA) project “Safer Food, Better Business”, (SFBB) which is aligned to supporting certain food businesses in complying with the food safety management principles. There will continue to be great efforts to educate businesses in complying with the requirement for them to have implemented a suitable food safety management system, which some smaller food businesses seem to find difficult. Four free seminars were provided last year for businesses to assist in their understanding of requirements.

In correspondence to food businesses, a standard invitation is given to them to seek advice from the Department.

Larger manufacturing businesses and small–medium enterprises have both expressed their approval of the department's dealings with their business and readiness to assist with advice, a policy of the Department for many years.

In routine inspections and visits to businesses, Officers pay special attention to advising and explaining matters appropriate to the situation.

Over the last year, as part of Regulatory Services Performance Indicator (NI 182), surveys of businesses have been conducted to ascertain whether businesses felt that they had been treated fairly and whether they had been given good information and advice. The results have been particularly encouraging and the table below shows the results;-

| | | | |
|---|---|---|---|
| 1 | I felt my business was treated fairly | q Strongly agree<br>q Agree<br>q Neither agree nor disagree<br>q Disagree<br>q Strongly disagree<br>q Not applicable | 9<br>17<br>0<br>0<br>0<br>0 |
| 2 | I felt the contact was helpful | q Strongly agree<br>q Agree<br>q Neither agree nor disagree<br>q Disagree<br>q Strongly disagree<br>q Not applicable | 10<br>16<br>0<br>0<br>0<br>0 |

Close links are maintained with many business organisations in the City and informal agreement reached to cooperate more fully with businesses through these contacts.

## 3.5 Food Inspection and Sampling

The Department is committed to sampling foods for compositional standards, bacteriological standards and food standards compliance. Sampling is undertaken proactively involving imported and locally produced foods, as well as participating in national and regional surveys with Local Government Regulation (LGR) and Health Protection Agency Laboratory Service.

The Department undertakes local sampling surveys from its own intelligence and from liaison with the Health Protection Agency and other Local Authorities in the region.

As a consequence of "demand" i.e. complaints, food alerts, food poisoning outbreaks, etc. further samples will be taken. Last year 411 samples were taken. An estimated 500 samples will be taken for bacteriological examination / compositional analysis in the year 2011/12, including 30 water samples. As a consequence of new legislation, private water supplies and distribution systems may require some sampling and work to identify such systems is on going.

Formal agreements with the Durham County Analyst exist who hold the classification of a Public Analyst, although this service is not guaranteed beyond July 2012. The HPA Laboratory transports samples from the region up to daily as necessary by courier to Leeds. Close liaison exists with the laboratories management and neighbouring Authorities to ensure the most effective and coordinated programme with flexibility for local peculiarities.

Participation with neighbouring Authorities in sampling and other food related matters ensures that the Authority works in a co-ordinated and compatible way. Last year we participated in seven regional microbiological sampling surveys and two compositional surveys. These included imported food and levels of salt in bread, Listeria in ready-to-eat foods, mobile food premises, pre-prepared sandwiches, cleaning cloths, Campylobacter cross contamination, Salmonella in herbs and a survey of commercial dishwashers. E Coli was isolated from the two dishwashers surveyed. (Follow up visits identified faults in the operation of the equipment which were corrected). Samples of bean sprouts for the presence of Salmonella revealed the necessity for them to be cooked and not eaten raw where indicated on the packaging.

## 3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

This authority has agreed with the regional Health Protection Unit a policy for considering the investigation of confirmed food poisoning cases. Most cases other than suspected viral infections and Campylobacter cases receive contact to endeavour to trace the source and prevent further spread. These are usually undertaken during personal visits from an Environmental Health Officer. Campylobacter cases are contacted by letter (see below).

The Department, with the Health Protection Agency, operates under the updated "Guidelines – Preventing person-to-person spread following gastrointestinal infections"

A local Consultant for Communicable Disease Control is employed by the Health Protection Agency. Dr. Tricia Cresswell is available to the Department for any advice regarding specific problems relating to infectious disease.

It is vital that any food worker suffering from symptoms of food poisoning advise their employers. Ceasing to work with food until symptom free for at least 48 hours is a common requirement but advice should be sought for specific illnesses.

Advice on food poisoning is available on the Sunderland.gov.uk website by inserting "food poisoning" in the search box on the home page (top right) and following the links.

The number of reported cases of food poisoning depends on persons suffering attending their GP or hospital, where, if samples are taken, and found to be positive, the medical practitioner has a legal duty to inform the Authority. There are close liaisons between the laboratories, Health Protection Agency and the Department to follow up all positive cases.

The Department has maintained close links with the Health Protection Agency as a partner in tackling ill health. Regular meetings to discuss various matters relating to food poisoning cases and sampling programmes take place. The County Analyst and Health Protection Agency (ex-Public Health Laboratory Service) are contracted to assist with expertise where any additional problems arise. Networks exist within the region, nationally and with the Chartered Institute of Environmental Health and the Local Government Regulation (LGR).

**Statistics of cases notified over recent years**

| Year to March 31st | Campylobacter | Salmonella | Cryptosporidia | Food poisoning & suspected FP | Shigella | Esch. Coli | Other miscellaneous organisms | Totals |
|---|---|---|---|---|---|---|---|---|
| 2007 | 282 | 69 | 69 | 21 | 3 | 7 | 1 | 452 |
| 2008 | 292 | 53 | 28 | 13 | 1 | 3 | 6 | 396 |
| 2009 | 306 | 58 | 26 | 24 | 5 | 2 | 2 | 423 |
| 2010 | 357 | 52 | 38 | 12 | 4 | 4 | 4 | 471 |
| 2011 | 440 | 28 | 27 | 11 | 3 | 2 | 0 | 511 |

| Year to March 31st | April | May | June | July | August | September | October | November | December | January | February | March | Totals |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2007 | 23 | 20 | 60 | 51 | 51 | 73 | 49 | 44 | 32 | 13 | 12 | 24 | 452 |
| 2008 | 19 | 33 | 42 | 46 | 58 | 44 | 39 | 40 | 19 | 13 | 18 | 25 | 396 |
| 2009 | 19 | 35 | 50 | 48 | 48 | 41 | 50 | 36 | 22 | 20 | 28 | 26 | 423 |
| 2010 | 28 | 38 | 66 | 44 | 40 | 56 | 56 | 41 | 24 | 21 | 24 | 33 | 471 |
| 2011 | 37 | 28 | 57 | 90 | 58 | 47 | 57 | 46 | 23 | 21 | 23 | 24 | 511 |

The Authority is committed to a response to all cases and outbreaks notified. The scale of the investigation and response will be measured and as appropriate to the causative organism and potential for further spread. Many cases appear to be the result of foreign travel or home acquired, and some infections e.g. Cryptosporidiosis and Campylobacter may be acquired from the environment rather than from a food source within the City.

