

# Cabinet

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**Wednesday 15 April 2015 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	(Deputy Leader/Business, Skills & Development)
Councillor Jackie Drayton	(Children, Young People & Families)
Councillor Jayne Dunn	(Environment, Recycling and Streetscene)
Councillor Isobel Bowler	(Culture, Sport & Leisure)
Councillor Ben Curran	(Finance and Resources)
Councillor Harry Harpham	(Homes & Neighbourhoods)
Councillor Mazher Iqbal	(Communities & Public Health)
Councillor Mary Lea	(Health, Care & Independent Living)

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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  
15 APRIL 2015**

**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 - 34)  
To approve the minutes of the meeting of the Cabinet held on 18 March 2015
- 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 35 - 36)  
Report of the Executive Director, Resources
- 9. Best Start Sheffield** (Pages 37 - 82)  
Report of the Executive Director, Children, Young People and Families
- 10. Implementing the Community Infrastructure Levy (CIL) in Sheffield** (Pages 83 - 100)  
Report of the Executive Director, Place
- 11. Revenue Budget and Capital Programme Monitoring 2014/15 Month 10 (as at 31/1/15)** (Pages 101 - 156)  
Report of the Executive Director, Resources

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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, 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 18 March 2015

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

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**1. APOLOGIES FOR ABSENCE**

1.1 There were no apologies for absence.

**2. EXCLUSION OF PUBLIC AND PRESS**

2.1 The Chair reported that appendices 3, 5 and 6 for agenda item 17 'Future Options for the Housing Repairs and Maintenance Service' and Appendix G for agenda item 18 'University of Sheffield Campus – Sheffield City Region Investment Fund' were not available to the public and press because they contained exempt information described in Paragraphs 3 (agenda item 17) and 5 (agenda item 18) of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) and if Members wished to discuss these appendices the public and press would need to be excluded from the meeting.

**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 11 February 2015 were approved as a correct record subject to the addition of the words 'cut to the' in the second paragraph of section 5.2 to read 'Councillor Iqbal confirmed that the rumours referred to by Mr Simpkin were not true and there would be no 15% cut to the grant to Healthwatch'.

**5. PUBLIC QUESTIONS AND PETITIONS**

5.1 Public Question in respect of Public Questions

Martin Brighton asked when did political pragmatism, damage limitation or any other factor have influence or control over answers to citizen's questions that require factual answers?

Councillor Julie Dore, Leader of the Council, replied that it didn't.

5.2 Public Question in respect of Council Policy

Martin Brighton asked what Council policy condones the suppression of

documents, or their distribution once released, on the grounds that they contain Council-created information that would be embarrassing for senior Elected Members and/or senior Council officers? If no such policy exists, what policy ensures that no suppression takes place?

Councillor Julie Dore responded that there was no such policy and the Council's Code of Conduct policy ensured that no suppression took place.

5.3 Public Question in respect of Whistleblowing Policy

Martin Brighton commented that the Council's whistleblowing policy provides protection to Council employees who whistleblow. What Council policy exists to protect citizens who might whistleblow to expose inappropriate Council practices?

Councillor Dore commented that the Council held many engagement activities with the public where they could raise whistleblowing and if an issue was raised the Council would direct them to the complaints procedures to follow.

5.4 Public Question in respect of Council Policies

Martin Brighton asked what measures ensure that all Council policies and the internal and external reports demonstrating compliance (or otherwise) with those policies, are freely available, and that citizens know from where they can be obtained?

Councillor Dore responded that the Council website contained all the policies of the Council. If there was a report that Mr Brighton did not believe was available on the website he should let the Council know and this would be provided.

5.5 Public Question in respect of Compliance with Policies

Martin Brighton asked, given recent developments, what systems are in place to ensure that policies are applied and what are the consequences for Elected Members and officers if policies are not complied with?

Councillor Dore replied that for Members there was a Code of Conduct that they had to follow and for officers as well as their own Code of Conduct there were many employment policies and practices which needed to be followed.

5.6 Public Question in respect of Complaints

Martin Brighton asked what procedures ensure that any Elected Members or officers dealing with complaints are not in any way associated with the complaint issue or, if applicable, the person(s) being complained about?

Councillor Dore replied that the Council always aimed to ensure that people subject to a complaint were not the people investigating the complaint. If Mr Brighton was aware of a situation where this was the case he should raise it with the portfolio concerned.

5.7 Public Question in respect of Inspections

Martin Brighton asked do internal or external inspections of Council functions go any deeper than the surface or cosmetic appearance and do internal and external inspectors ensure that any claims of compliance are supported by evidence, rather than trustingly accepting claims at face value?

Councillor Dore responded that any member of the public could read inspections if they had been posted on the website and often went much deeper into the service itself. If Mr Brighton had evidence that this was not the case he should raise it with the service concerned.

5.8 Public Question in respect of Devonshire Street Planning Application

Nigel Slack commented that the date for the planning meeting to decide the fate of the Devonshire Street parade, the oldest remaining retail parade in the City Centre, was set for next Tuesday and it would appear that officers were recommending demolition. This despite the fact that it was opposed by some 19,500 members of the public that were concerned enough to actually object and probably ten times as many that didn't.

Without prejudicing that decision, would the Council explain what contingencies will be in place to ensure that if the demolition takes place, the traders, that are such an integral part of the City's independent shopping offer, will not be lost to the City and that the heritage value of the location is better protected in the future than in the present?

In response, Councillor Leigh Bramall, Cabinet Member for Business, Skills and Development, commented that no one disputed that this was a sensitive issue. National Planning Policy was set by the Government and there was very little local discretion. Councillor Bramall had consistently argued for increased devolution where local Councils could set more of their own priorities.

When officers put forward a recommendation to Members this was based on national policy guidelines. Given that the building was privately owned and the owners have made an application officers had to put a recommendation forward on that basis. Councillors then had to pay attention to National Planning Policy. An applicant could appeal if a decision to refuse was against National Planning Policy. If their appeal was successful they could be awarded costs which were often significant for the Council.

Councillor Bramall recognised that objections and the views of people were important but it was also crucial that these objections were based on planning policy and non-material conditions could not be considered in law. People could attend the meeting at the Town Hall on the 24<sup>th</sup> and put their objections to the Committee in person or they could email their objections in.

Officers often spoke to applicants prior to the submission of their application as it was important any applications complied with the law and met the design standards required by the Council. There was no suggestion that officers

'colluded' with developers and, in fact, many developers would argue the exact opposite.

Independent shops were a difficult issue for the Council. They could be good or bad shops and the term independent shops covered a whole spectrum of shops. It was more of an issue of market failure rather than a planning failure. The Council had done a lot of good work in respect of independent shops such as the Chapel Walk scheme where 30/40 independent shops were encouraged to become involved. The Council were currently working on a more holistic system and would help businesses as far as they could to seek premises.

The original application for this site at Devonshire Green had been for all bar or restaurant use. This had now been scaled down and the majority use would be shops.

#### 5.9 Public Question in respect of Confidential Information

Nigel Slack referred to items 17 and 18 on the agenda for the meeting which included information excluded from the press and public by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972, namely information relating to the financial or business affairs of any particular person (including the authority holding the information. Mr Slack commented that he had asked before that this should be expanded upon to at least identify which 'person' the information related to and a more specific comment on the type of information, as 'business affairs' can conceivably cover a multitude of omissions.

With regard to item 18, Mr Slack remained unhappy that a publicly funded body was accorded such protection just because it failed to fall into one of the exemption conditions. He also struggled to see what information may be restricted considering the amount of financial information the appendices did contain. Could the Council expand on this decision?

Gillian Duckworth, Director of Legal and Governance, responded that the legislation provided the Council with a limited number of exemption categories. The wording used was the wording in the legislation. Item 17 contained exempt information as it related to business affairs of Kier, the Council's sub-contractor. The exemption for item 18 was incorrect on the agenda, it should be paragraph 5 related to legal privilege, as stated in the report of the Executive Director, Place and this will be rectified on the website.

#### 5.10 Public Question in respect of Tackling Poverty Strategy

Mick Watts referred to the Tackling Poverty Strategy on the agenda for the meeting. He asked how the proposal for Sheffield Money, a proposal to lend money at an interest rate of 0.4% a day, accorded with the Strategy?

Councillor Julie Dore commented that she understood Mr Watts' concerns. However Sheffield Money was not simply about lending money and had other elements to it.

Councillor Mazher Iqbal, Cabinet Member for Communities and Public Health, added that the proposal to establish Sheffield Money was one of the recommendations of the Fairness Commission. A feasibility study had been carried out where it had been established that around 50,000 people in the City borrowed money by unconventional means and did not get a loan from the bank.

Sheffield Money were working with Sheffield Credit Union to lend money to individuals at a fair rate. In addition to that the Council was working with a company who provided loans at a much fairer rate than companies such as Wonga. The information about the feasibility study as well as case studies was available on the Council's website.

Councillor Iqbal further commented that the Council was working with the Citizens Advice Bureau to provide a triage service to try and assist people with all their financial matters.

Councillor Dore commented that if Mr Watts had any ideas of ways to tackle poverty these would be welcomed by the Council.

5.11 Petition in respect of Dobcroft Infant and Junior Schools

Suzanne Wilde submitted a petition, containing 445 signatures, requesting that the City Council stop squeezing extra classes of pupils into the already overcrowded Dobcroft Infant and Junior Schools. She commented that Dobcroft was the wrong choice for expansion and would not solve the primary school places crisis in Sheffield.

In 2015 there was no demand for additional school places at Dobcroft. Ecclesall School was most in need of expansion as this was central to the area of demand. Already at Dobcroft seven temporary classrooms existed which did not meet building standards. The additional places could not be provided without having to knock down nearby houses.

The School Hall at Dobcroft was already too small at the present time and the school playgrounds would have to be shrunk to accommodate the new classrooms. Ms. Wilde and others' concerns were also shared by the Governors of both the infant and junior schools who had rejected the Council proposals.

5.12 Public Question in respect of Dobcroft Infant and Junior Schools

Sarah Jones asked why were parents at Dobcroft given pure catchment figures during the consultation period for the Dobcroft expansion, when the School Reorganisation Team stated they were not a way of assessing demand?

5.13 Public Question in respect of Dobcroft Infant and Junior Schools

Nadine Cain asked, given the likelihood that the extra 30 places will be filled by non-catchment children, what will be the impact on Holt House and Nether Edge School?

5.14 Public Questions in respect of Dobcroft Infant and Junior Schools

Richard Coldwell submitted a number of questions on behalf of the Governors of Dobcroft Infant and Junior Schools in relation to proposals in respect of those Schools as follows:-

- (1) The initial consultation suffered from people misinterpreting data, people not having access to criteria-based evidence on why Dobcroft was the preferred option, Sheffield City Council only consulting on one option, and no one coming to engage parents with the debate. All of these risks were highlighted before consultation, by Dobcroft Governors at a meeting with the School Organisation Team on 6 January 2015. Would the School Organisation Team therefore commit to a lessons learned meeting with Governors, that will be reported back to Cabinet, prior to any further consultation?
- (2) Following National Offer Day on April 16 will Sheffield City Council make available:
  - (a) The number of first choice applications to primary schools in South West Sheffield by catchment area;
  - (b) The numbers from each catchment area who were offered to start in Dobcroft Infants in 2015, and how many from each catchment applied as their first, second or third choice; and
  - (c) The number of within catchment applications to South West Sheffield Primary Schools which, as of the date, of the release were unsuccessful.
- (3) Will the School Re-organisation team commit to coming back to Dobcroft Governors well in advance of any future consultation?
- (4) The expenditure of £14k on exploring Dobcroft proposals, and £10k on all other options within the paper has been interpreted by some to suggest far more effort is going into looking at Dobcroft than the other options which appear to solve greater amounts of catchment pressure in the area. Please could the basis for those cost estimates be provided to reassure people that that is not the case, along with clarity of what new intelligence it will buy in order to support any future consultation?
- (5) Many hours of Head Teacher, senior leadership, governing body and parent time have been invested so far in a consultation that has, in our opinion, not moved South West Sheffield forward in any way. What estimate is made of the cost of Council resources to date in exploring this issue and managing the initial consultation?
- (6) Due to the 'as the crow flies' rules, any capacity at Dobcroft not filled by catchment children will be open to lots of children from non-oversubscribed areas (notably Holt House) as a higher priority than the most pressured catchments of Ecclesall and Totley. How, therefore, does the Council consider that increasing Dobcroft catchment is a sensible solution for parents in Ecclesall and Totley?

