

# Cabinet

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**Wednesday 16 April 2014 at 2.00 pm**

**To be held at the Town Hall,  
Pinstone Street, Sheffield, S1 2HH**

**The Press and Public are Welcome to Attend**

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## **Membership**

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Councillor Julie Dore	(Leader of the Council)
Councillor Leigh Bramall	(Business, Skills & Development)
Councillor Jackie Drayton	(Children, Young People & Families)
Councillor Isobel Bowler	(Culture, Sport & Leisure)
Councillor Ben Curran	(Finance and Resources)
Councillor Harry Harpham	(Deputy Leader/Homes & Neighbourhoods)
Councillor Mazher Iqbal	(Communities & Inclusion)
Councillor Mary Lea	(Health, Care & Independent Living)
Councillor Jack Scott	(Environment, Recycling & Streetscene)

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## **PUBLIC ACCESS TO THE MEETING**

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The Cabinet discusses and takes decisions on the most significant issues facing the City Council. These include issues about the direction of the Council, its policies and strategies, as well as city-wide decisions and those which affect more than one Council service. Meetings are chaired by the Leader of the Council, Councillor Julie Dore.

A copy of the agenda and reports is available on the Council's website at [www.sheffield.gov.uk](http://www.sheffield.gov.uk). You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. You may not be allowed to see some reports because they contain confidential information. These items are usually marked \* on the agenda.

Members of the public have the right to ask questions or submit petitions to Cabinet meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Cabinet meetings are normally open to the public but sometimes the Cabinet may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

Cabinet decisions are effective six working days after the meeting has taken place, unless called-in for scrutiny by the relevant Scrutiny Committee or referred to the City Council meeting, in which case the matter is normally resolved within the monthly cycle of meetings.

If you require any further information please contact Simon Hughes on 0114 273 4014 or email [simon.hughes@sheffield.gov.uk](mailto:simon.hughes@sheffield.gov.uk).

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## **FACILITIES**

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There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

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**CABINET AGENDA  
16 APRIL 2014**

**Order of Business**

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- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**  
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest** (Pages 1 - 4)  
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 5 - 14)  
To approve the minutes of the meeting of the Cabinet held on 19 March 2014
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. Items Called-In For Scrutiny**  
The Director of Legal and Governance will inform the Cabinet of any items called in for scrutiny since the last meeting of the Cabinet
- 8. Retirement of Staff** (Pages 15 - 18)  
Report of the Director of Legal and Governance
- 9. School Places in Sheffield: Publication Feedback** (Pages 19 - 130)  
Report of the Executive Director, Children, Young People and Families
- 10. Sheffield: An International, Competitive, Trading City** (Pages 131 - 180)  
Report of the Executive Director, Place
- 11. Keep Sheffield Working Fund: Driving the Local Economy Forward** (Pages 181 - 210)  
Report of the Executive Director, Place
- 12. Milton Street/Parkway Close Property Exchange** (Pages 211 - 222)  
Report of the Executive Director, Place
- 13. Scrutiny Review** (Pages 223 - 260)

Report of the Chief Executive

14. **Economic and Environmental Wellbeing Scrutiny and Policy Development Committee: Cycling Inquiry Report** (Pages 261 - 286)  
Report of the Chief Executive
15. **Revenue Budget and Capital Programme Monitoring 2013/14 (Month 10) as at 31/1/14** (Pages 287 - 342)  
Report of the Executive Director, Resources

**NOTE: The next meeting of Cabinet will be held on Wednesday 14 May 2014 at 2.00 pm**

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period\* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

\*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
  - under which goods or services are to be provided or works are to be executed; and
  - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
  - the landlord is your council or authority; and
  - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
  - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
  - (b) either -
    - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
    - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Interim Director of Legal and Governance on 0114 2734018 or email [gillian.duckworth@sheffield.gov.uk](mailto:gillian.duckworth@sheffield.gov.uk).

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Cabinet

Meeting held 19 March 2014

**PRESENT:** Councillors Julie Dore (Chair), Jackie Drayton, Isobel Bowler, Ben Curran, Harry Harpham (Deputy Chair), Mazher Iqbal, Mary Lea and Jack Scott

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**1. APOLOGIES FOR ABSENCE**

1.1 An apology for absence was received from Councillor Leigh Bramall.

**2. EXCLUSION OF PUBLIC AND PRESS**

2.1 No items were identified where it was proposed to exclude the public and press.

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest.

**4. MINUTES OF PREVIOUS MEETING**

4.1 The minutes of the meeting held on 19 February 2014 were approved as a correct record.

**5. PUBLIC QUESTIONS AND PETITIONS**

5.1 Public Question in respect of Confidential Information

Mr Nigel Slack referred to his question to Full Council on 5 February 2014 regarding the exemption of material from the public domain. He stated that he was told that this would be considered and an answer provided in due course. However, he believed that judging by the exemptions in items 13 and 14 on the agenda for the meeting the status quo continued. He therefore asked whether the Council could comment on whether the matter was still under consideration or had the negative decision been made but simply not communicated?

Councillor Julie Dore commented that on all occasions the Council released information that was in the public interest. However, what was in the public interest was subjective. In the case of items 13 and 14 although it may appear to be in the public's interest it breached the confidentiality expected of the private party to the agreement.

5.2 Public Question in respect of the Streets Ahead Contract

Mr Nigel Slack asked, in relation to the Streets Ahead Contract, was it a change of arrangements about who borrowed the money for the project to save money for both AMEY and the Council? He also asked whether it was a change of rules,

because the delivery of the service was a shambles, to avoid AMEY becoming liable for penalty clauses or was it that special vehicles finances were weak and needed to be strengthened with Council guarantees?

Councillor Jack Scott, Cabinet Member for Environment, Recycling and Streetscene informed Mr Slack that it was in the nature of questions concerning a confidential paper that the answers will be slightly more circumspect than otherwise. However, he stated that he was very happy to reiterate the previous statements he had made on this subject, that the paper dealt with financial issues and subsequent legal matters – effectively the first point.

Concerning the second point, it was absolutely not the case that the project was a shambles. The Council published online externally validated and verified performance information about the project which showed this and Mr Slack had been provided with a hardcopy.

Performance data for January 2014 showed that, in respect of immediate responses, Grounds Maintenance, Highways, Structures, Traffic Signals and Street Cleaning had a 100% achievement within contractual timescales with Street Lighting 96.49%. Regarding non-immediate response, Grounds Maintenance and Highways had a 100% achievement within contractual timescales, Street Lighting 99.94%, Structures 50%, Traffic Signals 99.3% and Street Cleaning 99.92%.

Concerning the third point, Councillor Scott had already stated that the decision did not require any situation in which the Council would give the provider more money than previously.

In conclusion, Councillor Scott hoped that this provided some reassurances concerning the issues raised and stated that he was not sure there was much further he could safely say on the matter.

## **6. ITEMS CALLED-IN FOR SCRUTINY**

6.1 There were no items called-in for Scrutiny.

## **7. RETIREMENT OF STAFF**

7.1 The Chief Executive submitted a report on Council staff retirements.

**RESOLVED:** That this Cabinet :-

(a) places on record its appreciation of the valuable services rendered to the City Council by the following staff in the Portfolios below:-

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
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### **Children, Young People and Families**

Sandra Dawson	Cleaner, Birley Community	40
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	College	
Helen Horan	Assistant Headteacher, Shooters Grove Primary School	21
Marian Whiteley	Partnership Business Support Officer	40
Leslie Roberts	Buildings Supervisor, Hillsborough Primary School	28

### **Communities**

Jan Appleby	Service Manager, Social Care Accounts Service	39
Harold Phillipson	Senior Housing Officer	49
Hazel Street	Support and Payments Officer	24
Jan Wood	Team Manager, Assessment and Care Management Services	29

(b) extends to them its best wishes for the future and a long and happy retirement;  
and

(c) directs that an appropriate extract of this resolution under the Common Seal of  
the Council be forwarded to them.

## **8. FUTURE OF COUNCIL HOUSING PROGRAMME 'HOUSING+' PROPOSALS**

8.1 The Executive Director, Communities submitted a report in relation to the  
Housing+ project.

8.2 **RESOLVED:** That Cabinet:-

- (a) approves the implementation of the Housing+ model as described in the  
report;
- (b) resolves that work on implementing Housing+ does not continue without a  
further decision from Cabinet should the overall financial assumptions made  
within the report prove to be inaccurate;
- (c) delegates authority to the Director of Housing Services to take the  
necessary steps to implement the Housing+ model of housing management  
as described in the report, including the development of the organisational  
structure needed to deliver the model, in consultation with the Director of  
Human Resources;

- (d) delegates authority to the Executive Director, Communities to make the final decisions in relation to the budget and implementation detail for the IT element of the project, as specified in Section 4.3 of the report
- (e) endorses the 'whole Council' approach to Housing+, as described in Section 7 of the report and requests that members of the Executive Management Team establish a Working Group to be responsible for overseeing the engagement of, and support from, other relevant Council services in the implementation of Housing+; and
- (f) requests a review of the Housing+ model to be carried out and the findings reported back to Cabinet within 12 months of the commencement of the City-wide roll out (currently scheduled to begin on 1<sup>st</sup> April 2015).

### **8.3 Reasons for Decision**

- 8.3.1 Housing+ will deliver a housing service which achieves the ambitions set by Cabinet in March 2012 as part of the ballot commitment to tenants (as described in section 4.1.1 of the report). Through the intensive large-scale consultation undertaken with tenants and Members over the last 2 years, a strong and detailed vision for the future of the service has been developed. Customers are clear that they want more streamlined and better joined-up services, tailored to their individual needs and those of their local community. Members also strongly support this vision, which cannot be delivered without a wholesale change of approach.
- 8.3.2 Housing+ offers the potential to help reduce demand for other Council services, for example Adult Social Care. The preventative nature of the Housing+ approach should reduce the demand from Council housing tenants for high-cost service interventions at a later stage. This is not achievable without a significant change to the current Council housing service.
- 8.3.3 The Council must make effective and efficient use of the Housing Revenue Account (HRA) – and the cashable benefits offered by Housing+ will help do just that. Achieving more sustainable tenancies and thereby reducing empty properties and turnover – alongside earlier intervention and guidance in cases of rent arrears – will in the medium to long term generate significant savings for the HRA. This in turn will mean more money available to invest in homes and front line services.
- 8.3.4 Similarly, Housing+ also protects the long-term asset value of the Council housing stock, and of the HRA investment which has been made in it under the Decent Homes Programme. The same protection of the HRA investment would not be afforded by a standstill position.
- 8.3.5 Prior to Sheffield Homes transferring to the Council in April 2013, the housing service largely determined its own priorities and strategic objectives. Now that the service has transferred to the Council there is an expectation corporately for the Council Housing Service to operate and shape itself in a way which achieves the Council's corporate objectives. The service as it currently stands does not do this.

In comparison, Housing+ would see the development of a Council Housing service which meets and fully supports the Council's strategic objectives and organisation design principles, and the Council Housing Service would become a key player in delivering the Council's wider ambitions.

- 8.3.6 The report outlines the projected resources required to implement Housing+ in the short to medium term. These costs and benefits will change as the model develops and the service would look to improve efficiency measures once Housing+ is implemented. These would be in addition to the figures quoted in the report and represent a long term commitment to the viability of the HRA business plan.

#### **8.4 Alternatives Considered and Rejected**

- 8.4.1 The focus for the work with customers, staff and Members since the transfer of Sheffield Homes has been on delivering their vision set out in section 4.1 of the report. There is still further consultation work to do with both customers and staff about the detail of the Housing+ approach. As part of this detailed work, there will be a number of delivery options that will need to be evaluated within the overall Housing+ proposals.

- 8.4.2 The main alternative to the overall Housing+ approach that has been considered is a no-change 'standstill' position. Under this option, there would be no significant changes to the way Council housing services are currently delivered.

- 8.4.3 However, the 'do nothing' option is not viable in the medium to longer-term. This service has to modernise and change the way it operates to improve performance and meet the change the way it operates to improve performance and meet the changing demands of its customers. Without this modernisation and drive for further efficiencies there is a risk that performance could reduce and the long-term aspirations of the HRA Business Plan would not be delivered. A proactive change in the way that the service operates, through Housing+ will help to secure a long-term income stream for the HRA and protect the value of the asset to the Council.

### **9. DISPOSAL OF MANOR SITE 8**

- 9.1 The Executive Director, Place submitted a report recommending the disposal of land at Fretson Road and Queen Mary Road, known as Manor 8, for private housing development.

9.2 **RESOLVED:** That:-

- (a) the decision of Cabinet on 22 November 2006 to sell the land, shown at Appendix A to the report, known as Manor 8, to Lovell Partnerships Ltd be rescinded;
- (b) a developer be procured for Manor 8 using the Homes and Communities Agency's Developer Partner Panel utilising a competitive tender process led by Commercial Services in accordance with Standing Orders;

- (c) the procurement be subject to the landowner's requirements identified in Section 6 of the report;
- (d) delegates authority to the Director of Commercial Services or his nominated deputy to award a contract for this project; and
- (e) delegates authority to the Director of Capital and Major Projects to vary any boundaries as required and to instruct the Director of Legal and Governance to complete the necessary legal documentation to transfer the site to the successful tenderer on the terms set out in the report.

### 9.3 **Reasons for Decision**

- 9.3.1 Disposal through the HCA's Developer Partner Panel would create the best opportunity for the timely delivery of a good quality development that would complement Sheffield Housing Company's planned regeneration of the area.
- 9.3.2 Disposal through this method, agreed with the HCA, would allow the Council to retain a capital receipt generated by the sale.

### 9.4 **Alternatives Considered and Rejected**

- 9.4.1 Disposal of the site without any landowner requirements would potentially realise a greater capital receipt. However, the HCA would not support this course of action by the Council. If the Council were not prepared to impose the proposed landowner requirements, the HCA would exercise its option to purchase the site for £1.

## 10. **IMPLEMENTING THE COMMUNITY INFRASTRUCTURE LEVY (CIL) IN SHEFFIELD**

- 10.1 The Executive Director, Place submitted a report seeking approval for the introduction of a Community Infrastructure Levy (CIL), a new way of securing contributions from developers towards infrastructure provision through the planning system.
- 10.2 **RESOLVED:** That Cabinet:-
  - (a) agrees to publish a Draft Charging Schedule for public consultation, including some rates that are lower than proposed in the Preliminary Draft Charging Schedule, published in January 2013, as set out in Table 1 of the report;
  - (b) agrees that the proposed CIL rates will have assumptions on realistic affordable housing requirements, as set out in Table 2 of the report. These will influence negotiations on planning applications that include an element of affordable housing; and
  - (c) agrees to the publication of a number of draft documents as evidence to

support the proposed CIL charges, including an 'Interim Regulation 123 List' setting out current potential CIL funding priority projects.

### 10.3 **Reasons for Decision**

- 10.3.1 The CIL will help to deliver the City's strategic priorities for infrastructure provision, will be generated by economic growth and reinvested into economic growth and infrastructure. It will be a key funding element of the Sheffield City Region Investment Fund. Successful implementation and investment of CIL funds will make the City more competitive. However, CIL monies will reside with the Council and how they are spent will be locally determined. The focus is likely to be on strategic outcomes, particularly Great Places to Live and Competitive City.
- 10.3.2 The next stage in adopting a CIL is to produce a Draft Charging Schedule setting out the proposed rates that will be charged on a new development, and this will be subject to a period of public consultation.
- 10.3.3 The recommended CIL rates are based on the ability of development to pay. Viability assessments have provided some evidence that some development in the City can afford to pay a CIL charge to help meet identified needs for infrastructure.

### 10.4 **Alternatives Considered and Rejected**

- 10.4.1 One option is not to implement a CIL as it is not compulsory. Some local authorities have decided not to implement a CIL at the present time, where there are no infrastructure requirements or viability is marginal, but most Councils are working on a CIL because funding for essential infrastructure is not otherwise available (currently 155 authorities have already published a Preliminary Draft Charging Schedule). Most Core Cities are also at various stages in the process of adopting a CIL. Most local authorities who have decided not to implement the CIL at the present time have done so on the basis of either no infrastructure need or non-viability from their studies. Our viability study shows charges are viable on certain types of development in certain locations.

## 11. **REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2013/14 (MONTH 9) AS AT 31/12/13**

- 11.1 The Executive Director, Resources submitted a report providing the month 9 monitoring statement on the City Council's Revenue and Capital Budget for 2013/14.
- 11.2 **RESOLVED:** That Cabinet:-
- (a) notes the updated information and management actions provided by this report on the 2013/14 Revenue budget position;
  - (b) In relation to the Capital Programme:-

- (i) approves the proposed additions to the Capital Programme and procurement strategies listed in Appendix 1 to the report, and delegates authority to the Director of Commercial Services, or an officer nominated by him, to award the necessary contracts, on such terms as the Director or nominated officer shall agree, following stage approval by the Capital Programme Group;
- (ii) approves the proposed variations and slippage outlined in Appendix 1 to the report;
- (iii) approves a grant of £125,000 to Site Gallery (Media, Art, Photography) Ltd for the purposes described Appendix 1 and delegates authority to the Director of Culture and Environment, in consultation with the Director of Finance, and the Director of Legal and Governance, the authority to enter into:-
  - a funding agreement; and
  - such other contractual or other arrangements as he may consider appropriate;
  - on such terms as he shall consider appropriate in order to protect the Council's interests in this matter; and
- (iv) notes the latest position on the Capital Programme including the current level of delivery.

### 11.3 **Reasons for Decision**

- 11.3.1 To formally record changes to the Revenue Budget and the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the Capital Programme in line with latest information.

### 11.4 **Alternatives Considered and Rejected**

- 11.4.1 A number of alternative courses of action are considered as part of the process undertaken by officers before decisions are recommended to Members. The recommendations made to Members represent what officers believe to be the best options available to the Council, in line with Council priorities, given the constraints on funding and the use to which funding is put within the Revenue Budget and the Capital Programme.

## 12. **DISPOSAL OF LAND ADJACENT TO NEW MAY HOUSE FARM**

- 12.1 The Executive Director, Place submitted a report seeking Cabinet approval to the disposal of land adjoining May House Farm.
- 12.2 **RESOLVED:** That Cabinet acting as Charity trustees in accordance with the powers given to the Council as Trustee under the provisions contained in the



Trusts of Land and Appointment of Trustees Act 1996:-

- (a) declares the land adjoining New May House Farm as surplus to the Charity's requirements;
- (b) approves the disposal by long lease of land adjoining New May House Farm in accordance with terms of the report and a Surveyor's Report obtained in compliance with Section 119 (1) Charities Act 2011, subject to the receipt obtained from the sale being applied in accordance with the objects of the Charity; and
- (c) authorises the Director of Capital and Major Projects to instruct the Director of Legal and Governance to prepare and complete all the necessary legal documentation in accordance with the agreed terms and Charity Commission requirements to conclude the disposal and to serve any notices required in connection with the disposal.

### **12.3 Reasons for Decision**

12.3.1 The sale of the land will benefit the Charity and local community by:-

- Removing a maintenance liability.
- Generating a capital receipt to be reinvested in the maintenance of the City Hall Gardens and other charitable purposes in the City of Sheffield.
- Achieving a premium that reflects the additional value of the site to the purchaser whilst preserving the use of the land, as a garden extension, for the terms of the lease.

### **12.4 Alternatives Considered and Rejected**

12.4.1 Should Cabinet not approve the disposal this would result in the loss of a capital receipt to the charity and the retention of maintenance liability.

12.4.2 The land could be advertised on the open market. However, given the nature of the available access to the land and its configuration which directly separates it from the adjoining agricultural land, it is considered that the proposed purchaser is the only party who could benefit from using the land. The land is of no agricultural value, and consequently it is considered that there is no advantage in advertising the proposed disposal on the open market via the local or wider press.

(Note. As this was a decision by the Cabinet acting as Charity Trustees this was not a decision subject to call-in).

## **13. NEW LETTING OF OLD MAY HOUSE FARM**

13.1 The Executive Director, Place submitted a report seeking approval to recommendations for the re-letting of the farm and in accordance with the requirements of the Trust and to improve the net income available for distribution

to the beneficiaries.

13.2 **RESOLVED:** That Cabinet acting as Charity Trustees in accordance with the powers given to the Council as Trustee under the provisions contained in the Trusts of Land and Appointment of Trustees Act 1996:-

- (a) approves the granting of a Farm Business Tenancy of Old May House Farm to Andrew Brian and Tom Lawson in accordance with the terms detailed in the report and the attached appendix; and
- (b) authorises the Director of Capital and Major Projects to instruct the Director of Legal and Governance to complete the tenancy agreement in accordance with the approved terms and such other detailed provisions as he may consider appropriate to the letting.

### 13.3 **Reasons for Decision**

13.3.1 The proposed new letting will benefit the Charity by transferring all future maintenance liabilities to the tenant and by securing an enhanced rent, increasing the net income available for distribution to the beneficiaries of the Trust.

13.3.2 Letting to an existing tenant has the joint benefits of improving long term sustainability through economies of scale and of a tenant with a track record sympathetic to local environment sensitivities.

### 13.4 **Alternatives Considered and Rejected**

13.4.1 Freehold disposal of the farm has been considered but this would be against the objects of the charity and it is not considered that the Charity Commission would approve such a wholesale disposal.

13.4.2 A wider marketing exercise for the tenancy was considered but discounted due to the advantages of amalgamating the farm with an existing Council holding in the vicinity. These include:

- a known tenant who will be sympathetic to the environmental sensitivities of the Mayfield Valley
- a more viable agricultural business unit due to economies of scale, ensuring that the long term viability of the farm business and therefore the Trust's future income.

(Note. As this was a decision by Cabinet acting as Charity Trustees the decision was not subject to call-in).



## SHEFFIELD CITY COUNCIL Cabinet Report

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**Report of:** Chief Executive

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**Date:** 16<sup>th</sup> April 2014

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**Subject:** Staff Retirements

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**Author of Report:** Simon Hughes, Democratic Services

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**Summary:** To report the retirement of staff across the Council's various Portfolios

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### Recommendations:

Cabinet is recommended to:-

- (a) place on record its appreciation of the valuable services rendered to the City Council by members of staff in the various Council Portfolios and referred to in the attached list;
  - (b) extend to them its best wishes for the future and a long and happy retirement; and
  - (c) direct that an appropriate extract of the resolution now made under the Common Seal of the Council be forwarded to those staff above with over twenty years service.
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**Background Papers:** None

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**Category of Report:** OPEN

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**RETIREMENT OF STAFF**

1. To report the retirement of the following staff from the Council's Service and to convey the Council's thanks for their work:-

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<b><u>Children, Young People and Families</u></b>		
Lynn Barlow	Application Data Quality Officer	30
Marie Brown	Senior Supervisory Assistant and Pianist, Mosborough Primary School	27
Kirsty Crockford	Early Years Practitioner	22
Eileen Giles	Teacher, St Thomas of Canterbury School	28
Marina Graves	Team Manager, Provider Services	38
Diane Green	Early Years Practitioner	30
Philipa Humberstone	Senior Early Years Practitioner	36
Gillian McCormick	Senior Early Years Practitioner	30
June Norris	Senior Teaching Assistant	24
Leslie Roberts	Buildings Supervisor, Hillsborough Primary School	28
Christine Schofield	Senior Teaching Assistant	31
Margaret Scott	Admin/Finance Manager, Abbey Lane Primary School	28
<b><u>Communities</u></b>		
Robert Allison	Provider Services Worker	27
Susan Booker	Business Support Officer	31
Karen Brameld	Library and Information Assistant	39
Julie Clay	Personal Assistant, Peripatetic Team	30
Nick Hault	Senior Development Officer	38

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
Keith McKinstrie	Service Manager	38
Richard Palmer	Head of Housing Commissioning	38
Carol Rickett	Financial Assessment and Advice Officer	26
Yvonne Wray	First Line Manager	36
<b><u>Place</u></b>		
James Breakey	Practice Manager	29
Clive Chambers	Assistant Surveyor/Meter Reader	29
Deborah Davison	Senior Business Support Officer	21
Valerie De Haney	Technician, City Development	39
Lynn Fox	Senior Technician	27
John Gaunt	Planning Officer (Landscape)	39
Gary Gyton	Building Surveyor	31
Karen Hopkin	Administrative Assistant	23
Peter Latham	Principal Planning Officer	39
Janet Littlewood	Administration Officer	27
Lynn Mapley	Team Leader	34
Rebecca Morton	Admin Assistant	39
Jill Noble	Finance Officer	37
Joan Nuttall	Strategy Support Officer (Performance)	37
Godfrey Nzegwu	Environmental Protection Officer	29
Trevor Thorn	Principal Planning Officer	22
Douglas Turner	Cemetery Operative	47
Charles Wheeldon	Highways Development Manager	38

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<b><u>Resources</u></b>		
Patricia Appleyard	Professional Officer, Legal Services	35
Julie Brierley	Assistant Area Manager	39
Carol Dearnley	Senior Transformation Project Manager	31
Simon Freeman	Assistant Finance Manager	23
Janet Gregory	HR Consultant	33
Amanda Hall	Finance Officer	39
Susan Harwood	Learning and Development Consultant	39
Graham Hudson	Senior Personnel Officer	38
Michael Kidder	Assistant Operations Controller, Transport and Facilities Management	38
Stephen Mills	Senior Transport Service Officer	31
Susan Priest	Finance Officer	32
Susan Rodgers	Assistant Finance Manager	25
Andrew Shallice	Cohesion Migration and Safety Officer	27
Diane Whitlock	Workforce Development Manager	36
Peter Wilson	Senior Transport Service Officer	39

2. To recommend that Cabinet:-

- (a) place on record its appreciation of the valuable services rendered to the City Council by the above – mentioned members of staff in the Portfolios stated :-
- (b) extend to them its best wishes for the future and a long and happy retirement; and
- (c) direct that an appropriate extract of the resolution now made under the Common Seal of the Council be forwarded to those staff above with over twenty years service.



## SHEFFIELD CITY COUNCIL

### Cabinet Report

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**Report of:** Jayne Ludlam

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**Report to:** Cabinet

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**Date:** 16<sup>th</sup> April 2014

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**Subject:** School Places in Sheffield: Publication feedback

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**Author of Report:** Joel Hardwick (ext 35476)

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**Key Decision:** YES

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**Reason Key Decision:** Affects two or more wards  
Expenditure/savings over £500,000

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**Summary:** The report provides feedback following the publication of statutory proposals to change the number/organisation of school places in two areas of the city. It seeks permission to take the next steps in taking forward these proposals.

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**Reasons for Recommendations:**

Providing sufficient primary school places is a statutory duty of the Council. This will mean that Sheffield children reaching primary school age in 2014 and beyond will continue to have a school place in the area of the city in which they live. In Tinsley the proposal would secure the single management, governance, and leadership structure across the primary age-range.

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**Recommendations:**

- (i) Approve the proposal to increase the capacity at Hallam Primary School as described in the statutory proposals, in recognition of the concerns raised by local residents, this approval is conditional on the granting of planning permission before 1<sup>st</sup> November 2014

- (ii) Approve the proposals to create a single primary school for Tinsley by closing Tinsley Nursery Infant School and extending the age range of Tinsley Junior School, with a change to the timing stated in the published proposals to bring it forward to 1<sup>st</sup> September 2014 as requested by the two governing bodies
  - (iii) Agree that the new through primary school building in Tinsley should be moved to a site away from the motorway
  - (iv) Cabinet will receive a further report to consider the different site options and make a decision on the Site by July 2014
- 

**Background Papers:**

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**Category of Report:      OPEN**



## Statutory and Council Policy Checklist

<b>Financial Implications</b>
YES Cleared by: Paul Schofield
<b>Legal Implications</b>
YES Cleared by: Nadine Wynter
<b>Equality of Opportunity Implications</b>
NO Cleared by:
<b>Tackling Health Inequalities Implications</b>
NO
<b>Human Rights Implications</b>
NO
<b>Environmental and Sustainability implications</b>
NO
<b>Economic Impact</b>
NO
<b>Community Safety Implications</b>
NO
<b>Human Resources Implications</b>
NO
<b>Property Implications</b>
YES
<b>Area(s) Affected</b>
<b>Relevant Cabinet Portfolio Lead</b>
Cllr Jackie Drayton
<b>Relevant Scrutiny Committee</b>
Children & Young People
<b>Is the item a matter which is reserved for approval by the City Council?</b>
NO
<b>Press Release</b>
NO

## **REPORT TO THE CABINET**

### **SCHOOL PLACES IN SHEFFIELD**

#### **1. SUMMARY**

- 1.1 The report provides feedback following the publication of statutory proposals to change the number/organisation of school places in two areas of the city. It seeks permission to take the next steps in taking forward these proposals.

#### **2. WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE**

- 2.1 Providing sufficient school places is essential to the Council's focus on enabling children to have the best start, achieve their full potential and contribute to the success of the city. This programme is aimed at providing enough primary school places for all Sheffield children reaching primary school age in 2014 and beyond in the area of the city in which they live.
- 2.2 At the heart of the vision for increasing primary school places in Sheffield is the council's role in guaranteeing excellent education outcomes and equitable access for all.

#### **3. OUTCOME AND SUSTAINABILITY**

- 3.1 The outcome would be to provide enough primary school places in the right areas to meet demand in 2014 and beyond. This includes an assessment of whether the solution is sustainable in the long-term.

#### **4. CONTEXT**

- 4.1 Since 1977 birth rates in Sheffield have fluctuated, with a more recent peak of 6,805 in 1990/91, followed by a steady decline to 5549 in 2001/02. This downward trend was reversed in 2002/03 as Sheffield saw an increase in births, rising steadily to 6,602 in 2009/10. In some areas the increase in births is much higher than the City average. Recent data suggests the number of births in Sheffield is, for the time being, sustained at this higher level. In addition to the population growth there has been a more recent rise in the number of pupils applying for places mid-year, after the normal point of entry. The local schools are usually full so this has led to an increase in children allocated to out of area schools and families with siblings split across different schools.
- 4.2 Over the last five years the Council has taken steps to address the growth in demand with the addition of over 2,500 places to the primary system to date, with approved plans for a further 1,000. All targeted at

areas of the highest demand.

- 4.3 The Council approved the most recent of those proposals in November 2012 with a decision to create two new primary schools in the north east of Sheffield. Following a successful capital bid the Council is also in the process of commissioning a new 2-16 school in the Darnall/Attercliffe area. Overall, Sheffield is now operating in a tighter system as the reduced number of surplus places means reduced flexibility. This means that local population rises are more likely to require action to provide additional places.
- 4.4 The current round of proposals were published on 24<sup>th</sup> January 2014, covering five areas of the city. This included the two proposals described in this report alongside proposals to expand places at Acres Hill, Greystones, and Wybourn Primary Schools. On these three expansion proposals no comments or objections were received in response to the published statutory notices and the decision to implement these proposals was made by the Cabinet Member for Children, Young People and Families on 2<sup>nd</sup> April 2014 in accordance with the Leader's Scheme of Delegation.

## 5. REPRESENTATIONS RECEIVED

- 5.1 The full statutory notices and complete proposals are attached at **appendix 1** and these detail the pre-Christmas consultation and all responses received in each of the areas. The publication signals the start of a period where the Council invites written representations on the proposals to inform a final decision. The period lasts four weeks for the expansion proposal at Hallam and six weeks for the proposed changes relating to Tinsley. In addition to responses to the published notices, a drop-in was held in Tinsley on 5<sup>th</sup> March advertised by a newsletter that went out through the schools and was posted in local venues. All representations received are attached at **appendix 2**, including views collected at the drop-in.
- Hallam
- 5.2 The published proposal was to increase the number of places at Hallam Primary School from 60 to 90 per year from September 2015. Three representations were received.
- 5.3 The key issue described is the potential to exacerbate what are seen as current problems with traffic and parking around the site at the start and end of the school day. These issues were heard during the consultation from a number of local residents. The issue of the pending village green application relating to the school playing field was also mentioned. The representations note the general issue of congestion as well as the potential safety hazards. One of the representations supports the idea of formalising access from the layby on Redmires Road and this option would be picked up in the further work to develop plans for the site.

### Tinsley

- 5.4 The published proposal was to create a single primary school for Tinsley by closing the Nursery Infant school and extending the age range of the Junior School to cover pupils from 3-11. In addition to that legal change the consultation prior to Christmas covered the potential to create a new school building for the newly amalgamated primary school on a new site. The new site put forward during consultation was part of the Tinsley Recreation Ground.
- 5.5 The majority of representations cover the issues familiar from consultation around the site. They note opposition to the loss of park space and the potential impact on immediate neighbours such as noise, impaired views, and increased traffic. They do not comment specifically on the proposed legal changes to the schools.
- 5.6 Those representations from members of the public that do comment specifically on the proposed legal changes fall broadly into three categories:
- (i) Opposition to the proposal on the basis that it will lead to building on the park
  - (ii) Support for the proposal on the basis that a single governance and leadership structure is already partially in place and the proposal would secure this arrangement.
  - (iii) There is not sufficient information to comment on the proposal and/or the consultation process has not been adequate
- 5.7 A further representation was received from the two school governing bodies. This was supportive of the proposal and cited a number of potential benefits. It also requests that the Council consider bringing forward the legal change to the schools in order that they can establish the single governing body to match the existing leadership structure as soon as possible.

## **6. DETERMINATION & NEXT STEPS**

- 6.1 In determining each proposal, Cabinet, as the decision maker, must be satisfied that the process complies with all statutory requirements and have regard to the relevant statutory guidance. This includes consideration of the effect on standards and school improvement, the need for places, the impact on school characteristics (such as boarding provision or single sex schools), funding and land issues, the views of interested parties, and the need to take account of representations. The full guidance is attached at **appendix 3**.

### Hallam

- 6.2 The key issue raised in the representations was around traffic and parking in the neighbouring residential streets. This was heard during the consultation before Christmas. Officers therefore held a meeting

with local residents on 6<sup>th</sup> February to discuss possible designs and how these might alleviate the concerns. The meeting was a positive start in an open dialogue on these issues that would continue until designs reach a stage where they are submitted for planning permission.

- 6.3 The specific issues raised concern the impact of development, rather than the principle of increasing the number of places in terms of the local education system. These are issues the Council must take seriously in the next phases of development before receiving proper consideration at the planning application stage. This would include continuing dialogue following from the meeting on 6<sup>th</sup> February and further formal consultation as part of the planning permission process.
- 6.4 On that basis the recommendation is to approve the proposals and ensure the work to engage local residents around the development continues in the lead up to the planning application process. The approval is therefore recommended to be conditional upon the granting of planning permission.

#### Tinsley

- 6.5 Very few objections have been heard about the merger proposal as separate from the site issue. The consultation has been extensive running from October 2013 and the vast majority of responses to the consultation were about where the school would be built. Further detailed work on site options is still taking place.
- 6.6 Therefore, it is recommended that Cabinet agree that a new through primary school should be built in Tinsley and moved away from the motorway and that Cabinet receive a further report to consider all the site options and decide on the site for a new school by July 2014.
- 6.7 In view of the representation from the two governing bodies requesting that the timing be brought forward, it is recommended that this be incorporated as a modification to the original specification, bringing forward the merger proposal to September 2014.
- 6.8 Until the issue of the site is resolved and a new school building completed the school would continue to operate from the two existing sites.

## **7. IMPLICATIONS**

### **Legal**

- 7.1 Local Authorities have a duty under section 14 of the Education Act 1996 to secure sufficient primary schools are available for their area. The proposals to reorganise school provision to meet this requirement, such as expansion and closure, are governed by the procedures set out in the Education and Inspections Act 2006, the School Organisation (Prescribed Alterations to Maintained Schools)

(England) Regulations 2007, as amended and the School Organisation (Establishment and Discontinuance of Schools) (England) Regulations 2007, as amended. These regulations have been revoked and replaced with effect from 28<sup>th</sup> January 2014 but transitional arrangements provide that the 2007 regulations continue to apply where, as in this case, the notices were published before that date.

7.2 The fact that work around the identification of a new site is still ongoing, does not prevent the proposal to create a single primary school for Tinsley by closing the Nursery Infant School and extending the age range of the Junior School to cover pupils from 3 -11 from being approved by Cabinet, as the decision maker. This is also consistent with the statutory guidance, which states that proposals dependent on the acquisition of an additional site may not receive full approval but should be approved conditionally upon the acquisition of the site, although the recommended approval is not conditional in this case as the school can and will operate on split sites from 1<sup>st</sup> September 2014. Cabinet, as the decision maker, also has a duty to have regard to the statutory guidance attached at appendix 3.

7.3 There is also an outstanding Town or Village Green application in respect of the playing field area at Hallam Primary School, which if successful would preclude any development of that area for purposes other than that which is consistent with use as a Town or Village Green. As noted above, the recommendation is to approve with the condition that planning permission is granted for the related capital scheme.

**Financial Implications**

7.4 Capital: The Council receives an annual capital allocation from central government to provide school places known as ‘Basic Need’. Sheffield was allocated £6.6m to cover 2013/14 and £6.6m for 2014/15. Recently a further £17.2m for 15/16 and £18.1m for 16/17 has been confirmed which are to meet future predicted deficits, particularly in our future secondary provision. The Council also applied for and was awarded a further £1.7m from the targeted basic need programme for Tinsley.

7.5 The schemes described in this report, alongside the 3 other proposals that form part of this round would be funded as shown in the following table. Costs associated with Tinsley are included but this would be subject to the further report anticipated relating to the options on sites:

	Estimated Cost (000s)	CYPF Capital (000s)	TBN <sup>1</sup> (000s)	S106 <sup>2</sup> (000s)
Greystones	£2,500	£2,500		
Hallam	£2,500	£2,500		
Wybourn	£600	£450		£150
Acres Hill	£485	£485		
Tinsley	£6,500	£4,800	£1,700	

<sup>1</sup> Targeted Basic Need programme: as a result of a successful bid from the Council to this central government funding stream to support the increase of places in Tinsley

<sup>2</sup> S106: a contribution towards local infrastructure from developers of new housing as a condition of planning permission

- 7.6 The latest school population projections, and consultation feedback, show a need to build 1 new primary school, with a possibility to add a second at Firth Park subject to review, and capacity extensions at 4 other schools. The estimated cost of this work is just under £14m.
- 7.7 The Council is already committed to a substantial programme of capital spending in schools. Assuming that the current central government Basic Need funding, as already announced, is not reduced, the Council can balance the current programme over the period between 13/14 and 16/17. Further work is required to understand and quantify the secondary school requirements.
- 7.8 Although the programme would be balanced, the spend would need to take place ahead of receiving the grant. On current payment schedules and project spending plans, the maximum exposure the Council would face is £6.9m in 2014/15. This is described in the table below, which includes the figures outlined above as well as all other capital spending in schools:

	2013/14 £k	2014/15	2015/16
b/fwd		(8,709)	6,910
Expenditure		39,407	5,152
Funding		(23,788)	(12,000)
Cumulative Exposure/ (surplus)	(8,709)	6,910	62

- 7.9 In making the above projections there are a number of risks and assumptions:
- The additional capacity can be built at the estimated cost;
  - The Basic Need Formula Funding remains unchanged;
  - The remaining monies, together with any future Basic Need allocations, will be sufficient to deliver future projected increases in capacity to meet rising demand for places, particularly for secondary education.
- 7.10 In the event that the above assumptions were proved unsound and the risk did materialise, the Council would have to seek alternative funding by prioritising other capital expenditure or diverting other income streams.

**Equality of Opportunity**

- 7.11 The overall aim of this programme is to ensure that access to quality primary school provision is available to all children of primary school

age across Sheffield.

### **Environmental & Sustainability**

- 7.12 Providing additional local school places will increase the number of families who are able to go to their local school. This will reduce the number of longer journeys and should therefore increase the number of pupils who are able to travel to school in a sustainable way.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

- 8.1 The consultation process and statutory notice period has allowed for alternative proposals to come forward. In the case of Tinsley the key alternatives were around the site and these are being considered fully before a further report back to Cabinet.

## **9. REASONS FOR RECOMMENDATIONS**

- 9.1 Providing sufficient primary school places is a statutory duty of the Council. This will mean that Sheffield children reaching primary school age in 2014 and beyond will continue to have a school place in the area of the city in which they live. In Tinsley the proposal would secure the single management, governance, and leadership structure across the primary age-range.

## **10. RECOMMENDATIONS**

- 10.1 That Cabinet:
- (i) Approve the proposal to increase the capacity at Hallam Primary School as described in the statutory proposals, in recognition of the concerns raised by local residents, this approval is conditional on the granting of planning permission before 1<sup>st</sup> November 2014
  - (ii) Approve the proposals to create a single primary school for Tinsley by closing Tinsley Nursery Infant School and extending the age range of Tinsley Junior School, with a change to the timing stated in the published proposals to bring it forward to 1<sup>st</sup> September 2014 as requested by the two governing bodies
  - (iii) Agree that the new through primary school building in Tinsley should be moved to a site away from the motorway
  - (iv) Cabinet will receive a further report to consider the different site options and make a decision on the Site by July 2014

Joel Hardwick,  
Acting Senior Manager, School Organisation  
April 2014



## APPENDIX 1: STATUTORY NOTICES AND COMPLETE PROPOSALS

### CONTENTS

	<b>Page</b>
<b>Statutory Notice</b> – Changes to Hallam Primary School (part of a series of proposals)	<b>2</b>
<b>Statutory Notice</b> – Proposals for a new Tinsley Primary School	<b>3</b>
<b>Hallam Complete Proposals</b>	<b>4</b>
• Consultation newsletter	9
• Responses to consultation	11
<b>Tinsley Complete Proposals</b>	<b>34</b>
• Consultation newsletter	46
• Responses to consultation	50
• Meetings and phone calls	50
• Letters and emails	58
• Comments boxes	64
• Petition	65

## CHANGES TO SHEFFIELD PRIMARY SCHOOLS

Notice is given in accordance with section 19(1) of the Education and Inspections Act 2006 that Sheffield City Council intends to make a prescribed alteration to one community school from 1<sup>st</sup> May 2014 and three community schools from 1<sup>st</sup> September 2015.

The schools will increase capacity to enable more children to access a place. Please see the table below for the school names, addresses, proposed change, and date of implementation.

In the case of Acres Hill Community Primary School the proposal is a temporary change with no permanent increase to the admission number. The proposal would be to have a one-off intake of 15 additional pupils into each year group from Year 2 to Year 5 in May 2014 and an additional class of 30 pupils in Reception in September 2014. The school would revert to offering 30 places per year in Reception from September 2015.

For the remaining three schools the capacity would increase annually over a seven year period.

School	Current Net Capacity	Proposed Net Capacity	Current Number of Pupils on Roll (NOR) Sept 11	Current Indicated Admission Number (IAN)	Proposed Indicated Admission Number (IAN)	Number of Pupils to be Admitted in first year
Acres Hill Community Primary School (Community), Mather Road, Sheffield S9 4GQ	270	360*	266	30	30*	60*
Greystones Primary School (Community), Tullibardine Road, Sheffield S11 7GL	540	630	540	60	90	90
Hallam Primary School (Community), Hallam Grange Crescent, Sheffield S10 4BD	420	630	476	60	90	90
Wybourn Community Primary and Nursery School (Community)	315	420	325	45	60	60

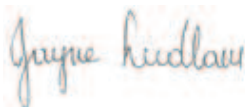
*\*Temporary proposal, see note above*

This Notice is an extract from the complete proposal. Copies of the complete proposal can be obtained from:

Post: Executive Director, Children, Young People and Families, c/o David Metcalfe, School Organisation Team, 3<sup>rd</sup> Floor, Howden House, Union Street, Sheffield S1 2SH

Email: [schoolreorganisation@sheffield.gov.uk](mailto:schoolreorganisation@sheffield.gov.uk)

Within four weeks from the date of publication of these proposals, any person may object to or make comments on the proposal by sending them to Executive Director, Children, Young People and Families (Ref: Primary Expansions), c/o School Organisation Team, Children's Commissioning Service, Sheffield City Council, Level 2, Moorfoot, Sheffield, S1 4PL.



Signed:

Publication Date: 24/01/2014

### Explanatory Notes

These four expansions form part of this round of the programme to address the increased demand for primary school places. Although all four expansions are part of the same programme, each expansion is not linked to any other and can proceed independently.

## PROPOSALS FOR A NEW TINSLEY PRIMARY SCHOOL

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Part 1 - Notice is given in accordance with section 15(1) of the Education and Inspections Act 2006 that Sheffield City Council, Town Hall, Pinstone Street Sheffield S1 2HH intends to discontinue Tinsley Nursery Infant School (Community), Siemens Close, Sheffield S9 1UN on 31<sup>st</sup> August 2015.

All statutory consultation requirements relating to this proposal have been complied with.

This proposal is linked to the proposal below to extend the age range of Tinsley Junior School and all pupils would automatically transfer from the Nursery Infant School to the expanded Junior School. Appropriate provision would be made to meet the needs of all pupils transferring.

Ultimately the proposal is to bring the two schools together on a single site (see explanatory notes). This would minimise the travel distance and should therefore encourage a reduction in car use.

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Part 2 – Notice is given in accordance with section 19(1) of the Education and Inspections Act 2006 that Sheffield City Council intends to make a prescribed alteration to Tinsley Junior School (Community), Bawtry Road, Sheffield S9 1WB from 01 September 2015.

The proposal is to expand and change the age range of Tinsley Junior School from 7-11 to 3-11. This would create a single primary school to serve the Tinsley community.

The current capacity of the school is 300 and the proposed capacity will be 630. The current admission number for the school is 75 and the proposed admission number will be 90.

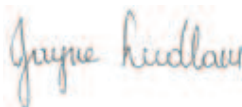
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This Notice is an extract from the complete proposals. Copies of the complete proposals can be obtained from:

Post: Executive Director, Children, Young People and Families, c/o David Metcalfe, School Organisation Team, 3<sup>rd</sup> Floor, Howden House, Union Street, Sheffield S1 2SH

Email: [schoolreorganisation@sheffield.gov.uk](mailto:schoolreorganisation@sheffield.gov.uk)

Within six weeks from the date of publication of these proposals, any person may object to or make comments on the proposals by sending them to Executive Director, Children, Young People and Families, c/o David Metcalfe, School Organisation Team, 3<sup>rd</sup> Floor, Howden House, Union Street, Sheffield S1 2SH.



Signed:

Publication Date: 24/01/2014

### Explanatory Notes

The alterations described in this notice do not require an additional site and could be implemented on the existing sites of the two schools. However, it is anticipated that a newly-created single school for Tinsley would have new buildings. The current proposal for this would be to create a new school on the Tinsley Recreation Ground site (Norborough Road, Sheffield S9 1SG), utilising the existing Tinsley Green buildings.

# PROPOSALS FOR PRESCRIBED ALTERATIONS OTHER THAN FOUNDATION PROPOSALS

1. The name, address and category of the school .

Hallam Primary School (Community), Hallam Grange Crescent, Sheffield S10 4BD

The proposer is Sheffield City Council.

(Contact: School Organisation Team, Howden House, Union Street, Sheffield S1 2SH)

## Implementation and any proposed stages for implementation

2. The date on which the proposals are planned to be implemented, and if they are to be implemented in stages, a description of what is planned for each stage, and the number of stages intended and the dates of each stage.

It is proposed that the school will offer 90 places in Reception from 1<sup>st</sup> September 2015 and that this will continue in subsequent years.

## Objections and comments

3. A statement explaining the procedure for making representations, including —
- the date prescribed in accordance with paragraph 29 of Schedule 3 (GB proposals)/Schedule 5 (LA proposals) of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), by which objections or comments should be sent to the local education authority; and
  - the address of the authority to which objections or comments should be sent.

Any person may object to or make comments on the proposal by sending them to:

Executive Director, Children, Young People and Families  
c/o David Metcalfe  
School Organisation Team  
3<sup>rd</sup> Floor Howden House  
Union Street  
Sheffield  
S1 2SH

The closing date for responses is Wednesday, 19<sup>th</sup> February 2014

## Alteration description

4. A description of the proposed alteration and in the case of special school proposals, a description of the current special needs provision.

The proposal is to increase the capacity of the school to permanently accommodate 90 children in each year group from 1<sup>st</sup> September 2015 onwards. The proposal would not affect the size of the existing year groups.

**School capacity**

5.—(1) Where the alteration is an alteration falling within any of paragraphs 1 to 4, 8, 9 and 12-14 of Schedule 2 (GB proposals)/paragraphs 1-4, 7, 8, 18, 19 and 21 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), the proposals must also include —

- (a) details of the current capacity of the school and, where the proposals will alter the capacity of the school, the proposed capacity of the school after the alteration;

The current permanent capacity of the school is 420 (60 places per year) with temporary arrangements in place for a further 30 places in the current Year 1. The school also has capacity to offer additional places in Key Stage 2 and has agreed an interim arrangement to offer an additional 15 places in Year 3 linked to Broomhill Infants School. The proposed capacity is 630 (90 places per year).

- (b) details of the current number of pupils admitted to the school in each relevant age group, and where this number is to change, the proposed number of pupils to be admitted in each relevant age group in the first school year in which the proposals will have been implemented;

Year (Sept)	Rec	Y1	Y2	Y3	Y4	Y5	Y6	TOTAL
2015	90	60	60	90	75	75	75	525
2016	90	90	60	75	90	75	75	555
2017	90	90	90	75	75	90	75	585
2018	90	90	90	90	75	75	90	600
2019	90	90	90	90	90	75	75	600
2020	90	90	90	90	90	90	75	615
2021	90	90	90	90	90	90	90	630

- (c) where it is intended that proposals should be implemented in stages, the number of pupils to be admitted to the school in the first school year in which each stage will have been implemented;

(see table above)

- (d) where the number of pupils in any relevant age group is lower than the indicated admission number for that relevant age group a statement to this effect and details of the indicated admission number in question.

(see table above)

(2) Where the alteration is an alteration falling within any of paragraphs 1, 2, 9, 12 and 13 of Schedule 2 (GB proposals) /paragraphs 1, 2, 8, 18 and s19 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), a statement of the number of pupils at the school at the time of the publication of the proposals.

The school currently has 476 pupils on roll.

### Additional Site

6.—(1) A statement as to whether any new or additional site will be required if proposals are implemented and if so the location of the site if the school is to occupy a split site.

No additional site is required

### Objectives

7. The objectives of the proposals.

The objective of the proposal is to create additional primary school places to meet the demand created by an increase in the population local to Hallam Primary School.

### Consultation

8. Evidence of the consultation before the proposals were published including—
- (a) a list of persons who were consulted;
  - (b) minutes of all public consultation meetings;
  - (c) the views of the persons consulted;
  - (d) a statement to the effect that all applicable statutory requirements in relation to the proposals to consult were complied with; and
  - (e) copies of all consultation documents and a statement on how these documents were made available.

All statutory consultation requirements relating to these proposals have been complied with. The consultation approach was designed so that it could be easily accessible and well understood by as wide a range of parents and carers as possible. The consultation period ran from 21<sup>st</sup> October 2013 to 8<sup>th</sup> December 2013.

#### Parents and carers

A newsletter was distributed through the school at the start of the consultation to outline the proposal, advertise the consultation events, and invite people's views. Events were held at the school gates. There were also drop-in sessions for parents/carers.

#### Local Residents

Following responses from local residents, a letter was posted to all addresses on the roads neighbouring the site and the consultation deadline was extended to allow those people to respond.

#### Pupils

Staff at the schools discussed the proposals with pupils and the School Council. It is anticipated pupils will become more involved with the design phase.

#### Staff

A meeting was held for all staff on 20<sup>th</sup> November 2013.

#### Neighbouring Schools

The relevant neighbouring primary schools were also consulted, with newsletters for parents and carers through the school and an offer to meet each Governing Body.

Other stakeholders such as the local Councillors, MPs and Catholic Diocese and Church of England Diocese received a letter and offer to follow up through a meeting.

**A copy of the newsletter is attached at appendix 1 and the responses to consultation are attached at appendix 2.**

### Project costs

9. A statement of the estimated total capital cost of the proposals and the breakdown of the costs that are to be met by the governing body, the local education authority, and any other party.

The estimated capital cost of the proposal is £1,400,000. This will be met in full from the capital funding allocated to Sheffield City Council to support schools.

10. A copy of confirmation from the Secretary of State, local education authority and the Learning and Skills Council for England (as the case may be) that funds will be made available (including costs to cover any necessary site purchase).

(see above)

### Need or demand for additional places

11. If the proposals involve adding places—

- (a) a statement and supporting evidence of the need or demand for the particular places in the area;

The table below shows the last three intakes compared to the local population and the forecast demand for the next three years based on the average take-up. The areas included are the Hallam (60 places) and Lydgate (120 places) catchment areas. The total places currently offered is 180 with this proposal to increase that to 210:

Intake Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Local Population*	207	246	234	245	218	245
Average Take-up %				86.8%	86.8%	86.8%
Actual/Forecast Demand for School Places	182	202	203	213	189	213

\* Factoring in historical trend of growth from people moving into the area with pre-school-age children

## Expansion of successful and popular schools

**25A.** (1) Proposals must include a statement of whether the proposer considers that the presumption for the expansion of successful and popular schools should apply, and where the governing body consider the presumption applies, evidence to support this.

(2) Sub-paragraph (1) applies to expansion proposals in respect of primary and secondary schools, (except for grammar schools), i.e. falling within:

(a) (for proposals published by the governing body) paragraph 1 of Part 1 to Schedule 2 or paragraph 12 of Part 2 to Schedule 2;

(b) (for proposals published by the LA) paragraph 1 of Part 1 to Schedule 4 or 18 of Part 4 to Schedule 4

of the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended).

Not applicable
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# Primary Places in Crosspool

**Your invitation to come and tell us what you think!**

In recent years, Sheffield has seen a rise in the number of young children living in the City. We want to make sure that we can offer all families a local school place. This means that some areas will see an increase in the number of school places made available in their local area. The aim of this newsletter is to inform local parents and carers about our plan to provide additional local school places. We also want to explain what opportunities there are to find out more and for you to ask any questions you may have.

## Background

The area we are looking at is covered by Broomhill Infants, Hallam Primary, Lydgate Infants, Lydgate Juniors, Nether Green Infants, Nether Green Juniors and St Marie's RC Primary. There are 325 Reception places available across these schools.

Based on the number of young children living in your area we expect there to be a need for around 30 extra Reception places in the future. The main area of growth is in the Crosspool area, concentrated around Hallam Primary and Lydgate Infants/Juniors.

As a result we need to bring forward proposals to increase the number of places available to meet the needs of local families. The sites of the two Lydgate schools are constrained and those schools are already larger than average. One-off extra classes have been created at Hallam Primary in recent years to cope with bulge years. The increased local population is now a more established trend and extra places are needed from September 2015.

## What would be involved?

The City Council is therefore proposing to permanently expand Hallam Primary School from 60 places per year up to 90 places. The proposal would be to make the extra places available in all Reception intakes at Hallam Primary from September 2015 onwards.

We need to find out what local people think before any decision is taken and you can find out how to get involved over the page.

If this proposal goes ahead it would mean work to create new classrooms and other spaces at the school. The extra pupils would mean the school would receive extra funding to make sure that there are more teachers and support staff, so class sizes would not increase.



**What could this mean for you?**

Ultimately, making the extra places available would mean families in this area would be more likely to get a local school place. The Council has considerable experience in working on school sites and every effort would be made to minimise the impact on current pupils if the work did go ahead.

**What happens now?**

The first step is to listen to the views of parents, carers and the local community before any decisions are taken. This consultation will run until December 8<sup>th</sup> 2013.

After the consultation period, all of the views will be put together in a report to Sheffield City Council's Cabinet. Councillors can then look at what has been said before deciding how to proceed. If the proposal went ahead, the Council would publish a legal notice giving exact details of the changes proposed and the community would be offered a further chance to comment in writing.

**How can you get involved?**

There will be a number of opportunities for local people to find out more and give their views. Details of these sessions and contact details are provided below.

More detailed information on the need for additional places in your area can be found in the report to Cabinet. You can get a copy of this and more information on the decision making process at [www.sheffield.gov.uk/schoolplaces](http://www.sheffield.gov.uk/schoolplaces) or by contacting us via the details below.

**Meetings**

If you want to come and hear more about the proposals and tell us what you think about them, Council Officers will be at the school gates on the following days to talk to parents and carers:

- Hallam Primary School, Wednesday 6<sup>th</sup> November from 8:30am

There will also be drop in sessions where you can pop in to tell us what you think or ask any questions. These sessions will be held at the following times:

- Hallam Primary School, Monday 11<sup>th</sup> November 2:30 to 4:30pm
- Hallam Primary School, Wednesday 20<sup>th</sup> November 6:00 to 7:30pm

**Contact Us**

In addition to the meetings above, you can also contact us at the following:

Web: [www.sheffield.gov.uk/schoolplaces](http://www.sheffield.gov.uk/schoolplaces)

Email: [schoolreorganisation@sheffield.gov.uk](mailto:schoolreorganisation@sheffield.gov.uk)

Letter: School Organisation Team, Floor 3, Howden House, Sheffield, S1 2SH

## Consultation Responses

### Hallam Primary school gates consultation responses

- Good idea, need to meet the need locally.
- Not unexpected. Fine as long as the staff and accommodation is provided to cater for larger numbers. Concern about the space provided for the last bulge year group now in Y1 – the space available now is not really adequate but its not preferable to have larger classes (child is in a class of 36). It makes sense to create capacity at a school with a large site such as Hallam.
- Dinner provision needs to be looked at carefully – currently struggle to get all the children through in the time available. Need to consider space available in the hall for the whole school. Some of the classrooms currently are strange shapes – the accommodation for the current Y1 (bulge year) is L-shaped and small. This is a huge site so there is scope for expansion works – not opposed to this as children local to the area need to be able to access a school within walking distance. However need to ensure separation and security during the building works if these have to take place in term time.
- Concerns re future admission to Tapton if non-catchment children are admitted to Hallam. Responded to clarify that growth is in Hallam and Lydgate, whose residents are already catchment for Tapton. Any non-catchment children admitted would be in the feeder school category, which is a lower priority than catchment. Parent was satisfied with this information.
- Limited hard standing/hard play areas. Currently younger junior pupils play on an old car park, which is not level. Concern this could be exacerbated during building works, especially if mobiles have to be sited. A larger school will need a larger play area.
- General concern about the management of the building works during construction.
- Parking outside the school is already an issue and this would need to be addressed. Staff parking would need to be increased if more staff will be recruited to the school.
- If population is growing locally then it's inevitable that the school should be expanded.
- The learning environment needs to be maintained during the building works. Impact on children needs to be minimised.
- Daughter is part of the intake of 90 (now Y1) and feel this group has been let down – accommodation was OK in reception but what has been provided for Y1 is substandard – one class is in a proper classroom but the other two are in spaces made from part of a classroom and part of a corridor, these are small and oddly shaped so don't lend themselves to teaching and learning. The children need quiet areas to be able to learn independently as well as the basic floor space required. This feels poorly planned so any future expansion needs to be properly considered and planned for. Also needs more consultation with parents around the building works.
- Concern that the Headteacher is new and not a permanent appointment, but will be making decisions on whether to expand the school. Clarified that the Local

Authority has the statutory duty to ensure the provision of places, and working in partnership with schools, involving the governing body as well as the Headteacher.

- Concerns around the current physical space available, particularly for Y1 (4 parents).
- Concern that there are currently external doors on toilet areas (this is around the current accommodation for Y1).
- Infrastructure around the school needs to be planned for as well as the buildings themselves – e.g. parking, traffic management.
- More space is needed for breakfast and after school club provision – currently badly served. A set number of places should be planned for
- Dining provision is not big enough for the increased numbers (3 parents).
- Should utilise sustainable building methods
- Disruption around the building work is a concern but no problems with the proposals.
- No problems overall with the plans.
- In favour of the overall proposal as have a sibling who will join the school in 2015.

#### **Hallam Drop-ins**

- I'm in the Lydgate catchment and my eldest goes to Hallam as a result of the bigger population recently, I'm keen for my younger child to get into Hallam so am supportive of the proposal. I would also support an extension of the Hallam catchment area if that were to help families in our position.
- Safety and parking are my main concern – the area around Hillcote Close has seen a big increase in traffic and more places will cause more issues. I would support some form of parking restrictions on Hillcote to ease the problem and a crossing patrol on Sandygate Road may also be necessary.
- My child has hearing and speech difficulties which mean that background noise will create a problem. How will this be managed in day-to-day activities when more children are attending the school? Also, how will this be managed during building work?
- I don't object to this expansion but any work needs to be carried out properly.
- What will be the impact on space at lunchtime and on play space?
- Will the catchment areas change? I would prefer them not to.
- I am supportive of this proposal as I live in the Lydgate catchment area but have older children who already attend Hallam Primary.
- I would support a change to the catchment area.
- What is planned for the building work and how will this be carried out?
- I have concerns about the increased traffic in the area and problems for local residents.
- I have concerns about increased traffic in the area and feel that the school could help alleviate this by re-opening the bottom gate which backs on to the Hillcourt Estate.
- I am happy for the school to expand you just need to improve access.

- Naming the newsletter 'Crosspool' is misleading as most people locally regard this area as Fulwood. Crosspool implies Lydgate catchment. The newsletter refers to lots of local schools but the proposals are only concerning one school – Hallam – and all the meetings have been held here. This implies a decision has already been reached. There is a danger that this will disengage the local community if they feel they have been misled – and Hallam has been guilty of disengaging from the school side in the past (residents' concerns have been ignored).
- Traffic concerns on routes to school – this affects local residents (respondent lives on Hallam Grange Cres) so there needs to be a full consultation with local residents not just parents. School have recently re-jigged the parking arrangements so staff are now parking on the street. There is no one organisation which is representative of all residents so need to consider how to consult effectively.
- Hallam Grange Road resident – not heard anything about the proposal until received a local community organisation's newsletter which made reference to it in passing. My child is in the 2014 Reception intake but not heard anything from nursery (child is at Lodge Moor Nursery, who have had newsletters to distribute). The temporary expansion (current Y1) was handled badly by the school and the effects are still being felt – poor Ofsted afterwards, although this has since been recovered. Parents lack confidence that the school will manage this well, especially with current lack of a permanent Headteacher. Parent has visited 3 schools and found lack of engagement from the Headteacher here compared with others – suggests the school has not really learned from previous issues around disengagement. The LA needs to provide more support and management capacity to the school if the proposal is going to go ahead – but acknowledge that pupils have to go somewhere so understand why the proposal is being brought forward. A few key issues:
  - Staffing for the new classes – some upper year groups currently have classes of 35+
  - Building works – safety is assumed to be covered in the plans but concern re the disruption for existing pupils and potential for parts of the site to be unusable during construction
  - Local residents will have further issues re parking and traffic. Needs a solution which does not involve permits for residents of Hallam Grange Road.
  - Three parents raised the following:
    - Currently live in Lydgate catchment area and have children attending Lydgate. Concerned that any change to the catchment boundaries would potentially place address into Hallam's catchment, making it more likely that younger children (2015 intake) would not get into Lydgate and family ends up with children in 2 schools - Explained that there are no proposals to change the catchment boundaries and that therefore the younger children would have Catchment & Sibling status for Lydgate, so even with the higher population in Lydgate in this year group it is likely they would get in. All parents were satisfied with this response.

- No objection to increasing places at Hallam. I am concerned that the final design solution is high quality. The architects should have a good understanding of how buildings connect to each other. I would like to be kept involved in the design process (architect).
- There are local concerns over traffic problems at both school start and finish times. Staff parking also causes as problem. Parking and traffic is already a problem in the area and local residents access to parking at the community hall for evening events is often hindered by people parking at the school.
- A couple of local residents had concerns around how effective the targeting of consultation material at people who are not parents but live locally has been.
- If any of the plans for new buildings on the site involve the re-routing of the public footpath then local residents should be involved at the earliest possible opportunity. Also, any plans which either impact on green space or could affect the Village Green application need to be discussed (early) with local residents. Local resident's views should be taken into account.
- One resident requested that plans for any new buildings were put on show before planning permission was sought.
- To relieve the parking and traffic problems the school should re-open the access gate which provides direct access to the school field.
- The strength of feeling locally about the need to protect the green space on the site is massive and the problem local people have is that they are only loosely organised. The LA should look at how it engages with local people.

### **Hallam Staff Meeting**

- Staff were concerned that the school already operates large class sizes (36 in some year groups) and wondered what impact the expansion would have on this.
- When looking at how to accommodate any of the new buildings we would need would it be possible to look at ensuring direct access to the playing fields. We would not want the location of the public footpath to limit this.
- Would it be possible for new buildings to include a sports hall and wider PE provision? We should be ensuring we look at all provision the school needs in the designs.
- Would it be possible to look at re-routing the footpath so that the site is not split?
- 3FE schools are and would feel large. Have you looked at the option of creating two split phased schools.
- The traffic situation at picking up and dropping off times is difficult for all parents. Are there any ways of addressing this?

### **Broomhill Infants – Governors’ Comments**

- The additional 15 places which were made available at Hallam Primary for the Y2 to Y3 transition reduced the pressure on parents at Broomhill Infants and Governors are concerned that this difficult situation will return if Hallam becomes 3FE straight through.
- Broomhill has previously experienced a mass exodus of pupils in Y2 (mid-year) as parents move their children with the aim of securing a Y3 space at a school of their choice. Governors are concerned that this situation will return and may be made worse due to the miss-match in places and unstructured position at the Y2 to Y3 transfer.

### **Lydgate Junior – Governors’ Comments**

Our full Governing Body meeting last week did discuss the proposal, as requested.

They were pretty ambivalent, believing the that impact on our school is likely to be minimal. Hopefully over-subscription / number of appeals will be addressed.

Obviously this impacts on our income, but we are talking about 8 over currently on an admission number of 480, just 1.7%.

We fear that the impact may be to simply allow greater numbers of parents to express a preference for Lydgate, Hallam, or Nether Green schools who are not in catchment for any of the schools as, with greater capacity, they have a greater chance of success. Time will tell and something clearly has to be done to address unsatisfied demand.

