CHECKLIST

Officers preparing reports are required, where relevant, to include information on the compatibility of proposals with Council priorities and duties and the principles of decision making.

Priorities for consideration are listed below, and relevant priorities should be identified and addressed in the body of the report, with reasons for preferred options identified by reference to the Council's Strategic Priorities and Corporate Improvement Objectives.

Officers presenting reports should be prepared for Members to explore these areas in detail.

Sunderland Strategy 2008-25

Strategic Priorities

Prosperous City: To create an enterprising and productive global city with a strong and diverse economy providing jobs and careers for generations to come. A city where everyone has the opportunity to contribute to and benefit from the regional economy, to fulfil their potential to be skilled, motivated and wealth creating without losing the special characteristic of Sunderland's balanced way of life.

Healthy City: To create a city where everyone can be supported to make healthy life and lifestyle choices – a city that provides excellent health and social care services for all who need them. Everyone in Sunderland will have the opportunity to live long, healthy, happy and independent lives.

Safe City: To make Sunderland a place where everyone feels welcome and can be part of a safe and inclusive community, where people will feel secure and can enjoy life without worrying about becoming a victim of crime.

Learning City: To create a place with a thriving learning culture where everyone can be involved in learning in a cohesive and inclusive city that is committed to social justice, equality and prosperity; where creativity flourishes and where individuals can have all they need to thrive in the global economy.

Attractive and Inclusive City: To ensure that Sunderland becomes a clean, green city with a strong culture of sustainability, protecting and nurturing both its built heritage and future development and ensuring that both the built and natural environments will be welcoming, accessible, attractive and of high quality.

Local Area Agreement Themes

Prosperous and Learning City: Focused on stimulating growth in the local economy, in terms of both the number and quality of jobs available to local people. Effectively reducing deprivation in the city is, to a large extent dependent on the success of agencies to enable more people to gain better paid jobs. For this reason efforts to attract inward investment and support business growth will be combined with activities that will improve employability by increasing skill levels and supporting people to gain suitable employment. Improving the local economy also has the potential to reverse the projected decline in the local population by encouraging existing residents to stay in the city and more people to move to the city.

Healthy City: According to key health related indicators, health has improved in Sunderland in recent years, however poor health remains a significant impediment to the improvement of quality of life in some communities. Improving health for all sections of the population is central to the partnership's aim to reduce inequality in the city, reduce deprivation and improve quality of life. Improving health has also been prioritised on the basis that this too can impact on business growth and productivity and on levels of participation in the economy. Addressing adult health problems and focussing on the prevention of early health problems will enable some people to move from worklessness to employment and reduce the potential of leaving work prematurely. By reducing the impact of poor health on children we can improve attainment and enhance future life prospects. Improving the health and wellbeing of older people is also a key priority. Forecasts predict that the proportion of older people living in the city will grow steadily over the next decade and health and deprivation indicators show that the quality of life of older people in the city is low compared to other groups.

Developing high quality places to live: There is recognition that there are many interconnected factors that impact on quality of life and the desirability of the city as a place to live. The LAA reflects the partnership's vision of Sunderland as a place that people will choose to live by highlighting the creation of a high quality environment that includes a housing offer that meets the needs of local people and potential inward migrants and the clean, safe streets that people regularly identify as priorities. The potential to stimulate growth in the local economy will depend on the availability of skilled and productive people. Plans to create a highly desirable city that will attract visitors, residents and investors are central to the partnership's aim to increase prosperity and reduce deprivation.

Priority Indicators and Annual Targets

Table 1: Prosperous and Learning City

Ref.	NIS Ref.	Priority Improvement Indicator	Baseline	LAA Improvement Target			Lead Partner
				2008/09	2009/10	2010/11	
Develop a culture of enterprise and talent to support economic growth							
MAA	151	Overall Employment Rate					
1	171	VAT Registration Rate	4,320 (VAT registered at 2006) [5,730 (IDBR at 2007)]	+75 [+100]	+75 [+100]	+75 [+100]	SCC
2	152	Working age people on out of work benefits					Job Centre Plus
3	153	Working age people claiming out of work benefits in the worst performing neighbourhoods	15,695 (August 2006)	-13.7% (Taken from MAA)			Job Centre Plus
Match the supply of labour with demand at all levels							
MAA	174	Skills gap in the current workforce reported by employers					
Everyone will have the knowledge and skills essential to playing a full part in the city's social, cultural and economic development							
4	163	Working age population qualified to at least level 2 or higher	58.3% (2006)			79%	Learning and Skills
MAA	165	Working age population qualified to at least level 4 or higher					
5	161	Learners achieving a level 1 qualification in literacy		85%	87%	89%	Learning and Skills
6	162	Learners achieving an entry level 3 qualification in numeracy				91%	Learning and Skills
Provide all children and young people in the city with the best preparation and foundation for adult life							
7	106	Young people from low-income backgrounds progressing to higher education	TBC	TBC	TBC	TBC	SCC
8	117	16-18 year olds not in employment, education or training	12.3% (2007)	8.8%	8.4%		SCC