(7) Related to the previous question, how many parents from Ecclesall and Totley changed their 1<sup>st</sup> choice preference from either of those two schools to Dobcroft as a result of the 2015 temporary expansion? This should give us an indication about the desirability of a bigger Dobcroft being a satisfactory solution to the anxieties parents in those catchments currently face?

(8) Is the Council considering changes to catchment boundaries as part of a future solution?

(9) Will the Council reassure us that this 'pause' is not merely a result of indecision, with a possible result being the further 'temporary expansion' (without consultation) for Dobcroft Infant School in 2016?

#### 5.15 Public Question in respect of Dobcroft Infant and Junior Schools

Polly Morley asked how are the health and safety issues associated with thirty extra children being imposed on the School at short notice being addressed?

5.16 In response to the questions on Dobcroft Infant and Junior School, Councillor Jackie Drayton, Cabinet Member for Children, Young People and Families, thanked all the members of the public for attending the meeting and for theirs and others' efforts thus far. She reported that there had been two proposals. Firstly to permanently expand Dobcroft to create places for children in the South West of the City. The other proposal was to temporarily expand Dobcroft with one class of thirty pupils beginning in reception and going all the way through.

She further reported that the proposal to permanently expand Dobcroft School had been paused. During the consultation period many parents, governors and others had come forward with different proposals. The statutory consultation process was for four weeks, so in order to fully explore the other proposals put forward, there was a need to pause the process.

The options presented would be looked into and investigated fully involving all relevant stakeholders and a proposal would again be put forward which would go through the statutory consultation process. People would be kept informed throughout the process and would be invited into discussions about what that proposal might be.

To set the context, Councillor Drayton stated that there had been a 25% increase in the birth rate in the City with particular pressures in the North East and South West. Predicting the need for school places was not an exact science. The Council used figures such as birth rates and who lived within an area. If a new housing development was being built the impact on school places could be predicted. There were other factors where the Council couldn't predict the impact on school places. For example, families who previously sent their children to private school may decide that they want to send their child to a state school in the area in the future. Changes in the demographic of an area can also not be predicted.

Dobcroft had recently seen eight families within the catchment area refused a place and that had not been predicted. The Council knew there was a need for extra places in the South West area. It was not necessarily the case that those places needed to be at Dobcroft. However, the Council had looked closely at the situation and saw that Dobcroft was in the middle of the Dore, Totley and Ecclesall area. It was also often a second preference for parents. The Council had believed that the temporary expansion of one class would allow those who had indicated Dobcroft as their second preference to remain in the South West area.

Discussions had been held with the school as to whether the Infant School could be expanded. In the Primary Stage, the School and Headteacher believed that could be achieved with financial support from the Council. The Council wanted pupils in the City to achieve their full potential and had no wish to impact on the educational experience of pupils at Dobcroft. The temporary expansion was different to a permanent expansion and a legal process had to be followed. Discussions had been held with the School but there was a need to act swiftly to secure the places.

Councillor Drayton hoped that she had answered the questions about the consultation process. The data had not been misinterpreted and it was not an exact science. The Council always learnt from any consultation. This particular consultation will build on the connections made and talk to parents, teachers, governors and others affected.

After the 16<sup>th</sup> April, the Council would know what preferences parents had indicated for their child and the data and figures could be provided after that date. All schools involved in the South West area would be included in the future consultation.

In terms of expenditure, an amount had been put aside for future consultation to explore all options. More work would be done on the expenditure required for Dobcroft School. All the available options would be explored in depth and detailed reasons would be provided as to why each option was chosen or not chosen.

Councillor Drayton believed consultation was very important. Listening to the voice of parents, teachers, children and governors was crucial and Councillor Drayton apologised if people believed they had not been listened to. The pause showed that people's views had been listened to and was not about indecision.

There was a need for the temporary expansion, as the letters had been sent out asking parents to indicate their preference and there was a concern that some parents would only indicate one preference and they needed to be shown that Dobcroft had available places.

The City-Wide Learning Body had established a Task and Finish Group to look at admissions and catchment areas would be a part of that. Catchment areas always needed to be reviewed and this would be done as part of this process.

Councillor Drayton did not believe that there would be an impact on Holt House



and Nether Edge as there were more places available than people who wanted to go to the schools. Health and safety was always a consideration.

Both Dobcroft Infant and Junior Schools had a headteacher and a senior management team and the education of the children was always a priority.

In response to further questions from the public, Councillor Drayton reported that Ecclesall Infants could be expanded, but not the Juniors as there was not enough space to fit in an additional classroom. It would also not be the best way to manage the situation to ask all schools in the area to take on additional places.

It had already been costed what funding would be needed for the expansion of Dobcroft. What wasn't known at this stage was the cost for the other options so the figure of 10k was an estimate. If more funding was needed the Council would have to provide more.

In conclusion, Councillor Drayton commented that the recommendation to pause was to look again at whether the Council had got the right option for children and families. That wasn't to say that the permanent expansion wouldn't ultimately be the recommended option, but the Council would look again at all options before making a decision.

#### 5.17 Public Questions in respect of Cobnar Cottage

Dennis Brewin submitted a number of questions in relation to Cobnar Cottage at Graves Park as follows:-

1) Why is Sheffield City Council, as trustees of the Graves Park Charity, persisting with the sale of the Cobnar Cottage Site, despite the fact that the Charity Commission has now told them that they must have a scheme?

2) Do they have such a scheme, and if so, what are the details?

3) Are the Cabinet, as trustees of the Graves Park Charity, aware of previous rulings regarding land and buildings within Graves Park during the past 17 years, all of which were resolved by confirmation from the Charity Commission that the land and buildings had to remain as part of Graves Park and could not be sold?

4) Could the trustees explain when the cottage was vacated by the last tenant, why was it not immediately let to another tenant, thus generating income for the Graves Park Charity and conserving an asset?

5) Are the trustees aware that the only reason that the cottage is now in such a deplorably dilapidated state is because of a water leak, which has received no remedial work or repair, leaving the ground floor standing in water for years?

6) Why was the cottage not originally repaired using the Council's insurance contingency fund?

#### 5.18 Public Questions in respect of Cobnar Cottage

Lawrence Wolstenholme submitted a number of questions in relation to Cobnar Cottage as follows:-

- 1) Are the trustees aware that the Friends of Graves Park's own commissioned surveys indicate that to repair the cottage would now cost in excess of £160,000 and it would be considerably cheaper to demolish and rebuild?
- 2) Are the trustees aware that the Friends of Graves Park had confirmed to their representatives that there would be no cost to the Graves Park Trust if the business plan for the Memorial Garden on the site were to be accepted?
- 3) Why do the trustees of the Graves Park Charity continue to look for ways to break the covenants instead of working to conserve J.G. Graves gift for the future generations of Sheffield?
- 4) How can the Trustees of Graves Park guarantee that there will be no further attempts to break the covenants on charitable land within Graves Park if they have already broken the covenants to sell Cobnar Cottage to sell its land?

5.19 Public Questions in respect of Cobnar Cottage

Barbara Greatorex submitted the following questions in relation to Cobnar Cottage:-

- 1) Why in paragraph 4.7 of the report on Cobnar Cottage does it say that, during discussions with Friends of Graves Park, the "only suggestion made was to demolish Cobnar Cottage and create a memorial garden"?

Are the trustees aware that the Friends' original suggestion was for the Council to rectify its own neglect by restoring the cottage and renting it to a tenant with duties in the park, or to a tenant?

Are they aware that alternative uses included renting to an artisan, with living accommodation and workshop?

Are the trustees aware that the idea of a memorial garden was only presented as a business plan when it was made clear, in discussions and in writing, that the Council had no intention of supporting the restoration of the cottage for rental purposes, thus preventing the Friends from making any viable application for funding?

- 2) Are the trustees aware of the value of Cobnar Cottage as an amenity of the Park, given its historical significance? Are they aware that this is the last remaining detached cottage/workshop (originally there were 6) adjacent to the old London turnpike road?

Are they also aware that the report erroneously states that the trustees of Graves Park will be left with "an increasing maintenance and rates liability" if Cobnar Cottage is not sold, and purports that this is a disbenefit of accepting the Friends

of Graves Park option? In fact, the Friends of Graves Park proposition has multiple benefits that should be referred to in the report and presented positively. Because it involves demolishing the cottage and creating a heritage/memorial garden, at no cost to the Graves Park Trust, it actually removes the requirement to pay any residential property rates. It will provide an ongoing garden maintenance contribution from the Friends of Graves Park, where the Graves Park Trust has carried out virtually no maintenance for several years.

- 5.20 In response to the questions regarding Cobnar Cottage, Councillor Isobel Bowler, Cabinet Member for Culture, Sport and Leisure commented that the report on the agenda for the meeting concerning Cobnar Cottage recommended that an application be made to the Charity Commission for disposal and the sale could only proceed with their approval. If this was granted, the Council would proceed with the sale.

In response to Mr Brewin's third question regarding previous rulings, Councillor Bowler replied that legal advice from Council Officers indicated that previous rulings should not be considered as they were not relevant to the current proposal. The report made clear that Charity Commission approval was required.

Councillor Bowler stated that Cobnar Cottage was a small property on Cobnar Road and was originally used as a Staff Cottage and had never been part of the park or used by the public. When the parks department no longer had a use for it, it was rented out as a Council home with the rent being paid back to the Charitable Trust.

The Council had to provide the funding to maintain the park and the trustees had to take that into consideration. The last tenant at the cottage left in 2005. This was during the period of investment to bring housing up to the Decent Homes Standard. As with all 'sundry' properties an assessment was made as to the cost effectiveness of bringing the property up to standard. The cost outweighed the return to the Housing Revenue Account and Sheffield Homes recommended that the property be removed from Council Housing stock. Other sundry properties in a similar state were disposed of. In this case the property was not disposed of but could not be rented because of poor condition so was left empty and had been empty for 10 years.

The water leak referred to by Mr Brewin had been brought up in many meetings and, whilst Councillor Bowler acknowledged that everyone would have preferred it not to have happened, the charity does not have the capital to restore the cottage.

The Council did not have an insurance contingency fund and even if they did this particular building was not one of the Council's assets. The Council's Capital Resource Pool was very tight. The question was always asked what the benefit of any investment would be, as the Council would have to justify this to the public. The cottage had not been prioritised for investment by the Council over a number of years' regardless of which administration was in power.

In response to Mr Wolstenholme's question, Councillor Bowler stated that she was not aware of the £160,000 figure quoted, but regardless, the money was not

available for the £100,000 figure she had been quoted. She found it difficult to believe that the public would support the demolition of the cottage but even if there was support the cost of this made it prohibitive.

The Council were aware that the Friends of Graves Park had stated that there would be no initial maintenance cost for a memorial garden on the site of a demolished cottage. However, the trustees needed to consider the benefit for the park as a whole and consider the investment that could be made into the park against the creation of more green space which might well have a maintenance cost in future.