### **Nether Green Infants – Governors’ Response**

The document says that the main area of growth is Crosspool and then immediately suggests creating extra places at Hallam. We would like to point out that no alternative options appear to be provided - it doesn't consider provision for pupil increases in other areas, how families in our catchment can be "more likely to get a local school place" [as it says of the plan on p2] or patterns of applications for the schools (including BH, St Marie's, NGI as well as Lydgate and Hallam).

We also suggest that plans should consider the wider context, not just the demographic shift - for example, our awkward class size here at NGIS; our ability to 'meet the needs of local people'; and capacity for growth at Junior age range.

We're disappointed in the apparent lack of consultation on admission numbers and feeder status of schools in our area that didn't seem to take place before the document went out to the public. At NGIS we currently admit 75 each year which is neither 2 classes (60) nor 3 classes (90). This means we regularly have to go cap in hand to the LA to get 'awkward class size' funding and also results in our having to have a Y1/Y2 split class. None of this is ideal. With a replacement classroom being built by the LA, some Governors have argued, why not just put in the infrastructure for us to take 3 classes on entry?

## Letters & Emails

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Re: Hallam Primary School Consultation Extra Places

We feel it is a very good idea to provide extra Reception places at Hallam School so that children in this area can go to the local school and forge early friendships with children in this district. It is also more convenient for parents.

The only problem will be the increase in traffic in the surrounding area to cause more traffic jams – due to parents NOY complying with the voluntary one way system on Hallam Grange Crescent and also blocking resident's drives.

This may be overcome by regular letters sent out from school about these problems, which at times have to be seen to be believed!!

Double yellow lines on the bottom corner of the Crescent would improve safety, many parents now park there!!

Notices indicating the one way system during school arriving and departing times, would also improve safety as selfish parents frequently ignore this request and also other drivers are alerted to the problem.

Yours sincerely,

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Dear Sirs,

### **RE: Hallam Primary School Consultation on Extra Places**

We write to submit our opposition to plans to increase the size of Hallam Primary School by 50% from 60 school places a year to 90.

Firstly, we were only notified of the school expansion plans *after* all the opportunities to attend public meetings at Hallam Primary School to learn about the plans and express our concerns had taken place. The Council informed us of the expansion plans by a letter dated 20 November 2013 enclosing a copy of the "Crosspool Newsletter" of October 2013, which was posted to us. In its letter the Council states that it had been 'conducting a consultation' on the proposed expansion plans and was 'keen to hear all views on the proposal at this stage before the Council's Cabinet makes any further decision'. The last opportunity to attend a meeting to hear more about the proposals was on Wednesday 20 November, the day the letter was posted and hence before the letter arrived. Our house directly adjoins the school's entrance, yet this was the first time the Council made contact with us. This does not show "keenness" or willingness to hear all views nor respect for those most likely to be



affected by any expansion plans. Indeed the Council states that it decided to post the letter and inform local residents of its plans to expand the school in response to being contacted by people neighbouring the school site: not of its own volition. We are greatly concerned by the Council's processes and actions, or lack thereof, on this front.

Given the above, we have not had sufficient time or information to address the plans adequately. We therefore have no option but to oppose the plans on the basis of the information at our disposal for the following reasons:

1. It has not been shown that this demand for extra places has arisen from within the local area. We have accessed the Council's website and downloaded a copy of the 'School Places in Sheffield' report. This does not contain any evidence for the apparent growth in primary school aged children within the Hallam primary school area. Indeed we have heard that children are being admitted to the school from areas much further afield than Crosspool and Lodge Moor. If demand for extra places has arisen in other parts of Sheffield then schools should be created / expanded in those areas instead. Otherwise unnecessary extra traffic will be created on Sheffield's roads at already very busy times and children are having to travel long distances to attend what should be local schools. Please can we have further information on and clarification of a) the statistics behind the apparent extra demand from within the area, and b) the current situation regarding where children who attend the school are currently located.
2. The streets around Hallam Primary School will not be able to handle the extra traffic created by 50% more parents dropping off children. These are residential streets that were not designed to carry large volumes of traffic and they are already unacceptably overfilled at peak times and prevent local residents from going about their normal business.
3. Our home is immediately adjacent to the only access road to the entrance of Hallam Primary School. We will be the most affected by any increase in school traffic. We have already experienced incidents of parents parking in front of our drive and blocking us in, as well as higher than normal levels of litter on our streets and garden. Such incidents can only be expected to increase if the numbers of parents and children increase.
4. We already experience early morning deliveries to the school by lorries at around 6 am in the morning. This is noisy and disruptive to sleep as they access the road directly adjoining two sides of our property. The number of such deliveries will only increase with any expansion plans, causing more inconvenience and interfering with our quiet enjoyment of our property.
5. Our home overlooks the existing school and great lengths to limit the visual impact of the existing school have already been taken, including the planting of tall trees and bushes. We are concerned about the visual impact on and privacy of our property if any additional storeys or buildings are erected on the existing site.
6. We understand that it is unclear how much of the land around Hallam Primary School belongs to the school and hence whether there is any right to build on it for these purposes. In particular the area is popular with dog-walkers and other recreational users and it is not clear that their rights to use this public land will not be infringed. Is

the Council proposing that the building work keeps within the current fenced area and that the school will not seek to extend its boundaries beyond those current marked by the fence?

- 7 We are expecting our first child this winter and therefore expect at least one of us to be at home for many daytime hours over the likely construction period. The construction noise and dust will cause unacceptable disruption to family life, naptimes and the ability for us and our child to use our garden.
8. Likewise many heavy large construction vehicles will need to access the school site via the access road directly adjoining our property at all hours of the day, including early mornings, causing further sleep disruption and inconvenience.
9. Finally, as prospective parents ourselves, we think young, primary school age children should attend a school where pupils are known individually, without being intimidated by large numbers of older pupils, and have a sense of community. We do not agree that enlarging the existing school will enable this to be done, but believe it better for new, smaller schools to be created to enable children to have a better, more personal education.

We therefore call upon the expansion plans for Hallam Primary School to be abandoned unless and until the concerns we've outlined above are adequately addressed.

Please reply to confirm receipt of our letter and the actions that you will be taking to address our concerns.

Yours faithfully

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Dear Sir/Madam

I recently became aware of the proposed expansion of Hallam Primary school when by chance I saw the notice issued by the council. By this time the date of the first drop in session had passed and I may be unable to attend the session on 20th November.

The notice states that you wish to listen to the views of the local community. How did you expect to hear those views if you chose not to inform the local community? It seems that you chose to inform parents of the plans but made no effort to notify anyone in the local community by letter. Consultation with the local community at this early stage of planning is essential and you presumably are aware that the expansion will impact on many people in the community who do not have children at the school. The issues of car parking and cars dropping children off and collecting them present difficulties for the community now, so these these will be significantly exaceberated by the proposed increase in the size of the school. There may be other issues.

You had a duty to inform the local community, particularly those who live in the immediate vicinity of the school, and yet you chose not to bother. WHY?

I do understand the need for expansion. I am not opposed to it per se. The words in the notice regarding consultation with the local community are totally wasted if you elect not to make reasonable arrangements to notify them. A copy of the notice issued to parents could have been sent to those houses in the immediate vicinity of the school, maybe 50 or so communications.

Regards

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### Hallam Primary School Expansion

Dear Sheffield Council,

We as a family would like to share our views on the proposed expansion of Hallam Primary School. We feel that expanding Hallam permanently is the right step to make, in light of current problems with space in schools in the S10 area of our city.

We originally applied for a space for our son to attend Lydgate Infant School, our catchment school, as we lived in Crosspool. He was the 2012 intake and we were initially disappointed to be allocated to Hallam Primary, although we fully understood and appreciated the reasons why. Our son has since flourished at Hallam and we are now extremely happy with his education and his experience there. In fact we could not speak more highly of the school and the staff.

This then presented us with other problems as our daughter is due to start school in 2014. As an 'out of catchment sibling', she would rank very low down the order of priorities for a place at Hallam and there would be no guarantee of a place for her there. As a result we made the difficult, and expensive, decision to move into the Hallam catchment area to put our daughter further up the order of priorities when it comes to allocating places. Whilst this is by no means a guarantee of a place, we feel we have had little choice but to do all we can to ensure our children have an equal educational experience.

To us it makes sense to expand Hallam permanently, as there is very limited scope for expansion in any of the surrounding schools. However we feel very strongly that this should be planned and done properly. Mobile or temporary classroom should not be put up in the playground, instead a properly thought out and planned expansion of the school should be put forward. The example we would give to support this is our son's current Y1 classroom, which is barely fit for purpose. Whilst there was plenty of extra capacity to accommodate an extra class of 30 in the reception area, this has not been the case as their cohort has moved up into Y1. It was initially explained to parents that the Y1 rooms would be adapted and an extension built to create a third classroom, yet sadly no extension has been done. A large classroom has been split into two, creating one adequate classroom and another space for my son's class that is a narrow L shape, contains many different doors to many different places and is at best a poorly insulated corridor with a bit of a previous classroom at one end. This is a challenge for his teacher as he obviously can't see all of his pupils at any one time, the room is too small for 30 pupils and there are many different routes in and out of the classroom.

We just hope that the council have the foresight to plan the expansion of Hallam properly, to enable them to 'get it right' and not leave the school with inadequate and impractical teaching and learning spaces for future children.

Yours sincerely,

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You asked for the views of my wife and I about the proposal to increase the capacity of Hallam Primary School. We are residents in Hillcote Close.

Whilst we have no objection in principle to the proposal we, like others in the locality, are very concerned that it will exacerbate further the bad parking and congestion problem in our road. At the beginning and end of the school day, the road is overwhelmed by cars, many of which are large, which descend on the road searching for parking space or the dropping off of children. Hillcote Close becomes virtually blocked for residents. The road narrows dangerously near its entrance from Tom Lane and there is a real safety risk as cars struggle to squeeze past each other or have to run over the curbs.

We do hope therefore that the Council takes careful note of this traffic problem in the road and takes due care to do something practical to alleviate it.

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Dear Sir

I refer to the proposed provision of primary school places at the above School, which is not a problem in itself as my Grandchildren will benefit.

However my concerns regarding the provision are as follows

- 1) The impact on parking that this will inevitably create. There is only on street parking for the 'school run' times. As this is already a bad situation at the moment it will obviously worsen.

Please consider alternative parking within the school grounds to alleviate this problem.

- 2) The proposals for the building extension and how this will impact on the surrounding dwellings is a concern, will this encroach on the green areas? or result in building upwards from existing footprint?.

Thank you

Regards

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Re your recent letter. As a resident of Hallam Grange Crescent I do have a view on the impact of the proposed school expansion. The access roads to the current school are narrow and the situation is made worse by the cavalier and selfish attitude of parents delivering and collecting pupils by car. As a result twice a day Hallam Grange Crescent is almost a 'no-go' area as regards access. Cars are parked on bends, grass verges (which have been destroyed in many places) and obstruct access to driveways. Over the years the school has done little to remedy the situation and have seemed to care little for the impact on local residents. I assume the school staff have a parking area - so are well provided for. Users of the community centre during school days do not have access so adding to the pressure on parking in the roads nearby. An expansion of the school without a radical rethink of the access and parking can only make the current problems worse.

There may be an educational case for expanding the school but the wider impact should be considered. Regrettably I doubt if that will be the case.

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Dear Sir/Madam

We currently have two children who attend Hallam Primary and have a further one starting in September 2014. Whilst we are generally supportive of Hallam increasing to 90 places per year, as long as the promised additional funding is made available, and alongside this the school facilities are expanded to cope with the additional number of children, there remains one significant issue - site access.

Hallam is currently accessible from 3 points. Two of these (Hallam Grange Crescent and Hillcote Drive) are residential areas and already suffer from significant congestion both before and after school hours. The third access point on Sandygate Road only has very limited parking. Prior to July 2011 there was an additional access point at the southern edge of the infant site at the end of Stumperlowe View but it was decided to close this entrance as it required parents to walk across the field (personally we never saw why this was a problem). This meant increased use of the other entrances as parents were forced to use these and more importantly were often forced into cars given the longer journey. This has caused even greater congestion.

Should the school increase in size then this congestion would become unmanageable. One possible solution would be to reopen the access at the bottom of infant field. Given the previous closure reason this may require the addition of a footpath (not necessarily paved) from the gate to the infant playground. There is already a barked path.

I also understand that parking restrictions may be introduced. From the Hillcote Drive access point, this would push cars to park on Tom Lane which is a well used road and could cause many accidents with children crossing between parked cars.

We would be extremely grateful if this could be taken into account when making the decision as regards expansion as the access is a serious issue for parents on a daily basis.

Yours Faithfully

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As residents of Hallam Grange Crescent, my family would in principle have no objections to the increase in pupil numbers of Hallam Primary School other than to the increase in traffic problems that already exist at opening and closing times.

A suggestion that I feel is worth your consideration is to make better use of the lay-by at the top of the school field on Redmires Road.

By remodelling and redesigning this area by removing part of the central grassed area, allied to introducing parking restrictions to make it a drop off / collection point only during school opening times, I feel that it could definitely ease the problems that currently exist on Hallam Grange Crescent / Croft.

However, the hard surfaced pathway leading down to the school is presently the only pathway within the school premises that is unlit, and I feel strongly that from a safety point of view, adequate lighting would definitely need to be installed.

Trusting that this suggestion is worth your consideration,

---

I have recently received your newsletter giving information about the proposals to expand Hallam Primary School.

I am a resident on Hillcote Close, and whilst I fully appreciate the need to provide more reception places for young children in our area, I would like to know what plans are to be incorporated into this expansion project with regard to road safety. As things currently stand there are a large number of vehicles parked on Hillcote Close (which often drive at higher speeds than are appropriate) at the start and end of the school day - this poses potential safety issues, especially on the first bend of Hillcote Close, near the pathway that leads up to the school. Is it your intention to introduce parking and/or speed restrictions on that first bend, and will a railing be put up at the entry to the path to slow children down as they run down the path on their way home? If not how do you intend to deal with the problem?

---

Dear Sir

I am responding to this consultation. We received notification of this through the letter box on 21st of November and would first point out that this is after all the meetings to which it invites us (6th, 11th, 20th November ) had passed and we probably would have attended one. This flaw in consultation process does seem worrying and make us consider how much of this last minute letter to locals affected is "ticking " the box.

In principle we have no problem with the expansion of places although as we were unable to attend the meetings we do not know exactly what is being proposed in particular to building and traffic flows. Having lived her for 25 years the recent changes over the last few years have done nothing significant to improve matter and made matters worse with regard to traffic flow.

- The use of barrier access and the timing means that teachers and support staff often arrive after the barrier is close so just park in the side streets.

- Parents continue to park on the inside of the bend opposite Hallam Grange Croft, this obstructs the road and traffic flow and is extremely dangerous for the children. Cars travelling up the Crescent are unsighted and it seems only matter of time before there is an accident possibly involving the children running down the road. Restriction of parking solely for the two car length of the bend has been discussed for years but nothing happens.
- Fundamentally the main access should be changed from Hallam Grange Crescent (which will always be unsuitable due to its narrow access) to the existing lay-by at Redmires Road and new access road with better parking for the staff and pickup area for children.

Many of these thoughts have been expressed by multiple people of the years but nothing has come of them so I am not hopeful this time even though this is a major opportunity to actually improve matters.

---

Thanks for the response. Just to put some meat on the bones, Hillcote Close is a small, narrow road. However, it is used every morning and afternoon by around 40 cars being used simply to drop off and pick up children much to the inconvenience of residents. With expansion of the school that number will no doubt increase. It just seems that children attending that school need to learn to walk!

---

I have only today received notification of consultation on the proposed expansion of Hallam Junior School. I have no objection to the expansion per se. As a local resident however I do have objections to the potential increase in traffic. I live on a road adjacent to the school - Hillcote Close - which is blighted twice every day by parents delivering their offspring to school by car. Every day there are examples of bad and dangerous parking and driving with no consideration for residents - parking on the pavement, cars parked opposite each other on a narrow road, parking on corners, parking across drives. A few years ago I had an incident where a mother having dropped off her offspring skidded into my drive, knocked over a tree and then simply drove off. It would seem that pupils at Hallam Junior have lost the ability to walk to school. Regularly service and delivery vehicles are held up by the inconsiderate parking by parents. I suspect that the number of pupils who arrive by car is extremely high. I would therefore like to see the implications of extra traffic taken into account in any consultation process. Ideally I would like to see all parking between 8.30 and 9 am and 3.00 and 3.30 within 400 yards of the school not only banned but also policed. Maybe then some parents might teach their offspring to walk.

---

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---

I have no comment to make about enlarging the school itself, as we have no children at the school, but as a resident living on Hallam Grange Crescent, my concern is the increased traffic trying to use Hallam Grange Cres, Hallam Grange Road and Hallam Grange Rise.

Once 30 extra places have filled each of the 7 years in the school, we can foresee at least another 100 families trying to bring their children to school and collect them in the afternoon. Some days we are at gridlock already and there are some dangerous practices in existence.

For instance:

- 1) a car is parked behind the locked gates at school drop off and collection time. It is to be hoped that an emergency vehicle does not have to access the site.
- 2) In the first half term, a driver left a car parked all morning on the freshly painted zigzag lines on several occasions.
- 3) People park on the dangerous corner. If they park on the corner, drivers on both sides of the road approach that corner 'blind'. We do not seem to be able to get this fact across to Sheffield City Council.

Inconsiderate parking puts children at risk and other road users in danger or seriously disadvantaged.

We think that some vehicles are parked by staff on the road but there are always parking spaces available in the allotted parking area in front of the Community Centre.

We would suggest that the layby on Redmires Road could usefully be turned into a properly marked out car park. There could be parking for 30 cars. This would alleviate the coming problem by one third.

The other comment is that more people might use the bus if only the service was more reliable. This isn't the fault of bus drivers but is due to traffic congestion along the route. Cross-town bus services can get heavily delayed.

Please acknowledge my comments.

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Dear Sir

As a resident of Hallam Grange Crescent I have received your letter about the proposal to increase capacity at the local school.

Parking around the site is already an issue and I would like to know what arrangements would be made if the number of school places is increased. We keep hearing that double yellow lines are to be in place to stop people parking in unreasonable places but nothing has happened.

I can well understand and I sympathise with the need to provide extra school places for families in our area but would like to be reassured about the parking arrangements.

---

I fully support the expansion of the Hallam Primary school intake by one extra class, with one important caveat:

As a parent of a child currently in Y1 at Hallam I feel that the classroom and cloakroom space my child's class is accommodated in is inadequate. It is a small classroom and an awkward space which has been created due to the fact that Y1 is a larger year than usual. Therefore the important point I'd like to make is that any permanent increase in numbers requires a full building project to achieve the necessary space in every school year. And I would like assurance that this does not mean the loss of any of the other current facilities.

Many thanks.

---

I am writing to register my approval for Hallam Primary places to be increased. I currently have a daughter in Year 1 at Hallam Primary as we were unable to get into Lydgate Primary School and I am extremely happy with the education she is receiving. My youngest daughter will start school in 2015 and even though we are just outside the catchment area for Hallam, I would love her to go there so I would welcome the increase in places.

---

If Hallam Primary School is to be extended I am assuming the catchment area would change slightly. If this were to happen and our catchment school changed from Lydgate to Hallam would it be taken into consideration if an older sibling was already at Lydgate Junior school, as it would be difficult logistically if they were to attend different schools that were in opposite directions. I have a child who is currently in Year Two of Lydgate Infant School and another who will start school in September 2015.

---

Dear Sirs

Thank you for your letter of 20 November 2013.

I am writing to express my concerns regarding the proposed expansion of Hallam Primary School especially as regards the parking and traffic issues.

Of paramount importance is the safety of the children travelling to and from the school. This is already jeopardised by the current problems and I feel it can only get worse if the size of the school is increased.

Since the parking arrangements on the school site were rearranged following the erection of the fence on Hallam Field, there is insufficient parking on the site itself for all of the staff. Therefore staff park on Hallam Grange Crescent arriving from 8 am onwards and remaining all day. This limits the parking available for parents bringing their children to and collecting their children from school. This in turn has a knock on effect on neighbouring streets ( including the lower section of Hallam Grange Crescent, Hallam Grange Croft and Hallam Grange Road). The estate at Hillcote is also affected.

Many parents park or hover on the yellow zig zag lines making it dangerous for children and parents to cross the road safely. The "No Parking, No Waiting, No Excuses" banner currently being displayed is simply ignored. Polite requests not to park on the zig zag lines are often met with rudeness or ignored.

Alternatively, parents hover further up Hallam Grange Crescent whilst their children jump out of the car. The parents then creep slowly down the road watching their children walk into the school entrance rather than the road as they should be. Again this is hardly conducive to the safety of people crossing the road or other drivers.

Hallam Grange Crescent is a relatively narrow road with a blind corner at the bottom of the road. The unofficial one way system which the school asks drivers to observe is often ignored. There is often gridlock on the road, as with cars parked all the way down one side, there is little or no room for cars to pass each other. The cars then pull on to the grass verges causing damage to them. Whilst local residents do not own the grass verges outside their houses many of them do maintain them ( grass cutting etc) and they do have to live with the muddy rutted mess left by inconsiderate drivers.

I am aware that the community police officers do visit occasionally. However, I feel that they do not get a true picture of the extent of the problems as when parents see them or other officials they tend to park more responsibly.

Apart from the safety issues for people traveling to and from the school there is the inconvenience caused to local residents. Given that there are staff cars parked on Hallam Grange Crescent all day there is often no where for visitors, workmen or delivery vehicles calling at houses on the road to park, again causing inconvenience to local residents. If the school is expanded presumably there will be more staff who will need to park somewhere.

I have lived at 49 Hallam Grange Crescent for nearly 13 years and during that time I feel that the traffic problems have got worse. My drive is regularly blocked, making me late for work. (I am unable to leave for work earlier as my younger son attends Hallam Primary School). I know that other neighbours face similar problems and have been late for/ missed hospital appointments and so forth. One of my neighbours is a nurse and often cannot get onto her drive when returning home after a night shift due to it being blocked by parked cars!

If the school is to expand by up to 50% over a 7 year period the situation can only get worse, especially if children are coming from further afield ( eg Crosspool) and will presumably be travelling by car.

I would strongly urge you to consider alternatives to the expansion of Hallam Primary School. I fully understand the need for additional school places but consideration must also be given to the rights of the local residents on the surrounding streets who are currently affected by the problems outlined above and who face even greater difficulties if the size of the school is increased. If expansion does take place a proper and enforceable system of managing the traffic and parking must be put into place and sufficient parking must be provided on the site for the staff. The school must also be required to put effective transport policies in place eg. a walking bus / a bus service from the Lodge Moor estate.

Local residents must be consulted fully and in good time.

I look forward to hearing from you.

Yours faithfully

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I am writing with regards the proposed intention to increase Hallam Primary School by 30 children per year group, and subsequently increasing the physical size of the school.

I am already disappointed that in your efforts to consult, you have already alienated the local community by not even publicising that you intend consulting us. I understand from the well hidden document on the SCC website, that 2 consultation dates have already been missed because we knew nothing about it. I live directly opposite the school entrance and have complained on numerous occasions about the unacceptable traffic. Your proposal of increasing the school capacity by nearly 50% IE 210 pupils + staff will be wholly unacceptable to the vast majority who live local to the school. I find it also extremely disingenuous that the document states an increase of 30 children however the true number is seven times that number.

The first two consultations have been at the school gates. This is not a very scientific or acceptable way to consult with us the local community.

I sincerely hope that you do consult local residents before any more damage is done.

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#### School Places – our response to your proposals.

##### Parking in School Grounds, and on Hallam Grange Crescent

Parking in Hallam Grange Crescent is a major concern for local residents, with school related parking blocking places outside our homes, and making it very difficult for family, friends, delivery services and domestic repairmen to find anywhere to park.

There is a car park for teaching staff in front of the community centre. Spaces are poorly marked out, and many more could be accommodated, as indeed they are at community functions. In spite of this, it is our observation that, even now, it is normally only half full, and a number of the teaching staff regularly park in the street outside our houses. It is not because they arrive after the drive barrier is closed, indeed, most normally arrive around 8.00am to 'grab' a street parking place close to the school entrance. We believe this to be very selfish behaviour, which adds to the problem. Expansion of the teaching and support staff is surely going to worsen this unless something is done.

The drop in centre also adds to the problem, with visitors parking in the Crescent also, since no provision was made to deal with this foreseeable outcome.

##### School run disruption

A further problem is the truly abysmal behaviour of some of the parents who deliver their children to school. At starting and finishing times, and also sometimes lunchtimes, mayhem reigns. An unofficial one way system used to operate on the Crescent at these times. Now it is just a free for all, with those going up the road just driving over, and ploughing up, grass verges to get past. Some park and leave their cars either partly or fully blocking access to our drives. Selfishness appears to be the order of the day. Our fear is that, if your proposal is

accepted, and the project goes ahead, this problem will become many times worse. It is manifestly unfair that we should have to put up with this serious nuisance.

### Constant building works

In recent years, we have had building works virtually every summer on the school site, which has seriously reduced the enjoyment of peace and tranquillity in our garden. Rewiring of the school premises, building a drop-in centre, erecting fences around the site, replacing the double glazing and other maintenance work, and now the building of a large extension to the school. When is it going to end? When are we going to get some peace? Those involved in deciding and benefiting from these works are not directly affected, of course. What about a little consideration for those who are?

### Catchment Area

It is a concern to learn that since other local school sites are limited in scope for expansion, Hallam is likely to be chosen for expansion after expansion, exacerbating the problems already outlined. Surely, a new school site should be sought to cater for all this expansion, and the expected increase in the birth rate and immigration. If then Hallam only took pupils from the immediate area, there would be no need for additional building.

### Alternative access from Redmires Road

After all this, if this project is still to go ahead, we believe that there is a possible partial solution to some of our problems.

On Redmires Road, at the entry end of the lay-by, there is an access road (unmade), which leads into the school field, at the furthest point from the school. This could be upgraded and used for site traffic for the building project, thus avoiding disruption on the Crescent. If then a new and adequate car park was created at the far end of the field, a lot of the problem with on site parking could be eliminated, provided that the staff could be constrained to cooperate. Further, if this could be designated the school main entrance, and access via the existing drive restricted, then the problems of the school run could be eliminated as well. To facilitate this, if the lay-by area could be reworked to form temporary parking, there would be no reason for parents to use the Crescent at all. If this area is not deemed sufficient for this, part of the tree covered area could be added. The existing footpath at the rear of Hallam Grange Crescent properties would then be used for access to the school, avoiding the danger of mixing car parking traffic and pedestrians.

We commend our submission to your consideration. If you wish to discuss any of this further, please let us know.

---

Dear Sir/Madam,

We have received a letter consulting us that there has been a proposal to increase the number of places at Hallam Primary School. As residents on Hillcote Close we would like to voice our opinions as to regards this proposal. Our house backs onto the Hallam School field, and is three houses down from the gennel connecting our road to the School. We already have problems with parking, increase in traffic during the school runs, noise and litter, so as you can appreciate that it is a concern that you are proposing to increase these problems. Can you let us know what you will do to help with these issues before you agree to increase the places from 60 places to 90!

Yours faithfully,

---

Dear Sir/Madam

I am a resident of Hillcote Close and to date have not received any correspondence from you regarding the consultation. I have been handed a copy of your letter dated 20 November 2013 by a neighbour.

I note that the concerns of our neighbours relates to parking issues and I am writing to express my concerns on this point. I wish to make the following points for your consideration:-

1. Hillcote Close provides two points of access via footpaths to the school. Parents already using the school try to park as close to these footpaths as possible. The curved layout of the road at one of these points means the vehicles are parked in an illegal way on the footpaths, which creates a hazard for pedestrians.
2. The other footpath is close to the end of the road, there being only one entry and exit route, and cars are often parked too close to the junction forcing drivers wishing to leave the road onto the wrong side of the road. Again this is dangerous.
3. The footpath referred to at point 2 above meets the road on a bend. Cars being parked for the car run are often left on this bend forcing other drivers onto the wrong side of the road with limited visibility.
4. The volume of traffic experienced currently causes congestion problems at the beginning and end of the school day and this is likely to worsen if/when the school has a greater pupil capacity unless restrictions are put in place.
5. I have personal experience of not being able to get my car off the driveway to my house because the driveway had been completely blocked by a parked vehicle belonging to a mother dropping off a child. It should be noted that this is a double width driveway. This caused me to be late for work. The only explanation offered was that there was nowhere else to park and she was running late!
6. Parking is often inconsiderate i.e. parking on the pathway because of the limiting width of the road can cause problems for pedestrians, particularly parents pushing younger children in pushchairs/buggies as it leaves insufficient width for them to get by.

I seek reassurance that you will check your records to ensure that all residents affected by the above proposal have actually been notified and given the opportunity to voice their concerns.

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To Whom it may concern,

We are in receipt of your leaflet "Primary Places in Crosspool" dated October 2013 received November 17th Nov.

Although we do not have children of school age and as such we have no interest in placements.

However as we are very local (S10 4BA) to Hallam School and members of the HCYA we are very concerned about the impact of extra places in terms of parking issues and the impact it might impact on our activities at the Community Hall. Obviously 30 extra students per year in the first year becomes 60 in the next year and so on and then in to the first school till their final year. Currently between the hours of 08.25 to 08.50am and 15.25 and 15.50pm we are sometimes almost lock into our house because of the volume of parking and traffic on and around Hallam Grange Crescent and Road. It is not unknown for parents to actually park across our drive. This situation will obviously not improve with an increase in student numbers. We have live here for 43 years and the parking issue has steadily increased over this period. What happened to walking to school?

How is the increase in numbers and extra class rooms to be achieved? Will a new building be required and where will it be sited? Will temporary buildings be needed while the works are taking place and where will they be sited? Are there any formal plans as to how this will all happen in 20 months? This is where our other concerns come in. Will access to our community hall and the open space be restricted or even lost forever. We are sure if we were given more time to think about this issue we can think of other areas of concern when the picture be comes clearer. We have already missed 2 meetings because of late delivery of the leaflet and it seems to us that consulting with whole community in such small window of opportunity is not possible. Your comments would be much appreciated.

Regards

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Dear Sir

I have read through your two-page information sheet on the above subject and, as an interested member of the Local Community, would like to know more about what is being proposed for the development of Hallam Primary School. As I did not personally receive a copy of the letter referred to until yesterday evening ( the 11th. November ) I was not in a position to take advantage of the first two meetings held, but would like to attend the meeting to be held on Wednesday 20th November at 6.00 to 7.30pm. I am surprised that the Local Community have not been informed fully about this matter as the letter categorically states that you wish to listen to their views "before any decisions are taken".

Would you please be good enough to let me know exactly where this meeting will be held. I cannot believe it will be "at the School gates", as the first one apparently was.

---

Dear school team

I recently received a letter in my child's school bag regarding primary school places in Crosspool.

My questions are currently

1) When a child moves from Lydgate infants to juniors do siblings get sibling status for Lydgate infants?

Assuming the answer is yes, would siblings continue to get sibling status If any changes were subsequently made to catchments?

To put this into context I have a 4 year old who is in reception at Lydgate infants. In 2016 he will apply for Lydgate Juniors when at the same time I will apply for a place for my 1 year old for Lydgate infants. We are currently in catchment for Lydgate, but I am concerned about

any potential changes to catchment and school places for children in our area that might adversely affect people in my situation.

I look forward to hearing from you.

Many Thanks

---

Dear Sir/Madam

I am a resident at Hallam Grange Croft.

As you should be aware there are considerable difficulties regarding heavy traffic with inconsiderate and dangerous parking on Hallam Grange Croft and Hallam Grange Crescent particularly at drop off and collection points during the day and all day parking by staff and visitors at the school.

Parking has always been a problem as it is with most schools and I don't think residents have any problem with this as we chose to live here and obviously like the area very much. However for a variety of reasons this has become a very serious problem over the last two or three years.

On behalf of residents and following a meeting (30<sup>th</sup> January 2012) of concerned householders' living close to the junction of Hallam Grange Croft and Hallam Grange Crescent a number of residents approached Stan Collier, Senior Technician, Traffic Regulations Group about providing double yellow lines to prevent vehicles parking on the bend and improve sight lines for pedestrians, pushchairs, other motorists and road users particularly at school opening and closing times. No yellow lines have so far been seen!

I was and still am extremely concerned that there is serious danger to pedestrians, particularly young children with large vehicles parked on and over the junction, on pavements, across driveways and on the blind bend.

I have personally experienced a 'near miss' with one unattended young girl running from behind a parked 4x4 and witnessed others over the last few years since the parking has become more selfish with fraught parents getting their children to school at the last moment by car and joining in to a parking frenzy when anything will do. Yellow lines still not seen!

On the 3<sup>rd</sup> of May 2013 I was informed that a traffic Regulation Order would be made to provide double yellow lines on the bend and junction in question. So far although this was supported by the residents we still do not have this safety measure in place and children are still put in harm's way on a daily basis!

I was extremely disappointed to note in the first letter I saw that the problems with parking had been completely ignored. I think you would be failing in your duty to ignore the risks to children outside the school while addressing the danger to children within the school during the construction period.

I am a supporter of education and have no problem with providing places for extra children at the school but feel very strongly that:

1. There should be better parking facilities within the school site, as part of any increase in numbers, for teachers and visitors to the school during the school day.

2. The provision for dropping children off on Redmires Road should be enlarged and enhanced so that parents could drop off their children **safely** with minimal disruption to residents on Hallam Grange Crescent and Hallam Grange Croft and surrounding roads.

I look forward to hearing your proposals to deal with this issue.

Kind regards

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I am writing to express my support for the proposal. My husband and I live close by and will be looking to send our child to Hallam when old enough, we would hate to think we would not be able to send to our local school.

Yours

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Dear School Reorganisation team

Thank you for giving us the opportunity to comment on the proposed expansion of Hallam Primary.

As someone who has spent 30 in education, I am passionately in favour of all attempts to improve the educational experience of children. I am sure that an extension to Hallam Primary would be positive in this regard.

However, as a local resident, I am concerned about the effect on the school run. Hallam Grange Crescent is a relatively narrow road and congestion is already common-place at peak times. Parents already park beyond the top of the Crescent and the situation on Hallam Grange Road is chaotic. This is exacerbated by parents who choose to ignore the unofficial one way system on Hallam Grange Crescent. My house is at the top of the Crescent and I regularly see parents doing three point turns and then setting off in the direction of oncoming traffic. In addition to being dangerous and against the spirit of the unofficial system, our grass verges are increasingly under threat.

Moreover, as 9.00am approaches, there is a minority of 'late' parents who speed round the corner from Hallam Grange Road onto Hallam Grange Crescent, further adding to the potential dangers.

It seems to me that there is scope for expansion of Hallam Primary, but I would not support this without some real attempts to improve the traffic situation. For example, some parents use the layby on Redmires Road. At peak times that gets overly full but there is land adjacent that could be sympathetically used to provide extra car parking and ideally reduce the number of parents driving into Hallam Grange Road and Crescent.

I hope you find these comments helpful.

yours sincerely



Thank you for your letter of 20th November 2013 inviting comments regarding the proposed expansion of the school.

My principal concern regarding any further expansion of the school is in regards to the already difficult traffic situation pertaining twice per day as parents arrive and depart with their children. Without some kind of parking provision on the part of the school for the people they purport to directly serve, the impact of their activities is borne by those of us living in close proximity.

I have witnessed some rather questionable parking antics on many occasions and, in a couple of instances, had people treat my private driveway as if it were part of the public highway. Needless to say, this ill-mannered behaviour on the part of visitors to a quiet residential area is decidedly unwelcome.

In recent years the school has undertaken several measures that have had a significant impact on the local environment. Principally this has involved the erection of unsightly fencing which has been erected in the name of 'safety'. It is absolutely crystal clear that despite local opposition to this degradation of our locality, the school went ahead in any event. I would expect that regardless of any concerns or opposition from the residents in the immediate locality, you will simply ride roughshod over our views and continue to make whatever increases in the capacity of the school you see fit...

---

I would like to comment on this proposal.

My daughter is in Year 1 at Hallam Primary and I have a younger son.

As a parent and local resident, I am very supportive of the proposal to permanently increase the Reception intake to 90 places. I feel this will be beneficial to local children and families.

Kind regards

# Primary School for Tinsley

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## Complete proposal

### CONTENTS

Page 34	Proposal to extend the age range of Tinsley Junior School
Page 42	Proposal to discontinue Tinsley Nursery Infant School
Page 46	Appendix 1: Consultation Newsletter
Page 50	Appendix 2: Consultation Responses

# PROPOSALS FOR PRESCRIBED ALTERATIONS OTHER THAN FOUNDATION PROPOSALS:

## Information to be included in a complete proposal

### **Extract of Part 1 of Schedule 3 and Part 1 of Schedule 5 to The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended):**

1. The name, address and category of the school .

Tinsley Junior School (Community), Bawtry Road, Sheffield S9 1WB

The proposer is Sheffield City Council.  
(Contact: School Organisation Team, Howden House, Union Street, Sheffield S1 2SH)

### **Implementation and any proposed stages for implementation**

2. The date on which the proposals are planned to be implemented, and if they are to be implemented in stages, a description of what is planned for each stage, and the number of stages intended and the dates of each stage.

It is proposed that, from 1<sup>st</sup> September 2015, the school will extend its age range to admit pupils between the ages of 3 and 11. The school currently admits pupils between the ages of 7 and 11.

The proposal is linked to the proposal to discontinue Tinsley Nursery Infant School from 31<sup>st</sup> August 2015.

### **Objections and comments**

3. A statement explaining the procedure for making representations, including —
  - (a) the date prescribed in accordance with paragraph 29 of Schedule 3 (GB proposals)/Schedule 5 (LA proposals) of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), by which objections or comments should be sent to the local education authority; and
  - (b) the address of the authority to which objections or comments should be sent.

Any person may object to or make comments on the proposal by sending them to:

Executive Director, Children, Young People and Families  
c/o David Metcalfe  
School Organisation Team  
3<sup>rd</sup> Floor Howden House  
Union Street  
Sheffield  
S1 2SH

The closing date for responses is 5<sup>th</sup> March 2014

**Alteration description**

4. A description of the proposed alteration and in the case of special school proposals, a description of the current special needs provision.

The proposal is to create a single primary school for Tinsley from 1st September 2015.

**School capacity**

5.—(1) Where the alteration is an alteration falling within any of paragraphs 1 to 4, 8 , 9 and 12-14 of Schedule 2 (GB proposals)/paragraphs 1-4, 7, 8, 18, 19 and 21 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), the proposals must also include —

- (a) details of the current capacity of the school and, where the proposals will alter the capacity of the school, the proposed capacity of the school after the alteration;

The current capacity of Tinsley Junior School is 300 (75 places per year in Years 3 to 6). The proposed capacity incorporating the Nursery Infant School would be 525.

In addition to the creation of a single school for Tinsley specified in these proposals, it is anticipated that a new building will be created on the Tinsley Recreation Ground with capacity for 630 pupils.

- (b) details of the current number of pupils admitted to the school in each relevant age group, and where this number is to change, the proposed number of pupils to be admitted in each relevant age group in the first school year in which the proposals will have been implemented;

Year (Sept)	Rec	Y1	Y2	Y3	Y4	Y5	Y6	TOTAL
2014	-	-	-	75	75	75	75	300
2015	90*	75	75	75	75	75	75	540
2016	90*	90*	75	75	75	75	75	555
2017	90*	90*	90*	75	75	75	75	570
2018	90*	90*	90*	90*	75	75	75	585
2019	90*	90*	90*	90*	90*	75	75	600
2020	90*	90*	90*	90*	90*	90*	75	615
2021	90*	90*	90*	90*	90*	90*	90*	630

\* The numbers in the above table include the capacity created by a new building.

- (c) where it is intended that proposals should be implemented in stages, the number of pupils to be admitted to the school in the first school year in which each stage will have been implemented;

(see table above)

- (d) where the number of pupils in any relevant age group is lower than the indicated admission number for that relevant age group a statement to this effect and details of the indicated admission number in question.

(see table above)

(2) Where the alteration is an alteration falling within any of paragraphs 1, 2, 9, 12 and 13 of Schedule 2 (GB proposals) /paragraphs 1, 2, 8, 18 and 19 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), a statement of the number of pupils at the school at the time of the publication of the proposals.

Tinsley Junior School currently has 257 pupils on roll.

### **Additional Site**

6.—(1) A statement as to whether any new or additional site will be required if proposals are implemented and if so the location of the site if the school is to occupy a split site.

The alterations described under these proposals do not require an additional site and could be implemented on the existing sites of the two schools. However, it is anticipated that the newly-created single school for Tinsley would have new buildings. The current proposal for this would be to create a new school on the Tinsley Recreation Ground site (Norborough Road, Sheffield S9 1SG), utilising the existing Tinsley Green buildings.

### **Transfer to new site**

7. Where the proposals are to transfer a school to a new site the following information—

- (a) the location of the proposed site (including details of whether the school is to occupy a single or split site), and including where appropriate the postal address;

(see point 6 above) The proposed change of site does not form part of the proposal but details are included under this section for information.

- (b) the distance between the proposed and current site;

The Recreation Ground site is approximately 150 metres from Tinsley Nursery Infant School and 350 metres from Tinsley Junior School.

- (c) the reason for the choice of proposed site;

The Recreation Ground site is at the heart of the community, is sufficiently removed from the motorway to reduce the effects of noise and air pollution, and has existing facilities at the Tinsley Green Centre that could be incorporated into the school accommodation.

- (d) the accessibility of the proposed site or sites;

The site is very close to the existing schools and at the heart of the Tinsley community.

- (e) the proposed arrangements for transport of pupils to the school on its new site; and

Given the proximity to the existing sites it is expected that current modes of transport would not be affected.

- (f) a statement about other sustainable transport alternatives where pupils are not using transport provided, and how car use in the school area will be discouraged.

Bringing the two schools together at the heart of the community would reduce journeys for many families, particularly those who have children of infant and junior age. This was noted by a number of parents/carers during consultation. It therefore has the potential to reduce reliance on cars and encourage walking to school.

## Objectives

8. The objectives of the proposals.

The objectives of the proposal are to provide a single primary school for Tinsley ultimately providing additional places in new buildings away from the motorway.

## Consultation

9. Evidence of the consultation before the proposals were published including—
- (a) a list of persons who were consulted;
  - (b) minutes of all public consultation meetings;
  - (c) the views of the persons consulted;
  - (d) a statement to the effect that all applicable statutory requirements in relation to the proposals to consult were complied with; and
  - (e) copies of all consultation documents and a statement on how these documents were made available.

All statutory consultation requirements relating to these proposals have been complied with. The consultation approach was designed so that it could be easily accessible and well understood by as wide a range of parents and carers as possible. The consultation period ran from 21<sup>st</sup> October 2013 to 20<sup>th</sup> December 2013.

### Local People

A newsletter was distributed through the schools and local venues at the start of the consultation to outline the proposal, advertise the consultation events, and invite people's views. Events were held at the school gates. There were also drop-in sessions at the schools and local venues. The item was also discussed at the Tinsley Forum public meeting during the consultation. In response to matters raised around the site a letter was sent to residents neighbouring Tinsley Recreation Ground to explain the proposal and invite contributions. The original consultation deadline of 8<sup>th</sup> December was extended to 20<sup>th</sup> December to support this.

### Pupils

Staff at the schools discussed the proposals with pupils and the School Council. It is anticipated pupils would become more involved with the design phase.

#### Governing Body

A meeting with the Junior Governors was held on 14<sup>th</sup> November 2013 and with the Nursery Infant School Governors on 12<sup>th</sup> November 2013.

#### Staff

A meeting was held for Junior School staff on 23<sup>rd</sup> October 2013 and the Nursery Infant School staff on 22<sup>nd</sup> October 2013.

#### Neighbouring Schools

The relevant neighbouring primary schools also received information and other stakeholders such as the local Councillors, MPs and Catholic Diocese and Church of England Diocese received a letter and offer to follow up through a meeting.

A copy of the newsletter is attached at appendix 1 and the responses to consultation are attached at appendix 2.

### **Project costs**

**10.** A statement of the estimated total capital cost of the proposals and the breakdown of the costs that are to be met by the governing body, the local education authority, and any other party.

The concurrent proposal around a new building is estimated to cost £6,500,000 and this would be met from the capital funding allocated to Sheffield City Council to support schools including £1,700,000 from a bid into the Government's Targeted Basic Need programme.

**11.** A copy of confirmation from the Secretary of State, local education authority and the Learning and Skills Council for England (as the case may be) that funds will be made available (including costs to cover any necessary site purchase).

(see above)

### **Age range**

**12.** Where the proposals relate to a change in age range, the current age range for the school.

The current age range of Tinsley Junior School is 7 to 11 and the proposed age range is 3 to 11.

### **Early years provision**

**13.** Where the proposals are to alter the lower age limit of a mainstream school so that it provides for pupils aged between 2 and 5—

- (a) details of the early years provision, including the number of full-time and part-time pupils, the number and length of sessions in each week, and the services for disabled children that will be offered;

The Nursery Infant school has places for 39 FTE 3 and 4 year olds and the proposal is to retain the early years provision.

## Need or demand for additional places

14. If the proposals involve adding places—

- (a) a statement and supporting evidence of the need or demand for the particular places in the area;

(See point 6 above) The anticipated increase in places does not form part of the proposal but details are included under this section for information.

The current schools offer 75 places per year and the increase would take this to 90 places per year. The table below shows the last three intakes compared to the catchment population and the forecast demand for the next three years based on the average take-up:

Intake Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Tinsley Catchment Population	107	111	116	105	109	120
Average Take-up %				67.5%	67.5%	67.5%
Forecast Demand for School Places	70	73	76	71	74	81

The local population in Tinsley has been subject to changing patterns and families do move into the area with school-age children. Further, the Tinsley community is not close to alternative Sheffield primary schools. We therefore need to provide enough places in the local schools to ensure these families are able to access a local school place.

## Expansion of successful and popular schools

25A. (1) Proposals must include a statement of whether the proposer considers that the presumption for the expansion of successful and popular schools should apply, and where the governing body consider the presumption applies, evidence to support this.

(2) Sub-paragraph (1) applies to expansion proposals in respect of primary and secondary schools, (except for grammar schools), i.e. falling within:

- (a) (for proposals published by the governing body) paragraph 1 of Part 1 to Schedule 2 or paragraph 12 of Part 2 to Schedule 2;



(b) (for proposals published by the LA) paragraph 1 of Part 1 to Schedule 4 or 18 of Part 4 to Schedule 4

of the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended).

Not applicable

# MATTERS TO BE SPECIFIED IN SECTION 15 PROPOSALS TO DISCONTINUE A SCHOOL

## Extract of Schedule 4 to The School Organisation (Establishment and Discontinuance of Schools)(England) Regulations 2007 (as amended):

### Contact details

1. The name of the LA or governing body publishing the proposals, and a contact address, and the name of the school it is proposed that should be discontinued.

Tinsley Nursery Infant School (Community), Siemens Close, Sheffield S9 1UN

The proposer is Sheffield City Council.  
(Contact: School Organisation Team, Howden House, Union Street, Sheffield S1 2SH)

### Implementation

2. The date when it is planned that the proposals will be implemented, or, where the proposals are to be implemented in stages, information about each stage and the date on which each stage is planned to be implemented.

It is proposed that Tinsley Nursery Infant school would close on 31<sup>st</sup> August 2015. The proposal is linked to the proposal to extend the age range of Tinsley Junior School from 1<sup>st</sup> September 2015.

### Consultation

3. A statement to the effect that all applicable statutory requirements to consult in relation to the proposals were complied with.

All statutory consultation requirements relating to these proposals have been complied with.

4. Evidence of the consultation before the proposals were published including:
  - a) a list of persons and/or parties who were consulted;
  - b) minutes of all public consultation meetings;
  - c) the views of the persons consulted;and
  - d) copies of all consultation documents and a statement of how these were made available.

The consultation is fully detailed in the attached proposal relating the extension of the age range at Tinsley Junior School. The response to consultation is attached at Appendix 2

### **Objectives**

5. The objectives of the proposal.

The objectives of the proposal are to provide a single primary school for Tinsley ultimately providing additional places in new buildings away from the motorway.

### **Standards and Diversity**

6. A statement and supporting evidence indicating how the proposals will impact on the standards, diversity and quality of education in the area.

The schools are already working successfully under the single leadership of an Executive Headteacher with the two governing bodies working closely. The proposal to bring the two schools together as a single primary school for Tinsley would embed that way of working that is already driving improved outcomes for Tinsley children.

Tinsley Junior School was judged Good at its most recent Ofsted inspection in March 2013 and has rapidly improved outcomes over recent years. The Key Stage 2 outcomes are above the national average and the progress of pupils is significantly above the national average.

### **Need for places**

7. A statement and supporting evidence about the need for places in the area including whether there is sufficient capacity to accommodate displaced pupils.

See section 14 of the attached proposals relating the extension of the age range at Tinsley Junior School.

### **Current School Information**

8. Information as to the numbers, age range, sex and special educational needs of pupils (distinguishing between boarding and day pupils) for whom provision is made at the school.

Tinsley Nursery Infant School provides for children of both sexes between the ages of 3 to 7. There are 225 places for Reception to Year 2 pupils (75 per year) and the Nursery has places for 39FTE 3 and 4 year olds.

### **Displaced Pupils**

9. Details of the schools or FE colleges which pupils at the school for whom provision is to be discontinued will be offered places, including:

- a) any interim arrangements;
- b) where the school included provision that is recognised by the LA as reserved for children with special educational needs, the alternative provision to be made for pupils in the school's reserved provision; and
- c) in the case of special schools, alternative provision made by LAs other than the authority which maintains the school.

The proposal to close Tinsley Nursery Infant School is linked to the proposal to increase the age range of Tinsley Junior School. All pupils at Tinsley Nursery Infant school would transfer directly to Tinsley Junior School on 1<sup>st</sup> September 2015.

### **Impact on the Community**

11. A statement and supporting evidence about the impact on the community and any measures proposed to mitigate any adverse impact.

The main community issues, particularly those raised during consultation, related to the change of site and new building rather than the legal alterations proposed to the schools. The key issues were the need for additional places to ensure local families can access a local school place, the noise/air pollution issues on the current sites, the potential loss of park space if the proposal around the Recreation Ground were to go ahead, and the potential traffic/noise issues on the roads around the Recreation Ground.

12. Details of extended services the school offered and what it is proposed for these services once the school has discontinued.

The proposal would not affect extended services.

### **Travel**

13. Details of the length and journeys to alternative provision.

Should the proposal to move sites go forward, bringing the two schools together at the

heart of the community would reduce journeys for many families, particularly those who have children of infant and junior age. This was noted by a number of parents/carers during consultation. It therefore has the potential to reduce reliance on cars and encourage walking to school.

14. The proposed arrangements for travel of displaced pupils to other schools including how they will help to work against increased car use.

(see above)

#### **Related Proposals**

15. A statement as to whether in the opinion of the LA or governing body, the proposals are related to any other proposals which may have been, are, or are about to be published.

The proposal is linked to the proposal to extend the age range of Tinsley Junior School to cover ages 3 to 11 from 31<sup>st</sup> August 2015.

# Tinsley School News

## Featuring a proposal for a replacement and enlarged Primary School for Tinsley

As the population continues to increase across Sheffield, the number of children going to school is also increasing. This rise in population means that we need to plan for more school places in your area so that we can offer families a local school place. The aim of this newsletter is to inform local parents and carers about our plan to provide additional local school places. We also explain what opportunities there are to find out more and raise any questions you may have.

### Background

Tinsley currently has two local schools, Tinsley Nursery Infants and Tinsley Juniors. In order to meet the needs of the increasing population we have already increased the size of the schools so they can accommodate 75 pupils in each year group. However, our current information tells us that from September 2015 we need to provide an additional 15 places in each year group. That will take the total number of places to 90 places per year group. We want to talk to parents, carers, and other local stakeholders about how we might do this.

### What is the proposal?

We want to consult with you on how we provide these extra school places. The preferred option, to discuss during this consultation, is to bring the two local schools together to form a single 'through' primary school for children from Nursery to Year 6. This would mean building a new school, to open September 2015, that is big enough to offer 90 places in each year group.

Tinsley would have the benefit of a newly built school with more places and with all primary aged children attending the same school. We are taking this opportunity to build the new school away from the motorway which would have great benefits to the health of the children, as the children will be exposed less to air and noise pollution. It would also build on the work of two good local schools by expanding and enhancing the facilities and the quality of learning.



### Which site are we proposing to use?

We have considered the options for where the new school could be and we believe that positioning it on part of Tinsley Recreation Ground attached to the Tinsley Green Centre would be the best place. When identifying possible locations for the new school it was important that it moved children away from the motorway and could act as a community hub. Having said this, one thing that we consider very important is that the play facilities are unaffected wherever possible, so that the local community can continue to use as much of the park site as possible.

In order to identify a preferred site, a detailed study was undertaken to look at the advantages and disadvantages of all possible sites in Tinsley. The following five sites were explored.

1. Outokumpu Sports & Social Club: This has been sold to Rotherham Football Club who are using it for training and to build their academy facilities. It is no longer available.
2. DC Cook Sports Ground: This site is in multiple ownership and is no longer available. Concerns have also been raised locally about the possibility of this site flooding.
3. Meadowhall Soccer Centre Site: A privately owned sports ground including pavilion. The council would need to buy the land and replace the pitch and pavilion. The council may have difficulty acquiring this land and it is likely that the costs associated with purchasing this land would be in excess of the funds available. In discussions with the local community concerns have also been raised about environmental pollution on the site.
4. The Current Tinsley Junior School Site: The land is owned by the Council with sufficient area for a new school. However it is adjacent to the motorway and the Council would wish to move the location if at all possible for the wellbeing of the children.
5. Tinsley Recreation Ground and the Tinsley Green Centre: The land is owned by the Council and is of sufficient size for the new school. There is an opportunity to design a new school as an integrated building with the Tinsley Green Centre. This would provide an opportunity for partnership working between the school and community providers operating out of the existing Centre. It is recognised that the school would need careful design to utilise sufficient playground space for the children as well as retaining some of the park. We are committed to securing community access at any new school buildings.

If the development of the new school buildings were not to go ahead on the Tinsley Recreation Ground and the Tinsley Green Centre site, the only alternative local site that is big enough and available to use would be the current Junior School site.

**What would happen to the current Infant and Junior School sites?**

The plan for a new school is not based on selling the current sites. We would need to consider the future of the existing school sites properly and look at all of the options. This could include creating green open spaces for the community and incorporate a green barrier to the motorway to re-provide the community green space used in the school buildings. We are keen to hear your views on the future of these sites during the consultation.

If the proposal around a new school goes ahead there will be future discussions in the area around sites before decisions are taken.

**What about the Tinsley Green Centre and the Children's Centre services offered?**

We are aware that a number of important services used by local families are currently delivered from the Centre. If possible we would like to develop plans around the new school in a way which protects and develops these services. In order to do this if you are currently using the Centre we would like hear which services you feel are most important. You can let us know this by either talking to us at one of the advertised sessions or contacting us at the details on the back page.

**The schools are currently separate Nursery Infant and Junior schools. How would the schools be brought together?**

There is a legal process required to bring the schools together. If we were to go ahead with the proposal the preferred legal route would be to make changes to the Junior School to create the replacement primary school. This would mean a legal process to increase the number of year groups and the size of the Junior school and closing the Nursery Infant School.

The Council's Cabinet are the decision makers on whether or not to go ahead and all comments from this consultation will be fed back to Cabinet before it makes its decision.

Bringing the schools together should mean that the specialist skills and expertise provided by staff at both schools would be shared. This could mean that a wider range of services are available to children across all ages. As the new school would be bigger than the existing schools, overall more staff would be required. Discussions with school staff will take place throughout the consultation period to listen and share information and make sure individual members of staff understand how this might affect them.

**What happens now?**

The first step is to listen to the views of parents, carers and the local community before any decisions are taken. This consultation will run until December 8<sup>th</sup> 2013.



After the consultation period, all of the views will be put together in a report to Sheffield City Council's Cabinet. Councillors can then look at what has been said before deciding how to proceed. If the proposal went ahead, the Council would publish a legal notice giving exact details of the changes proposed and the community would be offered a final chance to comment in writing. If the proposal is agreed after that stage the new school would open in September 2015.

#### How you can get involved

We are holding a number of opportunities for local people to find out more and give their views. Details of these sessions and contact details are provided below. They will run until the end of the consultation period on December 8<sup>th</sup>.

More detailed information on the need for additional places in your area can be found in the report to Cabinet. You can get a copy of this and more information on the decision making process at [www.sheffield.gov.uk/schoolplaces](http://www.sheffield.gov.uk/schoolplaces) or by contacting us via the details below.

#### Meeting dates and times

If you want to come and hear more about the proposals and give your views on them, Council Officers will be at the school gates on the following days to talk to parents:

- Tinsley Nursery Infants, Tuesday 22<sup>nd</sup> October from 2:30pm
- Tinsley Junior, Wednesday 23<sup>rd</sup> October from 2:30pm

There will also be drop in sessions where you can pop in to tell us what you think or ask any questions. These sessions will be held at the following times:

- Tinsley Nursery Infants, Tuesday 5<sup>th</sup> November 2:30 to 4:00pm
- Tinsley Junior, Wednesday 6<sup>th</sup> November 2:30 to 4:00pm
- Tinsley Green Centre, Wednesday 13<sup>th</sup> November 3:30 to 5:00pm
- Tinsley Library Wednesday 20<sup>th</sup> November 1:30 to 3:00pm

#### Contact Us

In addition to the meetings above, you can also contact us at the following:

Web: [www.sheffield.gov.uk/schoolplaces](http://www.sheffield.gov.uk/schoolplaces)

Email: [schoolreorganisation@sheffield.gov.uk](mailto:schoolreorganisation@sheffield.gov.uk)

Letter: School Organisation Team, Floor 3, Howden House, Sheffield, S1 2SH

## Appendix 2: Consultation Responses

***Please Note: A small number of comments have been altered as a result of advice from Legal Services due to the potentially offensive nature of the comment.***

### Summary of Events

- Tinsley Forum Meeting – item on the agenda (22<sup>nd</sup> October 7.00pm)
- Tinsley Nursery Infant School Gates (22<sup>nd</sup> October from 2:30pm)
- Tinsley Junior School Gates (23<sup>rd</sup> October from 2:30pm)
- Tinsley Nursery Infant Drop-in (5<sup>th</sup> November 2:30 to 4:00pm)
- Tinsley Junior Drop-in (6<sup>th</sup> November 2:30 to 4:00pm)
- Tinsley Green Centre Drop-in (13<sup>th</sup> November 3:30 to 5:00pm)
- Tinsley Library Drop-in (20<sup>th</sup> November 1:30 to 3:00pm)
- Tinsley Nursery Infant Staff (22<sup>nd</sup> October)
- Tinsley Junior Staff (23<sup>rd</sup> October)
- Tinsley Nursery Infant & Juniors School Pupil Councils (8<sup>th</sup> November)
- Tinsley Nursery Infant Governors (12<sup>th</sup> November)
- Tinsley Junior Governors (14<sup>th</sup> November)

### Tinsley school gates

**(approx. 60 parents/carers spoken to - 476 on roll across the NI and J schools)**

- Don't think using the park area is a good idea – potentially distracting for the children and also safety concerns about 'characters' who hang around. The current Junior school site would be better.
- It's a good idea, we have children at both the NI and J schools and it would be easier to pick up from the same place.
- Good idea but some concerns about using the park as a site.
- Be good to have a comprehensive school locally as well (informed about plans for Don Valley).
- Good idea to bring the schools together.
- Will be advantageous for parents to have one site.
- Need secondary places in the area as well (informed about plans for Don Valley).
- Good idea to bring NI and J together, we need bigger schools.
- Need more space to accommodate local children.
- Great plan. I have a child at the Junior school as well and it will be much easier to collect from one site.
- The current buildings don't have much to offer, a new bigger school will be much better.
- The nursery centre (Tinsley Green) is a good site, away from the traffic and the buildings are nice.
- Relocation is bad idea [no reason given].
- Relocation is a good thing, less travel to pick up Infant and Junior siblings.
- Bad idea, both Junior and Infant sites are further to travel than the Green [Raby Street residents]
- Bad idea, further commute for splits siblings across Brinsworth.
- Bad idea, don't want to lose park. Park is used by women for walking and as a meeting place.
- Don't want to lose play area.
- A new school should be built on the existing Junior site.
- This would be a good idea as it would be easier if the schools were brought together.
- We still need the park.

- Any new school should be built on the current Junior School site.
- This is a good idea and definitely needed.
- I would be happy for this to go ahead.
- I would be happy for this to go ahead.
- Good idea, we want the school at Tinsley green because it's closer than the Junior and Infant sites. We also still want our park.
- Concern about the site, don't feel that the park is an appropriate environment due to the public nature of it – leading to distraction for the children and also the possibility of being overlooked by undesirable characters who hang around. The current Junior school site would be a better option if none of the other sites in the area are feasible.
- Good idea – have children at both the NI and J schools and it is difficult to pick up from both. (x3 parents)
- Good idea to bring the schools together and to enlarge – need the places in the area. Some concerns about how the buildings would work on the parkland site.
- Be a good idea to have a comprehensive school locally as well – it is difficult to get into Brinsworth unless you have siblings already at the school.
- Good idea to bring the schools together as one.
- Will be an advantage for parents to not have to pick up from two sites. Need secondary places more locally as well.
- Good idea to bring the two schools together – we need bigger schools in the area, this site has nothing really. Easier to collect from one site. Definitely need more places.
- Tinsley Green site is a good idea, away from the traffic. It's a nice location with good buildings (the Children's Centre).
- Plus about 5 more parents spoken to who didn't have any particular concerns. Overall feeling was welcoming the idea of new school buildings and integration of the NI and J phases, but some concerns about the site.

### **Tinsley Drop-ins**

**(The sessions were attended by approx. 10 parents– 476 on roll across the NI and J schools)**

- I think the proposed site is safer and because of this agree with the re-location.
- The council should do something about traffic management on Bawtry Road.
- I'm 50:50, I like the idea of moving the school and think it is really important to keep the school in the centre of Tinsley but I would be concerned about losing space in the park.
- Pollution is a wider problem, what is the Local Authority doing about this? What are the levels of pollution coming from B.O.C., Cooper & Sons, Firth Brown and Healenthy metals? 16 years ago Tinsley was one of the worst polluted areas, what did you do about this? Some time ago the Council planned to widen the slip road on Bawtry Road. Will you admit to planning to do this? Have you given permission for another Recycling plant to be opened in Tinsley? I do not want a new school to be constructed on the park. My child has had asthma for 9 years and if pollution is cited as the reason for moving the school you would have to compensate me for this. The Education Department denied 10-15 years ago that there was any risk to health from pollution at the existing sites. The park site is not suitable for the 500-600 cars per day that I think will be using the site. Noise pollution for the surrounding houses would be a problem at playtimes/lunchtimes. If the park were moved to the Junior site people should not be expected to have the park in a polluted area.
- If you are going to create a new school you should look to incorporate some community library facilities.
- How will local residents, children and people using both the park and youth centre be safeguarded during the building process?
- If the decision is taken to proceed with this work I think it would be helpful to involve local people in a project group. The group could be made up of a mix of developers, local residents and councillors.

- What is the 'Plan B' if this does not get approval?
- You could improve the way you engage with local people and in order to help local people better visualise what is being proposed you could arrange a visit to sites where a similar approach to building on a public park has been used. You could also do a targeted leaflet drop to residences surrounding the park further setting out the proposal (inc. an up-to-date copy of the indicative site plan).
- Colleagues from Youth Services who operate from the Youth Centre adjacent to the site would be interested in starting to talk to the school about ways in which they could work together with either pupil transition or use of the youth centre buildings to provide wider community services at different times of the day.
- Will the new buildings be designed over two stories? I think you need to engage with local residents over the look of the buildings.
- How can the young people who access the youth facilities located beside the site be involved in the design process?
- What will happen to the buildings on the old Tinsley NI site? These are good buildings and could be offered for some kind of community use. I think people would understand if the buildings on the existing Junior site were demolished.
- Will any of the play equipment on the Tinsley Green site be upgraded as part of this? There are a few problems with the current stock.
- The park is really well used and valued by the community.
- How will safeguarding arrangements for the school be organised and how will these impact on park users?
- What is the build timeframe?
- The traffic would be a problem as the current Children's Centre parking is already full.
- Bringing the schools together is a good idea because it avoids having to change schools midway through primary.
- It would be better if the new school was away from the current playgrounds and Children's Centre where activities take place to avoid restricting access. Access would need to be managed.
- Overall I think the proposal is a positive thing but I think you need to maximise the park space available to the community.
- With regard to the future use of existing sites, the Nursery Infant site could be used to provide some much needed car parking in the area and the Junior site could be used to re-provide an area of parkland.
- It should be acknowledged that it is difficult for the community to lose the park space.
- There is some movement in the community towards using the current Junior school site.
- We need to secure park access for the wider community.
- When designing any school buildings on the park we should consider footpaths and access to the youth provision located adjacent to the site.

#### **Record of phone calls (Total 14)**

13/12/13 – I support a new school in Tinsley and do not want the money to go elsewhere, but as a neighbour of the park, I do not want it to be built there. It will increase the noise for neighbours from the playground, the traffic will be a problem, and we really need our park. I would prefer the Council to sell off or look at the future of the buildings it currently owns in Tinsley and use that money to buy a site such as the one on Sheffield Road.

13/12/13 – I am a neighbour of the park and am really concerned about the loss of greenspace for Tinsley if the school is built on the park. It would be too near the houses on Norborough Road and the noise from the children and the traffic would be a problem. People may not want to live or rent houses on these roads in the future with a school there. I understand why you wouldn't want to use the Junior School site because of the pollution and would prefer you to look at selling off the Council land in Tinsley so you can afford to buy a different site.

