

## THE CABINET

### AGENDA – VOLUME 1

Meeting to be held in the Civic Centre (Committee Room No. 1) on  
Wednesday 20 June at 2.00 p.m.

#### Part I

ITEM		PAGE
1.	<b>Minutes of the Meeting of the Cabinet held on 6 June 2012 Part I</b>  (Copy herewith).	1
2.	<b>Receipt of Declarations of Interest (if any)</b>	
3.	<b>Apologies for Absence</b>	
4.	<b>Items Arising from Scrutiny Committees:-</b>	
	<b>A.  Community and Safer City Scrutiny Committee - Development Of Community Cohesion In Sunderland - Policy Review Final Report</b>	9
	Joint report of the Community and Safer City Scrutiny Committee and the Chief Executive (copy herewith).	

<p><b>N.B. Policy Review and Action Plan are set out in Volume 2 of the Agenda</b></p>
--

Contact: Hazel Mackel, Governance Services Team Leader Tel: 561 1042  
[hazel.mackel@sunderland.gov.uk](mailto:hazel.mackel@sunderland.gov.uk)

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

**B.  Environment and Attractive City Scrutiny Committee: Low Carbon Vehicles in the Delivery of Public Services - Policy Review Final Report** 15

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

**N.B. Policy Review and Action Plan are set out in Volume 2 of the Agenda**

**C.  Health and Wellbeing Scrutiny Committee: Rehabilitation and Early Supported Discharge – Policy Review Final Report** 21

Joint report of the Health and Wellbeing Scrutiny Committee and the Executive Director of Health, Housing and Adult Services (copy herewith).

**N.B. Policy Review and Action Plan are set out in Volume 2 of the Agenda**

**D.  Management Scrutiny Committee: Demonstrating Local Accountability – Policy Review Final Report** 27

Joint report of the Management Scrutiny Committee and the Chief Executive (copy herewith).

**N.B. Policy Review and Action Plan are set out in Volume 2 of the Agenda**

**E.  Management Scrutiny Committee: At What Cost: The Effects of High-Cost Credit and Illegal Loan Sharks on Local Communities – Policy Review Final Report** 33

Joint report of the Management Scrutiny Committee and the Chief Executive (copy herewith).

**N.B. Policy Review and Action Plan are set out in Volume 2 of the Agenda**

**F.  Prosperity and Economic Development Scrutiny Committee: Aim 1 of the Economic Masterplan: A New Kind of University City - Policy Review Final Report** 39

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

**N.B. Policy Review and Action Plan are set out in Volume 2 of the Agenda**

**G.  Sustainable Communities Scrutiny Committee: Building a Sustainable and Lasting Legacy in Sport and Physical Activity – Policy Review Final Report** 45

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

**N.B. Policy Review and Action Plan are set out in Volume 2 of the Agenda**

**5. Transition from Early Implementer to Shadow Health and Wellbeing Board** 51

Joint report of the Chief Executive and the Executive Director of Health, Housing and Adult Services (copy herewith).

**6. Public Health – Procurement Of Adult Substance Misuse Services** 61

Joint report of the Executive Director of Health, Housing and Adult Services, and Assistant Chief Executive (copy herewith).

**7. International Strategy – Annual Report January 2011 to March 2012** 69

Report of the Chief Executive (copy herewith).

8. 

**Sunderland City Council Draft Greenspace Audit and Report 2012 and Draft Ecological Evidence Base for Sunderland's Local Development Framework 2012**

87

Report of the Deputy Chief Executive (copy herewith).

**N.B. Members are requested to note that copies of the Draft Greenspace Audit and Report 2012 and Draft Ecological Evidence Base for Sunderland's Local Development Framework 2012 document are available for inspection in Members' Services or alternatively the document can be viewed on-line at:-**

<http://www.sunderland.gov.uk/committees/cmis5/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/7646/Committee/1563/Default.aspx>

9.  \*

**A19 Ultra Low Carbon Vehicle Enterprise Zone: Draft Local Development Order (Turbine Park and Vehicle Test Centre Site)**

103

Report of the Deputy Chief Executive (copy herewith).

**N.B. Members are requested to note that copies of the Local Development Order for Enterprise Zone (EZ) sites 1&2 at Turbine Park and Vehicle Test Centre site document are available for inspection in Members' Services or alternatively the document can be viewed on-line at:-**

<http://www.sunderland.gov.uk/committees/cmis5/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/7646/Committee/1563/Default.aspx>

10.	 *	<b>Vaux: Advance Infrastructure and Public Realm Improvements</b>	113
		Joint report of the Deputy Chief Executive and the Executive Director City Services (copy herewith).	
11.		<b>Revenue Budget Outturn for 2011/2012 and First Revenue Review 2012/2013</b>	131
		Report of the Executive Director of Commercial and Corporate Services (copy herewith).	
12.		<b>Capital Programme Outturn 2011/2012</b>	157
		Report of the Executive Director of Commercial and Corporate Services (copy herewith).	
13.		<b>Schools Capital Works Procurement</b>	165
		Report of the Executive Director of Children's Services (copy herewith).	
14.		<b>Announced Inspection of Safeguarding and Looked After Children's Services</b>	171
		Report of the Executive Director of Children's 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) or 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 1, Paragraphs 1, 2, 3 and 4).

## Part II

15. **Minutes of the Meeting of the Cabinet held on 6 June 2012 Part II** 237

(Copy herewith).

16.  **Sale and development of the former East End Orphanage, Moor Terrace, Sunderland** 245

Report of the Deputy Chief Executive (copy herewith).

 **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

12 June 2012

**CABINET MEETING – 20 JUNE 2012**  
**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

MINUTES, PART I

**Author(s):**

Head of Law and Governance

**Purpose of Report:**

Presents the minutes of the last meeting held on 6 June 2012 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 6 June 2012 at 2.00 p.m.**

**Present:-**

Councillor P. Watson in the Chair

Councillors Blackburn, Gofton, Kelly, G. Miller, P. Smith, Speding and H. Trueman

**Part I**

**Minutes**

The minutes of the meeting of the Cabinet held on 18 April 2012 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**

There were no declarations of interest.

**Apologies for Absence**

There were no apologies for absence submitted to the meeting.

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

The report of the meeting of the Personnel Committee held on 26 April 2012 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 of the Personnel Committee held on 26 April 2012 Part I be noted, and
- (ii) the new grievance procedure, proposed by the Director of Human Resources and Organisational Development, be approved in principle subject to further consultation regarding member involvement.

## **Corporate Plan 2012/13 - 2014/15**

The Chief Executive submitted a report (copy circulated) on the Corporate Plan for 2012/13 - 2014/15.

(For copy report – see original minutes).

The Chairman highlighted that a further revised copy of the proposed Corporate Plan for the Council, for the years 2012/13 to 2014/15 had been circulated at the meeting. He explained that this was a different plan to its predecessor, giving a succinct summary description of what the Council sought to achieve in the 3 year period and how it intended to go about doing it. He reported that it was based on a considerable amount of work involving both Officers and Members.

Cabinet Members were advised that the document set out the strategic direction of the Council based on its vision for “Sunderland to be a smart, sustainable city synonymous with the North East with a high performing and admired council”. It defined the Council’s contributions to this vision and demonstrated how it would focus resources on the key outcomes under People, Place and Economy.

Turning to section 3, the Chairman outlined that the document set out what the Council would do and who would be held responsible. He requested Cabinet Members to note that the new portfolios had been fully reflected in section 4 and these portfolio responsibilities had also been updated in section 3. This was reflected in the copy tabled at the meeting and this is the version which would be shared with the Scrutiny Committee and then full Council.

The Chairman reported that the Corporate Plan also described how the Council was changing as an organisation. That included the recent changes to Cabinet and Scrutiny and also the Sunderland Way of Working which was the Council's way of achieving better services with less money.

Finally, the attention of Cabinet Members was drawn to how the Plan set out the Council's budget at a high level under each Portfolio. They were advised that it was the basis for all the Council's other plans and formed part of the Council's Corporate Strategic Planning Framework. This framework linked the Council's aims for the city with Directorate plans, service plans and individuals' personal objectives.

Cabinet Members having been advised that the Corporate Plan would be published primarily as a very accessible website document, and that a summary version had been produced to enable this, it was:-

3. RESOLVED that the Council be recommended to:-
  - (i) endorse the contents of and approve the Corporate Plan 2012/13 - 2014/15,
  - (ii) delegate the final approval to the Leader and Chief Executive and authorised the Chief Executive, in consultation with the Leader, to make any minor or final amendments to the Plan, and
  - (ii) authorise the Chief Executive, in consultation with the Leader, to approve a summary version of the Corporate Plan and to make any minor or final amendments to the summary.

### **Review of Committee Arrangements – Consequential Changes**

The Chief Executive and the Executive Director of Commercial and Corporate Services submitted a joint report (copy circulated) to address consequential changes required to reflect requirements of the Localism Act 2011 regarding overview and scrutiny which had now been brought into force, and decisions made by the Leader and the Council to make changes to Executive and Committee arrangements, and to amend the constitution accordingly.

(For copy report – see original minutes).

The Chairman highlighted that this report set out the detail of changes that were needed to reflect the Localism Act, the allocation of Portfolio responsibilities, and the arrangements that would underpin delivery of strong and re-focussed Executive, Area and scrutiny arrangements, as approved at Annual Council on 16 May.

The Chairman summarised that amendments were required to the Constitution as set out in this report, to reflect:-

- the changes to support arrangements for Cabinet with the new Policy Member role,
- the introduction of a single Scrutiny Committee,
- the provisions relating to scrutiny introduced by the Localism Act 2011,
- the establishment of a Human Resources Committee made up of 12 members to exercise:-
  - the functions in relation to Chief Officer appointments set out in the Employment Procedure Rules and
  - other non-executive functions relating to human resources and pensions.

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

4. RESOLVED that it be recommended to the Council to:-

- (a) amend the Constitution as set out in this report in order to
  - reflect changes to support arrangements for Cabinet, and the number of Scrutiny Committees and to take account of provisions relating to Overview and Scrutiny introduced by the Localism Act 2011.
  - provide for a Human Resources Committee comprised of 12 members, to exercise functions in relation to appointments as provided for by the Employment Procedure Rules and non-executive functions relating to human resources and pensions that are not otherwise delegated.
- (b) appoint members to the Human Resources Committee, and;
- (c) authorise the Head of Law and Governance to make such other consequential changes that are required to the Constitution to ensure consistency with the approval of the matters set out in (a) and (b) above.

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

At the instance of the Chairman, it was:-

5. 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) or 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 1, Paragraphs 1, 2, 3 and 4).

(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.



**CABINET MEETING – 20 JUNE 2012**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

**COMMUNITY AND SAFER CITY SCRUTINY COMMITTEE: DEVELOPMENT OF COMMUNITY COHESION IN SUNDERLAND – POLICY REVIEW FINAL REPORT**

**Author(s):**

Community and Safer City Scrutiny Committee and Chief Executive

**Purpose of Report:**

To set out the recommendations of the Community and Safer City Scrutiny Committee following the Committee's review into Community Cohesion in Sunderland.

**Description of Decision:**

The Cabinet is requested to consider the Community and Safer City Scrutiny Committee's Policy Review Final Report, attached as Appendix A, 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 B 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.

**Impact analysed:**

Equality  Privacy  Sustainability  Crime & Disorder

**Is this a "Key Decision" as defined in the Constitution?** Yes

**Scrutiny Committee**

**Is it included in the Forward Plan?** Yes

**Scrutiny Lead Member for Responsive Services and Customer Care**



**COMMUNITY AND SAFER CITY SCRUTINY COMMITTEE: DEVELOPMENT OF  
COMMUNITY COHESION IN SUNDERLAND – POLICY REVIEW FINAL REPORT**

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

**1. Purpose of Report**

- 1.1 To advise Cabinet of the recommendations arising from the Community and Safer City Scrutiny Committee's review into Community Cohesion in Sunderland.

**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.

**3 Background**

- 3.1 The Community and Safer City Scrutiny Committee, at its meeting on 8 June 2011, agreed that a policy review be undertaken into the development of Community Cohesion in Sunderland.
- 3.2 The Committee chose to look at this issue in view of the importance of community cohesion to the stability and sustainability of our local communities.
- 3.3 In the course of the review, the Committee consulted with a broad range of partners and viewed at first hand some of the initiatives in place across the city.

**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;
- Sunderland is a city of diverse and distinct communities, with their own history and identities. This means that support and interventions need to be tailored to individual communities – there is no one size fits all approach. Therefore we need to combine a clear national agenda and central support with very specific and local approaches;
  - Community cohesion does not just happen; it is the result of a continuous process of listening to communities, responding to their needs and supporting them in problem solving. While much progress has been made over the last decade there is still progress to be made, particularly in reducing the number of incidents of hate crime and areas of disadvantage;

- Community cohesion has typically been associated with issues of race, however, work has been progressing in Sunderland to try and ensure that cohesion is seen in its broadest sense, i.e. the division between those who have a stake in society and those who feel they do not, e.g. this may be seen in tensions between generations or economic groups. This understanding of cohesion should be further propagated and understood across the city, both by officers and members of the public;
- In order to further address community cohesion issues we need to develop a more sophisticated method of measuring cohesion issues based on local intelligence (both qualitative and quantitative). This will include understanding the quality of life and service provision in a local area and identify the strengths, vulnerabilities and priorities of different communities, i.e. how resilient our individual communities are.
- In Sunderland there are a variety of ways for individuals to get involved in influencing local decision making, e.g. through the Area Voluntary and Community Sector Networks, the Equality Forums or the Cohesion Networks, however, it can sometimes be unclear as to the most appropriate route for individuals and communities to participate in. It is important to ensure that individuals and communities are able to participate at the point which is appropriate to them.
- Sunderland faces difficulties both in terms of the recession and the welfare reforms. Although steps have been taken to mitigate against the current economic circumstances, Unemployment remains relatively high and the number of people claiming out of work benefits is increasing. We consider that employment and economic well-being are key factors in ensuring a cohesive community. Employment is a way out of poverty and access to job opportunities provides people with a chance to participate in and contribute to their local communities. We need to support individuals into work as one way of reducing the number of children and families living in poverty and those children who could potentially move into poverty.
- It is important to bear in mind that periods of economic turmoil have the potential to divide communities. History has shown that during difficult periods people often look for something or someone to blame as a way of relieving their frustrations. This frustration is likely to be heightened during periods of very high youth unemployment when the opportunity to work is limited. It is therefore important that we continue to closely monitor any tensions that may potentially develop in the city;
- However, it is equally important to bear in mind that community cohesion in the city remains strong. The majority residents are positive about community relations in their local area and feel that there is a strong sense of community. More and more residents are saying that people of different backgrounds get on well together in their neighbourhood, which indicates the high level of social capital in our communities.

## **5. Response of the Directorate**

- 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 B 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 community cohesion 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 these issues.

## **6. Reasons for Decision**

- 6.1 The recommendations are intended to develop community cohesion in the city.

## **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. Impact Analysis**

### **8.1 Equalities**

The proposals are designed to support improved service delivery for the residents of Sunderland. Equality issues were addressed during the evidence gathering process and this is reflected in the focused recommendations.

### **8.2 Privacy Impact Assessment**

The proposals have no immediate additional implications for the protection of privacy of the public. Any privacy issues which arise will be addressed through the delivery of the action planning process.

### **8.3 Sustainability**

The proposals have no immediate implications for sustainability. Sustainability issues will be considered and addressed as part of the delivery of the action plan by Members and officers.

#### **8.4 Reduction of Crime & Disorder – Community Cohesion / Social Inclusion**

Impact on community cohesion was considered during this review. The method of measuring cohesion issues based on local intelligence (both qualitative and quantitative) was investigated. More robust evidence in this area will include understanding the quality of life and service provision in each area and identifying the strengths, vulnerabilities and priorities of different communities, i.e. how resilient our individual communities are. The impact of participatory forums was investigated to ensure that individuals and communities are able to participate at the point which is appropriate to them. All of these issues will be addressed as part of the delivery of the action plan by Members and officers.

#### **9. Consultation**

9.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee. Consultation has been carried out with officers and partner organisations.

#### **10. Background Papers**

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

- Community and Safer City Scrutiny Committee Policy Review 2011/12: Development of Community Cohesion in Sunderland

**CABINET MEETING – 20 JUNE 2012**  
**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**  
**ENVIRONMENT AND ATTRACTIVE CITY SCRUTINY COMMITTEE: LOW CARBON VEHICLES IN THE DELIVERY OF PUBLIC SERVICES – POLICY REVIEW FINAL REPORT**

**Author(s):**  
 Environment and Attractive City Scrutiny Committee 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 Low Carbon Vehicles in the Delivery of Public Services.

**Description of Decision:**  
 The Cabinet is requested to consider the Environment and Attractive City Scrutiny Committee's Policy Review Final Report, attached as Appendix A, 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 B 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.

**Impact analysed:**

Equality 
 Privacy 
 Sustainability 
 Crime & Disorder

**Is this a "Key Decision" as defined in the Constitution?** Yes

**Scrutiny Committee:**  
 Scrutiny Lead Member for City Services

**Is it included in the Forward Plan?**  
 Yes



**ENVIRONMENT AND ATTRACTIVE CITY SCRUTINY COMMITTEE: LOW CARBON VEHICLES IN THE DELIVERY OF PUBLIC SERVICES – POLICY REVIEW FINAL REPORT**

**REPORT OF THE ENVIRONMENT AND ATTRACTIVE CITY SCRUTINY COMMITTEE 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 Low Carbon Vehicles in the Delivery of Public Services.

**2. Description of Decision (Recommendation)**

- 2.1 The findings and recommendations of the Environment and Attractive City Scrutiny Committee be accepted. Where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response.

**3 Background**

- 3.1 On 13 June 2011, the Environment and Attractive City Scrutiny Committee agreed to conduct a scrutiny review into 'Low Carbon Vehicles in the Delivery of Public Services in Sunderland' for 2011/12 and at a further meeting of the Committee on 25 July 2011 it agreed the approach to the review and the terms of reference.
- 3.2 The approach to work planning for the Policy Review involved evidence received in the formal committee setting and task and finish activities. All members of the Committee were invited to all of the arranged activities.

**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;
- Targets within the Climate Change Act 2008 highlight the extent of the task faced nationally, regionally and locally, and there are significant financial and environmental implications should the target be missed;
  - The success of low-carbon vehicles is fundamental linked through the Economic Masterplan to the success of the city's economy and the Council must lead the way if it expects other organisations and individuals to follow;
  - Whilst this Review places more emphasis upon electric vehicles it is acknowledged that there are limitations to their use as part of the Council's fleet and it is therefore sensible to consider all types of low-carbon technology and a range of other methods to reduce its carbon emissions from transport;

- Improvements to public transport in the city, and across the region, make a unique contribution to reducing carbon emissions;
- Research and analysis undertaken by Cenex provides evidence advocating the adoption of electric cars into the Council's fleet. At the current time it is not financially feasible to introduce larger electric vans into the Council fleet, however as the capital costs of these vehicles reduce the Council should be ready to re-visit the cost benefit analysis;
- The potential benefits of regional procurement are acknowledged, however further investigation is required to ensure this is the better option. Additionally the opportunities afforded to regional suppliers should be maximised whilst giving due regard to EU procurement rules;
- At the present time consumer confidence in electric vehicles is low. A number of 'urban myths' have built up around this mode of transport and it is reasonable to suggest that an appropriate charging infrastructure and a raised profile of electric vehicles on the roads of the city will go some way to fostering consumer confidence;

## **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 B 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 findings contained within the Policy Review undertaken by the Scrutiny Committee. The recommendations align with and complement the Fleet and Transportation Review currently being undertaken by the council. Further detail will be reported to the Scrutiny Committee in the municipal year 2012/12, against each of the supporting actions as the Fleet and Transportation Review progresses to completion.

## **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 Council's approach to reducing carbon emissions and supporting the city's economic success.

## **8. Impact Analysis**

### **8.1 Equalities**

The proposals are designed to support improved service delivery for the residents of Sunderland. Equality issues were addressed during the evidence gathering process and this is reflected in the focused recommendations.

### **8.2 Privacy Impact Assessment**

The proposals have no immediate additional implications for the protection of privacy of the public. Any privacy issues which arise will be addressed through the delivery of the action planning process.

### **8.3 Sustainability**

The proposals seek to improve sustainability across two key aspects of sustainability for the city, namely the environment and the economy. The recommendations seek to reduce the city's carbon emissions to assist in addressing the targets set nationally and locally; produce a financial saving for the council and; through the purchasing and take-up of electric vehicles contribute to Sunderland's reputation as a Low Carbon City. Sustainability issues will therefore be considered and addressed throughout the delivery of the action plan by Members and officers.

### **8.4 Reduction of Crime & Disorder – Community Cohesion / Social Inclusion**

The proposals have no immediate implications for crime and disorder. Any crime and disorder issues will be addressed as part of the delivery of the action plan by Members and officers.

## **9. Consultation**

9.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee. Consultation has taken place with residents, low-carbon businesses and the city's MPs. A more detailed list can be found in section 16 of Appendix A.

## **10. Background Papers**

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

- Environment and Attractive City Scrutiny Committee's Policy Review 2011/12 Low Carbon Vehicles in the Delivery of Public Services – Final Report **(Appendix A)**



**CABINET MEETING – 20<sup>th</sup> JUNE 2012**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

**Health and Wellbeing Scrutiny Committee: Rehabilitation and Early Supported Discharge – Policy Review Final Report**

**Author(s):**

Health & Well-Being Scrutiny Committee and Executive Director of Health, Housing & Adult Services

**Purpose of Report:**

To set out the recommendations of the Health & Well Being Scrutiny Committee following the Committee's review of rehabilitation and early supported discharge.

**Description of Decision:**

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 (attached as Appendix A).

To assist the Cabinet in its consideration of the draft recommendations of the Scrutiny Committee, attached as Appendix B 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 discharge and transfer of care policies to determine if they are fit for purpose and to assess if these complex range of services work well together from the point of view of the service user, and whether they provide care and support in the most effective and efficient means possible.

The recommendations aim to assist with the embedding of a whole-system approach around the service and creating incentives to a more integrated approach.

**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 services and to provide patients with seamless and integrated transfers of care. There are no alternatives to be considered.

**Impact analysed:**

Equality  Privacy  Sustainability  Crime & Disorder

**Is this a “Key Decision” as defined in the Constitution?**  
Yes/No

**Is it included in the Forward Plan?**  
Yes/No

**Scrutiny Committee:**

Scrutiny Lead Member for Health, Housing and Adult Services

**REPORT OF THE HEALTH & WELL BEING SCRUTINY COMMITTEE AND THE EXECUTIVE DIRECTOR OF HEALTH, HOUSING & ADULT SERVICES**

**HEALTH AND WELLBEING SCRUTINY COMMITTEE: REHABILITATION AND EARLY SUPPORTED DISCHARGE – POLICY REVIEW FINAL REPORT**

**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 rehabilitation and early supported discharge.

**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 (attached as Appendix A). Where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response.
- 2.2 To assist the Cabinet in its consideration of the draft recommendations of the Scrutiny Committee, attached as Appendix B 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 8<sup>th</sup> June 2011 the Scrutiny Committee selected this review following a Care Quality Commission (CQC) Inspection Report of Sunderland City Council's Adult Social Care dated January 2010 and published in April 2010 stated that "*The Council needed to build on its partnership arrangements with health partners to assure effective and timely hospital discharge processes and support subsequent holistic care pathways in the community.*"
- 3.2 Many patients discharged from hospital will not require ongoing care from either the NHS or from social care and their discharge arrangements can be considered straightforward. However, some patients will require further support, either on a short-term basis to support rehabilitation and recovery, or on a longer-term basis to meet ongoing care needs. These more complex discharge arrangements are likely to be lower in number but will require effective planning and co-ordination.
- 3.3 The review aimed to establish how effectively health and social care services are working in partnership to support timely discharges from hospital and promote independence in community settings.

**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 4<sup>th</sup> April 2012.

4.2 The summary of findings draws out recommendations relating to :

- (a) avoidable admissions
- (b) smooth transfers of care
- (c) appropriate use of step-down options
- (d) medication support and self-management
- (e) involvement of families and carers

## **5. Response from the Health, Housing & Adult Services Directorate**

5.1 Since February 2011, the Directorate has been working with partners on a multi-agency project to review current discharge pathways and map the current state and propose solutions and pathways to address any issues. Key actions arising from the project include the development of a joint strategy for intermediate care and reablement and the implementation of a Single Point of Access. The Project will also develop a compact for working collaboratively to facilitate patient pathways across the statutory and non-statutory sector and agree a standard set of performance and outcome measures for all providers of intermediate care and reablement.

5.2 The Directorate has engaged with the Committee on this work and there has been mutual added value. The policy review has added further insight into the issues and the recommendations will assist with driving forward improvements. Other improvements that are synchronized with our multi-agency project are around the discharge arrangements including the panel process and an increased focus on mental health within pathways.

5.3 The recommendations in the policy review will feed into our ongoing project and will support our efforts to improve those areas causing the most difficulties and make better use of existing resources.

## **6. Reasons for the Decision**

6.1 The Committee has reviewed discharge and transfer of care policies to determine if they are fit for purpose and to assess if these complex range of services work well together from the point of view of the service user, and whether they provide care and support in the most effective and efficient means possible.

6.2 The recommendations aim to assist with the embedding of a whole-system approach around the service and creating incentives to a more integrated approach.

## **7. Alternative Options**

7.1 The Scrutiny Committee has gathered detailed evidence and arrived at conclusions and recommendations which are intended to improve services and to provide patients with seamless and integrated transfers of care. There are no alternatives to be considered.

## **8. Impact Analysis**

### **8.1 Equalities**

The proposals are designed to support improved service delivery for patients, for those receiving community health services and their families and carers. Equality issues were addressed during the evidence gathering process and this is reflected in the focused recommendations.

### **8.2 Privacy Impact Assessment**

The proposals have no immediate additional implications for the protection of privacy of the public. Any privacy issues which may arise will be addressed through the delivery of the action planning process.

### **8.3 Sustainability**

The proposals have no immediate implications for sustainability. Sustainability issues will be considered and addressed as part of the delivery of the action plan by Members and officers.

### **8.4 Reduction of Crime & Disorder – Community Cohesion / Social Inclusion**

The proposals have no immediate implications for crime and disorder.

## **9. Relevant Considerations / Consultations**

- 9.1 The Scrutiny Committee has carried out substantial consultation with service users and providers. Expert advice was secured through the involvement of Age UK, Sunderland Link and the Carers Centre who supported the review with co-opted representation on the Scrutiny Committee. Patient consultation was carried out at Sunderland Royal Hospital over several weeks in February 2012.

## **10. List of Appendices**

Appendix A – Policy Review Final Report  
Appendix B – Action Plan

## **11. Background Papers**

Health & Well-Being Scrutiny Committee Agenda Papers 2011/12



**CABINET MEETING – 20<sup>th</sup> JUNE 2012**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**  
**Management Scrutiny Committee: Demonstrating Local Accountability – Policy Review Final Report**

**Author(s):**  
 Management Scrutiny Committee and Chief Executive

**Purpose of Report:**  
 To set out the recommendations of the Management Scrutiny Committee following the Committee’s review of local accountability and self regulation.

**Description of Decision:**  
 The Cabinet is requested to consider the Management Scrutiny Committee’s Policy Review Final Report and endorse the recommendations contained within the report (attached as Appendix A).  
  
 To assist the Cabinet in its consideration of the draft recommendations of the Scrutiny Committee, attached as Appendix B 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 conducted a number of interactive workshops exploring some of the key themes and components of the self regulation agenda.  
  
 The recommendations aim to develop and support self regulation and local accountability in the council.

**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 enhance and strengthen the self regulation role in the council. There are no alternatives to be considered.

**Impact analysed:**  
 Equality  Privacy  Sustainability  Crime & Disorder

**Is this a “Key Decision” as defined in the Constitution? Yes/No**  
  
**Is it included in the Forward Plan? Yes/No**

**Scrutiny Committee:**



**REPORT OF THE MANAGEMENT SCRUTINY COMMITTEE AND THE DEPUTY CHIEF EXECUTIVE**

**MANAGEMENT SCRUTINY COMMITTEE: DEMONSTRATING LOCAL ACCOUNTABILITY – POLICY REVIEW FINAL REPORT**

**1. Purpose of the Report**

- 1.1 To set out the recommendations of the Management Scrutiny Committee following the Committee's review of self regulation and local accountability.

**2. Description of Decision (Recommendations)**

- 2.1 The Cabinet is requested to consider the Management Scrutiny Committee's Policy Review Final Report and endorse the recommendations contained within the report (attached as Appendix A). Where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response.
- 2.2 To assist the Cabinet in its consideration of the draft recommendations of the Scrutiny Committee, attached as Appendix B 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 the meeting of Management Scrutiny Committee held on 16<sup>th</sup> June 2011, following discussions regarding the Work Programme, the Committee agreed to focus on the development of the Council's approach to self regulation and the role of the council's scrutiny function in supporting self regulation and improvement.
- 3.2 The Coalition Government has indicated a commitment to scale back the requirements on local government for upward reporting data to government departments alongside the intention to significantly reduce national inspection and assessment, and this approach has been largely welcomed by Local Government. In place of centrally driven national frameworks the Local Government Association has proposed that the sector is best placed to provide the necessary assurance and transparency of the performance of local government to local people and the government. Consultation undertaken by the LGA in October 2010 led to the publication in February 2011 of 'Taking the Lead' which sets out the LG Group's approach to how self regulation and improvement could work in practice. In doing so, the LG Group stresses that it is not setting out a prescribed system to be adopted by all local authorities recognising that it does not want to replace one burdensome national framework with another. However there are expectations for individual councils to take steps to enhance the way they are held accountable locally for improving outcomes in their areas and to continue to support each other.

#### **4. Key Points Arising from the Review**

- 4.1 There is a greater focus for local authorities taking responsibility for improving outcomes and monitoring and reviewing their own performance and ensuring transparency and local accountability. Whilst the overall approach is very much a new and emerging agenda some of the tools are already being deployed by successful councils. The approach will require local authorities to develop their own specific approaches that are fit for purpose, as well as looking to the sector as a collective for support and additional resources. Members noted that the Council was well placed to take on board self regulation based on its high level of self awareness and previous high performance in both corporate and service based inspections and its existing use and effective deployment of tools and techniques identified by the LGA to support local accountability and service improvement.
- 4.2 The publication of 'Taking the Lead' by the Local Government Association highlights the responsibility on councils to ensure they are held locally accountable, and continuing to support each other through the self regulation approach. Unlike inspection this is not a mandatory system for adoption and throughout this review Members have stressed the importance of developing and using tools and support which best reflect the priorities of this council. The approach identifies a range of tools and techniques which have and continue to be developed, which provide a useful source of support, particularly in these times of limited resources.
- 4.3 Inspections and assessments will still continue in certain sectors particularly for vulnerable groups and members noted the emergence of sector led approaches to self regulation, in particular for Adult Social Care and Children's services. A revised Peer Challenge process is seen by the LGA as a key tool within his new approach with the LGA offering a free corporate peer challenge to all councils as part of a national programme. In addition The Knowledge Hub and LG Inform are offered as new resources for local authorities. These will provide opportunities for networking, sharing best practice and case studies. The LG Inform resource is offered as the opportunity to provide a holistic benchmarking resource for the sector. Members noted however, their value may be limited by the non-mandatory nature of these resources. It will be very much up to individual organisations on how they use this resource and there are potential limitations that in the early days data could be patchy, inaccurate or incompatible. Each local authority must decide how to take this forward as part of its own performance management arrangements. Members noted the opportunity to engage in dialogue at both a regional and national level to ensure that this resource provides a useful tool to local decision makers across the region and country.
- 4.4 Scrutiny is well placed to be a key piece of the self regulation framework. The majority of the principles outlined for effective internal review and challenge are already imbedded into the way scrutiny operates within the local authority. As new governance arrangements are imbedded, including a refined scrutiny structure, it will be important that the organisation looks to ensure scrutiny continues to provide elected members with a key role in challenging and hold the organisation to account.

## **5. Response from the Directorate**

- 5.1 The decision of the Scrutiny Committee to focus its policy review on the emerging Self Regulation agenda was welcomed. The review findings and the recommendations provide a basis for informing the further development of self regulation in the council supporting enhanced accountability and transparency regarding the delivery of improved outcomes. This is an emerging and developing agenda under which the review was undertaken and due to the nature of the recommendations, timescales and responsible officers will be allocated to the actions following submission to Cabinet.

## **6. Reasons for the Decision**

- 6.1 The recommendations are intended to support and assist in the development of self regulation within the local authority.

## **7. Alternative Options**

- 7.1 There are no alternative options recommended.

## **8. Impact Analysis**

### **8.1 Equalities**

The proposals are designed to support improved service delivery for the residents of Sunderland. Equality issues were addressed during the evidence gathering process and this is reflected in the focused recommendations.

### **8.2 Privacy Impact Assessment**

The proposals have no immediate additional implications for the protection of privacy of the public. Any privacy issues which arise will be addressed through the delivery of the action planning process.

### **8.3 Sustainability**

The proposals have no immediate implications for sustainability. Sustainability issues will be considered and addressed as part of the delivery of the action plan by Members and officers.

### **8.4 Reduction of Crime & Disorder – Community Cohesion / Social Inclusion**

The proposals have no immediate implications for crime and disorder. Any crime and disorder issues will be addressed as part of the delivery of the action plan by Members and officers.

**9. Relevant Considerations / Consultations**

- 9.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee. The Committee held a series of interactive workshops which looked to explore some of the key issues around self regulation and the emerging agenda. The workshops allowed members to look at individual aspects of self regulation in some detail, which provided evidence for the final report.

**10. List of Appendices**

Appendix A – Policy Review Final Report  
Appendix B – Action Plan

**11. Background Papers**

Management Scrutiny Committee Agenda Papers 2011/12

**CABINET MEETING – 20<sup>th</sup> JUNE 2012**  
**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**  
**Management Scrutiny Committee: At What Cost: The Effects of High-Cost Credit and Illegal Loan Sharks on Local Communities – Policy Review Final Report**

**Author(s):**  
Management Scrutiny Committee and Chief Executive

**Purpose of Report:**  
To set out the recommendations of the Management Scrutiny Committee following the Committee's review of unlicensed and high-cost credit.

**Description of Decision:**  
The Cabinet is requested to consider the Management Scrutiny Committee's Policy Review Final Report and endorse the recommendations contained within the report (attached as Appendix A).  
  
To assist the Cabinet in its consideration of the draft recommendations of the Scrutiny Committee, attached as Appendix B 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 conducted a number of evidence gathering sessions exploring the key themes and scope of the review into unlicensed and high-cost credit in Sunderland.

The recommendations aim to support and compliment the work of the illegal money lending team and the council in tackling sources of unlicensed credit and issues around high-cost credit.

**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 support and enhance the work being undertaken by a number of organisations including the council into the provision of credit. There are no alternatives to be considered.

**Impact analysed:**

Equality  Privacy  Sustainability  Crime & Disorder

**Is this a “Key Decision” as defined in  
the Constitution?            Yes/No**

**Is it included in the Forward Plan?  
   Yes/No**

**Scrutiny Committee:**

**REPORT OF THE MANAGEMENT SCRUTINY COMMITTEE AND THE CHIEF EXECUTIVE**

**MANAGEMENT SCRUTINY COMMITTEE: AT WHAT COST: THE EFFECTS OF HIGH-COST CREDIT AND ILLEGAL LOAN SHARKS ON LOCAL COMMUNITIES – POLICY REVIEW FINAL REPORT**

**1. Purpose of the Report**

- 1.1 To set out the recommendations of the Management Scrutiny Committee following the Committee's review of illegal money lending and high cost credit.

**2. Description of Decision (Recommendations)**

- 2.1 The Cabinet is requested to consider the Management Scrutiny Committee's Policy Review Final Report and endorse the recommendations contained within the report (attached as Appendix A). Where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response.
- 2.2 To assist the Cabinet in its consideration of the draft recommendations of the Scrutiny Committee, attached as Appendix B 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 14th July, 2011 following discussions that had taken place at the Cabinet meeting held on 22<sup>nd</sup> June 2011 the Committee considered the possibility of a study into the effects on communities of high interest money lenders and illegal loan sharks.
- 3.2 The current financial climate in the UK means that organisations like the Citizen Advice Bureau deal with over 8,500 new debt problems each working day. Figures released by the Consumer Credit Counselling Service (CCCS) also indicate that their average client has to work until 4pm on a Wednesday, each week, just to earn enough money to repay their unsecured debts.

**4. Key Points Arising from the Review**

- 4.1 There are a number of ways to borrow money in the UK ranging from banks and building societies through to high-interest credit companies and ultimately the illegal money lending trade. Provident loans, payday lenders and right-to-buy credit are a popular choice for many people who often find it difficult to access the more mainstream routes. For those who struggle at the very bottom where all legitimate means of credit are exhausted there is the loan shark who is often well known in the community and frequently recommended by a friend.

- 4.2 High-cost credit providers have experienced a rapid rise in popularity due to the speed and ease they can provide to access money. Not only that but they are also creeping into the public's consciousness through heavy media advertising and an ever increasing high street presence. For many people these can be an ideal short-term solution to bridge a gap between paydays and unexpected expenses, for others it is a spiral into mounting debts and crippling interest charges. The OFT have recently announced it is to investigate 50 payday loan companies to see whether they are in fact deliberately targeting vulnerable groups of people.
- 4.3 The Illegal Money Lending Team operating in Sunderland is a positive step. To promote this in and around Sunderland the local authority has undertaken a month of action which has proved extremely positive. The campaign has had a lot of media exposure and this work will continue with the development of an action plan to continue some of the themes and outcomes that have been generated as a result of the month of action.
- 4.4 The local authority's benefits and welfare page on the council's website is a key resource for information, as well as the customer contact centres which can all help to provide support and signposting on a range of debt related issues. It is important that the local authority continues to promote the help available through its work with a range of partners. This can help to ensure that information around advice and guidance is targeted widely and importantly encompasses those most in need of support.

## **5. Response from the Directorate**

- 5.1 The review has been both timely and helpful as it followed the agreement to develop a closer working partnership with the national IMLT and has dovetailed with the work being undertaken within the council and with key partners to manage the impact of the Welfare Reform Programme. The recommendations also fit in very well with the council's agreed approach to the provision of advice information and guidance contained within new Customer Access Strategy and the developing Digital Communications Strategy.

## **6. Reasons for the Decision**

- 6.1 The recommendations are intended to support and compliment ongoing work related to unlicensed and high-cost credit within the local authority.

## **7. Alternative Options**

- 7.1 There are no alternative options recommended.

## **8. Impact Analysis**

### **8.1 Equalities**

The proposals are designed to support improved service delivery for the varied and numerous communities the Council serves. Equality issues were addressed during the evidence gathering process and this is reflected in the focused recommendations.

## **8.2 Privacy Impact Assessment**

The proposals have no immediate additional implications for the protection of privacy of the public. Any privacy issues which arise will be addressed through the delivery of the action planning process.

## **8.3 Sustainability**

The proposals have no immediate implications for sustainability. Sustainability issues will be considered and addressed as part of the delivery of the action plan by Members and officers.

## **8.4 Reduction of Crime & Disorder – Community Cohesion / Social Inclusion**

The proposals contained in the policy review along with the City Council's ongoing work with the Illegal Money Lending Team to remove loan sharks from within communities will have direct implications for crime and disorder. The policy review specifies the direct links between loan shark activity and other crime related issues. Evidence from external research conducted shows a causal link between the removal of loan sharks from an area to a drop in crime and disorder related offences. Any crime and disorder issues will be addressed as part of the delivery of the action plan by Members and officers.

## **9. Relevant Considerations / Consultations**

- 9.1 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, and presentations. The Committee also worked with key officers and the illegal money lending team in developing and producing a theatre performance and Q&A session around the theme of illegal money lending. Members also met with Tony Quigley, Head of the Illegal Money Lending Team in England, to discuss the work of the team and what their involvement means for Sunderland.

## **10. List of Appendices**

Appendix A – Policy Review Final Report  
Appendix B – Action Plan

## **10. Background Papers**

Management Scrutiny Committee Agenda Papers 2011/12



**CABINET MEETING – 20 JUNE 2012**  
**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**  
**PROSPERITY AND ECONOMIC DEVELOPMENT SCRUTINY COMMITTEE: AIM 1 OF THE ECONOMIC MASTERPLAN: A NEW KIND OF UNIVERSITY CITY - 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 the Prosperity and Economic Development Scrutiny Committee following the Committee's review into Aim 1 of the Economic Masterplan.

**Description of Decision:**  
To approve the recommendations contained within the Prosperity and Economic Development Scrutiny Committee's Policy Review Final Report, attached as Appendix A

**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.

**Impact analysed:**

Equality  Privacy  Sustainability  Crime & Disorder

**Is this a “Key Decision” as defined in the Constitution?**

Yes

**Is it included in the Forward Plan?**

Yes

**Scrutiny Committee:**

Scrutiny Lead Member for Skills, Economy, and Regeneration

**PROSPERITY AND ECONOMIC DEVELOPMENT SCRUTINY COMMITTEE: AIM 1 OF THE ECONOMIC MASTERPLAN: A NEW KIND OF UNIVERSITY CITY****REPORT OF THE PROSPERITY AND ECONOMIC DEVELOPMENT SCRUTINY COMMITTEE AND THE DEPUTY CHIEF EXECUTIVE****1. Purpose of Report**

- 1.1 To set out the recommendations of the Prosperity and Economic Development Scrutiny Committee following the Committee's review into Aim 1 of the Economic Masterplan: A New Kind of University City.

**2. Description of Decision (Recommendation)**

- 2.1 To approve the recommendations contained within the Prosperity and Economic Development Scrutiny Committee's Policy Review Final Report, attached as Appendix A. Where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response.

**3. Background**

- 3.1 On 18 June 2009, the Scrutiny Committee agreed to undertake a policy review into Aim 1 of the Economic Masterplan. Members chose this theme in view of its potential impact on the economic prosperity of the city.
- 3.2 The Committee's review has set out to examine the measures being taken by the Council, the University and all of our partners to this end and consider the influence and impact that the University has on the city's economy at the present time and the potential for this to be increased. The Committee looked to examine the way in which the Council and the University can more fully integrate the University into the city's economy, including business start up and growth; the development of workforce skills through education and retention and the potential for research to support business growth through innovation, graduate placement and management and staff development.