Councillor Bowler took her responsibility as a trustee seriously and believed the park should be preserved for future generations. The cottage was on a small plot outside the park wall not currently used as part of the park and was not publically accessible.

Paragraph 4.3 of the report referred to the legal aspects. The Council were not looking to break the covenant and were seeking legal permission to dispose of this unused cottage and reinvest the receipt in the park.

A number of meetings had been held with the Friends of Graves Park to discuss what to do with the cottage. The Council would have been more than happy if the Friends had been able to present an alternative to disposal which had equal benefit to the park, which was why there had been a pause of the original decision for twelve months to see if the Friends were able to develop a funded proposal.

After the twelve month pause the Friends had reported back to the Council that they had been unable to find a funder to fund the rebuilding project. Therefore the decision for the trustees is to balance the benefit to the charity of demolishing the cottage and creating the memorial garden against disposal and receipt of a Capital sum to reinvest in the park. There were many improvements which could be made to the park.

Councillor Bowler and other Members of the Cabinet were aware of the historical significance of the cottage and would not wish to knock it down although they appreciated the Friends wish to keep the footings. The Council's proposal did not recommend demolition.

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

- 6.1 It was reported that a Leader's decision in respect of the Tender for Re-provision of Day Services and Residential Short-Term Care Beds for People with Dementia had been considered by the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee at its meeting held on 25 February 2015 and it was resolved to take no action.

## **7. RETIREMENT OF STAFF**

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>
<b><u>Children, Young People and Families</u></b>		
Kathryn Brailsford	Senior Learning Manager, Watercliffe Meadow Primary School	23
Pamela Crowson	Admin Finance Officer, Nether Green Infant School	22
Janet Hattersley	Cleaner in Charge, Stocksbridge High School	26
Linda Oxley	Supervisory Assistant, Talbot Specialist School	20
Christine Ball	Senior Business Support Officer	33
Jean Whitney	Business Manager, Adoption and Fostering Service	45

**Communities**

Jane Wadsworth	Occupational Therapy Assistant	29
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(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. PRIMARY SCHOOL PLACES IN SOUTH WEST SHEFFIELD**

8.1 The Executive Director, Children, Young People and Families submitted a report outlining the issue and detailing the response to the consultation on a proposal to increase pupil places at Dobcroft Infant and Junior Schools which finished on 11 February 2015.

8.2 Councillor Julie Dore reported that all Cabinet Members had received a copy of the consultation feedback and the questions submitted.

8.3 **RESOLVED:** That Cabinet:-

- (a) notes that a single extra Reception class is being offered at Dobcroft Infant School in September 2015 and that an extra class will be provided at Dobcroft Junior when this year group transfers to Year 3 in September 2018;
- (b) agrees that the proposals to permanently expand Dobcroft Infant and Junior Schools from 2016 should be put on hold by formally withdrawing them, allowing officers time to review and explore all options for future school places expansion in the South West of the City, including the Dobcroft plans and others suggested in the consultation process, and that, following this process, a further consultation will take place; and
- (c) anticipates a further report (to Cabinet or Individual Cabinet Member) on the expansion of primary school places in the South West of the City to propose a further 4-week consultation on providing places by September 2016.

#### **8.4 Reasons for Decision**

- 8.4.1 The level of concern in response to the proposal to permanently expand Dobcroft Infant and Junior Schools from Dobcroft parents and residents has clearly been high. The City Council needs further time to explore in more depth all options for providing extra primary school places in this part of the City.
- 8.4.2 A number of concerns have come forward during the consultation from the Dobcroft school community about the potential implications of expansion. There were also several alternative proposals for the expansion of school places across the area and beyond. At present a viable and positive alternative option to Dobcroft remains unconfirmed. Some parents asked the Council to extend the consultation period to consider such options in more detail. Under the statutory process, the Council is not able to do this and so a pause is the way to allow a further period to explore all options further. This will help shape the right long term solution for the area.

#### **8.5 Alternatives Considered and Rejected**

- 8.5.1 The recommendation is to allow a further consideration of the alternative options to add places. Officers believed that extra places remained a requirement from September 2016 and that doing nothing is not therefore a viable option.

### **9. THE GRAVES PARK CHARITABLE TRUST: COBNAR COTTAGE**

- 9.1 The Executive Director, Place submitted a report summarising public objections to the proposed sale for residential use of Cobnar Cottage which adjoins the boundary wall of Graves Park.

#### **9.2 RESOLVED:** That Cabinet acting as Charity Trustees:-

- (a) notes the objections received, but for the reasons set out in this report,

delegates authority to the Director of Legal and Governance to make an application to the Charity Commission for a scheme to give the Trustee the power to dispose of the freehold interest in Cobnar Cottage and to invest the capital receipt in improving the facilities in Graves Park, rather than holding it as a permanent endowment and just applying the income to the charitable objects; and

- (b) if an appropriate scheme is made by the Charity Commission following the application, confirms its authority to proceed with the disposal in accordance with the recommendations approved following the report to Cabinet on 17 July 2013.

### **9.3 Reasons for Decision**

9.3.1 The disposal of this surplus property on the open market would convert a current liability into an asset for the benefit of the Charity and therefore, park users. It would also start a process that will lead to the cottage being restored to residential use and provide a significant investment fund for the Charity to improve the park.

9.3.2 The objections raised to the disposal principally focus on the Council's legal right to sell the cottage, but a successful application for a scheme would deal with this issue, as set out in this report. The only alternative proposal to disposal put forward is demolition and creation of memorial garden put forward by the Friends of Graves Park, but this cannot be considered to be in the best interests of the charity for the reasons outlined in this report.

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

9.4.1 The empty property is now surplus to the Council's and Charity's requirements and is an on-going liability to the Charity. A significant investment of at least £100,000 would be required to bring the property back into a habitable standard. The Charity has no funds for this and even if funding were made available, it has no productive use for the property. It may be possible to let the property, but the rental income would not be as beneficial to the Charity as the capital receipt obtained by selling the property. The Friends Group proposal requires a smaller investment of £23,400, but would create an on-going maintenance liability and not generate any possibility of deriving an income. It would also preclude any capital receipt to invest in improving the Park.

## **10. CARE HOME MARKET AND FEES ANALYSIS 2015/16**

10.1 The Executive Director, Communities submitted a report in relation to the Care Home Market and Fees Analysis 2015/16.

10.2 Joe Fowler, Director of Commissioning, referred Members to the table at paragraph 4.93 of the report. Officers believed that the figures provided by Birmingham and Manchester for their nursing care did not include the Funded Nursing Care figures. This would add £110 to the figures stated – making the

figures much more realistic. This correction only reaffirmed that the price paid in Sheffield for residential and nursing care was relatively low in comparison to other cities and our near neighbours. The table at paragraph 4.91 gave comparative figures for South Yorkshire, which were more directly comparable and more relevant due to the shared labour market.

10.3 **RESOLVED:** That Cabinet:-

- (a) notes the market analysis;
- (b) confirms a 2.33% increase in Residential Care home fees for 2015/16; and
- (c) confirms a 2.45% increase in Nursing Home fees for 2015/16.

10.4 **Reasons for Decision**

- 10.4.1 There has been a “freeze” in Care Home fees for the last two years. During this time we know that the cost of running a Care Home has increased.
- 10.4.2 This year the National Minimum Wage rose by 3% and inflation by 1.2%. Together, these cost drivers create an estimated 2.33% cost pressure for care home providers.
- 10.4.3 In previous years, there has been sufficient confidence that the market would continue to develop and deliver modern, efficient accommodation to replace the capacity lost as less efficient care homes have closed. This confidence, coupled with the Council’s challenging financial position, meant that fees have not been increased for the last 2 years.
- 10.4.4 This year there has been further unplanned closures and there are a limited number of new care home developments at the planning stage. However, there is still capacity in care homes and providers tell us that they are benefiting from increased occupancy levels.
- 10.4.5 Our view is that the care home market is now in a stable position, with sufficient capacity for the short- to medium-term. However, we believe that given the cost pressures providers are under, there is a risk that a further fee freeze could destabilise the market and lead to unplanned closures. These closures would reduce choice for people in Sheffield needing to move into a care home, and increase the risks of capacity falling below demand.
- 10.4.6 Following consultation with providers, we have also acknowledged that staffing cost pressures for nursing homes are a particular challenge as staff costs inevitably form a greater proportion of overall costs in homes that have greater levels of staffing.
- 10.4.7 The recommendation this year is therefore for a rise of 2.33% in residential home care fees and an increase of 2.45% in the fee for nursing homes. These increases are based on a consistent calculation of increased costs given that inflation is at 1.2% and staff costs have risen by 3%.



## 10.5 **Alternatives Considered and Rejected**

10.5.1 There were three options considered:

- Freeze the fee level for a third year
- Increase fees by 1.75% to partially off-set cost pressures on providers
- Increase fees by 2.33% and 2.45% for residential and nursing respectively, based on estimated rises in provider costs

10.5.2 Consideration of the three options regarding fees 2015/16 was undertaken taking into account the following;

- Market factors as described in this report
- Costs of care as calculated in the report
- Provider feedback from engagement events & planned consultation
- The financial position of the Council.

10.5.3 Each option was risk assessed as summarised below. Detailed risk assessments are included in the report on the following pages. The summary position is as follows:

### **Freeze the fee level for a third year**

Risk of unplanned exits from the market and of legal challenge

### **Increase fees by 1.75% to partially off-set cost pressures on providers whilst recognising the Council's financial position**

Reduces risk of further unplanned exits and legal challenge – but still a real terms reduction in fee at a time when the market is finely balanced

### **Increase fees by 2.33% and 2.45% for residential and nursing respectively based on estimated rises in provider costs**

Should stabilise market but increases risks on Council social care budgets.

*The additional 0.18% (2.45%) reflected the additional staff costs faced by Nursing homes*

## 11. **DEFERRED PAYMENT SCHEME (THE CARE ACT)**

11.1 The Executive Director, Communities submitted a report seeking approval to implement a Deferred Payment Scheme in Sheffield to meet the requirements of the Care Act, which provides for interest and administration costs to be charged and treated in the same way as the deferred amount, to replace the existing loan schemes on offer. The report also sought delegated authority for the Executive Director, Communities to make operational decisions to allow the scheme to run.

11.2 **RESOLVED:** That Cabinet:-

- (a) notes the contents of the report;

- (b) approves the implementation of a Deferred Payment Scheme in Sheffield, which provides for interest and administration costs to be charged and treated in the same way as the deferred amount, to replace the existing loan schemes on offer;
- (c) delegates authority to the Executive Director, Communities to make operational decisions in order to put the scheme in place; and
- (d) delegates authority to the Interim Director of Care and Support in her capacity as the Council's Statutory Director of Social Services to instruct Legal Services to complete the necessary documentation and register charges at the Land Registry.

### **11.3 Reasons for Decision**

- 11.3.1 Meets the requirements of the Care Act 2014.
- 11.3.2 1<sup>st</sup> April 2015 timescales can be achieved by giving the Executive Director, Communities the delegated authority to implement the policy and systems required to run the scheme.
- 11.3.3 The Department of Health are issuing national information sheets and contract templates to promote national consistency in the running of the scheme. The Social Care Accounts Service has the subject matter expertise to tailor these documents to meet local requirements and to ensure that any financial or legal concerns are addressed.

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

- 11.4.1 The Council could continue to run its existing schemes. This would leave the Council open for legal challenge for failing to meet the requirements set out in the Care Act and failing to offer people a Deferred Payment Agreement they are entitled to under statute.

Where new Personal Capital and Recovery Loans are set up, changes to legislation would leave the Council exposed to non-payers, increasing the risk of uncollectable debt.