17/12/13 - I have lived on St Lawrence Road for 18 years. I enjoy the view of the park from my house. I am worried that the new school will block my view. In general I do not like the proposal. I use the park for walking and cycling. The basketball courts are regularly used. I take my nephew round the park. I am concerned that the new school will result in increased traffic and limited parking around the green. The park is currently kept very clean and tidy; I am worried that more children in the area attending the new school will result in more litter. St Lawrence Road is already very busy due the bus route which passes through it. There are lots of elderly residents on St Lawrence Road who rely on parking close to their homes; a new school will make parking in the area more difficult. I think people will park around St Lawrence Road because there is no parking on Bawtry Road.

17/12/13 – It's not fair on the community as a whole. It's unacceptable to take land away from the park, it has already reduced with the Tinsley Green building. The new school should go on the Junior School site where there is plenty of space. It would be robbing green space from the local community. There is already a problem with traffic and noise. Would the Council be happy if the local community decided they wanted to build something like a mosque or community centre on the rest of the park? The schools have been next to the M1 for 40 years and it hasn't been an issue. There is pollution across Tinsley from the M1. If it goes ahead is the Council going to sell the school sites and use the money for the benefit of Tinsley? The Junior site is not at the heart of the community so would not be a well-used green space.

17/12/13 – I strongly object. Where will children play if not in the park? They could end up on the streets. I went to school on those sites and it was fine. The roads are already busy and dangerous and people use these streets around the park as a shortcut to avoid traffic. There is plenty of land on the Junior site. The IKEA proposal will bring more traffic problems. Parking is already a problem on St Lawrence Road and I know people don't walk to school any more. I already have difficulty parking outside my house. I would consider moving house if this goes ahead and I've lived here 36 years. The park is good now after the investment and is well used.

17/12/13 – Education comes first. I think it's a good idea. We need to keep the park and community facilities but the education of our children must come first.

17/12/13 – There's plenty of land at the Junior school. It's often crowded at the park in summer and very well used. I've lived in Tinsley all my life and the green space is important. The children would be safer in one single site not shared with the park and members of the public. I also expect it would end up taking more of the park than displayed on the drawing that was sent round.

17/12/13 – I don't think it's a good idea. The building is already taking up too much space on the park. Use the Junior site, there's plenty of space there. The traffic and noise will be an issue as it's already used as a shortcut. Recent roadworks caused two cars to be hit as the roads are so tight. It's a beautiful park and we don't want to lose it. It could cause accidents as children will be around when people are using it as a rat run. I went to the two local schools and the noise and air pollution wasn't a problem. I didn't notice the noise and the air pollution won't be better as it's still near the motorway and Bawtry Road. They should work with the existing buildings and extend there. Other sites are quiet and out of the way but I understand you can't afford to buy a site. The park is for recreation and children won't want to go there if they spend their days there at school.

17/12/13 – I'd like to oppose the proposal. It's taking away the park space and you could use the current school sites. St Lawrence Road is already used as a rat run. The traffic and noise will increase. What financial compensation would we get for putting up with this and if our house prices reduced? Where would we go for green space if the park was lost? Just extend the schools where they are or build on the junior site. The Junior site would not be good for a park as it's away from the centre of the community – it would be a ghost park. Some people are not literate so won't respond, I know a number of people who oppose this.

17/12/13 – I don't agree with the proposal. There are already environmental and traffic issues. Parking is also a problem.

17/12/13 (wife of the caller above) – I disagree as well. The parking would be a problem and I would like the park to stay as I live locally and use it.

19/12/13 – It's a community park. I don't understand why you would do this when there's plenty of space on the Junior School site. I don't want the building next to my house and it will cause big traffic problems. We've always used the park, if you come here in summer you'll see how busy it is, it's used by the whole community so I can't see any reason to take it away when there is space on the school site. I went from nursery all the way to secondary on sites next to the motorway, we never had any problems. It was a space away from other houses, so you didn't have any problem from being overlooked or having members of the public stood next to the playground.

20/12/13 – I'm objecting as a resident of the area, my house neighbours the Green. The consultation information has implied that the Council cannot identify any other sites because it has no money but we know that is not true and there is funding available from underspends. The Council should look to buy another site in the area.

20/12/13 – I am a resident of St Lawrence Road and haven't received the letter – I heard about it from a friend. I don't believe there is a need for another school in Tinsley. The park is needed by the community, it is the only green space available for the community. I have lived in Tinsley for 40 years and used to work in the Junior school. When I was a child I lived in Attercliffe and caught the bus to Tinsley for school. Now we should build a new school somewhere else in the Don Valley, away from Tinsley, and pupils could get the bus there as we did. The area around Tinsley is too polluted and the fumes will affect every child if the school remains in Tinsley. There is a petition being circulated locally which objects to the proposal. Families only live in Tinsley because they can't buy property elsewhere but if they could leave they would. In 5-10 years the area will be too polluted to be used for a school so we should make the change now.

#### **Tinsley Forum Meeting (Approx 50-60 people)**

- The land at Tinsley Green was left in a covenant via the Fitzwilliam Estate which identifies the land as being for community use. Are you sure you can use the land for this?

- There was a discussion about the issue of pollution. Some people thought that the proposed new site would suffer from more pollution than the existing school sites. Linked to this was the view that the Tinsley Green site was not far enough away from the motorway.
- There was very strong support for the view that the community, including children needed the park and the facilities were really well used. Some people had the view that this would be the Local Authority taking facilities off the community.
- A discussion took place about where we would propose to re-site the lost green space and what would happen to the existing school sites. Local people felt very strongly that they did not want the buildings to become derelict.
- A question was asked as to where the additional children would go when they transferred to secondary school.
- Some people held the view that the Council had been 'short-sighted' when it closed and sold Park House Secondary School. Others asked if Park House could be brought back into Council ownership and a new school provided there.
- Some members of the community held the view that 'this is about the community, not the children.'
- Discussions were held as to how a new school could be constructed on the current Junior School site and still safeguard the pupils from pollution. There was a suggestion that we should construct a large concrete wall to stop noise pollution. This solution was raised a couple of times throughout the meeting.
- Wider social issues were raised. Including, why are we seeing an increase in the population in Tinsley? And where were we expecting new people in the area to live as we had not constructed any new housing?
- The issue of an increase in EU migration was raised and the question asked, how long will new immigrants stay in the area?
- How are we going to ensure the quality of education in the school?
- Officers were asked if they had explored the Sheffield Road site.
- Some members of the community expressed support for the proposals, stating that 'a school is needed and people will get used to it.'
- A discussion took place around where any new buildings would be located on the site.
- People asked what would happen to the services delivered by TPCC and the wider services delivered by the Children's Centre?
- Would we consider expanding other local schools instead to Tinsley and would people attend?
- There was a view that we were overstating the flooding risk on the DC Cook Sports Ground in the consultation material.
- Is the Nursery Infant school building listed
- What penalty do we face, as a local authority if we do not provide enough places?

### **Tinsley Staff Meeting**

- How will staffing structures be worked out and combined with the Juniors?
- Will this affect people's service records?
- Why choose to close the Infant and not the Junior?
- What would happen to the school sites?
- What Children's Centre services will be retained?
- Will people be made redundant if their post is not available in a new structure?
- Would you have to apply for a post in a new structure or will it just be given to you?
- The Headteacher knows the staff at the Junior school better, will this favour them when the new structure is created?

### **Tinsley Nursery Infants Governors' Response**

- What will happen to the Childrens Centre Services? Will the school need to offer wider services?
- With the review of Library Services the Tinsley Library is under threat of closure. Would it be possible to put the Library in shared use space in the school?
- Which other sites were explored and why were these ruled out?
- Parking for staff is a massive problem on the NI site. Will plans for more parking for staff and parents be included in the plans for the new school?
- Noise and air pollution is having a massive impact on the children at the school and makes outside PE and play difficult. A solution which involves moving the school away from the motorway is needed.
- What would happen to the Governing Bodies if the schools were to merge?
- Parking for parents at pick up and drop off times has always been an issue. Will space for this be factored in to plans for the new school.

### **Tinsley Juniors Governors' Response**

#### Meeting Notes:

- We have been pressing for a new school on a site away from the motorway for years so this is a good thing and we would support it.
- The site moves is needed because the children's learning is badly affected by air and noise pollution. You can hear the motorway from inside the buildings and it is particularly difficult a play time and when doing outdoor PE.
- We acknowledge that the wider community have some concerns about the proposal to use some of the space in Tinsley Green Park to build the new school on. We feel that the school moving into that area should be seen as a positive and put the children at the heart of the community. The school is happy to work with the community in ensuring the public still have access to some areas of Tinsley Green.
- Would it be possible to look at incorporating some community Library services in the school?

#### Formal Written Response:

I write in response to your letter dated 18<sup>th</sup> November in which you request a formal response from the TJS Governing Body in relation to the proposals above.

I can confirm that we discussed this matter at some length in our Full Governing Body Meeting on Thursday 14<sup>th</sup> November.

As Governors we strongly believe that the current sites of both schools are not fit for purpose due to the fact that both schools are in very close proximity to the M1 motorway. This causes noise pollution to the extent that teachers are unable to open classroom windows at any time and children are sometimes unable to hear spoken instructions on the playground or school field. Noise from the motorway is such that it can be heard inside the building even with the windows closed. The serious effect on children's health from traffic pollution, including diesel particulates, is well documented in many reports, including those from the World Health Organisation. The proposed site is well away from the M1 motorway and the issues of noise pollution and the risk to children's health would be significantly minimised.



The child population is increasing in the Tinsley catchment area and the existing buildings cannot accommodate this growth in pupil numbers. Both schools are now under the direction of one Executive Headteacher and will be amalgamated into one through primary school. The prospect of a new, purpose built, through school for the challenging and growing Tinsley catchment area, away from the main arterial route of the U.K. is one that the governors of Tinsley Junior School support totally and we are confident that the needs of the local community can also be accommodated.

In summary:

- All Governors agreed that a new 'through' school for the Tinsley area would support a smoother educational journey for our children.
- All Governors are in support of a new location for the single school given the ongoing concerns we have around noise and air pollution, as a result of being located so closely to the M1 Motorway at present.
- All Governors are mindful of the concerns raised by community members in relation to the potential loss of green space if the school was to be built on the existing Tinsley Green site. We would urge the Council to consider plans that, where possible, support the retention of facilities for our community.

I would like to thank you for taking the time to present at our meeting and encourage our views as stakeholders.

### **Tinsley Pupils**

School Council:

The School Council's met together and discussed the questions below. Around 30 pupils were involved in the session.

1. How do you feel about the possibility of the schools joining together to form one big school?

And

2. What do you think would be good and what would be bad about having more children at the school?

Most of the pupils were happy with this, some said that it would give them more opportunity to play with their brothers and sisters, some said it would be easier for parents at the start and end of the day. They were excited about the possibility of having joint events/activities. Many of the pupils thought that a joint school would mean they could have a bigger playground. There was some discussion about weather there should be joint or separate playgrounds for NI and J children. All agreed that the Nursery children should have a separate playground and most thought that the playgrounds for NI and J pupils should be demarcated in some way. One Y2 class had done a survey and 23 pupils thought the schools should be brought together, 5 thought they should remain separate.

3. How much do you use the local park?

And

4. What do you think about the possibility of the school moving on to the local park?

Nearly all children said that they used the park to some extent. Most seemed comfortable with the idea of a new school being located there and some thought it should be on Tinsley Green as the park and playground could be used and shared. The pupils focused instead on what kind of facilities they would want to see in a new school, these included,

A separate dining and PE hall, toilets near to classrooms, carpets, comfortable chairs, a library, a meeting room for the School Council, a DT and Craft room, a climbing frame, toys, trees, grass, playground equipment, a trampoline, a play pod, lots of light in the classrooms, built on three levels so that year groups could be split, a gym, bikes should be allowed at break time, an indoor space for break time, lots of exercise space, specialist teaching spaces, different rooms for sport, space for clubs and a swimming pool.

5. If the school moves onto the park we will need to decide what to do with your current school buildings. We would like to hear from you what you would like to see in these areas?

Most of the School Council agreed that we should make another park and re-use the buildings.

Pupil Survey Analysis:

(200 surveys – 103 infant and 97 junior).

- The majority of children are positive about the prospect of a new, bigger school for infants and juniors
- The most popular reason is so they can be with brothers, sisters and cousins
- Of the small number (11%) who would not want to go to a school – most are worried about bullying or it being too crowded
- Over 80% of children said they at least ‘sometimes’ find it difficult to hear their friends or teacher in the playground because of noise from cars
- Most children at Tinsley NI and Junior schools currently use the park
- Views on having a shared playground or separate playground for infants and juniors at a new school were fairly evenly split (57% would prefer shared : 43% would prefer separate)

#### **Letters and Emails (Total 6)**

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I am opposed to the proposal for the new Tinsley primary school to be located at Tinsley Green. I am a local resident and believe that a considerable amount of traffic and pollution will be created. There is already a heavy traffic load on St Lawrence Road (and surrounding roads) and I firmly believe that we can't cope with even a small increase in traffic; let alone a substantial increase in traffic which will be created. The proposed school will over develop the proposed site. There is already insufficient room to park on the local roads and I am in agreement with my neighbours who are also opposed to the proposed school. I would be greatly encouraged if you were to take on board my point of view.

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As to my brief meeting with you and members of your organisation. I attended on behalf of my family friends and other members of the community to oppose to your idea of building school on the public land, belonging to the local community.

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It frustrates one, to think you have plans to build a school in the park at whatever cost. You use the motorway as an excuse for the people and children being exposed to pollution. This petty excuse of yours was not apparent over 40 years ago or 10 years ago. A park loved by young and old is a symbol of the community and enjoyed as a green space for society.

You give pollution as an excuse, yet you give planning to recycling plants, energy giants Eon, you hide pollution outputs of BOC on Bawtry road and noise from plants on Sheffield road.

You want to build a school in the park and attract more pollution from cars in the access of over 200, 300 cars in and around the local park on a daily basis, and not to mention the already there, Tinsley Green.

Reports from medical institutions and local GP centres show how car emissions cause breathing problems.

And you want to attract 1000s of vehicles in the heart of the community and cause disease and ill health to more people.

As a representative of my family and friends and many other people whom have asked myself to act as a spokes person, we object, the council to use the green land of the local community to build a school.

As a matter of principle and courtesy, please use local community buildings for meetings. As you can appreciate these meetings are sensitive and people are passionate on their views.

As a spokes person for most residents whom object. We demand a senior Director involvement to show our concerns. You have not acted in good faith, nor have you used proper process of consultation.

Residents on Bawtry road, Harroden Road, St Lawrence road, and Norborough road..object very strongly.

We would like to set an agenda, where we will invite your senior Directors to answer questions on policies surround the Tinsley people and issues around Tinsley.

We strongly object, you using Tinsley forum as a steering wheel, they do not represent the majority of the community.

Please adhere to our polite request.

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**17.1.2013**

**Proposed New Primary School For Tinsley**

To whom it may concern

Please note that I am resident of Tinsley and strongly oppose and reject any new development of any kind whatsoever in respect of this new school being built in Tinsley Park/Tinsley Green.

The park is the centre of the Tinsley Community and is the only green space available to the local people to enjoy whether they are adults or children. The residents have enjoyed this area for many years and it has become the heart of Tinsley. The Tinsley community takes pride in having such a nice and pleasant place to enjoy, play and relax. The building of Tinsley Green robbed the community of much of the green space, but at least there was enough area left for the community to enjoy.

The community cannot sacrifice any more green space so that the council can indulge in yet another hare-brained development scheme. The view of the community is paramount and should be the one that prevails and not some report/study that seems to have been conducted to prove that a new school is required. If resources were available to the community we could probably instigate a study to prove a new school was not required.

Using excuses like air pollution and noise pollution will not wash with the residents of Tinsley who for the last 40/50 years have had to endure increased noise and air pollution with the council not concerned

at all. An example is the new Ikea that is going to be built at the old Twil Site; the council will probably let them build it there with no concern for the increased traffic which in turn will increase the air/noise pollution for the residents of Tinsley. If the council is so concerned for the wellbeing of the residents of Tinsley especially the children why does it not refuse Ikea's Planning application?

It is all about making money, now that the Coalition Government has reduced the amount it gives to Local Councils. The council will to sell the land to companies like Tesco Stores and Sainsburys.

**We want a proper consultation where all the residents of Tinsley can voice their concerns. The council need to hold this consultation in Tinsley and not on the other side of Sheffield, so that everyone old and young can attend.**

Below are some points I would like to make

- The actual area is not as large as it is made out on the map. Surely there has to be areas designed for children's play area, fire assembly points, car parks for teacher, goods in/loading bays, a perimeter wall to keep unauthorised people out. The school will actually take up a lot more space than currently suggested on the map. Thus giving the local residents no green areas whatsoever.
- Also it is pointed out that there will be green areas, who are these for? Surely it cannot be for the general public, so close to young children?
- If the school is built up it will become a hub for people especially young adults to congregate. As the school will be so near to residential housing it will become an area where they can loiter without attracting suspicion. There is a high drug problem in Tinsley and making a school so near is asking for trouble.
- There will be no place for the local residents to sit and relax in the Tinsley Recreation Ground.
- There is already a problem with traffic pollution with buses and cars going along Bawtry Road and St. Lawrence Road. Siting a new school will create further noise and air pollution. Reducing this pollution is one of the reasons given in closing the Tinsley Infant & Junior Schools and building the new one! All the council is doing is adding to the problem of pollution.
- Tinsley is the most polluted area in Sheffield. Building a new school in the middle of a residential area is going to further add to the residents health problems.
- What is going to happen to Tinsley Infant and Junior schools? It is said that these sites will not be sold. Are they going to abandon them? I don't think so. Once the new school is build the council in sell the land off to developers. Who will probably build new houses on the land. Land which the council said was too close to the motorway and not healthy for children to be near! Does the council think the local residents are stupid? The council will not leave the land; they will have to sell it. This is the only reason that they are building a new school is so that they can sell the land and generate more money. This is something a lot of councils in England are doing at the moment.
- What the council need to do is expand the existing Tinsley Junior School and close the Infant School. Leave the Tinsley Recreation Ground as it is.
- Forget the whole idea.
- What impact is HS2 going to have on the numbers of residents in Tinsley?

**DO NOT BUILD THIS SCHOOL IN MY BACK YARD.**

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9-12-2013.

To Whom it Concerns

We dont want your school in our park! The park is for the residents of Hinsley if you take 1/2 of the park where are the kids going to play! We dont want them hanging around in the streets or playing foot ball on the roads where they are more likely to be rocketed down! Because you want to build a school in our park We dont want your school destroying our lives with the traffic on our road! Its a busy road already and with the bus route, We dont want double yellow lines and zig zag markings outside our home telling us where and when to park! My wife is disabled and cant walk its bad enough now trying to get parked outside our home And then we will have to put up with families down the school run in their Chelsea tractors! Build your bloody school next to the Junior school you have plenty of

land at the side of it. And when did  
you Council waltz give a toss about the  
wellbeing of the residents of tinsley! If  
you give a toss you wouldn't have given pl-  
aces like me would the permission to build  
that place has cared nothing but money to us



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**Re: Proposed New School Build Within Tinsley Park**

I am writing this letter in regards to the new school proposal to be built in Tinsley Park. The plans show the school build will be in close proximity to the properties of Norborough Road. I strongly contest the idea of a new school being built within the heart of Tinsley as I live on Norborough Road which is situated in front of the park.

I am very concerned and worried the council proposed this build within the center of Tinsley. I can already see some of problems it would create. The level of noise pollution will increase this would in turn affect the value of our properties decreasing them. People who work late and sleep during the day will suffer from sleep deprivation. Losing a social green space that brings together the community. Not to mention an increase in anti-social behavior.

Currently the park serves as a hub for socializing on different levels and Tinsley's only aesthetically pretty green space that the people actually use. Serving as a playground for families and it also encourages people to exercise, events held within the park that brings the community together. By building the New School at this

location you would be greatly reducing the space of our park not to mention creating further problems such as littering and increase of pedestrians and vehicles congesting our roads.

The obvious concerns which have been highlighted above demonstrate that council has not really thought about the community of Tinsley and value of Tinsley Park. For many years Tinsley Park has been a very important place, to which the Tinsley community has benefited greatly. This benefit would cease to exist if the new school was built there.

I personally feel that new school should be prioritized to have its own space separate from the park. As within all communities we in Tinsley also face the problem of vandals and youths disturbing the neighborhood. Again I believe that new school build in Tinsley Park would encourage the anti-social behavior making it a hot spot. If the new school is built away the park future student of the school will have more of a chance to avoid this behavior.

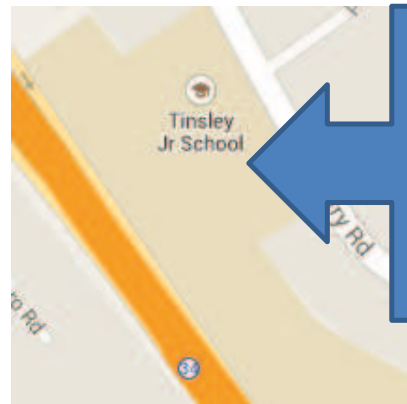
Other potential sites for the build

#### Sheffield Road land available

#### Tinsley Junior School

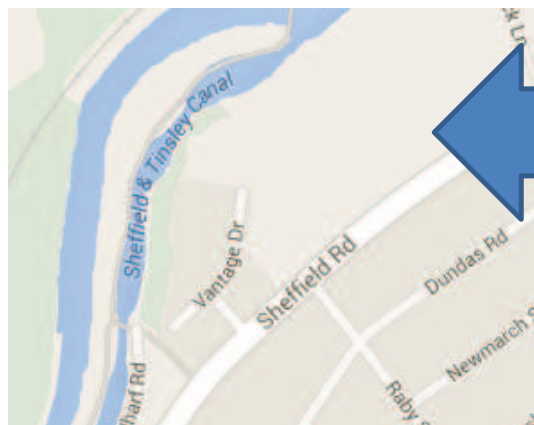


Ferrars Road Land:  
Hardly ever used by the Community of Tinsley



Tinsley Junior School: Vast land available to house the new build.

Meadowhall soccer centre off Ferrars Road might be more appropriate.



Sheffield Road:  
There is large piece of land available. This is currently derelict and unused.

It is noted that council doesn't have enough money to buy land for new build. I think if the city council is prepare to sell the buildings that they own in Tinsley such as the Tinsley Infant school land than they can raise the funds to buy the new land than that way they can build a new school on.

Again I understand that city council has the duties to provide new school for growing population of Tinsley. This is hugely important for our children's futures. But of equal importance the Park has had a strong influence on the families and children of Tinsley and should be kept as is. The points raised in this letter are genuine concerns that should be considered before making any decisions on the new build. Thank you for your support.

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In reference to Clive's recent letter, I want to let you know that as a parent of a toddler growing up in Tinsley I support in principle the new school plans for the Tinsley Green site, as clearly the best option within the significant constraints we are faced with. We need to do what is right for the children as they are the future of Tinsley, and I am very concerned at the possibility of some voices within the community blocking the move of the school away from the existing more polluted site.

I see it as a great opportunity to unite school and community services in the heart of the community plus creating increased public leisure facilities on the old school site.

However I also hope that a thorough and thoughtful consultation and planning process takes place on the design of the new school and grounds, to make the most of this opportunity to unite school and community facilities in the best way for everyone.

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#### **Comments Boxes (Total 4 comments)**

- I am happy to have school near home, in the local area.
- I am happy to have two schools brought together near my home.
- I don't want to lose any more of the park. Me and my whole family strongly object to building a new school.
- I wish to object about the proposal of building a new school on the recreation park. Personally I would prefer it to be built next to the junior school as I believe it will take up more of the park than you envisage. PS While I have pen to paper can I say that I am very disappointed that it appears these proposals have been on the go since October. I personally received a letter from you dated 6<sup>th</sup> December. I have not had the opportunity to attend any of the meeting dates that were scheduled in November.



F.A.O

Jaquie Danyton Councillor

Dear Jacquie

I believe you are in a process of building a School in the Tinsley park. Your department has Secured funding from the Minister of Education, Community Grant. After delivering a petition with overwhelming participants objecting to this idea of Schools being moved into the park, in a open meeting you stated the process was still going ahead. I must now state the following and stress, I am seeking legal advice on the following issue. By building a School on The Tinsley park you will be taking away Green Space, enjoyed by my family, Creating more traffic in and around the park, which would increase in breathing problems. Create noise and traffic Congestion in and around Norborough Road, which will Cause Community problems.

When I purchased my home, it was because of the accessibility to the park and Convenience it gave me and my family. I am now stating, if you go ahead and build a School in the park, I will claim ill health damages and Compensation, and relocation at the expense of the local authority.

# SAVE THE TINSLEY PARK!!!!!!

WE THE UNDERSIGNED OBJECT STRONGLY FOR THE SCHOOL TO BE BUILT IN THE TINSLEY RECREATION GROUND.

THE PEOPLE OF TINSLEY OBJECT ON THE BASIS, THEIR GREEN SPACE WILL BE TAKEN AWAY AND MOST OF THE AMENITIES.

MORE INNER TRAFFIC WILL CAUSE CONGESTION, POLLUTION AND NOISE POLLUTION AND NUISANCE TO THE AJACENT HOMES TO THE PARK.

THE LOCAL COUNCIL HAVE NOT TAKEN THE VIEWS OF THE LOCAL RESIDENTS SERIOUSLY AND ARE USING EXCUSES. THE COUNCIL ARE AT THE MOMENT TRYING TO BUY THE TINSLEY LAND FROM THE ESTATE HOLDERS SO THE COUNCIL CAN CLAIM JURISTRICITION, AND DO WHAT THEY WANT. THE PARK WAS DONATED TO THE PEOPLE OF TINSLEY SO MANY YEARS AGO AND ONLY MAINTAINED BY SOME SHEFFIELD CITY COUNCIL DEPARTMENTS.

WE WANT TO KEEP THE PARK IN THE ORIGINAL FORMAT AND WISH TO AIRE OUR CONCERNS.

FOR FURTHER INFORMATION, CONTACT 

327 Signatures & addresses redacted

## **APPENDIX 2 – REPRESENTATIONS RECEIVED**

**Page 2 – 4            Hallam Representations**

**Page 5 – 23        Tinsley Representations**

## **HALLAM PRIMARY SCHOOL REPRESENTATIONS**

### **Representation 1:**

Snetfield S10 3PT

Executive Director,  
Children, Young People and Families,  
c/o David Metcalfe  
School Organisation Team  
3rd Floor, Howden House  
Union Street  
Sheffield S1 2SH

11 February 2014

Dear Sir

### **HALLAM PRIMARY SCHOOL: PROPOSALS TO INCREASE SIZE**

I am writing in connection with the above proposal, and Sheffield City Council's invitations for comments and/or objections during the extended consultation phase.

There are two points I would like to make:

Firstly, I am a resident of Hillcote Close, which is already very congested at school drop-off and pick-up times, with parents' and carers' cars often parked inconsiderately - sometimes even dangerously - while residents struggle to get their own cars in and out of the close, and go about their normal business. With the proposed increase in school size, this already difficult situation will become impossible unless school-related vehicles are severely restricted from accessing Hillcote Close. I am sure this is also true of residential areas on the other side of the school.

I have read suggestions from other respondents that the lay-by on Redmires Road could be expanded and adapted for the purpose of dropping off and picking up children, and I would fully support this idea.

Secondly, the green area between the school fence and Redmires Road is a popular facility for dog-walkers and other local residents wanting to use a bit of open space. The recent application for Village Green status for that area has not yet been granted, and I strongly suspect this may be linked to the plans to expand the school footprint. Loss of this area would be a severe blow to many local residents, and I would object to any encroachment on that space very strongly.

Yours sincerely

.

Representation 2:

2/2/14

Dear Mr. Metcalf,  
Further to your letter of 29/1/14,  
we are unable to attend the  
meeting scheduled for 6th Feb.,  
but would nevertheless like to  
express our serious concerns  
regarding the scheme.

The current situation is that at  
certain times during the school  
day, cars are double parked, nose  
to tail for virtually the whole  
length of the road, including  
pavement parking and sometimes  
a blocked drive.

This situation should already be  
raising serious safety concerns  
which can only be exacerbated  
by the expansion plans.

P.T.O.

It would seem appropriate to  
give consideration to increasing  
the parking area within the  
school precinct, along with  
vehicular access to the car park  
also being improved e.g. a one way  
exit road to Beamires Road. A  
similar solution at High Stairs  
School was carried out resulting  
in vastly reduced congestion to  
surrounding roads.

### **Representation 3:**

Dear Sir/Madam

I am writing in response to the proposed expansion of Hallam Primary School.

I live on Hallam Grange Crescent and do not have children at this school. This appears to have meant that I was deemed unworthy of inclusion in the initial consultation stages as I received a newsletter about it, after several of the meetings had already taken place. This does not bode well for any consultation process and alienates members of the local community and has an air of a “done deal” about the whole scheme. I trust the parties involved will learn from such blatant mistakes for any future consultations.

I am aware that several residents have already expressed their reservations regarding the traffic and parking situation which currently exists and is likely to worsen further, but I share their reservations and feel it necessary to write to you to ensure that our concerns are not just registered but are enacted upon. There is already the issue of parents blocking residents’ drives stating that they will “just be 10 minutes”. This is unacceptable behaviour and yet does not appear to have been addressed as yet, or should I say is an ongoing issue. Parents and staff also park on both sides of the road which obviously prevents any flow of traffic.

I do not feel that an unofficial one way system on Hallam Grange Crescent is workable as it gives those aware of the system, false confidence that they have right of way over anyone driving in the opposite direction, yet they may be unaware of any one way system existing. This has already led to some heated exchanges between drivers. I am glad to see some double yellow lines in some of the critical areas of Hallam Grange Crescent, though it remains to be seen if these lines deter people from parking there. Indeed, some of the lines look incomplete due to cars still being parked there.

What are your plans for traffic calming?

Will there be a better drop off system on Redmires Road which would ease the stagnation of traffic?

Will there be an escort to take children from any drop-off zone which could therefore enable parents to let their children out and then drive away safe in the knowledge that they will be taken safely to the school door?

Are there any plans for walking buses? This could enable children to get fitter and parents who often drop their children at school on their way to work to not drive in the vicinity of the school.

What are your plans to improve the parking situation?

Will there be any form of penalty for those who park on the double yellow lines or across residents’ drives?

How do you anticipate any vehicles involved in the building of the larger school arriving or departing from the area?

Will the residents expressions of just concern be taken into account?

The population is growing and many of us appreciate the need to expand numbers at local schools. We are, however, very concerned that plans for the expansion will go ahead without considering all the factors involved, as has already been aptly demonstrated by deeming that residents without children at Hallam Primary School should not be involved in the consultation until the later stages.

I look forward to being kept better informed by those involved in the school reorganisation and in your responses to our just concerns.

## **TINSLEY REPRESENTATIONS**

Following the Sheffield City Council consultation responses concerning the proposed site for the new school and during the statutory consultation period, the Council established a working group to look in more detail at all the possible site options.

The working group included local parents, local residents, Tinsley Forum, Tinsley Community Action Group, Tinsley Schools, Tinsley Parents & Children Consortium, and Sheffield City Council. The group met 5 times between January and March 2014.

In addition to the published notices and the working group, a drop-in was held on 5<sup>th</sup> March 2014, at which approximately 95 people attended.

Representations that follow include:

	<b>Page</b>
• Extract from the notes of the Tinsley Working Group	6
• Letter from the Governing Bodies	7
• Comments noted by officers at the drop-in on 5 <sup>th</sup> March	8
• 6 written points that were signed by 93 people at the drop-in	9
• Individual comments forms from the drop-in	11
• Letters & emails received during the period	19

Some comments received on comments forms at the drop-in have not been included as they include foul, abusive and threatening language and drawings.

**Extract from the notes of the Tinsley Working Group looking at site options  
(19<sup>th</sup> February 2014):**

*3. Amalgamation*

*JH introduced the item to specifically consider bringing the two schools together as a single legal entity, separate from the discussion around sites and buildings. JH asked that if members wished to share their views that they be noted in order to feed into the statutory consultation period concerning the amalgamation of the two schools that would be fed back to the Council's Cabinet.*

*A school Governor described the current situation at the two schools, he reported that the governing bodies were supportive of the proposals and briefly described the benefits seen by governors. One member said that he was not supportive as it would cause problems with bullying, intimidation and harassment. Another member thought it would be a very good idea in itself. One member said it was a really good idea and asked about the number of governors that would be needed. The group agreed it was generally supportive of the legal proposal to bring the two schools together as described in the notice, but not including any view on change of sites. Two members were not supportive, one for the reasons noted above and the other as there had not been a discussion of pros and cons. One of those members added he thought it was part of a move to become an academy.*



**Letter from the Chairs of Tinsley Junior & Tinsley Nursery School on behalf of their Governing Bodies:**

3 March 2014.

Jayne Ludlam,  
Executive Director,  
Children, Young People and Families,  
Sheffield City Council,  
Town Hall,  
Sheffield,  
S1 2HH.

Dear Jayne,

**RESPONSE TO THE LOCAL AUTHORITY'S PROPOSALS FOR TINSLEY NURSERY INFANT AND JUNIOR SCHOOLS**

This letter is sent on behalf of the Tinsley Nursery Infant & Junior Schools' Joint Advisory Committee which is a partnership between the two existing school's governing bodies and has equal representation from both. We are pleased with the proposals overall and particularly with the proposed move to a single school for the area providing education for a wider age range of children.

The existing schools are already managed by an Executive Headteacher and overseen by this Joint Advisory Committee with the benefits of collaboration already becoming clear. We see so many advantages to the whole school community of taking this strong partnership to the next stage as quickly as possible. Therefore, we request Cabinet approve the proposals with a modification and that this modification is the bringing forward of the implementation date to 1 September 2014 or sooner if practically possible.

Given the current situation in Tinsley the governors of both schools are convinced that the formal amalgamation of the two schools is a natural and entirely desirable progression and urge the local authority to support this.

Yours sincerely,

Sue Hunter  
Chair – Tinsley Junior School

Ron Baynes  
Chair – Tinsley Nursery Infant School

### Comments noted by officers at the drop-in on 5<sup>th</sup> March:

- It's not a good idea to bring the schools together. The cons outweigh the pros. My only real concern is the future of the park.
- I don't see why it's necessary to bring the two schools together.
- I don't think the schools should be joined – there will be a cost in terms of managing the process (it will be time-consuming for the school leaders). The Headteacher will then have to manage a split site school and possibly a new build in the future.
- Expansion of the school is a good idea. Bringing the two schools into one makes sense, there will be additional jobs created locally as well in the larger school. I have a concern about doing this with existing resources (*explained about the funding arrangements for schools undergoing expansion and this provided reassurance*) – we need to ensure the school can manage the needs of these pupils especially those with English as an additional language, new communities such as Eastern Europeans, and we need to maintain the educational quality of the schools. Class sizes and educational resources need to be maintained as well as managing the constraints of the existing sites.
- I object to the merger in principle until I know where it is going to go
- The people should all be sent a letter asking them yes or no and Councillors should be here to represent themselves

**6 written points agreed and signed by 93 people at the drop-in:**

(NB The signatures are not included but are recorded and held by the Council)

①

**Tinsley School Proposals – Comments Form**

Please write any comments or queries you have regarding the proposals and place the form in the comments box at the meeting.

Thank you.

We object to the merger of the Infants and Junior school into one single <sup>legal</sup> entity for the following reasons :-

- 1) The Consultation has been poorly publicised.
- 2) Inadequate and insufficient information has been provided to the community such that attendees could give informed and meaningful views.
- 3) it was insulting that this event was scheduled for today, 5/3/2014 one day prior to the Statutory Consultation cut off day, and only then the Council had allocated one hour
- 4) it was disingenuous to suggest that

6 written points agreed and signed by 93 people at the drop-in (Cont.)

②

Tinsley School Proposals – Comments Form

Please write any comments or queries you have regarding the proposals and place the form in the comments box at the meeting.

Thank you.

this issue (bearing in mind the long term implications of a merger decision) was progressed without due consideration being given to a merged school being sited on different locations to the current 2 sites.

5) it was insulting that not a single elected member for the area, nor any school governors involved in the process of merger so far attended this consultation event.

6) inadequate provisions made for expressing views from those who's first language was not English bearing in mind the ethnic make up/demography of the local area.

Individual comments forms from drop-in (1):

Tinsley School Proposals – Comments Form

Please write any comments or queries you have regarding the proposals and place the form in the comments box at the meeting.

Thank you.

This our park we went  
our park and we have  
played here for years,  
It would be a disaster  
if it goes and turns  
into a school.

~~Handwritten signature~~

We already have  
2 schools in Tinsley  
a 3 would ~~be~~  
be more than ~~that~~.  
you could have took  
the ~~to~~ ~~to~~ ~~to~~ ~~to~~ ~~to~~ ~~to~~ ~~to~~ ~~to~~  
bawtry Road  
~~to~~ Muslim School.

**Individual comments forms from drop-in (2):**

**Tinsley School Proposals – Comments Form**

Please write any comments or queries you have regarding the proposals and place the form in the comments box at the meeting.

Thank you.

We got three children that  
like to play in the park also  
do bike riding a school will  
be miss place in area  
as the surrounding of houses  
eg children safety

Individual comments forms from drop-in (3):

Tinsley School Proposals – Comments Form

Please write any comments or queries you have regarding the proposals and place the form in the comments box at the meeting.

Thank you.

It is not a good idea to join the schools.

It is time consuming  
Costs a lot of money

Will cause pollution + traffic in Tinsley  
will be a different environment for the children  
The Park is only the safe place to play  
Crime rate may increase because the loss of the park

This proposal is ridiculous

This should not be allowed  
to comply disagree with this!!

SAVE THE PARK!!!  
SAVE THE SCHOOLS!!!

---

**Individual comments forms from drop-in (4):**

**Tinsley School Proposals – Comments Form**

Please write any comments or queries you have regarding the proposals and place the form in the comments box at the meeting.

Thank you.

We don't  
want it  
in the  
park!!



**Individual comments forms from drop-in (5):**

**Tinsley School Proposals – Comments Form**

Please write any comments or queries you have regarding the proposals and place the form in the comments box at the meeting.

Thank you.

I am very  
dissatisfied.  
I use the park.

## Individual comments forms from drop-in (6):

### Tinsley School Proposals – Comments Form

Please write any comments or queries you have regarding the proposals and place the form in the comments box at the meeting.

Thank you.

The proposal for building a school on the Tinsley park site I disagree with strongly. Below is a list of all disadvantages:

- traffic
- taking away the park
- green space
- park is only safe place for community members.
- The crime rate may increase
- Cause youths to roam streets.

Individual comments forms from drop-in (7):

Tinsley School Proposals – Comments Form

Please write any comments or queries you have regarding the proposals and place the form in the comments box at the meeting.

Thank you.

This is our park we have played here for years and ~~for~~ it would be a disaster if the park gets turned into a school. We already have 2 schools in Tinsley and 3 would be ~~to~~ too much. You could have taken the Muslim school ~~massage~~ when it split down ~~an~~ but you decided to take our park. I am disapointed

~~M Hassan~~

**Individual comments forms from drop-in (8):**

**Tinsley School Proposals – Comments Form**

Please write any comments or queries you have regarding the proposals and place the form in the comments box at the meeting.

Thank you.

I strongly object to the merger of hence  
Tinsley park as the site of the school  
N. [REDACTED]

I OBJECT TO PROPOSAL TO MERGE  
SCHOOL.  
M. [REDACTED]

[REDACTED]

Letters & emails received during the notice period (p1):

**PETITION AGAINST THE BUILDING OF A SUPER  
SCHOOL IN THE TINSLEY COMMUNITY PARK**

Name: [REDACTED] .....

Address: [REDACTED] .....

I/we strongly object to a super school being built in the  
Tinsley Community Park!

This will cause a detrimental effect to our environment.

- Taking away green open spaces.
- Significantly increase noise pollution.
- Drastically impairing views.
- More cars and related vehicles increasing pollution  
into the heart of our homes.
- Congestion on streets before and after school times.
- Cause barriers and obstructions in our park during holidays.
- This will cause ill health, impact on our community liaison  
space.
- Take away the beauty of our park.
- In return this will devalue our property and cause  
deprivation and ill health.
- We will seek legal advice if you do not adhere to our  
legitimate objections.

[REDACTED]

## Letters & emails received during the notice period (p2):

I write to you as a resident of Tinsley who, like the majority (if not the entirety) of other residents is against this proposal.

There has been an abject failure by the council to engage with the community in any meaningful way. The proposal has been presented to us as, for all intents and purposes, as a fait accompli.

It is demonstrative of a contemptuous attitude towards residents, believing a fundamentally flawed proposal can be forced through.

SCC would dare not behave in such a way in an area with less socio economic challenges where perhaps it would be assumed residents would be more vocal, articulate and organised. If the latter is the case you have greatly underestimated us and our resolve.

The letter 'from' Clive Betts MP was insulting in how it feigned neutrality and objectivity. The reasons cited in support of the proposal were vacuous.

For example, it was asserted that there are health and environmental reasons behind the proposal. What has SCC done to combat the various sources of pollution in Tinsley to date?

Moving the school does nothing to alleviate this problem. How does shifting our green space to the site of the junior school (next to the M1) reduce the pollution residents are exposed to?

This proposal would effectively kettle day to day activities within a small area of a small area. It is motivated by nothing more than financial concerns.

I understand you have not started your 6 week consultation period with us. In the 30/1/14 edition of the Sheffield Star a council spokesman said "*we will be working with a local group of stakeholders*".

Who are these stakeholders? Do residents not warrant such (if not greater) consultation?

The last time it was attempted to foist a fundamental change, detrimental to residents, upon us (the closure of Highgate Surgery) it was fought tooth and nail.

I and my fellow residents will adopt a similar approach to this flawed proposal.

I urge you to reconsider this proposal, the manner with which you have failed to engage with residents and how you have failed in this regard to honour your claimed commitment to:

*"Supporting & protecting communities...fairness...better health and well being"* (SCC corporate plan 2011-14).

Regards

**Letters & emails received during the notice period (p3):**

I am writing to make a formal objection to the new school being built in side tinsley park, this is the only green space available to the tinsley residents of which i am one.

I believe the council proposing this are trying to do "quick one" one the residence of tinsley by not have proper consultation with the people of tinsley and when they said they will after admitting they didn't have one in the first place. This hasn't materialised. In my opinion 85 percent of the people in tinsley DO NOT want this school on this site. This was clear at last meeting they, the council and mp Betts had with us Where nearly all objected to the new school be built there. I hope the councils executive director of families and young people will consider the views of the families and young people and save the only park accessible to the tinsley residents and help save tinsley recreational space. Thank you for time

---

I strongly object on the grounds, you failed to inform the people of Tinsley on a fair and proper consultation, on Merger of schools.

Furthermore you fabricated and diluted strategic information, I am objecting on behalf of 600 plus people, who are family and friends, names can be passed on when required.

---

Dear sir or madam.

Im writing to you with regards to a lack of care and information that has been provided by your colleagues. As you may be aware of a new school is been purposed to built on a green space at tinsley which has been strongly oposed by the local residents. I feel my local council is not communicating promptly To the local residents informing them about te meeting and of its agenda.

I hope in the future the council will consider tinsley residents feelings !!!

A trully upset tinsley resident

---

**Letters & emails received during the notice period (p4):**



5 March, 2014.

Dear Sir/Madam,

I wish to express my absolute opposition to your proposal to site a new combined infant/junior school on Tinsley Recreation Ground.

This is the only piece of green land in the community, and is an important and significant resource for us. At a time when — as you have observed — the streets are more frequented by vehicular traffic than they have ever been, the Rec. is, more than ever before, a vital area where children can play, run off energy, safely socialise and learn



**Letters & emails received during the notice period (p5):**

a little more, first hand, of the natural world. It has, historically, also been a place where older people could go and sit in the sun, play bowls or just watch the world go by. We don't want a school on there. If you feel the need of a new school in Tursley - The junior school was only built in 1964-65 - please, build it some-where else. We don't want it there.

And while I'm about it, I don't appreciate the sly & underhand tactics employed to try to push this through.

Yours faithfully,



## **APPENDIX 3 – Factors to be considered by Decision Makers**

4.16 The following factors **should not** be taken to be exhaustive. Their importance will vary, depending on the type and circumstances of the proposals. All proposals **should** be considered on their individual merits.

### **EFFECT ON STANDARDS AND SCHOOL IMPROVEMENT**

#### **A System Shaped by Parents** (Paragraphs 4.17-4.18)

4.17 The Government's aim, as set out in the Five Year Strategy for Education and Learners and the Schools White Paper Higher Standards, Better Schools For All, is to create a schools system shaped by parents which delivers excellence and equity. In particular, the Government wishes to see a dynamic system in which:

- weak schools that need to be closed are closed quickly and replaced by new ones where necessary; and
- the best schools are able to expand and spread their ethos and success.

4.18 The EIA 2006 amends the Education Act 1996 to place duties on LAs to secure diversity in the provision of schools and to increase opportunities for parental choice when planning the provision of schools in their areas. In addition, LAs are under a specific duty to respond to representations from parents about the provision of schools, including requests to establish new schools or make changes to existing schools. The Government's aim is to secure a more diverse and dynamic schools system which is shaped by parents. The Decision Maker **should** take into account the extent to which the proposals are consistent with the new duties on LAs.

#### **Standards** (Paragraphs 4.19-4.20)

4.19 The Government wishes to encourage changes to local school provision which will boost standards and opportunities for young people, whilst matching school place supply as closely as possible to pupils' and parents' needs and wishes.

4.20 Decision Makers **should** be satisfied that proposals for a school expansion will contribute to raising local standards of provision, and will lead to improved attainment for children and young people. They **should** pay particular attention to the effects on groups that tend to under-perform including children from certain ethnic groups, children from deprived backgrounds and children in care, with the aim of narrowing attainment gaps.

#### **Diversity** (Paragraphs 4.21-4.23)

4.21 Decision Makers **should** be satisfied that when proposals lead to children (who attend provision recognised by the LA as being reserved for pupils with special educational needs) being displaced, any alternative provision will meet the statutory SEN improvement test (see paragraphs 4.69-4.72).

4.22 The Government's aim is to transform our school system so that every child receives an excellent education – whatever their background and wherever they live. A vital part of the Government's vision is to create a more diverse school system offering excellence and

choice, where each school has a strong ethos and sense of mission and acts as a centre of excellence or specialist provision.

4.23 Decision Makers **should** consider how proposals will contribute to local diversity. They **should** consider the range of schools in the relevant area of the LA and whether the expansion of the school will meet the aspirations of parents, help raise local standards and narrow attainment gaps.

#### **Every Child Matters** (Paragraph 4.24)

4.24 The Decision Maker **should** consider how proposals will help every child and young person achieve their potential in accordance with “Every Child Matters” principles which are: to be healthy; stay safe; enjoy and achieve; make a positive contribution to the community and society; and achieve economic well-being. This **should** include considering how the school will provide a wide range of extended services, opportunities for personal development, access to academic and applied learning training, measures to address barriers to participation and support for children and young people with particular needs, e.g. looked after children or children with special educational needs (SEN) and disabilities.

### **SCHOOL CHARACTERISTICS**

#### **Boarding Provision** (Paragraphs 4.25-4.26)

4.25 In making a decision on proposals that include the expansion of boarding provision, the Decision Maker **should** consider whether or not there would be a detrimental effect on the sustainability of boarding at another state maintained boarding school within one hour’s travelling distance of the proposed school.

4.26 In making a decision on proposals for expansion of boarding places the Decision Maker **should** consider:-

- a. the extent to which boarding places are over subscribed at the school and any state maintained boarding school within an hour's travelling distance of the school at which the expansion is proposed;
- b. the extent to which the accommodation at the school can provide additional boarding places;
- c. any recommendations made in the previous CSCI/Ofsted reports which would suggest that existing boarding provision in the school failed significantly to meet the National Minimum Standards for Boarding Schools;
- d. the extent to which the school has made appropriate provision to admit other categories of pupils other than those for which it currently caters (e.g. taking pupils of the opposite sex or sixth formers) if they form part of the expansion;
- e. any impact of the expansion on the continuity of education of boarders currently in the school;

- f. the extent to which the expansion of boarding places will help placements of pupils with an identified boarding need; and
- g. the impact of the expansion on a state maintained boarding school within one hour's travelling distance from the school which may be undersubscribed.

### **Equal Opportunity Issues** (Paragraphs 4.27)

4.27 The Decision Maker **should** consider whether there are any sex, race or disability discrimination issues that arise from the changes being proposed, for example, that where there is a proposed change to single sex provision in an area, there is equal access to single sex provision for the other sex to meet parental demand. Similarly there needs to be a commitment to provide access to a range of opportunities which reflect the ethnic and cultural mix of the area, while ensuring that such opportunities are open to all.

### **NEED FOR PLACES**

#### **Creating Additional Places** (Paragraphs 4.28-4.30)

4.28 The Decision Maker **should** consider whether there is a need for the expansion and **should** consider the evidence presented for the expansion such as planned housing development or demand for provision. The Decision Maker **should** take into account not only the existence of spare capacity in neighbouring schools, but also the quality and popularity with parents of the schools in which spare capacity exists and evidence of parents' aspirations for places in the school proposed for expansion. The existence of surplus capacity in neighbouring less popular or successful schools **should not** in itself prevent the addition of new places.

4.29 Where the school has a religious character, or follows a particular philosophy, the Decision Maker **should** be satisfied that there is satisfactory evidence of sufficient demand for places for the expanded school to be sustainable.

4.30 Where proposals will add to surplus capacity but there is a strong case for approval on parental preference and standards grounds, the presumption **should** be for approval. The LA in these cases will need to consider parallel action to remove the surplus capacity thereby created.

#### **Expansion of Successful and Popular Schools** (Paragraph 4.31-4.34)

4.31 The Government is committed to ensuring that every parent can choose an excellent school for their child. We have made clear that the wishes of parents **should** be taken into account in planning and managing school estates. Places **should** be allocated where parents want them, and as such, it **should** be easier for successful and popular primary and secondary schools to grow to meet parental demand. For the purposes of this guidance, the Secretary of State is not proposing any single definition of a successful and popular school. It is for the Decision Maker to decide whether a school is successful and popular, however, the following indicators **should** all be taken into account:

- a. the school's performance;
  - i. in terms of absolute results in key stage assessments and public examinations;
  - ii. by comparison with other schools in similar circumstances (both in the same LA and other LAs);
  - iii. in terms of value added;
  - iv. in terms of improvement over time in key stage results and public examinations.
- b. the numbers of applications for places;
  - i. the Decision Maker should also take account of any other relevant evidence put forward by schools.

4.32 The strong presumption is that proposals to expand successful and popular schools **should** be approved. In line with the Government's long standing policy that there **should** be no increase in selection by academic ability, this presumption does not apply to grammar schools or to proposals for the expansion of selective places at partially selective schools.

4.33 The existence of surplus capacity in neighbouring less popular schools **should not** in itself be sufficient to prevent this expansion, but if appropriate, in the light of local concerns, the Decision Maker **should** ask the LA how they plan to tackle any consequences for other schools. The Decision Maker **should** only turn down proposals for successful and popular schools to expand if there is compelling objective evidence that expansion would have a damaging effect on standards overall in an area, which cannot be avoided by LA action.

4.34 Before approving proposals the Decision Maker **should** confirm that the admission arrangements of schools proposed for expansion fully meet the provisions of the School Admissions Code. Although the Decision Maker may not modify proposed admission arrangements, the proposer **should** be informed that proposals with unsatisfactory admission arrangements are unlikely to be approved, and given the opportunity to revise them in line with the Code of Practice. Where the LA, rather than the governing body, is the admissions authority, we will expect the authority to take action to bring the admission arrangements in to line with the School Admissions Code.

#### **Travel and Accessibility for All** (Paragraphs 4.35-4.36)

4.35 In considering proposals for the reorganisation of schools, Decision Makers **should** satisfy themselves that accessibility planning has been properly taken into account. Facilities are to be accessible by those concerned, by being located close to those who will use them, and the proposed changes **should not** adversely impact on disadvantaged groups.

4.36 In deciding statutory proposals, the Decision Maker **should** bear in mind that proposals **should not** have the effect of unreasonably extending journey times or increasing

transport costs, or result in too many children being prevented from travelling sustainably due to unsuitable routes e.g. for walking, cycling etc. The EIA 2006 provides extended free transport rights for low income groups – see Home to School Travel and Transport Guidance ref 00373 – 2007BKT-EN at [www.teachernet.gov.uk/publications](http://www.teachernet.gov.uk/publications). Proposals **should** also be considered on the basis of how they will support and contribute to the LA's duty to promote the use of sustainable travel and transport to school.

#### **16-19 Provision** (Paragraphs 4.37-4.39)

4.37 The pattern of 16-19 provision differs across the country. Many different configurations of school and college provision deliver effective 14-19 education and training. An effective 14-19 organisation has a number of key features:

- standards and quality: the provision available **should** be of a high standard – as demonstrated by high levels of achievement and good completion rates;
- progression: there **should** be good progression routes for all learners in the area, so that every young person has a choice of the full range of options within the 14-19 entitlement, with institutions collaborating as necessary to make this offer. All routes **should** make provision for the pastoral, management and learning needs of the 14-19 age group;
- participation: there are high levels of participation in the local area; and,
- learner satisfaction: young people consider that there is provision for their varied needs, aspirations and aptitudes in a range of settings across the area.

4.38 Where standards and participation rates are variable, or where there is little choice, meaning that opportunity at 16 relies on where a young person went to school, the case for reorganisation, or allowing high quality providers to expand, is strong.

4.39 Where standards and participation rates are consistently high, collaboration is strong and learners express satisfaction that they have sufficient choice, the case for a different pattern of provision is less strong. The Decision Maker therefore will need to take account of the pattern of 16-19 provision in the area and the implications of approving new provision.

#### **Addition of post-16 provision by “high performing” schools** (Paragraphs 4.40-4.51)

4.40 The Government remains committed to the principle that high performing 11-16 schools **should** be allowed to add post-16 provision where there is parental and student demand, in order to extend quality and choice. But the context in which this principle will operate is changing. From April 2010, the Apprenticeships, Skills, Children and Learning Act 2009 will transfer the responsibility for 16-19 planning and funding from the LSC to LAs. LAs will be responsible for maintaining an effective and coherent system of 14-19 organisation which delivers the new entitlement – to a new curriculum and new qualifications, including all 17 Diploma lines from 2013 and an Apprenticeship place for those who meet the entry criteria - to all young people in their area. Collaboration will be a key feature of 14-19 provision.

4.41 So, while there is still a strong presumption of approval for proposals from high performing schools, that decision **should** now be informed by additional factors: the need for local collaboration; the viability of existing post-16 providers in the local area; and the improvement of standards at the school that is proposing to add post-16 provision. Only in exceptional circumstances\* would these factors lead Decision Makers not to approve a

proposal. If the Decision Maker were minded not to approve a proposal, he **should** first consider whether modification of the proposal would enable the proposer to comply with these conditions (see paragraph 4.49).

*\* Exceptional circumstances in which the Decision Maker might reject the proposal to add a sixth form to a presumption school would include if there is specific evidence that a new sixth form was of a scale that it would directly affect the viability of another neighbouring, high quality institution that itself was not large in comparison to other institutions of that type. Exceptional circumstances might also include a situation where there are a number of presumption schools in the same area at the same time and/or where there is clear evidence that the scale of the aggregate number of additional 16-18 places far exceeds local need and affordability and is therefore clearly poor value for money.*

4.42 There **should** be a strong presumption in favour of the approval of proposals for a new post-16 provision where:

- a. the school is a high performing specialist school that has opted for an applied learning specialism; or
- b. the school, whether specialist or not, meets the DCSF criteria for 'high performing' and does not require capital support.

4.43 The school **should** ensure that, in forwarding its proposals to the Decision Maker, it provides evidence that it meets one of the criteria at paragraph 4.42 above.

4.44 Where a new sixth form is proposed by a specialist school that has met the 'high performing' criteria and which has opted for an applied learning specialism, capital funding may be available from the 16-19 Capital Fund.

4.45 This presumption will apply to proposals submitted to the Decision Maker within:

- a. two years from the date a school commences operation with applied learning specialist school status; or
- b. two years from the date a school is informed of its Ofsted Section 5 inspection results which would satisfy DCSF criteria for 'high performing' status as set out at <http://www.standards.dcsf.gov.uk/specialistschools/guidance2007/?version=1>

NOTE: 'submitted to the Decision Maker' above refers to when proposals and representations are with the Decision Maker, following the end of the representation period.

4.46 The increase in the period in which a school is eligible to expand its post-16 provision recognises the time required to embed the new presumption places within a local 14-19 delivery plan and for effective collaboration to take place.

4.47 New post-16 provision in schools **should**, as appropriate, operate in partnership with other local providers to ensure that young people have access to a wide range of learning opportunities. In assessing proposals from 'high performing' schools to add post-16 provision, Decision Makers **should** look for:

- a. evidence of local collaboration in drawing up the presumption proposal; and

- b. a statement of how the new places will fit within the 14-19 organisation in an area; and
- c. evidence that the exercise of the presumption is intended to lead to higher standards and better progression routes at the 'presumption' school.

4.48 If a school has acted in a collaborative way and has actively attempted to engage other partners in the local area, but it is clear that other institutions have declined to participate, that fact **should not** be a reason for declining to approve a proposal. The onus is on other providers to work with a school which qualifies for the presumption of approval for new post-16 provision.

4.49 The Decision Maker **should** only turn down proposals to add post-16 provision from schools eligible for the sixth form presumption if there is compelling and objective evidence that the expansion would undermine the viability of an existing high quality post-16 provider or providers. The fact that an existing school or college with large numbers of post-16 students might recruit a smaller number of students aged 16-19 is not, of itself, sufficient to meet this condition, where the "presumption" school can show that there is reasonable demand from students to attend the school after age 16.

4.50 The existence of surplus capacity in neighbouring schools or colleges that are not high performing **should not** be a reason to reject a post-16 presumption proposal. It is the responsibility of the LA to consider decommissioning poor quality provision as well as commissioning high quality provision. The LA should therefore plan to tackle any consequences of expansion proposals for other schools.

4.51 Before approving proposals the Decision Maker **should** confirm that the admission arrangements of schools proposed for expansion fully meet the provisions of the mandatory Schools Admissions Code. Although the Decision Maker may not modify proposed admission arrangements, the proposer **should** be informed that proposals with unsatisfactory admission arrangements are unlikely to be approved, and given the opportunity to revise them in line with the Code. Where the LA, rather than the governing body, is the admissions authority, we will expect the authority to take action to bring the admission arrangements into line with the School Admissions Code.

#### **Conflicting Sixth Form Reorganisation Proposals** (Paragraph 4.52)

4.52 Where the implementation of reorganisation proposals by the LSC<sup>1</sup> conflict with other published proposals put to the Decision Maker for decision, the Decision Maker is prevented (by the School Organisation Proposals by the LSC for England Regulations 2003) from making a decision on the "related" proposals until the Secretary of State has decided the LSC proposals (see paragraphs 4.13 to 4.14 above).

#### **16-19 Provision 'Competitions'** (Paragraphs 4.53-4.56)

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<sup>1</sup> References throughout this document to the LSC only apply up to April 2010. The ASCL Act 2009 will transfer the responsibilities of the LSC in respect of 16-19 education and training to LAs, supported by the Young People's Learning Agency. This guidance will be revised by April 2010 to take account of these changes.



4.53 Non-statutory competitions for new 16-19 provision were introduced from January 2006. They are administered by the regional arm of the LSC, in line with the LSC's current role as commissioner of 16-19 provision. The Government intends to transfer the responsibility for 16-19 provision from the LSC to LAs from 2010.<sup>2</sup>

4.54 The current arrangements for the establishment of new institutions by competition involves a two-stage approval process:

- a. the competition selection process;
- b. approval of the outcome by existing processes (e.g. Decision Maker approval of school/LA proposals and Secretary of State approval of college/LSC proposals, as required by law).

4.55 Competitors will be eligible to apply to the 16-19 Capital Fund. Where a competition is 'won' by a school, they **must** then publish statutory proposals and these **must** be considered by the Decision Maker on their merits.

4.56 Where proposals to establish sixth forms are received, and the local LSC is running a 16-19 competition, the Decision Maker **must** take account of the competition when considering the proposals.

## FUNDING AND LAND

### Capital (Paragraphs 4.57-4.59)

4.57 The Decision Maker **should** be satisfied that any land, premises or capital required to implement the proposals will be available. Normally, this will be some form of written confirmation from the source of funding on which the promoters rely (e.g. the LA, DCSF, or LSC). In the case of an LA, this **should** be from an authorised person within the LA, and provide detailed information on the funding, provision of land and premises etc.

4.58 Where proposers are relying on DCSF as a source of capital funding, there can be no assumption that the approval of proposals will trigger the release of capital funds from the Department, unless the Department has previously confirmed in writing that such resources will be available; nor can any allocation 'in principle' be increased. In such circumstances the proposals **should** be rejected, or consideration of them deferred until it is clear that the capital necessary to implement the proposals will be provided.

4.59 Proposals **should not** be approved conditionally upon funding being made available, subject to the following specific exceptions: For proposals being funded under the Private Finance Initiative (PFI) or through the BSF programme, the Decision Maker **should** be satisfied that funding has been agreed 'in principle', but the proposals **should** be approved conditionally on the entering into of the necessary agreements and the release of funding. A conditional approval will protect proposers so that they are not under a statutory duty to

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<sup>2</sup> The ASCL Act will remove the LSC and also the power of LAs to establish sixth form schools, whether by a competition or otherwise. Section 126 of the Act amends section 16 of the Education Act 1996 and sections 7,10 and 11 of EIA 2006.

implement the proposals until the relevant contracts have been signed and/or funding is finally released.

#### **Capital Receipts** (Paragraphs 4.60-4.62)

4.60 Where the implementation of proposals may depend on capital receipts from the disposal of land used for the purposes of a school (i.e. including one proposed for closure in “related” proposals) the Decision Maker **should** confirm whether consent to the disposal of land is required, or an agreement is needed, for disposal of the land. Current requirements are:

a. Community Schools – the Secretary of State’s consent is required under paragraph 2 of Schedule 35A to the Education Act 1996 and, in the case of playing field land, under section 77 of the Schools Standards and Framework Act 1998 (SSFA 1998). (Details are given in DCSF Guidance 1017-2004 “The Protection of School Playing Fields and Land for Academies” published in November 2004) -

<http://publications.teachernet.gov.uk/default.aspx?PageFunction=productdetails&PageMode=spectrum&ProductId=DfE-1017-2004&>.

b. Foundation (including Trust) and Voluntary Schools:

i. playing field land – the governing body, foundation body or trustees will require the Secretary of State’s consent, under section 77 of the SSFA 1998, to dispose, or change the use of any playing field land that has been acquired and/or enhanced at public expense.

ii. non-playing field land or school buildings – the governing body, foundation body or trustees no longer require the Secretary of State’s consent to dispose of surplus non-playing field land or school buildings which have been acquired or enhanced in value by public funding. They will be required to notify the LA and seek local agreement of their proposals. Where there is no local agreement, the matter **should** be referred to the Schools Adjudicator to determine. (Details of the new arrangements can be found in the Department’s guidance “The Transfer and Disposal of School Land in England: A General Guide for Schools, Local Authorities and the Adjudicator”

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<http://publications.teachernet.gov.uk/default.aspx?PageFunction=productdetails&PageMode=spectrum&ProductId=DfE-1017-2004&> ).

4.61 Where expansion proposals are dependent upon capital receipts of a discontinuing foundation or voluntary school the governing body is required to apply to the Secretary of State to exercise his various powers in respect of land held by them for the purposes of the school. Normally he would direct that the land be returned to the LA but he could direct that the land be transferred to the governing body of another maintained school (or the temporary governing body of a new school). Where the governing body fails to make such an application to the Secretary of State, and the school subsequently closes, all land held by them for the purposes of the discontinued school will, on dissolution of the governing body, transfer to the LA unless the Secretary of State has directed otherwise before the date of dissolution.

4.62 Where consent to the disposal of land is required, but has not been obtained, the Decision Maker **should** consider issuing a conditional approval for the statutory proposals so that the proposals gain full approval automatically when consent to the disposal is obtained (see paragraph 4.75).

**New Site or Playing Fields** (Paragraph 4.63)

4.63 Proposals dependent on the acquisition of an additional site or playing field may not receive full approval but **should** be approved conditionally upon the acquisition of a site or playing field.

**Land Tenure Arrangements** (Paragraph 4.64)

4.64 For the expansion of voluntary or foundation schools it is desirable that a trust, or the governing body if there is no foundation, holds the freehold interest in any additional site that is required for the expansion. Where the trustees of the voluntary or foundation school hold, or will hold, a leasehold interest in the additional site, the Decision Maker will need to be assured that the arrangements provide sufficient security for the school. In particular the leasehold interest **should** be for a substantial period – normally at least 50 years – and avoid clauses which would allow the leaseholder to evict the school before the termination of the lease. The Decision Maker **should** also be satisfied that a lease does not contain provisions which would obstruct the governing body or the headteacher in the exercise of their functions under the Education Acts, or place indirect pressures upon the funding bodies.

**School Playing Fields** (Paragraph 4.65)

4.65 The Education (School Premises) Regulations 1999 set out the standards for school premises, including minimum areas of team game playing fields to which schools **should** have access. The Decision Maker will need to be satisfied that either:

- a. the premises will meet minimum requirements of The Education (School Premises) Regulations 1999; or
- b. if the premises do not meet those requirements, the proposers have secured the Secretary of State's agreement in principle to grant a relaxation.

Where the Secretary of State has given 'in principle' agreement as at paragraph 4.60(b) above, the Decision Maker **should** consider issuing conditional approval so that when the Secretary of State gives his agreement, the proposals will automatically gain full approval.