**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:-
- a predominant and reoccurring theme of the review has been the importance of collaborative working between the Council, University and their partners in order to make the most of the expertise of individual organisations and also to make the most of available resources;

- The University occupies a key role in the local economy. The contribution of students, both local and international and those who choose to work in the region after completing their studies helps to shape the local economy and its culture. A large proportion of the income of many businesses in the leisure, retail and catering industries is derived from the student population and this is essential for a vibrant city centre and nighttime economy;
- The Council and the University should continue to work closely together in order to improve the buildings and public realm of the city. There is scope to improve linkages and connections with the city centre. In this way, the University will be better linked with the rest of the city;
- The retention of graduates is an important issue for the city. It is clear that insufficient economic opportunities are responsible for younger people leaving Sunderland to find higher skilled and higher paid employment opportunities elsewhere;
- The recent recession has highlighted the need to create new economic opportunities for the city. The North East region, especially its construction and manufacturing industries have been hit hard. The city's economy will need to be stronger and more resilient if it is to provide jobs for future generations. The Economic Masterplan points the direction for the economic opportunities for the city; including software, offshore energy generation and electric vehicle production;
- There is a need for the Council and the University to work together with business to improve skill levels and local growth. Workforce skill levels are a critical contributor to the success of any business and many within the north east suffer from skill shortages – despite increased levels of unemployment – and require up to date high level skills to remain innovative. The University is a key element in the skills supply chain with local businesses integrating placements, internships and employment opportunities for its students and graduates to help promote innovation and growth;
- It is important for the Council and the University to make the business community more aware of the ways in which they can work with and benefit business. The University can play a role in business support within the City. More effective marketing of University services to business can increase the proportion of local businesses collaborating with the University. Methods to increase participation could include University-led business clubs and sector specific support networks.
- In terms of publicity and marketing, there is a role for Universities to get the message across that the University has an important role to play.

## **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 B 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 action plan has been produced by the Office of the Chief Executive and the University of Sunderland 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. However, it is considered that we can continue to make progress by working collaboratively and making best use of the resources and expertise available.

## **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. Impact Analysis**

### **Equalities**

The proposals are designed to support improved service delivery for the residents of Sunderland. Equality issues were addressed during the evidence gathering process and this is reflected in the focused recommendations.

### **Privacy Impact Assessment**

The proposals have no immediate additional implications for the protection of privacy of the public. Any privacy issues which arise will be addressed through the delivery of the action planning process.

### **Sustainability**

The proposals have no immediate implications for sustainability. Sustainability issues will be considered and addressed as part of the delivery of the action plan by Members and officers.

### **Reduction of Crime & Disorder – Community Cohesion / Social Inclusion**

The proposals have no immediate implications for crime and disorder. Any crime and disorder issues will be addressed as part of the delivery of the action plan by Members and officers.

## **9. Consultation**

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

## **10. Background Papers**

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

- Prosperity and Economic Development Scrutiny Committee's Policy Review 2011/12 – Aim 1 of the Economic Masterplan : A New Kind of University City.

**CABINET MEETING – 20 JUNE 2012**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**  
**SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE: BUILDING A SUSTAINABLE AND LASTING LEGACY IN SPORT AND PHYSICAL ACTIVITY – POLICY REVIEW FINAL REPORT**

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

**Purpose of Report:**  
To set out the recommendations of the Sustainable Communities Scrutiny Committee following it's review into Building a Sustainable and Lasting Legacy in Sport and Physical Activity.

**Description of Decision:**  
The Cabinet is requested to consider the Sustainable Communities Scrutiny Committee's Policy Review Final Report and endorse the recommendations contained within the report (attached as Appendix A).

To assist the Cabinet in its consideration of the draft recommendations of the Scrutiny Committee, attached as Appendix B 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 sport and physical opportunities in the city within the context of a changing environment.

The recommendations aim to assist with further embedding sport and physical activity in the city.

**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 participation in sport and physical activity. There are no alternatives to be considered.

**Impact analysed:**

Equality  Privacy  Sustainability  Crime & Disorder

<p><b>Is this a “Key Decision” as defined in the Constitution?                      Yes/No</b></p> <p><b>Is it included in the Forward Plan?                      Yes/No</b></p>	<p><b>Scrutiny Committee:</b></p> <p>Scrutiny Lead Member for Public Health, Wellness and Culture</p>
--	---

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

**SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE: BUILDING A SUSTAINABLE AND LASTING LEGACY IN SPORT AND PHYSICAL ACTIVITY – POLICY REVIEW FINAL REPORT**

**1. Purpose of the Report**

- 1.1 To set out the recommendations of the Sustainable Communities Scrutiny Committee following the Committee's review into Building a Sustainable and Lasting Legacy in Sport and Physical Activity.

**2. Description of Decision (Recommendations)**

- 2.1 The Cabinet is requested to consider the Sustainable Communities Scrutiny Committee's Policy Review Final Report and endorse the recommendations contained within the report (attached as Appendix A). Where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response.
- 2.2 To assist the Cabinet in its consideration of the draft recommendations of the Scrutiny Committee, attached as Appendix B 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 The Sustainable Communities Scrutiny Committee, at its meeting on 14 June 2011, agreed to focus on Building a Sustainable and Lasting Legacy in Sport and Physical Activity as its Policy Review for 2011/12 and at a further meeting of the Committee on 26 July 2011 Members agreed the approach to the review and the terms of reference. Evidence gathering commenced in July and continued through to the end of February 2012.
- 3.2 Sport and physical activity cuts across the strategic priorities for the city and supports a wide range of important issues including positive activities for young people, volunteering, regeneration, education, older people, health improvement and community safety. It was therefore considered an issue worthy of consideration in terms of further embedding sport and physical activity and increasing participation rates for residents within a changing context.

**4. Key Points Arising from the Review**

- 4.1 The attached report contains the findings and recommendations from the review. The report was agreed by the Sustainable Communities Scrutiny Committee at its meeting on 17<sup>th</sup> April 2012.

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

- Funding reductions, the changing requirements of residents and major political drivers all mean substantial change to the way in which sport and physical activity is delivered in the city;
- The Active Sunderland Board will be a key driver for increasing access and participation to sport and physical activity in the city. The strategic view of the Board will be invaluable in reducing duplication, realigning and targeting resource, and understanding need;
- The sport development Networks underpinning the Active Sunderland Board are central to engaging and communicating with the city's sporting clubs and groups;
- The intelligence gathered through the mapping exercise provides a useful snapshot in time and should give the Council the necessary knowledge and understanding of existing provision in order to plan services for the future;
- Despite substantial efforts there remain a large number of providers who are not linked through the ActiveSunderland website and are therefore potentially at a disadvantage in terms of accessing funding and training;
- Elected Members in their community leadership roles play an important role in alerting the Council to new providers and signposting providers to the ActiveSunderland Website;
- A sustainable approach will be taken to give higher priority to certain sports and physical activities to help them grow, sustain or excel in the city;
- The efforts being made to reduce the barriers to participation should be applauded; however 78.7% of the city's population do not take part in any sport or physical activity and are inactive;
- There are many issues for schools to overcome in order to provide access to facilities out of hours to the community however the benefits to both local communities and the schools themselves are considerable; and
- There are real opportunities before, during and after the Olympic and Paralympic Games to encourage and increase the participation of individuals, children and young people and whole families.

## **5. Response from the Directorate**

5.1 As detailed in Sport England's Strategy for 2012-17, five years after the London Olympic and Paralympic Games, it is hoped that a sustainable and lasting sporting legacy has been developed, so that playing sport becomes a lifelong habit for more people and a regular choice for the majority. The aim nationally is to seek a year-on-year increase in the proportion of people who play sport once a week for at least 30 minutes, with a particular focus on 14 – 25 year olds.

5.2 In order to respond to the challenge of Sport England's aim and creating an Olympic and Paralympic legacy for Sunderland, a comprehensive action plan has been developed that aims to drive forward participation in sport and physical activity.

5.3 The Directorate welcomes the findings of the review and the recommendations made by the Scrutiny Committee will serve to strengthen service delivery going forward.

## **6. Reasons for the Decision**

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

## **7. Alternative Options**

7.1 The Scrutiny Committee has gathered detailed evidence and arrived at conclusions and recommendations which are intended to improve sport and physical activity in the city. There are no alternatives to be considered.

## **8. Impact Analysis**

### **8.1 Equalities**

The proposals are designed to support improved service delivery for the residents of Sunderland. Equality issues were addressed during the evidence gathering process and this is reflected in the focused recommendations.

### **8.2 Privacy Impact Assessment**

The proposals have no immediate additional implications for the protection of privacy of the public. Any privacy issues which arise will be addressed through the delivery of the action planning process.

### **8.3 Sustainability**

The proposals seek to improve sustainability in regard to sport and physical activity provision in the city. Sustainability issues will therefore be considered and addressed throughout the delivery of the action plan by Members and officers.

### **8.4 Reduction of Crime & Disorder – Community Cohesion / Social Inclusion**

The proposals have no immediate implications for crime and disorder. Any crime and disorder issues will be addressed as part of the delivery of the action plan by Members and officers.

**9. Relevant Considerations / Consultations**

- 9.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee. Consultation has taken place with Elected Members and residents of the city. A more detailed list can be found in section 16 of the Final Report (Appendix A).

**10. List of Appendices**

Appendix A – Policy Review Final Report  
Appendix B – Action Plan

**11. Background Papers**

Sustainable Communities Scrutiny Committee Agenda Papers 2011/12

**CABINET MEETING – 20<sup>th</sup> June 2012**  
**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

Transition from Early Implementer to Shadow Health and Wellbeing Board

**Author(s):**

Report of the Chief Executive and Executive Director of Health, Housing and Adult Services

**Purpose of Report:**

The purpose of the report is to set out the next stage of transition from an Early Implementer to Shadow Health and Wellbeing Board

**Description of Decision:**

The Cabinet be recommended to

- 1) endorse the transition to Shadow Board status
- 2) agree to the representation of nominated elected members on the Shadow Board as stated in the revised terms of reference
- 3) Note that the Children's Trust and Adults' Board will act in an advisory capacity to the Shadow Board.
- 4) note the developmental work programme of the Board and that as a consequence further changes may be made

**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 Health and Social Care Act has now been passed and all councils will be statutorily required to have Health and Wellbeing Boards in place for April 2013. More formal shadow arrangements are required in advance of this to help with the state of readiness.

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

To continue with the current arrangements – this option was rejected as Cabinet had already given approval in summer 2011 for an Early Implementer Health and Wellbeing Board to be established which would transition into a Shadow Board.

**Impacts analysed:**

Equality  Privacy  Sustainability  Crime and Disorder

**Is this a "Key Decision" as defined in the Constitution?**      **No**

**Is it included in the Forward Plan?**      **No**

**Scrutiny Committee:**

Scrutiny Lead for Public Health, Wellness and Culture



## **CABINET – 20<sup>th</sup> June 2012**

### **Transition from Early Implementer to Shadow Health and Wellbeing Board**

#### **Report of Chief Executive and Executive Director of Health, Housing and Adult Services**

##### **1. Purpose of the Report**

The purpose of the report is to set out the next stages to transition from an Early Implementer Health and Wellbeing Board to a Shadow Board in Sunderland.

##### **2. Description of Decision (Recommendations)**

The Cabinet be recommended to

- a. endorse the transition to Shadow Board status
- b. agree to the representation of nominated elected members on the Shadow Board as stated in the revised terms of reference
- c. Note that the Children's Trust and Adults' Board will act in an advisory capacity to the Shadow Board
- d. note the developmental work programme of the Board and that as a consequence further changes may be made

##### **3. Introduction**

- 3.1 The Health and Social Care Act received royal ascent in March 2012. From 1 April 2013 local authorities will be responsible for leading health improvement in their local area. Local political leadership will be central to making this work.
- 3.2 As a key part of the changes Health and Wellbeing Boards are to be introduced to:
  - ensure stronger democratic legitimacy and involvement
  - strengthen working relationships between health and social care, and,
  - encourage the development of more integrated services
- 3.3 Each top tier and unitary authority is required to establish a Health and Wellbeing Board (HWB). HWBs will be a forum for key leaders from the health and care system to work together to improve the health and wellbeing of their local population and reduce health inequalities. Board members will collaborate to understand their local community's needs, agree priorities and drive more integrated working. As a result, patients and the public should experience more joined-up services from the NHS and local councils in the future.
- 3.4 During 2012/13, HWBs will need to be able to operate effectively in shadow form, prior to taking on their statutory functions from April 2013.

3.6 Membership of the Board must include:

- one local elected representative
- a representative of local Healthwatch organisation
- a representative of each local clinical commissioning group
- the local authority director for adult social services
- the local authority director for children's services
- the director of public health for the local authority

3.6 Local boards will be free to expand their membership and use other structures and mechanisms to facilitate broad engagement in their work.

## **4. Background**

4.1 In June 2011 Cabinet agreed to establish an Early Implementer Health and Wellbeing Board. This has allowed Sunderland to trial new working arrangements before transitioning into shadow form.

4.2 The terms of reference for the Early Implementer Board were created in line with best practice guidance, with the core duties being:

- To assess the broad health and wellbeing needs of the local population and lead the statutory 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 potentially other wider health determinants such as housing
- 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 support/lead commissioning, integrated services and pooled budgets
- To ensure a comprehensive engagement voice is developed as part of the implementation of Health Watch.

## **5. Current Position**

5.1 The Board has been operating successfully and has prepared a comprehensive Joint Strategic Needs Assessment for the city. Work has also commenced on the development of the Health and Wellbeing Strategy.

5.2 Support has been given to the development of the Clinical Commissioning Group's Commissioning Strategy. Oversight of the transition arrangements for public health has also been a key priority for the Board.

5.3 Cross cutting issues such as the impact of welfare reform and the links to community safety work have also been explored. Work is also ongoing in the development of Health Watch in advance of April 2013.

5.4 In order to develop the governance of the board, work has also been completed to align the supporting boards – Children's Trust and the Adult Partnership Board in their capacity as "advisory committees" to the board.

- 5.5 A comprehensive development programme for the board is in operation with bi-monthly development sessions to support its transformational development. The Development sessions planned will help shape the future working of the Board as well as assist in developing the relationships, competencies and structures necessary to operate effectively.
- 5.6 As part of the development work and in addition to being part of regional and national networks, the NHS Institute for Innovation and Improvement was recently commissioned to evaluate the Board's current stage of development. It is proposed that learning from this will be used to help develop the working arrangements alongside guidance from the Good Governance Institute on now to support the development of a transformational board.
- 5.7 Revised terms of reference have been drawn up reflecting the developments since the Early Implementer Board was established and in recognition of the move into Shadow Board Status.
- 5.8 The Terms of Reference are appended to this report and reflect the recent changes to the designation of Cabinet Members and portfolios. Also in recognition that Healthwatch will not be established until April 2013 it is proposed that in the interim a representative from Sunderland LINKs joins the Board to represent the patient voice. In addition to the core duties set out in paragraph 4.2 additional duties have been added. These were developed in the early months of the Early Implementer Board following feedback from members of the board and also a review of best practice from around the country.

## **6.0 Reasons for the Decision**

- 6.1 All councils are required to move into shadow form prior to becoming formal committees and in preparation of the transition to a shadow board work has been done to develop more formalised Terms of Reference for both the overall board and advisory boards. This includes the changes to the representation of elected members following the recent review of Cabinet portfolios.

## **7. Alternative Options**

- 7.1 There are no alternative options for the transition to a Shadow Board as this is required in advance of the formal board being in place.

## **8. Impact Analysis**

### **8.1 Equalities**

The inclusion of Link in advance of HealthWatch will enhance the opportunity to represent local community views.

### **8.2 Privacy Impact Assessment**

Proposals have no additional implications for the protection of privacy of the public.

### **8.3 Sustainability**

Proposals have no additional implications for the protection of privacy of the public.

### **8.4 Reduction of Crime and Disorder – Community Cohesion / Social Inclusion**

Proposals have no additional implications for the protection of privacy of the public.

## **9.0 Other Relevant Considerations or Consultations**

### **(a) Financial Implications**

Not applicable

### **(b) Employee Implications**

Not applicable

### **(c) Legal Implications**

Proposals to amend the addition of elected members will require the approval of full Council

### **(d) Policy Implications**

Not applicable

### **(e) Implications for Other Services**

All Directorates have been consulted on proposals during the preparation of this report and the proposed arrangements allow for a wider remit for other services to be engaged in the health and wellbeing agenda.

### **(f) Project Management Methodology**

Not applicable

## **10.0 Background Papers**

NHS White Paper – Equity and excellence: Liberating the NHS

Health and Social Care Act

Public Health White Paper “Healthy Lives, Healthy People”

NHS Institute for Innovation and Improvement – Health and Social Care System Report

Good Governance Institute Assurance Prompt – Health and Wellbeing Boards

## Sunderland Shadow Health and Wellbeing Board – Terms of Reference

1. **Conduct.** Members of the Board are expected to subscribe to and comply with any Code of Conduct applicable to them.

2. **Frequency of Meetings.** The Board shall meet at least quarterly. The date, hour and place of meetings shall be fixed by the Board.

3. **Meeting Administration.** Board meetings shall be advertised and held in public and be administered by the Council. The Council shall give at least five clear working days' notice in writing to each member for every ordinary meeting of the Board, to include any agenda of the business to be transacted at the meeting. Papers for each Board meeting will be sent out five working days in advance. Late papers will be sent out or tabled only where, in the view of the Chair, this is necessary on grounds of urgency.

The Board will hold meetings in private session when this is appropriate in view of the nature of business to be discussed. The Board will follow the rules on access to information that apply to meetings of a local authority when deciding the whole or part of a meeting should be held in private.

4. **Special Meetings.** The Chair may convene special meetings of the Board at short notice to consider matters of urgency. The notice convening such meetings shall state the particular business to be transacted and no other business will be transacted at such meeting.

5. **Minutes.** The Board shall cause minutes of all of its meetings to be prepared recording:

- a) The names of all members present at a meeting and of those in attendance
- b) Apologies
- c) Details of all proceedings, decisions and resolutions of the meeting.

These minutes shall be printed and circulated to each member before the next meeting of the Board when they shall be submitted for the approval of the Board. When the minutes of the previous meeting have been approved they shall be signed by the Chair.

6. **Absence of Members and of the Chair.** If a member is unable to attend a meeting, then the relevant Constituent Member shall, where possible, provide an appropriate alternate member to attend in his/her place.

The Chair shall preside at Board meetings if s/he is present. In her/his absence the **Vice-Chair** shall preside. If both are absent the Board shall appoint, from amongst its members an Acting Chair for the meeting in question.

7. **Voting.** All matters to be decided by the Board shall be decided by a simple majority of the members present, but in the case of an equality of votes, the person presiding at the meeting shall have a second or casting vote. All votes shall be taken by a show of hands unless decided otherwise by the Chair.

8. **Quorum.** Five Constituent Members/members shall form a quorum for meetings of the Board. No business requiring a decision shall be transacted at any meeting of the Board which is inquorate. If it arises during the course of a meeting that a quorum is no longer present, the Chair shall either suspend business until a quorum is re-established or declare the meeting at an end.

**9. Adjournments.** By the decision of the Chair of the Board, or by the decision of a majority of those present at a meeting of the Board, meetings of the Board may be adjourned at any time to be reconvened at any other day, hour and place, as the Board shall decide.

**10. Order at Meetings.** At all meetings of the Board it shall be the duty of the Chair to preserve order and to ensure that all members are treated fairly. S/he shall decide all questions of order that may arise.

**11. Suspension/disqualification of Members.** At the discretion of the Board, any Constituent Member may be suspended from the Board or disqualified from taking part in any business of the Board if it:

a) Fails to provide a representative member to attend at least three meetings of the Board in any year, without leave of the Chair;

b) Their representative(s) conducts her/himself in a manner prejudicial to the best interests of the Board and its objectives, and the Constituent Member refuses to appoint an alternate member to attend in her/her place.

**12. Authority.** The Board may seek any information it requires from any employee of a Constituent Member and all Constituent Members and members are directed to co-operate with any reasonable request made by the Board.

The Board may obtain independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary. The costs, if any, of obtaining such third party advice shall be shared among the constituent organisations as agreed between them.

The Board shall receive written and oral evidence from senior staff, and other partners, as appropriate. The Board shall seek to ensure there is an acceptable balance between the value of the information it receives and the time and other costs it takes to acquire and process it.

**13. Review.**

There shall be an annual review of these terms of reference and the effective working of the Board.

**14. Duties.**

The following shall be the core duties of the Board:

- To assess the broad health and wellbeing needs of the local population and lead the statutory joint needs assessment (JSNA)
- To develop a new joint high-level health and wellbeing strategy (JHWS) that spans NHS, social care, public health and potentially other wider health determinants such as housing
- 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 support lead commissioning, integrated services and pooled
- To ensure a comprehensive engagement voice is developed as part of the implementation of Health Watch.

The following will be the additional responsibilities of the board:

- The Board will be responsible for overseeing significant improvement in outcomes as a result of joint planning and commissioning of services across agencies.
- The Board brings together the priorities to make change but it is the responsibility of constituent bodies to ensure these priorities are taken through their own governance arrangements.
- To prioritise and monitor the implementation of the themes identified in the Board's strategy and supporting strategies;
- To request regular assessment of needs in the area, identify shared priorities for action and specific outcomes on the basis of those needs and to develop and comply with appropriate information sharing arrangements;
- To recommend the commissioning of services, resource allocation to achieve the outcomes and indicators set out in the aims of the Board through the prioritisation and recommendation of proposals in the constituent partners' budget setting rounds;
- To commission and receive reports from standing sub groups and task groups to take up additional work on research of policies, service improvement and local needs;
- To ensure that there is active user and public involvement in decision-making and developments of services;
- To ensure that all initiatives are carried out in a framework that promotes equalities and celebrates diversity;
- To ensure that activities promote a positive image of the City, the Partnership and the local community;
- To support and influence service developments and change that enhance the general well being of the City;
- To ensure that objectives are reflective of the objectives set out by Sunderland Strategy;
- To invite appropriate representatives and bodies to give evidence

**Note:** The Health and Wellbeing Board will not have a scrutiny function, which will be retained through the scrutiny arrangements

#### 15. **Membership of the Shadow Health and Wellbeing Board.**

Leader of the Council (Chair)
Cabinet Secretary (Vice Chair)
Health, Housing and Adults Services Portfolio Holder
Children and Young People Portfolio Holder
Public Health, Wellbeing and Culture Portfolio Holder
Opposition Member
Executive Director of Health, Housing and Adults
Executive Director for Children's Services
Executive Director for City Services
<b>Sunderland PCT</b>
Director of Commissioning and Reform
Director of Public Health
Sue Winfield (till April 2013) to oversee development of Healthwatch
<b>Clinical Commissioning Group</b>
Chair Clinical Commissioning Group
Additional Rep - Clinical Commissioning Group
<b>LINK /Healthwatch</b>
Link Representative (till April 2013 when Healthwatch commences)



**CABINET MEETING – 20/06/2012**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

PUBLIC HEALTH – PROCUREMENT OF ADULT SUBSTANCE MISUSE SERVICES

**Author(s):**

Joint report of the Executive Director of Health, Housing and Adult Services, and Assistant Chief Executive

**Purpose of Report:**

To request approval for the procurement of adult substance misuse services on behalf of Sunderland Teaching Primary Care Trust. The commissioning of public health services will become the formal responsibility of the Council in April 2013 and it is therefore felt appropriate that the procurement is undertaken within the Councils operating model.

To update Cabinet with the ongoing work currently being undertaken by Sunderland Teaching Primary Care Trust and Safer Sunderland Partnership around the proposed delivery model for Adult Substance Misuse Services within Sunderland beyond 2013.

**Description of Decision:**

Cabinet is recommended to:

- Agree to the Council undertaking the procurement of adult substance misuse services for up to 3 years from 2013/14 to 2015/16 on behalf of Sunderland Teaching Primary Care Trust.
- Note the progress on substance misuse service redesign

**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 responsibility for adult substance misuse services will transfer to the Council in April 2013. The existing contractual agreements for adult substance misuse services expire on 31<sup>st</sup> March 2013.

Sunderland TPCT would usually use NHS Procurement agencies. In order to accelerate learning around public health commissioning and support the Public Health transition, it is recommended that the procurement would be carried out by the Council.

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

In considering its approach to improving outcomes for adults with substance misuse issues, the following options have been rejected by the Safer Sunderland Board, Sunderland TPCT Executive Team and Sunderland Clinical Commissioning Group:

- a) Do not re-commission services following expiry of contracts on 01 April 2013 – as services cease to operate, continuity of care will be lost for those dependent on service delivery.
- b) Continue with existing service provision after 01 April 2013 – services continue to deliver but remain complex and present decreasing value for money in future years. Services will not be fully configured to support sustained recovery outcomes for their users.
- c) Partially de-commission services to achieve better value for money and retain some reconfigured components to provide a more efficient model of delivery. Services may be better configured to support sustained recovery outcomes for their users and better value for money, though challenges from existing providers on the basis of unfairness will be likely.

**Impacts analysed;**

Equality  Privacy  Sustainability  Crime and Disorder

**Is this a “Key Decision” as defined in the Constitution?**

**Yes**

**Is it included in the Forward Plan?**

**Yes**

**Scrutiny Committee**

**Scrutiny Lead Member for Health, Housing and Adult Services**

**PUBLIC HEALTH – PROCUREMENT OF ADULT SUBSTANCE MISUSE SERVICES**

**JOINT REPORT OF THE EXECUTIVE DIRECTOR OF HEALTH, HOUSING AND ADULT SERVICES, AND ASSISTANT CHIEF EXECUTIVE**

**1. PURPOSE OF THE REPORT**

- 1.1 To request approval for the procurement of adult substance misuse services on behalf of Sunderland Teaching Primary Care Trust. The commissioning of public health services will become the formal responsibility of the Council in April 2013 and it is therefore felt appropriate that the procurement is undertaken within the Councils operating model.
- 1.2 To update Cabinet with the ongoing work currently being undertaken by Sunderland Teaching Primary Care Trust and Safer Sunderland Partnership around the proposed delivery model for Adult Substance Misuse Services within Sunderland beyond 2013.

**2. DESCRIPTION OF THE DECISION (RECOMMENDATIONS)**

- 2.1 Cabinet is recommended to:
  - a) Agree to the Council undertaking the procurement of adult substance misuse services for up to 3 years from 2013/14 to 2015/16 on behalf of Sunderland Teaching Primary Care Trust.
  - b) Note the progress on substance misuse service redesign.

**3. INTRODUCTION/BACKGROUND**

- 3.1 The commissioning of drug and alcohol services is led by a Joint Commissioning Group, which reports within the Safer Sunderland Partnership. Lead Commissioner responsibility sits with the Primary Care Trust via a Joint Commissioner Post (joint with Safer Sunderland Partnership). The Joint Commissioner is currently a member of the Public Health Commissioning Team
- 3.2 From 2013, the commissioning of drug and alcohol services forms part of the Public Health responsibilities transferring to the Local Authority. As this service is being recommissioned during 2012, it was an obvious opportunity to accelerate learning about Public Health commissioning and procurement to engage with this procurement during 2012.

3.3 The commissioning of drug and alcohol services is driven by a number of national strategies:

- Drug Strategy 2010 - Reducing demand, restricting supply, building recovery: Supporting People to Live a Drug Free Life (2010)
- Drugs Protecting Families and Communities (2008)
- Alcohol Harm Reduction Strategy for England (2004)
- Safe, Sensible, Social: the next steps in the National Alcohol Strategy (2007)
- Reaching Out: Think Family (2008)
- Choosing Health: Making Healthy Choices Easier (2004)
- Dual Diagnosis Good Practice Guidance (DOH2002)

3.4 More recently a new National Strategy for Alcohol was published in March 2012 by the Home Office alongside the annual review of the National Drug Strategy in May 2012.

3.5 The Services contribute to the following outcomes for individuals:

- Reducing drug and alcohol use
- Improving physical and psychological health
- Improving social functioning
- Reducing offending and criminal involvement

#### 4. **Commissioning Intentions and proposed service models for 2013 and beyond**

4.1 The services are currently provided as follows:

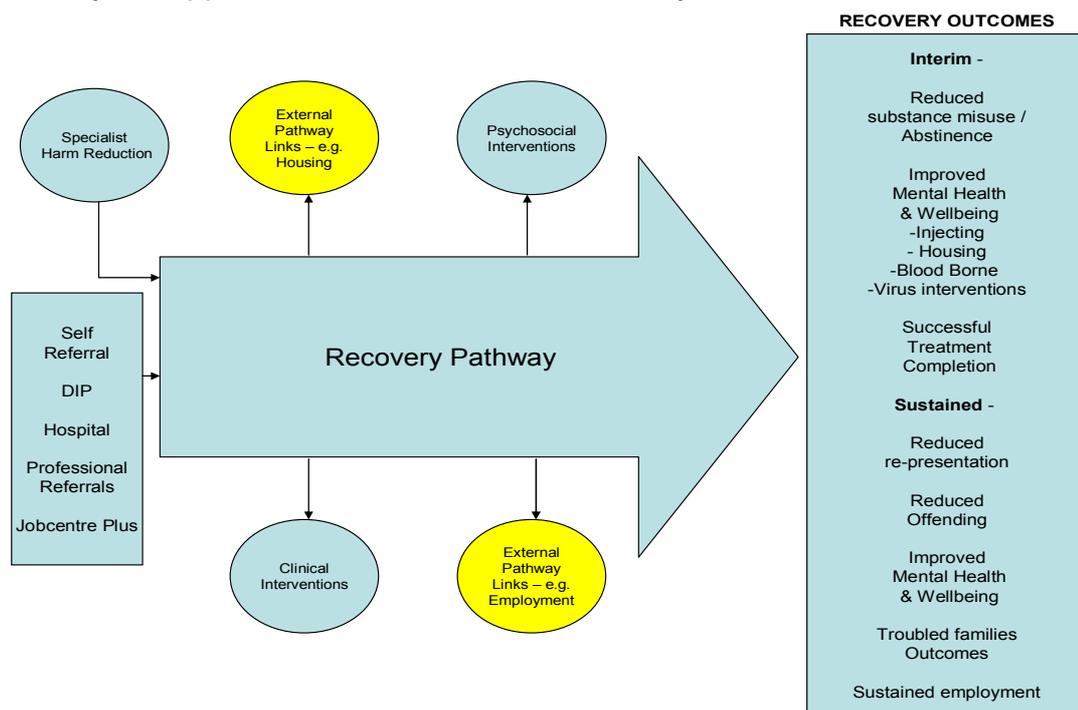
Supplier(s)	Contract Type	Expiry Date	Services Provided
Sunderland City Council – Health Housing and Adult Services (LA)	NHS Community Contract specification under S256 agreement	31/03/2013	Care coordination and access to rehabilitation (Drugs and Alcohol)
Counted4 Community Interest Company (CIC)	2012/13 NHS Community Contract	31/03/2013	Community detoxification, stabilisation and maintenance (Drugs and Alcohol)

NECA - North East Council on Addictions (Regd. Charity)	2012/13 NHS Community Contract	31/03/2013	Psychosocial Interventions, community integration, advice and support (Drugs and Alcohol)
Lifeline (Regd. Charity)	2012/13 NHS Community Contract	31/03/2013	Harm Reduction – Needle Exchange, Advice and Information, Blood Borne Virus screening / immunisation (Drugs only)
NERAF - Northern Engagement into Recovery from Addiction (Regd. Charity)	2012/13 NHS Community Contract	31/03/2013	Peer support / mentoring / group work (Alcohol Only)
The Huntercombe Centre (Independent Sector)	2012/13 NHS Community Contract	31/03/2013	Inpatient Detoxification (Drugs and Alcohol)
Turning Point (Regd. Charity)	2012/13 NHS Community Contract	31/03/2013	Assessment and Engagement – Criminal Justice, Hospital, Community (Drugs and Alcohol)
DISC - Delivering Initiatives Supporting Communities (Regd. Charity)	2012/13 NHS Community Contract	31/03/2013	Psychosocial Interventions – Criminal Justice (Drugs and Alcohol)

4.2 Sunderland TPCT has undertaken a Service Re-design Exercise on behalf of the Safer Sunderland Partnership to ensure that service delivery produces the best sustainable outcomes for its users. The proposed model identifies a Recovery Pathway component which is tasked with ensuring that all those accessing services receive coordinated interventions which will help them achieve sustained recovery and community integration. Alongside this component are ancillary specifications which include psychosocial and clinical interventions as well as a harm reduction service. All components are specified in compliance with National Institute for Health and Clinical Excellence (NICE) guidelines and aim to offer the best range of services available.

The model has been presented to and endorsed by the Safer Sunderland Board, Sunderland TPCT's Executive Board and the Sunderland Clinical Commissioning Group.

4.3 The model (shown below) aims to rationalise delivery, to reduce duplication and unnecessary complexity whilst at the same time maintaining sufficient diversity to support choice and needs led delivery.



4.4 In essence, the model shifts the emphasis from provision of a range of treatment interventions (by separate providers) to a firmly embedded recovery pathway which draws on interventions as required but remains focused on the outcomes described. The total value of the current spend is approximately £4m per annum. The future procurement process will afford the opportunity to identify potential efficiencies from the introduction of the new service models. This will be important given the lack of clarity about future funding beyond 2013 and need to prioritise within overall resources available to the Council.

Organised into four lots; Recovery Pathway (lead coordinator), Psychosocial Interventions, Clinical Interventions and Specialised Harm Reduction the model could be provided via collaborative or lead provider/sub-contracting arrangements.

4.5 As responsibility for commissioning Adult Substance Misuse Services will transfer to the Council on 01 April 2013, there are a number of potential implications for both Sunderland TPCT and the Council. These include:

- There are currently a number of providers contracted to deliver a range of drug and alcohol services across the city. As the new commissioning arrangements reflect a rationalised model, there may be fewer providers needed to deliver the services. To protect the users' choice of service, the Council needs to ensure that specifications for the new service retain diversity in available interventions and encourage collaborative working. Both existing and potential providers must be made aware of this via a rigorous market engagement process.
- Rationalisation of the model means that contracts within it will be high value and therefore it may not be viable for smaller organisations to apply for them. Encouragement of collaborative approaches and retaining small grants arrangements outside the scope of the procurement will stimulate and support those organisations.
- The funding for these services will form part of a ring fenced grant which will be announced in December 2012 which will support all public health responsibilities transferring to the Council. There is a need to ensure that any final contract value and terms are considered in the context of the overall grant awarded for 2013/14 and potential variation in funding levels for future years.

## **5. REASON FOR THE DECISION**

5.1 In preparation for the Public Health transition, the PCT have engaged the Council to support the tender exercise. A time frame for the process has been established which will enable the service to be commissioned to start 1<sup>st</sup> April 2013.

## **6. ALTERNATIVE OPTIONS**

6.1 The main alternative options are:

- a) Do not re-commission services following expiry of contracts on 01 April 2013 – as services cease to operate, continuity of care will be lost for those dependent on service delivery.
- b) Continue with existing service provision after 01 April 2013 – services continue to deliver but remain complex and present decreasing value for money in future years. Services will not be fully configured to support sustained recovery outcomes for their users.

- c) Partially de-commission services to achieve better value for money and retain some reconfigured components to provide a more efficient model of delivery. Services may be better configured to support sustained recovery outcomes for their users and better value for money, though challenges from existing providers on the basis of unfairness will be likely.

6.2 Consultation with The Safer Sunderland Board, Sunderland TPCT Executive Board and Sunderland Clinical Commissioning Group have resulted in the recommendation that the alternative commissioning options are rejected.

## **7. RELEVANT CONSIDERATIONS/CONSULTATIONS**

7.1 Equality Analysis is being undertaken and will be considered as part of the procurement process. Substance misuse services are provided to a number of identified vulnerable groups.

7.2 The provision of substance misuse services has a significant role in reducing and preventing crime and disorder. Treatment of drug misuse can help reduce acquisitive crime associated with funding of illicit drugs. In addition alcohol and drug use impact heavily on violent crime including domestic violence and public order.

7.3 Issues of privacy with regard to clients will be covered in relevant areas of the procurement process.

## **8. BACKGROUND PAPERS**

N/A

## CABINET MEETING – 20 JUNE 2012

### EXECUTIVE SUMMARY SHEET – PART I

<b>Title of Report:</b> International Strategy – Annual Report January 2011 to March 2012									
<b>Author(s):</b> Chief Executive									
<b>Purpose of Report:</b> This report provides an overview of activity undertaken from January 2011 to March 2012 in relation to the city’s International Strategy, highlights the benefits this has generated, and identifies the outline Work Programme for the year 2012/13.									
<b>Description of Decision:</b> Cabinet is requested to: - note the level and nature of activity developed under the International Strategy during 2011/12 - endorse the series of actions proposed for 2012/13									
<b>Is the decision consistent with the Budget/Policy Framework?</b> <b>Yes</b>									
<b>If not, Council approval is required to change the Budget/Policy Framework</b>									
<b>Suggested reason(s) for Decision:</b> 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 Sunderland Partnership.									
<b>Alternative options to be considered and recommended to be rejected:</b> No alternative options have been considered.									
<b>Impacts analysed;</b>  <table style="width: 100%; border: none;"> <tr> <td style="border: none;"><b>Equality</b></td> <td style="border: 1px solid black; text-align: center; width: 40px;">n/a</td> <td style="border: none;"><b>Privacy</b></td> <td style="border: 1px solid black; text-align: center; width: 40px;">n/a</td> <td style="border: none;"><b>Sustainability</b></td> <td style="border: 1px solid black; text-align: center; width: 40px;">n/a</td> <td style="border: none;"><b>Crime and Disorder</b></td> <td style="border: 1px solid black; text-align: center; width: 40px;">n/a</td> </tr> </table>		<b>Equality</b>	n/a	<b>Privacy</b>	n/a	<b>Sustainability</b>	n/a	<b>Crime and Disorder</b>	n/a
<b>Equality</b>	n/a	<b>Privacy</b>	n/a	<b>Sustainability</b>	n/a	<b>Crime and Disorder</b>	n/a		
<b>Is this a “Key Decision” as defined in the Constitution?</b> <p style="text-align: center;"><b>No</b></p>	<b>Scrutiny Committee</b>  <b>Scrutiny Lead Member for Skills, Economy and Regeneration</b>								
<b>Is it included in the Forward Plan?</b> <p style="text-align: center;"><b>No</b></p>									



**INTERNATIONAL STRATEGY – ANNUAL REPORT JANUARY 2011 to March 2012**

**REPORT OF THE CHIEF EXECUTIVE**

**1.0 Purpose of the Report**

- 1.1 This report provides an overview of activity undertaken from January 2011 to March 2012 in relation to the city's International Strategy, highlights the benefits this has generated, and identifies the outline Work Programme for 2012/13.

**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 2011/12

ii) endorse the series of actions proposed for 2012/13

**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 This overall aim of the International Strategy is underpinned by five Key Areas of Activity. These focus on: attracting and retaining investment and supporting business growth; including an international dimension in the city's educational and cultural activities; sharing good practice with cities facing similar challenges; influencing EU policy and legislation; and raising the city's profile.
- 3.4 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.

3.5 An annual report is prepared each calendar year for the Sunderland Partnership and for the City Council's Cabinet. This is the fifth annual report. Reports have been prepared on a calendar year basis to date. However, it is proposed that future annual reports will run from 1 April to 31 March and this report therefore covers the fifteen month period from January 2011 to March 2012.

#### **4.0 Current Position**

4.1 The Annual Report for 2011/12 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 briefly in paragraphs 4.4 to 4.7. These are followed in the Annual Report by notable 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 2011/12 is also given at section 7 of the Annual Report.

4.2 A more detailed record of progress against each of the key themes and actions in the Work Programme for 2011/12 is set out at Aii. Key information is included under 'Progress from January 2011 – March 2012' and 'Amendments Proposed for 2012/13 Work Programme'. An Executive Summary of the Annual Report will also be produced to facilitate communications activity.

4.3 The landscape within which the Steering Group and its constituent partner organisations operate continues to be influenced by policy developments at national level by the coalition government and significant reductions in public expenditure. 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.

4.4 Relationships with the city's formal international partners have been strengthened during 2011/12. The city's Friendship Agreement with Washington DC was renewed for a further five years and five project proposals were developed setting out initial co-operation activities to be undertaken during the next stage of the Agreement, building on joint activity to date. The first visit by Sunderland pupils to Harbin took place, and the first Harbin software company to set up a business in Sunderland also did so during this period. Co-operation with both Harbin and Washington DC provided opportunities for Sunderland software companies to explore business partnership opportunities. As the 60<sup>th</sup> anniversary of the city's twinning relationship with Saint-Nazaire approaches in 2013, school partnership working was increased, links with the University and College were consolidated, and Sunderland companies again offered work placements to postgraduate students. Young people from Sunderland travelled to Essen to take part in the European Youth Arts Exhibition as part of the well-established

youth arts exchange. The city's economic development project with Mbombela Local Municipality in South Africa, as part of the Commonwealth Local Government Good Practice Scheme, was completed successfully.

- 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 2008, has continued to be strengthened during this period opening up a number of opportunities. 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 for the period to 2013, has opened up opportunities to exchange experience, influence policy and inform service delivery in key policy areas. Delivery of the city's first two EU trans-national projects developed within EUROCITIES has also begun during this period.
- 4.8 Creation of more than 2,000 new jobs was announced by overseas-owned companies in the city from January 2011 to March 2012, bringing £700 million of capital investment. Most of the new jobs were associated with Nissan's expansion programme, including investments by key suppliers from the USA, Japan and France. Other significant developments during the 15 month period included investment by an American automotive company in its Sunderland plant which is dedicated to the export market, and Nissan building in its six millionth car.
- 4.9 The establishment of the city's Economic Leadership Board during 2011 presents opportunities to strengthen linkages between the international agenda and economic development activity in the years ahead.
- 4.10 Measurement of benefits has continued to be gauged in the same way as in previous years, recording areas of progress against the key themes and actions within the Work Programme. In addition, an exercise was carried out within the City Council during 2011 to assess the impact of the city's international engagement in relation to economic development.
- 4.11 The changing environment within which partners are operating means that there is a continued need for the 2012/13 Work Programme to be tightly focussed to allow significant benefits to be generated against key priorities within the limited resources available. The importance of close partnership-

working within the city in this area of work will be even more important to facilitate this.

- 4.12 An over-riding priority will continue to be given during 2012/13 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. The proposed work programme for the International Strategy Steering Group therefore continues to reflect strongly the contribution the Group's work can make as we seek to strengthen the local economy in difficult times.
- 4.13 It is proposed to introduce a single series of actions for 2012/13, combining areas of work which have been separated between key themes and actions within the Work programme in previous years. These are set out in section 8 of the Annual Report.
- 4.14 The proposed range of actions for 2012/13 recognises the need to consolidate activity in existing areas to ensure benefits of the city's partnership-wide approach are maximised. The introduction of one additional action, to consider a broader partnership approach to build on activity led by Sunderland Software City in India, reflects the potential for collective engagement with both the University and College and wider awareness of Sunderland in India.