- 11.4.2 The Council could contract a third party to run the scheme on the Council's behalf. The setting up and running of the scheme is very closely linked to the in-house services which co-ordinate individual financial assessments, payments to care homes, bad debts to care homes and assessments of clients care and support needs. It is believed that a successful Deferred Payment Scheme must be integrated with these and the systems they use. It would not therefore be advisable for this to be outsourced to a third party organisation. The timescales involved for tendering this activity does not make it viable for this to be in place by 1<sup>st</sup> April 2015 when the Care Act becomes law.

**12. CORPORATE PLAN 2015-18**

12.1 The Chief Executive submitted a report outlining the Corporate Plan 2015-18 which set out the Council's direction and priorities for the next three years and how the Council would go about achieving them.

12.2 **RESOLVED:** That Cabinet:-

- (a) approves and adopts the Corporate Plan 2015-18 as appended to the report, noting that implementation of the Plan will be subject to approval of the Council's budget and that individual aspects of the Plan will be subject to a robust appraisal, including a financial appraisal and impact assessment prior to implementation; and
- (b) directs that any substantial changes to the direction or priorities within the Corporate Plan need to be brought back to Cabinet for approval, but delegates authority to the Chief Executive to make amendments to the Corporate Plan considered appropriate, in consultation with the Leader of the Council.

**12.3 Reasons for Decision**

12.3.1 To approve the Corporate Plan for 2015-18.

**12.4 Alternatives Considered and Rejected**

12.4.1 An alternative would be to not have a Corporate Plan. This would lead to a lack of direction and clarity of the organisation's priorities for the next three years, undermining the delivery of our long-term ambitions.

**13. REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2014/15 MONTH 9 (AS AT 31/12/14)**

13.1 The Interim Executive Director, Resources submitted a report providing the Month 9 monitoring statement on the City Council's Revenue Budget and Capital Programme as at 31st December 2014.

13.2 **RESOLVED:** That Cabinet:-

- (a) notes the updated information and management actions provided by the report on the 2014/15 Revenue budget position;
- (b) approves the use of £121k of Public Health forecast reduction in spend, as noted in paragraph 8 of Appendix 2 of the report;
- (c) in relation to the Capital Programme:-
  - (i) approves the proposed additions to the Capital Programme listed in Appendix 4.1, including the procurement strategies and delegations of

authority to the Director of Commercial Services or nominated Officer, as appropriate, to award the necessary contracts following stage approval by Capital Programme Group; and

(ii) approves the proposed variations and slippage in Appendix 4.1 of the report;

(d) notes the latest position on the Capital Programme; and

(e) notes the slippage requests authorised by the Cabinet Member for Finance under his delegated authority.

### 13.3 **Reasons for Decision**

13.3.1 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.

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

13.4.1 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.

## 14. **HOUSING EMPLOYABILITY AND APPRENTICE SCHEME**

14.1 The Executive Director, Communities submitted a report in relation to the Housing Employability and Apprentice Scheme.

14.2 **RESOLVED:** That Cabinet:-

(a) approves the establishment of a Housing Employability and Apprentice Scheme within the Council Housing Service;

(b) delegates authority to the Director of Housing and Neighbourhood Services to pay bursaries or hardship support, if necessary, subject to the agreed criteria; and

(c) delegates authority to the Director of Housing and Neighbourhood Services, in consultation with the Director of Legal and Governance and the Interim Director of Finance, to carry out work to develop a garden assistance scheme as described in the report.

### 14.3 **Reasons for Decision**

14.3.1 The changes described in the report will deliver many of the Council's and

Housing Service's commitment, visions and strategic objectives.

14.3.2 They also provide continuity and an improvement to services for Council tenants and are based on the views of tenants and staff.

14.3.3 The recommendations will improve the offer to Council tenants in respect of employment and the quality of neighbourhoods.

#### 14.4 **Alternatives Considered and Rejected**

14.4.1 Alternative options were considered for all elements, of the project, including no change, which is not a viable option for any of the elements as it does not meet the needs of the service or the needs of the customers we serve.

14.4.2 The main alternative for the apprenticeship model was to keep with the work experience in the building trade background. This does not prove a viable option, as we do not have the skills to develop and contribute to the learners.

14.4.3 Four options were considered for the charged gardening scheme, with the chosen option being the only one that initially maintains and potentially subsequently enhances the service provision without additional cost to the Council Housing Service. This will be addressed more fully as the scheme is developed.

### 15. **FUTURESHAPERS - A YOUTH ENGAGEMENT FUND PROJECT**

15.1 The Executive Director, Children, Young People and Families submitted a report setting out how the Futureshapers project would work and recommending that, should the bid prove successful, the City Council adopts the role of local contributor and, as such, makes an invest to save financial contribution of £455,254 for each year of the three year project (April 2015 to March 2018 inclusive) from youth budgets, making a total contribution of £1,365,762

15.2 **RESOLVED:** That Cabinet:-

- (a) endorses Sheffield City Council as the local contributor of the Futureshapers programme;
- (b) resolves that the Executive Director, Children, Young People and Families and the Interim Executive Director, Resources agree the appropriate financial profile and payment mechanism to allow the Council to makes an invest to save financial contribution of £455,254 for each year of the three year project (April 2015 to March 2018 inclusive) from youth budgets, making a total contribution of £1,365,762;
- (c) delegates authority to the Executive Director, Children, Young People and Families, in consultation with the Interim Executive Director, Resources and the Director of Legal and Governance, to take all such necessary steps to ensure that the Council's contribution is legally safeguarded, including placing a charge on the ring-fenced bank account and negotiating and

entering into a Memorandum of Understanding with Futureshapers and that the outcomes are properly and appropriately assessed prior to the outcomes payments being made; and

- (d) delegates authority to the Executive Director, Children, Young People and Families to recommend, in liaison with the Cabinet Member for Children, Young People and Families, a suitable candidate to assist the Board of Futureshapers properly to manage public funds and services.

### **15.3 Reasons for Decision**

- 15.3.1 The Futureshapers project will, if the bid is successful, make a significant contribution towards the achievement of SCC's strategic outcomes for vulnerable and disadvantaged young people. It will help over 1300 young people make a successful progression from school into the world of further education, training and employment, as well as building their resilience and confidence.
- 15.3.2 The Futureshapers project will, by bringing in new funding of over £3m initial investment from social investors and over £4m from DWP for outcome payments, deliver considerable added value to the 25% investment the Council makes for the payment of outcomes. For the Council's investment, 100% of the return will be achieved in delivery and overall outcomes payments. This represents a high value use of Council investment.
- 15.3.3 The successful delivery of the Futureshapers programme would result in lower demand for more intensive interventions with young people who are NEET. This will enable the City Council to make further year on year savings over the next three years against targeted youth support budgets, in anticipation of further public sector savings, whilst maintaining an effective system of support for young people progressing from school into adulthood.
- 15.3.4 Futureshapers allows Sheffield City Council (SCC) to test the Social Impact Bond financial model, build a relationship with a network of potential social investors, and position Sheffield as a Council and a city that can deliver significant improvement in outcomes using external investment in its services. As such, it is intended that this new investment model will allow SCC to build a sustainable funding model for targeted youth support at a time when the resources available to the Council continue to diminish and it will provide the evidence base for continuing dialogue with government as to new risk and reward arrangements through which youth services can be made sustainable.

### **15.4 Alternatives Considered and Rejected**

- 15.4.1 Sheffield City Council (SCC) is not eligible to submit a bid to the Youth Engagement Fund (YEF), which is primarily aimed at charitable and private organisations acting as the contractor and delivery agent.
- 15.4.2 SCC has not been approached by other bidders to the YEF, but is supporting this submission in partnership with Sheffield Futures, the city's leading youth charity.

- 15.4.3 SCC could decline to act as the local commissioner to the bid, but to do so would be to deny the city the potential to access to £3m of external funding for targeted youth support. This would be inconsistent with its strategy of negotiating deals with government designed to secure sustainable financial arrangements that are capable of delivering better outcomes.
- 15.4.4 SCC has discussed with DWP the technical arrangements for the payment of the contribution to outcome payments, and has proposed alternative arrangements that give more financial oversight to the release of outcome payments. DWP has made it clear that it is not in a position to change the financial rules set out in the programme prospectus, and that any change to the financial arrangements would invalidate the Sheffield bid.

## **16. TACKLING POVERTY STRATEGY**

16.1 The Executive Director, Children, Young People and Families submitted a report in relation to the Tackling Poverty Strategy.

16.2 **RESOLVED:** That Cabinet:-

- (a) endorses the vision for tackling poverty in the City;
- (b) approves the Needs Assessment;
- (c) approves the City's Tackling Poverty Strategy, developed in partnership with other stakeholders in the City;
- (d) approves the Strategic Outcomes, noting that any activities or actions developed in future under the broad headings of the strategic programmes will need to be dealt with, case by case, as new decisions in their own right;
- (e) approves the actions in the strategic programmes in the Action Plan to which the Council has committed, within existing resources;
- (f) endorses the strategy and refers it to the Sheffield Executive Board, the Local Enterprise Partnership, the Combined Authority and to the local Equality Hub Network for their consideration; and
- (g) asks partners to review and report on progress on an annual basis.

### **16.3 Reasons for Decision**

- 16.3.1 The purpose of the report is to seek endorsement and approval, from Cabinet, for the Needs Assessment, the Tackling Poverty Strategy (which incorporates the Child Poverty Strategy) and the associated Action Plan. In particular, this report seeks Cabinet endorsement for:
- the vision
  - the strategic programmes
  - the initial commitments made by the Council for the actions that fall within

its areas of responsibility.

- 16.3.2 Approving and implementing the Tackling Poverty Strategy will provide a clear, city-wide focus on reducing child poverty and household poverty and inequalities, in line with the Council's Corporate Plan commitments, and the recommendations set out in the Fairness Commission report. The strategy is also a statutory document under the Child Poverty Act (2010).

#### 16.4 **Alternatives Considered and Rejected**

- 16.4.1 An alternative option would have been to develop a strategy just focused on children and young people. We took a conscious decision not to do that as we believe that we cannot tackle poverty for children without tackling poverty and building resilience in individuals, families and the communities in which they live. With this in mind, with increasing concerns over widening poverty in the City and in the light of the evidence set out by the Fairness Commission, we have therefore chosen to broaden our approach. Whilst the Tackling Poverty Strategy (2015-18) will incorporate the statutory Child Poverty Strategy it will be encompassed within a strategic approach and document designed to tackle all-age poverty.

### 17. **FUTURE OPTIONS FOR THE HOUSING REPAIRS AND MAINTENANCE SERVICE**

- 17.1 The Executive Director, Communities submitted a report in relation to future options for the Housing Repairs and Maintenance Service.

#### 17.2 **RESOLVED:** That Cabinet:-

- (a) approves the proposal in the report to insource the Housing Repairs and Maintenance (HR&M) Service from 1<sup>st</sup> April 2017;
- (b) gives its approval for the insourcing to be done based on the principles and assumptions described in Section 9.4 of this report, and taking into account the risks and mitigations as set out in Section 10, including the potential contracting-out of a small proportion of the service;
- (c) gives its approval for the budget required to cover the one-off implementation and set-up costs, as described in Section 8.3 of this report;
- (d) delegates authority to the Executive Director, Communities to take all the necessary steps to progress and implement the insourcing of the service, in consultation with the Cabinet Member, such steps to include:
  - at the appropriate time, commencing formal consultation with Trade Unions regarding the transfer of staff from Kier into the Council (in consultation with the Director of Human Resources as necessary).