As in previous years, the Norovirus ("Winter Vomiting disease") continued to affect many residential establishments in the City and regionally.
This infection is commonly spread environmentally from person to person rather than being food-borne. Officers work closely with the Health Protection Agency to limit the spread of this infection environmentally and ensure an appropriate response is made, commensurate with the necessity to identify the infection and limit the impact.

Notifications of Campylobacter infections continue to be prominent throughout the country, and the investigation of cases in the past has been time consuming with little chance of identifying the definite sources. Campylobacter is present in the environment and may be picked up outdoors. It is also present in raw chicken and efforts to educate the public regarding risks of cross contamination in the home are being pursued. (This will be the national theme of Food Safety week in June). Unlike most Salmonella strains, it can take relatively few Campylobacter organisms to cause illness. The HPA have worked with EHOs regionally regarding investigations and a policy has been adopted by Local Authorities and the HPA regionally which will reduce the workload created by investigating the increasing number of Campylobacter notifications. Every case notified to the Authority will be contacted by advisory letter rather than visits by an Environmental Health Officer.

### 3.7 Food Safety Incidents

The Authority is committed to responding appropriately to all Food Alerts issued by the Food Standards Agency in accordance with the Code of Practice on this subject. The level of response is determined by the category of response required and individual circumstances of the incident / local impact. Information is available to the public through Press releases and a link on the Council website to the Food Standards Agency.

## 3.8 Liaising with other organisations

The Authority meets with the six other Authorities – Tyne & Wear plus Durham and Northumberland, in a North East Food Liaison Group, which operates particularly successfully with close cooperation between the representatives. There are also Sampling sub-groups, and the South of Tyne meeting between the Health Protection Agency, Local Authorities, and P.C.T., which includes representatives from the relevant bacteriological laboratories and Communicable disease specialists.

Trading Standards Officers meet frequently at North East Trading Standards Association (NETSA) meetings when any topical subjects can be considered.

Relevant Building Control and Planning Applications are referred to the Department for consideration and comment.

There is frequent liaison with other Departments and sections in connection with food matters, including Facilities Management (City Catering), School Meals, Procurement, Housing, Health and Adult Services, and also regarding premises licences.

The section has positive liaison with the local office of the Health Protection Agency, Sunderland Teaching Primary Care Trust, City Hospitals Sunderland, local food federations and guilds.

## 3.9 Food Safety and Standards Promotion

Whilst Officers give advice and information in the course of inspections and other visits, the Health Promotion Team offer training for the Level 2 Award Food Hygiene, the Level 3 Intermediate Certificate in Food Safety and Level 1 Foundation Certificate in Nutrition. The Team also undertake campaigns during the year.

Following last year's success, this year the team will continue to promote a "Curry Chef of the Year" competition which will require, as part of the terms of entry, consideration of the standards of hygiene of the businesses involved. A joint final was held with 3 other Authorities in 2010. More local authorities in the region hope to have representatives in the final this year.

The Heartbeat Award has been running in Sunderland since 1990 and the Healthy Home award commenced in this Authority in 1997. Each of these award schemes has food hygiene related elements. A total of 144 Heartbeat awards and 23 Healthy Home awards were given in 2010/11.

During 2010/11:-

- 4 Food Hygiene Refresher Training Courses were held for 59 delegates.
- 25 courses were held in Level 2 Award Food Hygiene attended by 289 delegates.
- 12 delegates attended Level 3 Intermediate Certificate training.

The Health Promotion team also respond to requests from schools and other educational and community organisations for information and talks on subjects pertaining to food. Talks and presentations were given to 6 schools on food safety and the importance of washing hands properly.

Training on the Food Hygiene Rating System and “Safer Food, Better Business” in 4 separate sessions was given to local businesses free of charge.

Basic food hygiene information for consumers is available on the Council Website. Similarly advice is also available on food poisoning organisms and what to do in the event of suspecting that you are ill from consuming contaminated food.

A new impetus on hygiene, safety and nutrition in care and nursing homes has started within the “Healthy Home Award.” A seminar held in February was very well attended and interest is high within the business sector for the scheme. An Environmental Health Specialist from Health Promotion is conducting food and safety inspections combined with advice on nutrition and smoking cessation. This scheme by Sunderland was promoted by the Chartered Institute of Environmental Health (CIEH) as a good initiative.

## 4. RESOURCES

### 4.1 Financial Allocation

For 2011-12 the budget for Food Control (CC0120) is £431,000 of which £256,632 is delegated (i.e. controlled by the budget manager). The Sampling budget is assessed to be £15,500.

Health Promotion (CC0131) has a general budget of £175,193 (of which £27,717 is delegated) including anticipated income of £24,275 partly from food hygiene training.

The Feedstuffs element of the Trading Standards budget relating to Inspection, Training and Business Advice is estimated to be £2,500, equating to approximately 111 officer hours (Grade POF/G) per annum.

Overall £608,693 of the Department’s total budget will be available for use in relation to food safety, of which £286,349 is delegated.

In general terms, delegated budgets have been maintained at previous levels wherever possible.

Full budget details are set out below:

| FOOD SAFETY | 2011/12 Budget | | | |
|---|---|---|---|---|
| **Expenditure** | **Food Control** | **Health Promotion** | **Trading Standards (Feedstuffs Element)** | **Total** |
| | **£** | **£** | **£** | **£** |
| Staffing | 250,063 | 42,867 | 2,500 | 295,430 |
| Premises Expenses | 700 | | | 700 |
| Transport/Car Allowances | 4,354 | 271 | | 4,625 |
| Equipment, Furniture & Materials | 2,030 | 1,620 | | 3,650 |
| Clothing, Uniforms and Laundry | 273 | 59 | | 332 |
| Printing, Stationery & Office Expenses | 512 | 762 | | 1,274 |
| Communications and Computing | 1,746 | 251 | | 1,997 |
| Services/Fees | | 4,761 | | 4,761 |
| Insurance - All Risks | | 901 | | 901 |
| Conference & Seminar Expenses | 754 | | | 754 |
| **Delegated Expenditure** | **260,432** | **51,492** | **2,500** | **314,424** |
| **Income** | **(3,800)** | **(24,275)** | | **(28,075)** |
| **Net Delegated Budget** | **256,632** | **27,217** | **2,500** | **286,349** |
| FRS 17 Adjustments | 26,505 | 2,901 | | 29,406 |
| ICT Recharge | 4,307 | 87,247 | | 91,554 |
| Central Admin Recharges | 4,260 | 21,922 | | 26,182 |
| Internal Recharges | 139,296 | 35,906 | | 175,202 |
| **Total Budget** | **431,000** | **175,193** | **2,500** | **608,693** |