## **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 Sunderland Partnership.

## **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

## **1.0 Introduction**

- 1.1 This report summarises the work of the International Strategy Steering Group for the period 1 January 2011 to 31 March 2012. It gives an overview of significant international activity undertaken within the Partnership during this time and of its benefits, and highlights areas of work to be progressed during 2012.

## **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 This overall aim of the International Strategy is underpinned by five key areas of activity, which are set out in full in section 6.2. The five key areas of activity focus on:
- attracting and retaining investment and supporting business growth
  - including an international dimension in the city's educational and cultural activities
  - sharing good practice with cities facing similar challenges
  - influencing EU policy and legislation, and
  - raising the city's profile.
- 2.4 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.
- 2.5 An annual report is prepared each year for the Partnership Board and City Council's Cabinet. This is the fifth annual report. Reports have been prepared on a calendar year basis to date. However, it is proposed that future annual reports will run from 1 April to 31 March and this report therefore covers the fifteen month period from January 2011 to March 2012.

## **3.0 Co-ordination Arrangements**

- 3.1 The International Strategy Steering Group continued to meet quarterly during this period. There have been several changes in representation on the Steering Group during the year, but no changes in terms of organisation-level engagement.
- 3.2 Membership remains open to all Sunderland Partnership organisations and Themed Boards, 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.

3.3 In view of internal re-organisation among partner organisations, and to ensure effective linkages with bodies such as the Economic Leadership Board, It is proposed to review membership of the Steering Group during 2012. Current representation, developed prior to the review of the Sunderland Partnership structure, is attached as Annex B.

#### **4.0 Context**

4.1 The landscape within which the Steering Group and its constituent partner organisations operate continues to be influenced by policy developments at national level by the coalition government and significant reductions in public expenditure.

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 2011. This covered the key themes and actions proposed in the previous annual report.

5.2 Following the pattern established in previous years, the 2011 Work Programme included a series of objectives, activity within partner organisations to support delivery of these objectives, anticipated outcomes and benefits, as well as potential indicators to enable the impact of this activity to be gauged over the longer term. These were set out against each of the key themes and actions agreed for the year. The Work Programme also highlighted linkages to the five priorities of the Sunderland Strategy

5.3 Measurement of benefits has continued to be gauged in the same way as in previous years, recording areas of progress against the key themes and actions within the Work Programme. In addition, an exercise was carried out within the City Council during 2011 to assess the impact of the city's international engagement in relation to economic development. A copy of this report is available from the City Council's International Team on request.

5.4 There is also a lot of partner comment and narrative that the work of the International Strategy is of support to partners in their individual activities, notably Sunderland Software City, the University, College and Chamber of Commerce. It is proposed to look in more detail at this as a specific evidence review during 2012/13 to see whether this could be strengthened.

#### **6.0 International Activity Undertaken**

##### **6.1 Overview**

6.1.1 As in 2010, work during the time covered by this report has primarily focussed on consolidating activity undertaken in previous years with no significant new areas of development. This reflects the challenging context within which partners are

operating individually and collectively.

- 6.1.2 Partners have, however, continued to develop an international dimension to their work, building on their existing levels of activity. The most significant developments during this period in terms of individual partnerships are highlighted below. A number of the key outcomes, in relation to the five key areas of activity identified to support delivery of the overall aim of the International Strategy, are then summarised in 6.2.
- 6.1.3 The city's Friendship Agreement with Washington DC was renewed for a further five years on 22 February 2012, following establishment of strong working relationships with the city's new administration under Mayor Gray during 2011 and recognition of the benefits generated for both cities since the Agreement was first signed in 2006. Young people, businesses and key partners who have been engaged in activity under the Agreement took part in events in both Washington DC and Sunderland to mark the renewal. Five project proposals were developed setting out initial co-operation activities to be undertaken during the next stage of the Agreement, building on joint activity to date with the software sector, creative industries, youth engagement and youth participation, history including abolition of slavery, and University co-operation. The first young people from Washington DC to visit Sunderland also came to the city during this period, in March 2011.
- 6.1.4 Sunderland's co-operation with China was deepened as the first Sunderland children to visit Harbin, since the Friendship Agreement was signed in May 2009, spent time in their partner school in April 2011. A presentation showcasing the young people's experiences was shared with the Chinese Ambassador to the UK who visited the city in February 2012 to meet with Sunderland businesses. The first Harbin software company to set up an office in Sunderland did so during this period.
- 6.1.5 As the 60<sup>th</sup> anniversary of the city's twinning relationship with Saint-Nazaire approaches in 2013, this partnership was also strengthened significantly. Three school partnerships developed through a European Union project on sustainable travel and transport are now well established and the number of schools within the city as a whole exploring French language and culture through the twinning relationship has increased. Links involving City of Sunderland College and the University have also been reinforced during this period, and Sunderland companies have hosted work placements for Saint-Nazaire students for the third consecutive year.
- 6.1.6 Young people from Sunderland travelled to Essen to take part in the European Youth Arts Exhibition in January 2012, following their winning submissions within the arts category of the city's Young Achievers Programme. This youth arts exchange has now been operating for over ten years.
- 6.1.7 The economic development project with Mbombela Local Municipality in South Africa, as part of the Commonwealth Local Government Good Practice Scheme, was completed successfully. City Council representatives took part in Mbombela's Local Economic Summit in January 2012 as new policies and practices developed during the project were launched.
- 6.1.8 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 2008, has

continued to be strengthened during this period opening up a number of opportunities. 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.

- 6.1.9 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 UK Trade and Investment (UKTI). Development work has also been undertaken on a number of initiatives by the University with partners in Washington DC and Harbin which could result in increased co-operation during 2012/13, particularly in relation to software, engineering, and automotive.
- 6.1.10 Sunderland's membership of EUROCITIES, and the city's designation as a World Health Organisation (WHO) European Healthy City for the period to 2013, has opened up opportunities to exchange experience, influence policy and inform service delivery in key policy areas. Delivery of the city's first two EU trans-national projects developed within EUROCITIES has also begun during this period. Equally, establishment of the region's European Leadership Board, which met for the first time in December 2011 following a review of regional European Engagement, may open up further opportunities for the city in 2012/13.
- 6.1.11 Creation of more than 2,000 new jobs by overseas-owned companies in the city was announced from January 2011 to March 2012, bringing £700 million of capital investment into Sunderland. Most of the new jobs were associated with Nissan's expansion programme, including investments by key suppliers including Lear (from the USA), Unipres (from Japan), and Snop (from France). Examples of other significant developments during this 15 month period included Nissan building its six millionth car in January 2011 and investment by American company TRW in their Sunderland plant which is dedicated to export markets. Other major projects are already in the pipeline for April 2012-March 2013.
- 6.1.12 The establishment of the city's Economic Leadership Board during 2011 presents opportunities to strengthen linkages between the international agenda and economic development activity in the years ahead.
- 6.1.13 The attached table (Aii) sets out in more detail progress made during the year in relation to each of the areas included in the Work Programme for 2011 (Geographic, Thematic and Operational). It is also important to note, however, that partners continue to engage in international activity in areas of their core business outside of the International Strategy Steering Group. These include inward investment, overseas marketing, student recruitment, and development of in-country delivery for further and higher education. Some of this activity undertaken by individual partners, as well as more ad hoc initiatives within the Partnership, is 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**

- A second Sunderland software company set up an American subsidiary in the Washington DC area in March 2011, following participation as one of eight city software companies in a trade mission to Washington DC and Seattle in February 2011. A total of four Sunderland software companies have now set up operations in the United States since the Agreement was first signed.
- Two Washington DC glassmakers, Directors of Washington Glass School, spent two weeks with the University of Sunderland as Fulbright visiting lecturers in March 2012 working with staff and students. They gave two workshops at the university for undergraduate and postgraduate students on Glass and Ceramics programmes as well as a lecture to approximately 60 from the University and cultural sector. They also led a series of workshops strengthening links with Creative Cohesion in Sunnyside, which opened in 2010 and was inspired by the artist-led organisation Artomatic in Washington DC. Two of the city's creative businesses who participated in Artomatic 2009 in DC and the March 2012 workshops with the DC glassmakers have already booked facilities at Creative Cohesion to develop new skills and ideas generated through the workshops.
- The first Harbin software company to do so officially opened an office in Sunderland in November 2011. Two Sunderland businesses took part in a software trade mission to China, including Harbin, alongside regional companies in March 2012 to explore business opportunities. Both businesses are now looking to explore market entry strategies through further research and test marketing in China.
- Two Indian software companies have registered offices in Sunderland in the first quarter of 2012 and a further 15 are exploring the European market through Intelligence Reports from Sunderland Software City. The Indian company which set up an office in Sunderland, in 2010, has continued to explore the European market and staffing options.

**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 total of 64 schools in the city hold the International School Award with the Foundation level as a minimum (as at March 2012), with 23 holding Foundation, 21 Intermediate, and 20 the Full Award. This includes 7 new schools gaining recognition for the first time at Foundation level and an increase of 25% within schools holding the Full Award compared to figures from December 2010. At 64, the overall number of schools recognised in this way has increased from totals of 54 (Dec 2010), 40 (Dec 2009), 21 (Dec 2008) and 13 (Dec 2007). 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.

- International Student Ambassadors from the University continued to engage with schools in the city. 4 Chinese Student Ambassadors supported Head teachers from Harbin during their visit to Sunderland in November 2011 as they spent time in their partner schools engaging in activities with staff and pupils are planning future co-operation.
- A number of school cluster initiatives have been developed with support from the British Council further 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
  - the first Sunderland children, eight pupils from Bexhill Academy, visited Harbin in April 2011 as part of a joint project with their partner school, and nine Sunderland schools are currently involved in a cluster-wide joint project on sustainability which began in September 2011. In addition to a range of activities in school, this includes support for a visit to Harbin planned for June 2012 by teachers and pupils from six of the participating schools.
  - Ten pupils from two city primary schools participated in the British Council's primary Chinese language immersion course in August 2011, with one entering into a new school partnership with Harbin increasing the total number of Harbin school partnerships to ten. This was the second year city young people had taken part in the course, with 15 pupils from four different primary schools having participated in August 2009.
  - the two-year school cluster project on sustainable travel and transport with Saint-Nazaire was successfully completed in August 2011. In addition to the expected outcomes of the three school partnerships and a toolkit to facilitate sustainability work in schools, its legacy included a successful application by one of the Saint-Nazaire teachers to spend 2011/12 teaching at Castletown Primary School. She has also supported ten other schools in the city with French language and cultural activities during the year and several more school partnerships have been initiated.
  - Four schools continued work on their British Council-funded Connecting Classrooms project with a cluster of eight schools in Rajkot, India. A further four schools continued their Connecting Classrooms cluster project with Syria. Despite communication difficulties due to the political situation in Syria, joint work has continued on various themes and pupils have been in direct communication with one another.
- The first two University of Sunderland scholarship students at the University of the District of Columbia began a semester in Washington DC in January 2012, and Sunderland Youth Parliament held their first video-conference with DC Youth Advisory Council in February 2012. This follows Youth Parliament's participation for the second consecutive year in DC-based Earth Day Network's Global Days of Conversation in April 2011. The first young people from Washington DC to visit Sunderland came in March 2011, following the study visit by city Head teachers to Washington DC in 2010 which was supported by the British Council. Young people from School without Walls spent time at Monkwearmouth School with 11 pupils from Monkwearmouth School taking part in a return visit in March 2012. This followed the first visit to Washington DC by Sunderland young people, pupils from Sandhill View School, in April 2011.

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

- Activity under the first two trans-national projects successfully developed within the city under EUROCITIES has begun. Plans have been developed for a peer review visit of six European partner cities to Sunderland to take place in May 2012 on transport policy and implementation, smart ticketing and low carbon transport initiatives, including electric vehicles. This will include site visits, interviews and workshops with expert practitioners as part of the 'Cascade' project, which is funded through the EU's Intelligent Energy Europe Programme. Representatives from the city's Voluntary & Community Sector and City Council have also shared experience on volunteering strategies, event management and youth engagement with colleagues from Madrid, Lisbon and Munich, and profiled the city's volunteering strategy and activity as part of the 'Madrid en Red' project funded by the Europe for Citizens programme.
- Participation in the WHO's European Healthy Cities network continued to provide the opportunity to share experience on addressing equity in health, identifying obstacles to progress and key success factors. Participation at the UK Network Business Meeting provided the opportunity to explore the concepts of Healthy Urban Planning and Age-friendly Cities and to consider example of good practice in these fields.

**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.**

- Consultation responses have been submitted in relation to the EU's Health 2020 and Horizon 2020 policy and funding documents through EUROCITIES Social Affairs Forum. Information on Sunderland's approach has also been provided to inform development of a EUROCITIES' ICT policy document on how cities publish data and engage with citizens.
- Sunderland's influence in relation to health has been raised through the City Council's Cabinet Secretary becoming a member of the UK Healthy Cities Politicians' subgroup since it was established in January 2012. As part of Sunderland's WHO European Healthy Cities engagement, this has opened up additional opportunities to exchange experience and influence development of the network and its activities.

**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 continued 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 2012/13, also exploring links to University and College alumni and Honorary Graduates, with a particular focus on engaging City Ambassadors in support of the city's economic development.
- The City Council continued to develop its approach to creating 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

- One of Sunderland's international ambassadors from Washington DC, who has returned to Sunderland several times following his semester studying at the University in October 2009, shared his experiences with the Mayor of Washington DC, the Deputy Head of Mission at the British Embassy, and partners from the business and education community at the renewal of the Friendship Agreement. Since completing his studies, he has met with young people from Sunderland Youth Parliament (who now have a project with the DC Youth Advisory Council), Youth Offending Service, and Springwell Dene School. He also remains in personal contact with one of the young people met during his visit to Springwell Dene School in October 2010.

## **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 this period

7.2 There has been a broad range of publicity of international activity again during the period covered by this report. This includes at least 17 press releases issued by the City Council with 16 resulting in coverage including some national coverage, and at least four occasions during the year where press coverage has been generated by partners on international activity. Within the City Council, both the Leader's and Chief Executive's blogs have featured international activity, and at least 17 issues of the weekly Members' Update have included international engagement. The city's international activity has been featured in the daily e-bulletin as well as with an article in the region's Business Quarterly Magazine Sunderland supplement. There has also been coverage on at least one occasion during the year on Sunderland's international activity generated by colleagues in Saint-Nazaire, Essen Harbin, Washington DC and Mbombela.

## **8.0 Work Programme for 2012/13**

8.1 The changing environment within which partners are operating, highlighted in section 4.1, means that there is a continued need for the 2012/13 Work Programme to be tightly focussed to allow significant benefits to be generated against key priorities within the limited resources available. The importance of close partnership-working within the city in this area of work will therefore continue to be important.

8.2 An over-riding priority will continue to be given during 2012/13 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. The proposed work programme for the International Strategy Steering Group therefore continues to reflect strongly the contribution the Group's work can make as we seek to strengthen the local economy in difficult times.

8.3 It is proposed to introduce a single series of actions for 2012/13, combining areas of work which have been separated between key themes and actions within the Work programme in previous years.

8.4 The proposed range of actions for 2012/13 recognises the need to consolidate activity in existing areas to ensure benefits of the city's partnership-wide approach are maximised. The introduction of one additional action, to consider a broader partnership approach to build on activity led by Sunderland Software City in India, reflects the potential for collective engagement with both the University and College and wider awareness of Sunderland in India.

8.5 The proposed actions for 2012/13 are separated into thematic, geographic and operational actions:

Thematic:

- Explore 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
- Support and influence the City's approach to marketing to support the ongoing internationalisation of the city - enabling City Ambassadors to be able to support Sunderland's international engagement and creation of economic benefits, and identifying wider opportunities to influence linked to international alumni from both the University and College and Honorary Graduates
- Support integration within the city, focussing 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 - 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 collective co-operation with China to maximise economic and educational benefits under the Friendship Agreement with Harbin, as well as economic benefits through software co-operation with Nanjing
  - primarily through the China Steering Committee
- Progress confirmed projects covering software and entrepreneurship, creative industries, youth engagement and participation, history and emancipation, and University co-operation within the Washington DC Friendship Agreement and develop additional opportunities to strengthen the partnership including research, sport and school activity
  - primarily through the Washington DC Steering Committee
- Continue to develop twinning relationships with Saint-Nazaire and Essen as a partnership to maximise benefits, with a particular emphasis on creating opportunities for children and young people
  - led by the City Council
- Explore the potential for a broader partnership approach to co-operation with India to maximise economic benefits, focussing on software and technology

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 Engagement Group

8.6 Individual partners will continue to take forward their own specific areas of international activity in parallel, sharing information to identify additional linkages as appropriate.

## **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 2011
- Minutes of the International Strategy Steering Group
- Minutes of the Washington DC / China Steering Committees
- International Strategy Annual Report for 2007, 2008, 2009 and 2010
- International Economic Relations, Phase 1 Report



**CABINET – 20 JUNE 2012**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

SUNDERLAND CITY COUNCIL DRAFT GREENSPACE AUDIT AND REPORT 2012 & DRAFT ECOLOGICAL EVIDENCE BASE FOR SUNDERLAND'S LOCAL DEVELOPMENT FRAMEWORK 2012

**Author:**

DEPUTY CHIEF EXECUTIVE

**Purpose of Report:**

The purpose of this report is to seek Cabinet's recommendation to Council to approve the 2012 Draft Sunderland Greenspace Audit and Report and 2012 Draft Ecological Evidence Base for public consultation, and to seek its approval for its use in developing the Local Development Framework.

**Description of Decision:**

Cabinet is requested to:

1. Endorse the 2012 Draft Greenspace Audit and Report and 2012 Draft Ecological Evidence Base for consultation purposes.
2. Following the close of the consultation and in consultation with the appropriate Portfolio holder, to authorise the Deputy Chief Executive to make any minor amendments to the attached report prior to its adoption. The final report will be used:
  - a. As part of the evidence base to inform the emerging Local Development Framework, and
  - b. As a material consideration in determining planning applications.

**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 decision is required to provide essential evidence to inform corporate policy, and chiefly to support progression of the Core Strategy to proceed to its next stage (statutory consultation) in accordance with the Council's adopted Local Development Scheme.

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

All local planning authorities are charged under the Planning and Compulsory Purchase Act 2004 with the preparation of a Local Development Framework (LDF), which must include a Core Strategy. They are also charged with preparing the LDF in accordance with the provisions of an approved Local Development Scheme.

The Core Strategy must be informed by a robust evidence base. The need for evidence regarding the city's greenspace and ecological requirements is emphasised in the National Planning Policy Framework. To not undertake such updates in the light of the changing circumstances in the city would undermine the planning policy framework and could jeopardise the Core Strategy at Examination. Consequently, no alternatives can be recommended.

**Impacts analysed:**

Equality  Privacy  Sustainability  Crime and Disorder

**Is this a "Key Decision" as defined in the Constitution?**

**Yes**

**Scrutiny Committee**

**Scrutiny Lead Member for City Services**

**Is it included in the Forward Plan?**

**Yes**

**Planning and Highways Committee**

**SUNDERLAND CITY COUNCIL DRAFT GREENSPACE AUDIT AND REPORT  
2012 & DRAFT ECOLOGICAL EVIDENCE BASE FOR SUNDERLAND'S LOCAL  
DEVELOPMENT FRAMEWORK 2012**

**REPORT OF THE DEPUTY CHIEF EXECUTIVE**

**1.0 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to seek Cabinet's recommendation to Council to approve the draft 2012 Sunderland Greenspace Audit and Report and 2012 Draft Ecological Evidence Base for public consultation, and to seek its approval for its use in developing the Local Development Framework.

**2.0 DESCRIPTION OF DECISION**

- 2.1 Cabinet is requested to:
1. Endorse the 2012 Draft Greenspace Audit and Report and 2012 Draft Ecological Evidence Base for consultation purposes.
  2. Following the close of the consultation, to authorise the Deputy Chief Executive to make any minor amendments to the attached report prior to its adoption. The final report will be used:
    - a. As part of the evidence base to inform the emerging Local Development Framework, and
    - b. As a material consideration in determining planning applications.

**3.0 GREENSPACE BACKGROUND**

- 3.1 Greenspace is important to the city and its residents. The availability of accessible green space can improve quality of life in a number of ways. In particular the availability of green space provides people with opportunities to engage in healthy activities and there is ample research showing the beneficial links between outdoor activities and good physical and mental health.
- 3.2 Sunderland is fortunate to have a relatively high proportion of greenspace compared to other land uses. It is also clear from the audit that residents across the city are generally able to access greenspace provision for a variety of purposes. The current position provides the basis by which the council and partners are able to promote development in the city without compromising the quality of the environment or limiting access to green space. The availability of ample greenspace offers the city a variety of opportunities to retain and attract residents and businesses to the city.
- 3.3 The Audit's recommendations clearly indicate that not all greenspaces will be retained in perpetuity in their present state. Looking at the availability of greenspace at a local level will inform decisions about the use of greenspace within the context of the condition and extent of provision. Policies will be developed to ensure that these are progressed in a balanced and considered way.

**National planning advice**

- 3.4 The National Planning Policy Framework (NPPF) states that planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreational facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits of surpluses of open space, sports and recreational facilities in the local area. The NPPF also recognises the wider role of greenspace, stating that successful neighbourhoods require high quality public space, which in turn makes a vital contribution to the health and well-being of communities.
- 3.5 In accordance with best practice, greenspace has been divided into the following typologies:
- a) Parks and gardens
  - b) Natural and semi-natural urban greenspaces
  - c) Green corridors
  - d) Outdoor sports facilities
  - e) Amenity greenspace
  - f) Provision for children and teenagers
  - g) Allotments
  - h) Cemeteries and churchyards
  - i) Accessible countryside in urban fringe areas
  - j) Civic spaces.
- 3.6 In addition, further analysis has been undertaken to ascertain the quantity, quality, local value and site accessibility of greenspaces. This has been interpreted as follows:
- Quantity – the amount (by type) of greenspace available
  - Quality – based on detailed survey results, and existing known data
  - Value – capturing how important greenspace is to people
  - Accessibility – how accessible each type of greenspace is available across the city, and also identifying known key physical barriers to access such as rivers, major roads and railways.

### **Greenspace and green infrastructure planning in Sunderland**

- 3.7 Sunderland has prepared an Open Space Register and Map for more than 20 years. These registers concentrated on the quantity of provision of parks, amenity greenspace, play areas and outdoor sports facilities.
- 3.8 The last audit of greenspace was undertaken in 2003 and the 2012 audit brings that exercise up to date and adds further value. This draft audit follows the requirements laid out in national policy and includes the most thorough survey of greenspace sites ever to be undertaken in Sunderland. More than 1,750 sites over 3,800 hectares in area were evaluated in accordance with the requirements at paragraphs 3.3 and 3.4.
- 3.9 The NPPF also endorses the concept of ‘green infrastructure’ (GI), which provides further sustainable elements to be considered with regards to the development of city greenspaces, and to support the city’s LDF Core Strategy. As a result, the City Council has begun work on a Green Infrastructure Strategy. A GI Steering Group has also been established, drawing upon internal and external expertise.
- 3.10 A full copy of the draft 2012 Greenspace Audit and Report is available from Members’ Services and a summary of its key findings is attached at Appendix 1.

## **4.0 KEY FINDINGS FROM THE DRAFT GREENSPACE AUDIT AND REPORT**

4.1 Overall, Sunderland is well provided for in terms of greenspace provision, but this varies from place to place. This report takes account of the levels of provision and conditions and sets out how greenspace in a particularly locality can be used in the future.

4.2 The draft Greenspace Audit further proposes a suite of city-wide greenspace policy recommendations:

- Set greenspace guidelines and standards that seek to minimise inequalities in terms of greenspace provision, that in turn will ensure that all areas have a range of greenspaces accessible to them
- The quality of existing greenspaces should be improved in general, and especially in the more deprived parts of the city
- Alter the use of some types of greenspace, to enable more greenspace variety in key areas
- Where justified and agreed, re-use low value greenspaces for other forms of development, ensuring that funds are provided and re-used to improve other greenspace within the neighbourhood
- Better promote our Greenspace product:
  - highlight to inward investors that Sunderland is a green city and has high standards and variety of greenspaces on offer;
  - ensure that we maximise publicity regarding the coast, river and natural environment;
  - focus on promoting regional tourist activities such as the National Cycle Network, facilities at the marina and in our parks and country parks.

4.3 Whilst new sources of funding for greenspaces are in limited supply during the present recession, investment can be generated through the re-use of low value greenspaces- the loss of one poor quality, poorly used greenspace site may provide funds that enable other nearby greenspaces to be improved, and a local neighbourhood could achieve an overall greenspace 'net gain'.

4.4 Furthermore, significant new residential developments should contribute towards the provision of new or enhanced greenspaces. Policies contained within the LDF will address the required type, quantity and quality of greenspace provision, and will be calculated in accordance with the standards and recommendations outlined in the Greenspace Audit and Report.

## **5.0 ECOLOGICAL BACKGROUND**

### **Biodiversity and geodiversity legislation**

5.1 There are a wide range of European, national and regional acts, regulations, plans and policies relating to the protection of our ecology. The principal mechanism for the legislative protection of wildlife in Great Britain is through The Wildlife and Countryside Act 1981 (as amended). The legislation is the means by which the Convention on the Conservation of European Wildlife and Natural Habitats (the Bern Convention) and the European Union Directives on the Conservation of Wild Fauna and Flora are implemented in Great Britain. This policy was further strengthened in 2000 by the Countryside and Rights of Way Act.

- 5.2 Further key legislation and policy is included in the following:
- The Natural Environment and Rural Communities Act 2006 (NERC Act) created a duty for every public authority to conserve biodiversity
  - The Durham Biodiversity Action Plan reviews the status of wildlife in Gateshead, South Tyneside, Sunderland, Darlington and County Durham and sets out a framework for action to protect vulnerable and rare species and habitats
  - The Conservation of Habitats and Species Regulations 2010 provides for the designation and protection of 'European sites', the protection of 'European protected species', and the adaptation of planning and other controls for the protection of European Sites
  - The Bird's Directive 1979 covers the protection, management and control of all species of naturally occurring wild birds in the European territory of member states.

### **National planning advice**

- 5.3 The National Planning Policy Framework (NPPF) recognises the importance of the natural environment and expects the protection of the natural environment to primarily be delivered by local authorities through robust local policies and plans. The NPPF continues to appreciate that European and National sites, and protected species, retain their protection status within the planning process. It also expects local authorities to afford local sites and wildlife corridors better protection through their local plans.
- 5.4 These principles are reinforced by other policies within the NPPF including Green Belt protection, rural tourism and local plans. This therefore ensures that the countryside should be protected from piecemeal developments that detract from the character and appearance of the natural environment.
- 5.5 In summary, where development is proposed on or affecting a designated ecological site, authorities should draw a distinction between the hierarchy of international, national and locally designated sites and afford the level of protection that is commensurate with the site's status and importance. The starting premise would be to conserve and enhance the ecological value of the site itself. However, this does not represent an absolute barrier to development in itself: where the value of the site would be considered to be outweighed by the development and no reasonable alternatives to the loss of the habitat can be found, it would be reasonable for the authority to mitigate the impacts of the proposal (such as requiring the developer to reduce the scale of the proposal or to provide replacement habitats which are of equal value to the affected site).

### **Ecology protection in Sunderland**

- 5.6 The last major ecological study undertaken in Sunderland was a Phase 1 Habitat survey that reviewed our countryside and wildlife features in 1999. This is no longer considered to provide an up-to-date and robust evidence base that can support updated policies and strategies. An updated evidence base will not only protect and enhance what Sunderland already has but it will also improve the quality of the environment through identifying new opportunities for enhancement and the creation of green corridors within the city.
- 5.7 A better understanding of Sunderland's natural environment also enables more appropriate design and allocation of land for buildings and roads,

recreation, flood defence and the safe control of waste disposal. This will help to underpin the objectives of the Sunderland Strategy and the city's Economic Masterplan through its contribution to our economy, our health and our wellbeing, while at the same time enriching the lives of the people of Sunderland.

## **6.0 KEY FINDINGS FROM THE DRAFT ECOLOGICAL EVIDENCE BASE**

6.1 A full copy of the Ecological Evidence Base is available from Members' Services. Appendix 2 provides a high level summary of the report, including detailed evidence regarding the following suite of ecological designations in Sunderland:

- Special Protection Areas (SPA's)
- Special Areas of Conservation (SAC's)
- Ramsar sites (wetlands of international importance)
- Sites of Special Scientific Interest (SSSI's)
- Local Nature Reserves (LNR's)
- Local Geological Sites (LGS)
- Local Wildlife Sites (LWS).

6.2 The draft Ecological Evidence Base concludes that although Sunderland is home to a rich and diverse landscape with significant biodiversity and geological interest, the designated sites are small, isolated and vulnerable, and proposes that policies be adopted that will help to restore and create wildlife habitats by:

- Improving the quality of designated sites through better habitat management.
- Increasing the size of current wildlife sites, including the creation of buffer zones or joining up two nearby sites to make a larger site capable of sustaining wildlife populations more effectively
- Enhancing connections between, or join up, sites through wildlife corridors
- Reducing the pressures on wildlife by improving the wider environment.

6.3 This will be taken forward through the emerging Local Development Framework.

## **7.0 NEXT STEPS**

7.1 Upon approval from Cabinet, the draft reports and Greenspace site audit will be made available over the summer for public consultation. The consultation will enable the reports findings and recommendations to be considered, as well as individual sites to be reviewed. Subject to the outcome of the consultation, if responses are received that are of a minor nature, delegated authority is sought for the Deputy Chief Executive to approve any minor modifications prior to adoption. Responses of a substantive nature will conversely be reported back to Cabinet.

7.2 The reports will be used to inform policies contained within the emerging Local Development Framework (Core Strategy and Allocations Development Plan Document). To complement the LDF policies and process, a Supplementary Planning Document (SPD) will be developed in relation to Green Infrastructure

which will outline and justify greenspace, ecological and landscape needs in more detail.

- 7.3 Further research will be undertaken in relation to addressing the key recommendations and guidelines contained in the two reports.
- 7.4 The supply of greenspace will be monitored and a review of the results and progress made will be carried out annually. The monitoring of the supply of greenspace will be linked to the City Council's LDF Annual Monitoring Report review process.

## **8.0 REASON FOR DECISION**

- 8.1 The decision is required to provide essential evidence to inform corporate policy, and chiefly to support progression of the Core Strategy to proceed to its next stage (statutory consultation) in accordance with the Council's adopted Local Development Scheme.

## **9.0 ALTERNATIVE OPTIONS**

- 9.1 All local planning authorities are charged under the Planning and Compulsory Purchase Act 2004 with the preparation of a Local Development Framework (LDF), which must include a Core Strategy. They are also charged with preparing the LDF in accordance with the provisions of an approved Local Development Scheme.
- 9.2 The Core Strategy must be informed by a robust evidence base. The need for evidence regarding the city's greenspace and ecological requirements is emphasised in the National Planning Policy Framework. To not undertake such updates in the light of the changing circumstances in the city would undermine the planning policy framework and could jeopardise the Core Strategy at Examination. Consequently, no alternatives can be recommended.

## **10.0 IMPACT ANALYSIS**

### **10.1 Equalities**

The greenspace and ecological reports form part of the family of supporting evidence documents to the Local Development Framework (LDF). The LDF is 'equalities' neutral by focussing on land use matters. However, an Impact Needs Requirement Assessment (INRA) has been completed.

### **10.2 Sustainability**

By law, planning must promote sustainable development. This is the underlying objective of the LDF, greenspace and ecological reports.

## **11.0 OTHER RELEVANT CONSIDERATIONS**

### **11.1 Financial Implications**

Costs have arisen from developing the evidence base and will arise from the proposed consultation. Funding will be met from contingencies allocated to the LDF.

## **12.0 BACKGROUND PAPERS**

- National Planning Policy Framework (March 2012)
- Planning Policy Guidance 17 (2002)
- Sunderland Council Parks Management Strategy 2004
- Sunderland City Council Allotments Management Strategy (2004)
- Sunderland City Council Activecity-Action for a healthy city (2004)
- Sunderland City Council Sport & Physical Activity Strategy (September 2005 - 2010)
- Moving Forward' Play and Urban Games Strategy June 2007
- Sunderland Playing Pitch Strategy (2004-2011)
- Football Investment Strategy 2010
- National Planning Policy Framework (March 2012)
- PPS 9: Biodiversity and Geological Conservation (2005)
- Planning Policy Statement 12 Local Spatial Planning (2008)
- The Conservation of Habitats and Species Regulations 2010
- The Bird's Directive (1979)
- Wildlife and Countryside Act 1981
- Countryside and Rights of Way Act 2000
- Natural Environment and Rural Communities Act 2006
- Tyne and Wear Nature Conservation Strategy (1988)
- Durham Biodiversity Action Plan

**APPENDIX 1:  
SUNDERLAND CITY COUNCIL DRAFT GREENSPACE AUDIT AND REPORT  
2012**

**A1.0 METHODOLOGY AND CONSULTATION**

- A1.1 Sunderland's draft Greenspace Audit follows PPG17 and CABE guidelines closely. Liaison was also carried out with key internal Directorates and organisations such as Natural England. Each site was visited and assessed using an agreed pro-forma (which is included in Appendix 3 of the main report).
- A1.2 Sites that cross the city boundary have been included in the site audit. A few sites that lie wholly within neighbouring authorities (but adjacent to the city boundary and accessible) have been also been included in the audit, because they are used by Sunderland residents.
- A1.3 Every effort has been made to ensure that the draft Greenspace Audit follows advice and policy contained in other strategies that have been adopted by the City Council to help guide provision and management of specific types of greenspace. These reports include the following:
- Sunderland Council Parks Management Strategy 2004
  - Sunderland City Council Allotments Management Strategy (2004)
  - Sunderland City Council Activecity-Action for a healthy city (2004)
  - Sunderland City Council Sport & Physical Activity Strategy (September 2005 - 2010)
  - Moving Forward' Play and Urban Games Strategy June 2007
  - Sunderland Playing Pitch Strategy (2004-2011)
  - Football Investment Strategy 2010
- A1.4 Public consultation was carried out in late 2010 and in 2011 to help to determine local greenspace needs. Sessions were held for each of the city's 5 Area Regeneration Frameworks (ARF's) in October 2010 and January 2011. The sessions sought to check the interim results of the Greenspace Audit, to identify any sites missing off the register and to gain a better understanding on the local value of greenspaces. The January 2011 consultation particularly focused on the following key questions:
- a. What greenspaces do you value the most?
  - b. What makes a greenspace site valuable to local people?
  - c. What types of greenspace people would you like to see more of?
  - d. How far would local people would travel to use different types of greenspace?
  - e. What the most important greenspaces are to local people?
- A1.5 These five questions then formed an online survey which was carried out from April-July 2011 and was also included in the 2011 Sunderland Community Spirit Summer Survey. A further online survey for children and young people was carried out in autumn 2011 together with a schools workshop. Overall, more than 1,000 persons took part.
- A1.6 The consultation results were used to inform site 'value' and also to determine appropriate accessibility distances to greenspaces. Positively, there was a very high correlation between the most popular greenspaces cited in the consultation and the highest scoring sites listed in the Greenspace Audit.

## **A2.0 GREENSPACE AUDIT RESULTS AND KEY POLICY ISSUES**

### **A2.1 Sunderland's greenspace compared with national trends**

The availability of national data and standards on greenspace is limited in its extent. In some cases, Government departments have published documents that refer to national assumptions on greenspace trends. There clearly needs to be caution taken in making any meaningful comparisons with this data. Nevertheless, it is reasonably accurate to summarise the following key points:

- Sunderland is a green city. The amount of greenspace appears to be well above the national average, and when combined with the amount of open countryside also in the city, it is accurate to report that 57% of the overall city area is green field (undeveloped)
- Sunderland has a good proportion of parkland. The establishment of country parks in recent years has significantly boosted the amount of overall parkland in Sunderland
- Sunderland has made some progress with regards to securing Green Flag awards (5 awarded), but there are a number of local authorities with more than 10 awards, and one authority has 30
- Access to natural greenspaces and woodland in Sunderland is much better than national organisations such as Natural England and The Woodland Trust have stated
- The city has 50% more allotments than the England average recommendation
- There is no clear distinction regarding the amount of greenspace provision in urban and suburban areas in Sunderland, in contrast to national trends that indicate suburban areas having higher quantities of greenspace
- Unlike national indicators, in Sunderland the provision of recreation grounds and sports facility provision does not vary greatly between urban and peripheral areas
- Again, unlike the national picture, there is no clear-cut trend in Sunderland indicating that poorer areas have lower quantities of greenspace provision. Former coal mining villages in the city, for example, may have high quantities of greenspace as a result of land reclamation
- Closely mirroring national trends, however, the quality of Sunderland's greenspace is worse in deprived areas.

### **A2.2 City-wide key results**

The draft Greenspace Audit focuses on the quantity, quality, accessibility and value of greenspaces at both the ARF and neighbourhood level. The full recommendations are contained in the audit report. The following is a short summary of key city-wide issues:

- Within the city, the lowest amounts of amenity greenspace are predictably in the more densely populated parts of the city, particularly around the city centre, though there is also low provision in some outer areas too, such as Town End Farm and Fencehouses
- Many of the best quality amenity greenspaces exist in the central Sunderland area and along the coast. The quality of sites varies between neighbourhoods considerably

- The Greenspace Audit now indicates that 89% of children and young people (aged 5-16 years) have access to high quality play (based on agreed distance thresholds). The ultimate aim is for 100% accessibility. The maintenance of existing sites is also key- if the quality or performance of a site is reduced, then the site's catchment area may also need to be reduced, thereby affecting city-wide access standards
- Access to quality natural greenspaces is fairly even across the city, although north Washington has more limited access. Woodland access is highest in the Coalfield and in Washington. Improving the quality and access to certain sites such as Washington's tree shelter belts could improve spatial access
- Three-quarters of Sunderland residents have 'reasonable' access to formal parks and country parks (access distance based on size and quality of park). There are gaps in terms of quantity and quality of parks scattered across the city
- Whilst allotments provision is higher in Sunderland than the national average, provision varies across the city, with Washington well below, and the Coalfield well above the city average. The overall quality of allotments in the Coalfield area, however, is lower than the rest of the city
- The Sunderland Playing Pitch Strategy and Football Investment Strategy provide detailed evidence that guide outdoor sports needs in the city. The strategies recommend new provision in some areas, but also emphasising the need to protect and enhance existing sites, and to maximise community use of sports fields
- The city's municipal cemeteries are in good condition, and in line with present burial rates there would appear to be a considerable supply
- Greenspace sites considered to be of 'low' value are scattered across the 5 ARF's. The future use of these sites should be investigated.

## **APPENDIX 2**

# **DRAFT ECOLOGICAL EVIDENCE BASE FOR SUNDERLAND'S LOCAL DEVELOPMENT FRAMEWORK 2012**

## **B1.0 METHODOLOGY**

B1.1 The previously published Planning Policy Statement 9 (PPS9) has provided the broad basis and guidance for preparing this ecological report. Although it has now been superseded by the NPPF, the broad objectives of PPS9 are still in line with the new framework. PPS9 recommended that the evidence base for the Local Development Framework (LDF) should, as a minimum, comprise information on the following:

- International Sites – for example, Special Protection Areas (SPA's), Special Area of Conservation (SAC's), and Ramsar sites
- National sites – for example, Sites of Special Scientific Interest (SSSI's) and Local Nature Reserves (LNR's)
- Local Sites - i.e. Local Geological Sites (LGS) and Local Wildlife Sites (LWS)
- Ancient woodland and other important habitats
- Important networks and habitats (wildlife corridors)
- Previously developed land
- Protected species and species of principal importance for biodiversity conservation.

B1.2 To provide Sunderland City Council with accurate ecological and geological data to inform the LDF and associated planning documents while also assisting in the monitoring of the framework, a number of studies were undertaken during 2009, 2010 and 2011. The survey work undertaken included:

- Collation of up to date information on international and national sites
- A full Phase 1 Habitat survey of the city and a comparison made between survey work undertaken in 1999 and 2011
- A survey of all local wildlife sites -formerly Sites of Nature Conservation Importance (SNCI's)
- Identification of new local wildlife sites
- A full survey of all geological sites -formerly Regionally Important Geological Sites (RIGS) or SNCI's
- Consolidation of existing protected species and Durham Biodiversity Action Plan priority species data (including a bird survey)
- Consolidation of existing Durham Biodiversity Action Plan priority habitat information
- Identification of important wildlife corridors and networks
- Biodiversity and geological conservation and enhancement recommendations.

## **B2.0 RESULTS AND KEY POLICY ISSUES**

B2.1 As a whole, Sunderland has a relatively high number of protected ecological sites, with a good range of species and habitat. The key message, however, is that in terms of protected area our sites tend to be much smaller in extent, and therefore more isolated and vulnerable. The small size of sites could mean that many species will not reach sufficient population sizes within them to be self sustaining, especially if there is little positive management. Actions

need to concentrate on increasing the size of sites and improving connections between them, which will ultimately lead to improvement and resilience of our ecological network.

## **B2.2 International sites**

Almost 68 hectares of Sunderland's coastline is internationally protected. Sunderland is part of the **Northumbria Coast SPA / Ramsar site** which includes much of the coastline between the Tweed and Tees Estuaries. SPA's are areas which have been identified as being of international importance for the breeding, feeding, wintering or migration of rare and vulnerable species of birds found within European Union countries. Part of Sunderland's coast is also protected as part of the **Durham Coast SAC**. SAC's are areas which have been given special protection under the European Union's Habitats Directive. They provide increased protection to a variety of species and habitats with European interest. The Durham Coast SAC is the only example of vegetated sea cliffs on Magnesian Limestone exposures in the UK.

## **B2.3 National sites**

**Sites of Special Scientific Interest (SSSI's)** are the country's very best wildlife and geological sites. Sunderland has seventeen SSSI's, though the average size is only one-fifth of the average median size in the UK. Thirteen of the sites are in favourable condition and the four unfavourable recovering sites are Hetton Bogs, High Haining Hill, High Moorsley and Hylton Castle Cutting. The small size of sites could mean that many species will not reach sufficient population sizes within them to be self sustaining, especially if there is little positive management.