Table 2: Healthy City

Ref.	NIS Ref.	Priority Improvement Indicator	Baseline	LAA Improvement Target			Lead Partner
				2008/09	2009/10	2010/11	
Provide people with the opportunity to live as long as those with the longest life expectancy in England							
9	120	All-age mortality rates	TBC	TBC	TBC	TBC	TPCT
Enable people to enjoy an excellent sense of health and emotional wellbeing							
10	119	Self-reported measure of people's overall health and wellbeing	From Place Survey	TBC post-survey	TBC post-survey	TBC post-survey	TPCT
Put in place measures that will identify health risks at an early stage and provide interventions that will enable people to maintain good levels of health and wellbeing so that they can be as independent as possible							
11	136	People supported to live independently through social services (all ages)	3188/100,000 standardised population (based on Jan 2008)	3284	3415	3507	SCC

12	139	People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	Dependent on Place Survey results	TBC post-Survey	TBC post-Survey	TBC post-Survey	SCC
13	130	Social care clients receiving Self Directed support	258/100,000 standardised population (based on Jan 2008)	303	394	486	SCC
Improve emotional health and wellbeing of children							
14	116	Proportion of children in poverty	6,810 (Feb 2007)	5,925 (-13%) (taken from MAA)			
15	112	Under 18 conception rate		39.2 per 1000 females aged 15-17	33.8 per 1000 females aged 15-17	28.4 per 1000 females aged 15-17	TPCT
16	50	Emotional health of children	Dependent on TellUs Survey results			70% reporting good emotional health	TPCT
17	63	Stability of placements of looked after children: length of placement					SCC
Reduce the incidence of lifestyle choices that have a clear link with poor health, particularly lack of exercise, obesity, smoking and alcohol misuse							
18	56	Obesity among primary school age children in year 6	670	685	700	685	TPCT
19	39	Alcohol-harm related		5% reduction		10% reduction	TPCT
20	123	16+ current smoking rate prevalence	TBC	TBC	TBC	TBC	TPCT

Table 3: Developing high quality places to live

Ref.	NIS Ref.	Priority Improvement Indicator	Baseline	LAA Improvement Target			Lead Partner
Improve the choice of type, location and price of housing in Sunderland to meet 21st century aspirations and demands							
21	154	Net additional homes provided	TBC	TBC	TBC	TBC	SCC
22	159	Supply of land ready to develop housing sites	TBC	TBC	TBC	TBC	SCC
Support sustainable patterns of consumption and development, retaining our low eco-footprint and protecting the city's diverse natural environment							
23	192	Household waste recycled and composted	TBC	TBC	TBC	TBC	SCC
24	175	Access to services and facilities by public transport, walking and cycling	TBC	TBC	TBC	TBC	SCC
Protect and enhance the city's natural environment and built heritage and develop a city that has a reputation for world class urban design, including a public realm that is well maintained, accessible, sustainable and functional							
25	195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	TBC	TBC	TBC	TBC	SCC
MAA	167	Congestion – average journey time per mile during the morning peak					
Develop stronger, more confident and more inclusive communities in Sunderland where there is an atmosphere of mutual support, respect and trust							
26	1	% of people who believe people from different backgrounds get on well together	60% agree. Net +38% (2006 BVPI)	62% agree. Net agreement +39% (place survey)	64% agree (residents survey)	65% agree. Net agreement +41% (place survey)	SCC

		Enable local people and groups to engage with partners and influence the development of responsive public services					
27	4	% of people who feel that they can influence decisions in their locality	Place Survey	TBC	TBC	TBC	SCC
		Ensure people are free from crime, disorder and substance misuse					
28	17	Perceptions of anti-social behaviour	30% (2006-07)		25%		SCC
29	20	Assault with injury crime rate		TBC	TBC	TBC	N'bria Police
		Ensure residents are free from harm					
30	32	Repeat incidents of Domestic Violence	47%*	TBC	TBC	TBC	N'bria Police
		Support people to be active citizens and free from involvement in crime, disorder and substance misuse					
31	19	Rate of proven reoffending by young people					SCC
32	30	Reoffending rate of prolific and priority offenders		TBC	TBC	TBC	N'bria Police
33	38	Drug related (Class A) offending rate		TBC	TBC	TBC	N'bria Police