## 4.2 Staffing Allocation

Staffing resources allocated to Food work currently are as follows;

**Food Team**

- 1 Principal Environmental Health Officer / Team Leader (Full Time)
- 3 Senior Environmental Health Officers (2.9 FTE)
- 1 Environmental Health Officer
- 1 Technical Officer (Full time – working towards Higher Certificate)
- Clerical Support

The closure of the Houghton Area Office resulted in the re-deployment of 3 staff within the Civic Centre. One Senior EHO joined the Food Team, part-time (34 hours / week) although the post is for full time. This redeployment has been beneficial to coordinate available resources into one team serving the whole of the City.

All of the full-time Senior Environmental Health Officers currently employed have over 2 years experience in food matters. The EHO is progressing very well and continues to gain valuable experience.

Health Promotion

- 1 Health Promotion Specialist (Part time on food matters)
- 1 Health Promotion Assistant (Part time on food matters)

Apart from the training in food hygiene organised by the team, schemes entitled "Heartbeat Award" and "Healthy Home Award" are conducted by the team. Various aspects of health are covered in these schemes including food hygiene and nutrition.

For the Healthy Home Award, inspections are conducted by the Health Promotion Specialist, (a qualified Environmental Health Officer) which includes any programmed inspections of the homes who have applied for the award. These inspections include food hygiene as well as food standards, nutrition and health and safety, where this Authority is responsible for enforcing the relevant legislation in the establishment.

Trading Standards

- 3 Trading Standards Officer (Part time fertiliser and feedingstuffs)
- 3 Trading Standards Officer (Part time Primary Producers)

Estimated Total Full-time equivalent for all Food and Feedstuffs activity = 7.075 Officers on the establishment.

### 4.3 Staff Development Plan

Staff Appraisals are undertaken annually and the findings form the basis of staff development and training plans. Cooperation regionally through the Food Liaison Group and the assistance of the Food Standards Agency in providing low cost training is acknowledged.

Individuals are sent to specific training where appropriate and all Environmental Health Officers are required to maintain a training log in order to comply with Continuing Professional Development.

Training days and training sessions on subjects are programmed as necessary.

Any members of staff "new" to the food team are supervised and receive training commensurate with the Code of Practice.

Environmental Health Officers in other sections also receive update training in food matters.

## 5. QUALITY ASSESSMENT

Monitored inspections will continue to be recorded within the food premises database during this year.

The necessary arrangements were made, with assistance from the IT section, for the new annual return of statistics for 2009/10 (LAEMS – Local Authority Enforcement Monitoring System). The 2010/11 return is well on schedule to be provided to the Food Standards Agency by the required internet method, as required before the deadline of 1st June 2011. The return gives specific detailed information about every food business in the City rather than collated statistics as required in the past.

## 6. REVIEW / PERFORMANCE MANAGEMENT

### 6.1 Review against Service Plan

A review against the service plan is undertaken mid-year with consideration of achievements against targets. In the interim periods, line management monitors progress, including utilising the very effective in-house database software.

Monthly targets are set for each officer and officers are expected to achieve the required inspection rate to reach annual service level targets.

The Corporate Improvement Plan and an Annual Report is produced to define achievements made during the previous year.

The Service Plan and Annual Report are submitted to the Chief Executive for consideration by the Council as part of the Director's Performance Agreement.

### 6.2 Identification of any variance from the Service Plan

The food control teams performed extremely well against the Service Plan for 2010 / 2011 in all areas of Service Delivery.

The comprehensive review of procedure and policy documents is on-going.

### 6.3 Areas for Improvement

- Implement the Food Hygiene Star Rating Award system on the FSA website (Target launch 28 June 2011).

- Continue to implement alternative enforcement strategy for low risk businesses with LAs in the region.

- Continue to implement the requirements / guidance of the Local Better Regulation Office in relation to the Regulatory Reform Act.

- Contribute fully to regional training and support all peer review, Inter Authority Audit and / or internal monitoring exercises between LAs in the region.

- Continue to promote the use of Safer Food Better Business (SFBB), a food safety management scheme, to appropriate food businesses in the City during visits by Officers and within training programmes.

- Continue to support the Healthy Home Award to raise standards in that sector.

- Progress any necessary actions as a result of future determination of the BTP re departmental computer software.

END

**CABINET MEETING – 22 JUNE 2011**

**EXECUTIVE SUMMARY SHEET – PART 1**

**Title of Report:**
Discharge of functions under Part III of the Consumer Credit Act 1974 of Sunderland City Council by Birmingham City Council in relation to illegal moneylenders.

**Author(s):**
Joint Report of the Executive Director of City Services and the Executive Director of Commercial and Corporate Services.

**Purpose of Report:**
This report seeks approval for Sunderland City Council to authorise Birmingham City Council to investigate and institute legal proceedings under Part III of the Consumer Credit Act 1974 against illegal moneylenders operating within the Council's area.

**Description of Decision:**
That the Cabinet agree the discharge of its function of the enforcement of Part III of the Consumer Credit Act 1974 be carried out in Sunderland by Birmingham City Council (pursuant to Section 101 of the Local Government Act 1972, Regulation 7 of the Local Authority (Arrangements for Discharge of Functions) (England) Regulations 2000 and Sections 13 and 19 of the Local Government Act 2000).

That authority be delegated to the Executive Director of City Services to enter into an agreement on behalf of Sunderland City Council with Birmingham City Council known as the 'Protocol for Illegal Money Lending Section Investigations' ("the Protocol") and for the Executive Director of City Services to approve minor amendments to the Protocol if required.

**Is the decision consistent with the Budget/Policy Framework? Yes**

**If Not Council approval is required to change the Budget/Policy Framework**

**Suggested reason(s) for Decision:**
To add to the City Council's resources and enable Sunderland Trading Standards to have access to a team of highly trained experts from the IMLT, if intelligence is received that illegal money lending is present in the Sunderland area. To obtain specialist resource, expertise, techniques and facilities to which Sunderland Trading Standards would not otherwise have access. To support performance of the Council's duty in relation to enforcement of the provisions of the Consumer Credit Act 1974.