**B2.4 Local Nature Reserves (LNR's)** are a statutory designation made under Section 21 of the National Parks and Access to the Countryside Act 1949. Sunderland has designated five LNR's - Barmston Pond, Tunstall Hills, Hylton Dene, Fulwell Quarry and Hetton Bogs. The City Council has identified a further two potential LNR's at Rainton Meadows and Hetton Lyons. The designation of these 2 sites would help the city meet Natural England's Accessible Natural Greenspace Standard (ANGST) relating to LNR access, and would also strengthen green corridors and links across the city.

## **B2.5 Local sites**

**Local Wildlife Sites (LWS)** were formerly known in Sunderland as Sites of Nature Conservation Importance (SNCI's). Criteria for the selection of LWS are based on Biodiversity Action Plan (BAP) habitat types and existing reference works that list species under threat. Out of 70 sites surveyed, 61 sites met the LWS criteria for designation, totalling an overall area of 441 hectares. In addition, a further 14 new LWS sites are proposed, which if approved would provide a further 86 hectares of protected habitat. As with SSSI's, the size of the city's LWS's is small. It is therefore important that the remaining sites are enhanced and protected as these are the key areas for Sunderland's wildlife.

**B2.6** Despite Sunderland's LWS's having an array of DBAP priority habitats- 17 in total- very few of the habitats are in favourable condition, and each habitat condition varies from site to site. There are only 2 sites with all habitats in favourable condition.

B2.7 In terms of **Local Geological Sites (LGS's)**, eleven locations in Sunderland were identified as having geological features that could potentially meet the criteria. These sites had not been reviewed for over 20 years. The sites were surveyed in 2011 and 8 sites met the criteria and will be duly designated. There are a number of management recommendations required to maintain favourable status of the sites, including scrub clearance, regular site monitoring and promotion of sensitive recreation.

### **B2.8 Phase 1 Habitat Survey**

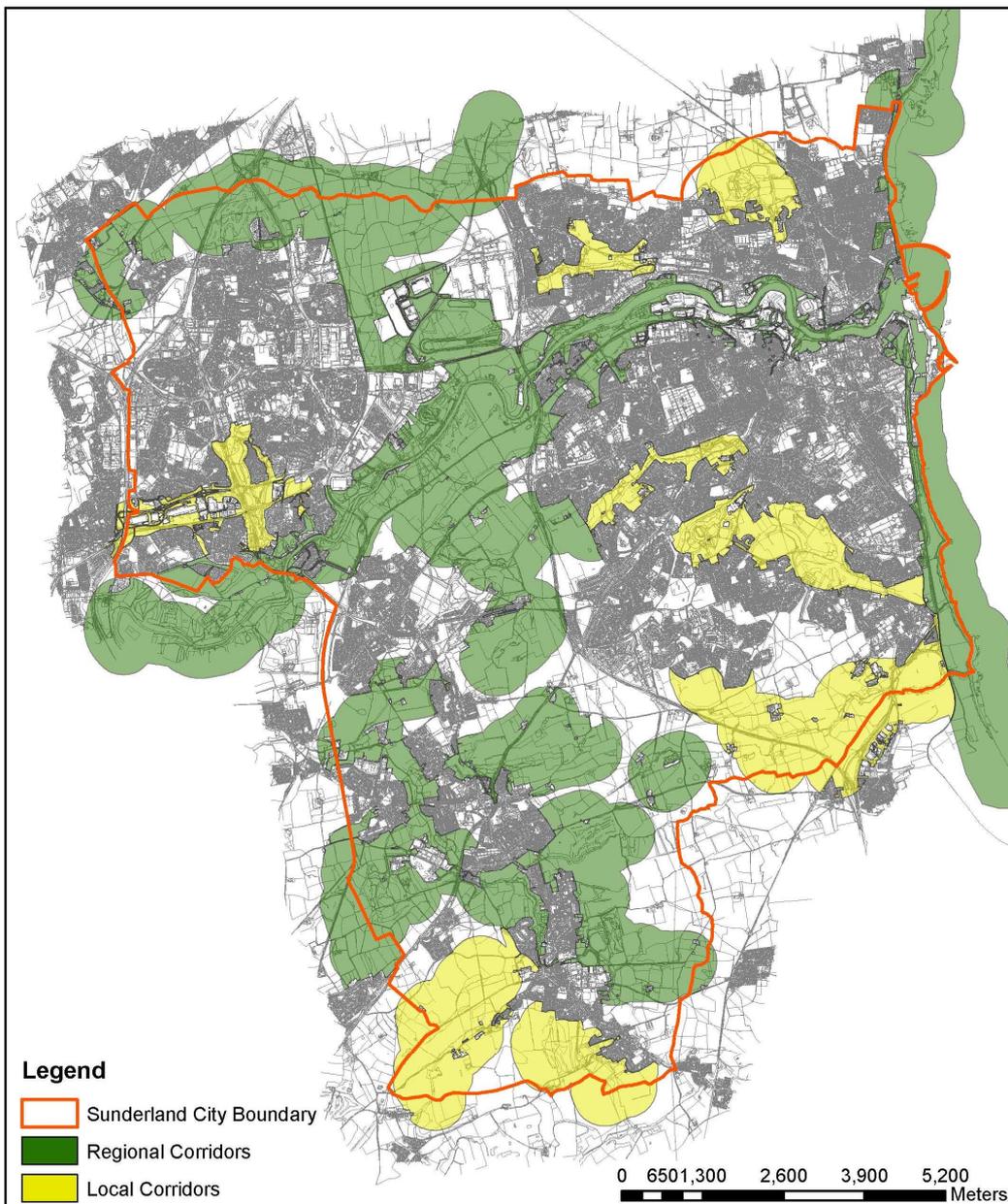
The Phase 1 Habitat Classification and associated field survey technique has been undertaken to assess the remainder of the city's undeveloped land that is not formally protected for ecological purposes. This is the second habitat survey to be undertaken -the first was in 1999- and a comparison has been made between the two. Two key trends have emerged. Firstly, unimproved grassland is gradually becoming semi-improved grassland, chiefly due to scrub invasion and overall lack of ecological management. Secondly, the quantity and quality of wetland areas is also decreasing.

### **B2.9 Wildlife Corridors**

The importance of wildlife corridors has been recognised for a number of years, and they were first proposed in the 1988 Tyne and Wear Nature Conservation Strategy. Wildlife corridors allow and extend the free movement of species between wildlife rich areas into urban and semi-urban areas and help maintain the viability of certain species and habitats. In Sunderland, a number of regional and local wildlife corridors have been identified that criss-cross the city and link into Tyneside and County Durham (see map below).

B2.10 Following an initial investigation of the corridors, two key issues have emerged:

- Firstly, that further investigation is necessary. There is a lack of habitat information and patchy species records, which means that it is very difficult to predict species movement especially in light of climate change
- Secondly, and as the map below illustrates, there are gaps within corridors, and not all of the corridors link up. As explained earlier in this report, the small size of protected sites in Sunderland affects wildlife movement and corridor connectivity. Buffer zones around protected sites as well as habitat creation in key areas would create stepping stones and enable corridors to link. Crucially, this would improve habitat and species viability.



**Legend**

- Sunderland City Boundary
- Regional Corridors
- Local Corridors

0 650 1,300 2,600 3,900 5,200  
Meters

This map is based upon the Ordnance Survey material with the permission of the Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Licence No. 100018385. Date 2011

 <p style="font-size: small; margin-top: 10px;">Janet Johnson, Deputy Chief Executive Office of the Chief Executive P.O.Box 102, Civic Centre Sunderland SR2 7DN</p> <p style="font-size: x-small; margin-top: 5px;">Telephone: 0191 561 8773 Email: Countryside@sunderland.gov.uk Web: www.sunderland.gov.uk</p>	National Grid Reference	Contact C. Dewson
	Project	Approved by C. Dewson
	Subject	Drawn by C. Hogarth
	Drawing No.	Date 12/04/2011
	<b>Local Development Framework</b>	Scale Not to Scale
	<b>Figure 8 Wildlife Corridors</b>	Sheet size A4 
	<b>UF 5.36.01.09</b>	Revisions

**CABINET MEETING – 20<sup>th</sup> JUNE 2012**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

A19 Ultra Low Carbon Vehicle Enterprise Zone: Draft Local Development Order (Turbine Park and Vehicle Test Centre Site)

**Author(s):**

Deputy Chief Executive

**Purpose of Report:**

The purpose of this report is to seek Cabinet's approval of the A19 Ultra Low Carbon Vehicle Enterprise Zone Draft Local Development Order (Turbine Park and Vehicle Test Centre Site) for the purposes of public consultation

**Description of Decision:**

Cabinet is recommended to approve the A19 Ultra Low Carbon Vehicle Enterprise Zone Draft Local Development Order (Turbine Park and Vehicle Test Centre Site) for the purposes of public consultation.

**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 implementation of a simplified planning regime at the A19 Ultra Low Carbon Vehicle (ULCV) Corridor is required by the Department for Communities and Local Government (DCLG) as part of the package of measures set out under Enterprise Zone (EZ) status. A Local Development Order (LDO) is an established alternative form of administering the planning process and is considered the most appropriate means of simplifying planning procedures on all Enterprise Zone sites within the North Eastern Local Enterprise Partnership (LEP) area.

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

The alternative option is not to prepare a Local Development Order (LDO) for the Turbine Park and Vehicle Test Centre sites. The consequences of this would be a failure to implement a simplified planning regime for the EZ sites and therefore a failure to provide the full package of measures geared towards stimulating growth within designated EZ areas; as set out by the DCLG.

This would put the Sunderland EZ sites at a competitive disadvantage compared to other EZ sites within the North Eastern LEP area.

**Impacts analysed:**

Equality  Privacy  Sustainability  Crime and Disorder

**Is this a “Key Decision” as defined in the Constitution?**  
Yes

**Is it included in the Forward Plan?**  
No

**Scrutiny Committee**

**Scrutiny Lead Member for Skills, Economy, and Regeneration**

**A19 ULTRA LOW CARBON VEHICLE ENTERPRISE ZONE : DRAFT  
LOCAL DEVELOPMENT ORDER (TURBINE PARK & VEHICLE TEST  
CENTRE SITE) FOR THE PURPOSES OF PUBLIC CONSULTATION**

**REPORT OF THE DEPUTY CHIEF EXECUTIVE**

**1.0 Purpose of Report**

1.1 The purpose of this report is to seek Cabinet's approval of the draft A19 Ultra Low Carbon Vehicle Enterprise Zone Draft Local Development Order (Turbine Park and Vehicle Test Centre Site) for the purposes of public consultation.

**2.0 Description of Decision**

2.1 Cabinet is recommended to approve the A19 Ultra Low Carbon Vehicle Enterprise Zone Draft Local Development Order (Turbine Park and Vehicle Test Centre Site) for the purposes of public consultation.

**3.0 Background**

3.1 As part of the coalition Government's plans to stimulate growth and the creation of new businesses and jobs, a new wave of Enterprise Zones (EZs) have been created. The stimulus for economic development with EZs is a package of measures primarily focused on financial incentives and simplified planning procedures.

3.2 Enterprise Zones are to be driven by Local Enterprise Partnerships (LEPs). Within the North Eastern LEP area, EZs have been designated at Sunderland, Blyth, North Tyneside and Newcastle.

3.3 The EZ for Sunderland comprises three sites to the west of the A19 totalling 42.9 Hectares (see attached plan):

- two adjoining sites located to the south of the Nissan car plant: Turbine Park (23.5 hectares) and the Vehicle Test Centre site (6.5 hectares);
- Hillthorn Farm site situated approximately 700m to the west and adjacent to the Leamside railway line (12.9 hectares)

3.4 The North Eastern LEP seeks to support investment in a low carbon economy – in particular offshore wind energy and Ultra Low Carbon Vehicles. Accordingly, within the EZ sites, businesses in the Ultra Low Carbon Vehicles or Advanced Manufacturing sectors which seek to locate in the Sunderland EZ may benefit from Enhanced Capital Allowances or business rate discounts, and a simplified planning regime.

- 3.5 It has been agreed by the North Eastern LEP that the most appropriate means of implementing a simplified approach to planning on the EZ sites within the region is through Local Development Orders (LDOs). Further information on an LDO can be found in part 4.0 of this report.
- 3.6 It is intended to adopt two Local Development Orders for the Sunderland EZ sites; an LDO for Turbine Business Park (site 1 on the plan) and the Vehicle Test Centre (VTC) site (site 2); and a separate LDO for Hillthorn Farm (site 3).
- 3.7 Some preparatory work has already been undertaken on the Turbine Business Park site. It is considered that an LDO for this and the Vehicle Test Centre site can be brought forward immediately. Further masterplanning and feasibility work is required on the Hillthorn Farm site to determine options for its development, with consideration given to the presence of the Leamside Line and Nissan's future operational requirements. This work is currently ongoing and will inform the preparation of an LDO for the Hillthorn Farm site.

#### **4.0 The Local Development Order**

- 4.1 LDOs were first established within the 1990 Town & Country Planning Act with further revisions to the legislation most recently in the Town & Country Planning (Development Management Procedure) (England) Order 2010.
- 4.2 An LDO removes the requirement to obtain planning permission for certain types of development specified within the Order and consequently removes the requirement for a developer to submit an application for planning permission. This is on the provision that development proposals are in accordance with the uses and type of development specified in the LDO, and that other procedures and conditions in the LDO are adhered to. Should development proposals not accord with the Order, applicants will be required to pursue the normal route of obtaining planning permission.
- 4.3 LDOs should not be regarded as a withdrawal of planning control; instead they are a useful tool to be utilised where it is considered that an LDO approach would provide an effective and alternative decision making tool to the standard Development Management process, and where the impact of development is expected to be insignificant. An LDO would be appropriate where under normal circumstances a planning application would be required for a type of development which would feasibly have little material impact on neighbours, being limited to the confines of a discrete development site such as a business park or industrial estate. Given the location of the Sunderland Enterprise Zone sites and the largely commercial nature of development envisaged, an LDO would be an appropriate means of administering the planning process in these areas.

- 4.4 The key advantages of an LDO to prospective developers of the EZ sites will be reduced costs through the removal of planning fees, a higher degree of certainty due to the site specific nature of the LDO and time savings associated with the circumventing of normal planning procedures.
- 4.5 LDOs relate only to simplifying planning procedures and do not remove the need to obtain other statutory consents such as Building Regulations approval, Highways Legislation, Listed Building Consent, Health and Safety Executive consents.

## **5.0 Current position – A draft LDO for Turbine Business Park and VTC site**

- 5.1 A draft LDO for Turbine Business Park and the VTC site has now been prepared.
- 5.2 This draft LDO will permit a number of primary uses: (B1a) Offices; (B1b) Research & Development; (B1c) Light Industry; (B2) General Industry; (B8) Storage and Distribution; (D1c) Education. A limited quantum of supporting amenity convenience facilities and potentially a hotel use will also be allowed on the Turbine Park site in accordance with an existing outline planning consent granted in December 2010.
- 5.3 Consistent with the LEP's low carbon growth agenda, the above uses will only be permitted under the proposed terms of the LDO provided it can be demonstrated that the associated operations will be linked to the Ultra Low Carbon Vehicles or Advanced Manufacturing sectors. Proposals for the above uses outside these sectors will need to be assessed under the normal planning procedures.
- 5.4 Proposals permitted under the draft LDO must conform to a set of development criteria and conditions set out within the draft LDO document. These matters relate to design of development (including site layout, building heights and use of materials), landscaping and planting, access and parking, contamination, noise and air quality, ecology and flood risk.
- 5.5 The draft LDO contains criteria which seek to avoid proposals which would result in the 'displacement' or relocation of existing businesses from within the City of Sunderland to the EZ sites simply because of the financial incentives available, resulting in no net economic growth or increased employment. In all cases developers will be required to submit a statement demonstrating how proposals will avoid displacement. Consideration must be given to employment growth, additional floor space and projected growth in output.
- 5.6 Development requiring an Environmental Impact Assessment will not be permitted under the draft Local Development Order.

- 5.7 It is envisaged that the LDO process will be overseen by the City Council's Planning Service. The draft LDO defines the procedural mechanics for the assessment of proposals and clarifies the information to be submitted to the City Council in the first instance. The draft LDO also sets out a procedure by which a developer notifies the Council of the proposed date to start development on site.
- 5.8 The draft LDO is set to be in place for 5 years after which the City Council will be able to either: re-adopt the LDO under the same criteria and conditions, re-adopt the LDO but modify the criteria and conditions; or revoke the LDO and return to the established planning system.
- 5.9 Copies of the draft LDO are available in the Member's Library.

## **6.0 Next steps**

- 6.1 The draft LDO has already been circulated amongst relevant Officers for comment and engagement with the two landowners (Barmston Developments and Nissan) is ongoing.
- 6.2 Under the terms of the Town & Country Planning (Development Management Procedure) (England) Order 2010 a draft LDO must be subject to a period of public consultation. This will take the form of a six week consultation period, with relevant material circulated to consultees and available on a dedicated council website, together with required public notices and other appropriate publicity. During the consultation period the draft LDO will be submitted to Scrutiny and Planning & Highways Committees for consideration.
- 6.3 If objections are received during the consultation period, which require material changes to be made to the LDO, a further report will be taken to Cabinet for consideration. If no objections are received the document will be submitted directly to the Secretary of State for consideration. Once all relevant consultations have been undertaken, a finalised LDO for EZ sites 1 & 2 will be presented to Cabinet in the autumn seeking approval to adopt.

## **7.0 Reasons for decision**

- 7.1 The implementation of a simplified planning regime at the A19 Ultra Low Carbon Vehicle (ULCV) Corridor is required by the Department for Communities and Local Government (DCLG) as part of the package of measures set out under Enterprise Zone (EZ) status. A Local Development Order (LDO) is an established alternative form of administering the planning process and is considered the most appropriate means of simplifying planning procedures on all Enterprise Zone sites within the North Eastern Local Enterprise Partnership (LEP) area.

## **8.0 Alternative options**

- 8.1 The alternative option is not to prepare a Local Development Order (LDO) for the Turbine Park and Vehicle Test Centre sites. The consequences of this would be a failure to implement a simplified planning regime for the EZ sites and therefore a failure to provide the full package of measures geared towards stimulating growth within designated EZ areas; as set out by the DCLG.

This would put the Sunderland EZ sites at a competitive disadvantage compared to other EZ sites within the North Eastern LEP area.

## **9.0 Relevant considerations**

- 9.1 a) Financial Implications - With the exception of the costs associated with the consultation process, the LDO will not involve any direct costs to the Council. The consultation costs can be met from existing revenue budgets.

b) Policy Implications - The document has been prepared to meet the requirements of relevant local and national planning policy.

c) Sustainability Implications –An Sustainability Impact Assessment has been completed and demonstrated that LDO will deliver a net positive sustainability impact

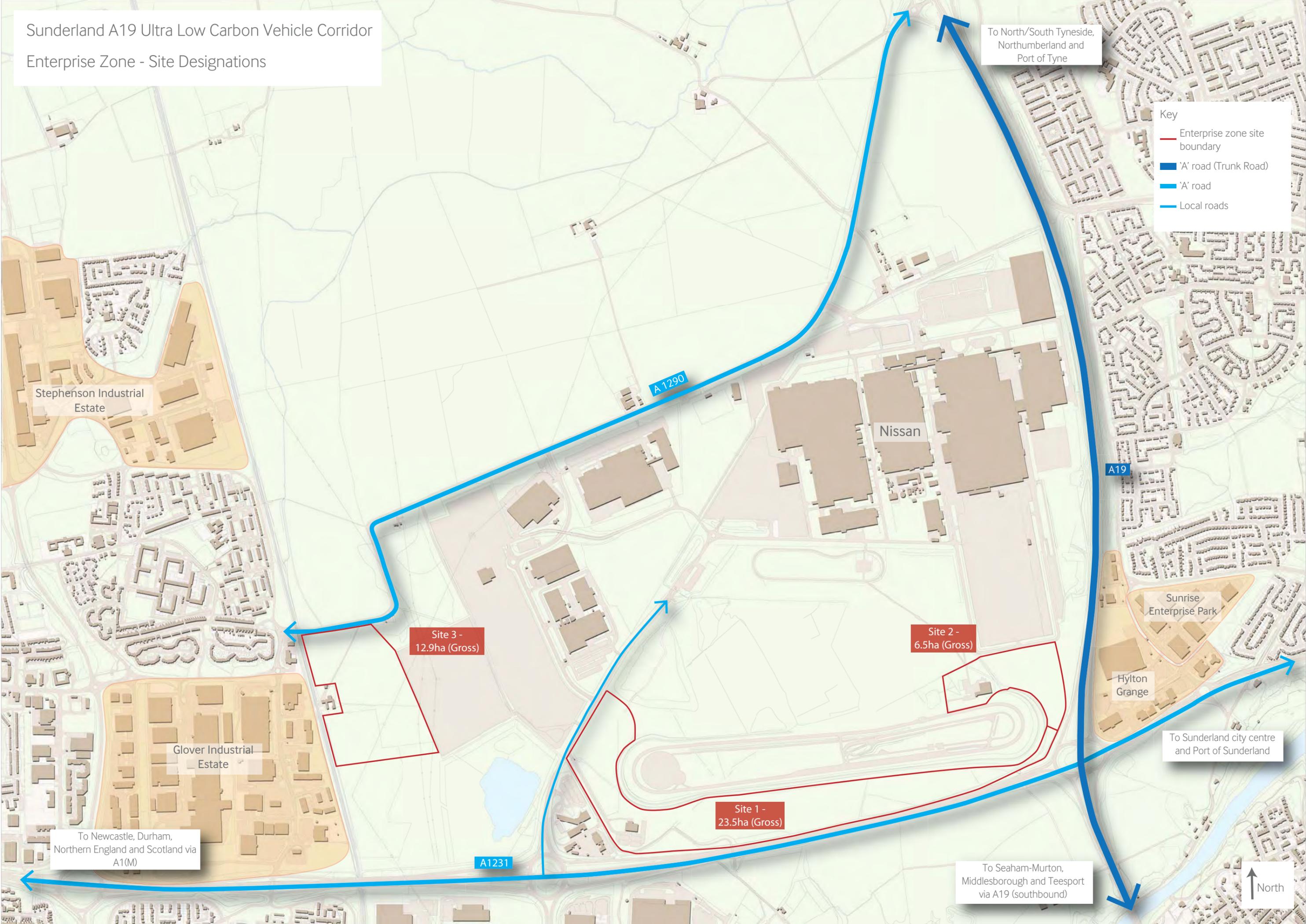
d) Equality Implications – An Equality Impacts Assessment will be completed in parallel with the proposed consultation of the draft LDO

## **10.0 Background papers**

- Draft Local Development Order
- Sunderland Ultra Low Carbon Vehicles Enterprise Zone Site Plan



Sunderland A19 Ultra Low Carbon Vehicle Corridor  
Enterprise Zone - Site Designations



To North/South Tyneside,  
Northumberland and  
Port of Tyne

Key

- Enterprise zone site boundary
- 'A' road (Trunk Road)
- 'A' road
- Local roads

Stephenson Industrial  
Estate

Nissan

A19

Sunrise  
Enterprise Park

Hylton  
Grange

Glover Industrial  
Estate

Site 3 -  
12.9ha (Gross)

Site 2 -  
6.5ha (Gross)

Site 1 -  
23.5ha (Gross)

To Sunderland city centre  
and Port of Sunderland

To Newcastle, Durham,  
Northern England and Scotland via  
A1(M)

A1231

To Seaham-Murton,  
Middlesborough and Teesport  
via A19 (southbound)

North



**CABINET MEETING – 20 JUNE 2012**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

Vaux: Advance Infrastructure and Public Realm Improvements

**Author(s):**

Report of the Deputy Chief Executive and Executive Director City Services

**Purpose of Report:**

The purpose of this report is to seek approval to undertake a significant infrastructure and public realm scheme designed to support the regeneration of Vaux and the wider city centre. The works comprise the re-alignment of St Mary's Way / Livingstone Road into a boulevard, and the development of a new civic space referred to as Magistrates Square.

**Description of Decision:**

Cabinet is requested to:

1. Approve the proposed scheme for the re-alignment of St Mary's Way / Livingstone Road and the development of the proposed Magistrates Square and authorise the Deputy Chief Executive and the Executive Director of City Services to take all necessary actions required for the procurement and delivery of the scheme;
2. Authorise the Deputy Chief Executive to progress the disposal of two development plots overlooking the proposed Magistrates Square for best consideration and otherwise on terms to be agreed by the Deputy Chief Executive.

**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 deliver significant infrastructure and public realm improvements in the city centre in order to support the future redevelopment of the Vaux site and the city centre and the delivery of the Economic Masterplan. In addition, the scheme will also deliver a further phase of the Council's multi-phase Sunderland Strategic Transport Corridor (SSTC) which also incorporates the new Wear bridge and provides improved strategic access from the Port and the city's key development sites to the A19 and the wider area.

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

Several alternative scheme concepts have been considered (as outlined in Appendix 1) but they are unlikely to deliver the same regenerative benefits as the recommended option, and would require higher levels of investment. The option of carrying out minimum improvements (and the least cost option) should also be rejected because it would have no positive regeneration impact on Vaux and the city centre and would not support the aims and objectives of the Economic Masterplan.

**Impacts analysed:**

**Equality**  **Privacy**  **Sustainability**  **Crime and Disorder**

**Is this a “Key Decision” as defined in the Constitution?**  
Yes/No

**Is it included in the Forward Plan?**  
Yes/No

**Scrutiny Committee**

**Scrutiny Lead Member for Skills, Economy, and Regeneration**

**VAUX: ADVANCE INFRASTRUCTURE AND PUBLIC REALM IMPROVEMENTS****REPORT OF THE DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR CITY SERVICES****1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to seek approval to undertake a significant infrastructure and public realm scheme designed to support the regeneration of Vaux and the wider city centre. The proposed works comprise the re-alignment of St Mary's Way / Livingstone Road into a new urban boulevard and the development of a significant new civic space which, for reporting purposes, is referred to as Magistrates Square.

**2. DESCRIPTION OF DECISION**

- 2.1 Cabinet is requested to:
  1. Approve the proposed scheme for the re-alignment of St Mary's Way / Livingstone Road and the development of the proposed Magistrates Square and authorise the Deputy Chief Executive and the Executive Director of City Services to take all necessary actions required for the procurement and delivery of the scheme;
  2. Authorise the Deputy Chief Executive to progress the disposal of two development plots overlooking the proposed Magistrates Square for best consideration and otherwise on terms to be agreed by the Deputy Chief Executive.

**3. BACKGROUND**

- 3.1 Vaux provides a unique opportunity to form a new and distinctive business district and urban quarter of the highest quality that will reinvigorate Sunderland city centre and secure its long term economic revival. Underpinned by the aims of the Sunderland Economic Masterplan, the development of Vaux has a fundamental role in realising Sunderland's vision to become "an entrepreneurial University City at the heart of a low carbon regional economy", creating new office, hotel, retail, leisure and residential opportunities.
- 3.2 However, in order to realise the vision for Vaux and maximise the benefits from such a unique development opportunity, it is vital to properly integrate the site into the urban fabric of the city centre. Strategic highway infrastructure and public realm have a key role in reconnecting Vaux with the city centre and also reconnecting the city centre with the river.

- 3.3 At present the links between the city centre and the Vaux site are relatively poor because the existing St Mary's Way / Livingstone Road ring road constitutes a major barrier to north-south pedestrian movement. Following closure of the brewery and the regeneration opportunity afforded by the site, it was recognised from the outset that improvements to the ring road would be required to fundamentally transform its character in such a way that lessens its barrier effect and helps pedestrians move more easily from the city centre retail core into the Vaux site, through to Galleys Gill, the cliff top and the waterfront beyond. From a visual and environmental perspective Livingstone Road and St Mary's Way are of low quality: they present an unwelcoming and uninspiring image of the city. Hence the imperative to establish a new gateway into Sunderland city centre and signal a greater sense of arrival.
- 3.4 This section of the ring road links the Port and commercial areas to the east and north of the city centre with the city's comprehensive redevelopment sites and the primary and national road network; as such its importance has been reflected in the inclusion of the re-alignment of St Mary's Way as Phase 1 of the Sunderland Strategic Transport Corridor (SSTC). The route of the SSTC was adopted by the Council for strategic development control purposes in 2005.
- 3.5 An improved highway solution relies on reconfiguring the existing ring road to enable it to provide satisfactory access to new development at Vaux, whilst continuing to perform its role as a vital link in the city's strategic road network. On this basis several alternative approaches to improving this highway corridor have been considered in the past. Following the Council's successful acquisition of the site in February 2011, and confirmation that the new Wear crossing is to proceed (which is Phase 2 of the SSTC), these options have been reviewed; officers have undertaken further analysis of alternative highway solutions with a view to enabling an informed recommendation to be made on the most appropriate way to proceed. Funding of £100,000 was approved in last year's capital programme to fund additional preliminary design and feasibility work, building upon work carried out in 2010 by consultants Ove Arup & Partners Ltd on behalf of Sunderland arc (which culminated in Arup's "St Mary's Way Highway Parameters Report" in October 2010).

## 4. CURRENT POSITION

### The case for Council investment

- 4.1 Traditional methods to secure physical infrastructure rely on the private sector developer to incorporate highways and other elements like public realm, with the developer recouping these upfront costs from the proceeds of sale of the development. However because of its scale, redevelopment of Vaux will be carried out over a series of phases during a 10-15 year period. Financial analysis indicates that due to the pioneering nature and fragile financial viability of early development phases at Vaux, they will not produce sufficient financial returns to cover the substantial upfront infrastructure costs. The infrastructure costs represent a significant and prohibitive financial burden on development. It is difficult to imagine scheme viability ever improving to such an extent that the requisite upfront infrastructure could be delivered through this traditional method. Early delivery of highway infrastructure and public realm by the Council removes those elements of development that would be all cost and no income to a private developer.
- 4.2 The appeal of the Vaux site as a development opportunity is also substantially enhanced in other ways. The pace and viability of commercial development will be reliant on forward commitments from occupiers (i.e. developers securing pre-lets). To attract occupiers, developers need to minimise delivery time, planning risk and present as favourable a proposition as possible. This extends to the environment in which a building would sit and access to it. Thus public sector provision of upfront infrastructure de-risks the site from both an occupier and developer perspective. This should translate into higher levels of interest and improves financial viability / land value because it removes the developer's profit which would otherwise be generated from the infrastructure works, coupled with a reduction in finance charges, fees and contingencies on the cost of the works.
- 4.3 The regeneration funding landscape has changed dramatically over the past 18 months or so as a result of funding cuts and the demise of organisations such as the arc and One North East. The Homes & Communities Agency has already invested £20m in Vaux through its contribution towards site acquisition, and has advised no further project funding is available.
- 4.4 In the circumstances the Council now appears to be the only certain funding source for delivering the boulevard and Magistrates Square. However potential external funding opportunities are being explored in an effort to secure a contribution towards the cost of the scheme. An outline application for ERDF funding has been submitted (£2,992,219) and an expression of interest in the Growing Places Fund (GPF) has also been registered (£2,500,000).

- 4.5 Ultimately the Council's investment in the site is likely to be recouped at least in part through land sale proceeds as development progresses over a 10 – 15 year period.

### **Proposed St Mary's Way / Livingstone Road re-alignment**

- 4.6 In reviewing alternative highway solutions and arriving at a preferred option, regard has been given not only to the present functionality and operation of St Mary's Way / Livingstone Road but also the potential traffic implications arising from the future comprehensive redevelopment of the Vaux site. Achieving improved connectivity between the Vaux site and the rest of the city centre is another prime consideration. In total six options have been considered including the concept of re-aligning St Mary's Way / Livingstone Road to create a boulevard. This has emerged as the preferred option for reasons set out in Section 5 of this report. The other five options are considered in Appendix 1.
- 4.7 The SSTC concept proposes the re-alignment of St Mary's Way / Livingstone Road in the form of a boulevard. This was the context within which the 2005 Major Scheme Business Case for the SSTC and the new Wear bridge crossing was prepared. This approach was considered to be the simplest way of connecting two points at either end of the Vaux site, without compromising network capacity. It creates a more direct and linear route between the St Michael's Way and Wearmouth Bridge junctions by moving the highway northwards at its central point and removing the West Street roundabout fronting the Magistrates Court. This option also delivers significant environmental and public realm improvements. Connectivity between the Vaux site and the wider city centre continues to be a primary objective of the proposal.
- 4.8 The scheme therefore delivers a further phase of the SSTC and is especially timely in light of last December's announcement that another section of the SSTC - the new Wear bridge – had gained Department for Transport Programme Entry funding approval. Implementation of these two phases is a clear and powerful demonstration of the Council's commitment to the SSTC project and the realisation of its anticipated economic benefits.
- 4.9 The boulevard approach creates an opportunity to transform the character of the highway network by providing wider footways with trees, a planted central reservation, and encouraging pedestrian access to new developments. Footways at least 5m wide are considered appropriate to accommodate pedestrians, cyclists, trees and necessary street furniture, such as street lighting columns. The boulevard will be typically 34.1m in width. The increase in width (in comparison with the existing St Mary's Way which has a typical overall

width of 22.6m) is accounted for through the wider footways and central reservation which are desirable to create a more attractive and safer pedestrian environment, and the provision of a dedicated bus lane.

- 4.10 The realignment and straightening of the central section of the route will maximise the views along the boulevard and provide additional space at Magistrates Square for both a broad range of activities and new adjacent development opportunities. In order to maintain network capacity the general form of the road is proposed to be dual (two lane) carriageway; widening at junctions will be required to accommodate queuing traffic. Consideration of public transport movements around the city centre and specifically the diversion of bus services currently moving between High St West and St Mary's Way indicates the requirement for an additional public transport priority lane to be provided. Previous studies suggested that a westbound priority lane would provide the greatest benefit.
- 4.11 Fundamental to the success of the development of the Vaux site is its successful integration with the existing city centre. It is envisaged this can be achieved through careful engineering/urban design via the introduction of a main point of access – a pedestrian “super crossing” which will join the two areas together. This crossing will be located at the to-be-formed Magistrates Square area at the west end of High Street West.
- 4.12 In recent years, there has been an increasing trend towards the use of different types of road crossing in the UK, other than the more standard pelican/zebra crossing arrangements that are commonplace. These crossings work by reducing the sense of priority that vehicles have on the highway and empowering pedestrians, which results in a safe and effective traffic calmed environment (the UK's most well-known super crossing is the Oxford Circus X-Crossing in London).
- 4.13 It is intended that a principal crossing (“super crossing”) will form part of a commodious route for pedestrians linking the Vaux site with the wider city centre. It will form the principal gateway into the Vaux masterplan area for pedestrians. The crossing is intended to be traffic signal controlled, accommodating both pedestrians and cyclists. The detailed design of the super crossing is being progressed and it is proposed that it will be sufficiently wide to clearly establish its prominence on the road, be spacious and capable of accommodating anticipated pedestrian flows. It is being designed and controlled to provide opportunities, as far as is possible, to be crossed in a single movement however a generous central reservation will be large enough to enable pedestrians to pause and complete a crossing in two stages, if necessary. Materials will be used to convey the continuity of the route and will be complementary to those used in Magistrates Square, to the extent that safety considerations allow. Traffic modelling will verify the extent to which priority can be afforded to pedestrians,

commensurate with the need to maintain reasonable network traffic flows.

- 4.14 Development on the Vaux site will be accessed from a new internal road via two primary junctions from the boulevard: one at Cumberland Street which will also serve St Mary's car park and one to the west of High Street, in the vicinity of the police station. Each junction is to be signal controlled and incorporate pedestrian crossing facilities, thereby establishing three pedestrian crossing points in total along the length of the boulevard and enhancing permeability between Vaux and the city centre. It is envisaged the internal road will be constructed as part of the future redevelopment of the Vaux site.
- 4.15 Preliminary highway scheme design was completed in Spring 2012 to arrive at a proposal which is deliverable from an engineering and traffic management perspective, but one which has been driven by broader regeneration objectives. Detailed scheme design is ongoing and will be completed later this summer. A plan showing the indicative scheme design will be displayed at the meeting.
- 4.16 St Mary's Way / Livingstone Road will remain open during construction, however they will need to be reduced to single lane operation in either direction during the construction period. Every effort will be made to minimise disruption, particularly during periods of increased activity within the city centre such as the Christmas shopping period. St Mary's car park will also remain operational.

#### **Proposed Magistrates Square**

- 4.17 "Placemaking" is an important component in realising the vision for Vaux and is a key constituent in establishing a desirable new location where people want to work, live and visit. Formation of a contemporary, vibrant and flexible civic space will contribute significantly to this "placemaking" agenda. Re-alignment of St Mary's Way as a boulevard will directly open up the opportunity to create a major new public space on land that is currently predominantly vehicular highway and in the main comprises the existing mini roundabout adjacent to the Magistrates Court building, providing a unique opportunity to deliver significant regenerative benefits to this northern edge of the city centre retail core.
- 4.18 This new location will form an immediate interface with the existing city centre and the pedestrian gateway into the Vaux development. A new square (the final naming of which has yet to be determined but for the purpose of this report is referred to as Magistrates Square) is fundamental to the successful provision of a crossing point into Vaux and achieving a strong north-south link to and from Vaux from the established city centre. The civic space will form a central hub providing clear and legible access to High Street West, the Bridges, Minster Quarter and Vaux.

- 4.19 Magistrates Square would become a significant civic space in the city centre in terms of scale and quality, redressing the fact that the central area currently has few quality public spaces for orientation, relaxation, social interaction, formal and informal events. The square would provide a flexible multi-functional area capable of accommodating a wide range of events and activities such as markets, concerts, displays, festivals, events shown on a big screen etc. It also creates attractive potential commercial development opportunities around the new square, most likely for retail, food and drink uses.
- 4.20 Redevelopment of this area to create a traffic-free pedestrianised Magistrates Square will require alternative access arrangements to be put in place. The revised access arrangements for traffic and pedestrians are being incorporated into the St Mary's Way design process. The Council has acquired (by agreement) several properties in the vicinity of the West Street roundabout necessary to implement such alternative arrangements (and the overall ambition for Magistrates Square). This ensures a comprehensive scheme can be progressed in a controlled and timely fashion, avoiding the risks, costs and delays that would arise if the Council had to resort to using its compulsory purchase powers to acquire the necessary property interests.
- 4.21 Proposals for Magistrates Square are at the preliminary design stage; there is considerable work to be done regarding its detailed design, connectivity to adjacent streets, and its relationship with adjacent development plots. This work is being led by the Design Services team within Property Services, in close collaboration with City Services; it is recognised that the St Mary's Way and Magistrates Square proposals must be fully aligned to ensure coherent, coordinated delivery. It is envisaged construction of the two elements will be procured as a single contract to reflect their inter-dependencies (from a technical and practical perspective it is extremely difficult to separate them) and to achieve economies of scale. Design work will therefore be progressed to synchronise with the timetable for contractor procurement, which will need to follow the European Union procurement procedures as the value of the works exceeds the relevant threshold.
- 4.22 A plan will be displayed at the meeting showing the indicative extent of Magistrates Square, potential surrounding development opportunities, and its connectivity with Vaux.
- 4.23 There is still uncertainty relating to the programme as it is heavily influenced by the timescales to implement requisite utility diversions and secure various statutory orders: these matters are not entirely within the Council's control. However the best case current project plan identifies the following principal milestones:

Pre-application public consultation	June 2012
Finalise scheme design (St Mary's Way)	July 2012
Submit planning application	Aug 2012
Commence contractor procurement	Aug 2012
Commence Traffic Regulation Orders process	Aug 2012
Determination of planning application	Nov 2012
Traffic Regulation Orders made (assuming no public inquiry)	Jan 2013
Award works contract	Feb 2013
Road scheme commences	April 2013
Road scheme completes	March 2014
Magistrates Square works commence	April 2014
Magistrates Square works complete	Nov 2014

It should be noted that the planning application and the Traffic Regulation Orders required for the scheme will need to follow the normal statutory processes.

## **5 REASON FOR DECISION**

5.1 Having considered the available options and the need to balance the traffic flows, technical alignment requirements, costs, development potential of the Vaux site and improve its integration with the city centre, the re-alignment of St Mary's Way to create a new boulevard is considered to be the preferred option for the reasons summarised below:-

- reduces the impact of the highway and transforms St Mary's Way into a more attractive space in its own right and a more attractive environment for all road users;
- transforms the sense of arrival and generates a positive city image;
- it delivers a further phase of the Council's SSTC project to facilitate east-west movements;
- creates a pedestrian crossing which links with the public realm, connecting the Vaux development area and the heart of the city centre;
- creates an active street that is animated by the uses that line its length and enhanced by wide footways;
- is fully aligned with strategic planning policy and the Economic Masterplan;
- reduces the volume of traffic circulating through the main body of the Vaux development site, creating a more attractive environment;
- bus usage is promoted and encouraged by providing high quality bus facilities and priority measures;
- creates a new attractive cycle link which would provide access to the Vaux site and beyond;
- additional opportunity to regenerate the city centre retail core by releasing land on the south side of the boulevard at the junction of West Street/High Street West to facilitate retail/leisure development; is the least-cost solution (apart from the "do minimum" option).

## **6. ALTERNATIVE OPTION**

- 6.1 Not to go ahead with the project would severely undermine the prospects of achieving comprehensive redevelopment of the Vaux site, thereby compromising the Council's most important regeneration project. Furthermore, Council intervention should be considered in the context of long term investment in the Vaux site: protecting the substantial public investment to date (primarily the £22m site acquisition cost), promoting the regeneration of Sunderland city centre and achieving the aims and objectives of the Economic Masterplan. For a site of the scale and importance of Vaux a "do nothing" approach is neither a viable or credible option and there are sound commercial reasons why the Council should build upon the significant investment that has already been made in the Vaux site.
- 6.2 The alternative highway solutions fail to deliver the requisite level of regenerative benefits as the recommended option, and therefore do not represent value for money.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 The provisional cost estimate of the boulevard scheme based on the preliminary design is £9.4m. This includes an allowance for cost inflation and an approximation of utility diversion costs. The cost estimate will be refined throughout the detailed design stage and once more accurate utility costs have been identified.
- 7.2 In terms of Magistrates Square, it is crucial to achieve the highest quality scheme design in order to maximise its impact and utilisation. It provides a unique opportunity to set a new benchmark for the standard of public realm in the city centre. It should be designed with accessible infrastructure within its floor (e.g. electricity, water, drainage) and high quality durable materials. At this preliminary stage it is estimated that this element of the scheme will cost £4m. Refinement of this cost will continue as the scheme design develops.
- 7.3 On this basis the overall scheme cost is estimated to be in the order of £13.4m. The anticipated sequencing of works indicates expenditure will be spread over four financial years commencing in 2012/13 with the majority of expenditure being incurred within the first three years.
- 7.4 Both schemes together with financing were included in the capital programme approved by Council on 7<sup>th</sup> March 2012. The boulevard element is included within the capital contingencies outline schemes provision and the Magistrates Square element within the allocation for Magistrates Square / High Street West improvements on the basis that external funding would be sought to deliver the overall scheme. As set out in paragraph 4.4, potential external funding opportunities are being explored in the form of ERDF and GPF. Following submission of the outline submission for ERDF funding of £2.992m, a full business case

for the scheme has been requested. The full business case will be subject to detailed assessment of the achievement of ERDF outputs, in particular jobs, through this scheme facilitating the development of the Vaux site. GPF is an interest-free loan repayable within a short-term period. The Council is seeking support in the sum of £2.5m. At this stage the scheme has been included on a reserve list of projects which the North Eastern LEP Board has approved for GPF.