- developing the structure and agreeing the timescales needed to deliver an in-house repairs service (in consultation with the Director of Human Resources as necessary).
  - approving the procurement strategy and contract award, and agreeing contract terms and entering into the contracts, for all necessary goods and services. This will apply to both the development / implementation work required prior to the insourcing, and for in-house delivery of the Service itself (including any elements of the Service which it is agreed will be contracted out by the Council) once it is brought back into the Council (in consultation with the Director of Commercial Services and the Director of Legal and Governance as necessary).
  - undertaking a more detailed assessment of which elements of the Service are more appropriate to be contracted out, rather than directly delivered by the Council, and what the impact of this will be and how that will need to be managed (in consultation with the Director of Commercial Services and the Director of Human Resources as necessary).
  - Ensuring that the statutory leaseholder consultation required by Section 20 of the Landlord and Tenant Act 1985 (as amended by the Commonhold and Leasehold Reform Act 2002) is adhered to.
  - Any other work required for the effective preparation for and implementation of the insourcing of the HR&M Service; and
- (e) requests that a further report is presented to Cabinet if the underlying strategy for the future of the Service cannot be achieved, or if any unforeseen significant risks emerge which may prompt Cabinet to re-consider its decision.

### 17.3 **Reasons for Decision**

- 17.3.1 Insourcing the HR&M Service will give the Council more control, flexibility and accountability in managing the Service, enabling the service to be fully integrated into the Council and to work in close partnership with other relevant key Council services. This will help to transform its approach to one which is more holistic, joined-up and outcome-focused and ensure that the Service is delivered in a way which fully supports the Council's corporate objectives.

- 17.3.2 Bringing the HR&M Service in-house for direct delivery by the Council will also help to bring about an alignment of culture in the Service to that of the Council, and in its approach to customers. As an integrated function within the Council, the Service will be much better placed to adopt the Council's key principles of 'right first time' and holistic service delivery - and to be more adaptable to varying circumstances and to any changes in corporate priorities.
- 17.3.3 Based on all information known to date, and after the initial upfront costs of transferring the Service, the insourced option is expected to generate sustainable year-on-year revenue savings. In addition, once fully integrated into the Council, there will be further opportunities to reduce duplication, join-up procurement with other Council Services and increase efficiency within the Service – enabling it to achieve more and improve outcomes within the same level of spending.
- 17.3.4 Under this option, there is huge potential for the HR&M Service to help support and strengthen the Housing+ approach, which focuses on tailoring our Services to help achieve better outcomes for our tenants. HR&M staff would be out on estates and in tenants' homes on a daily basis, and so would be ideally placed to identify problems with tenancies or additional support needs. Strong links with the local Neighbourhood Teams (due to be implemented later this year under the Housing+ roll-out) would enable the HR&M Service to refer any such issues to the appropriate Neighbourhood Team staff, enabling these issues to be dealt with earlier.
- 17.3.5 Insourcing the Service will also make it easier to structure the Service around the proposed 7 Neighbourhood Areas (currently awaiting the outcomes of the Electoral Ward Boundaries Review before being confirmed). This would enable the Service to be delivered in-line with the new Neighbourhood-based approach (again part of the roll-out of the Housing+ model), with staff potentially based in a particular Neighbourhood. This would increase local knowledge for HR&M staff, and improve their links with the local community.
- 17.3.6 It is clear, from in-depth consultation with tenants and leaseholders, that the Repairs and Maintenance Service is for customers one of the most important elements of housing management. Insourcing the Service will put it in a stronger position in terms of its ability to deliver the customer vision for the Service. The Service will be directly linked into the Council housing governance and engagement framework (as all other key Council Housing Services are), enabling greater transparency and accountability. It would also enable tenants and leaseholders to more easily have direct influence on how the service is shaped and delivered in the future.
- 17.3.7 Potential insourcing was part of the Council's vision for the service in April 2013, and a requirement to prepare the Service for this was incorporated into the current contract with the new provider from April 2014. This preparation work has been taking place over the last few months, and will continue for the duration of the contract. This work should mean that the Service, and its workforce, are fit-for-purpose at the point of transfer - and that the Council will inherit the foundations of a modern and efficient service on which it can build

even further.

- 17.3.8 Insourcing also brings with it the potential to run the Service as an externally-trading Council function in the future – for example undertaking repairs and maintenance work on behalf of other social landlords.
- 17.3.9 Directly delivering the service in-house, with minor elements of it being outsourced to locally-based contractors wherever possible, would help support the concept of the ‘Sheffield Brand’. Materials would be purchased from local suppliers wherever possible (subject of course to the usual procurement rules and Council policies), and the workforce would be predominantly local.
- 17.3.10 Sheffield would not be alone in insourcing a key service such as the HR&M Service. Independent research by APSE (the Association for Public Service Excellence) has also identified a number of potential benefits of insourcing services, based on actual case-studies and local authority experiences:
- o Improved performance
  - o Stronger links to corporate strategic objectives
  - o Greater flexibility, and more responsive to local and national policy changes
  - o Efficiency savings
  - o Improved customer satisfaction
  - o Enhanced local supply chains
  - o Better integration and joining-up with other relevant key services
  - o New development and employment opportunities for the city
- 17.3.11 There are of course risks associated with the option to insource the Service (as indeed there are with the other two alternative delivery options discussed in this report), and some of these risks are significant. However, measures are and will continue to be in place to mitigate these risks, and if any of these risks significantly escalate, or any significant new risks (including financial ones) emerge, a further report would be brought back to Cabinet before progressing the transfer any further.

#### 17.4 **Alternatives Considered and Rejected**

- 17.4.1 The alternatives considered are as described in Section 7 of the report.

### 18. **UNIVERSITY OF SHEFFIELD CAMPUS - SHEFFIELD CITY REGION INVESTMENT FUND**

- 18.1 The Executive Director, Place submitted a report seeking approval in principle for the proposed University of Sheffield Campus Phase 1 project.
- 18.2 Matt Hayman, Development Officer, reported that, following further advice from the Finance Service, paragraph 9.3 of the report should be updated to read ‘The project does carry some risk for the Council because it will involve the Council recovering the cost from the University. This will require a very clear

understanding from both parties on the extent and specification of the works. Any variations from this base will need to be documented and agreed in advance if the Council is to avoid a loss. The cost plan will be the key driver to ensure works can be delivered within the available resources and the costs will be capped at the budgeted amounts. Disciplined project management is essential to ensure successful mitigation of the risk.'

18.2 **RESOLVED:** That Cabinet:-

- (a) confirms its in principle support for the University of Sheffield Campus Phase 1 Scheme as described in this report, subject to:-
  - (i) the completion of a further detailed public consultation exercise about the Traffic Regulation Order proposals, and overall University Campus Master Plan proposals which may affect the highways, the proper consideration of the results and, where appropriate, resolution of objections of such consultation in the course of making the final decision whether or not to proceed with the scheme; and
  - (ii) all necessary planning permissions, Traffic Regulation Orders and any other required regulatory approvals or consents being obtained by the University of Sheffield;
- (b) notes that the public consultation exercise referred to in (a) (i) above has already commenced;
- (c) delegates authority to the Executive Director, Place, in consultation with the Director of Regeneration and Development , the Director of Finance, the Director of Legal and Governance, the Director of Commercial Services and the Assistant Director - Capital & Major Projects to conclude on such terms as he considers appropriate and authorise the completion of a funding agreement between the Council and the Sheffield City Region Combined Authority in relation to the Sheffield City Region Investment Fund (SCRIF) funding for the Scheme, provided that any such funding agreement shall be conditional on a final decision to proceed with the Scheme being made on the part of the Council;
- (d) delegates authority to the Cabinet Highways Committee to consider the results of the public consultation exercise referred to above, and having done so, if they are of the view that the Scheme will be of benefit to the public, and it has been possible to overcome any valid objections decide to confirm the Council's final approval for the Scheme to be implemented;
- (e) if the Cabinet Highways Committee does confirm the Council's final approval for the Scheme , the Executive Director, Place shall be authorised, in consultation with the Cabinet Member for Business, Skills & Development, the Director of Regeneration and Development , the Director of Finance, the Director of Legal and Governance, the Director of Commercial Services and the Assistant Director - Capital & Major Projects:-

- (i) to authorise on such terms as he considers appropriate, the completion of an agreement pursuant to section 278 of the Highways Act 1980 with the University of Sheffield, together with such additional agreement(s) with the University that he may consider appropriate; and
- (ii) generally to take such further steps, including (without limitation) entering into such further agreements and or arrangements with such parties and on such terms as he may consider appropriate, and approving detailed designs and materials, to secure the successful delivery of the works at no net cost to the Council and in line with the provisions of this report and to protect the Council's interests in this matter.

### 18.3 **Reasons for Decision**

- 18.3.1 To enable work on the project to continue, pending the Council being in a position to give final approval for the necessary Traffic Regulation Orders.
- 18.3.2 To enable the Council to secure funding for the project from SCRIF.
- 18.3.3 To enable matters to be progressed as appropriate in an efficient way following the conclusion of the planned public consultation exercise on the highway implications of the University Campus Master Plan.

### 18.4 **Alternatives Considered and Rejected**

- 18.4.1 **Do nothing** – The UoS could be left to carry out public realm and road safety improvements as and when development occurs on the campus. This would not require additional public funding or Council involvement. However, serious concerns have been raised regarding safety at the current pedestrian crossings close to Brook Hill junction which require immediate action. The campus environment also seriously lags behind some of its major competitors and requires urgent and comprehensive intervention.
- 18.4.2 **UoS applies directly to the combined authority for SCRIF funding** – SCC would avoid direct involvement in submitting the business case and delivering the outputs and outcomes. However, the UoS may not be eligible to apply directly as the UoS cluster is only a sub project of the Council's overall SCRIF City Centre Programme. The UoS has no experience of submitting bids for Department for Transport or City Region funding or of creating high quality public realm to the standard achieved elsewhere in the City Centre. This approach would see the Council's influence on consistency of the overall programme weakened.
- 18.4.3 **SCC acts as facilitator, regulator and accountable body** – but all design, procurement, delivery and liability for cost overruns is the responsibility of the UoS. The Council would retain control of the overall SCRIF City Centre Programme and of the UoS element and would be in a strong position to drive the programme and quality, ensuring integration with other programmes e.g. Streets Ahead. However, due to the risks associated with co-ordinating these works on

the strategic transport network, a Council lead is deemed to be a better option.

- 18.4.4 **The preferred option is SCC acts as lead body on delivery of Highways works, facilitator, regulator and accountable body** – but initial design up to tender, liability for cost overruns and delivery of non-highway works (Arts Tower & Red Hill) are the responsibility of the UoS. It is intended the appointment of the Design Team will be assigned or novated as appropriate to the Council who will procure a contractor for the Highways works and manage/supervise the programme, ensuring quality and integration with other programmes e.g. Streets Ahead.



## SHEFFIELD CITY COUNCIL Cabinet Report

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**Report of:** Chief Executive

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**Date:** 15<sup>th</sup> April 2015

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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.
- 

**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>		
Joan Burkinshaw	Admin Officer, Marlcliffe Primary School	25
Rehana Ramzan	Senior Teaching Assistant Level 3, Woolley Wood School	26
Kathryn Robinson	Curriculum Specialist, Woodthorpe Community Primary School	29
Denise Rogers	Teacher, Marlcliffe Primary School	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.





## Cabinet Report

**Report of:** Executive Director Children Young People and Families

**Report to:** Cabinet

**Date:** 15 April 2015

**Subject:** Early Years Best Start Strategy 2015-2017

**Author of Report:** Dawn Walton/Jackie Robinson

**Key Decision:** YES

**Reason Key Decision:**

Affects 2 or more wards

**Summary:** The Early Years Best Start Strategy sets out the City's ambitions for children and describes how we will reshape service delivery to ensure that all children have a great start in life. This is a joint strategy prepared by the LA with key partners, and builds on existing relationships with Schools, Health Services, GPs, Private, Voluntary, and Community and Faith sectors. It seeks to address inequalities for babies and young children in their early learning, health and well-being and to improve outcomes at the end of the early years foundation stage.