**Alternative options to be considered and recommended to be rejected:**
There are no other viable options as the funding is provided on the basis of expanding the Birmingham team.

| **Is this a "Key Decision" as defined in the Constitution?**<br>No<br><br>**Is it included in the Forward Plan?**<br>No | **Relevant Scrutiny Committee:**<br><br>Community and Safer City |
|---|---|

**CABINET** **22 June 2011**

**DISCHARGE OF FUNCTIONS UNDER PART III OF THE CONSUMER CREDIT ACT 1974 OF SUNDERLAND CITY COUNCIL BY BIRMINGHAM CITY COUNCIL IN RELATION TO ILLEGAL MONEYLENDERS.**

## 1.0 Purpose of Report

1.1 This report seeks approval for Sunderland City Council to authorise Birmingham City Council to investigate and institute legal proceedings under Part III of the Consumer Credit Act 1974 against illegal moneylenders operating within the Council's area.

## 2.0 Description of Decision

2.1 That the Cabinet agree that the discharge of its function of the enforcement of Part III of the Consumer Credit Act 1974 (the 'Act') be carried out in Sunderland by Birmingham City Council (pursuant to Section 101 of the Local Government Act 1972, Regulation 7 of the Local Authority (Arrangements for Discharge of Functions) (England) Regulations 2000 and Sections 13 and 19 of the Local Government Act 2000).

2.2 That authority be delegated to the Executive Director of City Services to enter into an agreement on behalf of Sunderland City Council with Birmingham City Council known as the 'Protocol for Illegal Money Lending Section Investigations' ("the Protocol") and for the Executive Director of City Services to approve minor amendments to the Protocol if required.

## 3.0 Background

3.1 The primary legislation governing the consumer credit industry is the Consumer Credit Act 1974. The Trading Standards Service enforces this in each Local Authority area. The Act is based on a licensing system and all consumer credit and consumer hire businesses operating in the UK (with certain exemptions) must possess an appropriate licence issued by the Office of Fair Trading (OFT). The OFT must be satisfied that an applicant for a Consumer Credit Licence is a fit and proper person before issuing that person with a licence to trade.

3.2 To operate a consumer credit business without being licensed is a criminal offence and carries a maximum penalty of £5,000 and/or up to two years imprisonment. Licences can be revoked where it can be established that the licensee has acted inappropriately. Warnings and conditions can be added to the licence where necessary. Illegal money lending covers a range of activities, from persons that are actually licensed but are acting unlawfully, to the extreme of a person offering cash loans without being licensed at all (Loan Sharks). Loan Shark activity is characterised by deliberate criminal fraud and theft, with extortionate rates of interest on loans that mean borrowers face demands for payment of thousands of pounds more than they

borrowed and can often never pay off the loans. Borrowers who fail to pay or refuse to pay are subject to intimidation, theft, forced prostitution and other, extreme physical violence.

3.3 An Illegal Money Lending Team ("IMLT") was established within Birmingham City Council Trading Standards as a pilot project in England, one of only two in Great Britain; the other pilot area being Glasgow – covering Scotland. The remit of the team is to investigate illegal money lending activity, establish if a problem exists and, if so, bring to justice those persons carrying on this activity. The team is made up of highly experienced investigators with a broad range of backgrounds and investigative skills.

3.4 The scheme, initially working across the Midlands, has already been extended to cover the North West, East of England, South East and Yorkshire and Humber areas.

3.5 Research, funded by the Department of Business, Innovation and Skills (BIS) and using information gathered by the Birmingham pilot project, has been published which identifies the extent of this type of activity as well as the reasons that people use illegal moneylenders. Funding for the project is provided from the Financial Inclusion Fund administered by HM Treasury and managed by BIS. HM Treasury and BIS announced that, due to the success of the Birmingham team, funding will continue and can be used to roll out to other authorities.

3.6 On 29 December 2010 Business Minister Edward Davey announced that £5.2 million in funds will be available to continue the national illegal money lending project for 2011/12 through trading standards services.

3.7 In addition, the Minister also announced that BIS intended to restructure the project by moving to a three national teams model. The Minister indicated that BIS were looking to maintain front line services whilst providing a value for money project. The English team will be hosted by Birmingham City Council and will continue to provide a resource to investigate illegal money lending across England.

3.8 Birmingham was chosen to lead the new England team due to the efficiencies associated with the expansion. This was favoured against the creation of a brand new team that would attract high development and set up costs. Centralising national services was considered to be crucial. The team, based in Birmingham, will continue to operate a "parachute in and out model", with a local presence being provided through regional officers; this being the option recommended by recent research commissioned through Policis, an independent research consultancy.

3.9 Although all services provided by the IMLT in the Sunderland area will be 'intelligence led', the benefit that the team can bring to Sunderland is significant. Sunderland City Council Trading Standards Service, like most local authorities, is not able to provide the level of specialist resources necessary in order to provide this function. This is an

excellent example of how sharing resources on specific issues can bring benefits otherwise unavailable in providing support to vulnerable consumers and tackling rogues.

3.10 It is believed that a number of illegal money lenders are operating throughout the City however currently there is no intelligence to identify them. When marketing material about the IMLT becomes available in Sunderland it is expected to generate intelligence which will help identify the scope of the problem.

## 4.0 Current Position

**4.1.1** Key statistics for the Birmingham IMLT up to January 2011:

Identified over **1,700** illegal lenders;
Arrested over **500** illegal moneylenders (loan sharks);
Written off over **£37 million** of illegal debts (money victims would have paid back to illegal lenders if the team had not acted);
Brought over **182** prosecutions, resulting in prison sentences totalling over **107** years and one indefinite sentence;
Helped over **16,000** victims of loan sharks including the most hard to reach individuals; and
Referred over **600** victims to alternate (legal) sources of financial support.

**4.1.2** In addition to exceeding the expectations of the Government the team has also achieved significant added value, including partnership working with the Police, the Department of Work and Pensions, Post Office Counter Fraud Unit and H M Revenue and Customs in order to facilitate a coordinated approach to tackling crime and disorder.

## 4.2 Objectives of the Project

**4.2.1 Objective 1 - To obtain a clear understanding of the scale and impact of illegal money lending as well as learning lessons on the best way to enforce.**

4.2.2 The evidence so far indicates that illegal moneylenders are widespread and prevalent nationally. They operate in areas that have a high proportion of rented accommodation and target the most vulnerable members of society. High rise flats are common premises targeted by loan sharks as legitimate lenders often do not lend to people residing in this type of accommodation due to the health and safety risks for their collectors.