* Not based on the definition of the indicator in the NIS

Corporate Improvement Objectives

CIO1 Delivering customer focussed services

- What are the implications of this report for the public
  - How will the proposals affect any specific groups/communities of interest
  - What community priorities are relevant to this decision

CIO2 Being 'One Council'

- Do the proposals link to other services provided by the Council, if so:
  - What impact will the proposals have on those services
  - What consultation have you had with those services
  - What are the views of the other service providers

CIO3 Efficient and effective council

- How will this decision make the Council more efficient or effective
  - What are the professional priorities relevant to this decision

CIO4Improving partnership working to deliver 'One City'

- do the proposals link to other services in the City, if so:
  - What impact will the proposals have on those services
  - What consultation have you had with those services
  - What are the views of the other service providers

Principles of Decision Making

Article 13.02 of the Constitution requires all decisions of the Council to be made in accordance with the following principles:

a) proportionality (the action must be proportionate to the desired outcome)
b) due consultation and the taking of professional advice from officers
c) respect for human rights
d) a presumption in favour of openness
e) clarity of aims and desired outcomes

Other priorities and duties:

Legal Implications

The Council has no powers except those it is given by law – the Council is not able to take any action unless it has legal authority to do so. Equally the Council must not take any action it is prohibited from taking.

Consider:

- What legal power are the proposals in the report based on
- Is there any prohibition against the Council taking the action proposed
- Has legal advice been taken on the proposals
- What was that legal advice
- Does the Council have power to do this
- Does the Council have a duty to do this
- Does the Council have a discretion about how to do this

Financial implications/Gershon/Value for money

Where proposals or plans have a financial impact the following information should be provided and issues addressed:

- initial cost - and whether of a capital or revenue nature and phasing;
- ongoing annual costs which will, in virtually all cases, be revenue expenditure, analysed over a period until they are stable each year;
- funding sources i.e. the revenue budget head where it is proposed to fund the proposal or plan from, or, if of a capital nature, the capital programme provision;
- the value of any efficiency savings arising and phasing;
- the period of pay back should the scheme be of an invest to save nature - where efficiency savings arise;
- consideration of the whole life costs of the proposal looking ahead to the timing and imperative for replacement or reconstruction and comparing options taking account of this information.

In all cases the financial analysis should relate explicitly to the detail of the proposal as set out in the body of the report so that a relationship is clear

between the financial analysis and the proposal, described in service terms, within the body of the report.

The costs outlined in the Financial Implications section need to be balanced against the benefits arising from the proposal or plan. The following information should be included and issues addressed:

- the existing baseline in terms of service level;
- the impact on service levels arising from the proposal or plan;
- the impact on outputs and outcomes arising from the change in inputs (costs / other).

When considering how well a service is providing Value for Money consideration should be given to a range of factors including:

- the extent to which the service contributes to the Strategic Priorities and Corporate Objectives of the Council;
- how community consultation has informed the proposal or plan;
- whether the plan or proposal is a required action arising from an inspection, a review and or challenge (internal and external).

Consider:

- Have you considered how costs could be reduced in this area
    o what efficiencies have you identified
    o do you have further proposals for achieving efficiencies
- What feedback do you have from customers on the service you currently provide.
    o What complaints have you had from customers.
    o What do customers complain about most often
- What proposals would you put forward if further funding was available
    o Would this improve the service
    o What improvements would that deliver to customers
    o What impact would this have on the service

Community Cohesion/Social Inclusion (Deputy Chief Executive/Director of Development and Regeneration)

Sunderland faces a number of inclusion and community cohesion opportunities and challenges posed by the increasing diversity of our population and its place within fast changing international, national and local contexts. We are committed to ensuring that our communities are strong, resilient and well placed to benefit from these opportunities and that there are strong and positive relationships within and between neighbourhoods across the City.

The report should address the impact of proposals with regard to cohesion and inclusion issues. Particular attention should be paid to Section 56 of the INRA (Community Relations) when considering community cohesion and social inclusion issues. The report should note answers to Section 5 and refer

to the evidence used to inform those answers, any outcomes with reference to those answers, how these are addressed in your service plan and how progress will be monitored.