## **SPECIAL EDUCATIONAL NEEDS (SEN) PROVISION**

### **Initial Considerations** (Paragraphs 4.66-4.67)

4.66 SEN provision, in the context of School Organisation legislation and this guidance, is provision recognised by the LA as specifically reserved for pupils with special educational needs. When reviewing SEN provision, planning or commissioning alternative types of SEN provision or considering proposals for change LAs **should** aim for a flexible range of provision and support that can respond to the special educational needs of individual pupils and parental preferences, rather than necessarily establishing broad categories of provision according to special educational need or disability. There are a number of initial considerations for LAs to take account of in relation to proposals for change. They **should** ensure that local proposals:

- a. take account of parental preferences for particular styles of provision or education settings;
- b. offer a range of provision to respond to the needs of individual children and young people, taking account of collaborative arrangements (including between special and mainstream), extended school and Children's Centre provision; regional centres (of expertise ) and regional and sub-regional provision; out of LA day and residential special provision;
- c. are consistent with the LA's Children and Young People's Plan;
- d. take full account of educational considerations, in particular the need to ensure a broad and balanced curriculum, including the National Curriculum, within a learning environment in which children can be healthy and stay safe;
- e. support the LA's strategy for making schools and settings more accessible to disabled children and young people and their scheme for promoting equality of opportunity for disabled people;
- f. provide access to appropriately trained staff and access to specialist support and advice, so that individual pupils can have the fullest possible opportunities to make progress in their learning and participate in their school and community;
- g. ensure appropriate provision for 14-19 year-olds, taking account of the role of local LSC funded institutions and their admissions policies; and
- h. ensure that appropriate full-time education will be available to all displaced pupils. Their statements of special educational needs will require amendment and all parental rights must be ensured. Other interested partners, such as the Health Authority should be involved.

4.67 Taking account of the considerations, as set out above, will provide assurance to local communities, children and parents that any reorganisation of SEN provision in their area is designed to improve on existing arrangements and enable all children to achieve the five Every Child Matters outcomes.

### **The Special Educational Needs Improvement Test** (Paragraph 4.68)

4.68 When considering any reorganisation of provision that would be recognised by the LA as reserved for pupils with special educational needs, including that which might lead to some children being displaced through closures or alterations, LAs, and all other proposers for new schools or new provision, will need to demonstrate to parents, the local community and Decision Makers how the proposed alternative arrangements are likely to lead to improvements in the standard, quality and/or range of educational provision for children with special educational needs. All consultation documents and reorganisation plans that LAs publish and all relevant documentation LAs and other proposers submit to Decision Makers **should** show how the key factors set out in paragraphs 4.69 to 4.72 below have been taken into account by applying the SEN improvement test. Proposals which do not credibly meet these requirements **should not** be approved and Decision Makers **should** take proper account of parental or independent representations which question the LA's own assessment in this regard.

**Key Factors** (Paragraphs 4.69-4.72)

4.69 When LAs are planning changes to their existing SEN provision, and in order to meet the requirement to demonstrate likely improvements in provision, they **should**:

- a. identify the details of the specific educational benefits that will flow from the proposals in terms of:
  - i. improved access to education and associated services including the curriculum, wider school activities, facilities and equipment, with reference to the LA's Accessibility Strategy;
  - ii. improved access to specialist staff, both education and other professionals, including any external support and/or outreach services;
  - iii. improved access to suitable accommodation; and
  - iv. improved supply of suitable places.
- b. LAs **should** also:
  - i. obtain a written statement that offers the opportunity for all providers of existing and proposed provision to set out their views on the changing pattern of provision seeking agreement where possible;
  - ii. clearly state arrangements for alternative provision. A 'hope' or 'intention' to find places elsewhere is not acceptable. Wherever possible, the host or alternative schools should confirm in writing that they are willing to receive pupils, and have or will have all the facilities necessary to provide an appropriate curriculum;
  - iii. specify the transport arrangements that will support appropriate access to the premises by reference to the LA's transport policy for SEN and disabled children; and

- iv. specify how the proposals will be funded and the planned staffing arrangements that will be put in place.

4.70 It is to be noted that any pupils displaced as a result of the closure of a BESD school (difficulties with behavioural, emotional and social development) **should not** be placed long-term or permanently in a Pupil Referral Unit (PRU) if a special school place is what they need. PRUs are intended primarily for pupils who have been excluded, although LAs can and do use PRU provision for pupils out of school for other reasons such as illness and teenage pregnancies. There may of course be pupils who have statements identifying that they have BESD who have been placed appropriately in a PRU because they have been excluded; in such cases the statement **must** be amended to name the PRU, but PRUs **should not** be seen as an alternative long-term provision to special schools.

4.71 The requirement to demonstrate improvements and identify the specific educational benefits that flow from proposals for new or altered provision as set out in the key factors are for all those who bring forward proposals for new special schools or for special provision in mainstream schools including governors of foundation schools and foundation special schools. The proposer needs to consider all the factors listed above.

4.72 Decision Makers will need to be satisfied that the evidence with which they are provided shows that LAs and/or other proposers have taken account of the initial considerations and all the key factors in their planning and commissioning in order to meet the requirement to demonstrate that the reorganisation or new provision is likely to result in improvements to SEN provision.

## **OTHER ISSUES**

### **Views of Interested Parties** (Paragraphs 4.73)

4.73 The Decision Maker **should** consider the views of all those affected by the proposals or who have an interest in them including: pupils; families of pupils; staff; other schools and colleges; local residents; diocesan bodies and other providers; LAs; the LSC (where proposals affect 14-19 provision) and the Early Years Development and Childcare Partnership if one exists, or any local partnership or group that exists in place of an EYDCP (where proposals affect early years and/or childcare provision). This includes statutory objections and comments submitted during the representation period. The Decision Maker **should not** simply take account of the numbers of people expressing a particular view when considering representations made on proposals. Instead the Decision Maker **should** give the greatest weight to representations from those stakeholders likely to be most directly affected by the proposals.



## SHEFFIELD CITY COUNCIL Cabinet Report

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**Report of:** Simon Green, Executive Director of Place

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**Date:** 16<sup>th</sup> April 2014

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**Subject:** Sheffield: An International, Competitive, Exporting City

An International Trade and Export Strategy For Sheffield

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**Author of Report:** David Campbell-Molloy (0114 223 2368)

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### **Summary:**

The city's Economic Strategy focuses on rebalancing growth so that it is more sustainable and private sector-led. To achieve this Sheffield needs to become more outward facing: an international, competitive, exporting city.

This Cabinet report presents a new International Trade and Export Strategy, which has been developed with key partners and the Local Enterprise Partnership, for approval by Cabinet. Delivering this strategy will impact on the 'Competitive City' Strategic Outcome, improving the competitiveness of the city's economy to achieve stronger, more sustainable economic growth, based upon competitive advantage in internal markets and higher levels of productivity.

The strategy sets out how Sheffield and the wider city region will work together to increase our trade and export performance. We need to do all that we can to support our growth potential businesses to export their products and services to overseas markets. This includes helping more of our start-ups and existing businesses to take their first steps to exporting and encouraging our businesses that do currently export to look to growing markets for new business opportunities.

The strategy provides a framework for meeting our objectives, working in partnership to deliver:

- increase the propensity of our businesses to export, getting them to a tipping point where they take steps to develop their export potential

- help more of our growth potential businesses, and ‘accidental exporters’, to secure international orders and develop long-term trade relationships, and
  - assist our experienced exporters to access new markets, exploiting new business opportunities
- 

**Reasons for Recommendations:**

An International Trade and Export strategy for Sheffield will launch a new international partnership and outline key strategic interventions designed to drive up export performance across Sheffield and the wider City Region.

**Recommendation:**

Cabinet is recommended to:

- i. Approve the new International Trade & Export Strategy appended to this report as a statement of the city’s trade and export priorities and ambitions
  - ii. Note the financial implications of implementing the strategy
  - iii. Agree that officers in Creative Sheffield will continue to work with the SCRLEP as part of the development of this wider export support offer
  - iv. Delegate to the Director of Creative Sheffield the authority to take such further steps, including the making of agreements or arrangements with third parties, as he considers appropriate to achieve the delivery of this Strategy, subject to (a) the availability of any necessary funding within a suitable approved Council budget, and (b) consultation as appropriate with the Director of Legal and Governance and the Director of Finance.
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**Background Papers:**

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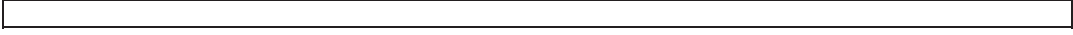
**Category of Report:** OPEN

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## Statutory and Council Policy Checklist

<b>Financial Implications</b>	
NO	Cleared by: Paul Schofield
<b>Legal Implications</b>	
YES	Cleared by: Andrew Bullock
<b>Equality of Opportunity Implications</b>	
NO	Cleared by: Ian Oldershaw No negative impact
<b>Tackling Health Inequalities Implications</b>	
NO	
<b>Human rights Implications</b>	
NO:	
<b>Environmental and Sustainability implications</b>	
NO	
<b>Economic impact</b>	
YES	
<b>Community safety implications</b>	
NO	
<b>Human resources implications</b>	
NO	
<b>Property implications</b>	
NO	
<b>Area(s) affected</b>	
City Wide	
<b>Relevant Cabinet Portfolio Leader</b>	
Councillor Leigh Bramall	
<b>Relevant Scrutiny Committee if decision called in</b>	
Economic and Environmental Wellbeing Scrutiny Committee	
<b>Is the item a matter which is reserved for approval by the City Council?</b>	
NO	
<b>Press release</b>	
YES	



## **AN INTERNATIONAL TRADE & EXPORT STRATEGY FOR SHEFFIELD**

### **1.0 SUMMARY**

- 1.1 The city's Economic Strategy focuses on rebalancing growth so that it is more sustainable and private sector-led. To achieve this Sheffield needs to become more outward facing: an international, competitive, exporting city.

This Cabinet report presents a new International Trade and Export Strategy, which has been developed with key partners and the Local Enterprise Partnership, for approval by Cabinet. Delivering this strategy will impact on the 'Competitive City' Strategic Outcome, improving the competitiveness of the city's economy to achieve stronger, more sustainable economic growth, based upon competitive advantage in internal markets and higher levels of productivity.

- 1.2 The strategy sets out how Sheffield and the wider city region will work together to increase our trade and export performance. We need to do all that we can to support our growth potential businesses to export their products and services to overseas markets. This includes helping more of our start-ups and existing businesses to take their first steps to exporting and encouraging our businesses that do currently export to look to growing markets for new business opportunities.

- 1.3 The strategy provides a framework for meeting our objectives, working in partnership to:

- increase the propensity of our businesses to export, getting them to a tipping point where they take steps to develop their export potential
- help more of our growth potential businesses, and 'accidental exporters', to secure international orders and develop long-term trade relationships, and
- assist our experienced exporters to access new markets, exploiting new business opportunities

### **2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE**

- 2.1 By setting out our international trade and export priorities and ambitions, this strategy aims to put in place an export support framework that will deliver international economic success for the city, helping to bring wealth into the city, and creating jobs for the people of Sheffield.
- 2.2 The strategy supports the delivery of the Corporate Plan, detailing key actions which contribute to the Council's four key aims of: being a business-friendly Council; focusing on jobs; supporting and protecting communities; and, standing up for Sheffield.

### **3.0 OUTCOME AND SUSTAINABILITY**

- 3.1 This strategy is focused on developing and delivering strong economic interventions that will help the city's businesses to increase our trade and export performance. This includes helping more of our start-ups and businesses to begin exporting, as well as encouraging our businesses that do export to look to new markets for fresh business opportunities.
- 3.2 The successful delivery of our International Trade & Export Strategy will contribute towards the delivery of our Economic Strategy. Supporting more of our existing businesses and start-ups to trade internationally will help to accelerate their growth prospects, making them more competitive from their exposure to greater foreign competition, ultimately improving their productivity and efficiency processes and creating jobs.
- 3.3 As a result of the strategy's interventions, by 2020 we aspire to:
- increase the propensity of our businesses to export, getting them to a tipping point where they take steps to develop their export potential
  - help more of our growth potential businesses, and 'accidental exporters', to secure international orders and develop long-term trade relationships, and
  - assist our experienced exporters to access new markets, exploiting new business opportunities
- 3.4 To achieve these aims, the table in figure 1 sets out the strategy's core objectives to:
- target 20% of the business base to proactively sell the benefits of exporting
  - increase the export propensity to 5% of the business base, creating a pipeline of future exporters
  - increase the number of exporters from 8% to 12% of the business base, and
  - support 20% of our existing exporters to exploit new market opportunities

	Purpose		Sheffield	SCR	Objective
<b>Baseline</b>	An estimated 8% of the business base currently exports, with a further 2% estimated as having a 'high propensity' to export	Business base	16,305	56,390	
		Estimated number of exporters	1,300	4,500 <sup>1</sup>	
		Estimated high propensity exporters	400	1,000 <sup>2</sup>	
<b>Aims</b>	Increase the propensity of our businesses to export, getting them to a tipping point where they take steps to develop their export potential	Proactive communication on business benefits of exporting	11,000		We will target 20% of the business base to proactively sell the benefits of exporting
		Number of businesses with a high propensity to export	3,000		We will increase the export propensity to 5% of the business base, creating a pipeline of future exporters
	Help more of our growth potential businesses, and 'accidental exporters', to secure international orders and develop long-term trade relationships	Increase in number of businesses beginning exporting	860	2,150	We will increase the number of exporters from 8% to 12% of the business base
	Assist our experienced exporters to access new markets to exploit new business opportunities	Number of existing exporters accessing new markets	360	900	We will support 20% of our existing exporters to exploit new market opportunities
	<b>Estimated economic impact</b>	To grow the economy through increased trade and	Increase in turnover	£263m	£650m
Increase in GVA			£80m	£200m	

<sup>1</sup> Estimates based upon 2010 Eco Tech Business Survey which found that 8% of businesses operated across international markets

<sup>2</sup> Based upon UKTI 'experian' data of the SCR business base, highlighting businesses that have strong characteristics and capabilities to export but are not currently doing so

	exports	Number of jobs created	1,300	3,250 <sup>3</sup>	
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Figure 1: The economic objectives of Sheffield's International Trade and Export Strategy

## 4.0 AN INTERNATIONAL TRADE & EXPORT STRATEGY FOR SHEFFIELD

### 4.1 Background and Introduction

The city's Economic Strategy acknowledges a number of significant challenges that need to be overcome if Sheffield is to fulfil its economic potential. These include:

- a persistent prosperity gap of £1.6 billion to the national average, representing the difference between what the Sheffield economy does produce and what it could produce
- since 2005, job growth in the city being too reliant on the public sector, highlighting the need to strengthen our private sector and rebalance growth, and
- the strength and productivity of our sectors being below national average

Increasing the amount we trade and export as a city overseas has been identified as a critical area to help address these challenges. This is also the case at a city region level. The need to export more has been identified as part of the developing Strategic Economic Plan. The LEPs Independent Economic Review clearly identified trade and exports as an area for future growth stating that, 'Sheffield City Region needs to increase the number of companies exporting and to support existing exporters to increase sales and reach new markets. While Europe is the most straightforward focus for new entrants a global view of opportunities and markets is required. Increasing exports is critical to maintaining manufacturing employment and to developing key growth sectors'.

### 4.2 Why a new strategy?

The Council's current International Strategy is 2010 to 2013/14. This strategy set out broad objectives, focusing on a range of internationalisation activities for the City Council. Although this strategy has provided a framework for greater coordination of international work, further focus is now needed to drive forward the trade and export performance of the city's business base.

This responds to the changing economic climate following the 2008 financial crisis. Whilst the current International Strategy had a broad economic focus, in order to rebalance to private sector growth and boost SME competitiveness a stronger, more explicit economic focus on trade and export is now required. The proposed International Trade and Export Strategy delivers this, focusing and prioritising trade and export support for the economic wellbeing of the city as a whole.

### 4.3 Partnership with the Sheffield City Region

<sup>3</sup> Estimated Economic impact has been calculated in consultation with UKTI and the strategy steering group. Increase in turnover and jobs created are calculated using previous evaluations of UKTI support. The figures assume that over the period to 2020, 2150 new exporters will increase turnover on average by £50,000 each and 0.25 FTE job, and that the 900 existing exporters we work with will generate on average £611,000 in turnover and 3 jobs each. (this is taken from the evaluation of OMIS at median levels).

The development of this strategy preceded the SCR Strategic Economic Plan, with Sheffield being asked to lead on the international business development offer as a result of more exports and trade being identified as a strategic city region priority. The city's International Trade and Export Strategy sets out the Sheffield commitment as part of the wider city region wide Strategic Economic Plan. In the short-term we will formally establish and work with partners to make progress on delivering the Sheffield commitments up to April 2015. During this period we will also support SCR negotiations with Government on the Strategic Economic Plan. Through this approach, Sheffield will take the lead on initial delivery, partnering with key organisations and city region Local authorities. This will enable Sheffield and SCR to evidence a successful track record to Government, and demonstrates our willingness and ability to deliver on a larger city region scale.

Sheffield recognises the opportunity to work at a city region level to secure larger funding through European Structural and Investment Funds, Local Growth Fund and through closer commissioning relationship with UKTI and the department of Business Innovation and Skills. Sheffield City Council is committed to working in partnership to drive this agenda forward.

#### **4.4 Our current civic relationships are not economically aligned**

At a civic level, the Council has a number of international sister city agreements. A full list of these are listed at Appendix 2.

However, most of our current sister city relationships are not aligned to trade activity. A review of Sheffield's current International Strategy concluded that the city has few operational links that make a contribution to the achievement of our strategic economic objectives.

A new international strategy, therefore, is required to refocus and activate proactive trade links. In making our new strategy fit-for-purpose we need to ensure it is focused on Sheffield's economic interests. Our future international sister city agreements, therefore, need to act as an economic lever for our businesses and growth sectors to gain access to important, strategically significant global markets.

Accessing new and bigger international markets is often done most effectively through quality business relationships and effective supply chain matching. However, to access certain markets, particularly growing Asian markets, and to project the city's profile internationally, we need to harness and align our civic relationships. Often a civic presence as part of a business delegation can help Sheffield businesses to gain greater access to strategic international companies and contact during international visits.

#### **4.5 Exporting is important for growth**

Evidence demonstrates that doing business internationally leads directly to economic growth, bringing money into the local economy, boosting employment and business competitiveness. It helps to improve business efficiency, productivity and innovation through the fostering of new ideas for products and services, gaining access to new customers and reducing business costs through an increase in volumes.

UK Trade & Investment research has found that:

- 59% of UK companies found that overseas business led to fresh ideas and innovation, helping to upgrade their products and services
- 58% of entrepreneurs said exporting led to a level of growth not otherwise possible
- 44% of firms reported a link between exporting and increased turnover in 2011
- 44% of firms said exporting significantly improved their profile and credibility, and
- It is over 11% more likely that a UK company will survive if it does business overseas

Export is particularly important for Sheffield's economic future. Sheffield's economic growth strategy prioritises private sector growth, particularly within the city's small and medium sized businesses (SMEs), in order to meet the city's economic growth ambitions. Small and medium sized enterprises (SMEs) are the foundation of Sheffield's economy; they make up the majority of the business base and contribute around half of the employment and turnover produced within the local economy. In order for the city to meet its growth ambitions we need to see a significant increase in the number of SMEs in Sheffield and the city region growing through exporting. As such this strategy must be focused on working with those SMEs with growth potential to develop competitive advantage in their products and services and help them reach new customer markets abroad.

#### 4.6 **Significant barriers to international trade**

Despite the business benefits, barriers to international trade continue to persist. Evidence indicates that a large majority of businesses lack awareness of their export potential or demand for their product or services in overseas markets. They often underestimate the potential benefits of exporting, and overestimate the potential costs. This results in fewer firms investing in building the capabilities or acquiring the knowledge needed for active exporting or for entering new markets.

It is also difficult for a business to begin trading and exporting alone. Evidence demonstrates that international trade and exports can be boosted through strong support networks. For instance, a 2011 Department for Business, Innovation and Skills paper indicated that strong export support networks helped businesses to trade by:

- acting as trusted intermediaries in strengthening social networks which often underpin international trade
- strengthening the internationalisation capabilities of innovative and high growth businesses
- providing access to information and advice, and
- facilitating beneficial cooperation within the business community, enabling them to work together to overcome specific barriers to market access

Barriers also exist for experienced exporters. These include gaining access to relevant networks and information in new markets without trusted intermediaries.



#### 4.7 **Opportunity for change**

The national, regional and local importance placed on trade and exports presents us with an opportunity to change our approach to leverage greater impact. In November 2011, The Prime Minister launched 'The National Challenge: Exporting for Growth', the aim of which is to increase the number of new SME exporters by 100,000, and doubling the value of UK exports to £1 trillion a year by 2020. This requires a 9% year-on-year increase in our current export performance.

Local partners already work together and partner with UKTI, continuing to develop these relationships and improving the coordination of export support will help to deliver an improved offer to the business community. However, this will only achieve so much, and alone this will not deliver the step change in export performance that is required if we are to transform our economy and the economy of the wider city region. The establishment of the Local Growth Fund presents the Sheffield City Region, through its Strategic Economic Plan, with a much bigger prize; an opportunity to secure significant investment to upscale our export support offer into a more comprehensive, bespoke service that will help to achieve our export objectives and truly transform the economy.

To take advantage of this opportunity, our approach at a city region level will be of critical importance. Demonstrating our willingness and ability to work effectively across the city region in partnership, for the benefit of the wider business community, will be significant to unlocking Local Growth Fund resources to upscale our export support offer.

#### 4.8 **Engagement**

Sheffield City Council officers in Creative Sheffield have worked extensively with a range of stakeholders in the development of the strategy. This has included UK Trade & Investment, South Yorkshire International Trade Centre, South Yorkshire International Trade Forum, SCR Chambers, SCR local authority economic development officers and the SCR Local Enterprise Partnership. A strategy development group has been established, and has met regularly over the past 9 months to provide a steer on the identification of priorities and targeted actions to address these.

In October 2013, the Council hosted a successful Business Summit with over 150 local businesses on the topic of international trade and exports. To help maximise our exporting potential, the Summit identified the following actions as being of critical importance:

- offering business-led, business-focused support tailored to the needs of individual businesses
- proactively mapping and targeting export support packages towards SMEs that have the potential to export
- providing more opportunities for exporters and non-exporters to network, and
- developing a stronger brand that showcases our competitive strengths around the world

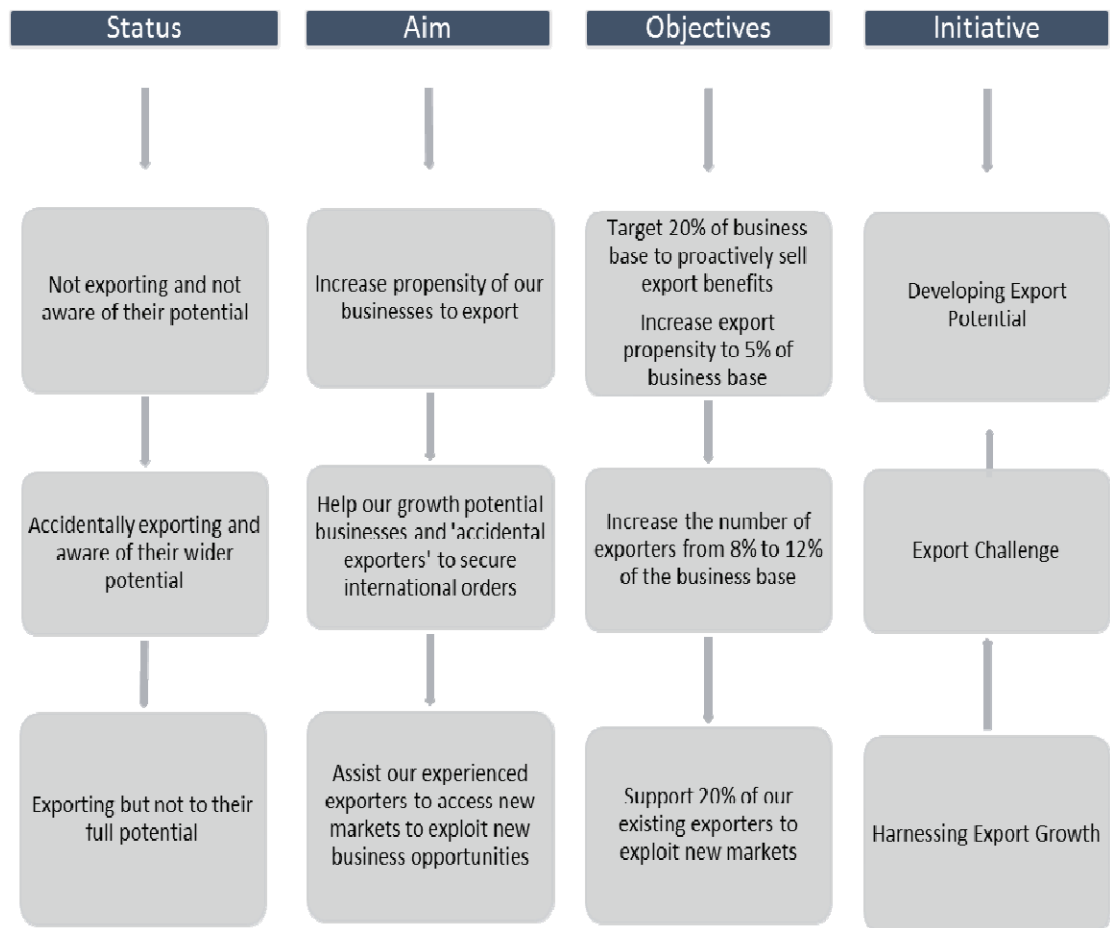
This stakeholder engagement has helped to identify the key principles underpinning

the strategy. They are:

- **The strategy is economic in focus:** ensuring our future international activity is centred increasing trade and export performance to achieve higher levels of economic growth
- **The strategy is proactive in approach:** taking the initiative to actively increase the amount we export, working at SCR level with UKTI and national partners to secure the resources and support we need locally
- **The strategy will be delivered through partnership:** working together to deliver a comprehensive, simplified package of export support measures that the business community requires so they understand the types of support available and where to go to access it

#### 4.9 Priorities

The strategy at Appendix 1 sets out the new approach to increase the amount we trade and export internationally. The 3 tiered framework sets out the key priorities and interventions that will enable us to meet our aims and objectives as set out in figure 1:



This framework identifies specific actions to help businesses reach a tipping point

in their decision to start exporting and increase their propensity to export, helping our growth potential businesses and 'accidental' exporters to secure international orders for their products and services, and assisting our experienced exporters to access new markets to exploit new business opportunities.

The purpose of these interventions is set out below:

- **Developing Export Potential:** increasing the propensity of our businesses to export, getting them to a tipping point where they take steps to develop their export potential
- **The Export Challenge:** help more of our growth potential businesses and 'accidental exporters' to begin exporting for the first time
- **Harnessing Export Growth through Accessing New and Bigger Markets:** assisting our experienced exporters to exploit new markets to benefit from additional business opportunities

#### 4.10 **Measuring progress**

The strategy identifies a number of economic measures to enable effective monitoring of the city's international trade and exporting performance. These are set at in this cabinet report at figure 1. It is intended that progress will be overseen by the Sheffield International Partnership (see section below). Our economic measures are underpinned by a set of progress measures which relate to the international trade and export objectives we want to achieve.

#### 4.11 **Partnerships and governance**

To oversee the implementation and delivery of the International Trade Strategy we will ensure that strong governance arrangements are established. Through the creation of a 'Sheffield International Partnership' (SIP) we will manage and coordinate the delivery of the export support offer to businesses. Membership of the SIP will be drawn from the private sector, city institutions and relevant international business support agencies. The steering group brought together to design the strategy has been acting as a shadow board for the SIP.

We will continue to work in partnership with the City Region and take a lead on the international dimensions of the Strategic Economic Plan. We will take the lead on the initial delivery elements of our new export offer up to April 2015, during the SCRLEP negotiations with Government. As we develop a clearer picture of the funds that could be available to the City Region to upscale the export support offer we will integrate further into SCR partnership and delivery. For example, there is a desire to develop an integrated International Trade Centre within an SCR Growth Hub. We would also welcome the extension of the Sheffield International Partnership to city region level to develop further the city region export support offer.

#### 4.12 **Legal Implications**

The Council has the power to take steps to promote the economic development of the city by virtue of section 1 of the Localism Act 2011 (the so called 'general power of competence'). However, in implementing the new Strategy the Council will need

to be mindful of the need to comply with any applicable UK or EU laws, e.g. state aid legislation.

#### 4.13 **Financial Implications**

There are no immediate financial implications in approving this strategy. However, the strategy does set the framework for where we will invest our resources and how we prioritise our international trade and exporting activity to 2020:

- i. Creative Sheffield business support resources will be harnessed to support the delivery of the International trade and export strategy
- ii. On 7<sup>th</sup> March 2014 Special Budget Council resolved that it is a priority for the Council to continue to invest in growing the local economy and therefore directed that the 'Keep Sheffield Working Fund' should receive a further £200,000 of investment. The Keep Sheffield Working Steering Group has agreed that a priority for any further funding would be to pump prime key elements of the delivery of export support, aligned with this International Trade and Export Strategy.
- iii. Creative Sheffield will continue to work with the SCRLEP to secure additional funding to upscale the wider city region export support offer through European Structural and Investment Funds and Local Growth Funding.

#### 4.15 **Equality of Opportunity Implications**

By setting out the city's future international trade and exporting priorities this strategy aims to establish a comprehensive Sheffield export support offer for long-term economic success to the benefit of Sheffield residents and businesses. No negative equality impacts have been identified.

#### **Economic Implications**

The strategy's framework is designed to achieve Sheffield's 2020 international trade and exporting ambitions. It focuses on delivering economic interventions that will accelerate the amount we trade overseas in the short and medium term, thereby helping to improve our business competitiveness and productivity. By taking this approach, the economic implications arising from this strategy will be substantial and will be felt across the city in different business sectors and communities.

### 5.0 **ALTERNATIVE OPTIONS CONSIDERED**

#### 5.1 **Retain our current International Strategy**

The Council's current International Strategy is 2010 to 2013/14. There has been a need for a review to evaluate the strategy's successes. Over the lifetime of this strategy the national and international economic climate has changed considerably following the repercussions of the 2008 financial crisis. Whilst the current International Strategy had an economic focus, it has been concluded that a stronger, more explicit economic focus is required in a new strategy. Hence the development of this International Trade Strategy which focuses and prioritises international economic activity for the economic wellbeing of the city as a whole.

## **5.2 Delivering a Sheffield Strategy without SCR**

Developing a Sheffield strategy in isolation from the SCRLEP Strategic Economic Plan may lead to increased impact through the improved coordination of existing resources and additional limited resources. However, this would achieve limited economic benefits to the scale and flexibility of current export support. The city could miss out on significant opportunities to truly transform Sheffield's, and it's wider city region's, economy through harnessing the SCR SEP to negotiate increased resources and co-commission powers for UKTI resources..

## **5.3 Work purely within the framework of the SCR Strategic Economic Plan**

The development of the International Trade Strategy preceded the SCR Strategic Economic Plan, with Sheffield being asked to lead on the wider international business development offer as a result of more exports and trade being identified as a strategic city region priority. To not proceed with a clear Sheffield plan and a positive commitment to trade and export, and to further partnership working, would lead to a significant delay in activity starting, a move backwards in terms of the coordination and support we have in the trade organisations in the city region and a less bold and clear ask with the SEP for future resources and support. In the short-term we will formally establish and work with the SIP to make progress on delivering the Sheffield commitment up to April 2015 during the period of SCRLEP negotiations with Government on the Strategic Economic Plan. Through this approach, Sheffield will take the lead on initial delivery, evidencing a successful track record to Government, and demonstrating a willingness and ability to deliver on a larger city region scale.

## **6.0 REASONS FOR RECOMMENDATIONS**

- 6.1 An International Trade and Export Strategy for Sheffield will launch a new international partnership and outline key strategic interventions designed to drive up export performance across Sheffield and the wider City Region.

## **7.0 RECOMMENDATION**

- 7.1 Cabinet is recommended to:

- v. Approve the new International Trade & Export Strategy appended to this report as a statement of the city's trade and export priorities and ambitions
- vi. Note the financial implications of implementing the strategy
- vii. Agree that officers in Creative Sheffield will continue to work with the SCRLEP as part of the development of this wider export support offer
- viii. Delegate to the Director of Creative Sheffield the authority to take such further steps, including the making of agreements or arrangements with third parties, as he considers appropriate to achieve the delivery of this Strategy, subject to (a) the availability of any necessary funding within a suitable approved Council budget, and (b) consultation as appropriate with the Director of Legal and Governance and the Director of Finance.

## Appendix 2: Sheffield's Current International Sister City Relationships

City (alphabetical order)
Anshan, China
Bangalore, India
Bapaume, France
Bochum, Germany
Chengdu, China
Cheonan, Korea
Donetsk, Ukraine
Esteli, Nicaragua
Jeonju, South Korea
Kawasaki, Japan
Kotli, Kashmir
Malealea, Lesotho
Minoh, Japan
Pittsburgh, USA
Sapporo, Japan
Sheffield, Australia

# Sheffield

2020: An International, Competitive, Exporting City  
An International Trade and Export Strategy for  
Sheffield

April 2014



# Contents

<b>Aims, Objectives and Principles.....</b>	<b>Page 4</b>
Improving our trade performance	
Objectives	
Engagement and principles	
<b>Strategic Context.....</b>	<b>Page 9</b>
The Challenge: Achieving our potential	
The Opportunity: Exporting is good for the economy	
Overcoming business barriers to export	
Policy Drivers	
<b>What this means for Sheffield.....</b>	<b>Page 15</b>
A New Strategy	
A New Approach	
Explicit economic focus in our international activity	
Integrating trade into business growth	
Working in partnership across the Sheffield City Region	
<b>Interventions: Developing Export Potential.....</b>	<b>Page 20</b>
Why we are doing this	
What we are trying to achieve	
What we will do	
<b>Interventions : The Export Challenge.....</b>	<b>Page 23</b>
Why we are doing this	
What we are trying to achieve	
What we will do	
<b>Interventions: Harnessing Export Growth through accessing new markets.....</b>	<b>Page 27</b>
Why we are doing this	
What we are trying to achieve	
What we will do	
<b>Delivery and Governance.....</b>	<b>Page 31</b>



# Foreword

The importance of export and trade for the purposes of economic growth has been recognised at a local, regional and national level. Doing business internationally leads directly to economic growth, bringing money into the economy, boosting employment and business competitiveness. It also improves business efficiency, productivity and innovation through the fostering of new ideas for products and services, and gaining access to new customers. In rebalancing the local economy towards stronger private sector growth, increasing the amount we trade and export internationally will play a critical role.

This strategy sets out how Sheffield and the wider city region will work together to increase our trade and export performance: to position Sheffield as a truly **international, competitive, exporting city**.

We know there is more we can do to help our firms export and we are committed to supporting our growth potential businesses to export their products and services to international markets. Through our **Developing Export Potential, Export Challenge**, and **Harnessing Export Growth through Accessing New Markets** initiatives we will:

- Increase the propensity of our businesses to export, getting them to a tipping point where they take steps to develop their export potential
- Help more of our growth potential businesses, and 'accidental exporters', to secure international orders and develop long-term trade relationships, and
- Assist our experienced exporters to access new markets, exploiting new business opportunities

We are being purposefully ambitious in this strategy. Through working together more closely as a partnership we can help to improve coordination and collaboration locally to deliver a stronger export support offer to the business community. However, our current resources are not at the required scale for us to overcome some of the challenges to truly transform our trade and export performance by 2020. Sheffield and the Sheffield City Region are therefore united in our efforts to gain greater control over national resources, as well as investing locally to ensure we can deliver the required step change in our trade and export performance.

This International Trade and Export Strategy, in support of the Sheffield City Region Growth Plan, offers a unique opportunity to utilise local, regional and national resources, as a result of greater freedoms and flexibilities, to fundamentally change our approach to trade and export. Moving from a reactive and generic service to a proactive, targeted, flexible, growth focused approach.

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# Section 1: Aims, Objectives and Principles

## Aims, Objectives and Principles

### Aim: Improving our trade performance

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This strategy sets out how Sheffield and the wider city region will work together to increase our trade and export performance. We need to do all that we can to support our growth potential businesses to export their products and services to international markets. This includes helping more of our start-ups and existing businesses to take their first steps to exporting and encouraging our businesses that do currently export to look to new and bigger markets for new business opportunities.

It is important that we collaborate with trade organisations and associations that can help to support businesses to trade internationally, to both coordinate our offer and raise awareness. UK Trade & Investment, South Yorkshire International Trade Centre and the South Yorkshire International Trade Forum, are committed to working with us, through this strategy, to help realise our international trade ambitions.

We know there is more we can do to help local firms and we are committed to improving coordination and collaboration locally to deliver a strong support offer to the business community.

Whilst export support exists across Sheffield and joint work is happening, more collaboration is needed to connect multiple services and present them to the business base in a more coordinated, proactive way. However, greater collaboration may be a necessary action, but it is not sufficient if we are to achieve our economic ambitions to significantly increase our trade performance.

We need to influence and commission the type and scale of trade and export support available to ensure it reflects the strengths and weaknesses of the local business and sectoral base. We need greater control and further investment in trade and export resources locally to ensure that:

- trade and Export is integrated into the wider business support framework and is seen as a primary source of business growth.
- we proactively target businesses with a high propensity to export
- interventions are delivered at the right scale to reach our economic ambitions.
- we can invest in flexible, bespoke support, above and beyond the existing generic support offer

This strategy aims to:

- increase the propensity of our businesses to export, getting them to a tipping point where they take steps to develop their export potential
- help more of our growth potential businesses, and 'accidental exporters', to secure international orders and develop long-term trade relationships, and
- assist our experienced exporters to access new markets, exploiting new business opportunities

### Objectives

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This strategy is purposefully ambitious, its aims and objectives are set at the scale of our economic challenge and not the scale of current resources.

The city and city region are united in our efforts to gain greater control over national resources, as well as investing locally to ensure we can deliver a step change in our trade and export performance. This strategy, in support of the Sheffield City Region Growth Plan, offers a unique opportunity to utilise future European Structural Fund Investment, coupled with national UKTI investment and local resources to fundamentally change our approach to trade and export. Moving from a reactive and generic service to a proactive, targeted, flexible growth focused approach.

The objectives below indicate this change in focus and scale. We will proactively talk to our business base about exporting as part of their business growth strategies, getting more of our SME base to the 'tipping point' where they start to see that the bottom line benefits of trade and export can far outstrip the barriers to doing business abroad. We need to create a pipeline of future exporters, and work within the wider business growth framework to increase the number of firms with a high propensity to export – we then need to convert this into real orders and long term trading relationships.

Currently we estimate around 8% of the SCR business base are exporting, this needs to be much higher and we aim to increase this to 12% by 2020. This represents a 47% increase in the number of SMEs exporting across Sheffield City Region. However ambitious, this is not impossible and is an absolute economic requirement. This also represents Sheffield taking its share of national targets to increase the number of exporters by 100,000 by 2020. It effectively means delivering 2150 new exporters across the city region, with at least 860 from within Sheffield.

As well as converting new and 'accidental' exporters into fully fledged exporters, we will also support more of our exporting businesses to look to new and bigger markets for their products, winning a larger share and a greater value of international business for Sheffield and the city region.

The table below sets out the strategies core objectives to:

- Target 20% of the business base to proactively sell the benefits of exporting
- Increase the export propensity to 5% of the business base, creating a pipeline of future exporters
- Increase the number of exporters from 8% to 12% of the business base
- Support 20% of our existing exporters to exploit new market opportunities

## SECTION 1: AIMS, OBJECTIVES AND PRINCIPLES

### Economic Objectives to 2020

	Purpose		Sheffield	SCR	Objective
<b>Baseline</b>	An estimated 8% of the business base currently exports, with a further 2% estimated as having a 'high propensity' to export	Business base	16,305	56,390	
		Estimated number of exporters	1,300	4,500 <sup>1</sup>	
		Estimated high propensity exporters	400	1,000 <sup>2</sup>	
<b>Aims</b>	Increase the propensity of our businesses to export, getting them to a tipping point where they take steps to develop their export potential	Proactive communication on business benefits of exporting	11,000		We will target 20% of the business base to proactively sell the benefits of exporting
		Number of businesses with a high propensity to export	3,000		We will increase the export propensity to 5% of the business base, creating a pipeline of future exporters
	Help more of our growth potential businesses, and 'accidental exporters', to secure international orders and develop long-term trade relationships	Increase in number of businesses beginning exporting	860	2,150	We will increase the number of exporters from 8% to 12% of the business base
	Assist our experienced exporters to access new markets to exploit new business opportunities	Number of existing exporters accessing new markets	360	900	We will support 20% of our existing exporters to exploit new market opportunities
<b>Estimated economic impact</b>	To grow the economy through increased trade and exports	Increase in turnover	£263m	£650m	
		Increase in GVA	£80m	£200m	
		Number of jobs created	1,300	3,250	

Figure 1: Economic objectives of Sheffield's International Trade and Export Strategy

<sup>1</sup> Estimates based upon 2010 Eco Tech Business Survey which found that 8% of businesses operated across international markets

<sup>2</sup> Based upon UKTI 'experian' data of the SCR business base, highlighting businesses that have strong characteristics and capabilities to export but are not currently doing so

### Engagement and Principles

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#### Engagement

Sheffield City Council officers in Creative Sheffield have worked extensively with a range of stakeholders in the development of the strategy. This has included UK Trade & Investment, South Yorkshire International Trade Centre, South Yorkshire International Trade Forum, SCR Chambers, SCR local authority economic development officers and the SCR Local Enterprise Partnership. A strategy development group has been established, and has met regularly over the past 9 months to provide a steer on the identification of priorities and targeted actions to address these.

In October 2013, the Council hosted a successful Business Summit with over 150 local businesses on the topic of international trade and exports. The Summit identified the following actions as being of critical importance:

- Offering business-led, business-focused support, tailored to the needs of individual businesses
- Proactively mapping and targeting export support packages towards SMEs that have the potential to export
- Providing more opportunities for exporters and non-exporters to network, and
- Developing a stronger brand that showcases our competitive strengths around the world

#### Principles

This stakeholder engagement has helped to identify the key principles underpinning the strategy. They are:

- **The strategy is economic in focus:** ensuring our future international activity is centred on increasing our trade and export performance to achieve higher levels of economic growth. The need for stronger private sector-led growth in the rebalancing of the Sheffield economy means that the economy is our key priority. Our export support will therefore be targeted on those businesses that have the greatest export potential.
- **The strategy is proactive in approach:** taking the initiative to actively increase the amount we export, working at SCR level with UKTI and national partners to secure the resources and support we need locally
- **The strategy will be delivered through partnership:** delivering a comprehensive package of support measures that the business community needs. In delivery, we will move towards a more coordinated, 'business-friendly' offer of export support so that the business community understands the type of support available, and where to go to access it.

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# Section 2: Strategic Context

## Strategic Context

### The Challenge: Achieving our potential

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The financial crisis of 2008 brought home the dangers of unbalanced growth. As a city and wider city region, we need to work with our growth potential businesses to support them to export their products and services to overseas markets. Our drive towards more sustainable, private sector-led growth makes this a necessity. We need to be proactive in our SME base, which makes up over 95% of our total business base, helping them to recognise, and act upon, the benefits of exporting to enable them to grow more quickly, increase turnover and generate additional employment opportunities to meet international demand.

The need to increase trade and exports from the Sheffield City Region has been acknowledged across the business community. A recent SCR Chambers Survey evidenced the rebalancing of the SCR economy in favour of international trade as a particularly significant challenge. A more detailed business survey commissioned on behalf of South Yorkshire's Chambers of Commerce<sup>3</sup> identified a number of business trends in relation to international trade and exports. These included:

- a strong sense that the UK market is flat for business opportunities
- international sales growth being an important aim for a lot of businesses across the city region
- around half of business respondents not currently exporting and being unlikely to do so in the future, predominantly because they believe they do not have a suitable export product or service

- a lack of business proactivity in relation to exporting
- the need for improved business export support

To reach Sheffield's, and its city region's economic ambitions, we need more businesses and we need to increase the growth, competitiveness and productivity of the existing business base, particularly amongst our SMEs. In overcoming this challenge, increased international trade and export activity will be critical.

### The Opportunity: Exporting is good for the economy

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Doing business internationally leads directly to economic growth, bringing money into the local economy, boosting employment and business competitiveness. It also improves business efficiency, productivity and innovation through the fostering of new ideas for products and services, and gaining access to new customers. It can also deliver reductions in business costs through an increase in volumes. UKTI research<sup>4</sup> found that:

- 59% of UK companies found that overseas business led to fresh ideas and innovation, upgrading their products and services
- 58% of entrepreneurs said exporting led to a level of growth not otherwise possible
- 44% of firms reported a link between exporting and increased turnover in 2011
- 44% of firms said exporting significantly improved their profile and credibility

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<sup>3</sup> Barnsley, Doncaster, Rotherham and Sheffield Chambers of Commerce Business Surveys, 2013

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<sup>4</sup> Bringing Home the Benefits: How to Grow through Exporting, *UK Trade & Investment*, 2013



- the creation of an overseas site led, on average to an extra 3.5 UK employees per company
- it is over 11% more likely a UK company will survive if it does business overseas

Evaluations have further demonstrated the economic impact of exporting. For instance, an independent evaluation estimated that the median impact of UKTI's Overseas Market Introduction Service (OMIS) was £611,000 additional turnover and 3 additional jobs per business supported<sup>5</sup>.

### Overcoming business barriers to export

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Despite the business benefits, barriers to international trade continue to persist. Evidence indicates that a large majority of businesses lack awareness of their export potential or international demand for their product or service. They often underestimate the potential benefits of exporting, and overestimate the potential costs. This results in fewer firms investing in building the capabilities or acquiring the knowledge needed for active exporting or for entering new markets.

It is also difficult for a business to begin exporting alone. Evidence demonstrates that international trade can be boosted through the establishment of strong support networks. Two recent Government reports support this thinking:

1. A 2011 Department for Business, Innovation and Skills paper<sup>6</sup> analysed the economic evidence for international trade and exports. It found that there remains a significant unrealised export potential among many

innovative and productive UK businesses. Its policy conclusions cautioned against a blanket encouragement to all firms to export, instead recommending a targeted approach towards companies that have the characteristics to succeed in international markets. The report argues there is a clear role for Government in supporting international trade. Specifically in relation to:

- acting as a trusted intermediary by strengthening the social networks which often underpin international trade
- strengthening the internationalisation capabilities of innovative and high growth businesses
- providing access to information and advice, and
- facilitating beneficial cooperation within the business community, enabling them to work together to overcome specific barriers to market access

2. A 2013 House of Lords Select Committee report<sup>7</sup> into SME exports highlighted the significant export potential of UK SMEs. The report identified a key tendency amongst SMEs to have an 'accidental' approach to exporting, whereby they export as a result of being approached by an overseas customer rather than developing a proactive strategic export plan. The Select Committee recommended that more needs to be done to help those SMEs that have export potential, including: disseminating more information about exporting; helping SMEs to reap the benefits of exporting whilst minimising the risks; helping SMEs to take their first exporting steps and making it clear to SMEs where they can turn to for help when difficulties arise. The report stated that whilst some barriers to export are real, most are a matter of

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<sup>5</sup> Intellectual Property, Overseas Sales, and the Impact of UKTI Assistance in Entering New Overseas Markets by Dr. Holger Breinlich (Essex), Dr. Giordano Mion (LSE), Dr. Patrick Nolen (Essex), and Dr. Dennis Novy

<sup>6</sup> International Trade and Investment: The Economic Rationale for Government Support, *Department for Business, Innovation and Skills*, May 2011

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<sup>7</sup> *Roads to Success: SME Exports, House of Lords Select Committee on Small and Medium Sized Enterprises*, March 2013

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## SECTION 2: STRATEGIC CONTEXT

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perception and there is rarely not an answer to a problem. In addition, one of the key findings from the report was that export has to become an integral part of the wider discussion in relation to the growth potential of SMEs.

### Policy Drivers

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Sheffield is the core city at the heart of the Sheffield City Region. We are committed to being a driving force of growth across the wider economic area, and delivering Sheffield's share of growth for UK plc.

This strategy will contribute to current economic policy – locally, regionally and nationally.

#### Sheffield's Economic Strategy

The city's Economic Strategy<sup>8</sup> sets out the economic vision to 2020, whereby:

Sheffield is a strong, sustainable, international economy driven by enterprise, innovation and knowledge. The city is known for its distinctive and high performing sectors, its unrivalled quality of place and its highly skilled workforce

The strategy is focused on securing a bigger economy, better businesses and faster private sector growth, through the delivery of 6 economic objectives:



#### An SME Economy

Export is particularly important for Sheffield's economic future. Sheffield's economic growth strategy prioritises private sector growth, particularly within the city's small and medium sized businesses (SMEs), in order to meet the city's economic growth ambitions. Small and medium sized enterprises (SMEs) are the foundation of Sheffield's economy; they make up the majority of the business base and contribute around half of the employment and turnover produced within the local economy. In order for the city to meet its growth ambitions we need to see a significant increase in the number of SMEs in Sheffield and the city region grow through exporting. This strategy is focused on working with those SMEs with growth potential to develop competitive advantage in their products and services and help them reach new customer markets abroad.

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<sup>8</sup> Sheffield Economic Strategy, *Bigger Economy, Better Business, Faster Growth*, April 2013

### **The Sheffield City Region Strategic Economic Plan**

In March 2014, the Sheffield City Region Local Enterprise Partnership (SCRLEP) submitted its plans to Government to transform the city region's economy by growing its business base over the next decade.

The draft Growth Plan sets an ambitious target of creating 70,000 new jobs in the Sheffield City Region by 2023 and £3 billion of additional economic output.

The SCRLEP Growth Plan reasserts the challenge to develop a stronger and larger private sector. It sets at its heart the need for more of our businesses to become more outward looking to grow our level of exports.

As part of the SCR LEP Growth Plan, the UK Government has invited LEPs to develop plans for how to invest EU funds in our area to generate jobs and growth from 2014 to 2020. The Government is giving LEPs responsibility for delivering a large part of the new round of European Structural and Investment Funds for 2014 to 2020<sup>9</sup>. The Sheffield City Region will receive €203.4 million (£175 million) of European Structural and Investment Funds for this seven year period. What the funds will be spent on will be determined by an SCR EU Investment Strategy which will be agreed with the UK Government.

The SCR EU Investment Strategy's thematic priorities have been determined by the priorities of the Growth Plan. Of particular significance in relation to international trade, the strategy sets out to actively support the existing SCR business stock to grow, survive and move up the value chain via:

- identifying new market opportunities nationally and internationally, and supporting businesses to trade in them

- intensive coaching and mentoring for growth, including developing strong networks and peer groups
- help in securing finance
- support for research, innovation and knowledge transfer
- developing a strong innovation and collaboration environment

As part of the Sheffield City Region's EU funding to 2020, there is the opportunity for the SCRLEP to 'opt-in' to UKTI matched funding for a programme of export activity focused on building business capacity to trade and grow through international trade, along with opportunities to support key Sheffield City Region growth sectors.

Through the Sheffield City Region Growth Plan, we have included a number of wider export 'asks' of Government. In an era of increased devolution, we believe that these asks will act as the real 'game changers' for Sheffield and its city region, enabling us to significantly upscale our export support offer to help truly transform the wider economy. A summary of these asks are set out at Appendix 1.

### **The National Export Challenge**

In November 2011, The Prime Minister launched 'The National Challenge: Exporting for Growth'. This 'challenge' involves increasing the number of new UK SME exporters by 100,000, and doubling UK exports to £1 trillion a year by 2020. By matching the European average for companies trading overseas, from one in five to one in four, the UK would be on a more stable trading footing through the elimination of the national trade deficit.

The main delivery body for the export challenge, and international trade policy in general, lies with UK Trade & Investment, a UK Government department that are tasked with working with businesses to help them succeed in international markets and encourage the best overseas companies to look to the UK as their global partner of choice.

We will work with UKTI to build upon current provision, and fill gaps that currently exist such

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<sup>9</sup> Sheffield City Region EU Investment Strategy 2014-20

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## SECTION 2: STRATEGIC CONTEXT

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as around pre-export support: developing an export pipeline of propensity through bespoke, flexible and tailored support.

### **Export Britain**

To help achieve the UK Government's ambitious export aims, the British Chambers of Commerce (BCC) have announced a ground-breaking venture with UK Trade and Investment (UKTI) to develop and accredit overseas Chambers of Commerce in 21 key growth markets. This will give UK firms practical support when they travel overseas and provide them with a first port of call

in the following countries: Nigeria, Southern Africa, Qatar, Saudi Arabia, UAE, Brazil, Colombia, Mexico, China, Hong Kong, Indonesia, Malaysia, Singapore, South Korea, Thailand, Vietnam, Poland, Romania, Russia and Turkey.

As part of this, the BCC have launched Export Britain, an online resource to help UK businesses find connections in these key markets. Export Britain will help to showcase the opportunities that are available in these key international markets and help UK businesses to reach out and find new connections overseas.

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## Section 3:

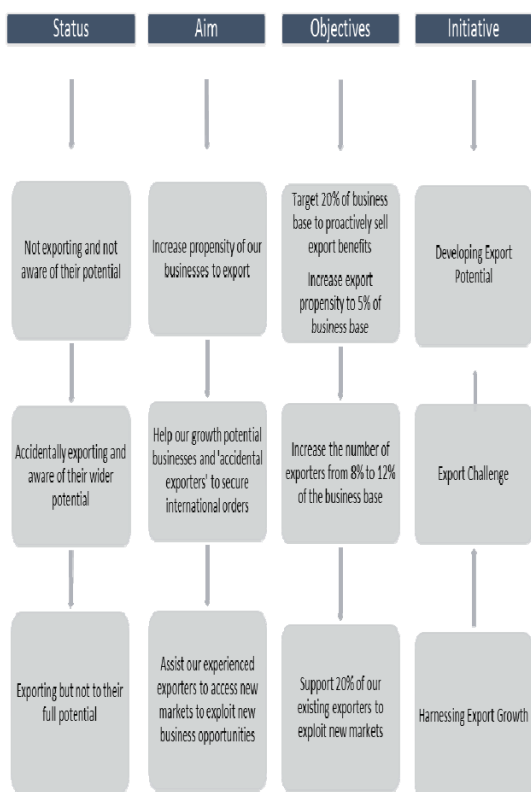
# What this means for Sheffield

# What This Means For Sheffield

## A New Strategy

In order for the Sheffield economy to grow and bridge its prosperity gap we need to support our businesses to help them succeed across international markets. For too long, the city's economy has been over-focused, and over-dependent, on the domestic market for both economic growth and job creation purposes. This needs to change. We believe our interventions will significantly increase the international trade and export performance of Sheffield; thereby helping to make us a more international, competitive, exporting city.

To tackle head-on our export challenge, and achieve our objectives, we have developed, in partnership, a 3 tiered framework. This framework, set out below, assists our businesses at different stages of their respective 'export journey', and helping to create a pipeline of future exporters



We believe that this framework will enable us to meet our aims and objectives (set out in figure 1). Underpinning this framework, we have identified the following strategic interventions:

- **Developing Export Potential:** increasing the propensity of our businesses to export, getting them to a tipping point where they take steps to develop their export potential
- **The Export Challenge:** help more of our growth potential businesses and 'accidental exporters' to secure international orders and develop long-term trade relationships
- **Harnessing Export Growth through Accessing New and Bigger Markets:** assisting our experienced exporters to exploit new markets to benefit from additional business opportunities

Sections 4, 5 and 6 of this strategy set out the detailed interventions of our export support framework.

## A New Approach

To deliver our interventions a new approach is needed. We need to develop a fresh, focused and coordinated package of business support measures. The type and scale of trade and export support needs to reflect the strengths and weaknesses of the local business and sectoral base. We need greater control and further investment in trade and export resources locally to ensure:

- Trade and Export is integrated into the wider business support framework. Our current programmes are too reactive. They are often based upon providing support to business following an

approach from abroad, and are not proactively integrated into overall business growth objectives. There is a need to identify companies that have the potential to export, and support them to tackle head-on the risks and barriers that prevent businesses from venturing into foreign markets.

- Interventions are delivered at the right scale to reach our economic ambitions. Our current support arrangements, including various contracts, are not scaled at the required level to deliver against our export objectives
- We proactively target businesses with a high propensity to export. The provision of tailored support to companies with high export growth potential is more beneficial in delivering greater returns from such companies compared to generic support available to all. UKTI work with Experian has identified 1000 businesses across the Sheffield City Region with a high propensity to export
- We can invest in flexible, bespoke support, above and beyond the existing generic support offer. There is therefore a need for targeted, bespoke export support to SCR businesses that reflects a firm's previous export experience. Whilst generic support needs to be available so that all businesses are able to benefit from some support, there is an economic case to provide more tailored support for growth firms.
- Our civic links are established on a strong economic footing. Very few of our current sister city agreements act as an economic lever to enable our businesses to gain access to important overseas markets.

### Explicit economic focus in our international activity

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In 2010 the Council developed its International Strategy – 'Helping to Forge a Better World'. The aim of the strategy was to maximise the city's international opportunities, cementing the city's links with other cities and ensuring that international activity impacts positively on the city and its people. Setting our broad objectives, the strategy focused on a range of international actions for the City Council to undertake.

This International Strategy provided a framework for improved coordination of international work, however focus is now needed to drive forward the trade and export performance of the city's business base. We need to respond to the changing economic climate following the 2008 financial crisis.

Whilst the International Strategy had a broad economic focus, in order to rebalance to private sector growth and boost SME competitiveness a stronger, more explicit economic focus on trade and export is now required.

This International Trade and Export Strategy delivers this, focusing and prioritising trade and export support for the economic wellbeing of the city as a whole.

At a civic level, the Council has a number of international relationships. These relationships, both current and historic, include:

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## SECTION 3: WHAT THIS MEANS FOR SHEFFIELD

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International City Relationships (Alphabetical Order)	
Anshan, China Korea	Jeonju, South Korea
Bangalore, India	Kawasaki, Japan
Bapaume, France	Kotli, Kashmir
Bochum, Germany	Malealea, Lesotho
Chengdu, China	Minoh, Japan
Cheonan, South Korea	Pittsburgh, USA
Donetsk, Ukraine	Sapporo, Japan
Esteli, Nicaragua	Sheffield, Australia

Most of these international relationships, however, are not closely aligned to trade activity. A review of Sheffield's international relations concluded that the city has few operational links that make a contribution to the achievement of our strategic economic objectives.

A new strategy, therefore, is required to refocus and activate proactive trade links. In making this strategy fit-for-purpose we need to ensure it is focused on Sheffield's core economic interests. Our future international sister city agreements need to act as an economic lever for our businesses and growth sectors.

### Integrating trade into business growth

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The Council and its partners are committed to doing all they can to supporting economic growth. Through being a 'business friendly' Council and city, our Corporate Plan outlines our commitment to doing everything we can to help businesses succeed in Sheffield.

The commitments set out in this International Trade and Export Strategy fit strongly with our wider economic ambitions and commitments. It firmly integrates trade and exports into the business growth agenda of the city and wider city region, ensuring that trade and export are viewed as a strong route to business and economic growth. This applies to all Sheffield businesses, whether they are at the very beginning of their respective 'export journey' or further down the

line, and irrespective of their products and/or services.

Increasing the amount we trade and export internationally as a city will help us to tackle our economic challenges. Supporting more of our start-ups and existing businesses to trade and export internationally will help to accelerate their growth prospects, making them more competitive from their exposure to foreign competition, thereby improving their productivity and efficiency processes.

### Working in partnership across the Sheffield City Region

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The need for more exports and trade has been identified as strategically significant for the wider Sheffield City Region as well as for Sheffield. Given the work that Sheffield has undertaken in this area, the city has been taking the lead on the wider trade and export ambitions for the Sheffield City Region.

The national, regional and local importance placed upon trade and exports as a route to stronger economic growth presents us with an opportunity to change our approach to leverage greater impact. For instance, the establishment of the Local Growth Fund and European Structural Investment Funds present the Sheffield City Region with a greater economic prize: an opportunity to secure significant investment to upscale our export support offer into a more comprehensive, bespoke service that will help to achieve our export objectives and truly transform the city region's economy.

The city of Sheffield recognises the opportunity to work at a city region level to work at a geography that truly reflects economic linkages and secure larger funding to upscale our trade and export support offer. We are committed to working together in partnership to drive this agenda forward.

This International Trade and Export Strategy therefore fits strategically with the trade and export ambitions for the wider Sheffield City Region. In the longer-term, the key infrastructure for future business-related support across the



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## SECTION 3: WHAT THIS MEANS FOR SHEFFIELD

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Sheffield City Region is the SCR Growth Hub. In relation to trade and exports, we are looking to create an SCR International Centre of Expertise to be embedded within the Growth Hub. This will

help to connect national and local export support offers in one place, providing intensive support to the SCR's high export propensity businesses.

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# Section 4: Interventions: Developing Export Potential

# Initiative 1: Developing Export Potential

## Why we are doing this

The critical factor to influence business propensity to export is understanding the expected business benefits. Specifically, that export can help to achieve a higher level of business growth. It is critical that we provide businesses with the information they need to make informed decisions on the benefits of trade for their business.

Evidence shows that a large majority of our businesses lack awareness of their export potential, underestimating the potential benefits of exporting, and overestimating the potential costs and risks. This results in fewer firms investing in building the capabilities or acquiring the knowledge needed for active exporting or for entering new markets.

Businesses also underestimate the potential demand for their product or services in overseas markets, resulting in fewer firms exporting, and fewer of those who do export being willing to tackle new markets. A recent business survey<sup>10</sup> suggested that 35% of Sheffield City Region businesses cite a lack of information and access to contacts as key barriers. This is despite the various support organisations based within the city region. In addition, 60% of businesses surveyed said they do not currently export as their product or service is not suitable for international markets. This indicates an underestimation of the propensity to export for their products and/or services.

## What we are trying to achieve

To increase the propensity of our businesses to export by 3,000, getting them to a tipping point

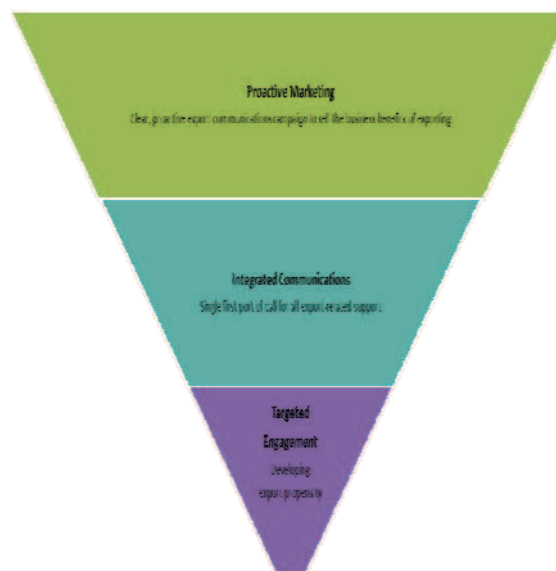
where they take steps to develop their export potential

## What we will do

We want to get firms to a tipping point where they reappraise their thinking and take steps to develop their export potential. We believe the best way to tackle this issue is business to business, using experienced exporters who have been on the 'export journey', to articulate the business benefits and share how they negotiated the barriers they faced

We will achieve this through our Developing Export Potential Programme. Our interventions will focus on 3 key areas of activity:

- Proactive marketing
- Integrated communications
- Targeted engagement



### Proactive Marketing

We will develop a clear, proactive and business friendly export campaign for Sheffield and the wider Sheffield City Region. This will allow us to communicate about exports with one clear voice to deliver important, high level export messages to businesses, helping to demystify the export landscape. We will deliver on an annual basis:

<sup>10</sup> Barnsley, Doncaster, Rotherham and Sheffield Chambers of Commerce Business Surveys, 2013

- A **Sheffield City Region Growth Day** to deliver export insights and further promote trade and exports as a route to business growth
- An **I Export, Do You? Pass it on Campaign** to raise awareness of the number of businesses across the city and wider city region that are actually exporting
- A series of **Export Roadshows** with key intermediaries to showcase the international trade and export support available
- A number of **Business Growth Seminars** to help myth-bust some of the perceived barriers to exporting e.g. getting my first international order, getting paid, and maximising the international impact of my company website

### Integrated Communications

We will integrate and develop a single port of call for all business enquiries in relation to trade and export. This will help to simplify the export landscape for our businesses, providing a business-friendly route into this aspect of doing business. As part of this general marketing offer we will:

- Create a single **Export Website** for all export-related business support across Sheffield and the wider Sheffield City Region. This will help to answer export-related questions and signpost to wider export support when required. The website will also help to sell the business benefits of exporting through the business case studies and signpost to other local businesses that have specific markets
- As part of the single export support offer, we will develop an online **Diagnostic Toolkit** to assist businesses on their export journey. This online toolkit will help businesses with guidance on the readiness of their products or services for particular markets where they may

demand, along with signposting to other areas of export support

### Targeted engagement

We will proactively engage with businesses that are not exporting but who have the characteristics to succeed in international markets. Working initially with UKTI's 'high propensity to export' data we will stimulate aspiration and ambition for growth amongst these businesses by:

- Initiating regular **Business Growth Conversations**, using key intermediaries such as lawyers and accountants, to make these businesses aware of their growth potential and exports and trade as a strong route towards achieving this. As part of this process, our Growth Advisors would provide regular briefings to the SCRLEP Business, Professional and Financial Services sector to ensure the available business support is well communicated to their clients
- Working with UKTI to develop and deliver a tailored **Exports Insight Programme**. This would provide a low cost and accessible programme to help introduce our high export potential businesses to the world of international trade, allowing them to 'dip their toes' into this aspect of doing business and giving them a flavour of what international trade could do for their business growth prospects

Critically, our targeted engagement will not just be limited to UKTI's high propensity data.