4.2.3 Evidence shows illegal moneylenders vary from those who lend £10 over a few days and demand £12 on repayment, to those who provide substantial loans to people seeking to set up businesses. Interest rates range from 100% up to 117,000% Annual Percentage Rate of interest in some instances.

4.2.4 Information gathered so far suggests that illegal money lending is being operated across all sectors of the community. The majority of people using moneylenders are in receipt of income support or benefits and are introduced through word of mouth. However, evidence also suggests that moneylenders operate within the wider community and the pilot has identified illegal money lending within the business community. In many of the investigations it has been established that the moneylenders resort to intimidation and violence in order to secure payment. Other common traits include: adding indiscriminate charges, targeting single mothers and seeking payment through sexual favours.

4.2.5 Moneylenders often use victims of money lending to assist them with maintaining their criminal lifestyle and anonymity; for example illegal moneylenders' vehicles are often registered at a client's address.

4.2.6 There is also anecdotal evidence which suggests that illegal moneylenders have an impact on the wider community in which they operate, with victims resorting to petty crime to enable them to meet payments. Reducing the activities of illegal moneylenders or removing them altogether may therefore help to reduce levels of other criminal activity within a community.

4.2.7 With regard to enforcement activity, the investigation of illegal money lending has proven to be very resource intensive. Target individuals need to be observed and monitored to determine their activities, to identify them and, if possible, to establish their address. A significant proportion of targets are also what are termed "life style criminals", which means that evidence of other illegal activity can surface during the course of an investigation. This may not only involve other agencies but can also extend the life of an investigation, thereby adding to the pressure on resources.

**4.3 Objective 2 - To create a climate where victims can come forward – confident that prosecutions will be undertaken, and convictions obtained, without fear of reprisals.**

4.3.1 Effective branding and publicity of the pilot project has meant extensive promotion of the aims of the project and work of the team, within both the local and wider community. Evidence suggests that this has been achieved because it can be shown that victims are willing to contact the IMLT and to provide information to help achieve prosecutions. Similar publicity would be disseminated in Sunderland and the Protocol addresses communications between Sunderland City Council and Birmingham City Council on press releases.

4.3.2 The team has used injunctions, backed by the power of arrest under the Anti-Social Behaviour Act 2003, to remove lenders from their areas of operation. Injunctions are reinforced with an agreement from the local police to flag the matter on their system and respond immediately if they receive a call from one of the victims.

**4.4 Objective 3 – To change the perception amongst those lending that illegal money lending is rarely prosecuted.**

4.4.1 A proactive media campaign is ongoing in those areas that have successfully targeted criminals. Engaging the media promotes the work of the team and raises public awareness. Any marketing campaign undertaken by the IMLT in the Sunderland area will be funded by the IMLT.

**4.5 Objective 4 – To develop ways of replacing the removed lenders with more support for their victims.**

4.5.1 The IMLT will help victims of illegal moneylenders with practical help and support in conjunction with the services of local Debt Advice Teams and the National Debtline. It has been noted that victims often need more than simple money advice. Consequently, face-to-face advice is considered the most helpful way forward and is the route normally adopted.

4.5.2 Links are also established with credit unions and their associations and, where practicable, these agencies are also called upon to provide help and advice. The IMLT offers money management advice to all victims of moneylenders who contact them for assistance. Partnership working in this area is recognised as being essential in this area of service provision. This is the key role of a 'Financial Inclusions Partnership Officer' employed within the IMLT.

4.5.3 The City Council's vision of promoting credit union partnerships may be able to play a role in this area. Indeed, these two initiatives very much share similar objectives.

4.6 In order to expand the scheme into Sunderland, Birmingham City Council requires formal delegation of functions to carry out investigations under the Act and to prosecute any alleged offences discovered in this City.

4.7 In order to ensure clarity in respect of the operation of these arrangements, the Protocol sets out the processes and practices necessary to enable Birmingham City Council and its officers to undertake investigations and legal procedures and allows for Sunderland City Council to comment on the prosecution process undertaken by the IMLT within the Sunderland area. The Protocol sets out in detail amongst other things, the working arrangements for the IMLT within the Sunderland City Council area, referrals and sharing of information between Sunderland City Council and the IMLT, and the conduct and control of prosecutions by the IMLT.

4.8 This delegation does not prevent Sunderland Trading Standards from undertaking the function and the Protocol provides a right to Sunderland City Council to withdraw the delegation where Sunderland City Council considers it reasonable to do so.

## 5.0 Reasons for the Decision

5.1 This proposal, if agreed, will add to the City Council's resources and will enable Sunderland Trading Standards to have access to a team of highly trained experts from the IMLT, if intelligence is received that illegal money lending is present in the Sunderland area.

5.2 This area of law enforcement requires specialist resource, expertise, techniques and facilities to which Sunderland Trading Standards would not otherwise have access. Members of the IMLT include officers with high-level training and expertise in surveillance techniques as well as security operations. The team includes, amongst others, former police officers and security services personnel.

5.3 The recommendations will support performance of the Council's duty in relation to enforcement of the provisions of the Consumer Credit Act 1974.

## 6.0 Alternative Options

There are no other viable options as the funding is provided on the basis of expanding the Birmingham team.

## 7.0 Relevant Considerations/Options

### (a) Financial Implications/Sunderland Way of Working

There are no financial implications as all funding for the project is provided by BIS. There are no implications for the Sunderland Way of Working.

### (b) Risk Analysis

The corporate risk management policy has been used to assess the level of risk. The risk to adopting this approach by providing delegated powers is assessed as low. The approach removes any risk to future funding of this work as the officers will be employed by another local authority.

### (d) Legal Implications

Under section 222 of the Local Government Act 1972 'where a local authority consider it expedient for the promotion or protection of the interests of the inhabitants of their area…. (a) they may prosecute or defend or appear in any legal proceedings'. By virtue of Section 161 of the Consumer Credit Act 1974, it is the duty of each 'local weights and measures authority' to enforce the provisions of the Act within their local authority boundary. This is an executive function for the purposes of the Local Government Act 2000 and the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

For Birmingham City Council to be able to carry out the function in Sunderland City Council's area, under Part III of the Consumer Credit

Act 1974, it is necessary for Cabinet as the executive to formally discharge and delegate this function to Birmingham City Council under Sections 13 and 19 of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000. Birmingham City Council is also required to formally accept the delegation.

Any prosecutions under this delegation will be undertaken by Birmingham City Council with no liability for costs to Sunderland City Council.