## **8. RISK MANAGEMENT**

8.1 This is quite a complex physical project and as such the importance of effective risk management is recognised. It has been progressing within the Council's risk management framework; this has included the development of a risk and opportunity management strategy, risk register, and the ongoing support of a senior risk management advisor within Commercial and Corporate Services. In addition, suitable project governance arrangements are in place to ensure the project is managed effectively and risks are reported and dealt with appropriately.

8.2 The main project risk is potential delay in scheme delivery. There are several potential causes of delay. Some examples include: statutory approval processes taken longer than envisaged due to objections, procurement challenge, inclement weather during construction, or utility companies fail to deliver to the required programme. Identifying appropriate mitigation measures and responses to prevent delays from occurring or minimising their impact is an integral part of the project's risk management strategy.

8.3 The cost and duration of utility diversions and provision is another potential area of risk. Whilst the overall scheme cost estimate includes an allowance for utility diversion costs, a definitive position can only be established following meaningful dialogue with the various utility companies to verify exactly what utilities are affected and how best to divert them. This engagement was only able to start recently once preliminary scheme design had reached a relatively advanced stage.

## **9. BACKGROUND PAPERS**

8.1 St Mary's Way Highway Parameters Report October 2010, Ove Arup & Partners Ltd.

## APPENDIX 1

### VAUX ADVANCE INFRASTRUCTURE: HIGHWAY OPTIONS

A number of alternative highway solutions have been considered with a view to achieving the desired objective of better integrating the Vaux site with the wider city centre in order to make it a more attractive development opportunity and to optimise the economic benefits for the wider city centre. The five alternative options considered alongside the preferred boulevard approach, are summarised below:

#### 1. **Option one: removal or downgrading St Mary's Way / Livingstone Road**

- 1.1 St Mary's Way and Livingstone Road, forming the northern link of the ring road, have successfully contributed to the reduction of traffic in the core of the city centre, whilst maintaining both the strategic connectivity to the regional and nation road networks and essential access to the city centre. The removal or downgrading of the link would require consideration of the impact with regard to displaced vehicles. Traffic data suggests that in the peak periods 2,000 vehicles (carrying 2,400 passengers) undertaking longer distance journeys and 500 vehicles (carrying 600 passengers) requiring local access to the city centre would need to be accommodated.
- 1.2 The opportunity for public transport to accommodate any displaced journeys is limited. The construction of the Metro in Sunderland has undoubtedly contributed to lower levels of traffic than would otherwise be the case. However no further significant investment in Metro is planned in Sunderland at this time and the limited corridors served would indicate only a modest increase in patronage would follow a reduction in the road capacity. Also, whilst buses serving the city centre have additional capacity, the likelihood is that few journeys and particularly longer distance travellers would transfer to bus.
- 1.3 Removal of the major traffic flow capacity for through-traffic provided by St Mary's Way / Livingstone Road has two potential outcomes; either traffic diverting to alternative routes or travel demand being suppressed. The ability for traffic to divert will be limited by the capacity of the alternative routes, which are predicted in future years to be congested, accordingly travel demand in the area will likely be suppressed. In this instance, it is considered that suppressed traffic movement will likely result in reduced economic activity in and around the city centre.
- 1.4 Alternatively, significant investment would be required to increase capacity by replacing the northern ring road link with a southern link between Stockton Road and the A1018 Eastern Relief Road by widening Park Road and Peel Street. However in addition to the high

costs for the dual carriageway which would be the minimum requirement, there would be increased community severance and adverse impact in a sensitive area of the city centre (Ashbrooke Conservation Area). Additionally, by comparison to the existing link, operating costs for users would be higher given the additional journey of approximately 1.5 km with a consequential impact of increased carbon dioxide emissions.

## **2. Option two: bifurcation (splitting the carriageways)**

2.1 This option was proposed as part of the planning consent granted previously to Sunderland arc and would result in the northern (eastbound) carriageway being diverted north into the site with modest realignment of the current southern (westbound) carriageway. Each carriageway would be two lanes wide.

2.2 This option provided for an island of development between the carriageways, allowing pedestrians to cross each carriageway separately. Junctions were to be provided to allow access to the site and provide for traffic circulation. Re-alignment of the westbound carriageway created a new Magistrates Square (as per the preferred option). This option performed satisfactorily in traffic and road safety terms. The benefit for pedestrian connectivity being that there is significant separation of the carriageways and pedestrians accessing that part of the development within the island would only have to cross one carriageway. However, higher levels of traffic would penetrate into the Vaux site itself, due to the position of the northern carriageway. It is understood that this proposal had limited developer support because it resulted in a relatively fragmented development platform and restricted flexibility. It also raised some concern regarding the poor environmental performance of gyratory road systems elsewhere in the city.

## **3. Option three: grade separation**

3.1 This option was identified several years ago by Tesco as their preferred option when presenting redevelopment concepts for the site. The intention would be to lower both carriageways and allow pedestrians to cross over St Mary's Way. The alignment of St Mary's Way would have to be straightened to provide forward visibility for drivers. Vehicular access to Vaux development would be provided by an internal service road with junctions at St Michael's Way and Cumberland Street. However it is not possible to fully lower the road and create an at-grade pedestrian crossing because it would not meet design and safety standards. Consequently there is a limit to the extent to which St Mary's Way can be lowered, resulting in the need to form an over-bridge.

3.2 Pedestrian access to the Vaux site would be achieved at the equivalent of first floor level of new development, served by a pedestrian over-

bridge with steps, lifts and escalators being required in the Magistrates Square area. This layout providing pedestrian access to high level best suits a large single floor-plate form of development, such as a retail store or shopping mall. The relatively level floor-plate provided by a mall type development also results in significant level differences where there is an interface with any adjacent development, requiring steps and ramps. Also, whilst the bridge link could provide pedestrian access into a development, extensive retaining walls would be required along St Mary's Way serving to restrict movement and reduce permeability between the city centre and the overall Vaux site as well as being visually intrusive and costly.

#### **4. Option four: northern re-alignment**

4.1 Consideration has been given to the re-alignment of St Mary's Way / Livingstone Road northwards to theoretically maximise the available development land within the ring road. Under this option, the existing dual carriageway would be partially removed to enable the Vaux site to connect with the city centre. However, the potential alignment of a northern route is constrained by the position of its junctions at St Michael's Way and Cumberland Street, the limited length of this section of road, and the technical requirements for the alignment necessary to achieve the desired traffic capacity.

4.2 These constraints therefore limit the extent to which the road can be realigned in a northerly direction; it would have to be set back from the northern edge of the site, resulting in a significant proportion of the site lying outside the ring-road and not necessarily optimising the site's developable area. Accordingly, this option is considered not to provide sufficient benefit to warrant further consideration.

#### **5. Option five: do minimum option**

5.1 This option would retain the current alignments of St Mary's Way and Livingstone Road, provide for access to the Vaux site, and could provide a modest pedestrianised area at High Street West with a controlled pedestrian crossing. Vehicular access would be provided to the Vaux site by the formation of a new traffic signal controlled junction in Livingstone Road opposite the entrance to the Police Station and the modification of the existing junction in St Mary's Way at Cumberland Street (St Mary's Car Park). Localised widening is required in the vicinity of the junctions. At the Livingstone Road approach, the highway requires widening, but the curvature of the route at this location is substandard in terms of national guidance. At High Street West, the existing roundabout could be removed which would allow for that area to be pedestrianised.

5.2 The removal of the roundabout would allow for the closure of the junctions with High Street West and West Street. Vehicular access for servicing the city centre could be provided by a new section of link road

- at South Street (to the east of Crowtree Leisure Centre). A controlled pedestrian crossing could be provided at the apex of the bend and the existing adjacent crossings removed.
- 5.3 Opportunities to assist public transport are limited to the provision of on-street bus stops, with existing bus services requiring to be re-routed from High Street West onto Livingstone Road.
  - 5.4 This option fails to address the poor current environmental and visual characteristics of the existing route and conveys a negative perception of arrival in the city centre. Furthermore the impact and opportunities afforded by the creation of a substantial new civic space (Magistrates Square) would be lost.

# Remodelling of St Mary's Way / Livingstone Road



Vaux - future development as new business quarter

Enhanced pedestrian gateway including provision of a new public space

Potential development site and access/servicing for existing businesses

Illustration - remodelled St Mary's Way / Livingstone Road and opportunities to create a new public space



## CABINET MEETING – 20<sup>th</sup> June 2012

### EXECUTIVE SUMMARY SHEET – PART I

**Title of Report:**

Revenue Budget Outturn for 2011/2012 and First Revenue Review 2012/2013

**Author:**

Executive Director of Commercial and Corporate Services

**Purpose of Report:**

To report details of the Revenue Budget Outturn for 2011/2012 and First Revenue Review 2012/2013.

**Description of Decision:**

Cabinet is recommended to:

in relation to 2011/2012:

- 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 2012/2013:

- 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(s) for Decision:**

To report on the outturn position compared to the budget for 2011/2012 and respond to variations in expenditure and income which have arisen in 2012/2013.

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

No alternative options are proposed.

**Impacts analysed:**

Equality

Privacy

Sustainability

Crime and Disorder

**Is this a “Key Decision” as defined in the Constitution?**

Yes – these relate to virements set out in Appendix B.

**Is it included in the Forward Plan?**

Yes

**Scrutiny Committee:**

## **Cabinet 20<sup>th</sup> June 2012**

### **Revenue Budget Outturn 2011/2012 and First Revenue Review 2012/2013**

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

#### **1. Purpose of Report**

1.1 This report covers:

##### **The Revenue Budget Outturn 2011/2012**

Set out in Section 3 below are details of the Revenue Budget Outturn for 2011/2012. The reporting format reflects the Portfolio Holder responsibilities in place during 2011/2012 and includes:

- proposed contingency transfers, budget transfers and virements for the final quarter for 2011/2012;
- details of the outturn for delegated service budgets for 2011/2012 and delegated budget surpluses for 2011/2012;
- the position in relation to the achievement of efficiency targets for 2011/2012.

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

##### **First Revenue Budget Review 2012/2013**

Set out in Section 5 are details of the First Revenue Review for 2012/2013. The format reflects Portfolio responsibilities for 2012/2013. This includes:

- proposed contingency transfers and budget transfers for the first quarter of 2012/2013;
- the position in relation to achievement of savings targets for 2012/2013.

#### **2. Description of Decision (Recommendations)**

2.1 In relation to 2011/2012 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 account decisions as set out in this report.

2.2 In relation to 2012/2013, Cabinet is requested to:

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

### **3. Revenue Budget Outturn 2011/2012**

#### **Statement of Accounts**

- 3.1 The statutory Statement of Accounts, subject to audit, will be made available on the internet on 30th June 2012 in accordance with the Accounts and Audit Regulations 2011 after being certified by the Executive Director Commercial and Corporate Services. The Accounts will be made available for public inspection from 1st August 2012 until the 26th August 2012 and the formal external audit of the accounts will commence on 30th August 2012. The draft Statement of Accounts will be presented to the Audit and Governance Committee in June for consideration and then presented for final approval to the Committee on the 30th September 2012.

#### **Overall Position**

- 3.2 The final outturn overall position is very positive and has resulted in a net underspending of £7.584m as a result of significant actions across the Council to both implement the required savings proposals and contain costs to enable transitional funding to be earmarked to meet future funding requirements.

The rest of section 3 of the report provides more detail about this outturn position.

#### **Budget Adjustments 2011/2012 – Contingency Transfers and Budget Transfers**

##### **Contingency Transfers**

- 3.3 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 £12.377m including the establishment and transfer to reserves from contingencies amounting to £6.651m in respect of commitments now falling into future years. This includes the planned transfer of £4.035 million to the Strategic Investment Reserve in respect of future provisions for the strategic waste solution which will be in place in 2013/2014. In the interim this was to be utilised to support one off costs relating to the implementation of the savings requirements in future years.

##### **Budget Transfers**

- 3.4 Budget transfers since the third review primarily relate to transfers between Directorates to reflect new operational arrangements in accordance with Sunderland Way of Working principles.

## **Delegated Budgets - Overall Summary**

- 3.5 A very positive position at outturn has been achieved which reflects the continued adoption of a strong whole organisational approach to financial management with the aim of releasing as much resource as possible to protect front line services and aid the transition process into 2012/2013.

### **Ring fenced staffing budgets and Transitional Costs**

- 3.5.1 The financial year 2012/2013 has been a year of significant transition as the Council has reorganized services into the new operating model. As reported during the year salaries budgets have been ringfenced with any underspendings captured corporately to assist with transitional costs. This has enabled savings from non filling of vacant posts to be captured pending the implementation of Strategic and Shared Services Wave 2 and other Directorate reorganisations supporting the 2012/2013 savings requirement. It is important to note that this will be the last time a significant underspend will be available from the salaries budget as most vacancies have now been removed from the budget.

In addition further staffing savings have been generated in relation to flexible working arrangements, strike savings and training requirements.

During 2011/2012 one off early retirement costs in relation to the transition process have arisen which have been met from the underspend on salaries set out above, enabling specific provision set aside for this purpose as part of the 2010/2011 outturn position to be transferred to a reserve for future transition costs. In addition provision has been made for commitments in respect of agreed early retirement costs at 31<sup>st</sup> March 2012 amounting to £1.520m .

After taking account of transitional early retirement costs, the net savings on ring fenced salaries budgets is £2.308m.

### **Delegated Budget Surpluses**

- 3.5.2 The table below sets out a summary of the delegated budget position for each Portfolio.

## Summary of Delegated Surpluses

Portfolio	Cumulative Surplus as at 31st March 2011 £000	Cumulative Surplus at 31 <sup>st</sup> March 2012+ £000
Leader	5	20
Deputy Leader	0	456
Cabinet	294	214
Children and Learning City	41	41
Prosperous City	3,234	633
Health and Well Being	1,756	333
Safer City and Culture	714	563
Attractive and Inclusive City	951	271
Sustainable Communities	256	83
Responsive Services and Customer Care	2,722	2,796
<b>Total</b>	<b>9,973</b>	<b>5,410</b>

+ after use of surpluses, and transfers between Portfolios

Cabinet Portfolio holders have been briefed on the variations which have resulted in a net decrease in delegated budget surpluses of £4.563 million.

Of the total delegated budget surplus as at 31<sup>st</sup> March 2012, £3.346 million is ring fenced to two areas and is proposed to be carried forward to 2012/2013 as ringfenced delegated budget surpluses:

- £2.736 million in respect of the Strategic Initiatives Budget, which includes previously approved Area Committee budget provisions carried forward;
- £0.610 million Working Neighbourhoods Funding. The balance relates to allocations of funding for use in 2012/2013 to meet commitments in relation to implementing the Working Neighbourhoods Strategy.

The remaining £1.217million represents 0.8% of delegated budgets and is earmarked for specific uses following a rigorous review of commitments.

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 2012/2013.

### Delegated Budgets - Major Variations

3.5.2 Details of major variations for each service, which have led to this outturn position are set out at Appendix C, with key issues highlighted below:

- **Economic Downturn**  
The impact of the economic downturn continues to impact on income generation in a number of service areas including rental income for commercial premises and Leisure Centres. The potential ongoing impact was provided for in setting the budget for 2012/2013.
- **Childrens Services – Safeguarding External Placements**  
There continues to be significant demand placed on the safeguarding external placement budget which is anticipated to continue into 2012/2013. A review of the Looked After Childrens Strategy is currently being undertaken to assist in addressing the ongoing position.
- **Health Housing and Adult Services Demand Pressures**  
Increasing demand, particularly in residential nursing care and community living schemes continues to place significant pressure on the service which the Directorate is seeking to address through the 15 year strategy to enable people to continue to live in their homes where they wish to do so.

### **Delegated Budgets - Efficiency Targets**

- 3.5.3 The budget process for 2011/2012 took account of efficiency savings of £57.9million. In the vast majority of cases the efficiency savings as originally envisaged have been realised. Where rigorous monitoring mechanisms identified that due to delays in implementation, some initiatives would not be fully realised in 2011/2012, Directors identified additional initiatives or one off resource to realise the required overall level of efficiency savings for their Directorate within 2011/2012. Where necessary actions have been put in place to ensure the ongoing achievement of efficiencies into 2012/2013 which are being closely monitored to ensure delivery. Further detail is set out in section 5.

### **Non Delegated and Contingencies - Summary Outturn Position 2011/2012**

- 3.6 Following the transfers from contingencies, use of delegated surpluses and a further analysis of commitments against reserves, the outturn position for 2011/2012 has resulted in an underspending of £7.584 which arises from the following;
- £2.308 million net underspending on salaries and other staffing costs as set out in 3.4.
  - £2.714 million additional debt charge and interest on investment savings due to proactive Treasury Management.
  - £0.790 million one off income from the HCA to cover the upkeep of land transferred within the Washington area for which ongoing provision was included in the 2012/2013 budget
  - £0.840 million as a result of the review of existing specific reserves and the likely need to call on those reserves in the future
  - Other net savings of £0.932m primarily in respect of the improved trading position at the the Port.

## **Proposals for Reserves and Provisions**

- 3.7 In accordance with approval by January Cabinet it is proposed that the £7.584 million underspend identified in 3.6 is transferred to the Strategic Investment Reserve to support one off transitional costs from the implementation of budget savings proposals in 2012/2013 and future years and potential costs of equal pay.

## **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 2012/2013.
- 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 Review 2012/2013**

### **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 primarily relate to transfers between Directorates to reflect new operational arrangements in accordance with Sunderland Way of Working principles.
- 5.3 Appendix F sets out the summary budget position after taking account of the above transfers.

### **Revenue Budget Monitoring First Review**

#### **Budget Savings and Transitional Costs 2012/2013**

- 5.4 The budget process for 2012/2013 took account of the requirement for reductions in expenditure of £25.86 million. Progress in implementing the proposals is being rigorously monitored in conjunction with Portfolio holders. Monthly monitoring of the budget is carried out at an enhanced level to ensure the position is understood early and actions put in place to mitigate any impact.

At this early stage of the financial year, although overall progress continues to be positive, as we move into the second year of the spending review period the position set out below reflects the increasingly greater challenges the Council faces in implementing changes. Portfolio holders and Directors have been considering the position in respect of areas where pressure is emerging and actions are in hand to address the position.

In overall terms at this early stage the following is noted:

- £11.609 million of the savings have been fully realised to date.
- £9.186 million of reductions are not yet scheduled for full implementation although good progress is being made with action plans developed, responsibilities assigned and timescales identified. At this stage therefore it is not anticipated 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 implementation in line with agreed timescales.
- The balance £5.063 million is in respect of areas where delays and issues have been encountered and where corrective actions have been put in place but which require close attention to ensure a positive outcome and timely delivery of the savings.

In addition to the above there are a small number of ongoing issues from 2011/2012 totalling £3.063m which were met from one off resource in that year for which actions are in place to secure delivery in 2012/2013 but which require close monitoring to ensure delivery.

Further details of these areas are included as appropriate within the relevant portfolio monitoring update below

### **Portfolio Budget Monitoring 2012/2013**

5.5 The following issues in terms of emerging pressures and actions being progressed to address them are drawn to Members attention including the impact of ongoing issues arising from the 2011/2012 outturn position.

#### 5.5.1 Leader

- **Training Centres**  
Following a downturn in income from trainee placements as a consequence of the economic position, a review of the ITEC and Riverside training centres is currently underway with the aim of fully mitigating the shortfall of £0.244m on an ongoing basis.

5.5.2 Deputy Leader and Cabinet Secretary  
No Issues to raise at this stage

### 5.5.3 Childrens Services

- **External Placements**  
Projections for 2012/2013 indicate an overspend of £1.421m due to the required level of placements. Earmarked reserves and contingencies are available to largely mitigate this position with ongoing monitoring and evaluation of the Children Looked After Strategy to develop a sustainable model moving forward.

#### Services to Schools

A review of the level of buyback of services by schools for 2012/2013 in respect of newly traded services relating to School Improvement, Attendance and Behaviour and Educational Psychology is being undertaken. The Directorate is reconfiguring the service to take into consideration the level of buyback and this reconfiguration will result in a breakeven position on the budget. The Director will also be considering over the next few months emerging changes in schools funding arrangements in planning for future service delivery beyond 2012/2013 and an update will be incorporated in the next quarterly revenue monitoring report.

### 5.5.4 Health Housing and Adult Services

- **Residential and Nursing Care and Home Care**  
As set out in 3.4.5 additional demand pressures are being experienced in the residential, nursing and home care budgets. The Directorate are reviewing progress in respect of the implementation of current strategies concerning alternative solutions in respect of care arrangements which are designed to both save costs amounting to £2.879m but improve outcomes for people. In addition the Directorate are considering temporary savings or funding that can be utilised to mitigate the position in year. The position will updated at the next quarterly update together with actions to address the overall position.
- **Housing Related Support**  
Consultation and finalisation of arrangements in respect of a review of Housing Related Support Services is anticipated to lead to a temporary one-off shortfall of £0.645m in the 2012/2013 budget which will be met from delegated balances and reserves. This saving is secured on a full year basis.
- **Care and Support**  
Officers are currently investigating options to meet one off costs of up to £1.2m arising from a review of operational arrangements for care and support services. The review will not impact on service delivery.

### 5.5.5 Public Health, Wellness and Culture

- **Sport and Leisure**  
The service continue to be affected by the impact on income of the economic downturn with a shortfall for 2012/2013 estimated at £393,000. A range of measures are being actioned to offset this position including reviewing operational costs and income to understand any ongoing implications.
- **Culture, Sport and Leisure Service review**  
Work is ongoing in relation to a review of service delivery in respect of leisure management services. At this stage it is anticipated that the lead-in time for the review may lead to a shortfall of £0.750m in 2012/2013. The Directorate are identifying alternative options to address the shortfall in this year and ongoing as necessary.

### 5.5.6 City Services

- **Responsive Local Services and Grounds Maintenance**  
The impact of reducing income from schools in respect of grounds maintenance services and higher than anticipated transport costs amounting to £0.250m is continuing into 2012/2013. The Directorate have identified actions to mitigate this position which is being closely monitored.
- **Facilities Management**  
Significant savings amounting to £2.5m have been achieved to date in respect of the facilities management review. However a shortfall of £0.266m is currently forecast against an ongoing savings target. Alternative savings are currently being identified to address this position
- **Third Party Spend**  
The Directorate continues to actively progress options to achieve ongoing savings of almost £1million from third party spend to ensure the full achievement of the 2012/2013 savings and will look to meet any in year shortfall from cost containment measures.

### 5.5.7 Responsive Local Services

- **Customer Services End to End Service Reviews**  
Current planned reviews indicate potential savings of £0.246m in 2012/2013 leaving a shortfall of £2.185m at the end of 2012/2013 due in part to phasing of achievement of savings. At this stage it is anticipated some of the shortfall will need to be accommodated within the overall corporate position for the year with alternative options to be brought forward for the remaining balance.

### Other Corporate Issues

- 5.6 The transition in relation to staffing and associated salaries costs is continuing as further restructures are being implemented. As such the holistic approach to monitoring salaries costs across the council, adopted for 2011/2012 will continue throughout 2012/13 financial year.
- 5.7 As reported as part of the budget setting process transitional costs are arising in 2012/2013 as the organisation continues to move to the revised Sunderland Way of Working operational arrangements. Budget provision was provided to meet the costs of the SWITCH programme and this is being very closely monitored given the pressures on this budget and management actions will be implemented to mitigate the position.
- 5.8 At this stage transitional costs arising from early and flexible retirement agreements which will arise in 2012/2013 can be met from resources set aside to meet transitional costs as part of the 2010/2011 and 2011/2012 outturn positions as referred to in section 3 of this report.

## **6. Reasons for Decision**

- 6.1 To report on the outturn position compared to the budget for 2011/2012 and respond to variations in expenditure and income which have arisen in 2012/2013.

## **7. Alternative Options**

- 7.1 No alternative options are proposed.

## **8. Impact Analysis**

- 8.1 Impact assessments of Directorate actions to ensure the achievement of savings targets and a balanced budget position will be undertaken within Directorates as each action is developed..

## **9. Other Relevant Considerations / Consultations**

- 9.1 The report identifies a number of risks in relation to the delivery of budget savings. However, actions in place are anticipated to be sufficient to mitigate the risks identified and further confirmation of mitigating actions will be provided as part of the second review which will be reported to members in due course.

## **10. List of Appendices**

- Appendix A - Variations Necessitating Contingency Transfers 2011/2012
- Appendix B - Virements over £55,000 for the Final Quarter 2011/2012
- Appendix C - Major Variations 2011/2012
- Appendix D - Statement of General Balances and Earmarked Reserves
- Appendix E - Variations Necessitating Contingency Transfers 2012/2013
- Appendix F - Summary Budget Position after First Review 2012/2013

## **11. Background Papers**

Portfolio Holders Briefing Notes

**Cabinet Meeting - 20<sup>th</sup> June 2012**  
**Variations Necessitating Contingency Transfers 2011/2012**

<b>Portfolio</b>	<b>Justification / Approval</b>	<b>2010/2011 £</b>	<b>Full Year Effect £</b>
<b>Leader</b>			
International Strategy	Specific Provision	50,000	50,000
Design and Print	General Provision	645,851	0
City Centre Quick Wins	RCCO	68,719	0
<b>Deputy Leader</b>			
Member ICT	Specific Provision	50,000	0
Featurenet	Specific Provision	48,097	76,000
Legal Services consultants fees	General Provision	49,323	0
<b>Cabinet Secretary</b>			
Counsels fees	General Provision	(4,725)	0
Empty property business rates	Specific Provision	154,608	261,081
Bridges Income shortfall	General Provision	249,307	427,000
Repairs and Renewals	Specific Provision	250,000	0
<b>Children and Learning City</b>			
Empty property business rates	Specific Provision	13,612	22,986
Hendon Old Orphanage – Security costs	Specific Provision	67,324	91,000
Independent Care Services	Specific Provision	215,746	390,000
Independent Safeguarding Authority Responsibilities	Specific Provision	150,000	150,000
Counsel's fees	General Provision	263,767	370,000
<b>Prosperous City</b>			
Economic Downturn - Evolve Rents	Specific Provision	164,246	100,000
Quick Wins – Business Support	RCCO	113,160	0
Quick Wins – City Centre	RCCO	225,910	0
<b>Health and Well Being</b>			
Empty property business rates	Specific Provision	8,843	14,933
Strategic Investment Plan - Community Sports Facilities	Specific Provision	41,622	0
Southwick Sports Hall	Specific Provision	3,146	0
Legal Costs	General Provision	103,531	0
Flood Risk Management	Specific Provision	3,800	120,000
Sport and Leisure – Economic Downturn	Specific Provision	414,984	393,000
Disabled Facilities Grant	RCCO	570,000	0

**Appendix A (Continued)**

**Cabinet Meeting - 20<sup>th</sup> June 2012**

**Variations Necessitating Contingency Transfers 2011/2012**

<b>Portfolio</b>	<b>Justification / Approval</b>	<b>2010/2011 £</b>	<b>Full Year Effect £</b>
<b>Safer City and Culture</b>			
World Heritage	Specific Provision	51,019	105,000
Festivals and Events	RCCO	230,000	0
<b>Attractive and Inclusive City</b>			
Fuel Inflationary Increase	Specific Provision	181,000	181,000
Strategic Investment Plan – Fly tipping	Specific Provision	50,000	0
New adoptions	Specific Provision	50,000	50,000
Tavistock car park income	Specific Provision	161,000	0
Car Parks Income	Specific Provision	200,000	0
Street Scene Apprentices	Specific Provision	4,000	230,000
Kerb it vehicle replacement	Specific Provision	124,000	294,000
Landfill tax	Specific Provision	347,148	1,217,000
<b>Sustainable Communities</b>			
Carbon Reduction Commitment	General Provision	257,643	320,000
Utilities inflationary increase	Specific Provision	961,884	893,000
<b>Improvement Programme Efficiencies</b>			
Improvement Efficiencies		(134,178)	0
Flexible Working Efficiencies		(173,890)	0
Strike Deductions		(238,069)	0
Training Efficiencies		(234,561)	0
Salix Savings		(31,656)	0
<b>Transfers to Reserves In Respect of Future Years Commitments</b>			
Flood Risk Management	Specific Provision	116,200	0
Strategic Investment Reserve	Specific Provision	2,500,000	0
Planned use of one off savings from the provision Strategic Waste Solution to support transitional costs		4,035,000	
<b>Portfolio Total</b>		<b>12,377,411</b>	<b>5,756,000</b>

**Cabinet Meeting 20th June 2012**  
**Virements over £55,000 for the Final Quarter 2011/2012**

	<b>Transfer From £000</b>	<b>Transfer To £000</b>
General Balances	7,584	
Transfer to :		
Strategic Investment Reserve		7,584
<b>TOTAL</b>		

**Cabinet Meeting 20<sup>th</sup> June 2012  
Major Variations 2011/2012**

Where the issues which were identified during 2011/2012 continue into 2012/2013 the impact is referred to below and at section 5.5 of the main report.

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 of the main report.

**Leader**

The portfolio achieved a balanced budget position after taking account of vacancy management savings. The following is drawn to Members attention:

- Design and Print  
As previously reported the service has been subject to major review during 2011/2012 due to the continued challenges faced by the service in relation to income generation. A shortfall in income of £0.646m has been met from the overall contingency position. A new service delivery model is now in place.

**Deputy Leader**

The portfolio is £0.211m below its delegated budget which is in relation to earmarked resource for externally funded projects. There are no issues to draw to Members attention.

**Cabinet Secretary**

The portfolio is £0.101m below its delegated budget which is in relation to earmarked resource for externally funded projects. The following is drawn to Members attention:

- Economic Downturn  
Rental income received in respect of the Bridges shopping centre has resulted in a shortfall in income of £0.249m primarily due to rental concessions. This has been met from within the overall contingencies position.

The potential ongoing impact was provided for in setting the 2012/2013 contingencies budget.

- Port  
The Port has continued to improve its performance during 2011/2012 resulting in a surplus against budget of £0.384m. This represents a significant improvement on the outturn position for 2010/2011. This is as a result of an increase in activity and income levels. It is proposed that the surplus be transferred to the Port reserve to fund continued investment in the facilities at the Port in order to cement the improved position.

## **Children and Learning City**

The portfolio is £0.015m below its delegated budget after taking account of vacancy management savings. The surplus relates to the school meals client function and will be ringfenced for future investment. The following area is also drawn to members attention:

- **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 2010/2011 outturn stage with the earmarking of specific reserves to address the position in 2011/2012 alongside specific contingency allocation. The outturn position is a budget shortfall of £1.411m, which can be contained within earmarked resources.

A similar level of deficit is projected for 2012/2013 which can be met from specific contingency and earmarked resources available. The continued 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 and a review of the Looked After Children Strategy is currently being undertaken.

## **Prosperous City**

The portfolio achieved a break even position after taking account of vacancy management savings. The following is drawn to members attention:

- **E-volve**  
The unit has suffered a shortfall in income of £0.164m which has been met from the contingency for economic downturn. The unit continues to be actively marketed.
- **Training Centres**  
The council's two training centres, Riverside and ITEC, have seen a reduction in workplace placement income as a result of general economic conditions combined with a retrospective clawback of funds by the Skills Funding Agency in relation to reducing apprenticeship numbers resulting in a shortfall in income of £0.243m. This has been contained within the overall portfolio position. A management review of the service is on-going with the aim to mitigate the position on-going.

## **Healthy and Well Being**

The portfolio is £0.020m below its delegated budget after taking account of pooled budget surpluses of £0.139m and vacancy management savings. The following areas are drawn to members attention:

- **Independent Residential / Nursing Care and Community Living Schemes**  
Increased demand for the services, and a delay in finalising fee levels payable to providers has resulted in an overspend in this service area of £2.804 million primarily in relation to Older People. One off funding from delegated balances and reserves has been utilised to meet this pressure in 2011/2012.

The increasing demand pressures represent an on-going pressure of approximately £0.786m which the directorate is seeking to address through the 15 year strategy to prevent people going into residential and nursing care. The position will be monitored closely during 2012/2013.

- Independent Home Care and Community Support  
Delays in the implementation of reablement and alternative services have resulted in the service being over budget by £0.985 million. One off funding from delegated balances and reserves has been utilised to meet this pressure in 2011/2012.

This represents an ongoing pressure into 2012/2013 of £0.540m which the directorate is seeking to manage through personal budgets whereby alternative cost effective solutions to meet users needs will be utilised.

- Health Funding  
During 2011/2012 the council received £1.779m funding from the Health Authority to deliver projects which will benefit social and health care. These projects have been agreed but will not commence until 2012/2013 and as such this funding will be earmarked for this purpose.
- Housing Related Support  
Plans to deliver a £2.0m efficiency saving were delayed resulting in a one off pressure which has been funded from delegated balances and reserves. It is anticipated that the £2.0m saving will be fully delivered on an on-going basis.
- Pooled Budgets  
Pooled budget surpluses of £139,000 are ringfenced to meet service demands in 2012/2013:
  - Learning Disabilities Difficult to Place clients had an overall surplus of £0.085m as a result of more cost effective accommodation solutions.
  - Intermediate Care Service had an overall surplus of £0.029m which will be carried forward and re-invested within the service to prevent hospital admissions and facilitate hospital discharges.
  - Mental Capacity Act / Deprivation of Liberty Pooled budget generated savings of £0.025m from general running expenses.

Demand pressures have resulted in a deficit on the Community Equipment pooled budget of £0.378m of which Health, Housing and Adult Services share is £166,000 which has been contained within the Directorates overall position. Provision for increased demand has been provided for within the 2012/13 base budget.

- Sport and Leisure  
As previously reported the service continues to be adversely affected by the impact of the economic downturn with a shortfall in income of £0.415m following mitigating actions which has been met from the overall contingency position.

The shortfall for 2012/2013 is estimated at £393,000, with a range of measures being actioned to offset this position

### **Safer City and Culture**

The portfolio is £192,000 below its delegated budget after taking account of vacancy management savings. The following areas are drawn to members attention:

- **Safer Communities**  
A surplus of £0.101m has arisen within safer communities service relating to the phasing of a number of projects and utilisation of ringfenced funding. This service area has seen reduced funding through Home Office Grant in 2011/2012 and 2012/2013 with further uncertainties arising from the Police Reform and Social Responsibility Act 2011. It is proposed to earmark this surplus to assist in addressing potential future issues.
- **Drug and Alcohol Service**  
An underspending of £0.071m has arisen due a reduction in client placements within the service and cost savings.

### **Attractive and Inclusive**

The Portfolio achieved a break even position at the end of 2011/2012 after taking account of vacancy management savings. The following areas are drawn to members attention:

- **Responsive Local Services**  
A deficit of £194,000 has arisen from a combination of lower than anticipated fees from schools for grounds maintenance services and higher than anticipated transport costs. The position has been met from savings elsewhere in the directorate. The position in respect of schools income is set to continue into 2012/2013 and the Directorate are identifying actions to address this position ongoing.
- **Commercial Catering**  
As reported at the third review the service continued to identify and implement a number of initiatives aimed at generating additional income however the service has continued to operate at a deficit, with a shortfall of £78,000. This position has been contained within the overall Directorate budget.

### **Sustainable Communities**

The portfolio is £48,000 below its delegated budget after taking account of vacancy management savings. The surplus has arisen due to additional income achieved from Housing in Multiple Occupancy licences. The surplus has been utilised in meeting the overall Health Housing and Adult budget pressures in 2011/2012. In addition the following is drawn to Members attention:

- **Carbon Reduction Commitment**  
The Carbon Reduction Commitment Energy Efficiency Scheme is a mandatory carbon trading scheme which Sunderland Council is required to participate in. The cost arising for 2011/2012 was £0.257m which has been met from the overall contingencies position. The ongoing position was included in the budget setting process for 2012/2013.

**Responsive Local Services and Customer Care**

The portfolio is £94,000 below its delegated budget in relation to the Strategic Initiative budget and has been ring fenced for the same purpose in future years.

Cabinet Meeting 20<sup>th</sup> June 2012

## Statement of General Fund Balances

	£000	£000
<b>Revised Estimate of Balances as at 31st March 2012</b>		<b>7.570</b>
<b>Additions / Variations to Revised Estimate Balances</b>		
Ring fenced Salaries, Unutilised Contingencies and non delegated budgets		7.584
<b>Transfer to Earmarked Reserves</b>		
Strategic Investment Reserve		(7.584)
<b>Balances 31st March 2012</b>		<b>7.570</b>
<b>Use of Balances 2012/2013</b>		
Contribution to Revenue Budget		(2.272)
Transfer from Strategic Investment Reserve to support transitional costs		2.272
<b>Estimated Balances 31<sup>st</sup> March 2013</b>		<b>7.570</b>

Cabinet Meeting 20<sup>th</sup> June 2012

## Major Earmarked Reserves - Position Statement

Title and Purpose of Earmarked Reserve	Opening Balance 1/4/2011 £'000	Movement during 2011/2012 £'000	Closing Balance 31/3/2012 £'000
<b>Strategic Investment Reserve</b> A reserve established to address some of the Council's key developments, strategic priorities and address other major liabilities.	61,313	9,421	70,734
<b>Council Directorates - Delegated Budget Surpluses</b> 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.	9,973	(4,563)	5,410
<b>Schools Delegated Budget Surpluses</b> 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. To encourage in year efficiencies that support the long term stability of the school, the Schools Forum will continue to allow schools to carry forward above the 5% and 8%.	8,090	2,551	10,641
<b>Insurance Reserve</b> This reserve has been established to provide for potential claims associated with the housing stock transfer, future claims increases, the Port and and risk management funds. The reserve is also intended to cover the excess element of any significant claims in relation to Fire Insurance and Official and Professional Indemnity liability claims should they arise in the future.	3,948	(263)	3,685
<b>Street Lighting PFI Smoothing Reserve</b> 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.	7,064	(382)	6,682
<b>Unutilised RCCO Reserve</b> This reserve consists of unutilised direct revenue financing and is fully earmarked to fund capital projects previously approved.	6,494	(3,318)	3,176
<b>Strategic Investment Plan Reserve</b> A reserve to fund the Council's contribution to its Strategic Investment Plan approved by Council in April, 2008.	9,837	(1,788)	8,049

**Cabinet Meeting – 20th June 2012**  
**Variations Necessitating Contingency Transfers 2012/2013**

	<b>Justification / Approval</b>	<b>2012/13 £</b>	<b>Full Year Effect £</b>
<b>Cabinet Secretary</b>			
Asbestos Management Survey	General Provision	249	249
<b>Public Health, Wellness and Culture</b>			
HMS Ocean visit	General Provision	15,000	0
Corporate Procurement Efficiencies		(35,958)	(35,958)
Improvement Programme Efficiencies		(71,770)	(71,770)
Flexible Working Efficiencies		(353,473)	0
Salix Savings		(31,656)	(31,656)
<b>Portfolio Total</b>		<b>(477,608)</b>	<b>(139,135)</b>

## Revenue Budget Position After First Review 2012/2013

	2012/13 Budget	Budget Transfers	Transfers from Contingency fund	First Review 2012/2013
	£'000	£'000	£'000	£'000
<b>Portfolio</b>				
Leader	7,302	(52)	(7)	7,243
Deputy Leader	5,377	26	(115)	5,288
Cabinet Secretary	6,941	17	(99)	6,859
Children's Services	53,962	59	(124)	53,897
Health, Housing and Adult Services	69,488	(14)	(80)	69,394
Public Health, Wellness and Culture	17,882	66	(7)	17,941
City Services	44,796	(110)	(20)	44,666
Responsive Services and Customer Care	4,379	8	(26)	4,361
<b>Portfolio Expenditure</b>	<b>210,127</b>	<b>0</b>	<b>(478)</b>	<b>209,649</b>
<b>Contingencies and Strategic Priorities</b>	20,925	0	478	21,403
<b>Technical Adjustments</b>	(22,976)	0	0	(22,976)
<b>Levies</b>	15,709	0	0	15,709
<b>Capital Financing Costs:</b>				
Revenue Contributions to Capital Programme	2,570	0	0	2,570
Debt Charges and Interest	20,959	0	0	20,959
<b>Total Expenditure</b>	<b>247,314</b>	<b>0</b>	<b>0</b>	<b>247,314</b>
Use of Balances	(2,272)	0	0	(2,272)
<b>Net Budget Requirement</b>	<b>245,042</b>	<b>0</b>	<b>0</b>	<b>245,042</b>



**CABINET MEETING – 20th June 2012**  
**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

Capital Programme Outturn 2011/2012

**Author:**

Executive Director of Commercial and Corporate Services

**Purpose of Report:**

This report details the Council's capital programme outturn for 2011/2012.

**Description of Decision:**

Cabinet is asked to approve amendments to the Capital Programme since it was reported to Council in March 2012 and to note the projected outturn position for 2011/2012.

**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 note variations in the Capital Programme which have arisen since the 2011/2012 Capital Programme was previously reported to Cabinet.

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

No alternative options are proposed.

**Impacts analysed:**

Equality  Privacy  Sustainability  Crime and Disorder

**Is this a "Key Decision" as defined in the Constitution?**

Yes - new capital projects detailed at Appendix B estimated to cost above £250,000.

**Is it included in the Forward Plan?**

Yes

**Scrutiny Committee:**



## **Cabinet – 20th June 2012**

### **Capital Programme Outturn 2011/2012**

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

#### **1. Purpose of Report**

1.1 This report details the Capital Programme Outturn for 2011/2012.

#### **2. Description of Decision:**

2.1 Cabinet is asked to approve amendments to the Capital Programme since it was reported to Council in March 2012 and to note the projected outturn position for 2011/2012.

#### **3. Introduction**

3.1 The capital programme outturn position for 2011/2012 detailed below reflects both positive performance and robust budget management across the programme, with the majority of planned activity delivered and expenditure retained within budget.