## Initiative 2: The Export Challenge

### Why we are doing this

When seeking to begin exporting, or entering into a new trade relationship, firms can face a variety of barriers which represent an initial 'fixed cost' of beginning to export. These barriers can be internal or external to the business, ranging from the resources and capabilities of the business, to gaining access to contacts and legal or regulatory issues.

Evidence from a recent survey of UK exporters and firms who are expected to begin exporting within the next year, shows that legal and regulatory issues are the most frequently cited barriers, presenting significant difficulties to two-fifths of exporters, followed by customs issues and access to contacts. Language and cultural barriers are cited as presenting significant difficulties by around a fifth, as are difficulties within finding sufficient management time. These barriers influence the perception of the potential rewards and difficulties of tackling particular markets, especially where established links with UK business are relatively weak. Further research also highlights limited internationalisation capabilities and management attitudes are important barriers to SME internationalisation.

### What we are trying to achieve

Through our Export Challenge we will convert 860 new and accidental Sheffield exporters into fully fledged exporters, focused on helping businesses to get real enquiries for their products or services from abroad and building capacity to maintain and build on these exporting relationships.

### What we will do

Through our 'Export Challenge' we will focus efforts towards businesses that have the characteristics to succeed in international markets.

We will support these businesses to take the next steps in their export journey and have a

successful export experience, to build confidence and capability. This could mean helping a business get their first international enquiry, or turning a one-off ad-hoc export order into a meaningful trade relationship.

To do this we have identified the key elements of support where there is a need for intervention:



Our Export Challenge offer to businesses will focus on raising the growth ambition of businesses through international trade – integrating exporting into their business growth strategies and facilitating business opportunities and building business capacity to export. This will involve **providing a rounded support offer, including the elements highlighted in the model above.**

At the centre of this model is a dedicated trade advisor, who will work intensively with businesses to broker appropriate support and more importantly help apply within the business the new skills and knowledge. This Export Challenge model supports the principles of the SCR Growth Hub and would be integrated into wider growth hub services in the medium term.

## SECTION 5: INITIATIVE 2: THE EXPORT CHALLENGE

The table below highlights the type of support that could be brokered as part of the Export Challenge offer:

	Purpose	Offer
Skills for Export	Helping companies to build the knowledge and skills to export	Can I Export seminars Passport to Export Training Graduate employment Up-skilling Export case studies
Networks/ Mentoring	Building confidence for exporting by learning from businesses already doing this	SCR Business Growth Day Export case studies I Export, Do You? Pass it on Campaign SCR Business Growth Conversations SCR Export Roadshows Meet an Exporter seminars SYITF networking Dedicated Export Mentor
Finance for Export	Incentivising and enabling businesses to invest in their export capacity	Access to finance seminars Export case studies SCR Export Tax Credit pilot Credit checks UK Export Finance
Systems	Ensuring that business products and processes are in place to enable problem free international interactions	Export case studies How do I get paid seminars Support on legislation and documentation International website seminars Export documentation training System checks
Markets	Helping businesses to attract overseas customers and get enquiries for their products/services	Export case studies SCR Export Insights Programme Market research Passport to Export

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## SECTION 5: INITIATIVE 2: THE EXPORT CHALLENGE

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Working intensively with our high potential to export businesses, our Trade Advisors will build export confidence, knowledge and capabilities amongst this cohort, giving them the rounded support they need to become fully fledged exporters.

This model builds upon the success of the Council's Export Pilot Project, financed through its Keep Sheffield Working Fund. This pilot addressed a key gap in the current export support market, demonstrating the demand for and added value of the provision of brokerage that provides intensive one to one support in the lead up to exporting. This intensive support has had demonstrable economic impact through increased business turnover as a result of new international orders for products in both number and scale.

Delivering our Export Challenge will involve integrating current support, both nationally and locally, to align this with our model. We are already working together and will formalise this through a Sheffield International Partnership (SIP). However, coordination alone will not deliver our ambitions. Working locally with UKTI, South Yorkshire International Trade Centre and South Yorkshire International Trade Forum we have identified this intensive and early stage support as one of the largest gaps in export support. Only parts of the model currently exist, but these are not at the scale needed to effect the change we need to see in our export capacity.

Our Export Challenge model will utilise, and better coordinate, existing products (such as Passport to Export) and establish new ones to address important gaps in provision, some of which have been set out under our Developing our Export Potential initiative. In addition, some of the new products in this model are included within wider SCR Growth Plan asks of Government, such as devolved powers to establish an SCR Tax Credit pilot programme

which would help to incentivise exports through a tax break on profits from exporting.



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Section 6:  
Initiative 3: Harnessing  
Export Growth through  
Accessing New  
Markets

## Initiative 3: Harnessing Export Growth through Accessing New Markets

### Why we are doing this

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Analysis of the evidence shows that some barriers to export can arise even after a firm has exported for a period of 2 years. One of the reasons for this is that many firms begin exporting by entering the closest or easiest markets, or in response to enquiries received from overseas purchasers. They then progressively move to more difficult markets, including those which are culturally and linguistically more distant.

The evidence shows that firms which are just beginning to export face more 'internal' barriers. This is where our Export Challenge is focused. External barriers, on the other hand, such as gaining access to the relevant networks and information in new markets without a trusted intermediary, will persist even after an exporter has years of experience. These barriers can help to explain why the proportion of UK exporters selling into high growth markets is small.

This is also true in Sheffield and the wider city region. Sheffield is synonymous with high quality, innovative products that are exported around the globe, promoted by the 'Made in Sheffield' brand. The city's, and wider city region's, economic base has transformed over the last 20 years from being dominated by more traditional manufacturing to a wider range of innovation driven sectors, including advanced manufacturing, healthcare technologies, creative and digital industries and a developing low carbon sector. Despite this, we know that we are not fulfilling our export potential.

Improving export performance within markets where we have strongest capabilities will be critical to transforming our economy, bringing wealth into the city and wider city region, and

stimulating supply chain opportunities throughout the rest of the economy.

Developing export capacity and capabilities within our business base is critical to securing long-term, sustainable economic growth. Whilst it is vital to increase the number of businesses that are exporting, thereby increasing our overall export business base, it is only through harnessing our export capabilities that we will sustain economic growth. We need to ensure that exporting becomes a fully integrated aspect of business growth: **a critical component rather than a 'nice to do'**.

### What we are trying to achieve

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To support 20% of our existing exporters to exploit new market opportunities.

### What we will do

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Our interventions to sustain exporting in the long-term will focus on 2 key areas:

1. Building long-term export capacity and capabilities
2. Proactively targeting high growth markets

### Building long-term export capacity and capabilities

We will work together locally to provide a more rounded support offer to our experienced exporters as they progress further on their respective export journeys. In developing our own capacity further, we will support our successful Export Challenge businesses to network with other successful exporters, for example through the South Yorkshire International Trade Forum, an independent members networking forum. This will expose our

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## SECTION 6: INITIATIVE 3 – HARNESSING EXPORT GROWTH THROUGH ACCESSING NEW MARKETS

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Export Challenge businesses to a wide range of successful local exporters, thereby broadening their export networks to pursue business opportunities in wider global markets.

In addition, working with UKTI we will develop a Sheffield City Region Targeted Export Scheme for our experienced exporters looking to grow their business, and create jobs, through exploiting new markets. This scheme will include, but not be limited to, access to:

- UKTI products and services for experienced exporters such as Gateway to Global Growth, High Value Opportunities Programme and the Mid-Sized Business Programme
- Support from UK Export Finance and local schemes
- Utilising key skills gaps to exploit new markets e.g. graduate placements and/or language student placements

To build longer-term export capacity we will build upon the success of sector partnership organisations, such as Medilink Yorkshire & Humber for the healthcare technologies industries and the SCR Manufacturing Forum, to develop support organisations for our other key sub-sector specialisms. We will build upon the successful Medilink model to develop international trade support for our specialist sectors, with the aim being to support the international development of the city's competitive strengths to maximise their global potential, exposing them to international networks and contacts across the globe.

### Proactively targeting high growth markets

We will also ensure that our international activity is focused on the right global locations for Sheffield and the wider Sheffield City Region. We will be proactive in identifying and focusing on our key target markets based upon our key sub-sector specialisms, to ensure that it has maximum economic impact.

To achieve this we will develop evidence-based market intelligence through commissioning an Export Market Study, including supply chain mapping of our growth specialisms, including advanced manufacturing, healthcare technologies, creative and digital and low carbon industries, to proactively target our international activity on global markets where it will have most economic impact and benefit for the city and wider Sheffield city region. This proactive mapping is something we have already done in our oil and gas sector, with the South Yorkshire International Trade Forum leading a dedicated oil and gas and aerospace trade mission to the Singapore Airshow, Asia's largest aerospace and defence event.

We will also utilise our international civic relationships to help and support our businesses and key sectors to gain access to important global markets. We will use the findings of our Export Market Study to develop proactive economic and business relationships with important international cities. This will ensure that our international relationships are based on a solid economic footing, and are evidence-based so that they help to generate the maximum economic return for Sheffield and the wider Sheffield City Region. For example, we will use these relationships to help overcome barriers to particular markets, helping our businesses and sectors to exploit economic opportunities in these markets.

Moreover, we will further raise Sheffield's international profile through working more closely with the British Chambers of Commerce to assist our businesses and key growth sectors to exploit important global markets. Specifically, through the Overseas Business Networks Initiative we will develop a strategic partnership with the British Chambers of Commerce to enable our businesses and growth sectors to take advantage of the increased global exposure such a partnership will provide in high growth markets, helping us to increase the amount we export as a city, and wider city region.

However, our international ambitions go beyond this. If we are to achieve the step change in

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## SECTION 6: INITIATIVE 3 – HARNESSING EXPORT GROWTH THROUGH ACCESSING NEW MARKETS

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export performance that our economy requires we need to be both bold and ambitious. This is something that Sheffield will continue to do, leading the way in our international ambitions and asks of Government as part of the Sheffield City Region Growth Plan. For example, as part of the Growth Plan, we are being bold in our ambition to establish international satellite offices in key target markets for trade and investment purposes, helping to generate real international enquiries for our products and services overseas. This is something we will continue to pursue as a city as the Growth Plan develops.

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# Section 7: Delivery and Governance

## Delivery and Governance

To oversee the implementation and delivery of our International Trade and Export Strategy, we will create a **Sheffield City Region International Partnership for Trade** (SCRIPT). This partnership will manage and coordinate the commissioning and delivery of our international activity.

The partnership's 3 core purposes will be:

1. To strategically coordinate the city and wider city region's international trade and export activity, ensuring it is streamlined to maximise impact and deliver against strategic objectives
2. To manage the commissioning and delivery of the Sheffield International Trade Strategy and the Trade and Export Offer as part of the SCR Strategic Economic Plan
3. To feed the views of the private sector and city institutions into wider economic issues, making sure that international business concerns are factored into these considerations

The membership of the SCRIPT will be drawn from the private sector, key institutions and relevant international business support agencies in the city and wider city region and will include:

- UK Trade and Investment
- South Yorkshire International Trade Centre
- South Yorkshire International Trade Forum
- SCR Chambers of Commerce
- Higher and further education institutions
- Private sector representation
- Sheffield City Region Local Enterprise Partnership
- Creative Sheffield
- Trade Associations e.g. Medilink, SCR Manufacturing Forum

Meetings will be chaired by the SCR Local Enterprise Partnership and will be held quarterly.

## Appendix 1

The Sheffield City Region Strategic Economic Plan includes a number of key 'asks' of Government as part of our wider city region export and trade ambitions. These export freedoms and flexibilities include:

**From the Department for Business, Innovation and Skills we need:**

- A commitment from UKTI and UK Export Finance to work in partnership with and be accountable to SCRIPT to 2015 including a £2m ask p.a.
- An agreement that from 2015 UKTI and UK Export Finance will co-commission with SCRIPT to deliver the single operational export programme for 2015-18 which combines local, national and European resources into a more proactive, efficient and focused export package of support.
- Based on performance, from 2018 UKTI resources to be devolved into SCRIPT as part of the SCR Growth Hub.

**From the Foreign and Commonwealth Office we need:**

- SCR to develop a strategic relationship with British Chambers of Commerce, to agree SCR operational presence and management of up to 5 British Chambers abroad, aligned to SCR sub sector strengths and target overseas markets.

**From Her Majesty's Revenue and Customs we need:**

- Export intelligence data for the SCR. Without intelligence and comprehensive export data analysis at LEP level we cannot accurately identify emerging opportunities in geographic and sector markets.

**From HM Treasury we need:**

- A tax credit for an export pilot programme for SCR companies, to be designed and tested with the SCR Local Enterprise Partnership, HM Treasury, UKTI and the private sector.

The SCRIPT will be responsible for the Year 1 delivery of the milestones set out in this strategy. This Year 1 delivery plan is set out at Figure 2:

## SECTION 7: DELIVERY AND GOVERNANCE

Figure 2: Year 1 Delivery Plan for the Sheffield Trade and Export Strategy

Year 1 - Draft delivery plan structure for single operational programmes		UKTI Opt In	ERDF	Local and Private sector	£Million 'Asit'	Summary of key interventions funded through 'asit'	Total
<b>Developing Export Potential</b>							
Increase the propensity of our businesses to export, getting them to a tipping point where they take steps to develop their export potential	Proactive Communication Campaign to sell the business benefits of exporting (SCR Export day, 'I Export, do you?' Campaign, Export Roadshows, Integrating export into business growth seminars)	£ 0.000	£ 0.000	£ 80.000	£ 26.000	Contribution to development of a clear, concise, business-friendly export communications campaign with one clear voice on behalf of the SCR, helping to demystify the export landscape	£ 67.000
	Single communications for all export related support (centre of expertise in growth hubs, online tool-kit)	£ 0.000	£ 0.000		£ 00.000	Finance to provide support to establish a SCR centre of excellence across SCR and development of online Export tool-kit (drawing on 'open to success')	£ 00.000
	Targeted Engagement with High export potential firms (export insights programme, harnessing intermedialeas)	£ 0.000	£ 0.000	£ 100.000	£ 116.000	Internal's works to engage with the 1000 identified companies with high export potential	£ 227.000
		£ 18.000	£ 18.000	£ 150.000	£ 190.000	8 % of single operational programme	£ 376.000
<b>Export Challenge (2150 new exporters, aim 1000 in first 3 years)</b>							
Helping more of our growth potential businesses and ancillary exporters to secure international orders and develop long-term trade relationships	Trade Advisors/ export broker (pre/early export support) - skills for export - finding the customer - bespoke and hands on export support to find and convert new international orders	0	0	120000	500000	This is the largest gap in export support and a key intervention to develop a new pipeline of exports. We have piloted a scheme which shows this requires tailored, 1-2-1, practical support help companies win and maintain international orders. This will allow us to meet our share of the UK's target. To deliver 360 new exporters per year. Based on 1 FTE working with 30 companies each, drawing on a small flexible fund (below)	£ 620.000
	Passport to Export	50000	50000	0	0	Through average an funding we would see a doubling of passport to export provision. The early export advisors would refer to this provision.	£ 100.000
	Mentor network	0	0	50000	50000	Building on SYFM strong network of successful exporters.	£ 100.000
	Finance for export (first steps, flexible fund up to £3000)			50000	200000	Our pilot scheme provided flexible funds of upto £3000 to break down barriers to export for new exporters. In combination with trade advisor support this was a powerful tool to unlocking new orders.	£ 250.000
	Readying business systems			100000		Helping with alignment, support across Chamber network and within the SYFM.	£ 100.000
		50000	50000	440000	750000	23% of single operational programme	£ 1,290.000
<b>Harnessing Export Growth through Accessing new and bigger markets</b>							
Assist our experienced exporters to access new markets, exploiting new business opportunities	Building long term export capacity and capabilities - Main focus of UKTI delivery including trade advisors, OS, significant events, Export marketing Research scheme, OHSB, High Value Opportunities, Trade show access programme	700000	700000	300.000		This is the core focus of the UKTI offer, and does yield significant returns so should be continued. We plan to utilise our ERDF again to increase provision in one of UKTI delivery which are most appropriate for SCR. The chambers also provide key support in this area.	£ 1,700.000
	Proactively targeting of high growth markets - delivery of market specific export seminars led by leading exporters (led by UKTI, Trade Forum and Chamber) - Focused export market studies, to map supply chain activity and identify key geographic markets against our sector specific firms	57000	57000	50000	70.000	We are looking for contribution towards a clear sector and market strategy for SCR. This may include Export Market Studies for SCR key sector specialisms to develop market intelligence to determine key overseas markets that will offer greatest economic return for the city. This will build on significant experience with the SYFM.	£ 224.000
	British Chambers Abroad (4 direct management relationships)	0	0		250000	SCR are looking for finance to provide staff resources in SCR Export centre of excellence to proactively manage relationships, and FTE's across 6 key British Chamber abroad offices to proactively sell SCR sector strengths and supply chain.	£ 250.000
	Financing Export Capacity (drawing on Export Finance, develop SCR targeted export support schemes to work intensively with high growth exporters looking to significantly expand market reach and scale)	0	0	0	700000	Business Feedback and recent trail through our 'threshold companies pilot' shows that flexible investment in high growth companies can accelerate and bring forward new growth opportunities as part of a business growth strategy. This would require a long-term support strategy, match funding and commitment to job and turnover targets. This would enable us to work with up to 40 business with flexible loan direct and loan line support (average investment by SCR £ 10,000-£ 15,000, plus bespoke support).	£ 700.000
	700000	700000	350000	1020000	62% of single operational programme	£ 2,884.000	
			50000	40000	1% of single operational programme	£ 60000	
<b>Year 1 delivery Programme</b>		£ 1,720,000	£ 1,720,000	£ 1,100,000	£ 2,100,000		£ 4,640,000





## Cabinet Report

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**Report of:** Simon Green, Executive Director, Place

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**Report to:** Cabinet

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**Date:** 16/04/2014

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**Subject:** Keep Sheffield Working Fund: Driving the Local Economy Forward

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**Author of Report:** Diana Buckley (0114 223 2378)

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**Key Decision:** No

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**Reason Key Decision:**

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### Summary:

The Keep Sheffield Working Fund was announced in March 2012 to help the Council to do all it can to:

- create the conditions for private sector growth
- get behind new ideas that will help create jobs and drive the local economy forward
- act swiftly to pump prime short-term growth initiatives
- react to new opportunities during the year.

The fund was formally established in June 2012. This Cabinet report provides an overview of the projects and outputs delivered through the Council's £800,000 investment into the Keep Sheffield Working Fund. It highlights the interim position of the fund, summarising both the direct and indirect impact of the projects supported.

Overall, 18 months after the Keep Sheffield Working Fund was formally established, the programme has achieved the following outcomes:

- Over 90 businesses supported (to increase to 130 by the end Dec 2014).
- £740,000 invested into supporting businesses growth and creating

jobs, of which £330,000 has been direct investment into small and medium sized companies (SMEs) to support growth or export plans. By Dec 2014, £424,000 will have been directly invested in SME growth. The remainder has supported bespoke business advice, project management and indirect business support (for example, Summer Saturdays).

- Supported companies to extend trade relationship to 17 different countries.
- The £800,000 has levered in a further £2,110,000 funding through partners and private sector match. This will increase to an estimated £2,300,000 by Dec 2015.
- The fund is on target to deliver 86 jobs over the course of the projects life. This equates to a cost per job of £9,300 for the fund.

The Keep Sheffield Working Fund has generated economic outcomes that have contributed towards the Competitive City strategic outcome, by supporting private sector growth, supporting export trade and driving job creation. Beyond this direct impact, the programme has evidenced the value of locally delivered innovation funds and has demonstrated the effectiveness of new strategic interventions. This bolsters the case for further devolution of business growth funding and greater local influence over national business growth programmes.

Reflecting this evidence, Special Budget Council resolved on 7<sup>th</sup> March 2014 that it is a priority for the Council to continue to invest in growing the local economy and therefore directed that the 'Keep Sheffield Working Fund' should receive a further £200,000 of investment.

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#### **Reasons for Recommendations:**

The objective of the Keep Sheffield Working Fund is to help the Council do all it can do to support activities that will help create jobs and drive the local economy forward. This report gives a review of the projects and outputs delivered to date through the Council's £800,000 investment into the Keep Sheffield Working Fund. The success of the projects supported by the fund has demonstrated the value of a focused but flexible programme of activity which can invest in short term growth initiatives with long term impact.

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#### **Recommendations:**

- To note the economic impact and outcomes achieved through the Keep Sheffield Working Fund and its contribution toward the Competitive City strategic outcome;
- To note the financial implications contained in this report; and
- To consider the lessons learned from the fund in terms of the impact a locally managed, flexible fund can have on local growth and the implications this has for future innovation funds.

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**Background Papers:        NONE**

**Category of Report: OPEN**  
**Statutory and Council Policy Checklist**

<b>Financial Implications</b>
NO Cleared by: Paul Schofield
<b>Legal Implications</b>
NO Cleared by: Andrew Bullock
<b>Equality of Opportunity Implications</b>
NO Cleared by: Ian Oldershaw No negative impact
<b>Tackling Health Inequalities Implications</b>
NO
<b>Human Rights Implications</b>
NO
<b>Environmental and Sustainability implications</b>
NO
<b>Economic Impact</b>
YES
<b>Community Safety Implications</b>
NO
<b>Human Resources Implications</b>
NO
<b>Property Implications</b>
NO
<b>Area(s) Affected</b>
City wide
<b>Relevant Cabinet Portfolio Lead</b>
Cllr Leigh Bramall
<b>Relevant Scrutiny Committee</b>
Economic and Environmental Wellbeing
<b>Is the item a matter which is reserved for approval by the City Council?</b>
NO

**Press Release**

YES

## REPORT TO THE CABINET

### KEEP SHEFFIELD WORKING FUND: DRIVING THE LOCAL ECONOMY FORWARD

#### 1.0 SUMMARY

1.1 The Keep Sheffield Working Fund was announced in March 2012 to help the Council to do all it can to:

- create the conditions for private sector growth
- get behind new ideas that will help create jobs and drive the local economy forward
- act swiftly to pump prime short-term growth initiatives
- react to new opportunities during the year.

1.2 This report provides an overview of the interim position of the fund after two years, summarising both the direct and indirect impact of the projects supported by the fund.

1.3 The fund was formally established in June 2012. Overall, the programme has achieved the following economic outcomes:

- Over 90 businesses supported (to increase to 130 by the end Dec 2014).
- £740,000 invested into supporting businesses growth and creating jobs, of which £330,000 has been direct investment into small and medium sized companies (SMEs) to support growth or export plans. By Dec 2014, £424,000 will have been directly invested in SME growth. The remainder has supported bespoke business advice, project management and indirect business support (for example, Summer Saturdays.)
- Supported companies to extend trade relationship to 17 different countries.
- The £800,000 has levered in a further £2,110,000 funding through partners and private sector match. This will increase to an estimated £2,300,000 by Dec 2015.
- The fund is on target to deliver 86 jobs over the course of the projects life. This equates to a cost per job of £9,300 for the fund.

1.4 The Keep Sheffield Working Fund has generated economic outcomes that have contributed towards the Competitive City strategic outcome, by supporting private sector growth, supporting export trade and driving job creation. Beyond this direct impact, the programme has evidenced the value of locally delivered innovation funds and has demonstrated the effectiveness of new strategic interventions. This bolsters the case for further devolution of business growth funding and greater local influence over national business growth programmes.

1.5 Reflecting the evidenced impact of the Keep Sheffield Working Fund,

Budget Council on 7<sup>th</sup> March 2014 agreed that it is a priority for the Council to continue to invest in growing the local economy and therefore directed that the 'Keep Sheffield Working Fund' should receive a further £200,000 of investment.

## **2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE**

- 2.1 We know that a strong, sustainable and resilient economy driven by growth in the private sector is vital to the economic future of the city. The Keep Sheffield Working Fund was set up to support activities that will help to generate the conditions for private sector growth, create jobs and drive the local economy forward.
- 2.2 Keep Sheffield Working Fund has invested in actions to build a stronger economy, support businesses to grow and expand into new markets and remove barriers to work. This has helped to raise people's aspirations and improve their chances of taking up training and job opportunities in order to help build a more resilient and inclusive city.

## **3.0 OUTCOME AND SUSTAINABILITY**

- 3.1 One of the key ambitions in *The Sheffield City Strategy 2010-2020* is to build a strong, internationally successful local economy, working with our partners in the Sheffield City Region to ensure growth opportunities for local industry and businesses. In addition, the Council's *Corporate Plan 2011-14: Standing up for Sheffield* is clear that we want a strong and competitive economy that creates economic growth and more jobs in the city. Investment in a programme of activity that helps to create jobs and drive the local economy forward has contributed to fulfilling these ambitions for the city.
- 3.2 The projects funded by the Keep Sheffield Working Fund form part of a wider portfolio of work designed to support business growth and jobs (eg. business support delivered by Creative Sheffield, the 100 Apprenticeship Programme and the Skills Made Easy component of the Sheffield City Region City Deal). This work supports the 'Competitive City' strategic outcome, particularly regarding creating a 'Strong and Competitive Economy' and 'Vibrant City'.
- 3.3 The Keep Sheffield Working Fund has generated economic outcomes that have contributed towards the Competitive City strategic outcome, by supporting private sector growth, supporting export trade and driving job creation. Beyond this direct impact, the programme has evidenced the value of locally delivered innovation funds and has demonstrated the effectiveness of new strategic interventions. This bolsters the case for further devolution of business growth funding and greater local influence over national business growth programmes.

3.4 Each of the projects supports various elements of the city's Economic Strategy, contributing towards our ambitions to build a dynamic private sector, strengthening the city centre, building an inclusive economy and bolstering a high profile city brand. The strategy sets out the city's ambitions for SME growth across the whole sector, particularly GVA driving businesses and companies with the most growth potential.

#### 4.0 THE KEEP SHEFFIELD WORKING FUND

##### 4.1 Establishment of the Fund

The Keep Sheffield Working Fund was announced in March 2012 when the Council Budget agreed for 12/13 allocated a '£400,000 investment in a 'Keep Sheffield Working' fund to help the Council to do all it can to:

- create the conditions for private sector growth
- get behind new ideas that will help create jobs and drive the local economy forward
- act swiftly to pump prime short-term growth initiatives
- react to new opportunities during the year.'

In June 2012 Cabinet agreed an additional carry forward request of £200,000 with the option of an additional £200,000 subject to the 13/14 business planning process. This additional amount was confirmed in August 2013 meaning the total fund was £800,000. The fund was also extended into a third year to allow project to deliver across 2013-2014 year end. The fund is fully allocated against a range of projects, which are detailed within this report. The report reflects the two year interim position.

An Individual Cabinet Member Decision for the fund was taken in September 2012 to delegate expenditure to the Director of Creative Sheffield.

The Keep Sheffield Working Fund Steering Group was consequently established in September to consider projects, to oversee the use of the fund and advise the Director of Creative Sheffield in the discharging of his delegated authority. The steering group is chaired by the Cabinet Member for Business, Skills and Development with the other members being the Cabinet Member for Finance and Resources and the Director of Creative Sheffield. This steering group meets bi-monthly.

The development and delivery of projects can be viewed in three stages, with the steering group involved in each stage of the process:

1. **Project Generation:** Creative Sheffield and the wider Economic Portfolio Briefing Group generate project ideas. These are often presented to the steering group during development stage for initial feedback.
2. **Considering Projects:** A full project proposal is then presented to the steering group for consideration. Key considerations include

the ability of the project to generate jobs and growth, the sustainability or legacy of the project and whether the project can lever in additional investment. Projects must also satisfy Council requirements regarding procurement, accountability and fairness.

- 3. Monitoring:** The steering group receives highlight reports from each approved project outlining outputs, spend, key achievements and risk. This allows the steering group to identify any barriers to progress for projects and how these can be addressed. More detailed updates from two projects are presented at each meeting.

#### 4.2 Keep Sheffield Working Fund Projects

To date the Keep Sheffield Working Fund has supported six projects, with delivery schedules for 1-2 years. These projects have been designed to tackle a range of economic issues and all contribute towards driving business growth and job creation.

Project	Allocated	Outcomes
Export Pilot Programme	£90,000	<p>Designed to provide intensive export support for businesses.</p> <ul style="list-style-type: none"> <li>Actively engaged with 26 clients</li> <li>12 companies have received financial support with their export activities</li> <li>Supported companies to extend trade relationship to 17 different countries.</li> </ul>
Work Programme: Self-Employment Option	£80,000	<p>To support SENTA to deliver the self-employment option for the Work Programme.</p> <ul style="list-style-type: none"> <li>51 clients on the caseload</li> <li>6 jobs starts</li> </ul>
Sheffield RISE	£150,000	<p>A bespoke internship scheme to help Sheffield SMEs attract graduates for their businesses</p> <ul style="list-style-type: none"> <li>51 6-12 month internships delivered during 2013, delivering an economic impact to GVA of £625,000</li> <li>18 of 21 completed internships have converted to permanent positions and 1 has secured alternative employment.</li> <li>The £150,000 pump priming finance has also secured approximately £100,000 in additional external funding</li> </ul>
SME Loan Fund	£150,000	<p>£150,000 to form the basis of a SME loan fund, matched with partner funding to make a Loan fund of up to £1 million. This £1million is aimed at supporting SMEs with loans of between £5,000- £25,000.</p> <ul style="list-style-type: none"> <li>10 loans made so far</li> <li>£95,250 of Keep Sheffield Working (£150,000) has been invested in Sheffield businesses so far, with £270,250 loans made in total by the fund</li> </ul>
Threshold Company Programme	£200,000	<p>A programme designed to work intensively with businesses considered to have the most rapid potential for growth</p> <ul style="list-style-type: none"> <li>17 companies on the programme</li> <li>£177,500 has been invested so far in 13 businesses</li> <li>For every £1 invested by Keep Sheffield Working Fund,</li> </ul>



		<p>£4.69 has been levered elsewhere</p> <p>Forecasted anticipated impacts of the programme's support reveal that the initiative will help the companies:</p> <ul style="list-style-type: none"> <li>• Increase turnover by 42% within 3 years; and</li> <li>• Create at least 2.5 jobs within 3 years.</li> </ul>
Summer Saturdays	£82,000	<p>A programme of events and activities designed to promote the city centre during the summer months:</p> <ul style="list-style-type: none"> <li>• Footfall levels protected</li> <li>• Dwell time increased by 11%</li> <li>• Average spend increased by 12%</li> </ul>

A summary of each project and its outputs to date are outlined below. The remaining £48,000 has been pre allocated to support the development of 'Re-new' Sheffield and the Sheffield Outdoor Economic Strategy.

#### 4.2.1 **Export Pilot Programme**

##### *Rationale*

The Export Pilot Programme is designed to provide intensive export support for businesses. It was allocated £90,000 when it was approved on the 7<sup>th</sup> September 2012. The project aims to work intensively with up to 30 businesses over a period of two years, with an average investment in each business of £3,000.

International trade and exports will play a critical role in delivering private sector growth in jobs, GVA and productivity. A UKTI report, '*Bringing home the benefits: how to grow through exporting*' found that 58% of exporters say that exporting enables them to reach levels of growth which are otherwise not achievable. The Sheffield Economic Strategy sets out one of the city's key actions to 2015 being to help more businesses export, as part of its objective to harness the potential of small and medium sized enterprises (SMEs). This has been developed further through Sheffield's International Trade Strategy.

Exports drive net wealth generation and help to make our business stock more resilient by being less dependent on local expenditure. The step change in growth and productivity that an increase in exports can generate makes it a key area of activity for creating the conditions for private sector growth.

Within the context of an anticipated International Trade Strategy, this pilot project was designed to show how a pro-active and planned approach to exporting can deliver significant new business and lead to new employment.

Businesses are referred to the project through a variety of partners including UKTI, SENTA and the Council's Business Transformation Team. There were no fixed criteria for companies coming on board but

businesses were recruited which:

- have achieved demonstrable growth or have the capacity to grow;
- have an experienced and committed management team; and
- have no or limited experience of exporting, but have products or services likely to be of interest internationally.

Above all, the companies should be capable of committing resources to overseas market development over a 12 month period.

Once accepted onto the programme, a project manager works intensively with businesses to research the export opportunities available and then prepare the approach to the appropriate market. An important part of the programme has also been follow-on support for the business once they have engaged with a new market.

An average investment of £3,000 was allocated to each business upon agreement of a suitable intervention. This investment has been used for research, preparing for market, or as a subsidy for visiting a market.

### *Delivery and Outcomes*

#### *Delivery against objectives:*

The project is actively engaged with 26 clients, with 46 companies referred to the programme in total. The businesses have been from a variety of sectors including manufacturing, food and drink, digital and media, low carbon and healthcare.

Twelve companies have received financial support with their export activities so far, and for a variety of different purposes including licensing and accreditation, labelling, trade and exhibition visits. Reflecting wider research on the issue, the pilot has found that businesses often have an 'accidental' approach to exporting rather than developing a strategic plan. There can also be more logistical barriers for businesses such as certification and regulations. Therefore, the combined offer of a dedicated adviser and financial support is an effective approach to help overcome these issues.

The project has also helped to identify the importance of a dedicated advisor who can broker appropriate support – this level of support required by businesses was not anticipated and the learning from this has contributed significantly to the city's thinking about how best to provide export support in the future.

The Keep Sheffield Working Fund has recognised the positive impact of the project, and the latent demand amongst Sheffield businesses for this type of support. Consequently, the steering group has recommended that export support should be a priority for any future Keep Sheffield Working Fund investment.

### *Economic impact*

The impact of this programme in terms of new orders placed will be seen within the next 3-6 months, however a number of businesses have already engaged with new markets. Countries that businesses on the programme are now exporting to are as follows:

- The Middle East: Saudi Arabia , Dubai and Qatar in particular
- North America: USA and Canada
- Asia: Singapore, China, Thailand, Cambodia, Bangladesh
- South America: Brazil
- Europe: Sweden, Norway, Germany, Belgium, Croatia, Switzerland

### *Wider impact*

This pilot has had a significant wider impact on both city and City Region policy. One of the key lessons learned from the project has been the demand for a brokerage role that provides intensive one to one support in the lead up to exporting. Identifying this gap has informed Sheffield City Council's International Trade Strategy and the Sheffield City Region Strategic Economic Plan (SEP). The International Trade Strategy proposes using a brokerage role as part of wider ranging interventions to support businesses not currently exporting.

As well as helping to identify what businesses require in terms of support, the project has also facilitated positive working relationships with existing providers of export support such as UKTI and SENTA and helped Sheffield City Council to engage with these providers as part of the International Trade Strategy.

#### ***Example case study***

Revolution Hair Concepts was founded in 2010 and specialises in keratin based hair care treatments. The company was already established in other overseas markets, but had identified the Middle East as an area of significant potential because of its affluent population.

The company experienced a number of barriers to this market which the Export Programme helped them to overcome. This included customs issues and a requirement for certification to evidence that the product was BSE free. The programme then supported the business to establish the product and adapt it for the Middle East market, including the relabeling of the products. A visit to a major company in the Middle East resulted in a first order being shipped which will bring in circa £100k within the first year.

#### **4.2.2 Work Programme: Self-Employment Option**

## *Rationale*

£80,000 of the Keep Sheffield Working Fund has been allocated to support Sheffield Enterprise Agency (SENTA) to deliver the self-employment option for the Work Programme. This project was approved on the 4<sup>th</sup> October 2012 and following recruitment and interim arrangements the service began delivery in April 2013.

This project helps supports the city's aspiration within its Economic Strategy to build an inclusive economy, which connects people to training and jobs. The project also supports the Keep Sheffield Working Fund principle to get behind new ideas that will help create jobs and drive the local economy forward.

The aim of the project is to deliver an improved service for unemployed and workless people looking to become self-employed by better integrating the service with Sheffield's existing enterprise provision, which includes start-up loans. The service was initially delivered by organisations outside the city and as a result was often disconnected from other Work Programme provision in Sheffield as well as Creative Sheffield's wider enterprise support.

Furthermore, the payment mechanism associated with the Work Programme can deter, or even prohibit, smaller providers from taking on the initial outlay and risk associated with providing the service. By using the Keep Sheffield Working Fund to fund the initial outlay, it has allowed a service to be set up that can provide good quality support to Sheffield people who have expressed an interest in becoming self-employed.

The Work Programme is delivered by DWP contracted service providers who have been given complete autonomy to decide how best to support participants while meeting their minimum service delivery standards. The SENTA Self Employment Option of the Work Programme can be broken down into 3 key phases:

- **The first 16 weeks:** initial engagement and supportive interventions designed to prepare the client for steps into self-employment, for example developing a business plan and the steps towards implementation;
- **16 weeks onwards:** assessing the skills and capability of the individual; considering the business idea and fleshing out the business plan;
- **Final stage** (up to 60 weeks): if clients reach the required standard, they will be able to access support from the Work Programme and the Creative Sheffield Enterprise Programme (support with business planning; mentoring and advice; access to finance).

The Keep Sheffield Working Fund has helped to secure two business adviser posts and administrative support for 18 months.

The Work Programme operates on a payment-by-results model. For an individual client, the delivery organisation will receive a small initial referral fee but the remainder of the funding is dependent on outcomes and sustainment. It has been agreed that outcome payments would be reinvested into the service to enable the service to become sustainable.

### *Delivery and Outcomes*

#### *Delivery against objectives*

So far, 51 clients are currently on the caseload representing the considerable work has gone into building relationships with other Work Programme providers in the city to establish SENTA as the lead contact for self-employment clients.

Some of the clients using the service have, as a result of the advice they have received, decided against self-employment but have secured employment elsewhere. Of the number that have become self-employed, the types of businesses that have been set up include a courier service, a building firm and a social enterprise.

#### *Economic impact*

The project has improved the local delivery of the self-employment aspect of the Work Programme in Sheffield and has achieved 6 jobs starts so far (either into employment or self-employment). The 51 existing clients are receiving support to help improve their capability and skills in gaining employment.

#### *Wider impact*

Before this service was established, there was no dedicated support for the self-employment option of Work Programme in Sheffield which meant that Sheffield people were receiving a limited service. Alongside their delivery of the New Enterprise Allowance scheme and Barclays Enterprise Programme, the service at SENTA has developed a broad offer for people considering self-employment coming from a background of unemployment and economic inactivity.

#### ***Example case study***

RL came to the service looking to set up as a self-employed builder/handyman. He had been long-term unemployed and has caring responsibilities as a lone parent to two young children.

The adviser agreed that he would need to draw up an action based business plan and started the process with a number of meetings. R gained a contract almost straight away and SENTA continued to keep in touch and support him as he registered the business with the revenue and set up his book-keeping system.

R has put in great effort to ensure that he has been fully employed since starting up and he has now been trading for over 13 weeks now. In fact, although R is keen to further develop his business plans for the future with SENTA, he is having difficulty finding the time because he is so busy with his new business.

#### **4.2.3 RISE – connecting business and graduates**

##### *Rationale*

RISE is a bespoke internship scheme to help Sheffield SMEs attract the best and brightest talent for their businesses. It aims to connect what are two of the city's greatest economic assets, our SMEs and our highly skilled graduates, to ensure that the city's improving skills profile is utilised to full effect in our economy. This project was allocated £150,000 at the Keep Sheffield Working steering group on 14th February 2013 and the pilot scheme was launched in April 2013.

The RISE internship scheme supports the delivery of the economic priorities set out in the city's Economic Strategy. The project directly generates jobs as well as creating the wider conditions for private sector growth in SMEs due to the application of high level skills. RISE was a new innovation to drive growth and needed pump priming funding to test and prove the schemes effectiveness, with the long term aspiration of securing external funding.

The pilot scheme was commissioned to deliver the following outputs:

- 60 graduates will have assessment centre experiences with feedback
- 30 graduates will have a business induction experience before their internship
- 30 graduates will be placed in businesses for internships (6 months or longer is the aim)
- A conversion rate from internship to employment of at least 50%, so 15 graduates into sustained employment

Sheffield's Economic Strategy prioritises private sector growth, particularly within the city's small and medium sized businesses (SMEs), in order to meet the city's economic growth ambitions. The strategy also highlights the vital role improving skills levels can play in supporting business growth, through driving improvements in productivity and innovation. However, analysis has indicated that Sheffield's highly skilled population is not sufficiently penetrating the private sector, particularly SMEs. For example, Sheffield universities produce over 19,000 graduates annually, yet too many of these graduates are not utilised by the city's

businesses. A recent survey by the Local Enterprise Partnership shows that only 18% of SMEs employ graduates<sup>1</sup>. This falls to 17% for businesses who employ less than 50 people.

There are real barriers which needed to be addressed to create new opportunities for SME to take on graduates. These included;

- Selling our graduates to SMEs - Articulate to SMEs the value a graduate can bring to their business, helping the businesses identify new additional graduate level positions.
- Selling our SMEs to our graduates - Communicate to graduates the benefits of working for a SME.
- Brokering the recruitment mismatch between SMEs and graduates through the agglomeration of SME demand and undertaking rigorous selection procedures on behalf of the SMEs.
- Supporting SMEs to provide a structured internship for graduate roles.
- Tackling work readiness and supporting graduates through the transition from university to work

To respond to these challenges, a city partnership between Sheffield City Council (Creative Sheffield), Sheffield Hallam University and The University of Sheffield, drawing on key private sector partners and stakeholders came together to design and pilot a bespoke internship programme for SMEs. This programme equips SMEs with the tools, advice and skills they need to access and utilise graduate talent, and prepare graduates for the fast paced and flexible world of work within SMEs.

RISE is designed specifically for SMEs, bringing together the best of the tried and tested elements of internships and introducing new innovations. The principle of being business focused is at the centre of how the RISE offer was designed, providing support and making operational decisions in the programme's marketing and contact with SMEs. RISE emulates a large corporate graduate development scheme, uniquely customised for SMEs and delivered at city level. It is the UK's first *city* graduate scheme.

A website for graduates and businesses has also been developed and launched ([www.RISEsheffield.co.uk](http://www.RISEsheffield.co.uk)), alongside a facebook page and LinkedIn group.

RISE was delivered through 3 specialists SME partners, Gradconsult, Gradcore and Common Purpose. These partners support the businesses and graduates through designing a bespoke internship for each graduate job, providing 1-2-1 brokerage and support, business mentors and a £1500 subsidy. The project also recruited the graduates through corporate standard assessment processes, coupled with a business induction and Continuous Professional Development for graduates.

### *Delivery and Outcomes*

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<sup>1</sup> Data from LEP skills survey, based on SCR, survey of 899 companies

### *Delivery against objectives:*

RISE has successfully delivered its outputs, supporting 31 graduates into internships in 25 different SMEs. The 31 graduate roles stimulated over 700 applications from graduates and 120 of these applicants undertook assessment centres receiving comprehensive feedback. This feedback led to further graduates securing jobs.

These outputs were secured between April 2013 – September 2013. Due to the success of the project, Sheffield Hallam University and The University of Sheffield contributed further funding to extend the project. This attracted a further 3000 applications from graduates and enabled a further 20 graduates to be placed in 15 additional businesses.

The internship jobs are 6-12 month placements with salaries ranging from £14,500 to £24,000pa. 65% of successful applicants are graduates from Sheffield universities, with 35% from other universities, developing Sheffield's reputation as a Graduate City.

Through Keep Sheffield Working funding, RISE successfully demonstrated:

- that by tailoring an internship programme to meet SME needs we can overcome the key barriers experienced by SMEs in recruiting and employing graduates.
- that we can successfully increase the number of SMEs employing graduates as well as improving the quality of the experience for both the business and graduate.
- that by creating a SME internship package, and agglomerating SME job opportunities, we can establish SMEs as a career option for graduates.

The success of the scheme through 2013 had led to positive support in the city and national recognition through nominations for national awards such as The Guardian Higher Education Awards and Association of Graduate Recruiters Awards. Other cities have also shown interest in developing similar schemes. The project has now also secured further funding to deliver a further 65 internship jobs through 2014.

### *Economic Impact*

- RISE had secured 51 6-12 month internships during 2013. This has delivered, to date, an economic impact to GVA of £625,000 through salaries.
- 21 of the 51 internships have reached the end of their agreed internship period, of which 18 have converted to permanent position and 1 has secured alternative employment. This is much higher than the 50% conversion rate we aimed for. We expect this trend to continue and that the conversion rate will achieve in excess of 75%.
- The £150,000 pump priming finance from Keep Sheffield Working Fund has also secured approximately £100,000 in additional external



funding securing the future of the project through 2014.

*“The quality of the RISE jobs show once and for all Sheffield can deliver great graduate careers.” (Private sector representative, Garry Meakin)*

*‘Opportunity has come knocking for some of Sheffield’s brightest graduates’ (Sheffield Star)*

*“We’ve recognised that continuing to employ more graduates is the right way forward for our business” (RISE business)*

This delivery model has unearthed latent demand in the SME-graduate job market and inspired city support. Keep Sheffield Working Funding has been the catalyst for RISE.

RISE is about creating Sheffield as a key graduate destination with all types of employers. RISE targets SMEs, as this sector provides the city with the greatest potential to "grow" graduate new opportunities.

*Wider impact:*

By attracting over 1000 applications RISE is putting Sheffield on the map as a city that attracts and utilising graduate talent. Other towns and cities are looking to RISE as best practice and the scheme has been recognised nationally with nominations for prestigious Higher Education awards such as Association of Graduate Recruiters and The Guardian.

RISE has built stronger positive and proactive relationships with the city’s universities and the private sector, particularly SMEs. This has created momentum to secure future funding and the desire to extend the project to businesses across Sheffield City Region at a larger scale.

RISE also helps to stimulate longer term business growth. Small businesses need graduate level skills to support business growth and drive future productivity and innovation. Some RISE companies are already recruiting further staff based on the business benefits of graduate talent through RISE.

***Example case study***

Wilson Benesch design and manufacture high end audio products. Christina and Craig, the company directors, worked with RISE to find two 3D CAD-CAM designer engineers, to help deliver on specialist design work that needed to take place in 2013 to help the company achieve its 5 year business plan. RISE took all of the hard work out of finding the right graduates for their business. “RISE offered us the

flexibility to give a graduate a short-term opportunity and really try out how they settle into the team and get to grips with the role. We have been involved in various different schemes to support small business growth and without doubt this is the best one we have been involved in. It has been excellent. In fact after doing the interviews we decided to recruit two graduates, rather than just one, which has been hugely beneficial and a very worthwhile investment”

The company has identified the direct business benefits of employing graduate talent through RISE, highlighting that the graduates have created a real engine for business growth and innovation in the business. The two internships have now both been converted into permanent jobs.

In the New Year the company will be looking to invest in new people in the machining and production area, in order to maintain the production schedule and keep pace with the newly generated R&D demands.

#### **4.2.4 SME Loan Fund**

##### *Rationale*

£150,000 of Keep Sheffield Working Fund has been combined with £250,000 Local Enterprise Growth Initiative legacy funding and match-funding from delivery partners Donbac to create an SME Loan Fund of up to £1 million. This was launched in September 2013.

The loan fund was commissioned to make up to 30 loans of between £5,000 – 25,000, with the prospect of it becoming a revolving fund that could re-invest in businesses when loans were repaid.

The Keep Sheffield Working fund approved the loan fund as a way of creating the conditions for private sector growth. Sheffield’s business base is primarily made up of small and medium size enterprises (SMEs) and it is vital that we ensure start-ups and small businesses grow in order to create a sustainable economy that provides jobs for the local workforce.

However, despite a number of Government initiatives designed to encourage the banking sector to lend, research by the Community Development Finance Association, backed by the RBS group points to un-met demand for finance for micro and small businesses that do not qualify for traditional bank funding.

This fund aims to address this gap, distributing loans of between £5,000-25,000. This helps support one of the city’s key actions outlined in the Economic Strategy, which is to improve access to finance in order to

harness the energy and potential of Sheffield SMEs. Encouraging businesses to expand and sustaining that growth is a key part of our strategy going forward.

The fund is managed by an experienced small business lender, Donbac, who is responsible for all investment decisions but supported by the Council with regular case reviews and quality checks. Loans are available for early stage and established businesses ideally with at least a one year trading record and paying their business rates to Sheffield City Council.

Loans are considered for:

- Working Capital
- Purchase of equipment
- Business expansion
- To supplement bank overdrafts and provide headroom

The majority of clients have come as a direct referral from banks with the remainder evenly split across accountants, intermediaries and Sheffield Enterprise Agency (SENTA). Due to the level of demand Donbac have now recruited an investment manager dedicated to all Sheffield cases.

#### *Delivery and Outcomes*

##### *Delivery against objectives:*

So far, 10 loans have been made with three more in the pipeline. Enquiries for the fund have been very healthy due to the significant work with banks to publicise the fund.

The loan fund has supported a wide range of businesses including a marketing company; a gym; a social care company; a fashion boutique; a lighting company; a coffee shop; a telesales company; and a cosmetic treatments product company. Loans have been used to invest in product development, renovations and providing working capital.

##### *Economic impact:*

- The £150,000 Keep Sheffield Working investment has unlocked a fund of approximately £1 million. This means that for every £1 of Keep Sheffield Working Fund that it is invested in businesses, a further £5 is invested from other sources
- So far £95,250 of Keep Sheffield Working Fund has been invested in Sheffield businesses, which is part of £270,250 total investment by the fund

##### *Wider impact:*

The loan fund has demonstrated the demand for this size of loan in the city which has helped to inform the Sheffield City Region Growth Plan, which sets out the requirement for loans for SMEs in order to support future growth potential.

The recruitment of a manager dedicated to Sheffield at Donbac has also improved the accessibility of Donbac's financial services to Sheffield businesses.

### ***Example case study***

Courtyard Coffee House in Heeley, part of the Langton's Antiques Centre, has been renovated, as a result of the SME loan fund. The café, which forms part of the city's Antiques Quarter, now has a new kitchen and décor thanks to the £10k loan.

Courtyard Coffee House was spotted by husband and wife team, Andrew and Jacqui Saint, who, realising it held real potential, decided they wanted to run the business and be part of the community at the Antiques Centre.

Owner of Courtyard Coffee House, Andrew Saint said:

"We were familiar with the business and we both felt it was a real gem as we have previous catering experience and we could see huge potential. We felt we could really make our mark in a positive way through the correct management, marketing and a re-fit.

"In the first week alone we doubled our takings thanks to a thorough clean of the premises but we wanted to make a real difference to the coffee house and knew renovation was the way to do this.

"We approached our bank for a loan who recommended we speak to Creative Sheffield and Donbac about the SME loan fund. We had a £10k loan from the SME loan fund and were also able to access additional funding from Donbac to help us develop the business.

"To date, we've retained the existing employee and hired a new employee. Our aim is to become a key part of the Sheffield Antiques Quarter and the antiques trail in Sheffield. Recent publicity around the Antiques Quarter has helped to boost footfall to the area and we hope this will in turn increase our growth and profit."

## **4.2.5 Threshold Company Programme**

### ***Rationale***

The Threshold Company Programme is a programme designed to work intensively with businesses considered to have the most rapid potential

for growth by working with them to develop a growth plan and identifying and addressing a barrier to that company's growth.

This project was allocated £200,000 when it was approved by the Keep Sheffield Working Fund Steering Group on 22<sup>nd</sup> May 2013.

The project was commissioned to deliver the following outputs:

- Up to 25 business supported by the programme
- An investment of up to £15,000 per company for a key intervention to unlock growth potential
- 5 group networking events organised

The project received approval from the Keep Sheffield Working Fund in order to support new ideas that will help create jobs and drive the local economy forward.

To achieve both Sheffield and Sheffield City Region's economic ambitions, we need to increase the growth and productivity of the existing business base. Accelerating the growth potential of our high performing businesses is a key objective within Sheffield's Economic Strategy and is vital in order for Sheffield to address its productivity gap. A project to champion the next generation of leading businesses is highlighted as a key action by 2015 for the city.

Many places in the UK claim to have similar high growth programmes. "Gazelles" is often a term used to describe these kind of firms as well as being a specific business support initiative. This project was about taking the 'Gazelles' concept to the next level and really working with a very limited number of business leaders that have exceptional prospects. Offering this kind of tailored support to companies with high growth potential brings forward the timing of the additional growth, and can magnify it.

Throughout spring 2012, 50 intermediaries (banks, lawyers, business advice services) were consulted and helped to develop the concept of the Threshold Companies Initiative. Considerable work went into testing the proposition and clarifying the nature of the product offered by the programme before launching the scheme.

The following criteria was used to identify these companies:

- Located in the city in any sector;
- Financially stable with demonstrable growth;
- Senior management are committed to growth;
- Open to support from Creative Sheffield; and,
- Identified growth barrier or opportunity.

The programme provides the following support to businesses that meet the criteria:

- Dedicated support from a Growth Advisor to develop a Growth Plan;
- Access to complementary support schemes;
- Access to a range of high-profile events; and
- Flexible investment of up to £15,000 (examples of investment include management capacity, developing new products and developing new markets)

### *Delivery and Outcomes*

#### *Delivery against objectives:*

So far, the programme has received 49 formal enquiries which has resulted in 17 companies so far on the programme. The assessment criteria for businesses were rigorous to ensure the benefits of the programme are maximised, although unsuccessful companies were referred to other business advisory services where this was appropriate.

£177,500 has been invested so far in 13 businesses with the remaining funding allocated. One of the key features of the initiative is the diversity of both the business supported and the nature of their growth barriers or opportunities. The specific interventions range from training for the management team to address recognised weaknesses, to the development of innovative new products. We are also assisting companies to enter new markets and invest in technology to increase efficiencies.

#### *Economic impact:*

- From the companies that have produced growth plans so far, for every £1 invested by Keep Sheffield Working Fund, £4.69 has been levered. The average amount of leverage per company is £59,562.
- Business confidence and ambition – this will be measured when the initiative has developed further

Each company on the programme develops a growth plan outlining the growth barrier or opportunity that the programme will help them overcome or address. The growth plans also forecast the anticipated impacts of the programme's support, and analysis of the plans agreed to date reveal that the initiative will help our Threshold Companies:

- Increase turnover by 42% within 3 years; and
- Create at least 2.5 jobs within 3 years.

#### *Wider impact:*

In addition to the economic impacts outlined above, the value of establishing and building upon the contacts made with these high growth businesses should not be underestimated in the long-term because of the potential role they could play in the future Sheffield economy.

In addition, the programme aims to encourage peer-to-peer support

through a set of group events for the businesses participating. The content and format of these events is flexible in order for the businesses themselves to inform the planning of them.

The initiative has demonstrated the value of working closely with intermediaries from the outset, allowing them to shape and inform the 'product' that is being offered. However, it has also raised awareness of Creative Sheffield's work across the city, and contributed towards changing business investors' perceptions of Sheffield by raising the profile of innovative businesses with high growth potential.

This programme was designed to pilot a new approach to working with businesses with high growth potential: it was not focused on a specific sector and it made no assumptions about the types of barriers these businesses faced. The findings from this work has helped to inform the 'Top 1000 growth deals' initiative outlined in the Sheffield City Region Economic Plan, which will focus on giving intensive support to the local businesses with the highest potential for economic growth.

#### ***Example case study***

Ceramisys is an international manufacturer of synthetic bone graft substitutes for dental and orthopaedic applications. The company is committed to growth and is investing to increase capacity and introduce new product lines. One of the barriers the company faces in launching new products is securing the confidence of buyers from the NHS and health services abroad. A key tool in securing this confidence is the development of robust clinical evidence and the support of surgeons and medical practitioners. The Threshold Companies Programme is assisting Ceramisys implement a three-stage approach:

- Generate interest by demonstrating the benefits of ReproBone® range to surgeons at international conferences;
- Build relationships with selected surgeons; and,
- Develop a clinical evidence portfolio that is applicable across Europe.

In doing so the company will remove the final barrier they face in achieving greater global success and increased market share. Generating a larger clinical evidence portfolio will put Ceramisys in a strong position to directly compete with the major international orthopaedic companies who already have established clinical portfolios and product champions. The company forecasts turnover growth of 64% over the next 3 years and creating at least 4 new jobs.

#### **4.2.6 Summer Saturdays**

## *Rationale*

Summer Saturdays consisted of a programme of events during the summer months of 2013 with a focus on Saturday's between 1pm-7pm. It was approved and commenced in July 2013 with a budget allocation of £82,000.

The programme of events was underpinned by a comprehensive marketing campaign and utilised existing events such as Tramlines, Doc Fest, Pride and Sheffield By The Seaside.

The project was commissioned to deliver the following outputs:

- Maintain footfall
- Increase dwell time
- Increase opportunities for secondary spend, particularly in leisure, food, drink and retail
- Improve confidence in the city centre

The key message promoted throughout the summer, through a strong city and regional marketing and communications campaign, was that there was always something happening in Sheffield City Centre on Saturday.

Sheffield city centre is vital to the success of both the city and city region economy: city centres are hubs for employment, retail and cultural amenities and a vibrant city centre can help to generate new jobs and economic growth. This is why it is a priority for the city, contained within the Economic Strategy, to ensure our city centre is fit for purpose for the 21<sup>st</sup> century.

However, the city currently suffers a comparatively low spend from those who visit and use the city centre. City centre footfall is inconsistent, retail ATV is between £5 and £10 which highlights that most consumers spend in medium quantity but low value transactions. Feedback from retailers suggests shoppers also have a low dwell time, which has a knock on effect for secondary spend.

Within the context of the repositioning of the new Retail Quarter in the spring of 2013, the need for a short-term intervention to demonstrate the longer-term ambitions for the city was identified.

The Summer Saturdays programme consisted of a series of events and activities designed to promote the city centre by:

- Encouraging visitors to spend more time in the City Centre;
- Offering events aimed mainly at families but including all ages;
- Providing a fun, vibrant and memorable experience;
- Providing retail therapy, food, drink and entertainment;
- Entertainment including; markets, dance, music, open air cinema, celebrations, art, fairgrounds and the Sheffield seaside; and



- Suiting all budgets

### *Delivery and Outcomes*

#### *Delivery against objectives:*

The programme of events included:

- The development of new content to complement the existing city centre calendar of events (for example street theatre)
- An outdoor cinema showing family films
- 'Free Pass Sheffield' to stimulate footfall over three weeks, whereby visitors could collect vouchers from city centre retailers to use fairground rides for free the following weekend, and then use the vouchers for discounts with the retailers the week for the third weekend.

The events programme was underpinned by a comprehensive marketing campaign which involved TV, radio and print advertising and had a strong presence on social media. This resulted in Summer Saturdays winning an APCOM Design Award for Best Cross Media Campaign.

An evaluation of the success of Summer Saturdays was undertaken. The key findings from the report included:

- The overall views of visitors were towards the positive regarding both liking the overall appearance of the city and the city looking different and special.
- Events such as Summer Saturdays are a more significant attraction to visit the city centre compared to food and drink deals, parking deals and exclusive sales.
- Sheffield Summer Saturdays attracts visitors of both gender and of all ages, with a focus specifically on those aged 25-44 years old, and being more likely to have children than not.
- Whilst not directly affecting an increase in spend, duration of stay is higher and one fifth of visitors did go to new shops/outlets/businesses on the day.

#### *Economic impact:*

- Footfall levels protected
- Dwell time increased by 11%
- Average spend increased by 12%

It has been acknowledged that the programme of events benefitted from good weather; with a large proportion of these events being weather dependent.

#### *Wider impact:*

The value of social media in promoting the city centre activities is

regarded as one of the biggest legacies from the project. In addition, the programme of events and evaluation has provided a valuable insight into 'what works' regarding city centre activities to drive footfall by helping to identify what motivated people to visit Summer Saturdays. These lessons will be applied to future city centre events.

Feedback from businesses has been positive, and the programme can be seen to have supported business confidence in the city centre. The initiative has demonstrated the value of pump priming a partnership with city centre retailers to generate increased activity.

#### **4.3 Impact of programme to date**

Overall, 18 months after the Keep Sheffield Working Fund was formally established, the programme has achieved to date the following outcomes:

- Over 90 businesses supported (to increase to 130 by the end of December 2014).
- £740,000 invested into supporting businesses growth and creating jobs, of which £330,000 has been direct investment into small and medium sized companies (SMEs) to support growth or export plans. By Dec 2014, £424,000 will have been directly invested in SME growth. The remainder has supported bespoke business advice, project management and indirect business support (for example, Summer Saturdays).
- Supported companies to extend trade relationship to 17 different countries.
- The £800,000 has levered in a further £2,110,000 funding through partners and private sector match. This will increase to an estimated £2,300,000 by Dec 2015.
- The fund is on target to deliver 86 jobs over the course of the projects life.

In terms of the wider impacts of the programme these can be summarised as follows:

##### **1. The value of a flexible but focused approach**

The Keep Sheffield Working Fund has demonstrated the value of a fund that has the flexibility to be able to respond to opportunities as they arise, but is underpinned by a programme management approach that monitors performance and allows learning and contacts to be shared across the projects.

##### **2. Relationships and profile**

The fund has also helped to enhance positive working relationships between the Council, businesses, intermediaries and partner delivery organisations such as UKTI. The legacy this creates not only lends the Council a high profile in terms of its business friendly work, but it will also support projects and collaborations in the future.

### **3. Influencing strategy and raising profile**

In addition, a number of the projects have had a significant impact on city region strategy and Sheffield's national profile. By helping to identify some of the key barriers Sheffield businesses face and piloting interventions to address these barriers, the lessons learned from the programme of projects has helped to inform strategies such as the International Trade Strategy and the Sheffield City Region Growth Plan.

### **4. Sustainability**

At approval stage, the steering group has always considered the sustainability of each project. Projects have either reached completion, were designed to be pilot initiatives that required pump priming or have the potential to be self-sustaining. For example, having demonstrated the appetite from both businesses and graduates for graduate internships in SMEs, Sheffield RISE secured further funding from the two Sheffield universities to launch a second cohort of RISE internships. Another example would be the Work Programme Self Employment Option, which is now generating a modest amount of income through the Work Programme payment-by-results framework and has the potential to be self-sustaining

The performance of the projects demonstrates that small growth focused schemes, like the Keep Sheffield Working Fund, which are flexible and can respond to business needs can deliver similar, if not better impact as nationally administered programmes.

This tallies with the findings from other locally delivered funds and bolsters the case for further devolution of local growth funds for local areas to administer. If we take job creation as an example, the £800,000 fund is on target to deliver 86 jobs over the course of the projects' life. This equates to £9,300 per job

In comparison:

- Nationally, the Regional Growth Fund (RGF) Secretariat's estimate of the overall expected average cost per net additional job for the Regional Growth Fund is £37,400.
- The December Finance Yorkshire statistics shows a rate of £15,500 per new or safeguarded job
- The Sheffield City Region RGF programme currently consists of 108 live projects and has a rate of £11,600 per new job.
- The Keep Sheffield Working Fund is on target to deliver £9,300 per job

Cost per job can be seen as a crude indicator of the success of a fund but the Keep Sheffield Working Fund has delivered a number of significant outcomes not directly related to job creation (for example, Summer Saturdays). Taken alongside the wider economic impacts of the fund, this shows that locally delivered, flexible innovation funds that are accessible

to SMEs can perform very strongly and effectively. The Keep Sheffield Working Fund is, therefore, further evidence of the case for further devolution of business growth funding to a local level.

#### **4.4 The future of the Keep Sheffield Working Fund**

The current Keep Sheffield Working Fund has been fully allocated. £200,000 has been identified to continue the Keep Sheffield Working Fund into the 2014/15 financial year. This funding would be allocated to areas of work that have already been identified as a priority by the steering group, for example the International Trade Strategy.

#### **4.5 Financial Implications**

There are no direct financial implications arising from this report. However, reflecting the impact of the Keep Sheffield Working Fund, Special Budget Council resolved on 7<sup>th</sup> March 2014 that it is a priority for the Council to continue to invest in growing the local economy and therefore directed that the 'Keep Sheffield Working Fund' should receive a further £200,000 of investment.

The Keep Sheffield Working Steering Group has agreed that a priority for any further funding would be export support, aligned with the International Trade and Export Strategy.

#### **4.6 Legal Implications**

The Council has the power to take steps to promote the economic development of the city by virtue of section 1 of the Localism Act 2011 (the so called 'general power of competence'). However, in doing so the Council has to be mindful of the need to comply with any applicable UK or EU laws, e.g. state aid legislation.

#### **4.7 Equal Opportunities**

An Equality Impact Assessment was carried out as part of the original Individual Cabinet Member's decision. No negative equality impacts were identified and the conclusions of the EIA remain the same. The breadth of the projects supported by the fund has contributed towards the Sheffield Economic Strategy's objective to build an inclusive economy that supports people to achieve their full potential. The self-employment option of the Work Programme, for example, has addressed issues relating to worklessness and other projects have created job opportunities.

#### **4.8 Economic Impact**

The Keep Sheffield Working Fund has a significant positive economic impact. The projects it funds support a number of strategic priorities outlined in the city's Economic Strategy including supporting Sheffield to be an enterprising and business friendly city, accelerating the growth potential of our high performing business, harnessing the potential of our SMEs, connecting people to training and jobs and supporting the

development of Sheffield city centre. The achievements of the projects will have a long term impact on both delivery and strategy of economic policy in the city and city region.

## **5.0 ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 The option of using the £800,000 set aside for the Keep Sheffield Working fund to support other activities has been considered. However it was felt that investing in activities to create jobs and drive the local economy forward is essential to maintaining the city's competitiveness, as well as the prosperity and wellbeing of individuals and communities.

## **6.0 REASONS FOR RECOMMENDATIONS**

- 6.1 The objective of the Keep Sheffield Working Fund was to help the Council do all it can do to support activities that will help create jobs and drive the local economy forward. The success of the projects supported by the fund has demonstrated the value of a focused but flexible programme of activity which can invest in short term growth initiatives with long term impact.