The discharge by and delegation of this function to Birmingham City Council will not prevent Sunderland City Council from undertaking the function, where required and Sunderland City Council have a right to reasonably withdraw the delegation at any time.

**(j) Compatibility with European Convention on Human Rights**

The investigation of offences of illegal money lending may require the surveillance of individuals to gather evidence to prove the offence. This may at times infringe a person's Article 8 right to respect for his private and family life, his home and his correspondence. Interference with this right will only be undertaken where it is undertaken in accordance with the law and is necessary, in a democratic society, for the prevention of disorder or crime. This will be undertaken in accordance with the Regulation of Investigatory Powers Act 2000 and secondary legislation.

**(k) Reduction of Crime and Disorder – Community Cohesion / Social Inclusion**

Illegal moneylenders invariably target low-income households and the most vulnerable members of society. This can mean that their activities have disproportionate implications for the more deprived areas and action taken against loan sharks therefore supports the policy priorities associated with crime and disorder and protecting the more vulnerable members of the community.

Illegal money lending has a serious detrimental effect on both individuals and the community. Tackling the root causes and providing legitimate alternative sources of credit will contribute to reducing stress and pressures on many individuals and communities.

Marginalising rogue traders creates an environment which supports and encourages legitimate credit providers and reduces the fear of crime.

**(l) Equalities**

It is often the poorer and more vulnerable members of society who become victims of illegal moneylenders and find it difficult to access appropriate support and help.

**(m) Project Management Methodology**

The Project will be carried out in accordance with the Protocol.

**(o) Procurement**

There are no procurement implications. The project is funded by BIS until 2015.

**(p) Sustainability**

Any IMLT involvement in the Sunderland area will have a positive impact on a number of sustainability criteria. These include: Prosperous City, Healthy City, Attractive City and Safe City. There are no negative impacts anticipated.

## 8.0 Glossary

BIS – Department for Business, Innovation and Skills.

## 9.0 List of Appendices

None.

## 10.0 Background Papers

None.

Sunderland City Council

**Item No. 11**

## CABINET MEETING – 22nd June 2011

## EXECUTIVE SUMMARY SHEET – PART I

**Title of Report:**

**Establishment of an Early Implementer Health and Wellbeing Board**

**Author(s):**

Executive Director of Health, Housing and Adult Services

**Purpose of Report:**

To set out proposals for the establishment of an Early Implementer Health and Wellbeing Board.

**Description of Decision:**

To recommend to Council that it agrees the proposals for establishing the Early Implementer Health and Wellbeing Board in July 2011 with initial membership as proposed in this report and to authorise the Chief Executive to draw up the appropriate governance arrangements for the Board.

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

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

**Suggested reason(s) for Decision:**

To ensure that the Council progresses as an early implementer of a Health and Wellbeing Board in advance of anticipated statutory implementation,

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

To delay the implementation of an early implementer Health and Wellbeing Board.

| **Is this a "Key Decision" as defined in the Constitution?** ~~Yes~~ / No<br><br>**Is it included in the Forward Plan?** ~~Yes~~ / No | **Relevant Scrutiny Committee:**<br><br>Health and Wellbeing |
|---|---|

**Cabinet** **22nd June 2011**

**Establishment of an Early Implementer Health and Wellbeing Board**

**Report of the Director of Health, Housing and Adults**

## 1.0 Purpose of Report

1.1 To set out proposals for the establishment of an Early Implementer Health and Wellbeing Board.

1.2 Subject to Parliamentary approval, health and well-being boards will be established from 2013, running formally in shadow form from 2012, with 2011/2012 as a transitional year.

## 2.0 Description of Decision

2.1 Cabinet is requested to recommend to Council that it agrees the proposals for establishing the Early Implementer Health and Wellbeing Board in July 2011 with initial membership as proposed in this report and to authorise the Chief Executive to draw up the appropriate governance arrangements for the Board.

## 3.0 Background

3.1 The NHS White Paper "Equity and Excellence: Liberating the NHS" was published in July 2010 and was followed up with a number of further guidance papers detailing aspects of the new proposals for consultation. One of the seven supporting guidance papers "Liberating the NHS: Local democratic legitimacy in health" details proposals for:

- Local Authorities taking on health improvement functions
- Local Authorities' roles in promoting service integration
- Local Health Watch organisations acting as independent consumer champions, accountable to Local Authorities
- Health and Wellbeing Boards

3.2 The consultation document states that local authorities will have greater responsibility for health in four areas:

- Leading Joint Strategic Needs Assessments (JSNA) to ensure coherent and co-ordinated commissioning strategies
- Supporting a local voice, and the exercise of patient choice
- Promoting joined up commissioning of local NHS Services, social care and health improvement
- Leading on local health improvement and prevention activity

3.3 In delivering these functions, the Local Authority will have a "convening role" and "promote joint commissioning between GP consortia and Local Authorities".

3.4 The guidance states that there will be “an enhanced role for elected Local Councillors and Local Authorities, as a more effective way to boost local democratic engagement”.

3.5 Directors of Public Health (DPH) will transfer to Local Government and be jointly appointed by the Local Authority and a new national Public Health Service. They will bring with them a “transferred resource” to be determined. This budget will be ring fenced within the Local Authority. The DPH will have strategic influence over the wider determinants of health, independently advising elected members and being part of the senior management team in the local authority.

3.6 In addition, the government intends “to develop a more powerful and stable local infrastructure in the form of Health Watch, which will act as local consumer champions across health and care. Local Involvement Networks (LINKS) will be replaced by local Health Watch, which will become like a ‘citizens advice bureau’ for health and social care”. Health Watch will be given additional funding for NHS complaints, advocacy services, and supporting individuals to exercise choice.

3.7 Local Authorities will commission Health Watch and may intervene in the event of underperformance. Health Watch will also report to Health Watch England which will be established as part of the Care Quality Commission.

3.8 The Health and Social Care Bill states that each local authority must establish a Health and Wellbeing Board (H&WB) for its area. The Bill also states that the H&WB will be a committee of the local authority.

3.9 Local authorities will take on an enhanced health role, including the major responsibility of improving the health and life-chances of the population they serve. These functions will be conferred on local authorities as a whole not just as the responsibility of the H&WB.

3.10 The H&WBs will bring together key NHS, public health and social care leaders in each local authority area to work in partnership.

3.11 The proposals in the Health and Social Care Bill require the Council and its partners to build on the progress that has been made, to engage emerging GP consortia, to consider to what extent and in what way joint working and or integration should be taken forward, and to successfully transfer public health functions to the Council.

3.12 Sunderland is an early implementer of a H&WB, and it is proposed that an initial early implementer board be established with its first meeting in July 2011.