## **Reasons for Recommendations:**

The experience and outcomes for very young children can be very different. Inequalities in early learning, early achievement, health and well-being has led to a gap in the overall attainment of children from disadvantaged homes compared to those more advantaged. The key protective factor to enable infants to reach their potential is the quality of the interactions they receive from their caregivers. We know that parents and carers want the best for their children; this is much harder when families are concentrating on making ends meet financially. In Sheffield we want to make it a priority to support parents/caregivers and make life easier for people from the earliest opportunity.

There is a need to respond to the increasing birth rates and the changing demographics across the City to ensure high quality flexible childcare at the time of need. This is one of the critical elements of the refreshed Tackling Poverty Strategy. High quality flexible childcare enables adults to learn and work and provides the best foundations for children to a future free from poverty. This strategy will be integral to the wider public health priority of encouraging good health, early learning and well-being from an early start as well as supporting the tackling poverty strategy.

It is necessary to build up local community capacity and resilience, develop active and vibrant partnerships to engage families in developing and delivering services to give all children in Sheffield a great start in life.

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## **Recommendations:**

That Cabinet approves this strategy

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## **Background Papers: Draft Strategy attached**

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**Category of Report:        OPEN**

**If CLOSED add 'Not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).'**

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\* Delete as appropriate

## Statutory and Council Policy Checklist

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

## **REPORT TO THE CABINET - EARLY YEARS BEST START STRATEGY 2015-2017**

### **1.0 SUMMARY**

- 1.1 The redesign of early years services began three years ago, where in 2012 an extensive consultation took place 'a call for views', which included gathering the views of a wide range of practitioners, managers and parents/carers. We listened to families and there was overwhelming support to deliver services which are accessible, flexible and available at the point of need. This has been an ongoing process and this strategy is the next stage which sets out the City's ambitions for children and describes how we will continue to reshape service delivery to ensure that all children under 5 have a great start in life. This is a joint strategy prepared by the LA with key partners and builds on existing relationships with Schools, Health Services, GPs, Private, Voluntary, and Community and Faith sectors. It seeks to address inequalities for babies and young children in their early learning, health and well-being and to improve outcomes at the end of the early year's foundation stage.
- 1.2 We will focus on building positive and successful relationships by achieving a cultural shift in the understanding of the importance of pregnancy, babyhood and infancy through to the end of the foundation stage. Through our engagement with families and the voluntary/community sectors we know there is the will, skills and understanding to drive and shape the delivery and design of an integrated early years' service to ensure the best start for Sheffield's children.
- 1.3 This strategy and its implementation will build on what's already been developed as part of an evolving process and long term approach to addressing the needs of families in a changing world.

### **2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE**

- 2.1 It promotes joint accountability and joint responsibility between key delivery partners to ensure services for families with young children are accessible and available on a local level.
- 2.2 Supports family life and recognition of the important role that parents make to encourage healthy and resilient families. By having a good understanding of parent's needs, reviewing child's development, offering healthy living advice and immunisations this will ensure optimum health and wellbeing.
- 2.3 The Early Years Best Start teams will be integrated teams made up from all key partner organisations across the sector. They will be based in localities where parents can access advice, information, universal services and identify where specialist services are needed at the earliest possible stage.
- 2.4 Families and Communities will have greater involvement in influencing and determining local priorities and how services are delivered.

### **3.0 OUTCOME AND SUSTAINABILITY**

3.1 The delivery model will provide all families with a programme of support tailored to meet their needs. It will combine the Healthy Child Programme and the Early Years Foundation Stage (EYFS) framework and follows the tiered approach based on the National Health Visitor Plan 'a call for action' which is outlined below :

- Community Universal Services - all parents and carers will have access to a range of universal services across health and early education
- Universal Plus (Targeted Services) – additional services will be available to families for a specific y time to support with breastfeeding, parenting, behaviour or disability.
- Universal Partnership plus (Specialist Services) – these will be available to vulnerable families to provide ongoing support with, for example safeguarding issues, mental health, complex needs.

3.2 This strategy is critical to the successful delivery of the refreshed tackling poverty strategy. High quality childcare, sensitive and responsive interactions with the primary care-giver, a high quality home learning environment and reduced health and education inequalities are all identified as essential components in the tackling poverty strategy. Parents and carers who are out of work or in low paid insecure work require flexible, affordable childcare in suitable and available locations and when they need it in order to gain skills to work. Being able to take up Free Early Learning (FEL) also reduces the burden on household budgets.

3.3 Educational attainment is the single biggest factor that can protect children from the perpetuation of intergenerational poverty. We must reduce the educational inequalities and narrow the gap at the end of the foundation stage to give our children the best chance of a future free from poverty.

3.4 Household income has a demonstrable impact on parenting capacity and style and the quality of the home learning environment. This in turn has an impact on children's outcomes

3.5 As part of this evolving strategy and in order to ensure long term sustainability of early years services it is the intention to keep under review the organisation of children's centre areas. This will build on the current model of merging and clustering children's centres areas within localities to best meet the needs of communities and ensure efficient use of buildings and resources.

To extend services to families and provide support to the whole family it is the intention to review the organisation of children's centres, with a view of transforming

centres into early help family hubs providing a range of services.

We will build on the current model of merging and clustering children's centres areas to focus resources into providing the right services at the right time for the right people.

3.6 Health indicators and impact of effective early years services are set out in this table :

Key Indicator	Impact of effective early years services
Under 18 conceptions	Can be reduced, e.g. health visitors supporting teenage mothers to take up contraception and avoid future pregnancies
Infant mortality	Can be improved through antenatal work with mothers to support quitting smoking and substance misuse and maintaining a healthy weight
Smoking status at time of delivery	Can be improved through antenatal work with mothers to support quitting smoking
Breastfeeding (prevalence at 6-8 weeks)	Can be reduced through antenatal support and by early identification and responsiveness to a mother's concerns
Vaccination coverage	Can be improved by outreach to parents who take up vaccination
Tooth decay in children aged 5 and under	Can be reduced through encouraging breastfeeding and healthy weaning in line with the guidelines, as well as healthy family nutrition
Excess weight at 4-5 years	Can be improved through encouraging breastfeeding and healthy weaning in line with the guidelines, as well as healthy family nutrition
Child development at 2-2 ½ years	Can be improved through delivery of evidence-based parenting programmes and through close working with Children's Centres and Best Start Early Years teams
Flexible accessible childcare (no of provisions registered)	Improve accessibility to flexible childcare available at point of need. Include toddler groups and childminding
School readiness/EYFS	High quality provision and effective and consistent transition arrangements in schools and the private sector. Early Years providers including child minders.
2/3/4 year FEL	Implementation of a city wide training programme for the delivery of FEL to be made available to all sectors
Proportion of children eligible for free school meals	Reduce number of children living in poverty and improve families ability to increase household income through access to training and employment

## 4.0 VISION, AIMS AND GOVERNANCE

### Vision and Aims

- 4.1 Our ambition is that all children, young people and families in Sheffield achieve their full potential by raising expectations and attainment and enabling enriching experiences.

Our vision is that all children young people and families are:-

- Happy, healthy, safe and strong
- Ready for school and for life

- 4.2 We recognise that the future is dependent on families building strong relationships, feeling supported and living within caring and health promoting communities. This is also dependant on key agencies working together with shared principles and shared outcomes.

- 4.3 The voice of children and their parents need to have the greatest influence on service delivery and our commitments outlined below are the key factors that this strategy is based on;

1. To empower parents, families and carers to be strong, effective and independent

2a. To provide accessible integrated, flexible and high quality effective early learning and childcare for all children, where and when families need it.

2b. To narrow the attainment gap especially for children in the most deprived areas.

3. To improve early intervention and prevention and early identification for vulnerable children and families.

4. To improve access and coordination of health and wellbeing initiatives for children and families

5a. To engage families in local communities to influence and play a positive role in shaping activities and services.

5b. To develop peer support programmes with volunteers to increase social mobility and access to training and employment.

6. To support organisations across the sector including childminders to work together to ensure the early years workforce has the knowledge, skills and support that will enable children to reach their full potential.

#### **4.4 Governance**

- 4.5 The Children's Health and Well Being Board is a sub group of the Sheffield's Health and Well Being Board and its role is to provide a strong and effective partnership which improves the commissioning and delivery of services across the NHS and the council, leading in turn to improve health and wellbeing of the people of Sheffield.
- 4.6 The Early Prevention and Intervention service is responsible for early year's services and be responsible for the transfer of commissioning arrangements for Health Visitors and the Family Nurse Partnership (FNP). These staff will remain with Sheffield Children's Hospital Foundation Trust.
- 4.7 The aim is to promote integrated working, by locality based Early Years Best Start teams which will be made up of practitioners and managers from the statutory, voluntary and community organisations within the sector. These teams will be skilled, experienced and will consist of practitioners with expertise in both children and adult's Health and Well-Being, Parenting, Early Learning, Inclusion and Safeguarding.
- 4.8 In Sheffield we will be developing local community partnership forums in each children centre area. The LA has a statutory responsibility to provide children centre services which are accessible, flexible and meets family's needs through from pregnancy to the end of reception.
- 4.9 Children centres are inspected by Ofsted and accountability lies with the LA. These local community partnership forums will support the statutory responsibilities and have a significant role to play in determining local priorities and engaging the community.

#### **5.0 COMMUNICATION AND CONSULTATION**

- 5.1 We have been developing this strategy over the last 18 months. Following a Cabinet report in February 2013 which approved the redesign of early year's services and a number of recommendations in order to streamline management, administration and prioritise early intervention services and family support services that are flexible, accessible and high quality. This has been an ongoing process, and follows a journey from as early as 2012 when an extensive consultation took place 'a call for views' followed by a number of changes to service redesign and staffing structures.
- 5.2 This strategy reflects the progress made and outcomes of those changes. Further consultation is continuing to take place which has focused on the six key priorities in the strategy. The strategy has been circulated to early year's managers, practitioners in health, local authority and voluntary and community sectors, and the wider sector with interests in children's services for their comments and contributions. Feedback has been sought from presentations at Elected Member's task groups, Primary Heads meetings, CCG and a range of community forums.



- 5.3 This strategy has been developed in partnership with the voluntary, community and private sector and is supported by our key partners in the CCG and the City Wide Learning Board.
- 5.4 There are no contractual implications for this strategy. Future services may be commissioned as a result of the strategy consultation.

## **6.0 FINANCIAL IMPLICATIONS**

- 6.1 There are no financial implications directly arising from this report

## **7.0 HR IMPLICATIONS**

- 7.1 The strategy relates to integrated working and sharing of resources at a local level. This will have no implications for TUPE. The strategy is intended to encourage joint working between statutory and voluntary sector organisations. There are no HR implications arising from this report.

## **8.0 LEGAL IMPLICATIONS**

- 8.1 Sheffield City Council has a statutory duty under section 3 of the Childcare Act 2006 to make arrangements to secure that early childhood services in their area are provided in an integrated manner which is calculated to facilitate access to those services, and maximise the benefit of those services to parents, prospective parents and young children. The Council is also required to take steps to identify parents or prospective parents who would otherwise be unlikely to take advantage of early childhood services that may be of benefit to them and their young children, and to encourage those parents or prospective parents to take advantage of those services.
- 8.2 The Council also has a statutory duty under section 6 of the Childcare Act 2006 to secure sufficient childcare for parents in their area who require childcare in order to enable them to take up or remain in work, or to undertake education or training. The ability of councils to meet this duty is governed by the resources available to it – with the legislation framing sufficiency in terms of what is “reasonably practicable” within the funding available. In addition, section 7 of the Childcare Act 2006 places a duty on the Council to secure sufficient free early years provision for eligible children.
- 8.3 The Council must also have due regard to the statutory guidance for local authorities on the provision of early education and childcare, the statutory SEND code of practice: 0 to 25 years as well as the Public Sector Equality Duty and accompanying guidance.