## **7.0 RECOMMENDATIONS**

- 7.1
- To note the economic impact and outcomes achieved through the Keep Sheffield Working Fund and its contribution toward the Competitive City strategic outcome;
  - To note the financial implications contained in this report; and
  - To consider the lessons learned from the fund in terms of the impact a locally managed, flexible fund can have on local growth and the implications this has for future innovation funds.

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## SHEFFIELD CITY COUNCIL

### Cabinet Report

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**Report of: REPORT OF THE EXECUTIVE DIRECTOR, PLACE**

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**Cabinet Portfolio: BUSINESS SKILLS AND DEVELOPMENT**

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**Date: 16<sup>th</sup> April 2014**

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**Subject: MILTON STREET/PARKWAY CLOSE PROPERTY EXCHANGE**

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**Author of Report: Neil Jones 273 5539**

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#### **Summary:**

- The development of new homes, the regeneration of the City Centre and providing support for businesses are all of vital importance to the city. Officers have been working with a local high quality manufacturing business that wishes to dispose of its existing listed cutlery works in the City Centre in order to relocate to more suitable premises. This property is situated in the Devonshire Quarter and has great potential to form the centrepiece of a new residential led regeneration area building on the successful developments that have taken place nearby.
- The Council owns a property in the Lower Don Valley that has very recently become vacant and which fits the needs of the business. This report seeks authority to exchange these properties with the business remaining in their existing property for up to two years to enable them to relocate in a well-managed way.
- The listed building will subsequently be marketed together with nearby property which is already owned by the Council in accordance with a development brief.

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#### **Reasons for Recommendations:**

- Officers consider that acquiring Eye Witness Works and subsequently marketing it together with neighbouring Council owned land through a development brief will be a significant way in which to partially rebalance the city centre housing market and enhance the regeneration of the Devonshire Quarter.

- Exchanging this property for Council owned premises at Parkway Close will enable a high quality local manufacturing company to relocate to more suitable more modern premises. This should assist the future viability of that business and protect local jobs.
- Allowing the company to remain in the existing premises under a temporary leaseback will minimise holding costs and reduce risk to the Council.

**Recommendations:**

- That Cabinet approves the proposals to exchange the properties at Milton Street and Parkway Close and lease back the Milton Street property on the terms set out in this report.
- That the Director of Capital and Major Projects be authorised to negotiate the detailed terms of the transactions and to instruct the Director of Legal and Governance to complete such legal documentation as is necessary or appropriate to give effect to the transaction.

**Background Papers: None**

**Category of Report: OPEN**



## Statutory and Council Policy Checklist

<b>Financial Implications</b>
YES Cleared by: Paul Schofield
<b>Legal Implications</b>
YES Cleared by: David Hollis
<b>Equality of Opportunity Implications</b>
NO
<b>Tackling Health Inequalities Implications</b>
NO
<b>Human rights Implications</b>
NO:
<b>Environmental and Sustainability implications</b>
NO
<b>Economic impact</b>
YES
<b>Community safety implications</b>
NO
<b>Human resources implications</b>
NO
<b>Property implications</b>
YES
<b>Area(s) affected</b>
City Centre
<b>Relevant Cabinet Portfolio Leader</b>
Leigh Bramall
<b>Relevant Scrutiny Committee if decision called in</b>
Economic and Environmental Wellbeing
<b>Is the item a matter which is reserved for approval by the City Council?</b>
NO
<b>Press release</b>
NO

## MILTON STREET/PARKWAY CLOSE PROPERTY EXCHANGE

### 1.0 SUMMARY, OUTCOMES AND SUSTAINABILITY

- 1.1 **Summary:** The development of new homes, the regeneration of the City Centre and providing support for businesses are all of vital importance to the city. Officers have been working with a local high quality manufacturing business that wishes to dispose of its existing listed cutlery works in the City Centre in order to relocate to more suitable premises. This property is situated in the Devonshire Quarter and has great potential to form the centrepiece of a new residential led regeneration area building on the successful developments that have taken place nearby.
- 1.2 The Council owns a property in the Lower Don Valley that has very recently become vacant and which fits the needs of the business. This report seeks authority to exchange these properties with the business remaining in their existing property for up to two years to enable them to relocate in a well-managed way.
- 1.3 The listed building will subsequently be marketed together with nearby property which is already owned by the Council in accordance with a development brief.
- 1.4 **Outcomes:** A key objective of the Sheffield Housing Strategy 2013-23 is to increase the supply of new homes in the city. The Strategy also states that 'a balanced and well-functioning housing market across all neighbourhoods in the city is vital in achieving a Great Place to Live' and that 'our vision for housing development in the future is based on the renewal of the existing urban areas rather than spreading out into the countryside'. The future development in the City Centre that will be enabled as a result of the proposals in this report will contribute to these objectives.
- 1.5 The Consultation Draft of the City Centre Masterplan 2013 also recognises the importance of good quality neighbourhoods in the City Centre, including in the Devonshire Quarter and the need to try to produce a more balanced housing offer in terms of type of housing available. There is a specific proposal 'working with the developers of 'stuck' housing sites to restart these projects aimed at a wider market with a target of 500 new homes over 3 years'.
- 1.6 The Sheffield Economic Strategy contains six economic objectives including 'Distinctive and High Performing Sectors'; 'A Dynamic Private Sector' and 'Future Proof Infrastructure'. These are to be delivered through actions such as 'Promoting our USPs and Sector Strengths'; 'Accelerating the growth potential of our high performing businesses'; 'Delivering a fit for purpose 21<sup>st</sup> Century City Centre' and 'Unlocking the investment potential of the Sheffield-Rotherham Don Valley'. The proposals in this report which will assist Taylors

Eye Witness Ltd to relocate to more appropriate premises in the Lower Don Valley will have a positive outcome on all of these.

- 1.7 **Sustainability:** There are no direct environmental implications arising from the proposed exchange. However the brief which will be prepared for the future redevelopment will include requirements to promote sustainable development. Promoting the reuse of the listed building and providing more homes in the city centre, hence reducing the need to travel, will have significant environmental benefits.

## 2.0 BACKGROUND

- 2.1 A successful city centre needs to include a variety of uses. So, in addition to an attractive range of shopping, modern offices, a vibrant leisure offer and high quality cultural facilities it is vital that a strong and balanced residential community is established.
- 2.2 Over the past 10 years the area around Devonshire Green has begun to develop as an attractive part of the City Centre in which to live as well as to work and shop. However the area between the popular Broomsprings housing development and Moorfoot is currently in a declining state with several vacant development sites which have stalled residential planning permissions and a small number of manufacturing and storage businesses who mostly wish to relocate to smaller more suitable modern premises outside of the city centre.
- 2.3 Whilst development has largely stalled there continues to be interest from student housing developers and there have been new planning permissions granted and some student schemes are progressing. However there is a general concern that the city centre housing market is unbalanced and that more should be done to encourage a mix of townhouses and larger apartments, some of which could be attractive to families or other older households wishing to live in the City Centre. The area around the Devonshire Quarter would be particularly suitable for this as there are community facilities such as doctors and a primary school in the area and an existing successful family housing development of some size at Broomsprings.
- 2.4 Eye Witness Works (shown coloured pink on the attached plan) is a Grade 2 listed Victorian cutlery works. The premises are owned and occupied by a company that manufactures very high quality kitchen knives, scissors and penknives. They also import, package and wholesale other good quality kitchen products and the property is used for a mixture of manufacturing and storage. The building forms part of a larger cluster of metal trades buildings on Milton Street that have been highlighted for their heritage value by English Heritage.
- 2.5 The property is in a reasonable condition for its age but is no longer suitable for modern manufacturing or warehousing as it is spread over 3 storeys in separate buildings with narrow floors. It is also much larger than the

company needs with a lot of unused floorspace. The company is one of Sheffield's best known knife makers, employs over 70 people and has a strong order book but wants to sell Eye Witness Works and relocate to a smaller more modern building in order to secure the long-term viability of the business.

2.6 The City Council has some existing property ownerships in the area shown on the plan. If Eye Witness Works could be acquired then an innovative refurbishment of this very attractive listed building together with the Council's ownerships could form the centrepiece of a residential led redevelopment.

2.7 The City Council also owns a 1970's factory/warehouse property at 9-11 Parkway Close which is the type, size and location of property that would suit the owners of Eye Witness Works. This property became vacant in April 2014 and terms have been agreed in principle for the Council and Taylors Eye Witness Ltd to exchange their respective properties.

### **3.0 TERMS PROPOSED**

3.1 Terms have been agreed, subject to Cabinet approval, whereby the Council and Taylors Eye Witness Ltd agree to exchange the freehold interests in their respective properties with the intention that this is completed as soon as possible. Whilst the company can quite easily move the warehousing part of the business they will need more time to relocate the manufacturing. It is therefore proposed to grant the company a leaseback of Eye Witness Works.

3.2 The lease will be for a maximum of 24 months, contracted out of the Landlord and Tenant Act, with the company having a right to terminate after 12 months if they are able to relocate sooner. No rent will be payable but the company will be responsible for business rates, services, insurance and maintenance of the property.

3.3 The agreed terms will therefore ensure that the Council is not responsible for the costs of holding the vacant property at Parkway Close or at Eye Witness Works whilst proposals are being worked up for the disposal of that property.

3.4 The two properties have both been valued by KAPS on behalf of the Council and are broadly worth the same amount although the Parkway property is potentially worth slightly more. However a straight exchange and rent free lease is considered to be reasonable as the company will have double overheads and be paying business rates on both properties and there is a considerable benefit to the Council in having Eye Witness Works occupied rather than vacant. It would also be virtually impossible to lease it to another tenant without giving a substantial rent free period.

### **4.0 FUTURE DEVELOPMENT**

4.1 As stated at paragraph 2.6 the Council owns other property in the area around Eye Witness Works, in particular there is a vacant site opposite it on

Thomas Street. It is intended that a development brief be prepared in order to market this site together with Eye Witness Works which also includes some cleared land at the rear.

- 4.2 By acquiring this property and producing a development brief the Council will have far more control and influence over the type of development which will take place than through just planning powers. As stated at paragraph 2.3 the area around Devonshire Green is a unique opportunity to encourage a wider mix of city centre housing in order to partially rebalance the market.
- 4.3 The next block along Milton Street from Eye Witness Works is another range of listed buildings called Beehive Works and whilst this is also in fair condition it would benefit from some refurbishment. The Heritage Lottery Fund runs a funding programme called Townscape Heritage Initiative (THI) which is aimed at using the refurbishment of groups of listed buildings to drive regeneration, improve the environment and increase local community appreciation of historic buildings. The City Council has previously run a very successful THI project in the Cultural Industries Quarter and there is considerable scope to run a THI project centred around Eye Witness and Beehive Works. Alternatively, English Heritage (EH) grant funding may be available towards the cost of refurbishment of Eye Witness Works as EH are particularly concerned to ensure the long term future reuse of listed metal trades buildings in Sheffield. Both of these potential funding sources will be investigated before the property is marketed
- 4.4 Securing the future refurbishment of Eye Witness Works and new development on the nearby Council land will have a major impact on confidence of developers to invest in the sites that are currently stalled. Even just the prospect of these proposals will greatly help to remove uncertainty over whether this property will be improved. This in turn will have a positive effect on the value of the Council's other ownerships in the vicinity.

## **5.0 FINANCIAL IMPLICATIONS**

- 5.1 The property which the Council owns at Parkway Close could simply be put on the market and sold rather than used as an exchange for Eye Witness Works and this would generate as capital receipt. However this could take several months to achieve and the Council would be responsible for management costs and business rates. The Eye Witness Works property will also generate a capital receipt when sold in the future. There is a strong possibility that as the housing market recovers and the regeneration of the City Centre gathers momentum again the future value could be much higher than the current value of the Parkway Close property.
- 5.2 Members will be aware of the New Homes Bonus/Local Growth Fund payments which the Council receives from Government in respect of new homes that are built in the city. As the future development proposals for Eye Witness Works and the wider sites in the vicinity will be largely residential this will result in a

significant amount of New Homes Bonus to the Council. New homes on just the Eye Witness premises should generate approximately £80,000pa and the wider area could generate a further £400,000pa in total once fully developed.

- 5.4 As stated at paragraph 3.3 the proposal whereby the Taylors Eye Witness Ltd take a leaseback of the property will ensure that any Council holding costs are minimised prior to the disposal of the property. However it is unlikely that there will be no such costs entirely and it is proposed that £60,000 of New Homes Bonus should be allocated to provide for these future costs and to cover the fees and Stamp Duty Land Tax that will be incurred initially in the property exchange.

## **6.0 LEGAL IMPLICATIONS**

- 6.1 The Council has the power to acquire land and buildings under section 120 Local Government Act 1972. In addition, the Localism Act 2011 introduced a general power of competence that allows Local Authorities to do anything that an individual can do subject to a limitation existing elsewhere in legislation

- 6.2 Section 123 of the Local Government Act 1972 obliges the Council to achieve the best price reasonably obtainable upon a disposal of property. As stated in paragraph 3.4, external valuation advice has confirmed that the market value of the two properties is broadly equivalent and there are other benefits to the Council in agreeing to the proposed exchange. For those reasons, it is considered that terms to dispose of the Parkway Close property through the proposed exchange satisfy the Council's statutory obligations under section 123 of the Local Government Act 1972.

- 6.3 Given that the market value of the properties is broadly equivalent, there are not considered to be any State Aid implications in relation to the exchange of the freehold interests. As the proposal involves the grant of a lease back of the Eye Witness Works at a nil rent, the potential state aid implications of this also have to be considered. The report details the cost savings to the Council in terms of holding costs. It also makes it clear that the logistics of the relocation of Taylors Eye Witness Ltd means that the lease back has to be seen as an integral part of a commercial deal. It is, therefore, also considered that the lease back does not give rise to any state aid implications.

## **7.0 ENVIRONMENTAL IMPLICATIONS**

- 7.1 There are no direct environmental implications arising from the proposed exchange.
- 7.2 The brief which will be prepared for the future redevelopment will include requirements to promote sustainable development. Promoting the reuse of the listed building and providing more homes in the city centre hence reducing the need to travel will have significant environmental benefits.

## **8.0 EQUALITY IMPACT ASSESSMENT**

- 8.1 There are no equalities implications arising directly from the proposals in this report, an Equality Impact Assessment is therefore not considered to be necessary at this stage.

## **9.0 HUMAN RIGHTS IMPLICATIONS**

- 9.1 There are no Human Rights implications arising from this report.

## **10.0 ALTERNATIVE OPTIONS CONSIDERED**

- 10.1 The Council could simply sell the Parkway Close property on the open market and not do anything to assist Taylors Eye Witness Ltd to sell their property and hence relocate the business and protect jobs. This approach would not achieve any of the Council's objectives in terms of either the Economic or Housing Strategies or the regeneration of the City Centre.
- 10.2 Officers have tried other initiatives to seek to help facilitate the redevelopment of Eye Witness Works by private developers but the proposals put forward have either been unacceptable in planning terms due to the amount of demolition of the listed building proposed or not been sufficiently valuable to enable the company to acquire new property and relocate.

## **11.0 REASONS FOR RECOMMENDATIONS**

- 11.1 Officers consider that acquiring Eye Witness Works and subsequently marketing it together with neighbouring Council owned land through a development brief will be a significant way in which to partially rebalance the city centre housing market and enhance the regeneration of the Devonshire Quarter.
- 11.2 Exchanging this property for Council owned premises at Parkway Close will enable a high quality local manufacturing company to relocate to more suitable more modern premises. This should assist the future viability of that business and protect local jobs.
- 11.3 Allowing the company to remain in the existing premises under a temporary leaseback will minimise holding costs and reduce risk to the Council.

## **12.0 RECOMMENDATIONS**

- 12.1 That Cabinet approves the proposals to exchange the properties at Milton Street and Parkway Close and lease back the Milton Street property on the terms set out in this report.
- 12.2 That the Director of Capital and Major Projects be authorised to negotiate the detailed terms of the transactions and to instruct the Director of Legal and Governance to complete such legal documentation as is necessary or appropriate to give effect to the transaction.

**Simon Green Executive Director Place**











## Cabinet Report

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**Report of:** John Mothersole, Chief Executive

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**Report to:** Cabinet

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**Date:** 16 April 2014

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**Subject:** Scrutiny Review

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**Author of Report:** Michael Bowles (2735568)

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**Key Decision:** NO

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### Summary:

In November 2013 the Leader of Sheffield City Council, requested that a review of Scrutiny be undertaken. The aim of the review is to identify a series of recommendations which would enable the Council to improve the impact and effectiveness of Scrutiny.

The report provides background information on key functions of scrutiny, the model operated in Sheffield, and how scrutiny is resourced.

The review highlights the options available to improve the impact and effectiveness of Scrutiny. The review has been based on the presumption that all options have to be within current resources.

The main conclusion is to make changes to the ways of working, including:

- The development of a more rigorous approach to work planning and prioritisation
- Greater engagement with the public and service users in Scrutiny, including consultation and role as “expert witnesses”

- Strengthening outcome focussed Scrutiny of city-wide issues including holding to account services delivered by other agencies across the city, as well as the Council.

There is one structural change recommended to make the Overview and Scrutiny Management Committee politically proportional.

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### **Reasons for Recommendations:**

Scrutiny is an essential part of ensuring that Local Government remains effective and accountable. It operates alongside a range of other transparency and accountability processes and mechanisms for holding decisions makers and the organisation to account. These include: petitions and public meetings, Freedom of information responsibilities, financial rules, audit and legal monitoring duties, Inspections and reports to external bodies and regulators, duties to consult and provide information, performance management, complaint processes, and ultimately elections and referendums.

The Council's Overview and Scrutiny function plays a vital role within the Council by reviewing issues of local concern, examining existing policies and practices and making recommendations to Cabinet and external bodies on matters which affect the City and its residents.

This report on the Scrutiny Review identifies a series of recommendations which would enable the Council to improve the impact and effectiveness of Scrutiny, within a changing context of substantial changes in budgets and new ways of working and service delivery; changes in people's expectations of local democracy and the development of new forms of technology and communications. Scrutiny needs to adapt to these changes, to ensure local government and other organisations are accountable, help build trust with the public, and improve the effectiveness of Council services and the work of other agencies.

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### **Recommendations:**

That Cabinet

- Notes the findings of the Scrutiny Review and approves changes to the ways of working, including:
  - The development of a more rigorous approach to work planning and prioritisation, including an annual Scrutiny planning event
  - Greater engagement with the public and service users in Scrutiny
  - Strengthening outcome focussed Scrutiny of city-wide issues including holding to account services delivered by other agencies across the city, as well as the Council.
- Agree changes in time for the start of the next municipal year in relation to changing membership of the Overview and Scrutiny Management Committee

to reflect proportionality of Council, whilst including Chairs and Deputy Chairs of Scrutiny Committees.

- Agree that in consultation with the Chair of the Overview and Scrutiny Management Committee, officers further develop a detailed action plan based on the issues identified in the Review as outlined in Section 7.

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**Background Papers:**

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**Category of Report:**      **OPEN**

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\* Delete as appropriate

## Statutory and Council Policy Checklist

<b>Financial Implications</b>
NO Cleared by: Paul Jeffries
<b>Legal Implications</b>
NO Cleared by: Nadine Wynter
<b>Equality of Opportunity Implications</b>
NO Cleared by: Adele Robinson
<b>Tackling Health Inequalities Implications</b>
NO
<b>Human Rights Implications</b>
NO
<b>Environmental and Sustainability implications</b>
NO
<b>Economic Impact</b>
NO
<b>Community Safety Implications</b>
NO
<b>Human Resources Implications</b>
NO
<b>Property Implications</b>
NO
<b>Area(s) Affected</b>
N/A
<b>Relevant Cabinet Portfolio Lead</b>
Julie Dore
<b>Relevant Scrutiny Committee</b>
Overview and Scrutiny Management Committee
<b>Is the item a matter which is reserved for approval by the City Council?</b>
NO
<b>Press Release</b>
NO

## **Report to Cabinet**

### **Review of Scrutiny**

#### **1.0 Summary**

- 1.1 In November 2013 the Leader of Sheffield City Council, requested that a review of Scrutiny be undertaken. The aim of the review is to identify a series of recommendations which would enable the Council to improve the impact and effectiveness of Scrutiny.
- 1.2 The report provides background information on
- Key functions of scrutiny
  - The model operated in Sheffield, and
  - How scrutiny is resourced.
- 1.3 The review highlights the options available to improve the impact and effectiveness of Scrutiny. The review has been based on the presumption that all options have to be within current resources.
- 1.4 The main conclusion is to make changes to the ways of working, including:
- The development of a more rigorous approach to work planning and prioritisation
  - Greater engagement with the public and service users in Scrutiny, including consultation and role as “expert witnesses”
  - Strengthening outcome focussed Scrutiny of city-wide issues including holding to account services delivered by other agencies across the city, as well as the Council.
- 1.5 There is one structural change recommended to make the Overview and Scrutiny Management Committee politically proportional.

#### **2.0 What does this mean for Sheffield People**

- 2.1 Overview and Scrutiny is a valuable part of the governance arrangements of the Council, and operates alongside a range of other transparency and accountability processes and mechanisms for holding decisions makers and the organisation to account.
- 2.2 The review identifies areas of good practice and examples of where overview and scrutiny has delivered improvements to services and held decision makers to account. However, recent years have seen substantial changes in budgets and new ways of working and service delivery. This has occurred alongside changes in people’s expectations of local democracy and the development of new forms of technology and communications. Scrutiny needs to adapt to these changes, partly to ensure local government is accountable and also to help build trust with

the public. One aspect of this is to enable the public to play a stronger part in the process.

2.3 We have also seen the development of new ways of working and service delivery across the public sector. Many Services are no longer delivered in house, and/or have to work alongside other agencies to achieve the desired outcomes. Increasingly this has meant that Scrutiny needs to go beyond the important role of seeking to improve the effectiveness of Council services and focus on improving the outcomes of the broader commissioning processes and service providers at a Citywide level and wider. Scrutiny also provides the opportunity for Councillors to make sense, on behalf of citizens, of the often complex set of partnerships of public and other agencies, and a space to examine the work of these other agencies.

2.4 In this context it is important to review Scrutiny to ensure that it works efficiently and provides value for money, that we continue to seek to improve the impact and effectiveness of scrutiny, and that it focusses on the right things and makes a difference.

### **3.0 Purpose of Review**

3.1 In November 2013, the Leader of Sheffield City Council requested that an internal review of Scrutiny be undertaken. The aim of the review is to identify a series of recommendations which would enable the Council to improve the impact and effectiveness of scrutiny. The Review was done by the Head of Elections, Equalities and Involvement and the Policy and Improvement officers who support the Scrutiny function

3.2 The scope of the review was to look primarily at the formal function of Scrutiny and specifically ways to:

- a. Ensure Scrutiny is a valued part of local governance
- b. Build a shared understanding of the role of scrutiny
- c. Influence policy making and support work across the council
- d. Be more outward facing and complement work to strengthen local voice and community leadership
- e. Look and feel better, performing a credible function which focuses on the right things and makes a difference.

### **4.0 Context**

4.1 The Scrutiny function within local authorities came about as a result of a change in executive arrangements contained within the Local Government Act 2000. The general role of Scrutiny is to:

- review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions
- make reports and/or recommendations to the full Council and/or the Executive in connection with the discharge of any functions
- consider any matter affecting the area or its inhabitants



- exercise the right to call-in, for reconsideration decisions made but not yet implemented by the Executive.

#### 4.2 Scrutiny Committees may also:

- assist the Council and the Executive in the development of the Council's budget and policy framework
- review and scrutinise the decisions made by and performance of the Executive and council officers both in relation to individual decisions and over time
- review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas
- question members of the Executive and officers about their decisions and performance
- make recommendations to the Executive and/or Council arising from the outcome of the scrutiny process
- review and scrutinise other public bodies in the area
- report and make recommendations to the Council or Executive on matters which affect the Authority's area or the inhabitants of the area
- question and gather evidence from any person (with their consent).

4.3 There are many similarities between House of Commons Select Committees and scrutiny committees at local government level. Whilst Select Committees can also only make recommendations, in the same way that scrutiny does at a local level, they can have substantial influence. However, it is worth bearing in mind that House of Commons Select Committees are supported in a different manner with 180 staff supporting 24 Committees <sup>1</sup>.

4.4 One of the differences between parliamentary select committees and local government overview and scrutiny is the **policy development role** carried out at a local level. This is often done through setting up Task and Finish Working Groups of Scrutiny Committee Members to review existing policy and/or develop new policy and make recommendations to the Executive. In recent years, the Council has asked Scrutiny to carry out major policy reviews on difficult and potentially controversial areas and asked it to come up with solutions and ideas e.g. Housing allocations policy

4.5 As a minimum, we require our Scrutiny function to carry out the following roles:

- A formal, public forum for holding decision makers to account through call-in and receiving questions and petitions from members of the public
- A structure that covers all areas of Council activity

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<sup>1</sup> <http://www.publications.parliament.uk/pa/cm201213/cmselect/cmliains/697/697we37.htm>

- A mechanism for carrying out scrutiny of the planning and operation of health services, as required by health scrutiny legislation (that includes requirements on health agencies to present to Scrutiny)
- A designated Committee to deal with the scrutiny of crime and disorder – as required by the Police and Justice Act 2006.

4.6 Local Government is the most open and scrutinised part of the public sector. The formal scrutiny process operates alongside a range of other transparency and accountability processes and mechanisms for holding decisions makers and the organisation to account. These include:

- petitions and public meetings
- Freedom of information responsibilities
- financial rules
- audit and legal monitoring duties
- inspections and reports to external bodies and regulators e.g. Local Government Ombudsman
- duties to consult and provide information
- performance management
- complaint processes, and ultimately
- elections and referendums.

4.7 These are outside the scope of this review though they provide an important context and, alongside accountability and transparency, Scrutiny is a vital element of the Council's overall democratic assurance role. This relates not just to the work of the Council, but city-wide, where the Council's democratic mandate provides the route to scrutinising the contribution of other agencies and organisations.

4.8 Recent years have seen changes in people's expectations of local democracy and the development of new forms of technology and communications impacting transparency e.g. open data and the use of social media. As with other aspects of Council governance, Scrutiny needs to adapt to these changes, partly to ensure local government is accountable and also part of building trust with the public. One aspect of this is to enable the public to play a part in the process, rather than just observing a process performed by others.

4.9 We have also seen the development of new ways of working and service delivery across the public sector. Many Services are no longer delivered in house, and/or have to work alongside other agencies to achieve the desired outcomes. Increasingly this has meant that Scrutiny needs to go beyond the important role of seeking to improve the effectiveness of Council services and focus on improving the outcomes of the broader commissioning processes and service providers at a Citywide level and wider. Scrutiny also provides the opportunity for Councillors to make sense, on behalf of citizens, of the often complex set of partnerships of public and other agencies, and a space to examine the work of these other agencies

## 5.0 Models of Scrutiny

5.1 There are broadly three models of scrutiny being used nationally:

- Committee Model – where committee officers, who also support other political forums, such as the executive, provide support to the Committee.
- Integrated Model – where support is provided, from a variety of sources, including committee services, officers within departments, and corporate policy officers.
- Specialist Model – support is provided by a scrutiny support unit with dedicated officers, who only work to the overview and scrutiny function.

5.2 According to the Centre for Public Scrutiny (CfPS) annual survey, the average number of scrutiny committees on an authority is 4, although this does range from 1-11, with the lower average being amongst district councils. There are a small number of local authorities that run a different model where they have one overview and scrutiny committee that commissions time-limited panels. Around 5% of authorities have one overview and scrutiny committee that does all the work

5.3 The average numbers of elected members on an overview and scrutiny committee is eleven. Whilst this number has stayed the same for the past five years of the CfPS survey, the numbers range from 3-21.

5.4 Nationally, the number of average number of Full Time Equivalent (FTE) scrutiny officers has been decreasing with the average across all unitary authorities is 3.6 (ref). The most popular location for scrutiny teams to be located within was Democratic Service (37%) followed by the Chief Executive's Office (21%). In Sheffield, there is more limited officer capacity to support scrutiny (1.5 FTE Policy and Improvement officer time plus officer time from Democratic Services). This has meant that alongside the responsibilities for supporting the regular formal meetings, there is sufficient capacity to support each Committee in one task and finish review per municipal year, though some trade-offs can be made

5.5 The model being operated within SCC is a cross between the Integrated and specialist models with policy officers from the Policy, Performance and Communications service supporting the Scrutiny function, alongside other policy duties, supported by officers in Democratic Services. More recently, in larger scale task and finish reviews, there has also been some dedicated support from officers from other services.

5.6 There are currently five Scrutiny Committees:

- **Children, Young People and Family Support Scrutiny and Policy Development Committee** exercises an overview and scrutiny function in respect of: Early Years, Children's Social Care, Child Safeguarding, Education, Family Support and Youth Services.

- **Economic and Environmental Wellbeing Scrutiny and Policy Development Committee** exercises an overview and scrutiny function in respect of: Economic and Business Sector Development, Regeneration and Physical Development, Enterprise and Skills, Sustainable Development and Climate Change, Culture, Leisure and Tourism, and Transport.
  - **Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee** exercises an overview and scrutiny function in respect of: Local NHS Services and Health Service Commissioning, Local Health Services, including the power of referral to the Secretary of State for Health, Public Health, Health Inequalities, Adult Social Care and support, and Adult Safeguarding.
  - **Safer and Stronger Communities Scrutiny and Policy Development Committee** exercises an overview and scrutiny function in respect of: Housing, Community Safety and Crime, Community Cohesion, Social Inclusion, and Locality Management.
  - The **Overview and Scrutiny Management Committee** remit is to: lead on the scrutiny work planning process, lead the scrutiny of high level cross-cutting and city-wide issues – appointing joint committees where appropriate, scrutinise the use of Council resources – Resources Portfolio, budget monitoring, annual budget setting process, and performance monitoring – referring areas of concern to the relevant Scrutiny and Policy Development Committee where appropriate.
- 5.7 These potentially cover all areas of the Council’s business and responsibilities. The first four are chaired by a member of the political party in administration with a Deputy Chair from the main Opposition party. Each Committee consists of 13 Councillors on a proportional basis to the make-up of the Council. The Children, Young People and Family Support Committee and the Healthier Communities and Adult Social Care Committee also have external representatives. The committees meet formally on a bi-monthly basis, though other activity including Task and Finish Groups takes place outside these meetings.
- 5.8 The Overview and Scrutiny Management comprises the Chairs and Deputy Chairs of the Scrutiny Committees. This Committee is chaired by the Lead Scrutiny Member who is also the Chair of the Safer and stronger Scrutiny Committee and meets on an ‘as and when’ basis.
- 5.9 All agendas, minutes and reports of these Committees are available on the Council website, alongside information about how the public can attend meetings and, like all other formal council meeting, present petitions and ask questions.

5.10 Average discretionary budgets for Scrutiny activity (excluding salary costs), covering areas such as commissioning research, field visits and travel costs for expert witnesses, print etc. have also been reducing. There is currently no discreet budget within Sheffield City Council with costs borne by the overall budget for corporate Equalities and Involvement activity.

## 5.0 Survey findings

6.1 As part of the Review, during November to January, Members, officers and partner agencies, Cabinet Members, Party leaders and members of the public who had been involved in Scrutiny over the last 6 months were asked to contribute to the review. A series of questions were posed and people were able to contribute views in person and via an online survey form. In total, the survey received 66 responses.

6.2 On the basis of the review brief agreed with the Council Leader, respondents were asked a series of questions including:

- 1 How can scrutiny improve its policy development role both in terms of reviewing policy or creating new policy?
- 2 How can we make sure scrutiny focuses on the most important issues?
- 3 How do we involve internal experts in the scrutiny process?
- 4 Do we need to focus more on external scrutiny to include providers as well as commissioners; and city-wide issues?
- 5 How can we improve the work planning process including broadening involvement?
- 6 How can we improve co-ordination across the committees and ensure there are not any gaps?

6.3 Appendix 1 provides an overview of the findings broken down by the different categories of respondent and focuses on where people feel scrutiny performs well and areas for improvement. The response highlighted a wide range of issues and ideas for improvement, illustrating significant interest in the scrutiny function.

6.4 A number of themes emerged from the Scrutiny Review survey, though there were a range of different opinions and ideas about each of them. No one specific issue dominated the responses, though some of the key concerns are identified below:

- a. **Relationship with the Executive and independence of the Scrutiny function.** There was a public perception that at times members should be more willing to be independent of political parties. Issues were raised around all the chairs of scrutiny committees representing the same political group and the make-up of the Overview and Scrutiny Management Committee (OSMC). Better alignment of policy and review activity was felt to be crucial. Scrutiny needed strong links with Cabinet Members, but good scrutiny also required the Executive to

respect the process and respond effectively to recommendations and questions. Generally it was felt that Scrutiny needs more authority.

- b. **Involvement of the public in Scrutiny.** Views were expressed around the potential for increased involvement in terms of suggesting topics; attending Scrutiny committee meetings, including as informed /expert contributors; involvement earlier in the process, and increasing opportunities for increased involvement in the call-in process
- c. **Role in policy development** – issues raised included ownership of policy development by Committees and buy-in from the Executive of the Scrutiny policy development role. Task and Finish groups were viewed as the best way to deliver this, though they needed to focus on issues that matter and be selective. It was also felt that the timing of reviews is critical and that early involvement by Scrutiny in the process of policy development was beneficial.
- d. **Work Planning and prioritisations** – Generally it was felt that Scrutiny meetings should cover fewer items and have more focus on key issues where scrutiny can make an impact. Better alignment with the Councils work planning and budget setting process would improve impact and there was a need to select topics carefully. It was also noted that Scrutiny needed to be clear on what information is required from officers and potential lines of enquiry. Involvement of the public in prioritising topic areas was also raised.
- e. **Co-ordinations and gaps** – There were few respondents favouring changing the current structure of the committees, though more suggested that Overview and Scrutiny Management Committee needed a clearer role. Responses included the need to look at how the OSMC operates, what it covers and political representation. There was a view that widening membership beyond Scrutiny Chairs and Deputy Chairs (through introducing political proportionality) could enable it to better fulfil its stated objectives of overseeing the work of the other committees and focussing on corporate and cross-cutting issues. A number of respondents felt it needed to meet more regularly and work with Cabinet in aligning Scrutiny work with key Council improvement issues.
- f. **External Scrutiny** – Respondents indicated that external scrutiny could include areas such as developments at city region level, and the contribution of other agencies to achieving outcomes. It was also recognised that whilst Scrutiny Committees needed to maintain their role in internal scrutiny, they also needed to look at the bigger picture and solutions, rather than focussing on the contribution of single organisations.
- g. **Capacity-** The wide scope of areas that could be covered by Scrutiny risks skimming the surface. It was widely recognised that resources to support Scrutiny in terms of administration, policy and democratic

services are finite and that this may impact on our ability to undertake external scrutiny. It was also noted that policy development takes time with implications for the workloads and contributions for members and officers.

## 7.0 Scrutiny impact

7.1 The aim of scrutiny is to ensure improvement in policy development and service delivery, as well as ensuring that the executive are held to account for the decisions they make on behalf of the authority. Scrutiny has the potential to have a considerable impact in terms of adding value to the organisation together with providing a challenge to the way the organisation and other public agencies function and spend public funds.

7.2 Appendix 2 provides an overview of the work done by the scrutiny and policy development committee so far this municipal year. This report from the Overview and Scrutiny Management Committee, presented to Full Council in January 2014, present the range of issues considered by each Committee at their formal meetings and their task and finish work and some of the changes that have been made as a result. In summary each Committees has covered the following:

- **Overview and Scrutiny Management Committee** – Local Government Boundary Commission Electoral Review of Sheffield and Budget for 2014/15.
- **Children Young People and Family Support** – School Governance, Early Years provision, and teenage pregnancy. A Task and Finish Group review has been launched looking at the use of the Pupil Premium and its impact on attainment in Sheffield.
- **Economic and Environmental Wellbeing** – Streets Ahead programme, Household Waste Recycling Centres, Sheffield Food Strategy and the future of the Library Service. The Committee has also embarked on a Cycling Inquiry operating along the lines of a Parliamentary Select Committee involving a request for written and oral evidence.
- **Healthier Communities and Adult Social Care** – City Dementia Strategy, Right First Time Programme, waiting times for Memory management Services in Sheffield, Developing the Social Model of Public Health. Task & Finish Groups have been looking at Nutrition and Hydration in Hospitals and Child & Adolescent Mental health Services (CAHMS) – both in response to concerns raised by members of the public. The Committee have also held its meeting at St Luke's Hospice that included looking at funding for hospice care.
- **Safer and Stronger Communities** – impact of welfare reform, community safety and progress of the Partner Resource Allocation Meeting (PRAM), Challenge for Change Tenants' Scrutiny Group report

on grass cutting service, performance on homelessness, Sheffield Housing Company, and land responsibility and management arrangements.

- 7.3 Assessing the impact of scrutiny, such as the extent to which policy development or service delivery improvement have been influenced, the contribution to better decision making or ensuring public accountability, and how to put a value on these is difficult. It is also dependent on a range of factors including the willingness of the Executive to accept scrutiny recommendations; and the focus, quality and timeliness of reviews undertaken by Scrutiny.
- 7.4 Other ways of assessing impact can include the extent of public involvement and awareness of the process, the level of member involvement in task and finish groups, collaboration between scrutiny members, and the degree to which the work of public agencies has been enhanced by the scrutiny process.
- 7.5 As part of the review, scrutiny committee members were asked about how they rated the level of scrutiny's impact over the past 6 months. The evidence suggests broad improvement with some qualifications.
- 7.6 Appendix 1 includes details of where different respondents felt Scrutiny performed well. Scrutiny Members highlighted Task and Finish group work, such as:
- the work on school governance where work has taken place in response to the Scrutiny finding
  - the recent cycling inquiry, with innovative approaches to public involvement, and
  - the cross-party work on the complex review of the housing allocation policy.
- 7.7 Members also highlighted the value of speaking directly with service users, and impact on other agencies e.g. NHS Quality Accounts and Dementia services.
- 7.8 Responses from the public included appreciation of in depth discussions being held, taking and responding to public questions, and the role of specialised input and non-council members of committees. Officers highlighted the value of challenge and a different perspective along with the useful input from members knowledge of subject areas and local knowledge.
- 7.9 In addition to responses from the Survey, the review also looked at the number of recommendations made by each Committee from July to December 2013. On the whole the majority of recommendations had been completed, though further work is needed to identify the type of recommendations that can range from request for further information and future reports through to specific changes in approach to service delivery.



7.10 Over the past few years, Scrutiny Committees have reported their activity to Full Council with examples of the types of changes that have followed from recommendations. At times, these reports have included the results of surveys held with members of scrutiny.

7.11 The review has found that although there are reports covering the work Scrutiny Committees do and changes that have resulted, there is a lack of clear measures on the impact of Scrutiny or regular assessments of the activity being undertaken. In order to ensure that Scrutiny makes the best use of limited resources and at a time difficult decisions having to be made on resourcing, there is a clear need to improve how we measure impact.

## **8.0 Improving the Impact and Effectiveness of Scrutiny – possible solutions**

8.1 This section outlines the issues that have been highlighted in the review along with possible solutions the Council may wish to adopt. As stated in section 4 the aim of the review is to improve the impact and effectiveness of scrutiny with a focus on the following 5 key areas, to:

1. Ensure Scrutiny is a valued part of local governance
2. Build a shared understanding of the role of scrutiny
3. Influence policy making and support work across the council
4. Be more outward facing and complement work to strengthen local voice and community leadership
5. Look and feel better, performing a credible function which focuses on the right things and makes a difference.

8.2 The key issues and proposed solutions are outlined in the table below, it should be noted that some of these will overlap across the 5 key areas.

1. Ensure Scrutiny is a valued part of local governance	
Key issues	Proposed solutions
<p><b>Better alignment of policy and review activity and independence of the Scrutiny function</b></p> <p>A stronger recognition of the role of Scrutiny by the Executive should include a willingness to share information, respect the Scrutiny process and respond in a timely manner</p>	<ul style="list-style-type: none"> <li>• Involvement of the Executive in an annual “Scrutiny work planning and prioritisation event”. A Terms of Reference be developed for a Scrutiny planning event and discussion should encompass (i) performance issues; (ii) public concerns; (iii) national policy issues; and (iv) City strategies and policies.</li> <li>• Quarterly meetings with the relevant Scrutiny Chair, Executive Director, Cabinet Member and relevant Policy and Improvement Officer to support effective work planning, prioritisation and timing of issues. This would also help with ensuring services are aware of the requirements of Scrutiny.</li> </ul>
<p><b>Improving links to other bodies</b></p>	<ul style="list-style-type: none"> <li>• Explore strengthening links between membership of scrutiny committees and other bodies that non-executive Members represent the authority on e.g. should a representative of the Safer &amp; Stronger Communities Scrutiny Committee act as the Councils representative on the Crime and Community Safety Panel?</li> <li>• Map other relevant forums/meetings</li> </ul>
2. Build a shared understanding of the role of scrutiny	
Key issues identified	Proposed solutions
<p><b>Improving communication</b></p> <p>To the public, external agencies and officers about the role of scrutiny, access and impact.</p>	<ul style="list-style-type: none"> <li>• Review communication materials and agree actions e.g. web presence</li> <li>• Establish clear routes for Local Action Partnerships to highlight local issues and inform the work programme</li> </ul>
<p><b>Clarifying the role of the Scrutiny Chair</b></p>	<ul style="list-style-type: none"> <li>• Review and update the existing “role profile” for Scrutiny Chairs to reflect the current requirements of the role.</li> </ul>

<b>3. Influence policy making and support work across the council</b>	
<p><b>Key issues</b></p> <p><b>Improving the policy development role of scrutiny</b></p> <p>Success in this area would require:</p> <ul style="list-style-type: none"> <li>• Ownership by the Executive – including support of the relevant cabinet member and a commitment to consider the recommendations of scrutiny</li> <li>• Support from all parties</li> <li>• A selective focus on the issues that matter</li> <li>• A focus on the solutions required to improve outcomes rather than looking at specific services in isolation</li> <li>• Sufficient time and support resources to do the policy development work</li> <li>• Expertise to support Members with this process, including from outside the Council.</li> </ul>	<p><b>Proposed solutions</b></p> <ul style="list-style-type: none"> <li>• Hold an annual scrutiny work planning event to identify areas of work for scrutiny including policy development</li> <li>• Improve alignment of scrutiny with overall corporate policy and planning arrangements through the annual planning event and quarterly meeting between Scrutiny Chair, Executive Director, and Cabinet Member</li> <li>• Overview and Scrutiny Management Committee to develop a set of selection criteria to identify suitable topics</li> <li>• Explore how services can provide different types of support to scrutiny committees undertaking policy development.</li> </ul>
<p><b>Key issues</b></p> <p><b>Improving the mechanism for selecting topics for scrutiny reviews and policy development</b></p>	<p><b>Proposed solutions</b></p> <ul style="list-style-type: none"> <li>• This would be through the use of a set of criteria against which potential activity can be tested at the work programming stage.</li> </ul> <p>This could include, for example:</p> <ul style="list-style-type: none"> <li>- setting up a review only when a clear public demand gives you a powerful mandate with which to carry out an inquiry</li> <li>- applying scrutiny only to issues and organisations that you have a real and legitimate opportunity to engage with and influence</li> <li>- understanding when a 'narrow and deep' method of scrutiny is of greater value than one that is 'broad and shallow' and being flexible in how you conduct scrutiny to tailor it to the different demands of each situation.</li> </ul>
<b>4. Be more outward facing and complement work to strengthen local voice and community leadership</b>	
<p><b>Key issues</b></p>	<p><b>Proposed solutions</b></p>

<p><b>Improving public involvement in Scrutiny</b></p> <p>Including involvement from relevant groups and individuals – both as customers and 'experts'. Encouraging greater public participation will help to validate the findings of scrutiny reviews and the impact they have on local communities.</p>	<ul style="list-style-type: none"> <li>• Further explore approaches to enhancing public involvement in scrutiny, including considering: <ul style="list-style-type: none"> <li>- greater engagement with the public and service users in scrutiny activity e.g. as "expert witnesses"</li> <li>- more "user friendly" ways of involving the public and involvement in formal meetings</li> <li>- greater use of digital opportunities for Scrutiny to engage with the public</li> <li>- ways for the public to be involved in making suggestions for topics as part of the annual work planning process. This could include inviting the public to suggest ideas for the work programme, along with using information collected by services and councillors about concerns with policy and service delivery</li> <li>- options for taking scrutiny to the public as opposed to expecting the public to come to scrutiny through holding more Scrutiny activity away from the Town Hall</li> </ul> </li> </ul>
<p><b>Developing External scrutiny</b></p> <p>The Council recognises that one of the strengths of scrutiny is its democratic mandate - one of the reasons the council is best placed to scrutinise other agencies and organisations.</p> <p>Also recognises that the Council will increasingly be less of a direct delivery organisation, requiring partnership and working and commissioning of other agencies to deliver shared outcomes</p> <p>This also raises the prospect of greater joint working across Scrutiny Committees' as illustrated by recent scrutiny development work with members in relation to responsibilities for scrutinising health services e.g. Yorkshire &amp; The Humber Joint Health Overview &amp; Scrutiny Committee (JHOSC)</p>	<ul style="list-style-type: none"> <li>• Strengthen outcome focussed Scrutiny of city wide issues including holding other agencies to account</li> <li>• Explore ways for external bodies to identify opportunities for external scrutiny to be fed into the annual work planning process</li> <li>• Explore opportunities for joint scrutiny work with other local authorities (including joint member development around emerging areas)</li> <li>• Support the development of clear scrutiny arrangements with regards to new areas of work, e.g. Combined Authority</li> </ul>
<p><b>5. Look and feel better, performing a credible function which focuses on the right things and makes a difference.</b></p>	
<p><b>Proposed solutions</b></p>	
<p><b>Key issues</b></p>	

<p><b>Improving the impact of scrutiny</b></p> <ul style="list-style-type: none"> <li>• Set clear aims, objectives and timescales for Scrutiny work – to assist members, the scrutiny support and officers and agencies taking part in the scrutiny process.</li> <li>• Improve processes for monitoring impact</li> <li>• Strengthen the role of OSMC in selecting topics and monitoring impact</li> </ul>	<ul style="list-style-type: none"> <li>• Use “selection criteria” to focus on areas where scrutiny can have the most impact</li> <li>• Develop a simple “project mandate” that can be used to outline the aims, objectives and timescales of scrutiny reviews and policy development work</li> <li>• Develop a broad menu of the different options Scrutiny has for conducting activity that could range from short/sharp reviews to in-depth Inquiries. This should include how to draw on relevant ‘expertise’ from within and outside the Council.</li> <li>• Development a clear set of measures relating to outcomes and process</li> </ul>
<p><b>Strengthening the Overview &amp; Scrutiny Management Committee (OSMC)</b></p> <p>Clarify role and oversight function Strengthen its work in considering corporate health e.g. policy, performance, finance and cross-cutting issues</p>	<ul style="list-style-type: none"> <li>• OSMC plays a lead role in the annual work planning session, including allocating work to committees and identifying areas for joint work across committees</li> <li>• More regular oversight of work of the Scrutiny Committees</li> <li>• Introduce political proportionality including a recommendation that this would accommodate Chairs and Deputy Chairs of Scrutiny Committees. Deputy Chairs would, as now, be appointed by the Opposition.</li> <li>• Annual work planning session to identify corporate health and cross-cutting issues for scrutiny by OSMC</li> </ul>
<p><b>Involvement in pre-decision scrutiny</b></p> <p>This is an area that has been underutilised in the past. It can add value into the quality of proposals, help make the decision making process more transparent, and potentially reduce the need for Call-in of decisions.</p>	<ul style="list-style-type: none"> <li>• Support Scrutiny to be proactive in monitoring Forward Plan issues and getting involved in pre-decision scrutiny</li> </ul>

**Improve work planning and prioritisation**

- Ensuring scrutiny focusses on the issues that matter
- Recognising the increasing involvement of other agencies in achieving our outcomes

- Use “selection criteria” to ensure scrutiny focusses on fewer topics but in more detail

- Annual Work Planning Event

- Additional input could be sought from the Sheffield Executive Board

- 8.3 The proposed solutions outlined above are aimed at improving the impact and effectiveness of scrutiny. The tasks range from one off pieces of work which would take place over a number of months to changes to our processes which would have ongoing resource implications, for example the introduction of selection criteria and project mandates for scrutiny topics. As already stated in this report, resources to support scrutiny are limited (officer and member) and so the resource implications of these solutions will need to be considered as part of the implementation.
- 8.4 A considerable amount of officer time is spent arranging scrutiny agenda items i.e. requesting reports and organising attendees. At present each scrutiny committee meets on average 6 times a year and covers 3-4 topics per meeting. However, as a finding from the scrutiny review was a desire to see scrutiny focus on fewer topics where it can make an impact, the proposed changes to scrutiny should mean a reduction in the amount of officer time that is spent on the administration associated with arranging topics and attendees. This capacity could then be directed towards supporting the new processes which should result in more in depth scrutiny review work being undertaken.

## **9.0 Legal Implications**

- 9.1 Overview and scrutiny committees were introduced into local government by the Local Government Act 2000. It is a function whereby non-executive Councillors review the effectiveness of decisions, policies and services which affect Sheffield and hold the Executive to account. Scrutiny provides non-executive Councillors with an opportunity to develop and review policy and make recommendations to the council to ensure that local people receive high quality services.
- 9.2 The current legislative provisions for overview and scrutiny committees are mostly contained in the Localism Act 2011, which inserts several new sections into the 2000 Act. A number of additional provisions have been introduced since the 2000 Act. Many of these concern external scrutiny, where the council's committees look at issues which lie outside the council's responsibilities. Specific powers exist to scrutinise health bodies; crime and disorder partnerships; and flood risk management authorities.
- 9.3 The review and recommendations are designed to ensure that the Council continues and strengthens its approach to meeting the provisions in the legislation.

## **10. Equality implications**

- 10.1 Overview and Scrutiny is one of the ways through which the Council can demonstrate how we pay due regard to the public sector duties under the Equality Act 2010. The recommendations on work planning

and prioritisation and greater engagement with the public and service users, will continue to be done in the context of ensuring all communities have an opportunity to take part.

## **11.0 Financial implications**

11.1 The review has been conducted on the basis of no change to resources available for Scrutiny and that changes will be carried out within existing resources.

## **12.0 Alternative options considered**

12.1 During the course of the Review, different approaches to structures and ways of working were raised by participants in the review. In considering these it was felt that there are a range of solutions, as outlined in Section 8, that could improve the effectiveness and impact of Overview and Scrutiny. Overall, the current structure of the committees was felt to be 'fit for purpose', though a stronger approach to co-ordination and better focus on issues that matter, including corporate health, could not be achieved without making changes to the Overview and Scrutiny Management Committee.

## **13.0 Reasons for recommendations**

13.1 This report on the Scrutiny Review identifies a series of recommendations which would enable the Council to improve the impact and effectiveness of Scrutiny, within a changing context of substantial changes in budgets and new ways of working and service delivery; changes in people's expectations of local democracy and the development of new forms of technology and communications. Scrutiny needs to adapt to these changes, to ensure local government and other organisations are accountable, help build trust with the public, and improve the effectiveness of Council services and the work of other agencies.

## **14.0 Recommendations**

14.1 To note the findings of the Scrutiny Review and agree changes to the ways of working, including:

- The development of a more rigorous approach to work planning and prioritisation, including an annual Scrutiny planning event
- Greater engagement with the public and service users in Scrutiny
- Strengthening outcome focussed Scrutiny of city-wide issues including holding to account services delivered by other agencies across the city, as well as the Council.

14.2 To agree changes in time for the start of the next municipal year in relation to changing membership for the Overview and Scrutiny Management Committee to reflect proportionality of Council, whilst including Chairs and Deputy Chairs of Scrutiny Committees.



14.3 Agree that in consultation with the Chair of the Overview and Scrutiny Management Committee, officers further develop a detailed action plan based on the proposed solutions to issues identified in the Review as outlined in Section 8.

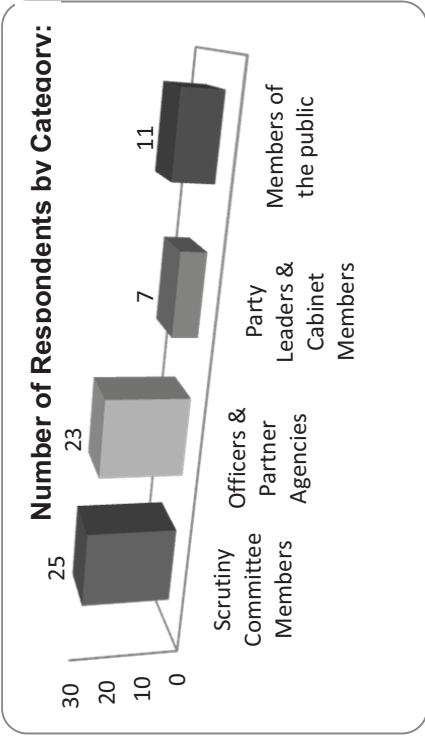
Michael Bowles  
Head of Elections, Equalities and Involvement  
March 2014

# Scrutiny Review Survey Findings

## 1.0 Background

In November 2013 the Leader of Sheffield City Council, requested that a review of scrutiny be undertaken. During November-January Committee members, officers and partner agencies, Cabinet members, Party Leaders and members of the public who had been involved in Scrutiny over the last 6 months were asked to contribute to the review.

There have been a total of 66 responses.

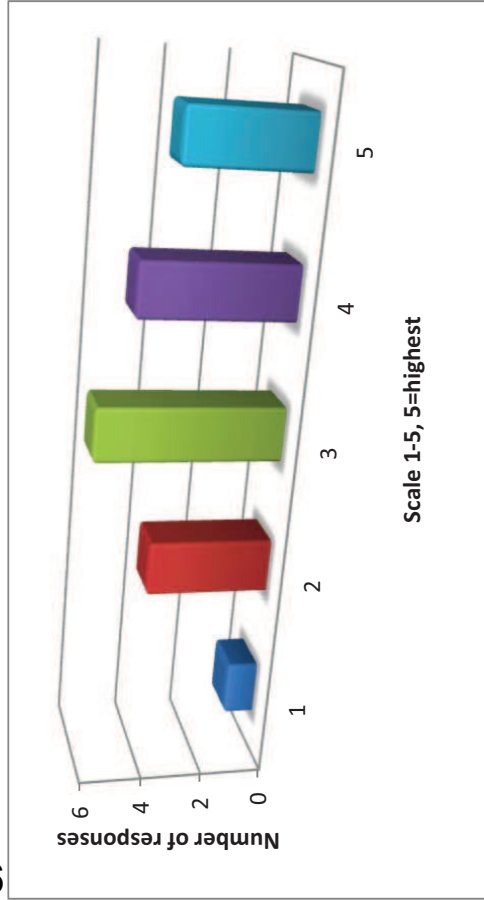


## 2.0 Where does Scrutiny perform well?

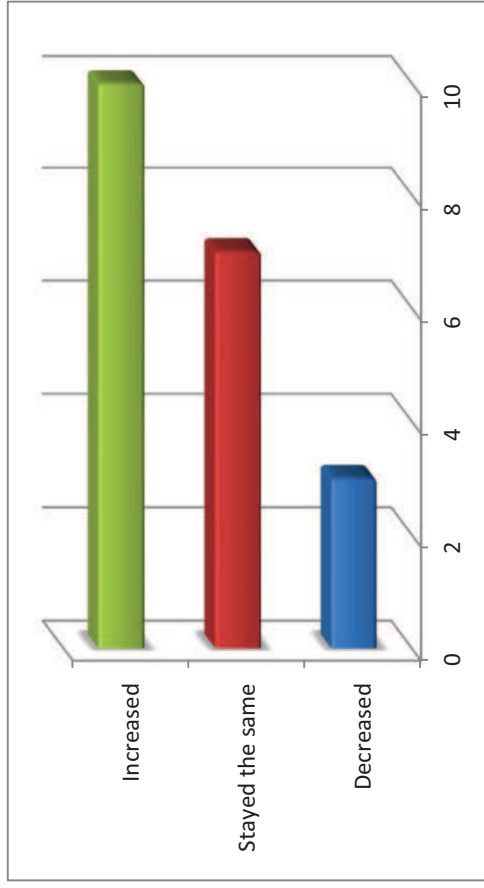
2.1 Committee members

Committee Members were asked to consider the following two questions in the context of the past 6 months.

2.2 How do you rate the level of Scrutiny's impact on a scale of 1-5?



2.3 Has the impact of Scrutiny:



25 Members of Scrutiny responded (20 surveys / 5 meetings with Chairs and Deputy Chairs) and said the following are areas where Scrutiny performs well:

- **Task and Finish Group** work (14), specifically:
  - **School Governance** (4) – report back to Committee looks like follow up work has taken place within the local authority
  - **Cycling Inquiry** (4) – The Cycling Inquiry approach is commendable
  - **Hydration and Nutrition** (2) – Recommendations to the hospitals trust have been taken on board
  - **CAMHS** (2) – Good cross working between members of Health Scrutiny and CYPF Scrutiny which involved calling professionals to account and involvement from parents
  - **Lettings Policy** (2) – Lettings Policy Review has been a major focus of the Committee's work
- **Engagement** (4) – speaking directly to service users gives valuable, first-hand information on future policy recommendations.
- **Holding Officers to account** (3) and 'keeping them on their toes.'
- **Early year's review** (3) – recommendation to cabinet to ensure a media strategy was in place and reconvened later in the year to ensure that all children affected had got a place.
- **NHS Quality Accounts** (3) – Have influenced change within all the Trusts and can be documented within the Trusts Quality Account documents. Scrutiny also improved content and presentation of some health Quality Accounts so the public can understand them
- **Dementia Services** (2) – Ongoing pressure over 2 to 3 years to improve services for people with dementia, both in hospital and in the community, recently followed up e.g. the Teaching Hospitals Trust established a senior physician to lead on dementia services and additional resources allocated.
- **Young Carers** (2) – Young carers' card: Scrutiny getting involved to speed up the delivery of this.

Other specific examples of work cited by individual respondents included: educational attainment; monitoring health spend; Private Housing Registration; teenage pregnancy; Streets Ahead; Cobnar Cottage Call-In; treatment of sexual disease; Council size submission to Electoral Commission. Having non-councillor members adds valuable additional, and sometimes different, insights into the subjects being scrutinised.

## 2.2 Public

The public questionnaire was primarily targeted at people who had attended a scrutiny meeting in the previous six months. Of the 11 responses received (7 survey / focus group with 4 people) the areas where Scrutiny performs well include:

- In depth discussions **held in public** by a mixed political group of councillors where the committee can focus on specific issues in more detail than those who made the decisions that they are scrutinising.
- Taking and responding to **public questions is good**, and ‘listening’ was cited as something Scrutiny does well.
- **Specialised input** and non-council members on Committees thought to be helpful
- Democratic Services are exemplary in the manner in which they engage with the public and facilitate the public’s inclusion.

### 2.3 Party Leaders and Cabinet Members

There were 6 responses by email or through meetings. Party Leaders and Cabinet Members were not specifically asked about examples of scrutiny performing well, although one response noted that scrutiny often works best when they are proactive in developing policy.

### 2.4 Officers

Two officers from the Council and one person from a partner organisation completed an online survey and discussions were held with EMT and 4 officers from Democratic Services. The two areas where it is thought scrutiny performs well are:

- **Challenge (7)** – Scrutiny provides a valuable challenge and a different perspective. A cross-section of members is vital to allow appropriate challenge. The “nature of scrutinising is good – challenging but friendly.”
- **Knowledge (3)** – Members’ knowledge of the subject area results in informed discussion, brings local knowledge and provides a useful input into area of work.

**Other areas** cited include: in healthcare scrutinises both providers and commissioners and understands respective roles; identifying issues that have the greatest impact on communities; bringing issues up in a different format than through usual channels; acknowledging areas of strength as well as weaknesses; That it is an open meeting; organisation of committee meetings; good working relationship with scrutiny officer helps ensure the right people are there to deal with the issues scrutiny wants to look at; preparing questions in advance of the meeting; checking out follow up of any actions agreed.

### 3.0 Areas for improvement

#### 3.1 Scrutiny Committee Members

A questionnaire was sent to Members of all Scrutiny Committees with Chairs and Deputy Chairs offered a meeting to discuss the questions set out in the review. 25 Members of Scrutiny have responded (20 surveys / 5 meetings with Chairs and Deputy Chairs). There were a wide variety of themes:

- **Coordination and Overview:** There needs to be a real role for Overview and Scrutiny Management Committee as it does not work at the moment. Its role could include coordination of work plans and policy reviews; Budget scrutiny; and performance but it has to meet regularly. It needs to have a relationship with the Leader and Cabinet. Suggestion that the political dimension shapes the debate and it might be worth looking at membership. Worth noting some respondents happy with how OSMC operates. (14)
- **Work Plan:** Needs to take fewer items with more focus on key issues and what Scrutiny can do. Need to select topics carefully to get consensus. Specific suggestions included involving stakeholders; having 2 year work plans; avoid 'no solution' problems. (14)
- **External scrutiny:** With more services being outsourced a strong feeling that scrutiny needs to look externally at providers. Also suggestion scrutiny should look at the city region, LEP, SEB, (10)
- **Task and Finish Groups:** This was cited as the way for scrutiny to have a policy development role. (8)
- **Role of Leader and Cabinet:** "If cabinet want scrutiny to deliver policy they have to mean it" - willing to share info, respect process and respond in timely manner. Recognition that the Strong Leader model forces scrutiny to be weak (7)
- **Policy Development:** There is a "lot of mileage" if can get policy development right, but needs to not be owned by executive and embraced by all three parties on Committee. (5)
- **Membership of Committees:** The membership changeover needs to be seamless and Scrutiny would be more credible if all the Chairs were not from the majority group. (5)

Other issues suggestions made less frequently were:

- **Experts:** Using external experts seen as helpful and also recognition some Committees have external experts as members (4)
- **Role** - Scrutiny needs to have a purpose and this should include more policy development. (4)
- **Information** – Some members wanting more information and regular briefings, but one response suggested making sure Scrutiny is not just information giving (4)

- **Meeting Frequency** – A desire to have more frequent meetings, but recognition from one respondent that they know they cannot ask for this because of the cost implications. (4)
- **Links to Portfolios** – Chairs of Committees value briefings/meetings with Cabinet Member and/or Exec Directors. A suggestion that each Portfolio could follow the CYPF example and appoint a Lead Portfolio officer for each committee. (4)
- **Follow Up to Scrutiny Work** – Need to turn findings in to action and receive feedback on changes. (4)
- **Structural Options** – Only two suggestions; one single Scrutiny committee with a focus only the most pressing issues; have committees fit Cabinet Member portfolios. (2)
- **Behaviour** – remove “party political squabbling” and a lack of time to engage with officers supporting scrutiny regarding questions to ask (3)
- **Culture** – Scrutiny needs more authority and an incremental approach to change can work. Need to recognise each Committee is different. (3)
- **Involvement** – Engage the public better with more involvement from relevant groups and individuals. (3)
- **Officer Attendance** – Need to ensure officers attending are at the right level (2)
- **Resources** – More resources are required. (2)

### 3.2 The response from the public

The public questionnaire was primarily targeted at people who had attended a scrutiny meeting in the previous six months. Of the 11 responses received (7 survey /a meeting with 4 people) the key theme was the involvement of the public and community organisations in Scrutiny.

#### The Involvement of the public and community organisations in Scrutiny

A number of respondents advocated increased involvement of the public in Scrutiny. This included as members of committees, in the work planning process and also through dialogue with their Elected Representatives. In addition a number of respondents felt that both members of the public and community organisations can sometimes make only a limited contribution to Scrutiny and that they could potentially play a greater role as “well informed” or “expert” contributors and earlier in the process. The “call in” procedure was also considered an area where increased involvement could be explored. One respondent also felt that the process could be more open and transparent to the public and that Scrutiny meetings could be made more user-friendly.

In addition, two respondents commented on the political dimension of scrutiny, both expressing the view that at times Members should be willing to take a more independent line from their respective parties. There were also two comments regarding conduct during Scrutiny meetings. The following individual suggestions were also made: Any questions, and their answers, should form part of the public record; Scrutiny should be able to ensure questions are fully answered; Reviewing should be scheduled into the work plan; Visitors often can't hear – this needs to be improved; A lot of paperwork needs a more “sceptical examination;” People should be able to easily find the information they need; make the link between the things that matter at a local level and scrutiny.

### 3.3 Party Leaders & Cabinet Members

Of the six responses received a number of key themes have emerged.

- External scrutiny:** There were a range of comments under this theme, some individuals advocated increased external scrutiny, but there were also concerns about our ability to do this “we need to improve our own scrutiny function before we focus on others” and the need to maintain a balance with internal scrutiny. It was also noted that Scrutiny can at times go beyond the boundary of the City and so may require joint working.
- The role of minority parties:** Concerns were raised regarding the fact that all Chairs are currently from the ruling party, it was felt that this does not reflect the political make-up of the Council. Specific implications of this were also highlighted in terms of public confidence in scrutiny and the appearance of scrutiny as an “independent” function along with repercussions for engaging in genuine cross party working.
- Policy Development & focussing on the most important issues:** A number of respondents felt that there should be a policy development role for scrutiny; however this came with some concerns / conditions: Policy development would need to be done with the involvement of the Cabinet Member and with a commitment that they will look at the recommendations. It would need to be clear what type of policy development the leadership would willingly devolve to scrutiny? Committees would need the time to do this and would need to be able to feel a sense of ownership. There was also a feeling that scrutiny needs focus on the issues that matter and be selective.
- Resources:** Some concerns were raised regarding the level of resource for scrutiny, one respondent felt this may hinder our ability to look at external scrutiny and may also impact on work planning. Two respondents also felt that the wide scope of scrutiny means it would not be possible for the 1.5 Policy & Improvement Officers supporting scrutiny to be fully knowledgeable on all the topics being covered and so there is a risk that we are “skimming the surface”.
- Culture:** There were a range of comments which sit under this theme. The importance of relationships were raised, including relationships between Chairs themselves and Chairs and Cabinet members. There was also a suggestion that the role of Chairs needs to be raised so they have a bigger presence beyond scrutiny and that expectations should be clearer in terms of what being on a scrutiny board means. One respondent also felt that Cabinet Members need to be “respectful of Scrutiny”.
- Structure:** There were a number of individual comments which can be classed under this theme. There was a view that Committees should be bigger and that all meetings should be held outside the Town Hall. One respondent felt that Committees should do less as a full board and more as task and finish groups and two respondents felt there should be fewer Committees. One respondent felt that “radical change” was needed to concentrate resources and remove the thematic distinction between committees.
- Co-ordination & Gaps:** There were some concerns about OSMC, specifically that it is “not up to speed” and “does not appear to add value”, and specific gaps were highlighted as finance and performance, in terms of the latter the respondent felt this was weak across the Council. One respondent felt that having gaps was inevitable and that it will only be possible to focus on a few really important things where it will make most difference to develop policy in the long term and on holding the administration to account over most high profile issues.