#### **4 Capital Outturn 2011/2012**

4.1 Since the last capital review in January 2012 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 £6.353m (circa 10%) which has led to a final outturn position of £56.847m in 2011/2012.

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

- Reprofiling of expenditure between 2011/2012 and future years amounts to £7.648m
- Additional schemes and scheme variations approved since the Capital Programme was last reported leading to a net increase of £1.164m
- Technical adjustments amounting to £0.131m primarily in respect of transfers between capital and revenue programmes.

#### **4.3 Reprofiled Expenditure between 2011/2012 and future years**

4.3.1 The expenditure and resources to be reprofiled between 2011/2012 and future years since the third capital review was reported amount to £7.648m and are detailed at Appendix A. The primary reasons for this reprofiling relate to external influences outside of the Council's control. The schemes where there has been significant reprofiling of expenditure and resources are set out below.

#### 4.3.2 **Leader**

##### **Vaux Advance Site Works**

Estimated expenditure of £0.611m has been reprofiled into 2012/2013 following delays arising from the need to clear and make safe asbestos discovered on the site. Work is currently progressing with the construction of the temporary car park, cultivation works, fencing and lighting.

#### 4.3.3 **Children and Learning City**

##### **Schools Devolved Formula Capital (DFC)**

Devolved Formula Capital Grant is subject to a three year approval and each school receives an annual grant allocation to be used to support capital expenditure needs identified in the Schools Asset Management Plan. The grant is based upon schools' pupil numbers from the previous academic year and although the local authority monitors the purposes for which schools use this funding, the timing of spend is outside of the control of the Council. Expenditure of £0.287m has been reprofiled from 2012/2013 into 2011/2012 as schools have reviewed their capital priorities during the financial year.

##### **Schools Asset Management Priorities**

Expenditure of £0.572m has been reprofiled from 2011/2012 into 2012/2013 to enable works to be undertaken during Easter school holidays in April and therefore minimise disruption to staff and pupils.

#### 4.3.4 **Prosperous City**

##### **Software Centre**

Finalisation of the the information and communication technology fit out at the Software Centre has led to a requirement to reprofile spend of £1.535m from 2011/2012 into 2012/2013, the building is now scheduled to open in mid September 2012.

##### **Market Square**

Estimated expenditure of £0.340m in respect of the environmental improvements to Market Square has been reprofiled into 2012/2013 due to the temporary suspension of work during December and January to allow Café Nero to be constructed at the entrance to the Bridges. The work is due to be completed by the end of June 2012.

#### 4.3.5 **Health and Well Being**

##### **Extra Care**

The completion date for the purchase of three reablement apartments at Bramble Hollow was 3<sup>rd</sup> April 2012 and consequently £0.296m has been reprofiled into 2012/2013 to meet this cost.

#### 4.3.6 **Attractive and Inclusive City**

##### **Sunderland Strategic Transport Corridor (New Wear Crossing)**

Estimated expenditure of £0.314m has been reprofiled into 2012/2013 as a result of the deferred CPO Public Inquiry to April 2012 and to meet the final design stage costs.

##### **Southern Radial Route**

Estimated expenditure of £0.542m has been reprofiled into 2012/2013 in respect of the remaining land acquisition costs arising from compulsory purchase orders. The timing of expenditure is dependent on the outcome of negotiations with landowners and their legal representatives.

##### **Central Car Park Demolition**

The demolition of the central car park and majority of associated works were completed during 2011/2012. Conclusion of final account requirements with the contractor has led to the need to reprofile £0.264m into 2012/2013 to meet remaining financial commitments.

#### 4.3.7 **Sustainable Communities**

##### **Area Renewal**

The timing of expenditure on area renewal is difficult to forecast and is dependent on legal agreements being reached with property owners in the area. Estimated expenditure of £0.888m has been reprofiled into 2012/2013 in respect of the Area Renewal Programmes to meet the cost of the remaining property acquisitions in Maudlin Street and the purchase of industrial premises including the former dairy.

#### 4.4 **Additional Schemes and Cost Variations 2011/2012**

4.4.1 A variety of fully funded schemes and cost reductions (including technical adjustments) as a result of finalising scheme details have been included in the programme leading to a net increase of £1.295 million as set out in Appendix A.

#### 5. **Reasons for Decision**

5.1 To report on the outturn position compared to the budget for 2011/2012.

#### 6. **Alternative Options**

6.1 No alternative options are proposed.

#### 7. **List of Appendices**

7.1 Appendix A - Reprofiting of Expenditure and Resources between 2011/2012 and future years and other capital scheme variations to those previously reported

#### 8. **Background Papers**

Sunderland City Council Capital Programme 2011/12 to 2015/16

## Appendix A

### Reprofiling of Expenditure and Resources between 2011/2012 and future years

	£000	£000
<b>Reprofiling into 2012/2013</b>		
<b>Leader</b>		
Strategic Land Acquisitions –approved by Cabinet 15 <sup>th</sup> February 2012	419	
Vaux Advance Site Works	(611)	(192)
<b>Cabinet Secretary</b>		
Other Schemes		(50)
<b>Deputy Leader</b>		
Telephony Upgrade – procurement agreed April 2012	(200)	
Call Manager Replacement – currently being reviewed following building rationalisation	(254)	
Other Schemes	(427)	(881)
<b>Children and Learning City</b>		
Schools Devolved Funding	287	
Asset Management Programme	(572)	
Other Schemes	(76)	(361)
<b>Prosperous City</b>		
Software Centre	(1,535)	
Market Square	(340)	
Quick Wins – street scene improvements to reflect timing of utility works	(182)	
Economic Development Provision – Spend relates to compliance with grant conditions	(162)	
Other Schemes	35	(2,184)
<b>Health and Well Being</b>		
Extra Care – Bramble Hollow	(296)	
Other Schemes	(450)	(746)
<b>Responsive Services</b>		
Other Schemes		(176)
<b>Safer City and Culture</b>		
Other Schemes		(97)
<b>Attractive and Inclusive City</b>		
Major Highways Schemes – Southern Radial Route	(542)	
Sunderland Strategic Transport Corridor	(314)	
Central Car Park demolition	(264)	
Crematorium – main building works completed, canopy entrance works required 2012/2013	(179)	
Seafront Marine Walk – interpretation trails, pods and caves completed in 2012/2013	(159)	
Other Schemes	(469)	(1,927)
<b>Sustainable Communities</b>		
Area Renewal – Negotiations ongoing with owners on acquisition of assets	(888)	
Other Schemes	(146)	(1,034)
<b>Total Reprofiling</b>		<b>(7,648)</b>

## Appendix A

### Other 2011/2012 variations from those previously reported

	£000	£000
<b>Additional Schemes and Revisions to Scheme Costs 2011/2012 - Fully Funded</b>		
<b>Children and Learning City</b>		
City Learning Centres – funding from specific grant	208	
Biddick School all weather pitch upgrade – funded by school and Education grants	64	272
<b>Prosperous City</b>		
Sheepfolds Asset Acquisitions - approved by Cabinet 14 <sup>th</sup> March 2012 funded by HCA		755
<b>Health and Well Being</b>		
Learning Disabilities Service Resettlement Scheme – additional works funded by PCT		80
<b>Attractive and Inclusive City</b>		
Recycling Bring Sites – new containers and skips provided through the Council's Waste Disposal Contract		(147)
Other Fully Funded Additional Schemes and Variations		204
<b>Total Additional / Amended Schemes</b>		<b>1,164</b>
<b>Technical Adjustments 2011/2012</b>		
<b>Deputy Leader</b>		
Corporate Computing Model – expenditure and funding transferred to revenue		(281)
<b>Health and Well Being</b>		
Regional Loans Scheme – scheme costs recovered from third party contributions		241
<b>Prosperous City</b>		
Ryhope Community Association Roof – expenditure and funding transferred from revenue		118
<b>Software Licenses</b>		
Funded from Directorate Resources– expenditure and funding transferred from revenue		53
<b>Total Technical Adjustments</b>		<b>131</b>
<b>TOTAL VARIATIONS 2011/2012</b>		<b>(6,353)</b>



**CABINET MEETING – 20 JUNE 2012**  
**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**  
**SCHOOLS CAPITAL WORKS PROCUREMENT**

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

**Purpose of Report:**  
This report seeks approval to procure and appoint a contractor(s) to undertake major capital works at Monkwearmouth School and Highfield Primary School

**Description of Decision:**  
Cabinet is asked to approve permission to:

- procure capital works in excess of £250,000.00 and to appoint a contractor for the window replacement scheme at Monkwearmouth School
- procure capital works in excess of £250,000.00 and to appoint a contractor to construct an extension at Highfield Primary School

**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 enable priority building improvement works to take place at Monkwearmouth School
- To increase the teaching accommodation at Highfield Primary School to provide new pupil places

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

The alternative option would be not to agree to the procurement process which would result in these priority projects being delayed and the possible loss of associated funding.

**Impacts analysed:**

**Equality**  **Privacy**  **Sustainability**  **Crime and Disorder**

<b>Is this a “Key Decision” as defined in the Constitution?</b> Yes	<b>Scrutiny Committee:</b>
<b>Is it included in the Forward Plan?</b> Yes	<b>Scrutiny Lead Member for Children’s Services</b>

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

**SCHOOLS CAPITAL WORKS PROCUREMENT**

**1. PURPOSE OF THE REPORT**

- 1.1 This report seeks approval to procure and appoint a contractor(s) to undertake major capital works at Monkwearmouth School and Highfield Primary School.

**2. DESCRIPTION OF DECISION**

- 2.1 Cabinet is asked to approve permission to:
- procure capital works with a value in excess of £250,000.00 and to appoint a contractor to undertake the window replacement scheme at Monkwearmouth School
  - procure capital works with a value in excess of £250,000.00 and to appoint a contractor to construct an extension at Highfield Primary School.

**3. BACKGROUND**

**Monkwearmouth School Project**

- 3.1 Monkwearmouth School is a secondary school which provides education to over 1100 pupils. Its existing buildings date from 1960 and despite capital investment to some areas of the school some blocks retain many of the original features.
- 3.2 Recent building surveys have identified that a programme of window replacements is a priority as a result of their condition. Of highest priority are those to the main four storey teaching block and are estimated to cost £370,000.00 to renew.

**Highfield Primary School Project**

- 3.3 A report to Cabinet in April 2012 highlighted pressure on school places in the Washington and South areas of the City. Members agreed that the Published Admission Numbers (PANs) at Highfield Primary School, Biddick Primary School and George Washington Primary School be increased from 45 to 60, 30 to 50 and 60 to 70 respectively, to meet the pressure on places in those areas. The increase in PAN at Highfield was to deal with a trend of oversubscription and successful appeals as well as planning for a proposed housing development in the immediate vicinity of the school, which will result in additional demand for places. The places at Biddick and George Washington are to meet an increased demand for places in Washington, due to the increase in the

birth rate. The estimated cost of the works at Biddick and George Washington Primary Schools is below £250,000 for each project and so is reported as part of the general Capital Reporting arrangements.

- 3.4 To facilitate the increase in pupil numbers at Highfield Primary School it is proposed that the existing school building be extended to provide two additional class bases, which will increase the capacity of the school from 315 pupils to 420 pupils. The estimated cost of the proposed works is £300,000. Funding for all three projects will be from the Local Authority's Basic Need allocation of funding, which is to available to ensure sufficiency of school places.

#### **4. PROJECT DESCRIPTION**

- 4.1 At Monkwearmouth School the works will comprise the removal of the dilapidated, painted and single glazed steel frames. These will be replaced with double glazed, powder coated aluminium window frames with decorative insulation panels. Resulting benefits will be a low maintenance solution giving significantly improved sound and thermal insulation qualities.
- 4.2 At Highfield Primary School the proposed new extension will comprise two new class bases for pupils in key stage 1. The class base to accommodate the reception age pupils will also have a direct link to the existing early year's area so as to maintain a seamless learning environment. Each base will be equipped with modern IT and internet provision, with separate practical areas and toilet facilities.

#### **5. PROJECT DETAILS**

- 5.1 Both projects are programmed to begin in July 2012, subject to Cabinet approval.

#### **6. REASONS FOR DECISION**

- 6.1 To enable priority building improvement works to take pace at Monkwearmouth School.
- 6.2 To increase the teaching accommodation at Highfield Primary School to provide new pupil places.

#### **7. ALTERNATIVE OPTIONS TO BE CONSIDERED AND REJECTED**

- 7.1 The alternative option would be not to agree to the procurement process which would result in these priority projects being delayed and the possible loss of associated funding.

#### **8. FINANCIAL IMPLICATIONS**

- 8.1 The capital costs associated with the replacement of windows at Monkwearmouth School are to be funded from Children's Services 2012/13 Capital Maintenance Funding.

- 8.2 The capital costs for all works at Highfield Primary School are to be funded from Children's Services 2012/13 Basic Need allocation.

## **9 RELEVANT CONSULTATIONS**

- 9.1 All partners have been consulted including Monkwearmouth School, Highfield Primary School, Children's Services, City Services, and local ward members.

## **10. IMPACT ANALYSIS**

- 10.1 **Sustainability:** All works at Monkwearmouth School and Highfield Primary have been designed and specified using modern sustainable materials. The introduction of new double glazed units, passive lighting control and high levels of insulation will reduce energy use in those buildings effected. Life cycle maintenance costs will be reduced by the introduction of powder coated aluminium window frames removing requirement for redecoration.

## **10. BACKGROUND PAPERS**

- 10.1 Cabinet report 14<sup>th</sup> March 2012



**CABINET MEETING – 20 June 2012**  
**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

ANNOUNCED INSPECTION OF SAFEGUARDING AND LOOKED AFTER CHILDREN'S SERVICES

**Author(s):**

Executive Director of Children's Services

**Purpose of Report:**

To provide Cabinet with the final inspection report and draft action plan arising from the recently successful announced inspection of safeguarding and looked after children's services

The announced inspection report was published on the Ofsted website on 10 April and graded Sunderland as being 'good' against each of the four headline inspection judgements (i.e. the 'overall effectiveness' and 'capacity for improvement' of both safeguarding and looked after children services).

**Description of Decision:**

Cabinet is recommended to note and comment on the contents of the report and the associated improvement actions the Council and its partners are undertaking in response.

**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 enable Cabinet to consider and comment on the contents of the report and the associated improvement actions the Council and its partners are undertaking in response

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

No alternative options are considered appropriate.

**Impacts analysed:**

Equality  Y Privacy  N/A Sustainability  Y Crime and Disorder  N/A

**Is this a “Key Decision” as defined in the Constitution?**

~~Yes~~/No

**Is it included in the Forward Plan?**

~~Yes~~/No

**Scrutiny Committee:**

**Scrutiny Lead Member for Children’s Services**

## CABINET – 20 June 2012

### ANNOUNCED INSPECTION OF SAFEGUARDING AND LOOKED AFTER CHILDREN'S SERVICES

#### Report of the Executive Director of Children's Services

##### 1.0 Purpose of the report

- 1.1 To provide Cabinet with the final inspection report and draft action plan arising from the recently successful Ofsted announced inspection of safeguarding and looked after children's services.
- 1.2 The announced inspection report was published on the Ofsted website on 10 April and graded Sunderland as being 'good' against each of the four headline inspection judgements (i.e. the 'overall effectiveness' and 'capacity for improvement' of both safeguarding and looked after children services).

##### 2.0 Description of Decision (Recommendations)

- 2.1 Cabinet is recommended to note, and comment on, the contents of the report and the associated improvement actions the Council and its partners are undertaking in response.

##### 3.0 Introduction / Background

- 3.1 Since April 2009 Ofsted and the Care Quality Commission (CQC) have been undertaking a three year programme of announced inspections of safeguarding and looked after children's services, which evaluate how well agencies and services in an area work together in order to safeguard and improve outcomes for children and young people including looked after children.
- 3.2 The inspections are multi-agency, and a key focus is the contribution of Health agencies to the achievement of outcomes for the children and young people. As a result, a CQC inspector spends 100% of their time assessing the work of Health partners during the inspection.
- 3.3 By the end of July 2012 all single and upper tier local authorities will have been inspected against a set of specific criteria (i.e. the evaluation schedule and grade descriptors) which is then graded using the following judgements:

**Table 1: Ofsted grading criteria**

Outstanding (Grade 1)	A service that significantly exceeds minimum requirements
Good (Grade 2)	A service that exceeds minimum requirements
Adequate (Grade 3)	A service that only meets minimum requirements
Inadequate (Grade 4)	A service that does not meet minimum requirements

- 3.4 For both Safeguarding Services and Services for Looked after Children, local authorities are given a separate grading by Ofsted to indicate their 'overall effectiveness' and 'capacity for improvement'. These four headline

judgements are underpinned by a further 18 judgements (8 for safeguarding and 10 for looked after children) which relate to specific outcomes and elements of service management.

#### **4.0 Current Position**

#### **4.1 The inspection process**

4.1.1 On 6 February 2012 the Executive Director of Children's Services was informed that Sunderland City Council and its partners were to be inspected. This immediately triggered a 45 day inspection period (up until 10 April), which included a two week on-site inspection visit by a team of six inspectors (five from Ofsted and one from CQC).

4.1.2 The on-site inspection was undertaken between 20 February and 2 March 2012 (on days 11 to 20 of the 45 day process). During this period the inspectors spoke to a range of stakeholders including:

- 37 children and young people
- 20 parents and carers receiving services
- Front line staff and managers
- Senior officers
- Elected members
- A range of community representatives
- Front line professionals, managers and senior staff from partner agencies

4.1.3 The inspectors also reviewed 84 case files and undertook analysis and evaluation of a number of documents and reports from a variety of sources. Evidence that the inspectors considered included:

- The council's self assessment and a suite of supporting case studies and briefing notes
- The findings of the safeguarding peer challenge undertaken in December 2011
- Progress made against the four areas for development identified during the Ofsted unannounced inspection of contact, referral and assessment in October 2011

4.1.4 The final report was published on Ofsted's website on 10 April 2012. A copy of the report is attached as **appendix 1**.

#### **4.2 The inspection findings**

4.2.1 As mentioned in paragraph 3.4 above, the inspectorates score each council and its partners against 22 judgements – four headline judgements and a further 18 supporting judgements.

4.2.2 Sunderland was awarded a score of 'good' for all four of the headline judgements. 17 of the 18 supporting judgements were 'good', with the

remaining judgement being 'adequate'.

**Table 2: Ofsted Judgements**

JUDGEMENT	SCORE
<b>Safeguarding services</b>	
Overall effectiveness	Good
Capacity for improvement	Good
<b>Safeguarding outcomes for children and young people</b>	
Children and young people are safe and feel safe	Good
Quality of provision	Adequate
The contribution of health agencies to keeping children and young people safe	Good
Ambition and prioritisation	Good
Leadership and management	Good
Performance management and quality assurance	Good
Partnership working	Good
Equality and diversity	Good
<b>Services for looked after children</b>	
Overall effectiveness	Good
Capacity for improvement	Good
<b>How good are outcomes for looked after children and care leavers?</b>	
Being healthy	Good
Staying safe	Good
Enjoying and achieving	Good
Making a positive contribution, including user engagement	Good
Economic well-being	Good
Quality of provision	Good
Ambition and prioritisation	Good
Leadership and management	Good
Performance management and quality assurance	Good
Equality and diversity	Good

4.2.3 The one area where Sunderland was judged to be 'adequate' was the quality of provision in safeguarding. The inspectors explained that the primary reason for this was the inconsistent quality of assessments and plans. This was already a priority for the service and considerable work has been undertaken in recent years to have the infrastructure in place which would support an improvement in quality, for example ensuring a stable workforce through the recruitment and retention strategy, and making changes to the IT system (ICS / CCM) to facilitate qualitative thinking. However, the service recognises that there is still more to be done and so will be increasing its focus on quality throughout the next year.

4.2.4 The key findings for safeguarding and looked after children services which supported the inspectorates' headline judgements of 'overall effectiveness' and 'capacity for improvement' are provided below. The inspectorates also identified a small number of 'areas for improvement' which are to be addressed within a specified timescale, these are also outlined below.

#### **4.2.5 Safeguarding services - Overall effectiveness**

- Overall effectiveness is good
- Leaders within the council and its partners give safeguarding a high priority
- Services continue to develop and improve in a very challenging financial climate
- Efforts have been focused on ensuring a stable workforce
- Performance in most areas has been sustained and in some areas improved
- Actions arising from the unannounced inspection have been addressed promptly and proportionately
- Safeguarding concerns are responded to effectively to ensure children are safe
- Decision making processes have been strengthened to avoid unnecessary statutory investigations
- Assessments are generally undertaken in a timely manner although the overall quality requires improvement
- The views of children and families are not always sufficiently evident in assessments and the contribution of all agencies involved is not always clear
- Children are not always seen alone
- Child protection plans are generally robust although some could be more specific so that progress can be assessed more effectively.
- Child protection conferences are effective and ensure children are safeguarded appropriately
- Minutes of some conferences and core groups are not sufficiently specific and detailed
- Multi-agency thresholds have been revised as a result of insufficient understanding
- The Common Assessment Framework (CAF) is an acknowledged area for development and the process is being reviewed
- The management culture is consultative and supportive
- Children's services controls its budget effectively and uses resources well
- Performance management is good
- Some aspects of quality assurance, such as the casefile auditing process, could be improved to drive overall improvement more rapidly
- Sunderland Safeguarding Children Board (SSCB) provides effective oversight and leadership
- A wide range of partners are actively engaged with the SSCB
- Health agencies contribute well to safeguarding, with several areas of good practice (e.g. support for children with complex needs, contraceptive and sexual health)

#### **4.2.6 Safeguarding services - Capacity for improvement**

- Capacity for improvement is good
- The council and its partners have a good understanding of the key strengths and weaknesses
- Thorough needs assessment and robust performance management framework
- Elected members are well informed of key issues, enabling them to

- respond appropriately to changing demands
- The council has been able to establish and act upon key priorities
- Plans are in place to address ongoing areas for development
- The Children's Trust's priorities appropriately include the most vulnerable children, and are based on an ambitious shared vision

#### **4.2.7 Safeguarding services - Areas for improvement**

##### **Immediately:**

- Ensure that all assessments clearly identify risk and protective factors and include contributions from partner agencies who are involved with the family
- Ensure that all assessments take into full account the views of children and families and that children are seen alone, when appropriate

##### **Within three months:**

- Ensure that all child protection plans are specific and measurable including clear timescales for action and that all core group discussions are effectively minuted so that progress can be monitored more effectively
- Review the chairing of conferences to ensure that they are chaired by professionals who have the requisite experience and expertise to undertake this role
- Northumberland, Tyne and Wear NHS Foundation Trust to ensure that revised pathways of care are effectively implemented for children and families who need specialist services from CAMHS
- Ensure, as far as is practically possible, that the ethnicity of all staff is known so that the local authority can evaluate accurately whether the workforce reflects the diversity of the local population

##### **Within six months:**

- The local authority designated officer's (LADO) annual report should include more detailed analysis of activity to ensure senior managers and partner agencies have a good understanding of the effectiveness of the service
- Reporting of private fostering arrangements should be more robust to ensure that senior managers are able to assure themselves that requirements are met
- Ensure that learning from complaints is identified more clearly and used to improve practice across safeguarding and looked after children's services

#### **4.2.8 Services for looked after children - Overall effectiveness**

- Overall effectiveness is good
- Multi-agency arrangements for ensuring needs are met are effective
- Thresholds for entering care are consistently applied and overall placement stability is good
- Outcomes for looked after children are generally good
- An effective range of support services promote the physical and emotional health of children and young people
- The lack of a designated doctor for looked after children is a significant strategic omission
- Looked after children live in safe and secure residential and foster placements
- Children are not always seen alone when visited by their social worker

- The reporting of outcomes of Regulation 33 visits is not sufficiently robust
- Strong commitment to achieving permanence, including for those traditionally hard to place
- Educational outcomes for looked after children are improving
- An acknowledged need to improve the number achieving good grades in English and Maths
- Care leavers are well supported in suitable accommodation
- A strong corporate commitment to reducing NEETs
- Effective joint working to divert young people from offending
- Views of looked after children and care leavers are central to the planning and development of services
- The Change Council provides an effective forum for children to express their views about the service. However, not all Care4Me survey respondents were aware of the Change Council
- Children have good access to advocacy services and independent visitors
- Performance monitoring is robust although quality assurance could be improved
- Reviews of looked after children's plans are generally timely and children routinely participate in their reviews through an inclusive range of media
- Recommended actions are not always sufficiently specific to ensure progress can be effectively tracked
- Management oversight is evident on case records and managers support staff well
- Overall quality of formal supervision is variable
- The service manages its resources well, ensuring the most appropriate and safe placements, while maintaining overall value for money
- Robust monitoring of externally commissioned placements
- Strong investment in the recruitment, retention and support of foster carers

#### **4.2.9 Services for looked after children – Capacity for improvement**

- Capacity for improvement is good
- Performance in key areas are at least as good as, or better than, comparators
- Consistently positive inspection outcomes
- Good track record in achieving permanence through adoption
- Coherent multi agency strategy focused on improving outcomes
- Effective performance management and a culture of constructive challenge
- Well aware that there remains scope for improvement in some areas of assessment and recording
- The workforce benefits from good access to training and support from managers
- The Corporate Parenting Board is well established and ensures required actions are undertaken. Membership to be reviewed to ensure that cross-departmental contribution is maximised
- Elected members support officers well

#### **4.2.10 Services for looked after children - Areas for improvement**

##### **Immediately:**

- Ensure that all looked after children, according to their age and

understanding, are seen alone when visited by their social worker

**Within three months:**

- Sunderland Teaching Primary Care Trust (STPCT) to identify a designated doctor for children and young people to ensure that a health practitioner is in a position to have a strategic influence and overview on the health of looked after children
- Northumberland, Tyne and Wear NHS Foundation Trust to monitor the effectiveness of the new pathways of care for looked after children and young people who need services from CAMHS
- Ensure that robust and transparent reporting arrangements about the outcomes of Regulation 33 visits are in place

**4.3 How Sunderland compares to other local authorities**

***The national picture***

4.3.1 Sunderland City Council is high performing in comparison to the 100 other councils who had had their inspection reports published before 29 February 2012.

4.3.2 Only twelve local authorities nationally achieved ‘outstanding’ for one or more of the four headline outcomes and were therefore deemed, without further analysis, to be performing to a higher standard than Sunderland City Council for one or more of the four headline judgements. On this basis alone, it would suggest that children and young people in Sunderland are receiving services that are as good as, if not better than, 88% of the local authorities inspected so far.

**Table 3: High performing councils**

Councils achieving one or more ‘outstanding’ headline judgements	Councils achieving four ‘good’ headline judgements	
Durham	Barnet	Merton
Ealing	Blackburn with Darwen	Newcastle
East Sussex	Bristol	Nottingham
Halton	Buckinghamshire	Oxfordshire
Hammersmith & Fulham	Derbyshire	Plymouth
Hampshire	Enfield	Poole
Islington	Hartlepool	Westminster
Knowsley	Hillingdon	Wirral
Lancashire	Hounslow	Sunderland
Lincolnshire	Kirklees	Trafford
Oldham	Liverpool	Warwickshire
Swindon		
<b>Number = 12</b>	<b>Number = 22</b>	

4.3.3 When further analysis is undertaken of each council’s supporting judgements, Sunderland City Council is placed in joint 24th place of the 101 authorities inspected. This performance data will obviously change as other local authorities are inspected and/or their data becomes available.

***The regional picture***

4.3.4 Sunderland City Council is performing well in comparison to the seven other councils in the region who had had their inspection reports published before

29 February 2012. As the table below demonstrates, Sunderland is ranked third.

**Table 4: Regional inspection judgements**

Rank	Council	Safeguarding		Looked after children services		Supporting judgement score ( <i>Low score = high performing</i> )
		Overall effectiveness	Capacity for improvement	Overall effectiveness	Capacity for improvement	
1	Durham	1	1	2	1	27
2	Newcastle	2	2	2	2	35
3	Sunderland	2	2	2	2	37
4	Hartlepool	2	2	2	2	39
5	Stockton	3	3	2	2	47
6	Middlesbrough	3	2	3	3	49
7	Darlington	3	3	3	3	45
8	Gateshead	3	3	3	3	57

*NB 1 = Excellent; 2 = Good; 3 = Adequate; 4 = Inadequate*

4.3.5 Only one local authority regionally (i.e. Durham) achieved 'outstanding' for one or more of the four headline judgements and were therefore deemed, without further analysis, to be performing to a higher standard than Sunderland City Council for one or more of the four headline judgements.

4.3.6 Sunderland, Hartlepool and Newcastle achieved 'good' for each of the four headline judgements. The scores for the supporting judgements show the three councils to be performing at a very similar standard.

#### **4.4 Improvement planning and monitoring**

4.4.1 Since the final inspection report was received on 30 March, work has taken place within the council and across partner agencies to identify improvement actions to address the issues raised within the report. As well as picking up on the 13 formal 'areas for improvement' specifically identified within the report (see paragraphs 4.2.7 and 4.2.10 above), this improvement planning activity has also sought to address the 'softer' areas for improvement which are referenced throughout the main body of the report. A copy of the draft improvement plan is attached as **appendix 2**.

4.4.2 The final report and improvement plan is to be considered by the Sunderland Safeguarding Children Board (SSCB) during the May / June cycle of meetings. In addition, all health actions will be escalated to the Health and Wellbeing Board by the Children's Trust.

4.4.3 Once approved the action plan will be monitored on a regular basis by the Safeguarding Service's Improvement Board (SSIB), with quarterly monitoring reports to SSCB and Scrutiny.

#### **4.5 Future inspections**

4.5.1 The current inspection programme will end in July 2012, by which time all single and upper tier authorities should have been inspected. From May 2012

Ofsted will introduce a new framework for the inspection of local authority arrangements for the protection of children, which will replace the current system of an announced inspection of safeguarding and looked after children services and an annual unannounced inspection of contact, referral and assessment.

- 4.5.2 The new inspection will combine the two inspections with a single unannounced inspection, with authorities contacted on Day 1 to advise that a two week inspection will commence that morning. Ofsted will then spend the first two days inspecting contact, referral and assessment, and the remaining days will then be spent undertaking a wider ranging inspection. As these inspections are intended to be risk based, it is not anticipated that Sunderland will be inspected early within the first round of inspections.
- 4.5.3 As well as delivering the improvement actions arising from the announced inspection, the service and the council will need to undertake some preparation so that it is able to meet Ofsted's new inspection requirements at short notice. Strategy, Policy and Performance Management (SPPM) will provide support to Children's Services in this respect.

## **5.0 Reasons for the Decision**

- 5.1 To enable Cabinet to consider and comment on the contents of the report and the associated improvement actions the Council and its partners are undertaking in response.

## **6.0 Alternative Options**

- 6.1 No alternative options are considered appropriate.

## **7.0 Impact Analysis**

- 7.1 **Equalities** - Ofsted has undertaken an equality impact assessment (EIA) for the announced inspection of safeguarding and looked after children services, and has identified that the inspection positively impacts upon each of the equality strands. Improving care, education and training opportunities for children and young people in need are central to the announced inspection. Inspections assess and report on any evident equality disparities between outcomes and the quality of services, and the resultant areas for improvement are designed to address any disparities.
- 7.2 **Sustainability** – The action plan supports the aims of the Sunderland Strategy and delivery of the priorities set out within the Children and Young People's Plan, by supporting improved outcomes for children in need, children looked after and children who have left care. There are no significant environmental impacts associated with the report and action plan.

## 8.0 Other Relevant Considerations / Consultations

- 8.1 To arrive at their findings the inspectorates consulted a range of key stakeholders including the council (officers and elected members), partner agencies, and a number of service users (children, young people, parents and carers).

## 9.0 Glossary

AEN	Additional Educational Needs
CAF	Common Assessment Framework
CAMHS	Child and Adolescent Mental Health Services
CDOP	Child Death Overview Panel
CHSNHSFT	City Hospitals Sunderland NHS Foundation Trust
CIN	Children in Need
CCM	Children's Case Management
CP	Child Protection
CQC	Care Quality Commission
CSWS	Children's Social Work Service
DT	Designated Teacher
EIA	Equality impact assessment
ESCR	Electronic Social Care Record
FTE	Fixed Term Exclusion
GP	General Practitioner
ICS	Integrated children's system
IRO	Independent Reviewing Officer
LAC	Looked after children
LADO	Local authority designated officer
MARAC	Multi-Agency Risk Assessment Conference
NEETs	Not in education, employment, or training
NQSW	Newly Qualified Social Worker
NTWNHSFT	Northumberland, Tyne and Wear NHS Foundation Trust
Ofsted	Office for standards in education
PEP	Personal Education Plan
QA	Quality Assurance
QPR	Quality Performance Report
RAG	Red, Amber, Green
SMT	Senior Management Team
SPPM	Strategy, Policy and Performance Management
SSCB	Sunderland Safeguarding Children Board
SSIB	Safeguarding Service's Improvement Board
STPCT	Sunderland Teaching Primary Care Trust
SVS	Sunderland Virtual School

## 10.0 List of Appendices

- 1 - Final report
- 2 – Draft Action Plan



# Inspection of safeguarding and looked after children services

## Sunderland

---

**Inspection dates:** 20 February - 2 March  
**Reporting inspector:** Matthew Brazier HMI

**Age group:** All  
**Published:** 10 April 2012

© Crown copyright 2012

---

Website: [www.ofsted.gov.uk](http://www.ofsted.gov.uk)

This document may be reproduced in whole or in part for non-commercial purposes, provided that the information quoted is reproduced without adaptation and the source and date of publication are stated.

Further copies of this report are obtainable from the local authority or at [www.ofsted.gov.uk](http://www.ofsted.gov.uk)

## Contents

<b>About this inspection</b>	<b>2</b>
<b>The inspection judgements and what they mean</b>	<b>2</b>
<b>Service information</b>	<b>3</b>
<b>Safeguarding services</b>	<b>5</b>
Overall effectiveness	5
Capacity for improvement	6
Areas for improvement	7
<b>Safeguarding outcomes for children and young people</b>	<b>8</b>
Children and young people are safe and feel safe	8
Quality of provision	10
The contribution of health agencies to keeping children and young people safe	12
Ambition and prioritisation	16
Leadership and management	17
Performance management and quality assurance	19
Partnership working	20
<b>Services for looked after children</b>	<b>22</b>
Overall effectiveness	22
Capacity for improvement	23
Areas for improvement	24
<b>How good are outcomes for looked after children and care leavers?</b>	<b>25</b>
Being healthy	25
Staying safe	26
Enjoying and achieving	28
Making a positive contribution, including user engagement	29
Economic well-being	30
Quality of provision	31
Ambition and prioritisation	33
Leadership and management	34
Performance management and quality assurance	35
<b>Record of main findings:</b>	<b>37</b>

---

## About this inspection

1. The purpose of the inspection is to evaluate the contribution made by relevant services in the local area towards ensuring that children and young people are properly safeguarded and to determine the quality of service provision for looked after children and care leavers. The inspection team consisted of three of Her Majesty's Inspectors (HMI) and one inspector from the Care Quality Commission. The inspection was carried out under the Children Act 2004.
2. The evidence evaluated by inspectors included:
  - discussions with 37 children and young people, 20 parents and carers receiving services, front line staff and managers, senior officers including the Director of Children's Services and the Chair of the Local Safeguarding Children Board, elected members and a range of community representatives
  - analysing and evaluating reports from a variety of sources including a review of the Children and Young People's Plan, performance data, information from the inspection of local settings, such as schools and day care provision and the evaluations of a serious case review undertaken by Ofsted in accordance with *'Working Together To Safeguard Children'*, 2010
  - a review of 84 case files for children and young people with a range of need. This provided a view of services provided over time and the quality of reporting, recording and decision making undertaken
  - the outcomes of the most recent annual unannounced inspection of local authority contact, referral and assessment services undertaken in October 2011
  - interviews and focus groups with front line professionals, managers and senior staff from NHS South of Tyne and Wear, City Hospitals Sunderland NHS Foundation Trust, Northumberland, Tyne and Wear NHS Foundation Trust and South Tyneside NHS Foundation Trust.

## The inspection judgements and what they mean

3. All inspection judgements are made using the following four point scale.

Outstanding (Grade 1)	A service that significantly exceeds minimum requirements
Good (Grade 2)	A service that exceeds minimum requirements
Adequate (Grade 3)	A service that only meets minimum requirements

Inadequate (Grade 4)
----------------------

A service that does not meet minimum requirements
---

## Service information

4. Sunderland is a large city in the North-East of England, which comprises a city centre based around the mouth of the River Wear, and also includes the new town of Washington and the two former coal-mining towns of Hetton-le-Hole and Houghton-le-Spring. Sunderland covers more than 14,000 hectares including a coastline, a port, a university and 600 hectares of open space.
5. Sunderland has a population of 283,509 of whom 56,137 are children and young people representing approximately 20% of the overall population. After significantly falling during the 1990s, the birth rate has levelled off and in recent years there has been a slight upturn. In 2011, 5.8% of the school population was classified as belonging to an ethnic group other than White British (mostly Bangladeshi) compared to 22.55% in England overall.
6. Sunderland is ranked 41<sup>st</sup> most deprived out of 327 English local authorities and this places the city in the bottom quartile in comparison to all English authorities. In addition 25% of children and young people in Sunderland were defined as living in poverty.
7. The number and proportions of children who are looked after by Sunderland has remained consistent, at around 400. At the time of the inspection the figure was 387. Of those, 109 were under five; 220 aged 5-15 years; and 58 aged 16 years and over. The council and its partners also support 143 care leavers including four who are over 21 and in further education. The council and its partners also support 201 care leavers, including those on care orders living independently and four who are aged over 21 and in further education. The number of children subject to a child protection plan increased throughout 2010/11, and at the time of the inspection stood at 408 (72.7 per 10,000 children).
8. Sunderland has nine nurseries, 83 primary schools (of which three are academies), 17 secondary schools (of which four are academies), seven schools for pupils with special educational needs and three pupil referral units.
9. Safeguarding and looked after children services operate within the Children's Services Directorate under the Head of Safeguarding. The safeguarding service is organised into three interlinked services:
  - The children's safeguarding social work service provides social work services to children in need, including those in need of protection and looked after. In addition, the child and family support service

supports families below the threshold of social care and the leaving care service supports care leavers.

- Services for looked after children and disabled children provides adoption, fostering and residential placements for children and young people who cannot be looked after in their own homes, and provides social care services for disabled children and their families. The family care and support team provides a range of personal care and short break support to disabled children.
  - The Youth Offending Service (YOS) provides preventative and post-conviction services for young people who have offended. It is a multi-agency service comprising the four statutory agencies of police, probation, health and the Local Authority, working in partnership with other key agencies.
10. The Sunderland Children's Trust is a multi-agency partnership and chaired by the lead member. It is an advisory board for the Early Implementer Health and Wellbeing Board.
  11. Sunderland's Local Safeguarding Children Board (LSCB) has had an independent chair since October 2008. The Board has reporting and accountability structures involving the Children's Trust, Risk and Resilience partnership, Youth Offending Board and the Child Poverty Board.
  12. Sunderland Teaching Primary Care Trust (STPCT) is responsible for assessing the health needs of local people and commissioning the health services required to meet these needs. Sunderland Teaching Primary Care Trust, Gateshead Primary Care Trust and South Tyneside Primary Care Trust have been brought together under a single management team collectively known as NHS South of Tyne and Wear (SOTW).
  13. STPCT commissions paediatric health services for children locally from City Hospitals Sunderland NHS Foundation Trust. Mental Health Services, including CAMHS, are commissioned from Northumberland, Tyne and Wear NHS Foundation Trust. Community Health Services, including health visiting, the family nurse partnership and school nursing, transferred to South Tyneside NHS Foundation Trust (STNHSFT) as part of the Government's transforming community services, on 1 July 2011.

## Safeguarding services

### Overall effectiveness

**Grade 2 (Good)**

14. The overall effectiveness of safeguarding services is good.
15. Leaders within the council and its partners give safeguarding a high priority and have ensured that services continue to develop and improve in a very challenging financial climate. The council has focused its efforts on ensuring that the stability of the workforce is secured and creative action has led to a significant reduction in the number of vacancies and temporarily filled social work posts. As a result, performance in most areas has been sustained and, in some areas, improved. The recent Ofsted inspection of contact, referral and assessment arrangements did not identify any priority areas of action. All identified areas for development have been addressed promptly and proportionately, although the impact of all work undertaken is understandably not yet fully evident.
16. Safeguarding concerns are responded to effectively to ensure children are safe. A relatively high number of referrals have resulted in child protection investigations. The council has responded to this by strengthening the decision-making processes to ensure that children and families are not unnecessarily subject to statutory investigations.
17. Assessments are generally undertaken in a timely manner although the overall quality requires improvement. The views of children and families are not always sufficiently evident in assessments and the contribution of all agencies involved is not always clear. Children who are old enough to express their views are not always seen alone. Identity issues were generally addressed well. The council is well aware of the variable quality of assessments and undertakes regular case file audits to drive improvement, although the rigour of the audit process could be strengthened to ensure a sharper focus on quality and organisational learning.
18. Child protection plans are generally robust although some could be more specific so that progress can be assessed more effectively. Child protection conferences are effective and ensure children are safeguarded appropriately when a child protection plan is required, although minutes of some conferences and core groups are not sufficiently specific and detailed.
19. Multi-agency threshold criteria have been revised as a result of an inconsistent understanding across agencies and a high number of inappropriate referrals to social care. Although there are signs of progress, the use of the common assessment framework (CAF) as a tool to coordinate preventative services remains an acknowledged area for development and the process is currently under independent review.

20. The culture of management at all levels is consultative and supportive to front line staff. Children's services controls its budget effectively, involving all managers appropriately, and uses its resources well.
21. Performance management is good. Senior managers and elected members ensure that they are fully informed of key performance issues. However, some aspects of quality assurance, such as the casefile auditing process, could be improved to drive overall improvement more rapidly.
22. The LSCB effectively provides effective oversight and leadership on safeguarding issues and a wide range of partners are actively engaged with the board. Partnership working generally is strong at all levels and there is good engagement with voluntary and community organisations.
23. Health agencies contribute well to safeguarding arrangements and health partners are engaged with the Children's Trust Partnership and the LSCB. There are several areas of good practice, including support for children with complex needs, contraceptive and sexual health services for young people and safeguarding work undertaken by health visitors, school nurses and midwives.