- 8.4 The Council must also have due regard to the statutory guidance for local authorities on the provision of early education and childcare, the statutory SEND code of practice: 0 to 25 years as well as the Public Sector Equality Duty and accompanying guidance.

## **9.0 ALTERNATIVE OPTIONS CONSIDERED**

- 9.1 To continue with existing service delivery without a joint coherent strategy. This alternative would be unacceptable as there are inequalities in early learning, achievement and health and a need to narrow the attainment gap for children at the foundation stage.

## **10.0 REASONS FOR RECOMMENDATIONS**

- 10.1 The experience and outcomes for very young children can be very different. Inequalities in early learning, early achievement, health and well-being has led to a gap in the overall attainment of children from disadvantaged homes compared to those more advantaged. The key protective factor to enable infants to reach their potential is the quality of the interactions they receive from their caregivers. We know that parents and carers want the best for their children; this is much harder when families are concentrating on making ends meet financially. In Sheffield we want to make it a priority to support parents/caregivers and make life easier for people from the earliest opportunity.
- 10.2 There is a need to respond to the increasing birth rates and the changing demographics across the City to ensure high quality flexible childcare at the time of need. This is one of the critical elements of the refreshed Tackling Poverty Strategy. High quality flexible childcare enables adults to learn and work and provides the best foundations for children to a future free from poverty. This strategy will be integral to the wider public health priority of encouraging good health, early learning and well-being from an early start as well as supporting the tackling poverty strategy.
- 10.3 It is necessary to build up local community capacity and resilience, develop active and vibrant partnerships to engage families in developing and delivering services to give all children in Sheffield a great start in life.

## **11.0 RECOMMENDATIONS**

11.1 That Cabinet approves this strategy

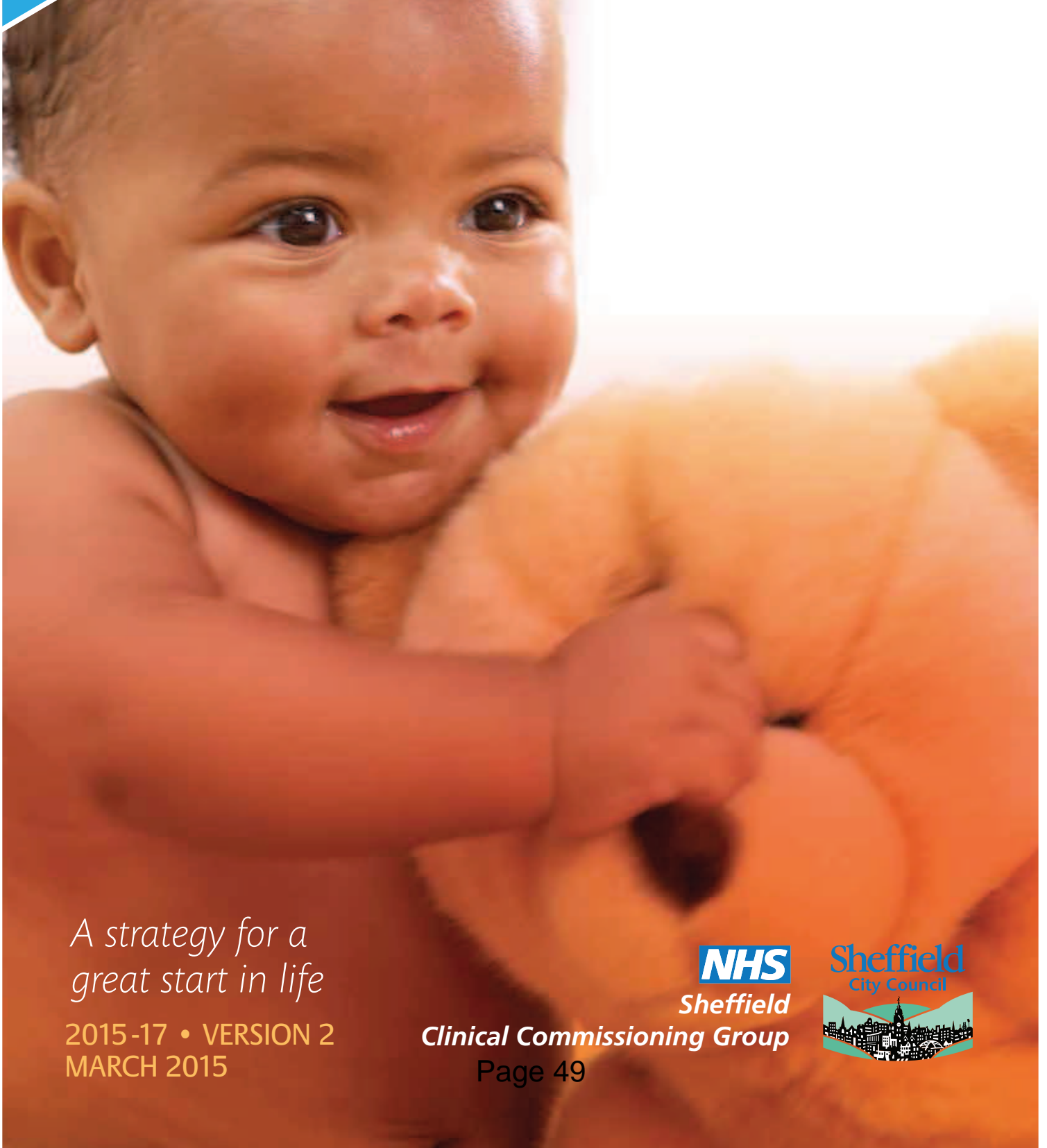
Author: Dawn Walton/Jackie Robinson  
Job Title: Assistant Director, Prevention & Early Intervention/Assistant service  
Manager

Date: 15-4-2015

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**DRAFT**

# Best Start SHEFFIELD



*A strategy for a  
great start in life*

2015-17 • VERSION 2  
MARCH 2015

**NHS**

Sheffield

Clinical Commissioning Group

Sheffield  
City Council



# Contents

This document has been prepared in partnership with:

- Sheffield CCG
- Sheffield Cubed
- Sheffield Children's NHS Foundation Trust
- Sheffield Teaching Hospital NHS Foundation Trust
- Brightside/Shiregreen Community Partnership
- Darnall/Tinsley Community Partnership
- Manor/Castle Community Partnership

- 3** Foreword
- 6** The Early Years' vision
- 7** Sheffield – Our local context
- 9** Our Priorities
- 18** Delivery Model – Our offer to families
- 20** Best Start Support Pathway - Children's Centre Programme
- 22** Early Years' structures – new ways of working
- 23** New ways of working – how we will do this
- 24** It all begins with babies
- 26** The role of schools and childcare providers in the early years
- 28** Governance
- 30** Indicators and impact
- 32** Commissioning framework
- 33** Useful documents



# Foreword

Welcome to Sheffield's 'Best Start' strategy for the delivery of Early Years' services – **'a strategy for a great start in life'**. This is a joint strategy prepared by the Local Authority working with key partners, and builds on the existing relationships with Schools, Health, GPs, Private, Voluntary, Community and Faith Sectors.

Development of this strategy has been part of a journey during which we have listened to families over the last 2 years, implemented outcomes from our Early Years' review, and our 'Call for Views' and more recently a restructure of the Early Years' services in the Local Authority. This is the next stage of the process. Children in Sheffield deserve a great start in life and what they experience in their earliest years is the key to their success in adulthood. This strategy sets out our ambitions for children and describes how we will continue to reshape services. By working together we will make the much needed improvements to outcomes for children in the city.

From 1 October 2015, Local Authorities will take over responsibility for commissioning 0-5 Public Health services (specifically Health Visiting and Family Nurse Partnership).

This transfer has brought about an opportunity to use the Public Health outcomes framework as

a driver for shaping our integrated strategy and commissioning intentions.

Sheffield is at the forefront of developing new ways of working. It has strong and vibrant communities where newly arrived families are welcomed and new and diverse cultures are embraced. Building on our experience as a city which supports and encourages community partnerships, this strategy will give us the potential to deliver services more flexibly and sustainably and with reduced bureaucracy, which will result in higher quality output. This is reflected in the 5 key drivers for the city which are:

1. Sheffield Joint Health & Wellbeing Strategy <sup>1</sup>
2. Child Poverty Strategy <sup>2</sup>
3. Early Years Foundation Stage (EYFS)
4. Healthy Child Programme (HCP)
5. Building Successful Families <sup>3</sup>

<sup>1</sup> <https://www.sheffield.gov.uk/caresupport/health/health-wellbeing-board/what-the-board-does/joint-health-and-wellbeing-strategy.html>

<sup>2</sup> <https://www.sheffield0to19.org.uk/professionals/strategy/Sheffield-s-Child-and-Household-Poverty-Strategy.html>

<sup>3</sup> <https://www.sheffield.gov.uk/your-city-council/policy--performance/what-we-want-to-achieve/corporate-plan/tackling-poverty-and-increasing-social-justice/building-successful-families.html>

Our philosophy is aligned with our vision for a fairer city, one that builds on the strengths of our communities and citizens to create the best environment for the best start in life. This strategy is being published at a time of continuous change and challenge, with significant policy change and opportunity including the effects of the revised Early Years Foundation Stage Ofsted Framework and the transfer of Public Health to Local Authorities with the implementation of the Healthy Child programme.

In recent years it has become evident that the experience and outcomes for local people can be very different. Inequalities in early learning, early achievement, health and wellbeing have led to a gap in the achievement of children from disadvantaged homes compared to those more advantaged. It is one of our main objectives to reduce these inequalities across the city.

We will focus on building positive and successful relationships by achieving a cultural shift in the understanding of the importance of pregnancy, babyhood and infancy through to the end of the foundation stage. Evidence tells us we must focus on secure relationships with key adults and established routines in the first months of a child's life, to make sure our children can flourish in their school years and be able to access opportunities as they move into adulthood. All children need a supportive and nurturing environment and to

be protected from harm and this needs to begin in the antenatal period and continue throughout childhood.

Through our engagement with families and the voluntary community sectors we know there is the will, skills and understanding to drive and shape the design and delivery of an integrated Early Years' Service, working alongside all partners.