**The following individual suggestions were also made:**

At the moment scrutiny seems to focus around the meetings, it should be a continuous process and other activities should take place – being a board member should be about more than turning up to a meeting every 1-2 months; Members of committees should be more knowledgeable about the area covered by the committee they sit on (supported by officers) so they can more effectively challenge and question; Scrutiny needs “a complete refresh”; Full council should be seen as 6<sup>th</sup> scrutiny which should be used to scrutinize the leader – current January meeting with presentation adds little value; The current Committee remit is too narrow and some don't merit their own Committee, with a suggestion to change the structure to reflect outcome boards; Planning needs to look at what's coming up in the year ahead; “Call in” process needs to be retained and strengthened; Could appear more responsive to public concerns by providing a clearer and simpler process for members of the public to get issues added to the work programme; Is there an opportunity for involving the public in suggesting ideas for scrutiny?; Role of experts – should allow them to sit at the table to ask/respond to questions alongside the committee i.e. to be part of the discussion; Role of experts - Doesn't seem to work “terribly well at the moment” – if process seen as more critical in terms of council decision making likely to get more involvement.

### 3.4 Officers & Partner Agencies

14 officers from the Council or partner completed an online survey and discussions were held with EMT and 4 officers from Democratic Services. The key themes to improve the impact of Scrutiny covered:

- **Impact:** Be clear what powers Scrutiny has and what changes have come about by issues taken to Scrutiny and ensure Members are aware of the difference they are making. Choice of subject matter – well-meaning but important?
- **Preparation:** Members need to ensure that they prepare for the meetings and understand what is being asked of them
- **Questions:** Being clearer on potential lines of enquiry and providing advance notice of questions enables better quality responses. Questions during meetings can be repetitive.
- **Information:** Be clear about what information is required and why, and provide it in the best way. Provide context and an evidence base (including cost effectiveness and interventions) to enable the Committee to increase their understanding.
- **Links:** Better links between Scrutiny recommendations and the Council's wider planning and budget setting cycle. Also links with service/portfolio plans so that actual activity is looked at, perhaps through discussions with Executive Directors. Need to look wider than council services and more about outcomes and other agencies contributions to achieving these.
- **Timing:** Involve Scrutiny early on in the policy development process and through its development. Bring updates in a timely manner for discussion and input. Pre-cabinet scrutiny could be considered
- **Accountability and governance:** Scrutiny should be seen as a part of the wider accountability and governance structures of the Council.

#### The following individual suggestions were also made:

Other suggestions individually mentioned were: being more proactive on communications; focus on policy development; ensuring follow up action; summarise evidence from councillors' casework to look at themes across wider numbers; involve outside stakeholders; focus on the potential Return on Investment of the scrutiny process; better understanding of the role of Scrutiny amongst officers; change OSMC to focus on performance and overall health; capture corporate complaints/citizen surveys; use experts for particular purpose; involve committee so they feel more ownership of work planning process.

## **Scrutiny – Mid-Year Update Report**

### **1. Summary**

1.1. This report provides an overview of scrutiny activity undertaken so far this municipal year. It summarises the work done through formal meetings and task and finish groups of the:

- Children Young People and Family Support
- Economic and Environmental Wellbeing
- Healthier Communities and Adult Social Care
- Safer and Stronger Communities
- Overview and Scrutiny Management Committee

### **2. What does this mean for Sheffield people**

2.1. A challenging and effective scrutiny function is a key contributor to Sheffield achieving its long term goals. The key priorities set out by the Council are reflected in the breadth of issues that Scrutiny Committees look at.

2.2. By investigating issues of local concern, reviewing performance against local targets, and making recommendations for improvements in services, scrutiny can ensure that better outcomes are achieved for Sheffield people.

### **3. Overview and Scrutiny Management Committee**

3.1. The Overview and Scrutiny Management Committee has focused its efforts on the Electoral Review. Sheffield City Council will be the subject of an electoral review to be carried out by the Local Government Boundary Commission.

3.2. The first part of this review will decide the number of councillors to be returned to the Council. The Overview and Scrutiny Management Committee heard evidence in July from organisations and members of the public as to the most appropriate number. A draft submission on Council size has been developed informed by the evidence heard and the Committee has referred the draft to Full Council for approval.

### **4. Recommendation**

4.1. Full Council is asked to note the work undertaken through the Scrutiny Committees to date this year.

## Children, Young People & Family Support Scrutiny & Policy Development Committee

Chair: Cllr Gill Furniss

### Mid Year Update

The Committee have considered a range of issues which affect children and young people including **School Governance and developments in early year's provision**. A key focus for the Committee has been **educational attainment including outcomes for looked after children**. The Committee have received both an interim update and a full report on attainment data for 2012-13. This was an opportunity for the Committee to scrutinise the educational outcome data and provide constructive challenge in terms of the action being taken to address areas for improvement.

### The re-design of early years

In July the Committee dedicated its meeting to the re-design of early years and the communication and transition plans. The meeting was well attended by members of the public and those involved in delivering early years services in Sheffield. The meeting provided an opportunity for an open debate about the issues and responses to questions raised were provided by the Cabinet Member and Executive Director for Children, Young People & Families.

### Teenage Pregnancy

In October 2013 the Committee considered the latest teenage pregnancy data for Sheffield and have subsequently written to the service to congratulate them on the progress that has been made.

The outcome of the discussion was a request from the Committee that "a review be conducted into the quality of sex education currently provided for young people with Special Educational Needs".

This request has been fed back to the Personal Social Health Education (PSHE) Review Team and it has been confirmed that they will incorporate provision for children and young people with special educational needs into the review. The Committee will receive an update on this work in January-February 2014.

### Task & Finish Group

#### Pupil Premium Task & Finish Group

In addition to its bi-monthly meetings the Committee have established the Pupil Premium Task & Finish Group which will undertake a focussed review between January-April 2014. The aim of the review is to identify best practice and any policy recommendations in terms of the use of pupil premium and its impact on attainment in Sheffield Schools. The Inclusion & Learning Service will also be providing support to this work.

The Task & Finish Group will use a range of information gathering techniques to inform the review, including site meetings, interviews with teachers and pupils and desk top research. A report will be presented to the full Committee for sign off in April 2014.

### Work Programme for 2012-13

Topics for consideration during the remainder of the year:

- Annual Report on Adoption & Fostering
- Sheffield Safeguarding Children Board (SSCB)- Annual Report
- Report on looked after children and care leavers
- Annual Meeting with Young People, Young Carers and the Children in Care Council (tbc)

## Economic and Environmental Wellbeing Scrutiny & Policy Development Committee

Chair: Cllr Cate McDonald

### Mid Year Update

The Committee has considered a wide range of issues. During discussion of the **Streets Ahead** programme it was highlighted that Northern Power Grid are responsible for a significant number of the streetlights that are not working. The Committee decided that if performance from Northern Power Grid does not improve, it will invite a Senior Officer from the Company to attend a future meeting to report on their performance. Changes to the opening hours of the **Household Waste Recycling Centres** were scrutinised.

The Committee scrutinised the Future of Sheffield's Library Service and was confident that the approach taken would result in the Council being able to provide an efficient and comprehensive Library Service and asked officers to return following the consultation. The Committee contributed to the policy development of the **Sheffield Food Strategy** through an early discussion with the Cabinet Member and lead officers. Through the Call In process the Committee considered a decision to dispose of **Cobnar Road Cottage**, **Graves Park**. Since the Scrutiny discussion the Cabinet Member has agreed the Friends of Graves Park Group would be given up to 12 months to progress an alternative option.

### Work Programme for 2012-13

Topics for consideration during the remainder of the year:

- Cycling Inquiry
- City Centre Vibrancy
- Streets Ahead
- Libraries

### Cycling Inquiry

The main focus of the Committee's work has been on a **Cycling Inquiry**. The Inquiry has operated along lines similar to that of a **Parliamentary Select Committee**, requesting written evidence and taking oral evidence. A final report will be produced in early 2014.

The key part of the Inquiry's work is to identify measures to broaden and increase participation in cycling in Sheffield, with a particular emphasis on the economic, health and environmental impacts of these measures. The Council's Cabinet Member for Business, Skills and Development will be asked to respond to the report.

The Inquiry involves the whole of the Committee, with a Task and Finish Group doing work between the Committee's formal meetings. As well as members of the Committee this group includes Mick Nott, the Chair of Cycle Sheffield and Dick Proctor, the Council's Transport Vision and Strategy Manager. It is too early to fully assess the impact as this work has not yet been completed. However, there has been significant engagement with members of the public and organisations. Over 260 responses to the Call for Evidence were received and 9 organisations took part in an oral evidence session with the Committee.

The Committee has also made sure it hears from a wide range of voices, for example the views of motorists and pedestrians were sought. The views of groups that did not respond through the Call for Evidence were also sought in other ways, for example, a representative from the Youth Parliament gave oral evidence.

**Healthier Communities & Adult Social Care Scrutiny & Policy Development Committee**

**Chair: Cllr Mick Rooney**

**Mid Year Update**

The Committee have considered a wide range of issues across health and social care including the **Dementia Strategy** for the City and the second phase of the **Right First Time Programme**. The Committee have also scrutinised proposals to reduce waiting times for **Memory Management Services In Sheffield**. This followed a request from Scrutiny In March 2013 that the Health and Social Care NHS Foundation Trust, worked with the Primary Care Trust to identify what steps could be taken to further reduce waiting times. The resulting proposals were presented to the Committee in November 2013, the outcome of which has been a request from the Committee that the timescales for implementation be reduced from 12-24 months to 12 months. The Committee have also submitted feedback on the content and layout of the draft **Adult Social Care Local Account** and following a "call in" held an extraordinary meeting to discuss a Report on **Developing the Social Model of Public Health**. In January 2014 the Committee will hold its meeting at St Luke's Hospice, this will include a discussion on the nature of **funding for hospice care** in Sheffield.

**2 Task & Finish Groups**

**Nutrition & Hydration In Hospitals Working Group**

In October 2012 a public question raising concerns about the quality of hospital food in Sheffield resulted in the Committee establishing this Working Group. To date the focus has been on the Sheffield Teaching Hospitals NHS Foundation Trusts Northern General Hospital. The Group have undertaken a series of observation visits, where they have spoken with staff and patients, as well as conducting interviews and carrying out desk top research.

A report outlining a series of recommendations has been produced and shared with the Trust. The Working Group will review this in 12 months' time (November 2014) to ascertain the impact of its recommendations. In addition to this the Working Group have proposed extending this piece of work from January 2014 by carrying out observation visits to Weston Park, Royal Hallamshire (including the Jessops Wing) and the Children's Hospital to see how the new production kitchen food service has embedded across the Trust.

**Child & Adolescent Mental Health Services (CAMHS) Working Group**

In response to concerns from members of the public regarding waiting times for the CAMHS service, the Committee established the CAMHS Working Group in November 2012. The Group have met with providers, commissioners and young people who access services and their parents to gather information and develop lines of inquiry. The Group have recently drafted a report and recommendations. This was shared with commissioners and providers on 13<sup>th</sup> December and a further follow up meeting is planned for January 2014.

**Work Programme for 2012-13**

Topics for consideration during the remainder of the year:

- The Francis Report
- Dilnot Commission & Care Bill 2013
- Public Health Investment
- GP Practices in Sheffield
- Developing the Social Model of Public Health

## Safer and Stronger Communities Scrutiny & Policy Development Committee

Chair: Cllr Chris Weldon

### Mid Year Update

The Committee looked at the **Impact of Welfare Reform** on Sheffield's residents and requested officers to publicise the Council's policy that tenants in rent arrears would not face eviction provided they were engaging with the Council. The Chair also wrote to the Deputy Prime Minister to raise the impacts with him. The Committee have regular written updates and have requested a further report in the New Year which will include examples of how other local authorities are dealing with the issues and case studies on the impact in Sheffield.

On community safety the progress of the **Partner Resource Allocation Meeting (PRAM)** and feedback from a Local Government Association Review of PRAM, which had taken place in June, 2013 was considered. The Committee approved the proposed City-wide development of the Partner Resource Allocation Meeting and requested efforts be made to improve relations between the Partner Resource Allocation Meeting and the Neighbourhood Action Groups.

The Committee considered a report of the **Challenge for Change Tenants' Scrutiny Group** which examined the grass cutting service delivered by Sheffield Homes (now the Council Housing Service) and the Council's Parks and Public Realm Service. The Committee requested the report be presented to the Cabinet Management Team and the Executive Management Team and that the relevant Cabinet Member reports back to the Committee on the Council's response to the report's recommendations.

The Committee scrutinised performance on **homelessness**. It decided that Social Landlords in the City could do more to provide accommodation for homeless people and that the Chair would write to the Cabinet Member for Homes and Neighbourhoods to inform him of their view. In the summer four members of the Committee visited some of the **Bed and Breakfast accommodation** used to accommodate homeless households. The Committee were pleased to see that the Council had no homeless families in Bed and Breakfast accommodation. The Committee provided its input into the revision of the 'Schedule of Requirements' that is in place between the Council and Bed and Breakfasts used to accommodate homeless households.

Other issues covered include a progress update on the **Sheffield Housing Company** and looking at future land responsibility and management arrangements within the Council.

### Work Programme for 2012-13

Topics for consideration during the remainder of the year:

- Welfare Reform
- Private Sector Landlords
- Community Safety Partnership
- Implementation of Allocations Policy
- Relationships between external contractors and housing
- Kier Contract
- Review of HRA Business Plan
- Challenge for Change: Grass Cutting

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## SHEFFIELD CITY COUNCIL

### Cabinet Report

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**Report of:** John Mothersole, Chief Executive

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**Report to:** Cabinet

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**Date:** 16<sup>th</sup> April 2014

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**Subject:** Economic and Environmental Wellbeing Scrutiny and Policy Development Committee: Cycling Inquiry Report

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**Author of Report:** Matthew Borland 0114 2735065

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**Key Decision:** NO

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#### **Summary:**

Cycling is important to thousands of people in Sheffield for transport, leisure and recreation. The Committee reviewed what we are doing in Sheffield and what we can do better, in order to improve the opportunities for cycling.

The Committee propose an updated vision and strategic approach to cycling in Sheffield by identifying measures to broaden and increase participation in cycling.

A cross party approach to this task was adopted and the Committee welcomed the direct involvement of cyclists in its work.

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#### **Reasons for Recommendations:**

The Committee's Cycling Inquiry report makes 19 recommendations. The recommendation is for the Cabinet Member for Business, Skills and Development to respond to the Committee's Cycling Inquiry Report in three months' time as this would provide the Cabinet Member and the services with time to develop a detailed response.

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**Recommendations:**

Cabinet is asked to:

1. Thank the Economic and Environmental Wellbeing Scrutiny Committee for its work on the Cycling Inquiry
2. Note the Cycling Inquiry Report
3. Request a detailed response to the Economic and Environmental Wellbeing Scrutiny Committee's Cycling Inquiry Report from the Cabinet Member for Business Skills and Development at the July 2014 Cabinet meeting.

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**Background Papers:**

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**Category of Report:**      **OPEN**

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## Statutory and Council Policy Checklist

<b>Financial Implications</b>
YES Cleared by: Paul Jeffries
<b>Legal Implications</b>
YES Cleared by: Nadine Wynter
<b>Equality of Opportunity Implications</b>
YES Cleared by: Adele Robinson
<b>Tackling Health Inequalities Implications</b>
YES
<b>Human Rights Implications</b>
NO
<b>Environmental and Sustainability implications</b>
YES
<b>Economic Impact</b>
YES
<b>Community Safety Implications</b>
NO
<b>Human Resources Implications</b>
NO
<b>Property Implications</b>
NO
<b>Area(s) Affected</b>
All
<b>Relevant Cabinet Portfolio Lead</b>
Cabinet Member for Cabinet Member for Business, Skills and Development
<b>Relevant Scrutiny Committee</b>
Economic and Environmental Wellbeing Scrutiny and Policy Development Committee
<b>Is the item a matter which is reserved for approval by the City Council?</b>
NO
<b>Press Release</b>
YES

## Report to Cabinet

### Economic and Environmental Wellbeing Scrutiny and Policy Development Committee: Cycling Inquiry Report

#### 1. Summary

- 1.1. Cycling is important to thousands of people in Sheffield for transport, leisure and recreation. The All Party Parliamentary Cycling Group's 2013 report, Get Britain Cycling presented a good opportunity for the Committee to review what we are doing in Sheffield and what we can do better, in order to improve the opportunities for cycling. The Committee believe Sheffield is one of the first places to mirror this national approach at a local level.
- 1.2. The key task was to propose an updated vision and strategic approach to cycling in Sheffield by identifying measures to broaden and increase participation in cycling in Sheffield. A cross party approach to this task was adopted and the Committee welcomed the direct involvement of cyclists in its work.
- 1.3. The Committee reviewed the existing evidence on the impact of cycling on the local economy, health and the environment. Overall they are convinced of the benefits that cycling can make in these areas. It is also important to remember that for many people the motivation to cycle is because it is joyful and liberating.
- 1.4. The Committee looked at what is happening in the city and compared Sheffield with other cities. It found that Sheffield compares reasonably well with other cities but they want to do even better. There is a lot of good work already taking place and the Committee wants to improve on this, for example by joining up planning and highway developments.
- 1.5. The Committee took the opportunity to directly ask people and organisations what they thought about cycling in Sheffield. The themes from the Call for Evidence were followed up with an oral evidence session to further explore potential solutions with a wide range of people and organisations. The key messages heard from both the written and oral evidence was that there are a wide range of reasons why people cycle. In order to improve participation the city needs strong political leadership to promote the cycling agenda across the Council, as well as addressing behavioural issues and improvements to the cycling infrastructure.
- 1.6. The Committee sets out a vision:

To realise the full potential of cycling to contribute to the health and wealth of Sheffield, and the quality of life in our local communities, and to play its part in a fully integrated transport network that will encourage reduced car usage, alleviate congestion and ease pollution across the whole of the city. We believe this is both possible and necessary.

We need to get the whole of Sheffield cycling: not just healthy people or sporty young males, but people of all ages and backgrounds, in urban and rural areas.

We need to change the culture of how we use our roads, so that people are no longer afraid to cycle or allow their children to do so. Our streets, roads and local communities, need to become places for people, where cycling and walking are safe and normal.

We endorse the aim of the Get Britain Cycling report to see cycle use increase to 10% of all journeys in 2025 and 25% in 2050.

- 1.7. To help achieve this ambitious vision 19 recommendations are made in the following areas:

**Strong Leadership**

- Political Leadership
- Working with others to develop and support cycling
- Making the most of opportunities

**Getting the Right Infrastructure in Place**

- A Long Term Plan
- Publicising the Cycle Network
- Integrating cycling with public transport
- Cycling and walking audits

**Getting People Cycling**

- Training
- Behaviour on our roads
- Cycle Tourism

- 1.8. There is a wealth of evidence and detail behind the report with a number of supporting documents available on the Council's website.<sup>1</sup>

**2. What does this mean for Sheffield People**

- 2.1. The Cycling Inquiry Report is about how we can get the whole of Sheffield cycling: not just healthy people or sporty young males, but people of all ages and backgrounds, in urban and rural areas.

**3. Outcome and Sustainability**

- 3.1. The outcome of the Cycling Inquiry Report will to a very large extent be determined by the response to the Report by the Cabinet Member for Business Skills and Development in the summer and the subsequent implementation.

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<sup>1</sup> <https://www.sheffield.gov.uk/your-city-council/council-meetings/scrutiny-committees.html>

#### **4. Legal Implications**

- 4.1. This report provides Cabinet with the Economic and Environmental Scrutiny Committee's Cycling Inquiry Report. The Cabinet Member for Business Skills and Development is asked to respond in detail at Cabinet's July 2014 meeting to the Cycling Inquiry report. This response will set out which recommendations will be implemented and over what timescale. The full response to the Committee's report from the Cabinet Member for Business Skills and Development in the July 2014 will contain the legal implications of those recommendations that the Cabinet Member for Business Skills and Development proposes to implement.

#### **5. Financial Implications**

- 5.1. The Committee is very aware of the financial context in which the Council and partner agencies are now operating. For this reason, some of the recommendations are about attracting funding to support cycling in to the city. The full response to the Committee's report from the Cabinet Member for Business Skills and Development will contain the detail of any financial implications. To be clear this report to Cabinet is not seeking approval for spend.

#### **6. Equalities Implications**

- 6.1. The Committee was clear in the Terms of Reference for the Cycling Inquiry that it wanted to "identify measures to broaden and increase participation in cycling in Sheffield."
- 6.2. The Committee took the opportunity to directly ask people and organisations what they thought about cycling in Sheffield. The Committee asked to people to complete a monitoring form as part of this. Of the monitoring forms that were completed the Committee were aware that voices from young people, women, and BME people were under represented in the responses. The themes from the Call for Evidence were followed up in an oral evidence session, and this including ensuring the involvement of young people, women and BME people as part of the oral evidence session.
- 6.3. One of the Committee's recommendations focuses on cycle training and broadening participation:
- "Improved communication needs to be in place within the next year so that training can lead to broadening participation amongst all Sheffielders, whatever their age, gender or ethnicity."
- 6.4. As part of the updates on implementation the Committee will be requesting information on participation in cycling, including specifically whether participation is broadening amongst the groups referenced above.

## **7. Other relevant implications**

- 7.1. The Cycling Inquiry report highlights the positive benefits that cycling can make to the economy; health and the environment (see page 5 of the attached Cycling Inquiry Report).

## **8. Alternative Options Considered**

- 8.1. An alternative option in relation to the recommendations below would be to do nothing with the Committee's Cycling Inquiry Report. However, given the time and effort spent by the Committee's Inquiry and contributions to the Inquiry from members of the public and other organisations this was not deemed a viable option.
- 8.2. An alternative option in relation to the recommendations below would be to respond to Committee's Cycling Inquiry Report over a much longer timescale. However, this would be at the risk of losing some of the momentum from the Inquiry.

## **9. Reasons for Recommendations**

- 9.1. The Committee's Cycling Inquiry report makes 19 recommendations. The Cabinet Member for Business, Skills and Development is asked to respond to the Committee's Cycling Inquiry Report in three months' time as this would provide the Cabinet Member and the services with time to develop a detailed response.

## **10. Recommendations**

10.1. Cabinet is asked to:

1. Thank the Economic and Environmental Wellbeing Scrutiny Committee for its work on the Cycling Inquiry
2. Note the Cycling Inquiry Report
3. Request a detailed response to the Economic and Environmental Wellbeing Scrutiny Committee's Cycling Inquiry Report from the Cabinet Member for Business, Skills and Development at the July 2014 Cabinet meeting.

Matthew Borland  
Policy and Improvement Officer

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# **Sheffield City Council**

## **Economic and Environmental Wellbeing Scrutiny and Policy Development Committee**

### **Cycling Inquiry**

# Executive Summary

Cycling is important to thousands of people in Sheffield for transport, leisure and recreation. The All Party Parliamentary Cycling Group's 2013 report, Get Britain Cycling presented a good opportunity for us to review what we are doing in Sheffield and what we can do better, in order to improve the opportunities for cycling. We believe Sheffield is one of the first places to mirror this national approach at a local level.

Our key task was to propose an updated vision and strategic approach to cycling in Sheffield by identifying measures to broaden and increase participation in cycling in Sheffield. We have adopted a cross party approach to this task and have welcomed the direct involvement of cyclists in our work.

We reviewed the existing evidence on the impact of cycling on the local economy, health and the environment. Overall we are convinced of the benefits that cycling can make in these areas. It is also important to remember that for many people the motivation to cycle is because it is joyful and liberating.

We looked at what is happening in the city and compared Sheffield with other cities. We found that Sheffield compares reasonably well with other cities but we want to do even better. There is a lot of good work already taking place and we want to improve on this, for example by joining up planning and highway developments.

The Committee took the opportunity to directly ask people and organisations what they thought about cycling in Sheffield. We followed up the themes from the Call for Evidence with an oral evidence session to further explore potential solutions with a wide range of people and organisations. The key messages we heard from both the written and oral evidence was that there are a wide range of reasons why people cycle. In order to improve participation the city needs strong political leadership to promote the cycling agenda across the Council, as well as addressing behavioural issues and improvements to the cycling infrastructure. We would like to thank everyone who responded to the Call for Evidence or who gave oral evidence.

Our vision is:

To realise the full potential of cycling to contribute to the health and wealth of Sheffield, and the quality of life in our local communities, and to play its part in a fully integrated transport network that will encourage reduced car usage, alleviate congestion and ease pollution across the whole of the city. We believe this is both possible and necessary.

We need to get the whole of Sheffield cycling: not just healthy people or sporty young males, but people of all ages and backgrounds, in urban and rural areas.

We need to change the culture of how we use our roads, so that people are no longer afraid to cycle or allow their children to do so. Our streets, roads and local communities, need to become places for people, where cycling and walking are safe and normal.

We endorse the aim of the Get Britain Cycling report to see cycle use increase to 10% of all journeys in 2025 and 25% in 2050.

To help achieve this ambitious vision we have made 19 recommendations in the following areas:

### **Strong Leadership**

- Political Leadership
- Working with others to develop and support cycling
- Making the most of opportunities

### **Getting the Right Infrastructure in Place**

- A Long Term Plan
- Publicising the Cycle Network
- Integrating cycling with public transport
- Cycling and walking audits

### **Getting People Cycling**

- Training
- Behaviour on our roads
- Cycle Tourism

There is a wealth of evidence and detail behind our report with a number of supporting documents available on the Council's website.<sup>1</sup>

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<sup>1</sup> <https://www.sheffield.gov.uk/your-city-council/council-meetings/scrutiny-committees.html>

## What did we do?

We adopted a Parliamentary Select Committee approach to our work, supported by a smaller Steering Group. The All Party Parliamentary Cycling Group's 2013 report, Get Britain Cycling presented a good opportunity for us to review what we are doing in Sheffield and what we can do better, in order to improve the opportunities for cycling. We believe Sheffield is one of the first places to mirror this national approach at a local level.

Our key task was to propose an updated vision and strategic approach to cycling in Sheffield by identifying measures to broaden and increase participation in cycling in Sheffield. We have adopted a cross party approach to this task and have welcomed the direct involvement of cyclists in our work. The full terms of reference are provided in Appendix A and the membership of the Steering Group is in Appendix B.

We issued a public Call for Evidence and were delighted to receive over 260 responses. A list of who the responses came from is provided in Appendix C. The Call for Evidence was open to members of the public and any organisation with an interest in cycling in Sheffield. We actively sought the views of a wide range of organisations, beyond cycling groups. The Call for Evidence noted that cycling more than doubled in Sheffield between 2000 and 2011 and asked four questions:

1. What specific actions have helped the city achieve this growth?
2. What specific barriers prevent people from cycling or from cycling more frequently?
3. What evidence is there from other large cities or towns (in the UK or abroad) on broadening and increasing participation in cycling, with a particular emphasis on improving the economic, health and environmental impacts?
4. What in your view are the top three actions that would broaden and increase cycling in Sheffield?

The responses from the Call for Evidence informed the topics for the Committee's oral evidence session in December. This session heard from particular organisations and groups including representatives of cyclists; motoring organisations; public transport operators; South Yorkshire Passenger Transport Executive; and young people. A full list of people who gave evidence is provided in Appendix D. The minutes of this session are available online.<sup>2</sup>

We would like to thank everyone who responded to the Call for Evidence or who came to present oral evidence and answer our questions.

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<sup>2</sup> <https://www.sheffield.gov.uk/your-city-council/council-meetings/scrutiny-committees.html>

# Why cycle?

We reviewed the existing evidence on the impact of cycling on the local economy, health and the environment. Overall we are convinced of the benefits that cycling can make in these areas. It is also important to remember that for many people the motivation to cycle is because it is joyful and liberating.

## Economic impact

It is estimated in 2010 that there was a gross cycling contribution to the UK economy of £2.9bn. Contributing to this was bicycle manufacturing; retail sales; wages and taxation from employment; and reduced absenteeism.<sup>3</sup>

Cycling can help reduce absenteeism with research showing absenteeism in cyclists is significantly lower than in non-cyclists.<sup>4</sup> Cycling is a transport choice that can enable individuals to save money on public transport fares or on the fuel, parking and running costs of a car. Economic benefits of cycling also extend across the wider community contributing to reduced congestion and carbon emissions.

## Health impact

We heard that a lack of physical activity and sedentary lifestyle can make people ill and is very costly to health and social care. Currently in Sheffield we have over 70% of the population who are not doing enough activity to maintain health. There is strong evidence of an inverse relationship between inactivity and coronary heart disease, Stroke, Type 2 Diabetes, Hip Fracture, Breast and Bowel Cancer and depression. As well as being good exercise cycling can potentially fit into daily routines better than other forms of exercise as it doubles as a form of transport.

## Environmental impact

Air pollution in Sheffield is estimated to account for approximately 500 deaths per year in Sheffield and these deaths are almost all preventable.<sup>5</sup> More people cycling would help reduce air pollution and congestion.

Cycles take up less space for parking and create less noise than motorised transport. Cyclists are also more able to stop, get off and relax and enjoy the neighbourhood they are in.

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<sup>3</sup> The British Cycling Economy: 'Gross Cycling Product', LSE

<sup>4</sup> The British Cycling Economy: 'Gross Cycling Product', LSE

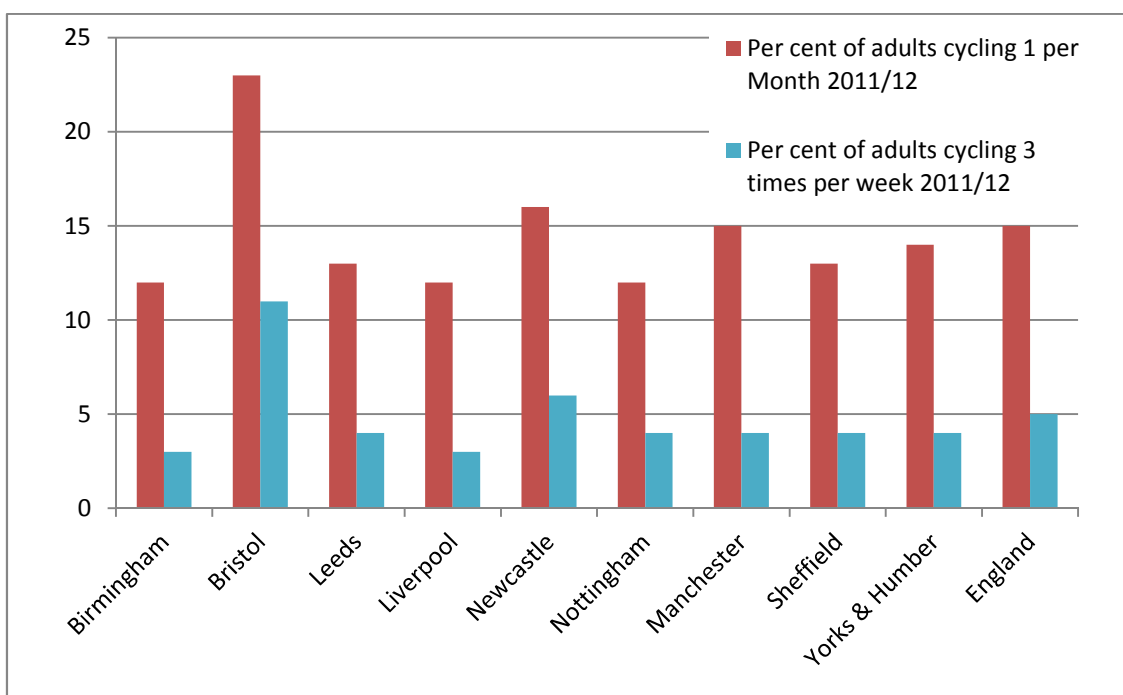
<sup>5</sup> Director of Public Health Report for Sheffield 2013:

<https://www.sheffield.gov.uk/caresupport/health/director-of-public-health-report-2013/public-health-outcomes/health-protection.html>

## What's already happening in the city?

We looked at what is happening in the city and compared Sheffield with other cities. We found that Sheffield compares reasonably well with other cities but we want to do even better. There is a lot of good work already taking place and we want to improve on this, for example by joining up planning and highway developments.

Between 2001 and 2011 the number of people living in Sheffield cycling to work increased by 80%.<sup>6</sup> We also know that cycling has increased by 106% in Sheffield between 2000 and 2011. Figure 1 shows the number of cycle journeys made in the 8 Core Cities – the 8 largest cities in England outside London – and the regional and national figures.



Cycle journeys made in Sheffield, with the exception of Bristol, compare fairly favourably with the other 'Core Cities'. However, they are slightly lower than the figure for England and the figure for Yorkshire and the Humber.

We recognise that a great deal of work has and is being carried out to enable and encourage people to cycle throughout Sheffield. This includes: infrastructure improvements; Streets Ahead programme; 20mph speed limit areas; the development of a 'Green Routes Network'; cycle parking; cycle maps; cycle coaching; cycle safety initiatives; Workplace Travel Planning and School Travel plans; and cyclists engaging with the Council mainly through the Cycle Forum. 'Cycling in Sheffield 2008 - 2013' looks at what has been done; has not been done; and what could be done better from a Council perspective and is on the website.<sup>7</sup>

<sup>6</sup> <http://www.ons.gov.uk/ons/rel/census/2011-census-analysis/cycling-to-work/2011-census-analysis---cycling-to-work.html>

<sup>7</sup> <https://www.sheffield.gov.uk/your-city-council/council-meetings/scrutiny-committees.html>

# What did people and organisations tell us?

The Committee took the opportunity to directly ask people and organisations what they thought about cycling in Sheffield. We followed up the themes from the Call for Evidence with an oral evidence session to further explore potential solutions with a wide range of people and organisations. The key messages we heard from both the written and oral evidence was that there are a wide range of reasons why people cycle. In order to improve participation the city needs strong political leadership to promote the cycling agenda across the Council, as well as addressing behavioural issues and improvements to the cycling infrastructure. We would like to thank everyone who responded to the Call for Evidence or who gave oral evidence.

## Call for Evidence

The response to the Call for Evidence was very good with the Committee receiving over 260 contributions. What follows is a summary of what people and organisations told us. A more detailed report – ‘Summary of Responses to the Call for Evidence’ is available on the website.

### Question 1: What specific actions have helped the city achieve this growth?

Investment in training and infrastructure in the city has had in the most part a positive effect. Cycling is still at a low level, accounting for less than 2% of trips, but this is comparable with most other English cities. Changes are needed to achieve the goals set out in the Get Britain Cycling<sup>8</sup> report of 10% of trips by 2025 and 25% of trips by 2050.

The main reasons people tell us there have been a rise in cycling and a rise in interest in cycling are:

- cycling saves money and time: it is cheaper than using a car (fuel, parking) or public transport; the rise in the cost of living means that some people cannot afford to run a car anymore, commuting by bike can be quicker than using public transport or a car, one spends less time in congestion.
- British sports successes in road and off-road cycling;
- many are making cycling a positive lifestyle choice for transport, recreation, health and wellbeing, and environmental concerns; as more people cycle then there is an increased interest;

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<sup>8</sup> ‘Get Britain Cycling’, Report of the All Party Parliamentary Cycling Group, 2013

Question 2: What specific barriers prevent people from cycling or from cycling more frequently?

Key barriers identified were safety concerns; lack of coherent and consistent cycling infrastructure; Sheffield's weather and hills; secure storage for bikes; and facilities at work for changing

There are significant links between 'infrastructure' and 'safety' issues with the potential causes of concerns around personal safety being:

- poor road/junction design and other road parameters, e.g. narrowness of roads;
- poor road maintenance,
- poor driver behaviour especially treatment of cyclists and lack of consideration of cyclists by other road users, enforcement of errant driving and parking in cycle lanes

Question 3: What evidence is there from other large cities or towns (in the UK or abroad) on broadening and increasing participation in cycling, with a particular emphasis on improving the economic, health and environmental impacts?

A wide range of good examples from the UK and other countries were received. A lesson from Cycle England is that change is brought about by coordination of promotion, training and infrastructure. The spend on infrastructure needs to be, by far, the majority of the spend.

Overseas examples include:

- extensive coherent infrastructures that separate cyclists where necessary and integrate cyclists where appropriate;
- much better integrated transport in terms of carriage of bikes and bike hubs and bike parking;
- bigger per capita spend on cycling than in the UK
- National laws and driving practices e.g. presumed or strict liability, priorities on crossings and at junctions

Question 4: What in your view are the top three actions that would broaden and increase cycling in Sheffield?

Suggestions about the actions included:

- Planning and installing a coherent cycle infrastructure with separation where necessary and integration where possible. There were suggestions that city centre is much more attractive through traffic reduction than it used to be and that the Council should concentrate on allowing cycling through the city centre



in pedestrianised areas. The cycle network should be both urban routes and green routes and it should be developed route by route.

- Ensuring that cycling and walking are at the heart of all planning and development. Suggestions on how this is achieved include focussed leadership at the Council; cycling issues are represented appropriately in all decision making; work with other councils on a City Region approach.
- Promoting the wider benefits of cycling. Suggestions covered the development of cycle and walking tourism; development and promotion of cycle events, e.g. Sky rides; making sure a wide range of staff understand the benefits that cycling can generate.

## **Oral Evidence**

We followed up the themes from the Call for Evidence with an oral evidence session to further explore potential solutions with a wide range of people and organisations.

The oral evidence session took evidence from particular organisations and groups including representatives of cyclists; motoring organisations; public transport operators; South Yorkshire Passenger Transport Executive; and young people. A full list of people who gave evidence is provided in Appendix D. The minutes of this session are available online. The session focused on three aspects:

- Culture and Behaviour: ‘How do we make people feel safer cycling on our roads?’
- Integration: ‘Do we need to improve integration of cycling with public transport?’
- Broadening Participation: ‘How do we get more people to cycle in Sheffield?’

The key messages from the oral evidence session were:

- Increasing participation will require action to address both infrastructure and people issues, rather than focusing on one or the other
- A clear and coherent network is needed
- A joined up approach across the cycling network and public transport is needed
- It is important to maintain and promote cycle training
- Strong leadership is required as it can be easier to ‘say’ than ‘do’ and there needs to be a political voice for cycling

Overall the oral evidence supported much of the written evidence we received.

# Our recommendations

Having fully considered the evidence we have developed 19 recommendations grouped in to three themes:

- Strong Leadership
- Getting the Right Infrastructure in Place
- Getting People Cycling

We analysed the evidence, including the responses and used it to inform our deliberations and discussions in coming to a judgement on the recommendations we believe are required. It is not simply a case of agreeing with everything we received or heard, or of weighing the responses where there was a range of views and going with the majority view.

We recognise the current public sector funding climate, but have not let this define the scope of our ambition. The recommendations have different timescales with some ongoing, some achievable in the short term, some in the medium term, and some over the long term.

## Strong Leadership

### Political Leadership

In order to provide political leadership which we believe is essential to move forward on cycling we recommend:

- R1            That Sheffield City Council appoints a councillor to be a ‘Cycling Champion’ by June 2014.**

### Working with others to develop and support cycling

In order to maximise opportunities for funding bids and recognising that the Council and a range of partners have important roles to play to develop and support cycling we recommend:

- R2            The Council works with the Sheffield City Region to ensure there are coherent plans in place to develop and support cycling by June 2015.**
- R3            Align funding streams with the NHS through the Health and Well Being board to maximise the health benefits that can be achieved through cycling.**

In order to increase and broaden participation in the city, and recognising the importance of working at a local level we recommend:

- R4            The Council builds on best practice in working with a range of partners, including voluntary sector cycling groups.**

In order to help make changes at the national level to support cycling, for example, the Get Britain Cycling report highlights Department for Transport regulation on allowing separate traffic lights for cyclists we recommend:

- R5            The Council works with the City's MPs to support them to lobby government for key improvements.**

#### Making the most of opportunities

In order to exploit the potential that mainstream programmes have to contribute to improving cycling, for example the Streets Ahead Programme – a huge city wide programme that will upgrade the condition of the roads, pavements and streetlights, we recommend:

- R6            That as part of a Cycling Plan the Council takes a joined up and systematic approach to exploiting the opportunities to improve cycling across all areas of Council activity.**

We commend the introduction of 20mph speed limits and the benefits that brings for cycling.

### **Getting the Right Infrastructure in Place**

#### A Long Term Plan

In order to improve the cycle network with a long term aspiration in mind and to provide a strategic approach for the city to bid for funding we recommend:

- R7            Sheffield should have a long-term strategic plan for a coherent and comprehensive cycling network in place by June 2015.**

Developing a network plan would be led by the City Council and involve a wide range of other partners.

This plan would set out a network of cycle routes which, if segregated where necessary and integrated where appropriate, would allow Sheffielders to choose to cycle between their homes and shops, and leisure and secure and safe bike parking near homes, shops, in the workplace and at schools and colleges.

As part of the Plan the Council should explore how the principles of shared space and living streets can be incorporated into urban design and re-development. It may not be possible to do this everywhere in the city and different spaces will have different solutions.

### Publicising the Cycle Network

In order to better inform people and make the network more accessible and less daunting for people who might like to cycle we recommend:

**R8                    Identifying ways of improving the promotion and advertisement of the cycle network by June 2015.**

This could include:

- Clear signage
- A regularly updated cycle map
- Council webpages with information such as bike rides, clubs, groups and shops.
- Information available at a wide range of locations, such as Council offices, libraries, leisure centres, health centres and bike shops.

### Integrating cycling with public transport

In order to make sure that switching easily between bike and public transport is as simple as possible we recommend:

**R9                    Within the next three years the cycle and public transport networks should be combined as a single network with 'hubs' developed at strategic locations and existing hubs improved.**

In order to enable people to take bikes on public transport where this could be appropriate we recommend:

**R10                  That the Sheffield City Region Authority and public transport operators identify opportunities and commit to undertake pilot schemes within the next 12 months, with priority be given to trials on the Supertram network.**

We are not suggesting people should be able to take a bike on a bus to the city centre in the morning rush hour, rather to look at more appropriate ways of enabling people to take a bike on public transport and to test them out..

### Cycling and walking audits

In order to ensure that residential, retail and business developments build in cycling at the design stage we recommend

- R11 That the Council undertake cycling and walking audits for all development proposals and for all changes to highways and to public spaces.**

A cycling audit will assess whether a design is cycle-friendly and whether any specific measures to assist cyclists follow best practice.

### **Getting People Cycling**

#### Training

In order to achieve the vision on participation there needs to be a coherent approach to training. We recommend:

- R12 For the next year Sheffield must maintain its programme of cycle training so that in the short term at least the current numbers of adults and children receive training each year. Over the next three years in addition the Council and its partners should look to extend the cycle training to train increasing numbers of adults and children year-on-year.**
- R13 These training opportunities need to be joined-up. Improved communication needs to be in place within the next year so that training can lead to broadening participation amongst all Sheffielders, whatever their age, gender or ethnicity.**
- R14 That revenue funding needs to be a part of any funding bids. Where this is not possible the Council should press the case to enable this.**

## Behaviour on our roads

In order to improve safety on our roads we recommend:

- R15**        **The Council should take steps to encourage its contractors to provide practical cycle awareness training for their drivers. Within three years this requirement for this training should be built in to the procurement process, starting with HGV drivers.**
  
- R16**        **Organisations in the Sheffield Bus Partnership should include cycle awareness training into all commercial and tendered routes.**
  
- R17**        **The Council should lobby government to ensure local agencies, including South Yorkshire Police have the powers and resources to improve road safety.**

## Cycle Tourism

In order to promote Sheffield as a cycling destination and sustain cycling in the city we recommend:

- R18**        **The Council makes full use of the opportunity the Tour de France presents.**
  
- R19**        **The Council improves the promotion of cycle tourism in and around Sheffield, including, for example, working with other local authorities, the Peak District National Park, Sustrans and hotels.**

## Appendix A

### Terms of Reference

The Economic and Environmental Wellbeing Scrutiny and Policy Development Committee has set up an Inquiry to look at cycling in Sheffield.

The terms of reference for the Inquiry are:

- To request and review written and oral evidence from a cross-section of people and organisations in the city with respect to cycling. This will include considering what measures have worked successfully within the city and elsewhere, and why they have worked.
- To identify measures to broaden and increase participation in cycling in Sheffield, with a particular emphasis on the economic, health and environmental impacts of these measures.
- To propose an updated vision and strategic approach to cycling in Sheffield in early 2014.
- To produce a report summarising the points above and identifying the next steps for the Council and partners.

The Council's Cabinet Member for Business, Skills and Development will be asked to respond to the report, setting out which parts of the report the Council will implement and over what timescale.

A representative from Cycle Sheffield will act as a voluntary adviser to the Inquiry. A City Council Policy and Improvement Officer who supports the Scrutiny Committee and a specialist from the City Council's Transport Planning team will provide support to the Inquiry.

The Inquiry will operate along lines similar to that of a Parliamentary Select Committee, mounting a short focussed inquiry, taking evidence and producing a final report.

## **Appendix B**

### **Membership of the Steering Group**

The work has been led on the Committee's behalf by a Steering Group. Mirroring the national report 'Get Britain Cycling' this has been a cross-party approach. The membership of the Steering Group is:

- Cllr Cate McDonald (Chair)
- Cllr Ian Auckland
- Cllr Tim Rippon
- Mick Nott, Cycle Sheffield
- Dick Proctor, Transport Vision and Strategy Manager, Sheffield City Council
- Matthew Borland, Policy and Improvement Officer, Sheffield City Council



## Appendix C

### Responses to the Call for Evidence

We received over 260 responses to the Call for Evidence. This included:

- Individuals
- Access Liaison Group
- Paul Blomfield MP
- CycleSheffield
- CTC (Cyclists' Touring Club)
- CTC Right to Ride rep for Sheffield
- East End Quality of Life Initiative
- Peak District National Park Authority
- Pedal Ready Cycle Training Co-operative
- ReCycleBikes
- Russell's Bicycle Shed
- Sharrow Cycling Club
- Sheffield Chamber of Commerce Transport Forum
- Sheffield Cycleboost
- Sheffield Hallam University
- South Yorkshire Passenger Transport Executive
- Sustrans, National Office
- Sustrans Rangers Volunteer Group in Sheffield
- 20s Plenty
- Transport 4 All
- Two members of Motorists Forum in an individual capacity
- Member of Sheffield on the Move in an individual capacity

We would like to express our thanks to everyone who responded to the Call for Evidence.

## Appendix D

### Oral Evidence Session

At the Committee's meeting in December the following people came to present evidence and answer our questions:

- Robert Baybutt, Institute of Advanced Motorists
- David Hall, regional Director, Sustrans
- Polly Blacker and Yvonne Witter, Sheffield Cycling Perspective
- Roy Mitchell, Principal Public Transport Manager, South Yorkshire Passenger Transport Executive
- Paul Lynch, Managing Director, Stagecoach Yorkshire
- Tim Gillby, head of Finance and Commercial, Stagecoach Supertram
- Simon Geller, Northern Rail Cycle Forum
- Andrew Jackson, Manager, Heeley Development Trust
- Bryony Akroyd, Councillor in the Youth Cabinet), Young Peoples' Perspective, accompanied by Sue Mia, Young People's Involvement Worker (Citywide), Sheffield Futures

We would like to express our thanks to all of these people for giving their time to contribute to the Cycling Inquiry.



## SHEFFIELD CITY COUNCIL Cabinet Report

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**Report of:** Eugene Walker

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**Date:** 16 April 2014

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**Subject:** Revenue and Capital Budget Monitoring 2013/14 – As at 31 January 2014

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**Author of Report:** Allan Rainford; 35108

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**Summary:** This report provides the month 10 monitoring statement on the City Council's Revenue and Capital Budget for 2013/14.

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**Reasons for Recommendations** To formally record changes to the Revenue Budget and gain Member approval for changes in line with Financial Regulations.

**Recommendations:**

Please refer to paragraph 101 of the main report for the recommendations.

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**Category of Report:** OPEN/CLOSED

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## Statutory and Council Policy Checklist

<b>Financial implications</b>
YES/NO      Cleared by: Eugene Walker
<b>Legal implications</b>
YES/NO      Cleared by:
<b>Equality of Opportunity implications</b>
YES/NO      Cleared by:
<b>Tackling Health Inequalities implications</b>
YES/NO
<b>Human rights implications</b>
YES/NO      :
<b>Environmental and Sustainability implications</b>
YES/NO
<b>Economic impact</b>
YES/NO
<b>Community safety implications</b>
YES/NO
<b>Human resources implications</b>
YES/NO
<b>Property implications</b>
YES/NO
<b>Area(s) affected</b>
<b>Relevant Scrutiny Board if decision called in</b>
Overview and Scrutiny Management Committee
<b>Is the item a matter which is reserved for approval by the City Council? NO</b>
<b>Press release</b>
YES/NO

## REVENUE BUDGET & CAPITAL PROGRAMME MONITORING AS AT 31 JANUARY 2014

### Purpose of the Report

1. This report provides the Month 10 monitoring statement on the City Council's Revenue Budget and Capital Programme for January. The first section covers Revenue Budget Monitoring and the Capital Programmes are reported from paragraph 73.

### Revenue Budget Monitoring

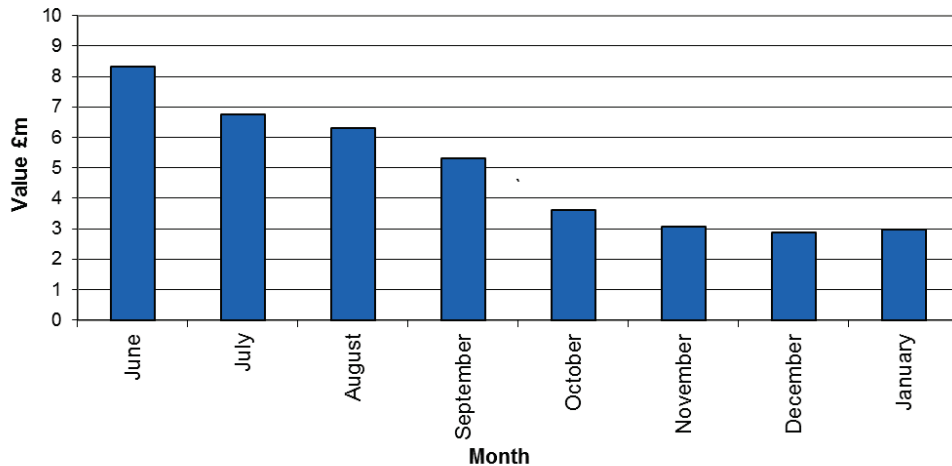
#### Summary

2. The budget monitoring position at month 9 indicated a forecast overspend of £2.9m, based on expenditure incurred to date and forecasted trends to the year end. The latest monitoring position at month 10 shows a forecast overspend of £3.0m to the year end: i.e. a forecast adverse movement of £81k since last month. This is summarised in the table below:

Portfolio	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
CYPF	86,473	86,497	(24)	↔
PLACE	180,220	179,619	601	↑
COMMUNITIES	183,055	173,510	9,545	↓
POLICY, PERFORMANCE & COMMUNICATION	2,699	2,650	49	↔
RESOURCES	64,334	65,297	(963)	↑
CORPORATE	(513,812)	(507,573)	(6,239)	↓
<b>GRAND TOTAL</b>	<b>2,969</b>	<b>-</b>	<b>2,969</b>	↔

3. The forecast outturn shows a reducing overspend from the £8.3m overspend reported in month 3 to £2.9m in month 9. This improvement reflected Portfolios' attempts to reduce spending but also the use of one-off grants to offset the significant pressures within the Communities portfolio. Further work is being undertaken to deliver a balanced position at year end, however as aforementioned, month 10 has seen a slight adverse movement. The position month by month is shown in the following chart.

SCC Revenue Outturn by Month 2013/14



4. In terms of the month 10 overall forecast position of a £3.0m overspend, the key reasons are:
- Place are showing a forecast overspend of £601k, mainly due to £330k associated with contract negotiations to deliver the waste management savings, additional forecast costs within commercial estate of £331k, a reduction in anticipated markets income of £357k caused mainly by low rental levels at the old Castle Market and a potential deficit arising from difficult trading conditions within Sheffield International Venues of £400k. These overspends are partly offset by reductions in forecast spend on the contract and street lighting costs within the Highways Department of £864k and savings on Local Growth Funded Projects of £395k.
  - Communities are showing a forecast overspend of £9.5m, due predominately to a £7.7m overspend in Care and Support relating to Learning Disability Services and the purchase of Older People's care and a £3.1m overspend on Mental Health purchasing budgets.
  - Resources are showing a forecast reduction in spending of £963k, due to £1m savings on the housing benefits subsidy adjustments, £1m of insurance fund savings and £226k reduction in spending within the Finance Service as a result of early staff savings for the 2014/15 budget. These savings are partly offset by reduced income from project recharges of £330k and a £600k provision for EU grant clawback within Business Information Solutions, £213k of unfunded

E-Business project costs and a £132k overspend within HR on employee costs.

- Corporate budgets are showing a forecast reduction in spending of £6.2m, due predominantly to savings against the redundancy budget of £2m and the receipt of additional grant income totalling £3.7m.

5. The reasons for the movement from month 9 are:

- Place are forecasting an adverse movement of £149k, due to a £126k forecast increase in the cost of waste management as a result of higher volumes of waste and £345k additional forecast spending primarily on professional services relating to key property projects within Capital and Facilitates management. These adverse movements have been partly offset by a reduction in spend against Local Growth Funded projects.
- Communities are forecasting an improvement of £280k, due mainly to a £163k reduction in forecast spending on Legal Services SLA costs and £175k resulting from additional funding for winter pressures and a reduced overspend within the equipment service.
- Resources are forecasting an adverse movement of £341k, due predominately to an additional provision of £200k taken this month in respect of EU grant claw back for historic European projects within BIS.
- Corporate budgets are forecasting an improvement of £109k, due mainly to the recovery of previous years' National Non-Domestic Rates (NNDR) overpayments.

## Individual Portfolio Positions

### Children Young People And Families (CYPF)

#### Summary

6. As at month 10 the Portfolio is forecasting a reduction in spending of £24k which is consistent with the month 9 position and is shown in the table below. The DSG forecast is an overspend of £181k, an improvement of £16k from the month 9 position. The key reasons for the forecast outturn position are:

- **Business Strategy:** £25k forecast reduction in spend, due to a £167k forecast overspend in Children's Public Health, forecast overspend in Children's Commissioning Unit £261k, Contract

Services overspend £108k, Organisational Development overspend £111k offset by increased income of £630k on the Education Services Grant (ESG) .

- **Children and Families:** £90k forecast reduction in spend, which includes £388k forecast overspend in legal fees, £320k forecast overspend on residential homes, £125k overspend in Fostering, £149k forecast reduction in spend on fieldwork services, £369k forecast reduction in spend on Early Years and £164k forecast reduction in spend on Placements.
- **Inclusion and Learning Services:** £192k forecast overspend, due to £111k forecast overspend on faith travel passes, £267k forecast overspend on travel passes due to an increase in demand. Offset by a forecast reduction in spend of £47k in the Learning and Achievement Service and a forecast reduction in spend of £34k in Inclusion and Targeted Services.
- **Lifelong Learning, Skills & Communities:** £101k forecast reduction in spend, due to a forecast overspend of £26k in the 14-19 Service, offset by a forecast reduction in spend of £47k in Strategic Support and a forecast reduction in spend of £78k in Youth.

## Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
BUSINESS STRATEGY	6,506	6,531	(25)	↑
CHILDREN & FAMILIES	63,282	63,372	(90)	↔
INCLUSION & LEARNING SERVICES	4,976	4,784	192	↔
LIFELONG LEARN, SKILL & COMMUN	11,709	11,810	(101)	↓
<b>GRAND TOTAL</b>	<b>86,473</b>	<b>86,497</b>	<b>(24)</b>	<b>↔</b>

## Commentary

7. The following commentary concentrates on the key changes from the previous month.

### Non DSG Budgets

#### Children and Families

8. As at month 10, the overall position for Children and Families is consistent with the month 9 position. However, the Early Years budgets have improved by £55k from the month 9 position to a forecast reduction in spend of £369k and the forecast position of the Adoption Service has also improved by £47k due to the maximisation of the use of the



Adoption Reform Grant. The forecast position of Fieldwork Services shows an adverse movement of £214k which is a result of the re-alignment of Successful Families Grant.

### DSG Budgets

9. As at month 10, DSG is forecast to overspend by £181k, an improvement of £16k from the position reported at month 9.
10. The only significant movement to report in DSG is an improvement of £75k in ILS on Banded Funding due to pupils being placed out of city or in Special schools.

### Place

#### Summary

11. As at month 10 the Portfolio is forecasting a full year outturn of an £601k overspend, an adverse movement of £150k from the month 9 position. The key reasons for the forecast outturn position are:

- **Business Strategy & Regulation:** £330k overspend due to risks associated with contract negotiations with the Contractor on the new service to deliver the full £2.1m waste management savings in the 2013/14 Budget.
- **Capital & Major Projects:** £983k overspend largely arising from cost and income pressures within the markets service of £357k and additional forecast costs within commercial estate for professional services of £331k. During the year, the service has undertaken work on key property projects which are considered essential to the continued strategic development of the city as a major commercial and leisure destination. By its nature this work is unplanned and reactive to opportunities and there is no general funding available. Without compensating prioritisation of spend this will inevitably lead to the overspend as forecast in the Month 10 results.
- **Culture & Environment:** £431k over budget due to the forecast including a £400k provision for difficult trading conditions for Sheffield International Venues (SIV) specifically a reduction in profits for the Arena. This was identified as a potential risk when the 2013/14 budget was compiled. The portfolio undertook to mitigate this risk in 2013/14 and future years rather than increase the budget and reduce services elsewhere to compensate.
- **Regeneration & Development Services:** £1.2m under budget largely due to reductions in forecast spend on contract and street

lighting costs within the Highways Department of £864k and Local Growth Funded Projects in Sustainable Cities and Planning of £395k.

### Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
BUSINESS STRATEGY & REGULATION	29,663	29,333	330	↑
CAPITAL & MAJOR PROJECTS	1,782	799	983	↑
CREATIVE SHEFFIELD	3,403	3,412	(9)	↔
CULTURE & ENVIRONMENT	54,662	54,231	431	↔
MARKETING SHEFFIELD	960	915	45	↔
PLACE PUBLIC HEALTH	(0)	0	(0)	↔
REGENERATION & DEVELOPMENT SER	89,750	90,928	(1,179)	↓
<b>GRAND TOTAL</b>	<b>180,220</b>	<b>179,619</b>	<b>601</b>	<b>↑</b>

### Commentary

12. The following commentary concentrates on the risks and key changes from the previous month.

#### Business Strategy & Regulation

13. The current forecast for this activity is £330k overspent, an adverse movement this period of £126k. The adverse movement this period arises from a small increase in the forecast cost of waste management, largely due to higher volumes of waste.
14. The key risk remains securing agreement with the Contractor to deliver the full £2.1m waste management savings included in the 2013/14 Budget. Negotiations are on-going with a view to seeking resolution.

#### Capital & Major Projects

15. The forecast for this activity is £983k overspent, being an adverse movement of £345k this period. The adverse movement is due to additional forecast spending primarily on professional services relating to key property projects.

#### Regeneration & Development Services

16. The forecast for this activity is £1.2m underspend, an improvement of £224k on the previous period, largely arising from further reductions in forecast spend on Local Growth Funded projects.
17. The outturn variance is primarily due to reductions in forecast spend on contract and street lighting costs within the Highways Department of £864k and Local Growth Funded projects of £395k.
18. The forecast excludes the impact of the outcome of a recent European Community Audit (ECA) on the Sheffield Cultural Improvement Project (Tudor Square). The Council has defended its actions, but there is a

very high probability that the European Court of Auditors may recover part of the grant (clawback) and even impose a further penalty for non-compliance. The Department of Culture and Local Government as the UK Managing Authority for the grant have suggested a minimum claw back of £300k but the final number is for the ECA to decide. There is no set timeframe for the ECA decision.

## Communities

### Summary

19. As at month 10 the Portfolio is forecasting a full year outturn of £9.5 million overspend, an improvement of £280k from the month 9 position. The key reasons for the forecast outturn position are:

- **Business Strategy:** Forecast reduction in spend against budgets of £453k. Executive and Portfolio-Wide Services report a forecast £135k reduction in spend mainly due to reduction in pay costs but also due to some restrictions on non-pay expenditure. Improvement and Development Services report a forecast of £89k reduction in spend due to holding of staff vacancies. Quality and Safeguarding is forecasting reduction of spend of £230k mainly due to reduced costs of the Moorfoot Learning Centre.
- **Care and Support:** Significant overspend forecast of £7.7m. This overspend is across Older People's / Physical Disabilities (together, known as "Adults") / Learning Disabilities (LD) care purchasing budgets, and is due to the full year effect of 2012/13 activity, and continued growth in 2013/14 offset by action and interventions implemented to date. There are a number of "one-off" actions supporting this position.
- **Commissioning:** A forecast £2.3m overspend due to: Mental Health (MH) Commissioning Service forecasting an overspend of £3.1m, mainly as a result of an overspend in MH Purchasing Budgets due to an increase in the number of people coming to us for care provision (predominantly using Self Directed Support Personal Budgets). Housing Commissioning is reporting an underspend of £598k mainly on the Housing Related Support Programme (formerly Supporting People). Social Care Commissioning is reporting an underspend of £230k as a result of termination of third party contracts, maintaining staff vacancies and restrictions on non-pay spend.

20. There are a range of actions being taken to reduce the forecast over spends in Communities. These include:

- Tight control over all spending.
- Holding staff vacancies open where they are not absolutely necessary to deliver safe and effective services.
- Providing direct support to help people maintain and regain their independence.
- Making sure that we have an up-to-date understanding of peoples eligible needs, and that these needs are met in the most cost effective way.
- Making sure that costs are not transferred to the Council as a result of decisions taken by other organisations.

### Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
BUSINESS STRATEGY	10,793	11,246	(453)	↓
CARE AND SUPPORT	124,929	117,227	7,703	↓
COMMISSIONING	36,844	34,565	2,278	↔
COMMUNITY SERVICES	10,489	10,473	16	↔
<b>GRAND TOTAL</b>	<b>183,055</b>	<b>173,510</b>	<b>9,545</b>	<b>↓</b>

### Commentary

21. The following commentary concentrates on the changes from the previous month.

#### Business Strategy

22. A forecast £453k reduction in spend against budget. This is an improvement of £163k on last month due, mainly, to Legal Services SLA cost being held to the “core” level.

#### Care and Support

23. A forecast £7.7m overspend. An improvement of £175k on last month due to the additional funding for winter pressures and the reduced overspend now anticipated in the equipment service.

#### Commissioning

24. A forecast £2.3m overspend. This is an adverse movement of £85k due to increase in Mental Health Care Purchasing costs.

## Resources

### Summary

25. As at month 10 the Portfolio is forecasting a full year outturn of a reduction in spending of £963k, an adverse movement of £342k from the month 9 position. The key reasons for the forecast outturn position are:

- **Business Information Solutions:** £1.1m overspend due in the main to reduced income from project recharges of £330k and £600k of EU grant claw back .
- **Commercial Services (savings):** £213k overspend in Commercial services due to E-Business project costs of £245k offset by vacancy management savings and surplus cashable savings.
- **Human Resources:** £132k overspend due to forecast overspend in employee costs due to delayed MER.

Offset by:

- **Housing Benefit:** £1m reduction in spending.
- **Central Costs:** £1m reduction in spending owing to a transfer of £1m from the Insurance Fund.
- **Finance:** £226k reduction in spend on Finance due to vacancy management.

**Transport & Facilities Management:** £161k reduction in spend mainly from an increase in income from the school minibus service

### Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
BUSINESS INFORMATION SOLUTIONS	1,891	770	1,121	↑
COMMERCIAL SERVICES	862	649	213	↔
COMMERCIAL SERVICES (SAVINGS)	(820)	(820)	0	↔
CUSTOMER FIRST	3,117	3,117	0	↔
CUSTOMER SERVICES	2,758	2,739	19	↔
FINANCE	1,883	2,109	(226)	↔
HUMAN RESOURCES	1,813	1,681	132	↔
LEGAL SERVICES	5,234	5,265	(31)	↔
RESOURCES MANAGEMENT & PLANNING	1,232	1,219	13	↔
TRANSPORT AND FACILITIES MGT	33,022	33,183	(161)	↔
TOTAL	50,992	49,912	1,080	↑
CENTRAL COSTS	13,339	14,383	(1,044)	↔
HOUSING BENEFIT	3	1,002	(999)	↔
<b>GRAND TOTAL</b>	<b>64,334</b>	<b>65,297</b>	<b>(963)</b>	<b>↑</b>

## Commentary

26. The following commentary concentrates on the changes from the previous month.

### Business Information Solutions

A forecast £1.1m overspend. This is an adverse movement of £223k from the previous month, due to an additional provision of £200k taken this month in respect of EU grant claw back for historic European projects within BIS. This has been raised previously as a financial risk.