## 4.0 Current Position Regarding Health and Wellbeing Boards

4.1 Many councils including Sunderland are becoming early implementers during 2011/12 as part of the transitional year. In order to be an early implementer there must be commitment from the top of the organisation and genuine commitment to work in partnership, especially with the emerging GP consortia. They must also be prepared to actively participate in sharing information and learning with other areas.

4.2 In Sunderland there has been strong working relationships between the Council and the TPCT, and the wider health community, supported by the current partnership arrangements including the Adults Partnership Board and the Children's Trust. In addition Sunderland has a strong history or participating in shared learning with other areas.

## 5.0 Reasons for the Decision

5.1 As an early implementer Sunderland will be able to trail new working arrangements before the formal shadow form in 2012 and then subject to Parliamentary approval, the establishment of H&WBs from 2013.

5.2 The terms of reference for the board will need to be fully developed but the board will allow early focus on a number of key issues:

- To assess the broad health and wellbeing needs of the local population and lead the statutory citywide needs assessment, known as the Joint Strategic Needs Assessment (JSNA)
- To develop a new joint high-level health and wellbeing strategy (JHWS) that spans NHS, social care, public health and the wider health determinants such as housing and child and community poverty
- To promote integration and partnership across areas through promoting joined up commissioning plans across the NHS, social care, public health and other local partners
- To ensure a comprehensive engagement voice is developed as part of the implementation of Healthwatch.

5.3 The board will be responsible for delivering key parts of the Sunderland Strategy particularly in relation to the strategic outcome to substantially improve the health and wellbeing of the city's residents. The Health and Wellbeing Strategy will identify the key priorities to making significant improvement. The Strategy will provide the overarching direction to all stakeholders and provide leadership for its implementation.

5.4 The board, through the Strategy will provide the guidance for stakeholders in commissioning of services, resource allocation and policy direction.

5.5 The Bill provides that the following should comprise the core membership of the Board:

- At least 1 councillor of the local authority
- The director of adult social services
- The director of children's services
- The director of public health
- A representative of the Local Healthwatch
- A representative of each relevant GP commissioning consortium
- Such other persons as the local authority think appropriate

5.6 The establishment and status of the Early Implementer H&WB provides the opportunity to develop the arrangements in Sunderland so that when the Shadow Board is established in 2012 it is fit for purpose to deliver on its functions and responsibilities. The intention is to ensure the work of the board is as inclusive of stakeholders as possible. To promote full participation in the work of the board it is proposed that the board work with the Children's Trust and the Adult Social Care Partnership Board with them acting as key advisory boards.

5.7 The Early Implementer status will allow us to test these arrangements during 2011, review their effectiveness and establish the formal Shadow H&WB in 2012 taking account of both learning from our local experience and from the National Early Implementer Network. Such a review would also allow account to be taken of any changes to the Bill that may occur during the Parliamentary process.

5.8 As part of the learning and development 2011 will provide the opportunity to develop a Healthwatch organisation for Sunderland. The current chair of NHS South of Tyne & Wear is recognised to have a great deal of experience of engagement with patient and user groups, and organisations representing such groups. It is proposed therefore to ask the current chair to oversee the process of developing Healthwatch, working with the City Council as the commissioner of the service together with LiNKs and other key stakeholders.

5.9 It is proposed therefore that the initial board membership should reflect the core membership as described in the Bill, with an appropriate number of elected members, and representation from Sunderland Teaching Care Primary Trust (TCPT) recognising their continued statutory role until the transfer of respective responsibilities to the Sunderland GP Consortium and the City Council.

- Elected members: the Leader of the Council as chair, the Cabinet Secretary (including deputising role), the Portfolio Holder for Health and Wellbeing, the Portfolio Holder for Children and Learning City and an Opposition elected member.
- Executive Director of Health, Housing and Adult Services
- Executive Director of Children's Services
- Executive Director of City Services

- Director of Commissioning Development at NHS South of Tyne and Wear
- Locality Director of Public Health, Sunderland TPCT
- Chair for Sunderland's GP Commissioning Consortium
- Chair of NHS South of Tyne and Wear Sunderland Teaching PCT

5.10 Whilst it is proposed to keep the membership of the board itself to a relatively small number reflecting the statutory members outlined in the current Bill, as stated previously, the board will work together with the Children's Trust and the Adults Partnership Board to deliver the overall functions in developing and delivering the Health and Wellbeing Strategy for the City (see appendix 1).

The terms of reference of the Adults Partnership Board and the Children's Trust will require amendment to reflect this arrangement. It is proposed that existing arrangements for relevant sub groups and key groups reporting to either the Children's Trust or the Adults Partnership Board be maintained. These will also be subject to change and amendment of terms of reference over time, particularly in keeping with the review of arrangement prior to the formal Shadow Board taking up its responsibilities in 2012.

5.11 In terms of the relationship with the Sunderland Partnership the board will remain independent and not formally report into the Sunderland Partnership.

5.12 It is proposed that scrutiny remains independent of the board and continues its current functions. This will ensure that the evolving arrangements can be effectively reviewed and challenged.

Further discussions will take place regarding appropriate scrutiny arrangements as the stages of the Health and Well Being Board develop.

5.13 It is therefore proposed that the Chief Executive is authorised to draw up the appropriate governance arrangements for the Board.

## 6.0 Alternative Options

Consideration was given to delaying the establishment of an early implementer board, but rejected for the following reasons:

6.1 As an early adopter it is now expected that we introduce shadow arrangements during 2011/12. Subject to enactment of the Health and Social Care Bill, shadow H&WBs are required to be in place by 2012/13 and ready to assume statutory responsibilities in April 2013. It is considered that the early establishment of an early implementer board will ensure the City is ready in all respects to do this. It will enable the establishment of sound working practises and relationships

and the ironing out of any early difficulties before the Council is formally required to have the shadow board in place.

6.2 A wider membership was considered for the board but discounted at this stage as early focus is needed to help shape the initial workings. For 2012/13 there will be an opportunity to review this. In terms of formalities it was considered whether a more formal constitutional change was needed. The early and emerging agenda on wellbeing boards and the current "pause" by government means it would be better to wait till more focused guidance is available before formalising arrangements.

6.3 In order to take early advantage of the opportunities offered by the NHS reforms and to be in a position to ensure a smooth transfer of responsibilities from the TPCT to both the GP consortia and the local authority, it is considered that a whole system approach to the transformation needs to be taken. This will require having in place as many pieces of the jigsaw as possible well before implementation and not least an early implementer H&WB. Delaying the establishment of the board would deny the system a key element of the new pathway and remove any chance of early end to end testing.