## **Capacity for improvement**

## **Grade 2 (Good)**

24. Capacity for improvement is good. The council and its partners, as exemplified by a detailed and challenging self-assessment and the decision to undergo a recent peer review challenge, have a good understanding of its key strengths and weaknesses. This builds on a thorough needs assessment and a robust performance management framework. Elected members are well informed of key issues, enabling them to respond appropriately to changing demands.
25. As a result, the council has been able to establish and act upon key priorities, such as significantly improving the stability of the social work teams and strengthening management through additional training and development. This has required significant investment in services. Plans are in place to address ongoing areas for development, including the review of early intervention provision and the re-launching of revised threshold guidance. Outcomes are improving in a number of key areas.
26. The Children's Trust's priorities appropriately include the most vulnerable children, such as those who need safeguarding and those who are most at risk of poor outcomes. These priorities are based on an ambitious shared vision across the partnership and are consistent with all related plans, providing a firm base for continued improvement.

## Areas for improvement

27. In order to improve the quality of provision and services for safeguarding children and young people in Sunderland, the local authority and its partners should take the following action.

### **Immediately:**

- ensure that all assessments clearly identify risk and protective factors and include contributions from partner agencies who are involved with the family
- ensure that all assessments take into full account the views of children and families and that children are seen alone, when appropriate

### **Within three months:**

- ensure that all child protection plans are specific and measurable including clear timescales for action and that all core group discussions are effectively minuted so that progress can be monitored more effectively
- review the chairing of conferences to ensure that they are chaired by professionals who have the requisite experience and expertise to undertake this role
- Northumberland, Tyne and Wear NHS Foundation Trust to ensure that revised pathways of care are effectively implemented for children and families who need specialist services from CAMHS
- ensure, as far as is practically possible, that the ethnicity of all staff is known so that the local authority can evaluate accurately whether the workforce reflects the diversity of the local population

### **Within six months:**

- the local authority designated officer's (LADO) annual report should include more detailed analysis of activity to ensure senior managers and partner agencies have a good understanding of the effectiveness of the service
- reporting of private fostering arrangements should be more robust to ensure that senior managers are able to assure themselves that requirements are met
- ensure that learning from complaints is identified more clearly and used to improve practice across safeguarding and looked after children's services.

## Safeguarding outcomes for children and young people

### Children and young people are safe and feel safe

#### Grade 2 (Good)

28. Safeguarding outcomes for children and young people are good. The council meets its statutory responsibility for the management and delivery of safeguarding services. Effective action is taken to ensure that children and young people are safe and feel safe. Relevant safeguarding performance indicators show an improving picture.
29. Cases seen by inspectors demonstrated that appropriate action is taken to safeguard children and young people through timely interventions. All child protection cases are allocated to suitably qualified and experienced social workers. There were no cases seen by inspectors where children or young people were judged to be unsafe. Assessments did not always sufficiently take into account the views of children and parents. In some cases, there was no evidence that children were seen alone.
30. A high proportion of referrals proceed to child protection investigations. Decisions to proceed to a child protection investigation are now made jointly by managers in the investigation team and the child in need team. This is to ensure that cases can be managed within child in need procedures wherever appropriate. There has been a recent increase in the percentage of children subject to a plan for a second or subsequent time, partly due to plans for a large sibling group. The council are monitoring this area of performance.
31. Statutory requirements in respect of complaints are met. There is a well-established statutory complaints procedure in place. Timescales for responding to complaints are monitored and generally achieved. Complaints activity is reported annually, although the report does not evidence how learning from complaints has shaped service development, nor does it identify trends or themes arising from complaints.
32. The role of the local authority designated officer (LADO) is well understood and carried out effectively to safeguard children and young people. Good systems are in place for managing allegations against staff who work with children. The LADO is increasingly consulted by a wide variety of organisations but the council is aware that there may be some under-reporting from some sectors, including some schools. Work is being undertaken to address this. The increase in the number of referrals to the LADO has impacted on the timely completion of some investigations. The council are taking effective action in reviewing the LADO's capacity to meet demand. The annual report has insufficient detailed analysis to enable senior managers and partner agencies to be assured of the overall effectiveness of the service.

33. Processes to ensure safe recruitment are clear and practice has improved since safer recruitment practice was introduced. However, not all files fully comply with the standards. Processes for managing disciplinary action are robust.
34. Safeguarding arrangements for the council's fostering and adoption services have both been judged as good at their last Ofsted inspection. Judgements for safeguarding arrangements for the council's children's homes range from adequate to outstanding.
35. Private fostering arrangements in Sunderland were inspected in 2008 and judged as good overall. Monitoring of such placements are managed well but the private fostering annual report lacks sufficient detail to ensure that senior managers can satisfy themselves that requirements are met.
36. Young people at risk of not engaging in any form of education or training are known and supported to ensure that they are effectively safeguarded. These young people are tracked from secondary school through to post-16 provision and are supported well by Connexions advisors.
37. The profile of young people educated out of school is known and their attendance to special provision is monitored closely. Support to staff is provided by the education safeguarding team with good access to briefings, guidance on risk to children not in school, anti-bullying strategies and safe working practice. Good processes are in place to monitor the welfare of children in home education.
38. Effective arrangements are in place to enable young carers to continue with their education and to enjoy both term-time and holiday activities through well-coordinated support programmes. There is a good understanding in schools of the range and needs of vulnerable groups and support is targeted effectively to raise aspiration and improve achievement.
39. Reviewed and revised procedures on responding to the needs of children who go missing from home are now operational. A preventative group is responsible for analysing the relevant data in order to recommend actions to reduce the numbers. Prevention work to raise awareness of risks is taking place in some schools, with plans to extend this more widely. The police and children's social care work well together in response to reports of missing children. A project for missing and sexually exploited children has been set up to review and develop support for this group of children but work is at an early stage.
40. Arrangements are in place to safeguard the needs of disabled children. The LSCB is working effectively to raise awareness of issues for disabled children and to ensure their needs are considered.

41. Services and professionals are helping young people to become more aware about safety issues in Sunderland. The city-wide development of the anti-bullying strategy for 2010-2013 identifies clear priorities and has engaged children and young people well. There is evidence of good practice and positive impact in raising the awareness of cyber-bullying across a wide range of settings and with families. Key groups involved, such as 'City Equals' for children with disabilities, youth work providers, and small independent providers focus on promoting positive behaviours as early as possible.

### **Quality of provision**

### **Grade 3 (Adequate)**

42. The quality of provision is adequate. Planned actions arising from the unannounced inspection have been implemented, although it is too early to assess the impact of all work undertaken.
43. Front line services within the initial response team (IRT) have been strengthened as a result of the recent restructure and the team is now staffed by experienced and qualified social workers. Initial contacts are responded to within 24 hours and appropriate decisions made. An experienced team manage high volumes of 'Cause for Concern' notifications from the police appropriately. Action taken with partner agencies and families was seen to be prompt and effective.
44. Assessments undertaken are variable in quality and range from poor to good. Some assessments do not adequately identify risk and protective factors and lack sufficient analysis to inform planning for children and families. The views of children and parents are not routinely considered, and not all children who are old enough to make an active contribution to their own assessments and plans are being seen alone by social workers. There were some good examples seen of multi-agency assessment and planning, but not all assessments included the contribution of other agencies who were involved with the family.
45. Child protection investigations are undertaken appropriately and in a timely manner. The restructure of the Public Protection Unit and increased availability of specialist child protection officers has improved the attendance of the police at multi-agency strategy meetings, ensuring relevant information is shared before any decisions are made.
46. Thresholds for assessment and referral are still misunderstood by some partner agencies, resulting in a high number of inappropriate contacts. This has prompted the council to review and revise thresholds for access to children's social care. Following consultation with front line staff and partner agencies, new guidance now brings together all the safeguarding referral processes for the CAF, children in need and child protection. Multi-agency training and workshops support the council in ensuring all partner agencies are clear about thresholds and access to services. The IRT work closely with external colleagues to promote and develop a shared

understanding of thresholds. However, it is too early to assess the impact of this in regard to both reducing the number of inappropriate referrals to children's social care, and ensuring that support is provided by the most appropriate agencies.

47. The early intervention programme and the development of multi-agency locality teams across the five localities is a positive approach to identifying and supporting children and young people in need at an early stage. Inspectors saw evidence of early support resulting in much improved outcomes, such as preventing young people entering the youth justice system, improved behaviour at schools and good early years development for pre-school children. Families spoken to by inspectors who receive support through the CAF were full of praise for the help they are given.
48. The council are aware that the CAF is too often used as a referral tool rather than a mechanism to coordinate support services. A review of the CAF operating model is underway and will report in March 2012.
49. The timeliness of initial child protection conferences is improving. However, the quality of conference minutes is variable with some poor examples seen by inspectors, including contradictory summary of risk and protective factors. Planned actions within child protection plans are not all sufficiently specific or measurable and sometimes lack clear timescales, making progress hard to evaluate.
50. Effective work is being undertaken by the multi-agency child protection review panel to reduce the number of children subject to plans for over two years and there has been some improvement as a result.
51. Visits to children and families are undertaken within the required timescales but the recording is not always purposeful. Some case files are not always up to date and lacked detail and clarity.
52. Core group meetings are generally well attended by relevant agencies and parents. However, the content of the meetings is not always recorded in sufficient detail to monitor the progress of the child protection plan.
53. Scrutiny of education files by inspectors showed at times a mismatch between the known vulnerability of the child and the educational aspiration for that child.
54. Out of hours children's social care arrangements are effective, with good levels of communication across teams and partner agencies. Legal advice is readily available outside of office hours.

## **The contribution of health agencies to keeping children and young people safe** **Grade 2 (Good)**

55. The contribution of health agencies is good. Health partners are well engaged with the Children's Trust Partnership and the LSCB and are appropriately represented on the relevant board and sub-groups. Section 11 audits are carried out with good oversight from the LSCB on performance against outstanding agreed actions.
56. Governance on safeguarding practice within NHS South of Tyne and Wear (SOTW) is effective, with evidence of how safeguarding standards are being included in contracts. Governance arrangements for providing assurance to the South Tyneside NHS Foundation Trust (STNHSFT) on safeguarding practice within community services are adequate. Board assurance within City Hospitals Sunderland NHS Foundation Trust on safeguarding children is limited by the lack of a robust set of performance indicators on safeguarding practice across the organisation.
57. The majority of designated and named professionals for safeguarding children are appropriately line-managed and have access to suitable training and good supervision. However, the arrangements for the line management and resourcing of the named nurse for safeguarding children within the City Hospitals Sunderland NHS Foundation Trust does not meet the requirements as stated in *Working Together to Safeguard Children* 2010 or the Intercollegiate guidance 2010.
58. Training in safeguarding children across health partners is of variable quality. Good progress is being made in primary care, the STNHSFT community services and in Northumberland, Tyne and Wear NHS Foundation Trust. However, training at Level 2 and Level 3 within City Hospitals Sunderland NHS Foundation Trust is not yet sufficiently effective. The named nurse has provided a number of training opportunities but attendance is patchy.
59. Good and effective supervision in safeguarding children practice is well established in STNHSFT community services. Significant progress continues to be made in Northumberland, Tyne and Wear NHS Foundation Trust where supervision training has now been commissioned and an implementation plan in place. City Hospitals Sunderland NHS Foundation Trust has good arrangements in place to provide group supervision in most key areas but the current practice of only providing group supervision to midwifery staff holding child protection and child in need cases is not good practice. There are no arrangements in place to monitor the uptake of supervision across the trust and a record of the supervision is not routinely recorded in patient notes.
60. The named General Practitioner (GP) is new in post and is starting to positively impact on the contribution of primary care into child protection

conferences. A new report template has been produced that is available electronically for GPs to complete and there are plans to audit its implementation.

61. All GP practices had been allocated a named health visitor but not all hold regular multi-disciplinary meetings with other health professionals to discuss and share information about vulnerable families. Historically, there has been problems in sharing information between primary care and partners and while much of this has been resolved, there is still a lack in clarity for GPs about what information is appropriate to share for multi-agency risk assessment conferences.
62. A new approach to sex and relationship education has been implemented across Sunderland using a 'risk and resilience' approach. Schools are being encouraged to engage in training but it is too early to demonstrate impact of this initiative. School nurses continue to offer drop in clinics in all secondary schools and refer to effective contraceptive and sexual health (CASH) services if appropriate.
63. Young people have good access to CASH services. The service has recently been recommissioned and rebranded to give clarity to young people about their eligibility to access any of the family planning services across Sunderland. CASH services now offer testing for sexually transmitted infections and all clinics have staff qualified in genitourinary medicine. Access to emergency contraception is good and young people who elect to have a termination of pregnancy are supported well. Practitioners working in CASH are enthusiastic about the strength of partnership working and believe that the risk and resilience approach has contributed to the recent reduction in the number of teenage conceptions.
64. Midwifery services safeguard unborn children effectively. Early assessment of vulnerability and risk takes place at the initial booking appointment and includes the details of both parents. This improved assessment is in response to a serious case review. There are further opportunities to revisit risk throughout the pregnancy, and the social contact at 16 weeks is an example of good practice. The outcomes of the vulnerability assessment are shared with health visitors and general practice and, where appropriate, with social care, so that appropriate support can be planned.
65. A consultant-led vulnerable women's antenatal clinic is held regularly, with attendance at appointments closely monitored and any non-attendance quickly followed up. Women who require additional mental health support during their pregnancy are seen at the clinic, as are any teenagers who are pregnant.
66. Good support is available to pregnant women who misuse substances or alcohol, with clear thresholds for when a pregnant woman is referred to the specialist substance misuse midwife for shared care. The specialist

substance misuse midwife has good links with the local adult substance misuse team. Good partnerships with the children and families team ensure timely and coordinated child protection plans are in place where necessary. This is reinforced by the team approach to midwifery services in Sunderland where the same team care for the woman throughout their antenatal, labour and post-natal care.

67. Teenagers who are pregnant are cared for as part of the midwives' generic caseloads. Additional support is provided through the midwifery support workers who work with the local children's centres to put individualised plans of support in place. Although the provision of teenage ante-natal clinics is patchy, where these are available they are highly successful and provide good support as well as linking teenage parents into a well-attended young parents group.
68. Health visiting and school nurses work effectively to safeguard children and young people. The healthy child programme is delivered in full with all core visits made to families, including ante natal-visits and the three- and four-year development assessments. Additional targeted visits are made to vulnerable families. The family nurse partnership is well established in Sunderland and supports young parents to return to education, employment or training.
69. Health visitors work closely with children's centres to deliver a range of activities and courses, including baby days, baby massage and "Tasty Treats". Multi-agency training is ongoing to support practitioners in effectively chairing CAF meetings. Health visiting and school nursing work well together to support families with varying levels of need.
70. Good arrangements are in place to transfer children from the health visiting service to the school nursing service. School nurses have high numbers of children with a health plan and the new entry into school assessments have been reintroduced across Sunderland. The role of the school nurse now includes developing health profiles for schools as well as a health calendar offering programmes of targeted health themes and events.
71. Services to support the emotional health and well-being of children in Sunderland are undergoing significant changes following the recommissioning of services. A wide range of therapeutic services are available in Tier 2 CAMHS provided by a multi-disciplinary and multi-agency workforce. Practitioners work directly with children and families as well as providing training, advice and consultation to universal practitioners. However, the waiting time to access the service is up to 20 weeks for early years children (0-5 years), children aged over five years old can wait up to approximately 18 weeks.
72. Pathways of care between early intervention mental health services and CAMHS were well-established prior to the recent re-structure and it is

recognised by practitioners that these will need renegotiating. If the need for a service from CAMHS is identified as part of a CAF, then referrals are escalated immediately.

73. CAMHS are in the midst of change. Current arrangements are for two multi-disciplinary teams covering 0-16 and then 16–18 years. Waiting times vary, although the service reports waiting times of no longer than 18 weeks for routine referrals. New care pathways are due to be shared widely with staff and will be implemented from April 2012. A partnership approach helps to ensure young people with dual diagnoses of mental health and substance misuse problems receive a joint care package through the work of CAMHS and youth drug and alcohol project (YDAP).
74. Northumberland, Tyne and Wear NHS Foundation Trust have an appropriate policy on not admitting young people into adult wards. Local in-patient care is available for children with a learning disability and young people with mental health problems. Transition arrangements for young people into adult mental health services are managed well.
75. Effective services support children and young people with disabilities and complex health needs. Families with children who demonstrate challenging behaviour are supported well by the multi-agency Quest team. Children's community nurses offer good support to children with complex health needs. Transition into adult services for those young people with learning disabilities is improving. Northumberland, Tyne and Wear NHS Foundation Trust has recently invested in new posts to work with families through the transition period.
76. A comprehensive and innovative range of short breaks for disabled children are available and these have been developed in conjunction with parents, carers, children and young people. Families have good and timely access to a wide range of aids and adaptations, with funding for duplicate equipment available to enable children and young people to access support both at home and in school.
77. Effective processes are in place to identify and safeguard children and young people who attend urgent care and the walk-in centre, with well embedded systems in place to identify children subject to a child protection plan. The accident and emergency (A&E) team have developed an appropriate assessment tool to assess children and young people for non-accidental injury which is compliant with the National Institute of Clinical Excellence (NICE) guidance. Highly effective paediatric liaison ensures that GPs, health visitors and school nurses are notified of the attendance of any child or young person. Children and young people who attend A&E following an incident of self-harm are supported appropriately by CAMHS. The A&E have implemented a "Chaser for Children" protocol which means that if a GP or the walk-in centre refer a child to A&E and

the child has not attended the A&E within four hours, then contact is made with the parents or carers to find out what is happening. This is good practice.

78. Adult mental health staff in adult substance misuse teams and in the early intervention psychosis team have established assessment processes in place to identify and record details of any children in families that they are working with. The risk assessment also includes consideration of any children with whom a service user may have contact. The introduction of the "Keeping Children Safe" assessment tool is becoming increasingly well embedded and is an integral part of the "Think Family" approach.
79. The impact of domestic violence in families on children is well understood by health practitioners. A&E staff refer appropriately to children's social care services when adults attend following an incident of domestic violence. A specialist health visitor is in place to work with families who are homeless and with the local domestic violence refuge. The family nurse partnership has domestic violence as one of its priorities. However, public health nurses do not receive copies of police notifications following their attendance at an incident of domestic violence where there are children in the family. This means that the public health nurses do not always have access to the most up to date information on families they are working with.
80. The City Hospitals Sunderland NHS Foundation Trust are not fully signed up to the local multi-agency risk assessment conference (MARAC) process but they do share information on request to the MARAC panel.
81. An effective shared Child Death Overview Panel (CDOP) is in place across NHS South of Tyne and Wear for Sunderland, Gateshead and South Tyneside. The structure of the CDOP means that some discussion and work is being duplicated. Discussions are taking place on how to improve the rapid response to child death as well as the follow up support to families. The CDOP has recently identified themes around safe sleeping and deaths of infants in unsuitable car seats.
82. Child protection medicals are carried out swiftly by appropriately trained staff. Children with suspected sexual abuse are seen at Newcastle in a specialist, child friendly facility.

## **Ambition and prioritisation**

## **Grade 2 (Good)**

83. Ambition and prioritisation are good. Leaders across the council and its partners are able to articulate strongly a shared vision for children in Sunderland. This is allied to a set of principles that are consistent with service planning and priorities, based on a realistic assessment of its performance, and with higher level objectives. Ambitions to improve outcomes for children are clearly set out in the Children and Young People's Plan and in the LSCB Business Plan. The Children's Trust has

strong representation from key partners, including those in the voluntary sector. Priorities are reviewed routinely and rigorously through 'Challenge and Confirm' meetings.

84. The LSCB is well attended, effectively led by an independent chair, and has representation from appropriately senior members of partner agencies. The board's sub-groups are chaired by representatives from different agencies, evidencing strong multi-agency commitment to the board's work.
85. Elected members have effectively prioritised the needs of all children within an extremely challenging financial climate for the council and its partners. This commitment is evidenced by significant additional resources being identified to enable an increase in the number of social work posts, in response to increasing demand upon the service's capacity. This has resulted in increased staff stability and improving outcomes for children and families in Sunderland.
86. The lead member provides visible and regular challenge to leaders and to officers and ensures that she has up to date information about significant issues through regular meetings with senior managers. Agreed actions from these meetings are tracked closely. The scrutiny committee has undertaken several reviews of practice that have raised awareness and driven improvement in service provision, and has regularly sought the views of children and young people. There remains scope, however, to include children and young people more proactively as representatives on the committee. Elected members are supported well by officers to ensure that they are equipped to champion the needs of children effectively.

## **Leadership and management**

## **Grade 2 (Good)**

87. Leadership and management are good. Workforce stability has been a key priority within the children's social work strategy. A well-resourced and creative recruitment and retention strategy, including the successful recruitment of qualified social workers from the USA, has made significant progress. There are now low vacancy rates and low reliance on the use of agency staff.
88. Effected measures to strengthen retention include the good quality newly-qualified social worker (NQSW) programme and good succession planning with five peripatetic social work posts and six supernumerary social workers. Good single agency and multi-agency training is in place which is monitored by the LSCB. The foundations are in place to develop a skilled and sustainable workforce. The council's data on the diversity of the workforce indicate that, in children's services and schools, the ethnicity of approximately 10% of the staff is not known which makes it difficult to measure the extent to which the workforce reflects the diversity of the local population.

89. Sunderland children's services express the ambition to give children, young people and their families every opportunity to engage in decisions that affect them. A new participation and engagement framework is building on previous strategies and consolidating activity. Approximately 5000 children and young people took part in a survey which informed Sunderland's Children and Young People's Plan Strategy 2010-2025. Examples of good participatory practice in Sunderland include the Youth Parliament which is locally and nationally recognised and the innovative Young People's Annual State of the City Event.
90. A strong and established group for young people with learning disabilities and difficulties, City Equals, provides a valuable forum for consultation. Young people with a disability informed inspectors how their views had contributed to improvements such as better access to public transport. Children and young people champions within Sunderland YOS participate regularly in work to develop services. Young people have recently produced a DVD to share their experiences in order to help other young people avoid becoming involved in anti-social behaviour and crime.
91. Children and young people have been involved in the recruitment and selection of staff at all levels. Young people including representatives from the Youth Forum who spoke to inspectors said they have many opportunities to share views about how to improve services. However, more remains to be done to deliver these improvements such as access to good leisure facilities in some areas of the city.
92. Designated websites for young people demonstrate high level of access. City-wide parent forums held in each locality area offer parents and carers the opportunity to influence decisions. The Parent/Carer Council for disabled children enables parents and carers to be involved in the development of social care services for disabled children. Recent achievements include a fully inclusive play site at Silksworth, a fundamental review and redesign of the direct payments scheme and the expansion of the short breaks service.
93. The views of service users are collected through surveys and used to inform service improvement. For example, families are surveyed on their experience of initial response team. Feedback has contributed to improvements in the presentation of forms printed from the computer system. Other examples of effective participation include improvements to literature concerning child protection, adoption and complaints.
94. A strong commitment exists throughout the city in developing the participation and engagement of all children and young people in the design, development and delivery of services. There are clear plans for further development including re-establishing the Shadow Children's Trust Board from March 2012, and developing children, young people and parent and carer champions within services to embed participation and

engagement within their service area. Service user engagement is a 'commissioning standard' and is a requirement for all services, set out in all outcomes-focused service specifications.

95. The council has a clear understanding of its strengths and areas for development and appropriate action is being taken. The council had taken proactive steps to prepare for reduced financial circumstances and has successfully reduced costs while protecting services for the most vulnerable. There are several good examples of how the 'Sunderland Way of Working' has led to the reconfiguration of services to protect services and posts, such as the creation of new family teams designed to provide tailored support to individual families. The council has been creative in efforts to offset financial constraints. For example, significant additional funds for more than 800 vulnerable children have been realised through the adoption of the 'assumed consent' approach to free school meals.
96. Financial management processes are robust involving managers at all levels, closely linked to casework decision-making and taking account of potential risks to children. There is good collaborative working between the commissioning, procurement and operational staff to ensure that contracts and service level agreements give appropriate weight to safeguarding and improving children's outcomes. Commissioning standards and service specifications require all service providers to work to prescribed equalities standards and compliance is routinely monitored.
97. Lessons learned from a recent serious case review have been carefully disseminated across a wide range of stakeholders. Individual agency action plans are monitored closely via the LSCB. Although the impact of the learning is not yet fully evident, the LSCB has short-term and long-term plans in place to ensure that learning is fully evaluated as part of a staged response to the review. Multi-agency safeguarding training is well developed across the partnership.

## **Performance management and quality assurance**

### **Grade 2 (Good)**

98. Performance management and quality assurance are good. The council's self-assessment, set within the local context, charts the journey being taken by the council. In line with the CYPP, it identifies their strengths, areas for improvement and is consistent with the CYPP and the wider Sunderland Partnership.
99. Actions arising from the unannounced inspection have been implemented, although the impact of all work undertaken is not yet fully evident.
100. The senior management team exercise strong oversight of services and their visible and active support is valued by staff. However, there was inconsistent evidence of first-line management oversight in case records

seen and some delays in the recording of supervision sessions. The quality of supervision of social workers is generally good, although it is not always possible to determine the level of challenge or the opportunities for reflective practice and learning.

101. There is a coherent performance management framework, involving managers at all levels with clear links to corporate, service, team and partnership agendas, and the council is responding to a need to develop a more outcome-focused approach to analysing performance. Performance reporting mechanisms are robust at all levels, including reporting to senior managers and the LSCB.
102. The range of case file audits are beginning to improve compliance with recording policies, although there is an insufficient focus on quality in the auditing process and the level of attention to detail by different auditors is variable. The audits do not contribute fully to individual or organisational learning and development. Currently, independent reviewing officers (IROs) do not participate in the auditing process and their role in wider performance management is under-developed.
103. Some child protection conferences are not chaired by experienced and qualified social workers. Although this is not inconsistent with national guidance as outlined in *Working Together to Safeguard Children*, this is contrary to usual practice in relation to this key decision-making forum. Inspectors found no evidence that the quality of the conference decision-making was undermined by this practice.

## Partnership working

## Grade 2 (Good)

104. Partnership working is good. Partnership working across key agencies is effective and works well at both strategic and operational levels. There is evidence that this contributes to improved outcomes for children and young people. Partners, including those from the voluntary and community sector, are well represented on all strategic boards and relationships are strong between different professional groups across services and within the localities.
105. Effective partnership working with the police has resulted in improved risk management of the high volume of 'cause for concern' notifications, which has reduced the demand on the IRT. The development of the Police Vulnerable Persons Unit has led to a more collaborative approach to child protection referrals and enhanced the timely involvement of the police in strategy discussions.
106. A wide range of partners have worked together successfully to reduce the incidence of young people in the city who are not engaged in education, employment or training.

107. Partnership working to tackle domestic abuse is robust and a range of resources are available to support families and children. Awareness of teenage relationship abuse has been raised through a carefully targeted campaign, championed by elected members, and more work within local schools to address this issue is planned.
108. Staff have welcomed the benefits arising from co-location in the localities, such as the closer working relationships with Connexions and Wear Kids (YOS preventative service) staff.
109. The LSCB fulfils its statutory duties effectively and there is good engagement with a wide range of partner agencies. It has established a comprehensive set of linked priorities. The board has a clear focus on improving frontline practice.
110. Multi-agency public protection arrangements (MAPPA) and MARAC arrangements are effective and demonstrate good levels of cooperation by key partner agencies, although City Hospitals Sunderland NHS Foundation Trust has not been consistently represented at the monthly MARAC meeting. Improved multi-agency planning leading to effective joint safety plans has contributed to a significant reduction in the number of repeat domestic violence referrals. A lesson from Northumbria Police MAPPA serious case reviews of the importance of full attendance has been effectively reinforced in Sunderland, to ensure all information across the partnership is shared.

## Services for looked after children

### Overall effectiveness

### Grade 2 (Good)

111. The overall effectiveness of services for looked after children is good. Multi-agency arrangements for ensuring the needs of looked after children are met are effective.
112. Thresholds for entering care are consistently applied. Decisions are made in an informed manner at an appropriately senior level. The number of looked after children is relatively stable and services to support children who are at the risk of family breakdown are responsive and effective. Overall placement stability is good.
113. Outcomes for looked after children are generally good. There is an effective range of support services that promote the physical and emotional health of children and young people, although the lack of a designated doctor for looked after children is a significant strategic omission. New care pathways for looked after children who require CAMHS support are due to be implemented in April 2012. Looked after children live in safe and secure residential and foster placements. However, children are not always seen alone when visited by their social worker. The reporting of outcomes of Regulation 33 visits is not sufficiently robust. The strong commitment to achieving permanence for children is well evidenced by the sustained high numbers of looked after children who are adopted, including some traditionally 'hard-to-place' children.
114. Educational outcomes for looked after children are improving. Children are well supported to achieve educationally and aspirations for children are high, and there is an acknowledged need to raise the number of children who achieve good GCSE grades in English and mathematics. Care leavers are well supported in suitable accommodation and there is strong corporate commitment to reducing the number of looked after young people and care leavers not engaged in education, employment or training. There is effective joint working to divert young people from offending.
115. The views of looked after children and care leavers are central to the planning and development of services. Looked after children have been involved in the recruitment of senior officers. The Pledge to looked after children, launched in 2011, provides the basis for a detailed service delivery plan. The Change Council provides an effective forum for children to express their views about service provision. However, not all looked after children who responded to the Care4Me survey are aware of the Change Council and this may affect the extent that all children's views can be represented. Children have good access to advocacy services and independent visitors.

116. Performance monitoring is robust although quality assurance could be improved. Reviews of looked after children's plans are generally timely and children routinely participate in their reviews through an inclusive range of media. Recommended actions are not always sufficiently specific to ensure progress can be effectively tracked. Management oversight is evident on case records and managers support staff well, but the overall quality of formal supervision is variable.
117. The service manages its resources well, ensuring that children and young people are placed in the most appropriate and safe placements, while maintaining overall value for money. There is robust monitoring of externally commissioned placements. The multi-agency strategy focuses clearly on improving outcomes by placing more children in in-house family placements and reducing reliance on agency placements. To this end, the council has invested strongly in the recruitment, retention and support of foster carers.

**Capacity for improvement****Grade 2 (Good)**

118. The capacity of improvement in services for looked after children is good. Performance in key areas relating to looked after children are at least as good as or better than comparators. There have been consistently positive inspection outcomes for the council's regulated services, including its children's homes and fostering and adoption services. The council has a good track record in achieving permanence through adoption for children. As corporate parents the local authority has clearly set out its priorities through a coherent multi-agency strategy that is focused on improving outcomes and is supported by the identification of looked after children as a vulnerable group within the CYPP.
119. Effective performance management and a culture of constructive challenge helps ensure that the authority and its partners have a good understanding of the needs of its looked after children and realistic plans to address shortfalls and support continued improvement. The council is well aware that there remains scope for improvement in some areas of assessment and recording. The social care workforce benefits from good access to training opportunities and receives good levels of support from managers.
120. The Corporate Parenting Board is well established and ensures that required actions are undertaken. Children from the Change Council are represented on the Corporate Parenting Board, as are cabinet members, although membership will be reviewed to ensure that cross-departmental contribution from officers to the Corporate Parenting agenda is maximised. Elected members, who are also represented on the council's fostering and adoption panels, support officers well. Partner agencies contribute significantly to improving outcomes for looked after children and care leavers, via forums such as the multi-agency looked after children

partnership (MALAP) and the placement and resource panel (PARP) and effective joint working arrangements with partners such as CAMHS, YOS and Youth Services.

### **Areas for improvement**

121. In order to improve the quality of provision and services for safeguarding children and young people in Sunderland, the local authority and its partners should take the following action.

#### **Immediately:**

- ensure that all looked after children, according to their age and understanding, are seen alone when visited by their social worker.

#### **Within three months:**

- Sunderland Teaching Primary Care Trust (STPCT) to identify a designated doctor for children and young people to ensure that a health practitioner is in a position to have a strategic influence and overview on the health of looked after children
- Northumberland, Tyne and Wear NHS Foundation Trust to monitor the effectiveness of the new pathways of care for looked after children and young people who need services from CAMHS
- ensure that robust and transparent reporting arrangements about the outcomes of Regulation 33 visits are in place.

## How good are outcomes for looked after children and care leavers?

### Being healthy

### Grade 2 (Good)

122. Health services for looked after children and young people are good. The arrangements for the line management and supervision of the designated nurse for looked after children are adequate. However, there is no designated doctor in post for looked after children and young people. This means that there is no health practitioner who has the strategic influence and oversight on the health of looked after children in Sunderland.
123. Initial health assessments and health reviews are mostly carried out on time and effectively identify the health needs of children and young people. Considerable work has taken place across the partnership to resolve the issues contributing to missed appointments and delays in receiving consents for assessments. Most of these issues are now resolved, although the placement pack used by social workers does not include the consent form for health assessments.
124. There is no formal quality assurance process in place to ensure that health assessments and plans are routinely of good quality and to inform ongoing service development and improvement.
125. Health outcomes for looked after children are good and most are above national average of performance. However, the choice of venue for health reviews is narrow. Health promotion and advice is often limited to universal services and discussion during annual health reviews.
126. Suitable arrangements are in place to ensure that looked after children placed out of Sunderland receive timely and appropriate health assessments. There is good involvement of the Consultant Psychologist for looked after children in planning specialist placements where CAMHS input is required.
127. The Consultant Psychologist for looked after children offers a good service to ensure that the emotional health needs of children in care are identified and well met. CAMHS in Sunderland has recently been recommissioned and the new service will implement new care pathways in April 2012 for looked after children who require mental health services. Foster carers expressed concern on the future of the assessment and consultation service currently offered to young people, foster carers and other professionals.
128. The designated nurse for looked after children and CAMHS are actively involved in the training of foster carers and residential care staff on the health needs of looked after children. Support from CAMHS for Sunderland's residential children's homes has promoted a therapeutic

environment which has had a positive impact on the care offered to children.

129. Looked after young people are able to access information, advice and contraception from an associate specialist paediatrician. They are also able to access universal CASH services. The council's data shows that numbers of looked after young people and care leavers under 20 who become pregnant are higher than the national average. There is no written multi-agency sexual health protocol and care pathway for looked after young people in place.
130. The local youth drug and alcohol project (YDAP) is available to support looked after young people who are concerned about their substance or alcohol misuse, supported by the young people's nurse who works with the YDAP and youth offending teams. There has recently been some good work with link YDAP workers and residential care staff on supporting young people with substance misuse problems. This has significantly increased the number of young people successfully completing treatment.
131. The local substance misuse screening tool is not used routinely in the annual health reviews and this is a missed opportunity for identifying a need for early intervention.
132. The involvement of health practitioners in reviews and pathway planning is variable. It is recognised by health practitioners working with looked after children that the current arrangements for providing a complete health summary to young people when they leave care is an area for development.

### **Staying safe**

### **Grade 2 (Good)**

133. Arrangements to ensure that looked after children and young people stay safe are good. The proportion of children and young people living in family placements compares favourably with the national average. Stability of placement is in line with comparable authorities and the national average and this trend has been sustained.
134. Children seen during the inspection said they feel safe in their placements. All children replying to the Care4Me survey said there is at least one person they would tell if they were being harmed. This is consistent with the council's own Viewpoint survey that found that nearly all looked after children felt "definitely safe" in their placement. No looked after children replying to the council survey said that they felt unsafe.
135. The number of looked after children in Sunderland is stable. The percentage of looked after children who have become adopted is high, including a number of older children. Entry into care is effectively managed by the PARP. The community support team (CST) provides a responsive and targeted service to children and families who are in crisis.

Support is provided to resolve issues and safely maintain children at home or identify that care is necessary to safeguard children.

136. The CST also supports foster placements to avoid unplanned placement changes. Support to foster carers from the fostering service is good and training and development is increasing their understanding and skills. Support from the virtual school team and from CAMHS was highly valued by foster carers who spoke to inspectors.
137. Foster carer recruitment activity takes account of the ethnicity of the looked after children population to ensure that the ethnic background of carers reflect the diversity of children who are looked after by Sunderland. Decisions about placements, including the support required for carers, are informed by the cultural needs of individual children.
138. Statutory visits to looked after children by social services are undertaken in a timely manner although it is not always clear from the case records whether children are seen alone. Not all children who responded to the Care4Me survey said that their social worker always spoke to them on their own when they visited. This issue was identified as an area for development in a recent themed case file audit undertaken by the council.
139. There is a well-established statutory process for complaints and representations. The timescales for completing complaints are monitored and are satisfactory. Appropriate mechanisms for reporting complaints outcomes are in place, including reports to elected members. Parents spoken to by inspectors knew how to complain if they felt it was necessary.
140. The council's commissioning arrangements requires all providers of external placements to meet the safeguarding standards. The effectiveness of externally commissioned placements is monitored well, including reference to Ofsted's regulatory inspection reports. Suitable independent fostering agency (IFA) placements are monitored effectively through the sub-regional framework and outcome tracker. Similar arrangements are being put in place for external residential placements.
141. Representatives on the MALAP are engaged well in multi-agency priority setting for the children in care. This is helping improve outcomes for children and the monitoring of progress to achieve these.
142. The missing from care protocol is robust and residential staff and foster carers are aware of their responsibilities in reporting. The council has analysed the notifications and identified a group who are most at risk of going missing and of offending. Appropriate action is being taken to address this.

**Enjoying and achieving****Grade 2 (Good)**

143. The impact of services that enable looked after children and young people to enjoy and achieve are good.
144. The virtual school for the education of looked after children is raising standards and aspiration for all children and young people educated within and outside of Sunderland. The virtual head, appointed in 2011, provides effective leadership to the looked after education team. The head's oversight and understanding of the current provision for children and young people from their early years to post-16 education and training is robust, as is an in-depth knowledge of the strengths and areas for development required to improve outcomes further.
145. The looked after children education team is proactive in its intervention to support the learning and achievement of children at school. They know the schools well and have a targeted approach to support children and young people where there is a risk to their progress, including for those children placed out of area. They provide good training for designated teachers, staff in the children's homes and foster carers. The team has a good range of specialist expertise in areas such as early years, special education needs and disabilities. Designated teachers feel well supported by regular liaison meetings and briefings, consultancy in-school and annual conferences which helps them learn from the latest good practice.
146. The very large majority of looked after children and young people enjoy school and attend regularly. Overall rates of attendance are above the England average. The arrangements to track attendance, including for young people placed out of Sunderland, are thorough. There has been no permanent exclusion of a looked after child this academic year. Although on a downward trend, fixed-term exclusions are above average. A small number of 12 young people are responsible for the core of current exclusion incidents.
147. The strategies used through the virtual school are resulting in increasingly good educational outcomes for looked after children considering their starting point. The gap in attainment between looked after children and young people and all children in Sunderland remains wide but, based on a three-year average, is steadily narrowing. The large majority of children in primary schools make the expected progress from Early Years Foundation Stage to Key Stage 2. The Letterbox Club is valued by carers and has raised literacy levels for children. The number of young people taking GCSE examinations is small and results fluctuate each year. The 2011 GCSE results for looked after children were above the national average for the proportion of young people achieving five GCSE at grades A\* to C but, over the past two years, the number of young people achieving good GCSE grades in English and mathematics has been relatively low.

148. The quality of personal education plans (PEPs) is inconsistent. The less effective PEPs have unclear goals and do not explain precisely how to achieve the expected outcomes. The personal education allowances are effective in supporting a wide range of activities to motivate and support children and young people in their social development and educational achievement.
149. Children and young people have access to a wide range of leisure and recreational activities in and outside of school. Children and young people who met inspectors said that they enjoy the activities that their carers or staff in the children's homes arrange for them. Children and young people are entitled to a leisure card to access a choice of activities at a reduced price, although the discounts are not available for the children's carers. The council intend to raise awareness of the entitlement in order to increase the number of children who use the card. There is a sensitive approach to ensuring that looked after children are not singled out with strong focus on participation in enjoyment activities with their peers.

### **Making a positive contribution, including user engagement**

#### **Grade 2 (Good)**

150. Opportunities for looked after children and care leavers to make a positive contribution are good. Looked after children receive effective support to help them discuss issues that matter to them. This includes support to communicate with children with a disability. Regular consultation with a wide range of looked after children and young people takes place to develop services. Examples include the proposal for closure of some children's homes and the work done with the Regional Family Justice Council to improve services. Viewpoint, an electronic consultation system operational since March 2010, has been used by over 200 young people as an additional medium to express their opinions, including their views on their placements and the services they use. Viewpoint has enabled more children with communication difficulties to express their views. Views expressed via a recent Viewpoint survey of looked after children were largely positive and their feedback strongly informed the analysis of performance in the recent Corporate Parenting annual report.
151. A children in care council, known as the 'Change Council', acts effectively as a representative voice for looked after children, although responses to the Care4Me survey suggests that not all children are aware of its existence. The 'Change News' magazine and a range of child-friendly materials enable the Change Council to communicate with all young people in the care system. The Change Council has made significant impact upon the development and improvement of services for young people, such as the reduction to the cost of leisure activities, the participation in the interviewing of staff, and training of foster carers. The members of the Change Council effectively champion a range of positive

initiatives as well as challenging issues. This group have been involved in developing the Children's Pledge and is represented on the Corporate Parenting Board. The scrutiny committee have not yet fully engaged with the Change Council, although work is underway to develop a regular dialogue.

152. There are good examples of how learning from complaints had influenced the delivery of services. This has included the review of unborn baby assessments and planning how the contact service will be set up. Requests for an advocate are promptly met and information about access to advocacy has been sent to all looked after children. Information is available in a range of languages.
153. The proportion of looked after young people cautioned or convicted in the last reporting year was higher than similar areas and England. A small core group of young people is offending. Half of these young people have offended before entering care and are responsible for most offences and missing from care incidents. Reducing offending is a key priority of the Children in Care Strategy and there is a dedicated working group and action plan to address this. The therapeutic approach 'Holding the Space' to prevent offending of young people in the children's homes is having a positive impact. Residential care staff have also undertaken effective training in restorative justice approaches. Joint work and links with the police are increasingly constructive. The Youth Offending Service is informed by the police of any relevant overnight arrests and can provide support immediately from Wear Kids, who work with young people at risk of offending, or from YDAP.

## **Economic well-being**

## **Grade 2 (Good)**

154. Economic well being outcomes are good. Performance for care leavers in education, employment or training has been above similar areas and England although this dipped in 2010/11 within a challenging economic context. In that year 36 young people were not in education, employment or training. They were known to the leaving care team and received intensive support.
155. A range of initiatives are in place to engage care leavers in suitable training or employment opportunities. These include strong links with Connexions personal advisers, five council apprenticeships ring-fenced for care leavers, work experience opportunities at a local hotel and the 'Teenagers to Work' programme. The personal education allowance is being extended post-16 to purchase equipment required for vocational training and dedicated workers in the care leaving team and from Connexions work in a targeted way with those most at risk of disengaging. From the age of 14, 'Springboard Sunderland' bridges the transfer from pre- to post-16 to support the most vulnerable young people in choosing future positive career options. There is very good flexibility for admission

to courses to suit the young person's circumstance with short or long-term vocational programmes available.