## Policy, Performance and Communications

### Summary

27. As at month 10 the Portfolio is forecasting a full year outturn of an overspend of £49k, an improvement of £20k from the month 9 position. The key reasons for the forecast outturn position are:

- £92k overspend in Electoral registration due to the costs of canvas staff and IT support costs.
- £35k overspend in CEX office due to LGYH subscription costs paid in month 7.
- £90k overspend in Communications due to forecast under achievement in income.

Offset by:

- Business Support £98k, Equalities and Involvement £25k, Policy & Improvement £35k due to vacancy management and reduction in supplies & services and training spend.
- National Elections £18k due to income from Elections Claims unit for Police & Crime Commissioner election being higher than forecast.

## Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
ACCOUNTABLE BODY ORGANISATIONS	39	39	0	↔
POLICY, PERFORMANCE & COMMUNICATION	2,795	2,746	49	↔
PUBLIC HEALTH	(135)	(135)	0	↔
<b>GRAND TOTAL</b>	<b>2,699</b>	<b>2,650</b>	<b>49</b>	<b>↔</b>

## Corporate items

### Summary

28. The month 10 forecast position for Corporate budgets is a £6.2m reduction in spending which is consistent with the month 9 position. The table below shows the items which are classified as Corporate and which include:

- **Corporate Budget Items:** corporate wide budgets that are not allocated to individual services / portfolios, including capital financing costs and the provision for redundancy / severance costs.
- **Corporate Savings:** the budgeted saving on review of management costs and budgeted saving from improved sundry debt collection.
- **Corporate income:** formula Grant and Council tax income, some specific grant income and contributions from reserves.

### Financials

	<u>FY Outturn</u>	<u>FY Budget</u>	<u>FY</u>
	<u>£'000</u>	<u>£'000</u>	<u>Variance</u>
			<u>£'000</u>
Corporate Budget Items	48,532	51,024	-2,492
Savings Proposals	-450	-450	0
Income from Council Tax, RSG, NNDR, other grants and reserves	-561,895	-558,147	-3,748
<b>Total Corporate Budgets</b>	<b>-513,812</b>	<b>-507,573</b>	<b>-6,239</b>

29. Corporate Budget items are showing a forecast reduction in spending of £2.5m, due mainly to the reassessment of the budget requirement for redundancy cost of £2m, other miscellaneous income of £367k including the recovery of previous years' National Non-Domestic Rates (NNDR) overpayments and £120k saving against the Carbon Reduction Credits budget resulting from more up to date information on the estimated 2013/14 costs. This forecast is broadly consistent with the month 9 position.
30. Additional income accounts for the remaining £3.7m underspend. This additional income includes a £1.1m RSG refund, £1.4m LACSEG refund, £271k additional Council Tax Freeze grant, and two un-ringfenced grants including £947k adoption grant and £98k from the Department of Health (DoH). This forecast is consistent with the month 9 position.

## Local Growth Fund

31. The position on the Local Growth Fund is as follows:

### LOCAL GROWTH FUND

	<b>£m</b>
Income	
Reserves as at 31/03/13	-3.0
13/14 NHB Grant	-4.6
Earned Future NHB Grant	_____
<b>Total Income</b>	<b>-7.6</b>
Expenditure	
13/14 Spend to date at Month 10	2.4
Forecast to Year End	0.7
Future Years' Commitments	_____
<b>Total Expenditure</b>	<b>9.0</b>
	_____
<b>Funding Requirement</b>	<b>1.4</b>

32. £0.4m spend in the month mainly on the Spital Hill public realm works and the redevelopment of the Arbourthorne estate. Current year spend has fallen and been transferred to future years following slippage on the Claywood Green Links scheme, and delays in the delivery of new homes by Sheffield Housing Company.

## Housing Revenue Account

33. As at month 10 the full year outturn position is a forecast in-year surplus of £10m. At this stage, this represents a projected improvement of £4.1m from the revised budget. Any predicted improvement on the account will be factored into the planned update of the Business Plan and Capital Investment Programme later in the year.

34. The main reason for the variation in the overall improved position reported above relates to a predicted reduction in capital financing costs of £2.5m. This is primarily a result of reduced interest costs arising from the Councils on-going active Treasury Management Strategy.

35. Now that that HRA is self-financing, the Council has to consider the long term risks on interest rates and ensure that its 30 year business plan includes a sustainable level of debt.

36. Other main areas contributing to the projected improvement include revised forecast leaseholder and service charge income of £511k, £173k forecasted underspend on repairs and a £2m forecasted reduction in running costs mainly as a result of staff vacancies, delayed expenditure on Going Local projects and various underspends on other budget



heads. This is offset by a forecast increase of £684k in the cost of council tax on vacant properties and provision for rent arrears and a £297k reduction in overall rental income.

HOUSING REVENUE ACCOUNT (EXC COMMUNITY HEATING)	FY Outturn £000's *	FY Budget £000's *	FY Variance £000's *
1.RENTAL INCOME	(142,281)	(142,579)	297
2.OTHER INCOME	(5,273)	(4,762)	(511)
3.FINANCING	52,098	54,581	(2,483)
4.OTHER CHARGES	3,847	3,164	684
5.REPAIRS	32,919	33,092	(173)
6.TENANT SERVICES	48,693	50,647	(1,954)
Grand Total	(9,997)	(5,857)	(4,140)

\*subject to roundings

### Community Heating

37. The budgeted position for Community Heating is a draw down from Community Heating reserves of £670k. As at month 10 the forecast position is a draw down from reserves of £171k resulting in a reduction in spending of £499k. This is largely due to a revised forecast to reflect lower expenditure on gas and a reduction in the number of vacant properties.

COMMUNITY HEATING	FY Outturn £000's *	FY Budget £000's *	FY Variance £000's *
INCOME	(3,520)	(3,548)	28
EXPENDITURE	3,691	4,218	(527)
<b>Grand Total</b>	<b>171</b>	<b>670</b>	<b>(499)</b>

\*subject to roundings

### Year to Date

38. We are constantly challenging and working with Services to review budgets and budget profiles so that there is a clearer relationship between the position to date and the forecast outturn.

### Corporate Financial Risk Register

39. The Council maintains a Corporate Financial Risk Register which details the key financial risks facing the Council at a given point in time. The most significant risks are summarised in this report for information together with a summary of the actions being undertaken to manage each of the risks

**2014/15 Budget Savings & Emerging Pressures**

40. There will need to be robust monitoring in order to ensure that the savings agreed for 2014/15 are delivered and fully implemented. Officers have put in place a RAG reporting process which will result in regular reports being submitted to EMT and corrective action will be taken where required.
41. There are a number of issues that will require close monitoring as part of the RAG process. The following have been highlighted because they present the highest degree of uncertainty.
42. The Council intends to implement a new Pay and Reward Strategy in 2014/15, along with a policy regarding the removal of enhancements to pay based on working patterns. By implementing the new strategy, the Council avoids the need to unfreeze increments, which would have cost £5m. Instead, the additional cost of the new strategy is estimated at £1.6m per annum, which will be partially offset by savings of £1.3m resulting from the revised enhancements policy.
43. The position on pension costs remains a significant risk and increasing cost in 2015/16 when we face an even higher reduction in grant than in 2014/15. The amounts that the Council will have to pay beyond April 2015 to recover its share of the deficit on the scheme are unclear at the present time and further work will be required in the coming months. An additional budget provision of £9m has been made to cover pension costs in 2014/15 although £4m of this amount is a contribution from reserves. Obviously, this only provides a short-term solution, so further work is being undertaken to look at longer term options.
44. Corporate savings of £4m in capital financing costs were agreed as part of the 2014/15 budget. This will require that market conditions continue to remain favourable to the Council, i.e. that interest rates and borrowing requirements will not exceed those stated in the Treasury Management Strategy in the 2014/15 revenue budget.
45. Following the advent of the Government's Business Rates Retention Scheme in April 2013, a substantial proportion of risk has been transferred to local government, particularly in relation to appeals, charitable relief, tax avoidance, hardship relief and negative growth. The issue of appeals dating back to the 2005 rating list is the greatest risk causing concern across all authorities. As at the end of December 2013, there were properties with a rateable value of £158m under appeal in Sheffield, with an allowance for £5m of refunds next year. Actual trends on appeals are monitored in year, and revised estimates of the impact of

appeals have been made as part of the 2014/15 budget process. The Government has made various amendments to business rates regulations in order to support local businesses and stimulate the economy. One such measure is the extension of small business rates relief, for the cost of which the Government has promised to compensate all billing authorities.

46. The risk of delivering adult social care savings in 2014/15 is considerable, given that the Communities portfolio is forecasting an overspend of around £8m for care and support services in 2013/14. This position will be re-assessed as part of the RAG process referred to earlier.

### **Medium Term Financial Position**

47. In the future the Council's financial position will be significantly determined by the level of Business Rates and Council Tax income. Each of these may be subject to considerable volatility and will require close monitoring. Based on the Spending Review in June, the funding position is especially difficult from April 2015 and will require a focus on delivering economic growth to increase our income and on delivering outcomes jointly with other public sector bodies and partners.

### **Pension Fund**

48. Following the triennial valuation of the South Yorkshire Local Government Pension Scheme, current estimates are that the increase required in 2014/15 for deficit payments may be over £12m (in addition to the £5m which has already been assumed in the Medium Term Financial Strategy) on top of £3.6m for ongoing pension costs i.e. £17m in total. Negotiations with SYPA are continuing as this figure is something of a surprise to all South Yorkshire Councils. In addition, a surplus on the Kier pension pot set up to manage pension risk may be available at the contract end to smooth the impact to some extent.
49. Bodies whose Pension liability is backed by the Council are likely to find the cost of the scheme a significant burden in the current economic context. If they become insolvent the resulting liability may involve significant cost to the Council.

### **Contract Spend**

50. The high and increasing proportion of Council budgets that are committed to major contracts impairs the Council's flexibility to reduce costs or reshape services. This is exacerbated by the fact that in general these contracts carry year-on-year inflation clauses based on RPIx which

will not be available to the Council's main funding streams, e.g. Council Tax, RSG and locally retained Business Rates.

### **Economic Climate**

51. There is potential for current adverse economic conditions to result in increased costs (e.g. increased homelessness cases) or reduced revenues.
52. The Council seeks to maintain adequate financial reserves to mitigate the impact of unforeseen circumstances.

### **Trading Standards**

53. There is a low risk that it is not possible to recover outstanding contributions from the other South Yorkshire Authorities. However, negotiations are in the final stages and there is an expectation that an agreement will be reached.

### **External Funding**

54. The Council utilises many different grant regimes, for example central government and EU. Delivering projects that are grant funded involves an element of risk of grant claw back where agreed terms and conditions are not stringently adhered to and evidenced by portfolios. Strong project management skills and sound financial controls are required by project managers along with adherence to the Leader's Scheme of Delegation in order to minimise risk.

### **Treasury Management**

55. The ongoing sovereign-debt crisis continues to subject the Council to significant counterparty and interest-rate risk. Counterparty risk arises where we have cash exposure to banks and financial institutions who may default on their obligations to repay to us sums invested. There is also a risk that the Eurozone crisis will impact upon the UK's recovery and would in turn lead to higher borrowing costs for the nation. Whilst this is still a possibility, the UK recovery is beginning to take hold and the associated risk is beginning to ease.
56. The Council is mitigating counterparty risk through a prudent investment strategy, placing the majority of surplus cash in AAA highly liquid and diversified funds. Ongoing monitoring of borrowing rates and forecasts will be used to manage our interest-rate exposure.
57. Over the next few months, we will be developing the Treasury Management and Investment Strategies, as part of the 2014/15 budget process, and will be discussing our risk appetite with members and

senior officers as part of this process. This will include a review of our counter-party risk to ensure it is reflective of the relative risks present in the economy without being unduly conservative for the improving UK economic position.

58. The Co-op Bank have notified us that they will be withdrawing from the Local Authority banking market with effect from the ending of their contract with us, which is due to end in March 2015. Despite the well-publicised issues with the bank, we do not believe, given the above timescales, there is anything preventing a full and proper tender process being undertaken. Work has begun to scope our requirements in preparation for the tender process.

### Welfare Reforms

59. The government is proposing changes to the Welfare system, phased in over the next few years, which will have a profound effect on council taxpayers and council house tenants in particular. The cumulative impact of these changes will be significant. Changes include:

- **Abolition of Council Tax Benefit:** replaced with a local scheme of Council Tax Support from April 2013. The Council approved the replacement scheme, based on the reduced funding available from Government, and set up a hardship fund in January 2013, but there are risks to council tax collection levels and pressures on the hardship fund which are being closely monitored.
- **Housing Benefit changes:** there have been a number of changes, including the implementation of the 'bedroom tax', from April 2013 where the impacts are that a significant number of claimants are now receiving fewer benefits, thereby impacting on their ability to pay rent.
- **Introduction of Universal Credit:** originally scheduled from October 2013 but now delayed, awaiting further update from DWP who will administer it. Along with the impact of reducing amounts to individuals and the financial issues that might cause, the biggest potential impact of this change is the impact on the HRA and the collection of rent. This benefit is currently paid direct to the HRA; in future this will be paid direct to individuals. This will potentially increase the cost of collection and rent arrears. There will also be an impact on the current contract with Capita and internal client teams.

## Children, Young People and Families Risks

### Education Funding

60. In 2013/14 it is anticipated that 29 of the Council's maintained schools will become independent academies (24 primary / 5 secondary). To date 10 primary schools and 2 secondary schools have converted in 2013/14. Academies are entitled to receive a proportion of the Council's central education support services budgets. Based on projected academy conversions it is estimated that:

- up to £1.75m of DSG funding will be deducted from the Council and given to academies to fund support services.
- up to £2.62m will be deducted from the Council's DCLG funding, under the new Education Services Grant (ESG), and given to academies.

61. If an academy is a sponsored conversion then the Council will have to bear the cost of any closing deficit balance that remains in the Council's accounts. It is estimated that this may be up to £545k based on current projected academy conversions during 2013/14.

62. Where new independent schools (free schools) or Academies are set up and attract pupils from current maintained PFI schools, then the funding base available to pay for a fixed long term PFI contract would reduce, leaving the Council with a larger affordability gap to fund. There are also further potential risks if a school becoming an academy is a PFI school, as it is still unclear how the assets and liabilities would be transferred to the new academy and whether the Council could be left with residual PFI liabilities.

## Communities Risks

### NHS Funding Issues

63. There are significant interfaces between NHS and Council services in both adults' and children's social care. The Council has prioritised these services in the budget process, but savings have nevertheless had to be found. Working in partnership with colleagues in the Health Service efforts have been made to mitigate the impact of these savings on both sides. However, ongoing work is required now to deliver these savings in a way that both minimises impacts on patients and customers and minimises financial risks to the NHS and the Council.

64. The Council is participating in the Right First Time (RFT) programme with the Clinical Commissioning Group (CCG) and Hospital Trust. This

programme aims to shift pressures and resources from the hospital to community settings over the longer term, which should assist the Council in managing adult social care pressures, but there are risks to programme delivery at the same time as delivering funding cuts.

## **Resources Risks**

### **Digital Region**

65. At the time of making the decision to close the company and migrate its business (including the Council's) to other networks, the cost to the shareholders was estimated at £83.3m, with SCC's share of this being £14.3m. This was a lower cost than the likely cost of continuing with the procurement and also less risky. The SCC cost of £14.3m is within the amount of money set aside to cover DRL costs in the 2012/13 accounts (£15m was set aside).
66. All these figures were based on estimates and some costs cannot be firmed up until existing contracts are terminated and negotiations on new ones commence. However, since the decision was made to close, progress has been good and costs now look like they will come in lower than was estimated. The key issue remaining is that value may result from a sale of the assets and whether that reintroduces risk.

### **Electric Works**

67. The running costs of the business centre are not covered by rental and other income streams. The approved business plan set-aside contingency monies to cover potential deficits in its early years of operation. However, there remains a risk that the occupancy of units within Electric Works might be slower (lower) than that assumed within the business case, such that the call on the contingency is greater (earlier) than planned.
68. A full review of the options for the future is underway and will be reported to Members as soon as possible.

## **Housing Revenue Account Risks**

### **Housing Revenue Account (HRA)**

69. There are a number of future risks and uncertainties that could impact on the 30 year HRA business plan. As well as the introduction of Universal Credit, outlined in the risk above, the main identified risks to the HRA are:

- **Interest rates:** fluctuations in the future levels of interest rates have always been recognised as a risk to the HRA.
- **Repairs and Maintenance:** existing and emerging risks within the revenue repairs budget include unexpected increased demand (for example due to adverse weather conditions).

## Capital Programme Risks

### Capital Receipts and Capital Programme

70. Failure to meet significant year on year capital receipts targets due to reduced land values reflecting the depressed market and the impact of the Affordable Housing policy. This could result in over-programming / delay / cancellation of capital schemes.

### Building Schools for the Future Programme Affordability

71. Latest projections indicate that the affordability gap in the capital programme for the secondary schools estate, which must be underwritten by the Council, is in the order of £4m, a significant reduction on the previous gap. This requirement has now been identified in the Council's Capital Programme planning, and will therefore be removed from the risk register next month.

### Housing Regeneration

72. There is a risk to delivering the full scope of major schemes such as Parkhill and SWaN because of the severe downturn in the housing market. This could result in schemes 'stalling', leading to increased costs of holding the sites involved, and in the case of SWaN, potential exposure to termination payments which would fall to the HRA to meet.

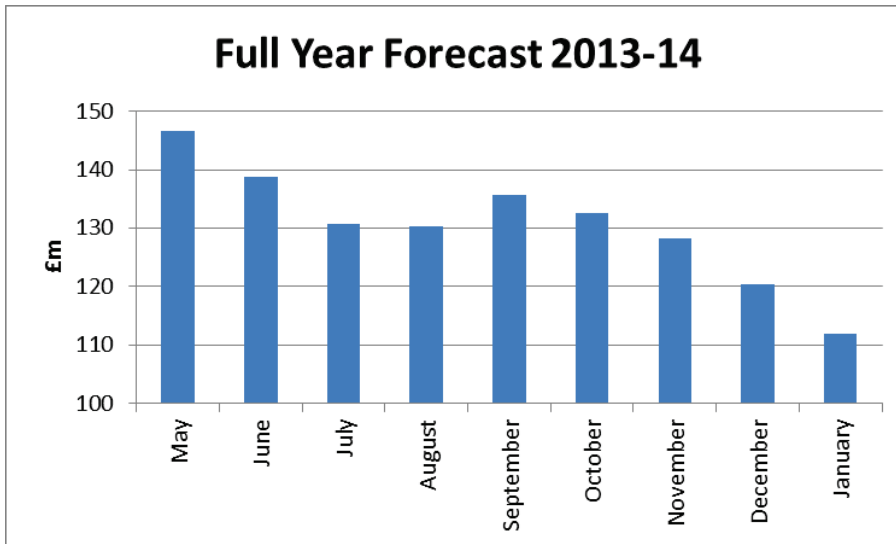
## The Capital Programme for 2013/14

### Summary

73. At the end of January 2014, the end of year position shows a variance of £20.1m compared to the Month 9 variance which was £13.4m below budget. This is an adverse movement of £6.7m on the previous month which is attributable to further reductions in the committed forecasts. £3.1m (15%) of the £20.1m underspend arises from delivering projects at less than the anticipated cost. £2.8m of this is in the Housing Programme.
74. The graph below shows the trend of forecast adjustments which have come very late in the year. The forecast has been revised downwards



by £34.8m since May with almost £20m (60%) coming in the last three months.



75. In order to achieve the forecast level of spend, £27.6m needs to be spent in the next eight weeks at an average rate of £3.45m per week. The average weekly spend for the previous ten months has been £2.33m (and that is with a major project like the new Indoor Market in full swing). However, a £7m+ technical accounting adjustment in respect of the Streets Ahead programme to be added in Month 11 should result in an outturn in the range of £110 – £115m.

### Financials 2013/14

<u>Portfolio</u>	<b>Spend to Date</b>	<b>Budget to Date</b>	<b>Variance</b>	<b>Full Year Forecast</b>	<b>Full Year Budget</b>	<b>Full Year Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
CYPF	20,952	23,873	(2,921)	27,846	30,907	(3,060)
Place	18,082	18,11	(228)	21,234	25,909	(4,675)
Housing	31,734	33,133	(1,399)	41,959	46,445	(4,486)
Highways	5,843	9,106	(3,263)	10,557	12,394	(1,837)
Communities	747	1,078	(330)	1,337	1,901	(564)
Resources	6,515	10,021	(3,506)	8,580	14,111	(5,531)
<b>Grand Total</b>	<b>83,874</b>	<b>95,521</b>	<b>(11,647)</b>	<b>111,513</b>	<b>131,667</b>	<b>(20,154)</b>

76. The outturn forecast is £20.1m (15%) below the budget. This is an adverse movement of £6.7m on last month. The main reason for this is the late amendment to the forecasts (which are now being committed only 6 weeks from the end of the financial year).

77. The budget has been reduced by (£2.2m) from Month 9 in response to lower forecasts at month 9. In month 10 project managers have revised the forecast down further to £111.5m, a reduction of £8.9m giving a net movement of £6.7m.
78. The table below shows that the improvement in defining a realistic budget continues. The revised budget for the year of £131.7m is £2.2m below the position at Month 9 after additions and variations of £0.9m.

### Capital Programme

	2013-14 £m	2014-15 £m	Future £m	Total £m
Month 8 Approved Budget	133.9	104.6	236.7	475.2
Additions	0.9	2.7	0.0	3.6
Improved accuracy of the Budget	-1.7	8.3	-6.0	0.6
Slippage	-1.4	1.4		0.0
Month 9 Approved Budget Request	131.7	117.0	230.7	479.4

79. The variation in the year to date position of £11.6m arises mainly from operational delays £3.4m, projects awaiting approval £1.4m, and slippage of £3.0m. The operational delays are due to lengthy contract negotiations on the Fisk Risk Assessment project (£0.8m), (£0.6m) on the Foster Carer Housing Enhancement.
80. The forecast for the year shows that all portfolios are below profile against the approved programme. The key variances are detailed below.
- **CYPF:** £3.1m (10%) below budget this is due mainly to slippage of £1.0m on Free Early Learning Capital and £0.5m on Foster Carer Housing Enhancement.
  - **Place:** £4.7m (18%) below budget of which £3.1m relates to the Westfield Sports Village project which has been cancelled due to difficulties with the securing the funds from the Football Association. A formal request has already been submitted and is due to be approved at Cabinet on the 19<sup>th</sup> March.

- **Housing:** £4.5m (10%) below budget of which £2.8m relates to a under spend on the environmental improvement programmes at South West Abbeybrook, South East and North New Parson Cross. On all 3 schemes the estimates put forward by the contractor were over estimated by around 400 heating installations.
- **Resources:** £5.5m (39%) below budget of which £4.1m relates to projects which have slipped behind schedule and into future years.

81. Further detail can be found below in the following sections.

### Commentary

#### Children, Young People and Families Programme

82. CYPF capital expenditure is £2.9m (12%) below the profiled budget for the year to date and forecast to be £3.1m (10%) below the programme by the year end for the reasons set out in the table below.

Cause of Change on Budget	Year to Date £000	Full Year Forecast £000
Slippage to be carried forward	15	-1,512
Operational delays in projects due to planning, design or changes in specification	-1,238	0
Revised profile for Building Schools for the Future programme	-23	0
Incorrect budget profiles	-15	0
No forecast entered by project managers	0	-11
Projects submitted for Approval	0	-79
Underspending on project estimates	-301	-568
Other variances	-1,358	-891
	<u>-2,921</u>	<u>-3,060</u>
Spend rate per day	98.4	109.6
Required rate to achieve Outturn	168.1	
Rate of change to achieve forecast	70.9%	

The main changes in the portfolio's forecast have been explained above in paragraph 80.

**Place Programme**

83. The Place portfolio programme (excluding Housing and Highways) is £0.23m (1%) below the profiled budget for the year to date and forecast to be £4.7m (18%) below the programme by the year end for the reasons set out in the table below.

<b>Cause of Change on Budget</b>	<b>Year to Date £000</b>	<b>Full Year Forecast £000</b>
Slippage to be carried forward	-165	-605
Operational delays in projects due to planning, design or changes in specification	-489	0
No forecast entered by project managers	0	-876
Projects submitted for Approval	106	-3,108
Overstatement of budgets		
Overspending on project estimates	0	272
Other variances	320	-358
	<u>-228</u>	<u>-4,675</u>
Spend rate per day	84.9	83.6
Required rate to achieve Outturn	76.9	
Rate of change to achieve forecast	-9.4%	

**Transport & Highways Programme (Place Portfolio)**

84. The Transport & Highways programme is £3.3m (36%) below the profiled budget for the year to date and forecast to be £1.8m (15%) below the programme by the year end for the reasons set out in the table below.

85. The £1.5m movement between the year to date and forecast variances is mainly due to £0.9m on the BRT programme. The original £3m budget for BRT is being removed and replaced with the full programme value of £24.0m. The budget adjustments are part of the approvals for this month and included within Appendix 1.

<b>Cause of Change on Budget</b>	<b>Year to Date £000</b>	<b>Full Year Forecast £000</b>
Slippage to be carried forward	0.0	-100.0
Operational delays in projects due to planning, design or changes in specification	-636.2	-924.1
Incorrect budget profiles	-1252.1	0
No forecast entered by project managers	0	-402.2
Projects submitted for Approval	0	-281.3
Other variances	-1,375	-129
	<b>-3,263</b>	<b>-1,837</b>
Spend rate per day	27.4	41.6
Required rate to achieve Outturn	115.0	
Rate of change to achieve forecast	319.2%	

### Housing Programme (Place Portfolio)

86. The Housing capital programme is £1.4m (4%) below the profiled budget for the year to date and forecast to be £4.5m (10%) below the programme by the year end for the reasons set out in the table below.

<b>Cause of Change on Budget</b>	<b>Year to Date £000</b>	<b>Full Year Forecast £000</b>
Slippage to be carried forward	-725	-1,064
Operational delays in projects due to planning, design or changes in specification	-995	0
Incorrect budget profiles	-52	0
No forecast entered by project managers	0	-84
Projects submitted for Approval	0	-185
Home Improvement grants held on behalf of other local authorities	-33	-49
Items under investigation		
Underspending on project estimates	-152	-2,815
Other variances	559	-288
	<b>-1,399</b>	<b>-4,486</b>
Spend rate per day	149.0	165.2
Required rate to achieve Outturn	249.4	
Rate of change to achieve forecast	67.4%	

87. The main reason for the forecast variance is due to £2.8m expected savings across the South West Abbeybrook, South East and North New Parson Cross projects. All 3 schemes are in connection with the Environmental Programmes within each area and are due to deliver among others new heating installations. The estimates put forward by the contractor covering all 3 schemes were overestimated in total by around 400 heating installations. There is a further £0.4m saving on the Sharrow Almo Works project and £0.3m slippage on the Lansdowne and Hanover Cladding project.
88. In aggregate this is the largest single cause of the underspend in this programme accounting for 63% of the shortfall against budget.

### Communities

89. The year to date spend on the Communities portfolio capital programme is £0.33m (31%) below the profiled budget and the forecast £0.6m (30%) below budget.
90. The main reason for the forecast variance is £0.37m of project slippage relating to Mobile Working Solutions both of which have been submitted for approval.

Cause of Change on Budget	Year to Date £000	Full Year Forecast £000
Slippage to be carried forward	0	-377
Other variances	-330	-187
	-330	-564
Spend rate per day	3.5	5.3
Required rate to achieve Outturn	14.4	
Rate of change to achieve forecast	309.5%	

### Resources

91. The year to date spend is £3.5m (12%) below the programme and forecast to be £5.5m (39%) below the approved budget for the whole year.
92. The main cause of the shortfall on budget to date is slippage in the Road Vehicle Efficiency replacement programme of £0.8m, Wincobank

Community centre where a value engineering exercise is in place to keep within the approved budget as the tenders have exceeded the approved amount of £0.2m, and Fire Risk Assessment work of £0.5m where negotiations have been extended to get the best value for money.

93. The main cause of the forecast variance is due to slippage:
- £1.4m on Road Vehicle Efficiency replacement programme;
  - £1.2m on the Office Accommodation programme;
  - £1.1m on Fire Risk Assessment work;
  - £0.3m variance on Broomhill Library;
  - £0.2m slippage on CBT Wincobank Community Building; and
  - £0.3m slippage on Provision on Disabled Access.
94. In addition there is a further £0.6m slippage variance against contingency allocations for bad weather breakdowns (which at the current point are unlikely to be used), £0.3 on Provision of Disabled Access and £0.3m on Community Buildings Maintenance.

Cause of Change on Budget	Year to date £000	Full Year Forecast £000
Slippage to be carried forward	-2,171	-4,096
Operational delays in projects due to planning, design or changes in specification	-16	0
Incorrect budget profiles	-100	0
No forecast entered by project managers	0	42
Projects submitted for Approval	0	-635
Overspending on project estimates	-125	0
Other variances	-1,093	-842
	-3,506	-5,531
 Spend rate per day	 30.6	 62.7
Required rate to achieve Outturn	229.4	
Rate of change to achieve forecast	649.9%	

**Approvals**

95. A number of schemes have been submitted for approval in line with the Council's agreed capital approval process.
96. Below is a summary of the number and total value of schemes in each approval category:
- 8 additions to the capital programme with a total value of £30.4m of which £7.8m relates to variations made against existing Q numbers;
  - 18 variations to the capital programme creating a net decrease of £6.5m;
  - 7 slippage requests with a total value of £1.2m;
  - 7 contract awards with a total value of £4.2m;
  - 2 emergency approvals with a net decrease of £2.6m; and
  - 3 director variations with a net value of £5k.
97. Further details of the schemes listed above can be found in Appendix 1.

**Implications of this Report****Financial implications**

98. The primary purpose of this report is to provide Members with information on the City Council's Budget Monitoring position for 2012/13 and, as such it does not make any recommendations which have additional financial implications for the City Council.

**Equal opportunities implications**

99. There are no specific equal opportunity implications arising from the recommendations in this report.

**Property implications**

100. Although this report deals, in part, with the Capital Programme, it does not, in itself, contain any property implications, nor are there any arising from the recommendations in this report.



## Recommendations

101. Members are asked to:

- (a) Note the updated information and management actions provided by this report on the 2013/14 Revenue budget position.
- (b) In relation to the Capital Programme, Members are asked to:
  - (i) approve the proposed additions to the capital programme and procurement strategies listed in Appendix 1, and delegate authority to the Director of Commercial Services, or an Officer nominated by him, to award the necessary contracts, on such terms as the Director or nominated Officer shall agree, following stage approval by Capital Programme Group;
  - (ii) approve the proposed variations and slippage in Appendix 1;
  - (iii) note the variations to the programme executed under delegated authorities or emergency approval, and note the latest position on the Capital Programme including the current level of delivery and forecasting performance; and
  - (iv) approve the acceptance of grants listed in Appendix 2 and in doing so approve the Council assuming the role of Accountable Body for those grants, noting the conditions of the grants.

## Reasons for Recommendations

102. To formally record changes to the Revenue Budget and the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the capital programme in line with latest information.

## Alternative options considered

103. A number of alternative courses of action are considered as part of the process undertaken by Officers before decisions are recommended to Members. The recommendations made to Members represent what Officers believe to be the best options available to the Council, in line with Council priorities, given the constraints on funding and the use to which funding is put within the Revenue Budget and the Capital Programme.

**Eugene Walker**  
**Director of Finance**



Scheme Description	Approval Type	Value £000	Procurement Route
<b>GREAT PLACE TO LIVE</b>			
<b>Capital &amp; Major Projects</b>			
<b>Community Investment Plan: Resource Costs</b> This project will reduce SCC operational buildings to a core estate level, to enable the council to deliver its operational service delivery outcomes more efficiently. It comprises four strands, covered by Business Cases and Asset Class-based Strategies (depots; community hubs; lodges and service tenancy reviews; surplus property), with one year's plan leading into the following year's requirements. It will provide the resource to create a CIP (Community Investment Programme) business case in each of the first three years based on a current priority need basis and deliver the operational programme in the most efficient / cost saving order.	Addition	490	N/A – in-house provider (Capital Delivery Service)
To be funded from revenue savings first, then capital receipts.			
<b>Property &amp; Facilities Management Capital Schemes</b>			
<b>Abbeyle Industrial Hamlet – Structural Defects</b> This project was set up to carry out major repairs to the dam wall to prevent the loss of water resulting from a wall collapse, thereby causing a major incident. Following a tender exercise, the lowest offer is above that estimated in the approval submission. This reflects a revised construction method. At feasibility stage the plan was to drain the dam. Technical advice agreed by the engineers recommends that a coffer dam would provide a better solution to accessing the dam wall to carry out the relevant repairs.  The cost increases are as follows. <ul style="list-style-type: none"> <li>£65k construction (£30k Cofferdam*, £20k pen stock, £15k grouting;</li> </ul>	Variation EMT	96	N/A

<ul style="list-style-type: none"> <li>• £11k fees (£14k general fees, -£3k ecology watching brief no longer required);</li> <li>• £20k contingency to be added to cover for excavation variations.</li> </ul> <p>The £96k variation is funded from additional CRP from the Health and Safety Compliance block allocation.</p>			
<p><b>Health &amp; Safety Compliance block allocation</b></p> <p>This block allocation was established to mitigate current compliance issues not only in funding additional work to bring all properties to an acceptable standard, but also to deal with absorbing some responsibilities from “Fragile Lessees” (those who it could be perceived don’t have the knowledge, resources or skills to complete these duties).</p> <p>As such, using this provision to fund the overspend on Abbeydale Hamlet is an appropriate use.</p>	Variation EMT	-96	N/A
<p><b>Highways</b></p>			
<p><b>Bus Rapid Transit (BRT)</b></p> <p>Bus Rapid Transit (BRT) North is a high quality and efficient public transport service that has been developed to help people travel into and between the centres of Rotherham and Sheffield. It will provide access to existing leisure, commercial and manufacturing facilities as well as facilitating economic growth by providing links to existing and proposed employment sites in the Lower Don Valley. The project is being delivered in partnership by South Yorkshire Passenger Transport Executive (SYPTe), Sheffield City Council (SCC) and Rotherham Metropolitan Borough Council (RMBC).</p> <p>A Cabinet Report dated 20 November 2013 approved grants from the Department for Transport for £15.4m and ERDF for £8.1m and acknowledged and supported the progression of the Bus Rapid Transit (BRT) North scheme to full construction and authorise the completion of formal contracts with Carillion and North Midland to</p>	Addition	24,200	N/A

<p>construct the necessary highway infrastructure within Sheffield, inclusive of the Tinsley Link Road. The overall project cost is expected to be £28.2m and will be funded from five principle sources.</p> <p>SYLTE have agreements with Department for Transport (DfT) and ERDF to secure value for money for funding received. SCC has entered into a partnership agreement with SYLTE and RMBC which binds all parties to the terms and conditions of the funders, accepted by SYLTE in the first instance.</p> <p>BRT comprises of a number of Work Packages which are allocated to SYLTE / RMBC / SCC.</p> <p>The WP's managed by SCC are:-</p> <p>WP 21 – The Tinsley Link Road          This element comprises of the construction of the new road link from Meadowhall Way to Sheffield Road. This is being let as a single construction contract which has been formally awarded to Carillion for £11m          A further contract has been awarded, as part of WP 21, to Amey for site supervision for £543k, this includes the site supervision of the SCC work packages.</p> <p>WP 24/25 – Highways Alterations          WP 24 comprises of six junction alterations and general carriageway improvements to facilitate the rapid transport route. the Single construction contract has been let for this package to North Midland Construction for £1.8m          WP 25 comprises of the City Loop Route alterations to bus stops at an approximate cost of £150k.</p> <p>WP14 – Land          This covers the compulsory purchase of land to enable the construction of the route</p>			
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<p>which was confirmed by Cabinet on the 11<sup>th</sup> July 2012.</p> <p>Approval is being sought to add the approved funding for 2013/14 onwards into the Capital Programme as follows:-</p> <table border="1" data-bbox="454 829 657 1890"> <thead> <tr> <th></th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>BRT Hwy's Atern</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>93888 WP24/25</td> <td>435,771</td> <td>2,251,053</td> <td>291,796</td> <td>2,978,620</td> </tr> <tr> <td>93889 BRT Land WP14</td> <td>917,955</td> <td>852,985</td> <td>587,866</td> <td>2,358,806</td> </tr> <tr> <td>93890 BRT Tinsley Link WP21</td> <td>3,637,859</td> <td>12,266,195</td> <td>3,006,879</td> <td>18,910,933</td> </tr> <tr> <td></td> <td>4,991,585</td> <td>15,370,233</td> <td>3,886,541</td> <td>24,248,359</td> </tr> </tbody> </table> <p>Funded by:</p> <table border="1" data-bbox="690 1050 909 1890"> <tbody> <tr> <td>DfT</td> <td>£m</td> </tr> <tr> <td>ERDF</td> <td>15.4</td> </tr> <tr> <td>Developer Contributions **</td> <td>8.1</td> </tr> <tr> <td>Balance LTP</td> <td>2.2</td> </tr> <tr> <td></td> <td>2.5</td> </tr> <tr> <td></td> <td><u>28.2</u></td> </tr> </tbody> </table> <p>** The developer contributions are anticipated to be received after completion therefore a loan facility has been secured from Central Government from Growing Places.</p>		2013/14	2014/15	2015/16	Total	BRT Hwy's Atern					93888 WP24/25	435,771	2,251,053	291,796	2,978,620	93889 BRT Land WP14	917,955	852,985	587,866	2,358,806	93890 BRT Tinsley Link WP21	3,637,859	12,266,195	3,006,879	18,910,933		4,991,585	15,370,233	3,886,541	24,248,359	DfT	£m	ERDF	15.4	Developer Contributions **	8.1	Balance LTP	2.2		2.5		<u>28.2</u>			
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<p><b>BRT North</b>                  This business unit was initially approved in 2012/13 for £5m with a current year budget of £3m. For ease of financial management and based on the work profiling, the BTR project has been sub-divided into manageable work packages (see above entry).                  As a result, this budget has been reduced from £3m to £54k which is to cover fees. He fees will be funded from LTP.</p>	<p>Variation</p>	<p>-3,000</p>	<p>N/A</p>																																										

<b>Homes</b>			
<p><b>Community Heating – Plant Rooms</b>                  The existing boiler house comprises 2 boilers which were converted from coal to gas some years ago, a biomass boiler, which no longer works and a combined heat and power plant which is currently switched off.</p> <p>In February 2013 the maintenance contractor Kier advised that the existing gas boilers were increasingly difficult to service and should be replaced ahead of the current plan. The budget approved for this originally was £215,000. The original estimate was based on a like-for-like replacement. Once actual design commenced it became clear that the original plan would preclude any future plans to provide biomass boilers or combined heat and power plant. Such were the issues it was decided to remodel the boiler house to allow for any future plans rather than remove any new gas boilers at that stage to incorporate future improvements for both Callow and to increase the district heating network to supply potential housing developments in this area of the city. At this stage detailed design work had not been undertaken and based on previous experience of much smaller installations. This is one of the largest heating schemes to be undertaken and has not been done for some 15 – 20 years.</p> <p>Full drawings and specification were completed by Capital Delivery Service and Kier Sheffield LLP provided a price of £466,000 including temporary boiler plant in early September 2013. This was significantly above the expected estimate even taking account of the additional work to remodel the boiler house layout.</p> <p>The installation of the temporary boiler only via Kier Sheffield LLP was approved in. at a</p>	<p>Variation Plus Slippage</p>	<p>422 85</p>	<p>Competitive tender Strategy to follow</p>

<p>cost of £99,101 including fees leaving £115,898 for work to install permanent boilers. The increase in actual works costs from £215,000 to £538,043 is largely the result of an unrealistic starting figure. Only £36k of the increase reflects the cost of building in future capacity to fit new CHP and biomass heating. This will save on abortive costs of relocating the gas boilers and remodelling of the boiler house to a new biomass and CHP plant and extension to the network at a later stage.</p> <p>Approval is now sought for the full remodelling of the boiler house and the installation of two new high efficiency gas boilers and for the work to be tendered on the open market. The budget for this work is £538k, £422k from the HRA block allocation and £85k slippage to be moved from 2013/14 to 2014/15.</p>									
<p><b>Block Allocation HRA</b> This variation is to reduce the HRA block allocation to move the funding to the Community Heating – Plant Room project to fund the project as detailed above.</p>		Variation	-422						N/A
<p><b>Council Housing – New Acquisitions</b> This project is for the acquisition of 22 existing properties for Council Housing. This is following the `Delivering more Council Housing `Cabinet Report of Feb 2014. The funding for this is £594k from Capital Receipts 1 - 4- 1 funding and £1.3m from Prudential Borrowing.</p> <p>1 -4-1 funding is the amount of funding the council can keep over the target set in consultation with central government from the Right To Buy sales. This money is available to fund, and must be applied to, replacement affordable rented homes, limited to 30% of the overall cost.</p> <p>The principal benefit of this project, as linked with the New build Council Housing Project, will be the replenishing of the Councils housing stock, which is essential to the health of the self-financing HRA business Plan and to the provision of affordable</p>		Addition	1,980						N/A



<p>housing.</p> <p>Other benefits include:</p> <ul style="list-style-type: none"> <li>• Increasing the supply of well-managed, affordable, decent homes</li> <li>• Increasing choice in size and location of affordable housing</li> <li>• Bringing long term empty properties back into use</li> <li>• Potential to provide accommodation for adults with learning disabilities</li> <li>• Increased environmental sustainability through investment in existing properties.</li> </ul> <p>The council housing acquisitions Project aims to deliver approximately 451 additional council homes, for either social or affordable rent, over a six year period of acquisitions from 2014 to 2020. Properties will be refurbished up to the Sheffield Standard and brought into the HRA as Council Housing. In 23014/15 this project aims to deliver 22 homes via acquisition.</p> <p>The project is part of a wider stock increase programme that aims to deliver around 600 additional homes.</p> <p>Over time the Councils housing stock is being reduced by the sale of properties under the right to buy scheme. In order to sustain the self-financing HRA business plan and continue to meet the affordable housing need in the city it is necessary to replenish the Councils housing stock.</p> <p><b>Average Scheme acquisition cost per property for 2014/15</b>  Purchase cost - £75k  Refurbishment cost - £12k  On costs - £3k  <i>Total acquisition costs for 14/15 for 22 properties = £1,980k</i></p>			382	N/A
<p><b>Balfour House Refurbishment</b></p>			Variation	

		<p>This is for an additional £382k needed for the Balfour scheme to make it fully accessible and increase the accommodation on the scheme. Capital funding of £875k from the HRA BU 97412 was originally set aside to refurbish the scheme and also to convert 12 bedsit properties into 6 one bedroom flats improving the overall quality of accommodation in the area. This budget provision was based on an August 2011 desk top estimate of the scheme by a QS based on prices obtained on similar sized schemes delivered on a design and build basis through the DH programme. At this stage no feasibility or design work was commissioned as members wanted to explore a range of options for the sheltered accommodation at Stocksbridge. In August 2013 the procurement strategy for Balfour was agreed to encompass the refurbishment, conversion work and improving scheme accessibility through improved lift access for which a separate budget of £98,825 BU 97371 has been approved in 2014/15. CDS were subsequently commissioned to produce a feasibility report for the scheme and develop options for improving access on the scheme. The outcome of this work was provided to the Council Housing Service in December 2013. Detailed design work started in January with the intention of procurement of the work commencing in February 2014.</p> <p>Existing One Bed Flats(22 units) – The average unit cost of the additional work is estimated at £22,000 which is £6,000per unit higher than the 2011 costing which had not accounted for the need for extensive heating works or any remodelling.</p> <p>Wardens Flat –The original proposal was to retain the existing flat. Designs have been produced which allow for the creation of 2 one bedroomed flats. The additional cost associated with this work is £65,000. The estimated rental income associated with these flats excluding any supported housing service charge is £7500 per annum. A simple payback calculation would indicate therefore that the capital costs would be repaid in around 9 years.</p> <p>Studio Flats- The designs that have been developed for the studio flats are to convert 2</p>
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<p>adjacent bedsits into one bedroomed accommodation. This will require new electrics, heating system and plastering as well as the standard Sheffield decent homes works. The reconfiguration also requires the electrical sub-mains to be renewed. The average unit cost of a conversion is estimated at £37,000 which is comparable with other schemes.</p> <p><u>Communal Area Works</u> Following a similar scope of works to other sheltered schemes loft insulation, kitchen fittings, laundry and communal bathroom facilities will also be upgraded. The corridor communal windows are timber and single glazed and although in good condition in order to reduce heat loss and reduce long term maintenance costs it is recommended that the windows are replaced at a cost of £50,000. A number of communal fire doors are also in need of repair. The total cost of communal works is £89,000.</p> <p>The investment work identified through the condition assessments will ensure that no major capital investment is required on the scheme for 10 years. The revised scheme provides two additional units of accommodation which will benefit the local community and will generate a substantial surplus to the HRA over a 30 year period.</p> <p>This work is to be funded by additional HRA resources which have been approved at the HRA Board meeting on 14<sup>th</sup> February 2014.</p>			
<p><b>Long Term Empties – Purchase and Repair</b> This variation is to request the acquisition of two additional properties funded by £32k of HCA Grant and £124k of Prudential borrowing. These properties will become Council assets. This funding has been agreed at the HRA Board on 14<sup>th</sup> Feb 2013 and is within the declared amount in the programme.</p>	Variation	156	N/A
<p><b>Long Term empties – Refurbishment</b> This variation is for an additional £24k to spend on the above two properties to renovate</p>	Variation	24	N/A

<p>them to decent homes standards. This funding will be provided by Prudential Borrowing which has been agreed at the HRA Board on 14<sup>th</sup> Feb 2013 and is within the declared amount in the programme.</p>			
<p><b>Chaucer</b> This variation is to remove the saving made from the main tender on this project and use it to fund the overspend on the Clay Wood Green Links Project in the Parks Section of this report, below, which shows further detail. This is Local Growth Fund monies and has been agreed By the LGF Board to transfer the saving to the Clay Wood Project. This scheme has only the final contract payment to make before closure of the project.</p>	Variation	-64	N/A
<p><b>Parks</b></p>			
<p><b>Barbers Field Lighting</b> This project is to deliver four new lighting columns to a footpath running through Barbers Field.</p> <p>The footpath was completed in 2008 but there was not sufficient funding to light the path at that time. As the footpath is used frequently to cut through the site and there is a flight of steps halfway down the path, local people are keen to see it lit so it can be used more safely when dark.</p> <p>The total project cost is £18.8 and will be funded from two S106 agreements totalling £11.3k Capital and £7.5k revenue contribution to Capital.</p>	Addition	18.8	N/A
<p><b>Sheaf Valley Park Green Links</b> This project is for a new shared pedestrian and cycle path, with lighting, in the Sheaf Valley Park. It will run from the railway station to Park Square. This forms part of Phase 2 of the Sheaf Valley Park Master plan. This variation is for slippage of £117,583 and a reduction in the budget on this part of the project to be used for the Clay Wood Green Links Project as detailed below. The reduction in budget is due to the original budget</p>	Slippage Variation	118 -28	Competitive tender

<p>being an estimated cost with the slippage being due to a later start in the project than originally envisaged because of the need to contain overspends on the Claywood Green links project.</p>			
<p><b>Clay Wood Green Links</b>                  This Project is to create a new `Green Link` as part of Phase 2 of the Sheaf Valley Park Master plan. It will complete the link from Sheffield railway station to Norfolk Park via the cholera monument and clay wood. This project and the project above Sheaf Valley Park Green Links are being treated as parallel work streams within one project and let as one contract.                  This submission is for:</p> <ul style="list-style-type: none"> <li>• slippage from 2014 to 2015 of £180k due to a delayed start to the Project; and</li> <li>• an increase in budget of £92k, funded by £28k from the above project Sheaf Valley Park Green Links and £64k saving from the Chaucer Project (97241) in the section on homes above, the saving made on that project is detailed in that section. The additional funding on this project is required because                         <ul style="list-style-type: none"> <li>• Tenders came in higher than expected.</li> <li>• Final design of re-grading and retaining structures at Clay Wood meant a costlier specification than was anticipated.</li> </ul> </li> </ul> <p>However the cost of remediation of any contamination is still unknown; therefore an allowance (estimated) has been included in the contract. (This is required to discharge planning conditions).</p>	<p>Slippage Variation</p>	<p>180 92</p>	<p>Competitive tender</p>
<p><b>Edward Street</b>                  This project was originally approved in February 2011 to provide a new open space for public use and provide activity /event space for local community groups by improving the original, under-used and dilapidated ball games court.                  A number of project outputs have slipped due to the need to obtain further public consultation, these are:- Construction of steps, park entrance, walling, fencing, lighting</p>	<p>Slippage &amp; Variation</p>	<p>Slippage 201 Variation -41</p>	<p>n/a</p>

<p>and planting. As a result, approval is being sought to slip £201k into 2014/15 and reduce the approved amount which incorrectly included the Commuted Sum for future maintenance obligations.</p>			
<p><b>COMPETITIVE CITY</b></p>			
<p><b>Vibrant City</b></p>			
<p><b>Woman of Steel</b> This project will deliver a memorial to recognise and celebrate the contribution of thousands of local women to the war effort in the form of a bronze sculpture.</p>	<p>Slippage</p>	<p>40</p>	<p>n/a</p>
<p>Approval is being sought to slip £40k into 2014/15 as the artist is not at the appropriate stage to enable a stage payment this financial year. This delay in the programme will not affect the final delivery.</p> <p>The project is funded by donations raised by the South Yorkshire Community Foundation.</p> <p><b>Porter Brook Remedial Works</b></p>	<p>Addition</p>	<p>200</p>	<p>YORCivils Framework – single stage mini competition</p>
<p>This project combines regeneration, flood risk improvements and the creation of a small area of riverside public open space on the Porter Brook in the Cultural Industries Quarter. The site is located at the junction of Sidney Street and Matilda Street in the Cultural Industries Quarter in Sheffield.</p> <p>The project objectives are to:-</p> <ul style="list-style-type: none"> <li>• Reduce flood risk through the removal of the unstable riverside wall and existing loose riverbank material and steelwork</li> <li>• To provide the first stages of a public open space and improve the river environment for fish and wildlife</li> </ul>			

<ul style="list-style-type: none"> <li>• General riverbank maintenance</li> <li>• Preparing the site for marketing in summer 2014</li> </ul> <p>The project is fully funded by the Environment Agency.</p>			
<p><b>INFRASTRUCTURE :-</b></p>			
<p><b>Moorfoot Building Maintenance</b>                  During the re-commissioning of the Moorfoot building (as part of the Council's Accommodation Efficiency strategy to reduce office costs) additional work was undertaken to the emergency lighting and alarm systems to make them fully compliant. The deficiencies in the systems were highlighted during a fire evacuation exercise.</p> <p>The variation is to move the costs from the main Workstyle Programme contract so the true cost and benefits of the Accommodation Strategy can be measured.</p> <p>Works undertaken include:</p> <ul style="list-style-type: none"> <li>• £45k: replacement of emergency lighting installations in stairwells, new LED lighting installation in Reception.</li> <li>• £100k : major overhaul of air conditioning installations (particularly serving Level 2), replacement of intruder alarm installations, new fire alarm installation to car park, alterations to pipework installations.</li> </ul> <p>The funding for this project will be:</p> <ul style="list-style-type: none"> <li>• £100k CRP (Corporate Resource Pool) from T&amp;FM Environmental Programme block allocation – see below;</li> <li>• £45.47k from Revenue Contribution to Capital from the Transport and Facilities Revenue Budget</li> </ul>	145	Variation (EMT)	N/A (The project went out to tender in line with SCC procurement guidelines).
<p><b>Environmental Programme block allocation</b>                  This block allocation was set up to provide for building services upgrades, due to the</p>	-100	Variation (EMT)	N/A

<p>existing buildings being beyond their life expectancy. The programme also shows its commitment to the council's priority of Improving the reduction in energy usage. Funding of £100,000 is required to be transferred to the Moorfoot Planned Maintenance capital project above to part meet £146k of Moorfoot Legacy costs. This would then fully exhaust the funding available from this block allocation.</p>			
<p><b>Westfield Asset Enhancement</b></p> <p>The key project objective is to develop the site for prospective developers and funders and the key output is a comprehensive planning and design brief. The site will then be marketed for sale. The scheme was part of a wider proposal to develop sports facilities in the vicinity.</p> <p>Owing to the County Football Association withdrawing from the sports facilities scheme, there has been a review of the enhancement project including extensive consultation with local stakeholders, planning authority and other Council officers which has delayed the delivery of the project.</p> <p>As a result, approval is being sought to slip £106k into 2014/15.</p>	Slippage	106	n/a
<b>BETTER HEALTH &amp; WELL BEING:-</b>			
<p><b>Mobile Working Solutions</b></p> <p>This is a project to provide an offline mobile working solution for assessment and care management in care and support. This project is a key part of the Council's strategy to reduce the cost of delivery of Adult Social Care as increasing demand puts pressure on the budget.</p> <p>This submission is seeks additional approval of £369k to provide new software to</p>	Slippage Variation	377 369	



<p>integrate the system with the Council's K2 Workflow engine and develop a Windows 8 build for the existing software. Technology has developed such that the latest ranges of mobile tablets do not run on Windows 7 and will not be supported by the manufacturer.</p> <p>This submission also seeks approval for slippage of £377k. Delays in the production of the functional specification and logical design caused by timescales to complete the work plus changes in current form of design in Adult Assessment and Care Management compounded by the Christmas change freeze on all systems development work (16/12/13 - 6/1/14) will result in a further 2 months delay for the next stage of the project. Project payment milestones have been slipped accordingly. It is expected that this delay will extend the delivery of the project by a month.</p> <p>The additional cost will be funded from the Corporate Resource Pool.</p>			
<p><b>SUCCESSFUL CHILDREN &amp; YOUNG PEOPLE :-</b></p> <p><b>Primary School Expansion Work to Address Basic Need Requirements:</b>                  The Council has a statutory duty to secure sufficient suitable pupil places. The following two schools are put forward for major construction work variations, following on from initial feasibility and design work, both to be funded from the DfE (Department for Education) Basic Need block allocation grant, and are described below. Having completed the feasibility &amp; design work, the Council now has sufficient information to estimate the cost of the two new schools and these are being added to the programme, being funded from the Basic Need Population Growth Phase 2 Block Allocation. A full consultation with the school has taken place.</p> <p>Continued monitoring of future pupil place demand has identified need in two areas of the city. Feasibility and scope of works have been completed to design solution to these requirements. Additional places are required by September 2015.</p>			

<ul style="list-style-type: none"> <li> <p><b>Greystones Primary School Expansion</b> Proposed works will include demolition of 3 existing temporary buildings, remodelling and refurbishment of the school main entrance and adjoining accommodation, extension and refurbishment of the school dining room and the construction of a 6 classroom new block with staffroom, toilets, offices, music room and library. By careful management of pupil accommodation, the new accommodation is not required until September 2016. Phase 1 would see the main entrance refurbished in the summer of 2014, with a Phase 2 Kitchen/dining area refurbishment taking place after that, having allowed for interim movement of classes allowing the work to take place.</p> </li> <li> <p>This variation is required to reflect the costs of increasing pupil places at Greystones from 60 to 90 per year on a permanent basis.</p> </li> <li> <p><b>Hallam Primary School Reconfiguration</b> This project covers the reconfiguration and redesign of buildings at Hallam Primary School. The scheme comprises the demolition of the existing infant block at Hallam primary school and the construction of a new classroom block of approximately 900m2 together with associated external works.</p> </li> </ul> <p>The Council has received a block allocation for the two year period 2013-2015 of £13.3m for primary school expansion and this will be used to fund the above two projects.</p> <ul style="list-style-type: none"> <li> <p><b>Basic Need Population Growth Phase 2 Block Allocation</b> This block allocation was set up to manage and control the funds supplied from the DFE (Department for Education) to enable the council to address the demand placed on future pupil places as a result of planned reaction to changes in monitored demand.</p> </li> </ul>	<p>Addition (Cabinet)</p>	<p>3,105</p>	<p>Constructionline framework – competitive tender</p>
	<p>Addition (Cabinet)</p>	<p>2,980</p>	<p>YORBuild competitive tender framework</p>
	<p>Variation (Cabinet)</p>	<p>-6,085</p>	<p>N/A Variation</p>

<p><b>Capital Maintenance Programme Works – Primary Schools</b>                  The following four additions are to be funded from the Building Maintenance Primary Prioritisation Programme block allocation’s DFE (Dept. for Education) £4.53m 2014/15 grant. They are all to be procured using a formal tender process:</p>	<ul style="list-style-type: none"> <li>• <b>FRA (Fire Risk Assessment) Works Programme - 14/15</b>                      This project will address works to schools in 2014/15, following recommendations received from fire risk assessments; being the second phase of schools targeted as part of the programme. The work will include installation of Automatic Fire Alarm Detection equipment at Shooters Grove, Malin Bridge, Woodseats and Acres Hill primary schools, to ensure a safe and fit for purpose working environment for the provision of educational services.</li> </ul>	<p>Addition</p>	<p>1,079</p>	<p>YORBuild framework – competitive tender</p>
	<ul style="list-style-type: none"> <li>• <b>Lydgate Infants – Mechanical</b>                      A replacement heating system is required at Lydgate Infant School. This boiler and heating system was identified for replacement under the condition and gas servicing programme of 2011/12. A repair cannot be carried out due to the boiler being over 80 year’s old and unavailability of replacement parts and the system is now moving from oil fired to gas fuelled. By installing a new heating system it will reduce future liabilities for the school’s repairs and maintenance costs.</li> </ul>	<p>Addition</p>	<p>550</p>	<p>Constructionline framework – competitive tender</p>
	<p>The works will be funded from the <b>Building Maintenance Primary Prioritisation Programme Block Allocation (Q00060)</b> which will be reduced accordingly to leave £753k of the 2014/15 cumulative position unused</p> <p>This block allocation was created to cover the primary school building maintenance programme requirements for a number of years, with the CYPF Commissioners having overall control of the allocation of funding to individual</p>	<p>Variation</p>	<p>-1,629</p>	<p>N/A</p>

<p>projects on a prioritised basis and the Capital Delivery Team to act as project manager for the purposes of delivery of the funded Business Units. This variation seeks to apply the necessary funds to enable the following two projects (noted above) to progress to procurement and then build stage: FRA Works (£1.079m) and Lydgate Infants (£0.55m).</p>			
<p><b>Stocksbridge – Mobile Replace</b>                  This project was approved to replace existing mobile classrooms with a traditional build extension to Stocksbridge Primary school as part of CYPF’s strategy to replace standard mobile classrooms across the school estate on a priority led basis. The project is funded from a DfE (Department for Education) Capital Maintenance grant. The original approved budget stood at £300k and the £79k variation is being requested for Contracted works (£58k), Equipment (£5k), additional fees (£3k) and a recently added Contingency element (£13k). The cost has increased mainly as a result of additional costs for difficult ground conditions. Contingency previously included in construction costs now shown separately. The construction contract element is now to be let as a joint contract, for operational and cost efficiency reasons.</p>	<p>Variation (EMT)</p>	<p>79</p>	<p>The construction contract element is to be let as a joint contract with the Longley Extension detailed below</p>
<p>Q00060 Building Maintenance Primary Prioritisation Programme Block Allocation</p>	<p>Variation (EMT)</p>	<p>-79</p>	
<p><b>Longley – Two Classroom Extension</b>                  This project was set up to create a new 2 classroom extension at Longley Primary School as part of CYPF’s strategy to manage the growth in local pupil populations and create additional places at local primary schools. The project is funded from a DfE (Department for Education) Basic Need population</p>	<p>Variation (EMT)</p>	<p>12</p>	<p>The construction contract element is to be let as a joint contract with the Stocksbridge</p>

<p>growth grant. The original approved budget stood at £400k and the £12k variation is being requested for Contract work (-£4k), Equipment (£3k), additional fees (£3k) and a recently added Contingency element (£10k). The construction contract element is now to be let as a joint contract, for operational and cost efficiency reasons.</p> <p><i>Q00061 Basic Need Population Growth Phase 2 Block Allocation</i></p>	<p>Variation (EMT)</p> <p>-12</p>	<p>Mobile, detailed above</p>
<p><b>SAFE &amp; SECURE COMMUNITIES:-</b></p>		
<p><b>Norbury/Bolehill Demolition</b> This project was approved to demolish two Care Homes: - Norbury (closed March 2013) and Bole Hill View (closed October 2013). The demolition is no longer required as the Norbury site has been sold and Bolehill is now going to be used as a decant accommodation property for 18 months, with a strong likelihood of continued use or ultimate sale and the project is thus requested to close.</p> <p>This will release £120k of Communities' Corporate Resource Pool funding back into the pot, of which £20k is requested to be added to the Hurfield View Care Home Extension project to cover higher than anticipated build costs as noted in the Director Variations section below.</p>	<p>Variation (Cabinet: project cancellation)</p> <p>-120</p>	<p>N/A</p>
<p><b>PROCUREMENT STRATEGY</b></p> <p><b>Homes</b></p> <p><b>Housing Demolition Programme 2014/2016 97271 - Swan/97294 – Park Hill/97414 – Arbourthorne 5Ms/97413 – Sweeney/97269 – Emergency Demolitions</b></p>		
	<p>Strategy</p> <p>9,548</p>	<p>Full Competitive Tender</p>

<p>The Works comprise the decommissioning of the properties, capping off gas and water supplies, removal of the main electricity fuses, gas appliances, radiators, surface mounted pipework, sinks and all other salvageable materials; a second visit to remove concealed pipework and the boiler, if not previously removed. An asbestos survey will have been carried out prior to the work. The controlled demolition and removal from site of properties within the Sheffield City Council boundaries. This will include the erection of temporary perimeter security fences/hoardings; erection of temporary scaffolding and protective dustproof sheeting, if required, clearing all asbestos and domestic waste from the buildings, stripping out the buildings and the demolition of the buildings to the underside of ground floor slabs or to the levels as instructed by the Contract Administrator; the removal of associated external works and redundant drainage; the adjustment of the site(s) levels to give maximum 1:3 falls, the filling of the areas of demolition and external works removal and topsoil coverings.</p> <p>This Contract will allow for decommissioning of dwellings at Park Hill, and the decommissioning and demolition of 5M properties at Arbourthorne, Sweeney Sheltered Scheme, the completion of the Vic Hallam SWAN estates and small numbers of garages. No guarantee of the actual number of properties in the contract will be given and no continuity of work can be guaranteed. Some properties identified in the Tender Document may not be handed to the Contractor due to them having been previously demolished prior to the commencement of the Contract, or withdrawn from the Contract.</p> <p>It is intended to issue the tenders on 8<sup>th</sup> May 2014, with submission for approval around 21<sup>st</sup> July CPG with the start of the contract 15<sup>th</sup> September finishing 9<sup>th</sup> September 2016. The actual contract value is £3.235m with a total budget of £9.548m. This submission will follow the existing procurement strategy and the contract ends in 2014.</p>				
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<b>EMERGENCY APPROVALS:- (Note only)</b>				
<b>Competitive City</b>				
New Retail Quarter (CPO) New Retail Quarter 2		Variation Addition	-4,242 1,667	
<p>The Council and Hammerson Plc have mutually agreed to end their agreement to develop a new retail offer for the city (the New Retail Quarter project). This submission amends the existing approvals to reflect the new strategy to deliver the NRQ. The authority to acquire properties under compulsory purchase order powers will be cancelled and a new budget for the development of an alternative proposal will be created. The bulk of the spend will be on specialist legal, property and commercial advice and project management.</p>				
<b>DIRECTOR VARIATIONS:- (Note only)</b>				
<b>Better Health &amp; Well Being</b>				
<b>Short Breaks - Communities</b>		Director Variation	-15	N/A
<p>This project is to provide short breaks and respite care for people with learning disabilities by co-locating two existing facilities at Warminster Road. This will result in revenue saving of £100k annually. This project has now completed and has resulted in a saving of £15k to the Corporate Resource Pool. The refurbishment went well, was completed on time, and to a high standard. The services moved and have been operational from the newly refurbished Warminster Road building for a number of months now.</p>				
<b>Hurfield View Extension</b>		Director Variation	20	N/A
<p>This project was initially set up to provide for the addition of 4 bedrooms and associated refurbishment work at Hurfield View care home. The Variation is required to provide</p>				

<p>additional contingency for asbestos removal not included in the original estimate. This will be funded from deferring the demolition of Bolehill/Norbury care home.</p>			
<p><b>GREAT PLACE TO LIVE</b></p>			
<p><b>Chapelton Park Playground</b>                  This project is now complete and no costs are to be incurred this financial year. The Director Variation is to approve the reduction of the budget to nil and remove the remaining S106 funding.</p>	<p>Director Variation</p>	<p>-9.6</p>	<p>N/A</p>



Grant Awarding Body	Name of the Grant	Project to be funded by the Grant	Conditions and Obligations	Value £000
Environment Agency	Environment Agency Local Levy	Porter Brook Remedial Works	<p>Subject to receipt of the final formal offer from the Environment Agency. Current terms and conditions below.</p> <p>Main Conditions to fulfil</p> <ul style="list-style-type: none"> <li>○ The Grant may only be used for capital expenditure .</li> <li>○ Works cannot commence until a formal offer letter has been received.</li> <li>○ Full and proper maintenance of any works must be agreed. Failure to do so may affect future grants.</li> </ul> <p>Clawback</p> <ul style="list-style-type: none"> <li>• There are no provisions for clawback as the grant is given as not ring-fenced. However, any payments not paid may be withheld if the project is not delivered.</li> </ul> <p>Risks</p> <ul style="list-style-type: none"> <li>• EA must be kept informed of any change to grant profile over financial years in order to ensure full grant remains available for duration of project.</li> </ul>	200

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