6.4 Alignment of the different parts of the system will be critical to developing effective commissioning at local and national level. Locally, alignment between NHS, public health and social care and other commissioners in local and national government will be vital, and health and well-being boards will provide an essential forum for achieving this. H&WBs are therefore going to be a fundamental element of the new framework and amongst other things key to driving efficiency; to ensuring sound partnership working; and to ensuring that commissioning plans reflect the JSNA and in due course the JHWS. As such it is considered essential that the council establishes an early implementer board and starts to reap the benefits at the earliest opportunity.

## 7. Relevant Considerations and Consultations

7.1 Consultations have taken place with the relevant Portfolio Holders, officers across the Council and with key partners. The comments made through the working groups and consultation responses back to government on recent health reforms have also been taken into consideration.

7.2 **Financial** – Care has been taken to ensure that any ongoing revenue consequences are kept to a minimum and within existing budgets.

7.3 **Legal** – there are no known legal imperatives in respect of the proposals put forward.

7.4 **Risks** – the following table outlines the key risks associated from implementing the board and those associated with not implementing the board.

a) Risks associated with the proposal

| Risk | Mitigation | Risk Rating |
|---|---|---|
| By establishing the Board in advance of the enactment of the legislation, the Board is inadvertently wrongly constituted and with incorrect terms of reference | Establish the Early Implementer Board rather than go directly to a Shadow Board will ensure that full assessment of the Bill and implementation can be carefully staged. | Green |
| By establishing the Board in advance of the enactment of the legislation, time and resources are wasted if in the end the legislation contains no statutory or other requirement for councils to establish H&WBs | This is considered to be a very low risk as H&WBs appear to be at the heart of the proposals contained in the draft legislation. However close monitoring of the Bill as it passes through parliament will give a clear indication if this was likely thus enabling early action to be taken to stop work around the establishment of the board. | Green |

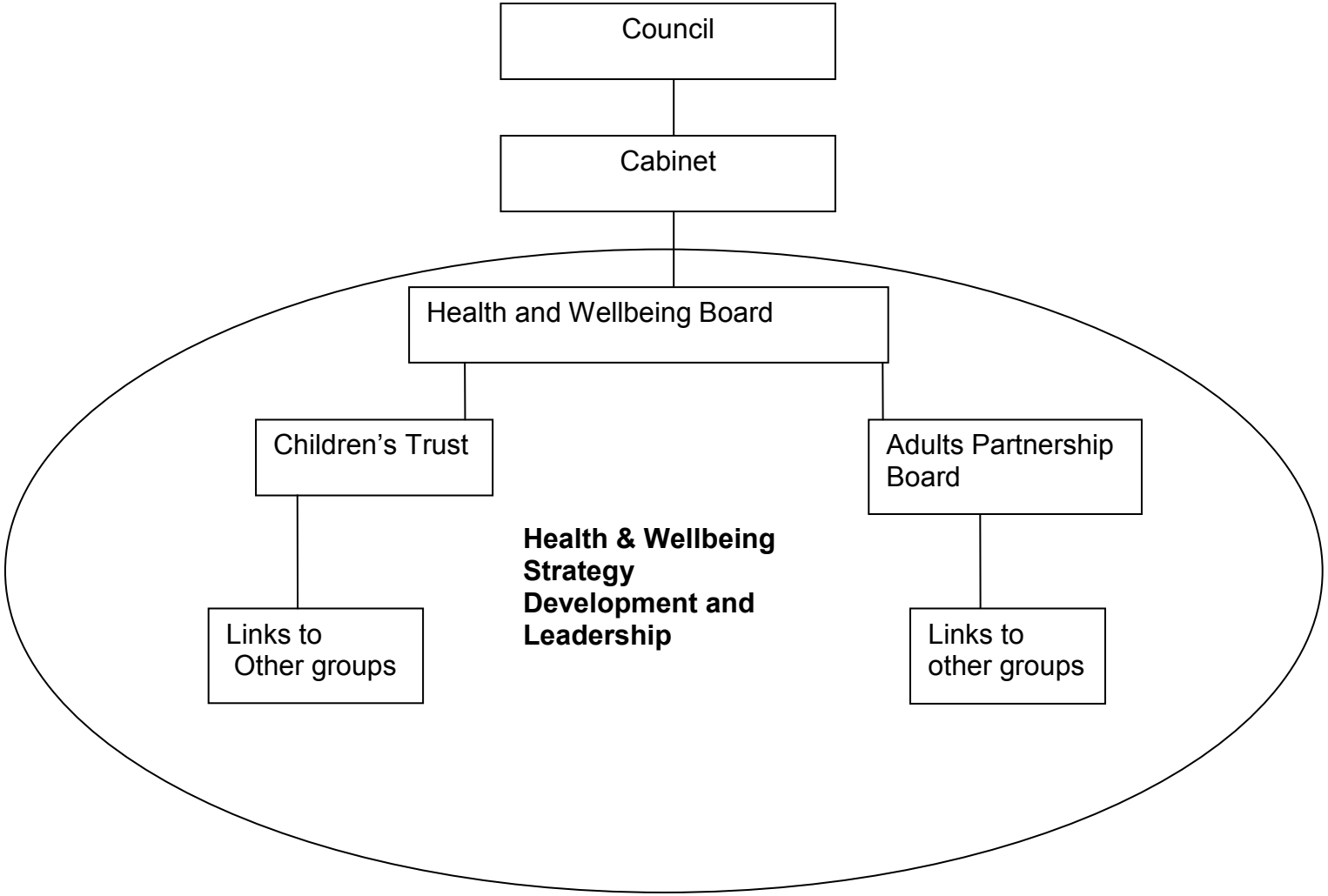
b) Risks associated with not undertaking the proposal

| Risk | Risk Rating |
|---|---|
| The lack of a fully functioning H&WB ready to take on statutory responsibilities in April 2013 and the inability to fully test the end to end processes being introduced by the Health & Social Care Bill prior to assumption of statutory responsibilities by all elements of the new framework in April 2013 | Red |

## 8. Background Papers

Equity and excellence: Liberating the NHS dated July 2010
Liberating the NHS: Legislative framework and next steps dated December 2010
Health and Social Care Bill 2011
Healthy Lives, Healthy People: Our strategy for public health in England dated 30 November 10

**Contact Officer:** Neil Revely, Executive Director, Health, Housing and Adult Services

Appendix 1

# Health and Wellbeing Board Structure