156. Young people who continue their education in schools' sixth forms or at college make good progress. Stability of foster carers is secured for young people on A-level courses. The looked after children education team provides good support for those with the potential and aspirations to go to higher education. The head of the virtual school has developed good links with post-16 education providers and liaison with the leaving care team is becoming more embedded. Sunderland University offers a good programme of support with older care leavers mentoring younger students. There are currently 10 care leavers at university.
157. The very large majority of young people who took part in a care leavers' survey thought that they were involved fully in the development and review of their pathway plan. This was confirmed by the care leavers who met inspectors. Young people said that their pathway plans were very useful because they told them exactly what would happen when and for what reason. However, the quality of the pathway plans looked at as part of this inspection was inconsistent. Some were analytical and demonstrated well how plans were progressing or not. Others did not indicate sufficiently how the goals could be achieved by the young person. The views of the young person were not always evident. The service is aware of the limitations of the current pathway plan format and work is in hand to develop a seamless transition between the personal education plan and the pathway planning process.
158. Care leavers live in suitable accommodation. There is a good range of accommodation for young people which includes supported accommodation, flats for training in independent living and permanent tenancies. The futures team supports disabled care leavers who are likely to need long-term care and planning for transition is coordinated effectively with health, housing and adults services.

### **Quality of provision**

### **Grade 2 (Good)**

159. The quality of provision is good. The CST offers good targeted edge of care support to families and children to reduce the need for them to enter care and for them to remain at home safely.
160. The PARP provides a clear and agreed process for considering cases where children may need to become or remain looked after. This is contributing to a shared understanding of thresholds for care across partner agencies. An effective dispute resolution mechanism is in place.
161. There is a satisfactory range of in-house placements available and good access to external IFA placements through the sub-regional framework. The majority of children are placed within the city which promotes contact with friends and families and supports rehabilitation plans when

appropriate. A low number of children (29) are placed more than 20 miles away from their home address, which compares favourably with comparable authorities and the national average.

162. Where placements are required for children with complex health needs there is good partnership work with health colleagues to identify suitable placements and agreement for funding.
163. The quality of assessment and planning for looked after children seen by inspectors was variable. Most identified the diverse needs of children although the depth of the analysis of those aspects varied. In cases seen, children and young people were in appropriate and safe placements. In most case files seen there was satisfactory evidence of effective multi-agency working and appropriate contribution to assessment and planning.
164. Children seen by inspectors said that their views were sought and taken into account. The views of parents and carers were usually included in assessments and care planning. However, not all parents seen felt that they had been listened to and some disagreed with the outcomes of the assessment.
165. Good examples were seen by inspectors of direct work with children and young people. This was undertaken in a variety of ways using tools and methods appropriate to their age, culture and understanding, enabling children to engage meaningfully in their assessment. The completed life story work seen by inspectors reflected this work well. The information gleaned from direct work was used effectively in compiling robust assessments which informs planning for children.
166. Care plans for looked after children and care leavers seen were securely based on the assessments. Progress on achieving the plan is routinely monitored through case supervision with social workers and statutory childcare reviews. Regular care planning discussions and timely reviews keep the consideration of permanence and return home on the agenda as appropriate. Additional care planning meetings take place where necessary to progress plans or to facilitate additional monitoring of complex cases. The number of children remaining in care for two years or more has reduced over the last four years.
167. Statutory reviews are nearly all held on time for looked after children. Social workers report that IROs are suitably challenging and that plans are rigorously reviewed. Not all recommendations arising from reviews, however, are sufficiently specific and measurable. A dispute resolution process is in place and evidence was seen of IROs bringing delays in the implementation of agreed actions to the attention of managers. However, the capacity of IROs is stretched and this is having an impact on the prompt circulation of reports and their ability to undertake wider duties. The council are currently undertaking a review of the IRO service and plan

to increase the IRO establishment in advance of the conclusion of the review.

168. There are a range of varied mechanisms that enables as many children as possible to participate in their reviews. Children seen by inspectors said that they were satisfied with the choices and opportunities they have to contribute to their reviews and to other meetings.
169. Unplanned changes of placement are avoided as far as possible by good care planning and reviewing. Inspectors saw evidence of sustained and beneficial relationships children had with independent visitors, children's homes and foster carers. However, sustained relationships are less common with social workers due to an historical reliance on agency and temporary staff.
170. Most chronologies and case records seen were up to date and included relevant communications and information from other agencies. However the quality of recording seen varied from brief and formulaic descriptions to detailed analyses of children's needs. The electronic recording system does not yet fully support staff. However, staff seen were pleased that their views and suggestions about the electronic recording system have been taken into account by senior managers in ongoing development of the system.

#### **Ambition and prioritisation**

#### **Grade 2 (Good)**

171. Ambition and prioritisation are good. The Children's Trust has explicitly prioritised the needs of looked after children in the CYPP, and the MALAP has developed and agreed a coherent and ambitious strategy. The strategy is based on improving outcomes by reducing reliance on agency residential foster care placements and increasing the number of available in-house foster placements.
172. Plans to achieve objectives are led and robustly monitored by MALAP. There are good links between MALAP, the Corporate Parenting Board and the Change Council which is contributing well to the effective championing of the needs of looked after children across the wider partnership. The Corporate Parenting business plan systematically addresses the council's pledge to looked after children, ensuring that implementation can be effectively evaluated. There is a strong, shared emphasis placed on achieving permanence for looked after children by managers and staff who work with looked after children and this is well supported by senior officers and lead members.
173. The Corporate Parenting annual report demonstrates a sound analysis of performance of looked after children so that elected members and other corporate parents are fully aware of relevant issues. Membership of the Corporate Parenting Board includes several cabinet members, although attendance is not consistent due to competing commitments. The council

plan to review membership to ensure greater participation and more effective involvement of senior officers.

174. Performance on looked after children's services and outcomes are regularly reported to scrutiny committee who have addressed several areas, notably support to improve educational attainment, and engagement with children and young people in undertaking this work has been effective. Plans are in place to engage more actively with the Change Council.
175. Regulation 33 visits to children's homes are undertaken by elected external officers and elected members, although themes arising from these visits are not adequately addressed in the Corporate Parenting annual report. Reporting of outcomes is limited to reports on individual visits.

### **Leadership and management**

**Grade 2 (Good)**

176. Leadership and management in services for looked after children are good. The council and their partners know the needs of the looked after children population well. They have identified where there are gaps in resource and service provision and have a good understanding of overall placement needs for children. The looked after children strategy and accompanying plan reflects this self-awareness.
177. There is good collaborative working underpinning the commissioning framework. The safeguarding of children is central to the contract and procurement process and all providers must demonstrate that they can ensure this and improve outcomes for children placed with them. The sub-regional IFA contract has provided choice and value for money and has contributed to the sustained overall stability of placements.
178. Further examples of the effective use of resources include the closure of a children's home which has released resources to prevent children entering care and to support care leavers. A dedicated contact service is also planned but is not yet operational.
179. There is effective monitoring of commissioned placements against outcome-focused quality indicators through a quarterly review and an annual visit. The MALAP is an effective partnership which identifies and sets priorities linked to improving outcomes. The process is informed by single agency priorities, performance information and children and young people's views gathered through mechanisms such as the Viewpoint survey of looked after children and the Change Council.
180. The multi-agency PARP is a good example of effective partnership working that identifies suitable preventative support for children at risk of entering care, and appropriate placements and support for those children who do so. There are effective partnerships with health colleagues, such as those

in YDAP, CAMHS and the OK 2 team. Partnerships with the virtual school and the youth service are effective in supporting children to achieve educationally and to access leisure and social activities.

181. Productive partnership working with housing providers contributes good access to suitable accommodation for care leavers. Care leavers with severe disabilities are supported well by the futures team (jointly funded by health) and are given priority for housing and for support from adults services.
182. Team managers were very positive about the management development training they have received and the impact this has had on the development of their skills. Social workers working with looked after children have manageable caseloads and were positive about the opportunities to undertake post-qualifying awards. Newly qualified social workers have good access to training and have protected caseloads.
183. There is a fee and allowance structure in place for foster carers which reflects their skills and the training that they have undertaken. Recent additional investment in the foster carer training and fees has been instrumental in attracting people to become foster carers and has increased placement choice for looked children. Foster carer recruitment activity is supported by Sunderland Football Club's community scheme, the SAFC Foundation. The council recognises the need to further develop the skills and quality of its foster carers and residential staff to meet the needs of the most challenging children and meet complex needs, and to reduce the number of children who are living in agency placements.

### **Performance management and quality assurance**

#### **Grade 2 (Good)**

184. Performance management and quality assurance across services for looked after children are good. Performance targets are met and achievement is at least in line with national averages and statistical neighbours. The MALAP provides good challenge to partners about the progress made on meeting priorities and closely monitors progress of performance in key indicators and progress of the action plan at the partnership's quarterly meetings. The Corporate Parenting Board also receives regular reports on performance relating to looked after children and care leavers.
185. The IROs' role in monitoring performance in services for looked after children could be further developed. They are currently evaluating the extent to which they have taken on the additional responsibilities as outlined in the recently revised care planning regulations.
186. Social workers welcome the focused support from their managers and said that they are accessible and responsive to the need for additional advice

about complex cases. Staff reported that good practice is clearly acknowledged by senior managers. There is good evidence of management oversight of cases on the electronic record and effective senior managerial oversight through meetings such as the performance monitoring group. However, the quality of supervision records seen was variable. The content of supervision is generally task-focused with little evidence that there had been an opportunity for staff to reflect on practice issues.

## Record of main findings:

<b>Safeguarding services</b>	
Overall effectiveness	Good
Capacity for improvement	Good
<b>Safeguarding outcomes for children and young people</b>	
Children and young people are safe and feel safe	Good
Quality of provision	Adequate
The contribution of health agencies to keeping children and young people safe	Good
<b>Services for looked after children</b>	
Ambition and prioritisation	Good
Leadership and management	Good
Performance management and quality assurance	Good
Partnership working	Good
Equality and diversity	Good
<b>Services for looked after children</b>	
Overall effectiveness	Good
Capacity for improvement	Good
<b>How good are outcomes for looked after children and care leavers?</b>	
Being healthy	Good
Staying safe	Good
Enjoying and achieving	Good
Making a positive contribution, including user engagement	Good
Economic well-being	Good
Quality of provision	Good
<b>Services for looked after children</b>	
Ambition and prioritisation	Good
Leadership and management	Good
Performance management and quality assurance	Good
Equality and diversity	Good



## Appendix 2: Announced inspection – Draft Action Plan

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
Quality Of Assessment And Planning	1	Ensure that all assessments clearly identify risk and protective factors .....	Para 17, 27, 44, 119	<p>Assessments to not be signed off by Team Managers unless risk and protective factors have been clearly identified and assessments show that children have been seen alone and theirs and their families' views have been clearly recorded.</p> <p>Include the heading IDENTIFICATION OF RISKS &amp; PROTECTIVE FACTORS in the Parenting Assessment / Risk Assessment format</p> <p>Direct discussions to take place between Team Managers and Senior Managers to ensure this is in place immediately. Team Managers to remind staff of the requirement and are to discuss the above with their teams in team meetings by the end of April.</p> <p>Case file audit tool to be modified to measure compliance. Themed audit to take place within 6 months to monitor practice.</p> <p>Risk assessment model, to be embedded in NQSW induction programme, induction and reinforced with existing staff.</p> <p>Analysis workshops to take place to improve analytical skills of relevant staff. A rolling programme to be established.</p>	Immediate	Denise Moore	<p>Direct discussions have taken place</p> <p>Case file audit tool modified</p> <p>Risk assessment model embedded</p> <p>Analysis workshops have taken place</p>
	2	Ensure contributions from partner agencies who are involved with the family are included	Para 27, 44	<p>All assessments need to have multi agency contributions and are not to be signed off by managers unless the partner agency contributions are evident.</p> <p>Within the assessment schedule include the name and date information / contributions from partner agencies was received.</p> <p>Case file audit tool to be modified to ensure compliance. Joint audit with health to ensure that multi-agency information is shared for the purposes of assessment</p> <p>All CIN / CP / LAC plans, assessments and other relevant documentation to be signed by partners at core groups / Care Team Meetings / CIN planning meetings and scanned into ESCR.</p> <p>Team Managers will not sign off the above documentation until all signatures from family and professionals are evident on the documents.</p>	Immediate	Denise Moore	<p>Case file audit tool modified</p> <p>Agreement that minute takers for ICPCs will use laptops so that Outline CP plans can be printed and signed</p>
	3	Improve the quality of assessments and recording, ensuring sufficient analysis to inform planning for children and families	Para 17	<p>Develop CSWS standards in all aspects of assessment, planning, monitoring and review which are clear, shared with staff, implemented to a minimum standard and overseen by managers.</p> <p>Case file audit tool to be amended to ensure compliance.</p> <p>Each team to develop good practice file for reference.</p> <p>Themed audit to take place within 6 months to evaluate effectiveness.</p>	<p>June 2012</p> <p>June 2012</p> <p>June 2012</p> <p>December 2012</p>	Denise Moore	<p>Case file audit tool amended</p>

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				Team work shops to take place re quality of assessments and plans, and build on and further develop Analysis workshops.	June 2012		
				Parenting / Risk Assessment plans will clarify multi agency roles and responsibilities within the assessments and timescales. All assessment plans to be signed off by Team Managers.	June 2012		
				Participation of child / young person needs to be clearly planned and documented	June 2012		
	4	Ensure that all child protection plans are specific and measurable including clear timescales for action	Para 18, 27, 49, 116, 119	New format for Child Protection plans will ensure that they are specific and measurable and show timescales for completion of work.  These will be implemented within three months.  All plans to be reviewed at Core Group / Care Planning & CIN planning meetings and updates / monitoring & Review to be evidenced.  All CP / LAC / CIN plans are to be signed by Team Managers.  CP plans in existence for longer than 12 months to be monitored by multi agency CP panel, chaired by Service Manager.	Within 3 months	Denise Moore	Multi-agency OBA event held 1.5.12 to reinforce outcome focussed planning for children
	5	Ensure that all core group discussions are effectively minuted so that progress can be monitored more effectively	Para 18, 27, 52	<b>[See Quality Of Assessment And Planning action 4 above]</b>  Develop a template for the recording of Core Group / Looked After Planning / Care Team meetings to ensure minimum standards are consistently achieved (to allow progress and outcomes to be monitored and saved into ESCR)  Each team to develop good practice file for reference.  Develop a standardised process for ensuring the recording and sharing of the minutes / actions  Core Group minutes to be sampled during supervision and through audit work and outcome of this to be fed back to individuals in supervision.	Within 3 months	Denise Moore	
	6	Improve quality of CP conference minutes	Para 49	Work with the Independent Reviewing Manager to improve the quality of the Child Protection minutes by redesigning the structure and content. This would also encompass the concerns raised around the contradictory summary of risk and protective factors.	July 2012	Fiona Brown / Simon Allan	
	7	Recording needs to be up to date, consistently purposeful with detail and clarity	Para 51, 119, 170	Service standards in relation to recording to be re-launched by Team Managers with their teams.  Continue to embed Service Standards in relation to recording core practice through induction and professional development of staff.  Team Managers through QA processes (e.g. sampling, themed audit and supervision) to ensure compliance in this area.	May 2012  Ongoing  Ongoing	Denise Moore	

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				Performance management information to be scrutinised by Service Managers weekly in relation to case recording.	Ongoing		
				Regular peer audits to examine quality, standards and timeliness of recording.	June 2012		
	8	Improve the quality and consistency of assessment and planning for Looked after Children	Para 163	Ensure compliance with care planning regulations and meet service standards.	May 2012	Denise Moore	
				Revisit Permanence Planning training for staff	June 2012		
				Drive up the quality and consistency of assessments to ensure no drift and / or delay in achieving the child's permanence plan.	June 2012		
				Ensure that plans are signed off by managers and are relevant to the needs of the child.	June 2012		
				Ensure that plans take into account the timetable for the child.	June 2012		
				Service managers to establish regular meetings to monitor the progress of Care Proceedings with Legal Services	April 2012		Meetings in place
				<b>[See also Quality Of Assessment And Planning action 3 above]</b>			
	9	Ensure recommendations from statutory reviews are specific and measurable	Para 167	Undertake review of detail of LAC chairperson report recommendations so that they are outcome focussed (Development Day)	June 2012	Beverley Scanlon / Jean Hughes	To be incorporated into the reviewing team quality assurance framework
	10	Improve the quality of case recording for looked after children	Para 170	<b>[See also Quality Of Assessment And Planning action 7 above]</b>		Denise Moore	
				Direct work with children and life story work to be scanned into ESCR and placed on child's file.	May 2012		
				Key worker must be responsible for recording statutory visits and seeking the child's views.	April 2012		
				Statutory visits need to be compliant with the regulations and the Service Standards and recorded on CCM.	April 2012		
	11	Ensure consistency in the quality of pathway plans	Para 157	Develop and implement a word template for CCM Pathway Plans which is more able to meet the needs of staff and young people.	July 2012	Catherine Joyce	Word document has been developed.
				All Pathway Plans to be quality assured and signed by line manager (template adapted to include this). Supervision document to be amended to include this.	May 2012		
				Development session to be undertaken with staff in relation to completing the plan	July 2012		
	12	Develop a seamless transition between the personal education and the pathway planning process	Para 157	Implement a LAC Transition Strategic Group with regular meetings between Sunderland Virtual School (SVS) and Leaving Care and Connexions to:	April 2012	Catherine Joyce / Janet Murray	
				<ul style="list-style-type: none"> <li>Develop a Post-16 PEP to reflect the Post-16 Pathway Plan</li> </ul>	July 2012		
				<ul style="list-style-type: none"> <li>Amend current Key Stage 3-4 PEPs to</li> </ul>	April 2012		

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				<ul style="list-style-type: none"> <li>- include Connexions PA</li> <li>- reflect post-16 learning intentions and plan</li> <li>- career aspirations and careers information, advice and guidance</li> </ul> <ul style="list-style-type: none"> <li>• Set up a shared monitoring of Year 11 Destinations</li> <li>• Set up a shared monitoring of Year 12 and 13 Learning Pathway</li> <li>• Implement a Key Stage 4-Post-16 Learning Transition Support Plan for each young person</li> </ul>	<p>May 2012</p> <p>May 2012</p> <p>September 2012</p>		
	13	Ensure the electronic system fully supports staff	Para 170	Implement CCM development plan [ <i>Service Plan</i> ]	July 2012	Steve Fletcher	Work has commenced but progress is slow
	14	Ensure that all assessments take into full account the views of children and families	Para 17, 27, 29, 44, 157, 164	<p>Enable better recording of individual children's views, to develop a "drop down" heading entitled "child's view/families view" on CCM [<i>Peer Challenge Action Plan</i>]</p> <p>Assessments must consider specific needs of the child including cultural; religious; educational; language; disability etc.</p> <p>Team Managers through QA processes (e.g. sampling, themed audit and supervision) to ensure compliance and that minimum standards are met.</p> <p><b>[See also above]</b></p>	Immediate	Denise Moore	<p>The views of children and families have been added as a drop down flag on CCM.</p> <p>Managers have spoken to all staff to remind them of their responsibility to:</p> <ul style="list-style-type: none"> <li>- seek the views of the child and family and that this is evidenced on documentation</li> <li>- see the child alone and that this is record</li> </ul>
	15	Children must be seen alone, when appropriate and recorded as such	Para 17, 27, 29, 44, 113	<p><b>[See also Quality Of Assessment And Planning action 14 above]</b></p> <p>Relevant staff to be reminded of their responsibility to complete this.</p> <p>New documentation to make the evidencing of this work clearer.</p> <p>Drop down menu heading in CCM recording entitled "Child seen alone".</p> <p>Managers need to ensure that children are seen alone and that this is evident in the record. Managers to discuss in supervision/team meetings with staff to re- enforce staff awareness</p> <p>Team Managers through QA processes (e.g. sampling, themed audit and supervision) to ensure compliance.</p>	Immediate	Denise Moore	
	16	Ensure that all looked after children, according to their age and understanding, are seen alone when visited by their social worker and recorded as such	Para 17, 121, 138	<p><b>[See also Quality Of Assessment And Planning action 15 above]</b></p>	Immediate	Denise Moore	
Service User Engagement/ Views	1	Ensure that learning from complaints is identified more clearly and used to improve practice across safeguarding and looked after children.	Para 27, 31,	<p>Implement process to ensure issues arising from complaints are used to inform themed audits</p> <p>Complaints Manager to present trends and themes report to SMT on a quarterly basis for discussion and further dissemination to relevant</p>	Within 6 months	Meg Boustead / Bev Boal	

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				<p>team managers and staff</p> <p>Outcomes and implications of individual Stage 2 investigations in form of IO report and adjudication letter to be shared with staff involved in case to enable staff to reflect on their involvement</p> <p>Implementation and feedback process re recommendations action plans to be reviewed and strengthened</p>			
	2	Include children and young people more proactively as representatives on the scrutiny committee	Para 86	Under the City Council's new scrutiny arrangements to be introduced from the 2012/13 Municipal Year, ensure the voice of young people are heard and engagement with the Change Council and other groups are considered where appropriate.	April 2013	Charlotte Burnham / Meg Boustead	
	3	Actively engage the Change Council in the work of the scrutiny committee	Para 151, 174			Charlotte Burnham / Meg Boustead	
	4	Address the concerns of Foster Carers around the future of the assessment and consultation service	Para 127,	Foster carers to be re-assured that the CAMHS Service will still be accessible after reorganisation of referral process	April 2012	Steve Fletcher/ Steve Towers	Reassurance has been sought from NTW that there will be no change in relation to consultation. Fostering officers and the Carers Consultative group (which met in April) have since been informed of this. The service will continue to monitor the situation.
	5	Use learning from feedback to shape services	Para 91	Develop a framework to facilitate the systematic collation and analysis of feedback / consultation / etc and enable consideration of the implications for service improvement at the SSIB, SMT and other appropriate forums	July 2012	Meg Boustead / SMT	
	6	Ensure looked after young people are aware of the Change Council	Para 115, 151	The Change Council to develop an information leaflet to provide to looked after children so that they are aware of the Change Council and have the relevant information to contact them should they choose to do so	June 2012	Catherine Joyce	
				All key workers of looked after children to ensure young people are aware of the Change Council and have the relevant information to contact them should they choose to do so	June 2012	Denise Moore	
Health Services	1	NTW NHS Foundation Trust to ensure that revised pathways of care are effectively implemented for children and families who need specialist services from CAMHS.	Para 27	Pathways of care for children and families needing specialist CAMHS services are effectively implemented	Within 3 months	Service Manager CAMHS	AMBER
	2	Strengthen governance arrangements for providing assurance to the STNHSFT on safeguarding practice within Community Health Services	Para 56	Review and strengthen governance arrangements	July 2012	Strategic Safeguarding Lead	AMBER
	3	The sharing of information between police/Children	Para 79	Meeting to be arranged to review feasibility of sharing domestic violence notifications and protocol to be developed if feasible	September 2012	Strategic Safeguarding	AMBER

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
		Services and Health to be reviewed in cases of domestic abuse				Lead (STNHSFT) Named Nurse (STNHSFT)  DCI  Head of Safeguarding Designated Nurse	
	4	Performance indicators to be developed within <b>CHSNHSFT</b> to provide Board assurance on safeguarding practice across the organisation	Para 56	Develop PIs covering supervision, training, referrals, staffing, attendance at meetings – to be incorporated into dashboard reports and reports to board	September 2012	Director of Nursing/SSCB rep for CHSNHSFT  Designated Nurse  Named Professionals	AMBER
	5	<b>CHSNHSFT</b> to review the line management arrangements and resourcing of the Named Nurse for Safeguarding Children	Para 57	Review current arrangements and align them to the Statutory Guidance WT 2010 & Intercollegiate Guidance 2010	September 2012	Director of Nursing / SSCB rep for CHSNHSFT	AMBER
	6	<b>CHSNHSFT</b> to review the quality of safeguarding training and improve the uptake of level 2 and 3 Safeguarding Children training	Para 58	Effectiveness of training to be reviewed by evaluations/impact on practice – audit of managers  Mandate from Director of Nursing re attendance at training	September 2012	Director of Nursing / SSCB rep for CHSNHSFT  Named Nurse & Named Doctor	AMBER
	7	<b>CHSNHSFT</b> to provide individual, face-to-face supervision for midwives holding child protection and child in need cases	Para 59	Review of Safeguarding Supervision Policy  Safeguarding supervision to be provided in the antenatal and post natal period by the Named Midwife/delegated deputy	December 2012	Director of Nursing/SSCB rep for CHSNHSFT  Named Midwife	AMBER
	8	<b>CHSNHSFT</b> to monitor uptake of safeguarding supervision across the organisation	Para 59	To be included in the performance indicators developed	December 2012	Named Nurse Named Midwife	AMBER
	9	<b>CHSNHSFT</b> to ensure a record of safeguarding supervision is documented in the patient's notes	Para 59	Safeguarding supervision policy to be amended	December 2012	Named Nurse Named Midwife	AMBER
	10	<b>CHSNHSFT</b> to review the provision of teenage	Para 67	The pilot within Washington to be continued and evaluated with best practice shared across the city	September 2012	Director of Nursing /	AMBER

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
		antenatal clinic across the City				SSCB rep for CHSNHSFT  Named Midwife	
	11	CHSNHSFT to fully sign up to the MARAC process and demonstrate consistent representation at the meetings	Para 80, 110	CHSNHSFT to attend MARAC meetings and present their own information after formal "sign up"	July 2012	Director of Nursing / SSCB rep for CHSNHSFT	AMBER
	12	All GP Practices to hold regular, multi-disciplinary meetings with other health professionals to discuss and share information about vulnerable families	Para 61	GPs arrange multi-agency meetings with other health professionals to share information about vulnerable families	September 2012	Named GP  Strategic Safeguarding Lead STNHSFT	AMBER
	13	GPs to have greater clarity on information sharing for MARAC	Para 61	All MARAC documentation clearly outlines the legislative framework permitting disclosure of information	July 2012	Named Nurse STNHSFT  Named GP  Designated Nurse	GREEN
	14	STPCT to monitor the waiting times for accessing tier 2 CAMHS	Para 71	Waiting times for tier 2 CAMHS should be closely observed	September 2012	Contract Manager	AMBER
	15	NTW to ensure pathways of care between early intervention mental health services and CAMHS are clear in view of recent re-structuring	Para 72	Pathways of care should be reviewed and practitioners be reminded of the agreed pathways	September 2012	CAMHS Service Manager	AMBER
	16	CDOP should continue the review of it's structure; the approach to rapid response when a child dies, and how family support is delivered	Para 81	Sub-regional agreement on whether to continue with the steering group.  Work to progress on rapid response and family support	September 2012	CDOP Chair	AMBER
	17	Sunderland Teaching Primary Care Trust (STPCT) to identify a designated doctor for children and young people to ensure that a health practitioner is in a position to have a strategic influence and overview on the health of looked after children	Para 113, 121, 122	LAC Service Specification to be agreed and a Designated Dr to be appointed in line with the agreed job description  Review role of Designated Nurse during review of service specification to ensure statutory responsibilities are met	Within 3 months	Associate Director of Quality & Patient Safety  Medical Director  Lead Commissioner	AMBER
	18	Northumberland, Tyne and Wear NHS Foundation Trust to monitor the effectiveness of the new pathways of care for	Para 113, 121, 127	Staff are clear as to how to obtain CAMHS for looked after children	Within 3 months	Service Manager	AMBER

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
		looked after children and young people who need services from CAMHS					
	19	STPCT to develop Quality Assurance processes to ensure that health assessments and plans are routinely of good quality and to inform ongoing service development and improvement	Para 124	A programme of audit is agreed to assess quality of health assessments and plans which will identify any areas for development and/or improvement	October 2012	Designated Dr / Designated Nurse - LAC	AMBER
	20	Review the choice of venues offered to LAC for their health reviews	Para 125	Children, young people and the families/carers have a wider range of venues to access health reviews	October 2012	Designated Dr / Designated Nurse - LAC	AMBER
	21	Review how health promotion and advice is delivered to LAC	Para 125	Review current model of provision and amend model in light of national best practice	October 2012	Designated Dr / Designated Nurse - LAC	AMBER
	22	A multi-agency sexual health protocol and care pathway to be developed	Para 129	Development and ratification of a multi agency protocol and awareness raising with practitioners	September 2012	Designated Dr / Designated Nurse – LAC SSCB – Legal and Procedures	AMBER
	23	The local substance misuse screening tool should be routinely used in the annual health reviews	Para 131	All staff to be confident and competent in using the substance misuse screening tool	July 2012	Designated Dr / Designated Nurse - LAC	AMBER
	24	Review how health practitioners can be involved in health reviews and pathway planning	Para 132	Review how all health practitioners, (e.g. Health Visitors, School Nurses and GPs) can support health reviews and pathway planning	September 2012	Designated Dr / Designated Nurse - LAC	AMBER
	25	Review the arrangements for providing a complete health summary to young people when they leave care	Para 132	Ensure young people who are leaving care have access to a complete health summary	September 2012	Designated Dr / Designated Nurse - LAC	AMBER
	26	Ensure the placement pack includes consent forms for health assessments	Para 123	Develop new documentation with ICT	July 2012	Sheila Lough	New documentation is in the process of being developed
Quality Assurance/ Performance Management	1	Strengthen the audit process by ensuring a sharper focus on quality and organisational learning, to drive improvement	Para 17, 21, 102,	Review and improve the quality of the case file audit process [Service Plan]	July 2012	Meg Boustead / SMT	
	2	Review the chairing of conferences to ensure that they are chaired by professionals who have the requisite experience and expertise to undertake this role	Para 27, 103	SSCB ownership re: chairing of CP conferences to be considered by Munro Task and Finish Group [Peer Challenge Action Plan]  Establish a SWITCH project to undertake a scoping exercise around the potential for partner agencies to chair CP conferences	Within 3 months	Beverley Scanlon / Jean Hughes	SWITCH project established
	3	The local authority designated	Para 27,	Independent Reviewing Manager to work with the LADO on the	Within 6	Beverley	Meeting achieved May 1 <sup>st</sup> .

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
		officer's (LADO) annual report should include more detailed analysis of activity to ensure senior managers and partner agencies have a good understanding of the effectiveness of the service	32,	production of a detailed outcome based report	months	Scanlon / Jean Hughes	Report June 2012
	4	Reporting of private fostering arrangements should be more robust to ensure that senior managers are able to assure themselves that requirements are met	Para 27, 35	Annual Private fostering report to include relevant data and shared with SMT, CSLT and SSCB.	Within 6 months	Denise Moore	
	5	Review capacity of LADO to ensure investigations are carried out in a timely manner/deal with the increase in referrals	Para 32, 167	Review the LADO's capacity  Set up a system to demonstrate/measure the timeliness of investigations to report to SMT and SSCB	July 2012  July 2012	Beverley Scanlon / Jean Hughes	LADO's capacity reviewed and there were no issues  LADO annual report will show timeliness
	6	Improve front line management oversight in case records and timely recording of supervision sessions	Para 100, 186	Develop Senior practitioner role to assist front line managers with Quality assurance and performance management.  Supervision sessions and decisions made to be recorded on CCM at the time that Supervision is occurring.	March 2013  June 2012	SMT	Currently reviewing the service which will include development of this role.  Proposals for taking this forward will be developed by June 2012
	7	Ensure supervisions allow for challenge, reflective practice and learning and ensure that this is evident	Para 92, 116, 186	Service Managers to monitor compliance of supervision through audit.  Team Managers to arrange monthly group supervision sessions to reflect on practice, learning and development. This is to be recorded and added to the team file.  Documentation to be developed to capture the discussion and outcome of reflective practice sessions.  Supervision Agenda to be modified to include the heading Reflection and to identify the cases where this occurred.	June 2012  June 2012  June 2012  June 2012	SMT	
	8	Develop the role of IRO's in the audit process/wider performance management	Para 102, 185	IRO's to be included in monthly case file audits	June 2012	Beverley Scanlon / Jean Hughes	
	9	Ensure that robust and transparent reporting arrangements about the outcomes of Regulation 33 visits are in place	Para 113, 121, 175	Quality Assurance Officer to complete report to go to SMT in May 2012, and annually thereafter, to incorporate into Corporate Parenting Board report	Within 3 months	Beverley Scanlon / Jean Hughes	Held meeting and planned report detail.
	10	Improve quality assurance	Para 116	Review QPR process [Peer Challenge Action Plan]  QA framework to be completed during Development Day	February 2012  June 2012	Beverley Scanlon / Jean Hughes	Development day arranged June 20 <sup>th</sup> .

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
	11	Increase the capacity of the IROs	Para 167	Secure additional resources into the IRO Team	May 2012	Beverley Scanlon / Jean Hughes	Recruited two agency workers - one full time, one 3 days Extended part-time IRO hours to full time hours Extended SWITCH project to provide a chairperson for 3 days for a further 12 months Achieved
	12	Continue to improve participation and effective involvement of senior officers and cabinet members in the corporate parenting board	Para 173	Carry out Review of Corporate Parenting Board to enhance member and officer participation	December 2012	Meg Boustead	
<b>Early Intervention/ Partnership Working</b>	1	Improve the appropriate use of CAF as a tool to coordinate preventative services/early intervention provision	Para19, 48	<p>Use the findings of the internal and external reviews of CAF to inform future developments, including the following outstanding actions from the peer challenge action plan:</p> <ul style="list-style-type: none"> <li>• Review the governance arrangements for CAF</li> <li>• Review information on website in terms of completeness, relevance / up to date and ease of access</li> <li>• Review CAF data in terms of availability and also specific areas (e.g. partner involvement as Lead Professional) <ul style="list-style-type: none"> <li>○ Review CAF data with SPPM</li> <li>○ Standard report in place for each locality and citywide</li> <li>○ Review key areas for report</li> </ul> </li> <li>• Take the findings of the external review and the governance review to SSCB and the Children's Trust</li> </ul> <p>Identify and deliver upon actions to address the recommendations arising from the Scrutiny Committee Policy Review of Early Intervention and Locality Services i.e.</p> <p>(a) That the CAF assessment form is reviewed with particular consideration given to a shorter streamlined form which is less onerous to complete;</p> <p>(b) That the option of a dedicated single point of contact for any CAF assessor to contact for support and advice around thresholds prior to completing a full CAF assessment is explored;</p> <p>(c) That the CAF assessment process and threshold are considered for a comprehensive re-launch within Sunderland, following any CAF form redesign, and this is communicated to all stakeholders;</p> <p>(d) That an effective communication strategy is put in place to ensure that future changes to the early intervention offer, CAF assessment process or CAF thresholds can be effectively communicated to all stakeholders including elected Members;</p> <p>(e) That further comprehensive training is made available to key stakeholders to provide a clear understanding of the differentials in thresholds between early intervention support and safeguarding;</p> <p>(f) That the initial CAF assessor is routinely invited to attend the relevant CAF panel meeting in relation to their initial assessment;</p> <p>(g) That locality based teams look to increase their engagement with local partners through the development of more integrated working</p>	<p>September 2012</p> <p>April 2012 July 2012</p> <p>Ongoing</p> <p>September 2012</p> <p>September 2012</p>	Sandra Mitchell / Simone Common	<p>Internal and external reviews of CAF have been undertaken as a result of the Peer Challenge findings. The review process has included a review of best practice in other authorities (including visits to Hertfordshire and Durham). The council is now awaiting the final report from the external review, the findings of which will inform future developments.</p> <p>In addition to the reviews of CAF, the SSCB has reviewed and implemented new thresholds for social care and CAF intervention and support.</p> <p>The CAF process and its purpose, has also been relaunched via the new locality arrangements which are now in place.</p>

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				practices and approaches that promote locality services and the early intervention core offer with local partners and the community; (h) That the development of a specific data set of outcome measures for locality based working and early intervention be undertaken by the Directorate with a particular focus on measuring outcomes; (i) That the Children, Young People and Learning Scrutiny Committee write to the DfE requesting that they look to undertake research into the CAF process across the country; (j) That the actions arising from the recent independent reviews and Ofsted inspections relating to this agenda are combined into a single Action Plan which is monitored by the Children, Young People and Learning Scrutiny Committee.			
	2	Improve the understanding of thresholds for assessment	Para 25, 44	Implement new SSCB threshold document <i>[Service Plan]</i>  Develop new Early Intervention Strategy <i>[Peer Challenge Action Plan]</i>  Review Thresholds across CP, CIN, CAF <i>[Peer Challenge Action Plan]</i>  CAF to be included in SSCB procedures <i>[Peer Challenge Action Plan]</i>  Consultation with frontline staff <i>[Peer Challenge Action Plan]</i>  Develop Step Up / Step Down Protocol <i>[Peer Challenge Action Plan]</i>	February 2012  February 2012  February 2012  March 2012  June 2012	SSCB	Jointly owned thresholds document agreed and launched February 2012
	3	Ensure that the work of the LADO is understood and that under reporting is addressed	Para 32	LADO to develop rolling programme of awareness raising for schools with a focus on the schools identified as under reporting	June 2012	Beverley Scanlon / Jean Hughes	Meeting to plan achieved May 1 <sup>st</sup> 2012
<b>Education</b>	1	Ensure that education files include realistic plans and aspirations and that vulnerabilities are recognised and addressed appropriately	Para 53	Provide Designated Teachers with a list of file contents for organising pupils' information  Provide individual training programme for Designated Teachers with a focus on quality assurance and the completion of PEPs  SVS to offer an auditing service for LAC files to schools  Amend PEPs to reflect aspiration and careers, information, advice and guidance information and plans  Implement an Induction Training Meeting for Designated Teachers new to post or for DTs in schools where there has been a gap in LAC attending the school  <b>[See also Education action 2 below]</b>	July 2012  July 2012  September 2012  April 2012  July 2012	Mike Foster / Janet Murray	
	2	Improve the consistency in the quality of PEPs to ensure they have clear goals and describe expected outcomes	Para 148	Develop a PEP Guidance resource for Designated Teachers  Implement an Induction Training Meeting for Designated Teachers new to post or for DTs in schools where there has been a gap in LAC attending the school  Ensure that weaknesses or vulnerabilities are reflected in goals and specific, measurable, achievable, realistic targets.	April 2012  July 2012  July 2012	Mike Foster / Janet Murray	

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				SVS staff to monitor PEPs and to meet with DTs where quality of information does not correspond to the PEP Guidance resource	September 2012		
	3	Continue to work towards improving the number of children who take GCSE's and who achieve good GCSE grades in Maths and English	Para 114, 147	<p>Use progression data to target and provide intervention strategies for Key Stage 4 pupils who are underachieving</p> <p>To extend the promotion campaign to schools and carers regarding one-to-one tuition and revision support for Year 11 pupils</p> <p>Prioritise English and Maths and other core subjects in one-to-one tuition and extend tuition programmes</p> <p>Implement presentations to foster carers via the Fostering Service Carers' Training Programme on how to get most out of a Personal Education Plan, qualifications and progression to post-16 learning pathways</p>	<p>April 2012</p> <p>April 2012</p> <p>April 2012</p> <p>July 2012</p>	Mike Foster / Janet Murray	
	4	Continue to reduce the number of fixed term exclusions (FTEs)	Para 146	<p>Set up an Inclusion Strategic Group to include Head of SEN, Headteachers, Headteachers of AEN, Senior Manager of Children's Homes, Deputy Director of Children's Services and Headteacher of SVS to:</p> <ul style="list-style-type: none"> <li>- devise and implement a new Inclusion Forum to share practice and dialogue among schools, children's home staff and other practitioners</li> <li>- promote alternatives to FTE with a focus on short FTEs</li> </ul> <p>Where a pupil receives a FTE, implement a trigger system whereby a school is contacted to discuss</p> <p>SVS to prioritise attendance at re-integration meetings</p> <p>Set up termly meetings with Intelligence and Performance Team to ensure accuracy in recording and statistics</p> <p>Review Inclusion Framework to implement Rapid Response for attendance and behaviour issues</p> <p>Contact schools and ensure that excluded pupils have access to school work during FTE</p> <p>Promote Behaviour for Learning Support programme as part of the Inclusion Framework for pupils at risk of exclusion</p> <p>Monitor pupils who are at risk of exclusion using the RAG Rating and information provided on PEP</p> <p>Prioritise pupils who are at risk of FTEs for targeted intervention and support</p>	<p>April 2012</p> <p>April 2012</p> <p>September 2012</p> <p>July 2012</p> <p>April 2012</p> <p>April 2012</p> <p>April 2012</p> <p>April 2012</p> <p>April 2012</p>	Mike Foster / Janet Murray	
Workforce	1	Ensure, as far as is practically possible, that the ethnicity of all staff is known so that the	Para 27, 88	Write to all employees to ask them to consider the information we hold and update. This will include their ethnicity	Within 3 months	Sue Stanhope / Marie Hunter	

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
		local authority can evaluate accurately whether the workforce reflects the diversity of the local population					
	2	Ensure all staff files comply with the Safer Recruitment standards	Para 33	Process and documentation within Shared Service Centre to be reviewed and internal systems put into place to ensure all relevant information is in place  Ensure during all recruitment (both internal and external) that the service adheres to the policies, procedures and processes required by safer recruitment standards	April 2012  Ongoing	Marie Hunter  SMT	The process & documentation has been reviewed & an internal system put in place to ensure all relevant information is in place
	3	Ensure children can develop sustained relationships with social workers by continuing to address the historical reliance on agency and temporary staff.	Para 169	Continue to implement and monitor the effectiveness of the Recruitment and Retention Strategy  Develop and implement a new Munro compliant service delivery model for children's safeguarding [Service Plan]	Ongoing  March 2013	Meg Boustead	
	4	Continue to develop the skills of foster carers and residential staff	Para 183	Continue to develop the skills of foster carers through the existing foster carer training programme and foster carer personal development plans.  Continue to use foster carer reviews and supervision to monitor opportunities for career progression.  Continue to develop the skills of residential staff through the existing training programme and individual residential home training plans.  Continue to use staff supervision and appraisal to monitor this.	Ongoing  Ongoing  Ongoing  Ongoing	Steve Fletcher	
Offending	1	Continue to work on reducing the number of looked after children cautioned or convicted	Para 152	Develop the arrest diversion Pathfinder.  Develop the Families Team to prevent children from entering the criminal justice system.	Ongoing  Ongoing	Louise Hill	

DRAFT