- Has an Impact Needs Requirements Assessment (INRA) been completed for this service (see Equalities and Human Rights issues).
- What actions did the INRA identity.
- What difference do you think these actions will make.
- How will the proposals in the report contribute to this.
- How will progress be monitored

Reduction of Crime

Section 17 of the Crime and Disorder Act (1998) states that **all** local authorities and their employees **must** consider the impact, direct or indirect; their work might have on crime and disorder and community safety.

This means authorities should consider whether their actions may lead to a reduction in crime and disorder or its *risk* of occurring; or whether they may contribute to an increase in crime and disorder or actually increase the risk of crime and disorder.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The amended definition places specific duties on responsible authorities and ensures they consider the implications of local authority decisions on crime and disorder, substance misuse, anti-social behaviour and behaviour adversely affecting the environment.

The amended definition of **Section 17 states**:

"Without prejudice to any other obligation placed on it, it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it can to reasonably can to prevent, (a) crime and disorder in its area including anti-social behaviour and other behaviour adversely affecting the local environment); and (b) the misuse of drugs, alcohol and other substances in its area".

This means that the Council needs to consider the potential impact that *any* of its actions may have upon crime and disorder.

Ignoring Section 17 as an authority or employee of the authority could be deemed as non-compliance and would leave the authority vulnerable to legal challenge which can be from an individual, business, or voluntary or community group if they feel the authority has not done all it 'reasonably' can to consider crime and disorder. Reasonableness is a key factor and indicates

the need for evidence of the authority's understanding and/or compliance with its duty.

This report should address the impact of proposals with regard to Section 17 and consider what actions you have identified. You should consider:

- How these actions are addressed in your service plan
- How progress on any actions is monitored
- What steps or elements of your proposal would reduce the risk of crime and disorder
- Seeking advice from the Councils Safer Communities Team

Good practice in this area would be to evidence why there are or why there are not section 17 implications. This reduces the impact of challenge.

Consider:

Will the decision have an *adverse* effect on crime and disorder?

If the decision may or will have an adverse affect then how will this be minimised?

If the decision does not indicate any increased risk of crime and disorder then has the report explained why this is the case?

Members should consider decisions in this context even if they do not directly appear to be linked with crime and disorder or community safety. Because of the duty imposed by Section 17 (CDA) members **must** understand fully and be aware of the reasons why there is no impact, direct or indirect, and that they have considered the duty in making this assessment.

Risk analysis

Risk Management enables the Authority to effectively manage strategic decision-making, service planning and delivery to increase the likelihood of achieving our strategic and corporate objectives. It is also a keystone of Corporate Governance and an integral part of the Comprehensive Performance Assessment regime.

As part of this process, and to comply with CPA requirements, Lead Officer(s) must provide a risk assessment in relation to their reports containing strategic policy decisions and are encouraged to incorporate this process in other significant reports.

The risk assessment should consider material risks including Political, Economic, Social, Technological, Legal, Environmental, Competitive and Customer/Citizen.

Consideration of the risk assessment will enable an understanding of the risks and opportunities associated with the proposals and the arrangements that are in place to manage those risks.

Consider:

- what risk issues have you identified;
- what is the impact of that risk;
- have you a scored matrix approach to arrive at an overall risk rating. Under this approach a score of between 1 and 5 is allocated separately for both the impact, and likelihood of the risk occurring (with 1 being the lowest likelihood and 5 the highest likelihood). This results in an overall rating figure for the risk, which should be set out for consideration;
- what action is proposed to manage the risk.

Employee implications

When proposals or plans have a potential impact on the council's workforce, Lead Officers should identify the implications under the following headings and, if necessary, consult with members of the HR function:

- the purpose and content of existing employees' jobs;
- training and development needs;
- general, collective employee relations and the possible reaction of unions; the composition and size of the council's workforce.

Data Quality

The adoption and implementation of the Data Quality Strategy reinforces our commitment to securing data quality and ensures that we have arrangements in place that are above the minimum standards necessary for the purposes of external assessment. The strategy underpins the council's performance management framework by ensuring that the performance measures and targets that are in place to deliver the council's vision meet the characteristics of good quality data.

Consider:

- How have officers quality assured the data
- Has the data been approved by senior management

Health and Safety Considerations

The council has considerable statutory responsibilities for the health, safety and wellbeing of its employees and service users. Lead Officers must identify any such implications arising from proposals or plans and, if necessary, consult the Health and Safety Manager for specialist advice in completing this section.

Property Implications   (Director of Development and Regeneration)
The Council takes a strategic approach to the management of its property portfolio. The Head of Land and Property is also the Corporate Property Officer, and as such should be a consultee on any report that refers to property matters.

Consider:

- Which of the Council`s priorities and CIO`s does the property contribute towards?
- Have all options for the property been considered, for example has the scope for efficiencies been considered, is the property fit for purpose and has its condition and suitability been considered?
- Have all issues relating to compliance with to health and safety legislation been addressed?
- Has the matter been to the directorate capital board and to the Council`s Capital Strategy Group for consideration?

Procurement

Procurement is an important part of the way we deliver public services and how we address the council's priorities. Buying and managing external resources is essential to providing best value services that are economic, efficient and effective.

All council directorates depend on external organisations to provide goods, works and services to deliver the councils outcomes, and it is important that we maintain a clear strategy for selecting, and managing these resources.

Where the proposals within the report have a commercial and/or procurement implication the following should be considered:

- The impact on current contractual and commercial agreements including consultation with Corporate Procurement;
- The resource and capability to develop an output based specification appropriate for the market, in line with the council objectives;
- Legislative framework and timescales e.g. EU Procurement Regulations;
- Market assessment including baseline information on costs;
- Any Regional/National collaborative contracts that could assist with the proposal;
- Future performance and contract management considerations;
- If it relates to the commissioning of a service, whether this should be internal or external provision (the make or buy decision);

Project Management Methodology

The council has agreed to manage change and improvement through the development of programme and projects, this includes developing any changes to the way the council operates by in a transparent way that identifies and usefully consults with all relevant stakeholders. This will enable

the council to both plan the changes and ensure the right people are inputting in the changes at the right time.

Consider:

- Is it clear what the project is going to achieve from the customer's perspective e.g. improved services, and from the organisation's perspective e.g. supports our corporate priorities
- How much would any change cost?
- It the timescale for change deliverable?
- Have all the relevant stakeholders been involved in reviewing the service area?

Information Technology linkages

It is important that Council IT systems are designed to work together wherever practical to maximise their value to the Council.

Consider:

- How do the proposals link to existing and planned IT provision
- Has the Project and Programmes Office and the Council's ICT unit been consulted in connection with the proposal
- Will any new ICT systems be needed
- Will any existing ICT systems have to be amended or extended
- Is the funding in place for any required ICT work

Communications issues

The report should indicate that requirements for internal and external communications have been consider**ed at the earliest possible stage and have been discussed with both the relevant** directorate communications officer and the Corporate Communications team. The report should confirm that a communications plan which will take into account the key messages, target audiences, proposed actions, any potential reputational risks and further actions taken to mitigate those risks has been prepared, costed and resourced, in line with council procedure and processes.

Making a positive contribution to the Sunderland Image Strategy

The report should take into account the requirements of the Sunderland Image Strategy. The strategy is available on…. In summary the report should propose actions that will make a positive contribution to the city and/ or the council's image, in line with the agreed brand values for the city.

Consider:

- who will you communicate this proposal to and how;
- how can communication improve the City's image.

Sustainability

The Council has a requirement to ensure that all reports and decisions made adhere to the principle of sustainable development. This means that reports and decisions should demonstrate how they improve social, economic and environmental conditions in Sunderland, and more widely – regionally, nationally or globally.

The Sunderland Strategy is now the city's sustainable community strategy, with the Local Area Agreement as its main delivery vehicle. So by demonstrating how reports and decisions support the aims of the Sunderland Strategy and LAA, the report will also show how local sustainability priorities will be met.

In addition, reports need to:

- Determine where the report or decision could have a negative impact on any local sustainability objectives. This can be achieved through a "Sustainability Appraisal" of the decision – which is a simple cross check between the report aims and the Sunderland Strategy and Local Area Agreement objectives. Negative impacts should be listed, and reports should give evidence of how these will be mitigated.

   o Example 1. If a decision lead to an increase business rates for local businesses, evidence would need to be given to show how businesses would be supported to cope with this, so as not to harm economic development targets.
   o Example 2. If a decision increased transport or energy usage, evidence would need to be given on how carbon emissions would be reduced, so as not to harm environmental targets.

- Show that the environmental impacts of the decision been assessed – reports should indicate where significant environmental impacts might occur, and how these will be addressed and mitigated.

Consider how the report or decision:
   o Meets environmental legislation.
   o Reduces material consumption (especially energy usage)
   o Limits environmental hazards (e.g. hazardous waste, pollution)
   o Limits local environmental impact (e.g. local air pollution, harm to wildlife).
   o Reduces waste creation and disposal
   o Improves sustainable transport and communications.
   o Reduces risks from weather and climate change.

For more information, please consult the Sustainability Team, within Development and Regeneration Directorate