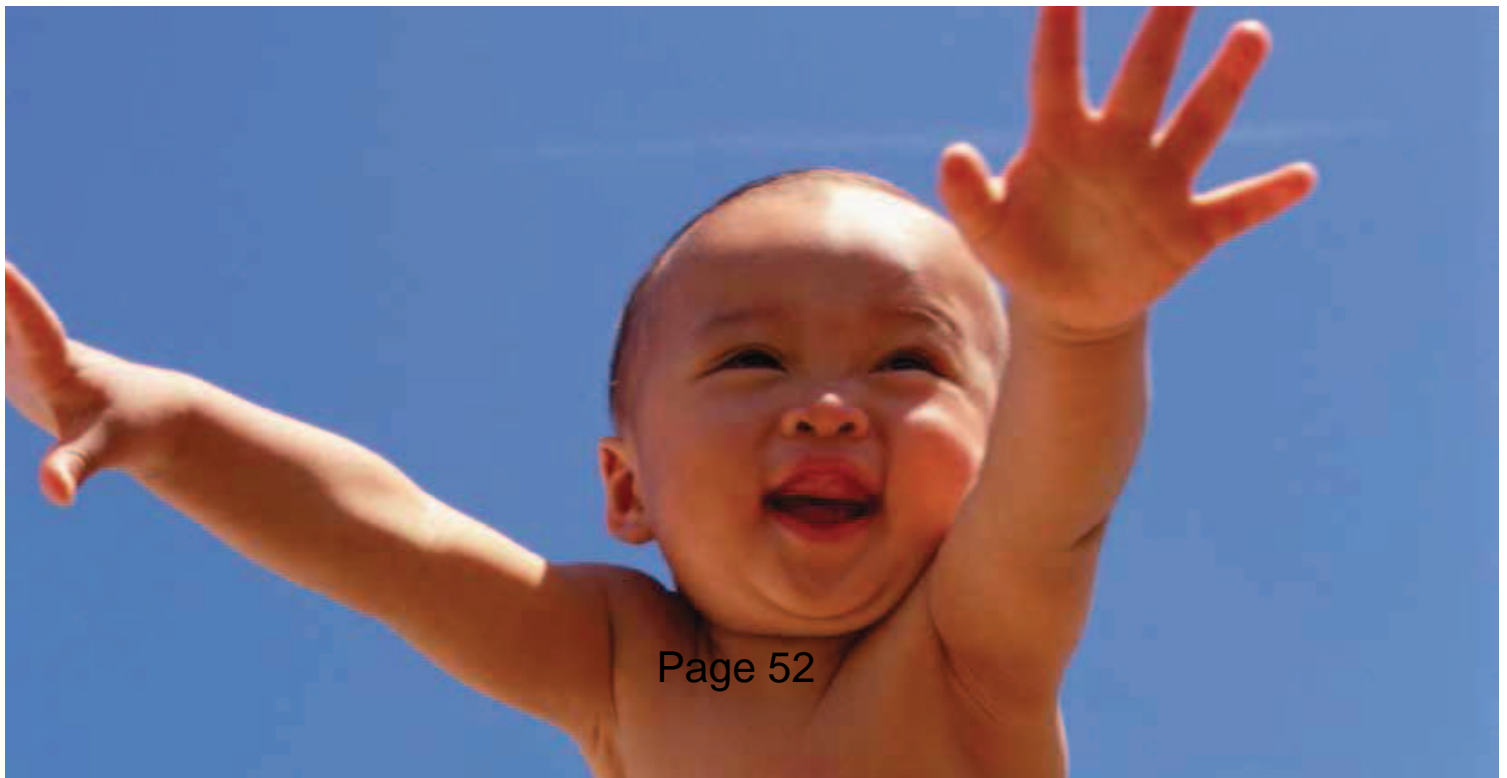
We have identified what is needed to build up local community capacity and resilience, and want to embed a cultural shift across the community to offer collaborative working, quality improvement and active and vibrant partnerships to develop ideas and engage families.

We will respond to the increasing birth rate, the increasing Free Early Learning (FEL) for 2 year olds and the changing demographics across the city to ensure high quality flexible childcare. This strategy will be integral to the wider Public Health priority of encouraging good health and wellbeing throughout life.

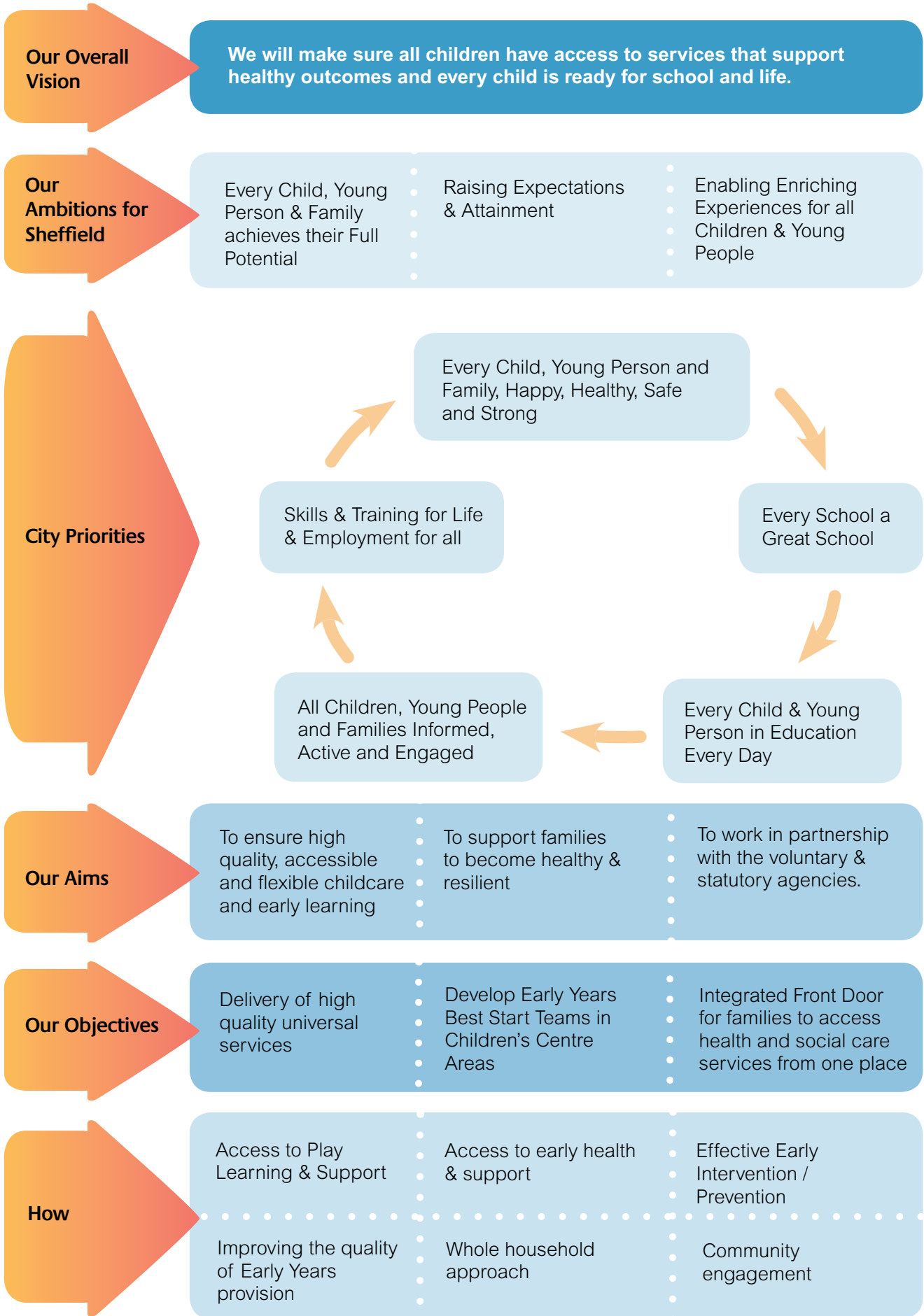
We will make it a priority to fulfil these ambitions for every child in Sheffield.



Councillor Jackie Drayton  
Cabinet Member for Children, Young People and Families









# The **Early Years** Vision

Our vision is that children in Sheffield are:

- Happy, healthy, safe and strong
- Inspired and enabled to reach their potential
- Ready for school and for life

We recognise that the future is dependent on families building strong relationships, feeling supported and living within caring and health promoting communities.

## **Our Priorities for action**

1. To empower parents, families and carers to be resilient, strong, confident and independent
- 2a To provide accessible, flexible and high quality effective early learning and childcare for all children
- 2b To narrow the attainment gap especially for children in the most deprived areas

- 3 To improve early intervention and prevention and early identification for vulnerable children and families
- 4 To improve access and coordination of health and wellbeing initiatives for children and families
- 5a To engage families in local communities to influence and play a positive role in shaping activities and services
- 5b To develop peer support programmes with volunteers to increase social mobility and access to employment.
- 6 To support organisations and child-minders across the sector to work together to ensure the early year's workforce has the knowledge, skills and support that will enable children to reach their full potential.

*The Early Years Foundation Stage (EYFS) Framework sets the standards that all providers must meet to ensure that children learn, develop well and are kept healthy and safe. It promotes teaching and learning to ensure a child's "school readiness"*

*The Local Community Partnership Forums across the city will have a key role in developing the vision, shape and delivery of services.*

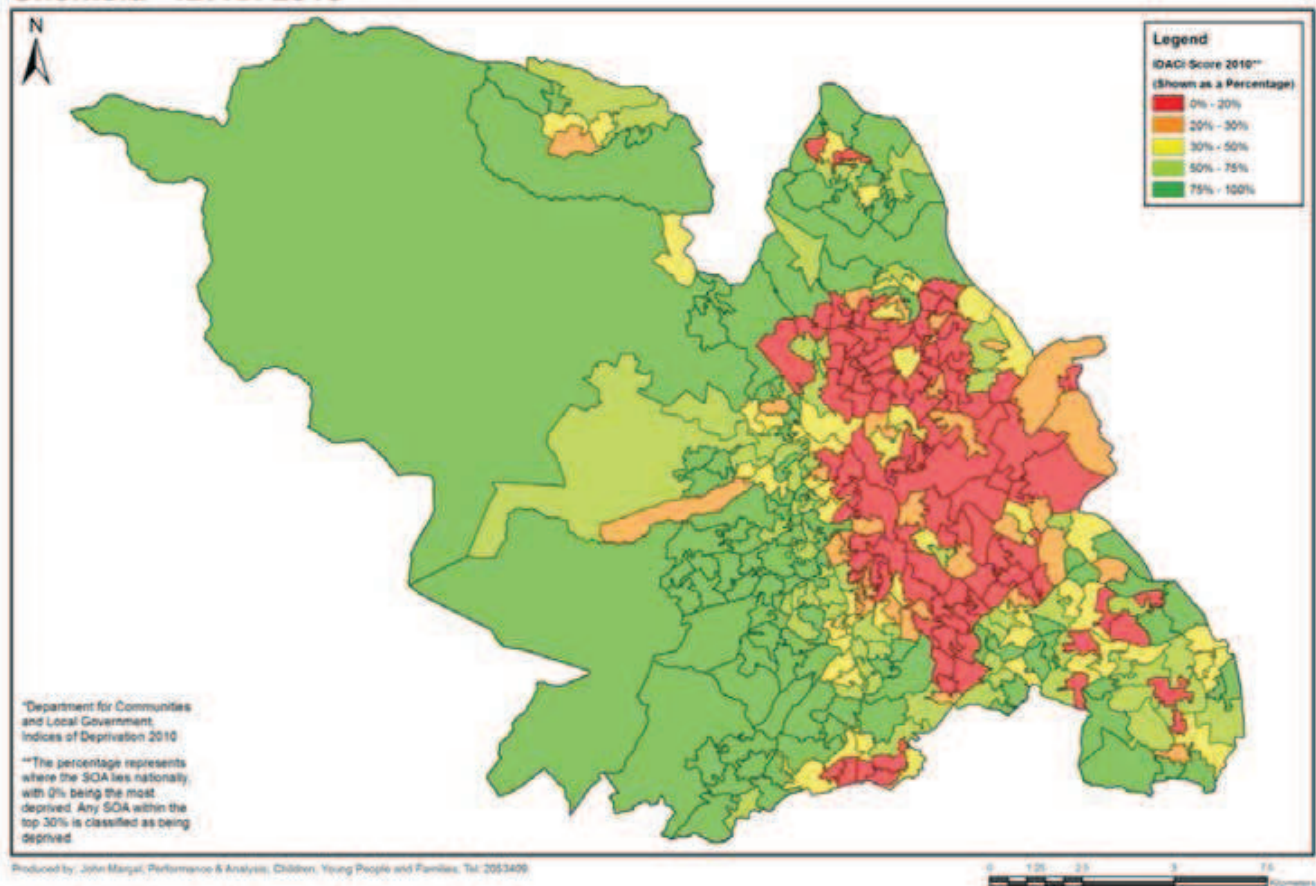
*The Healthy Child Programme supports families from pregnancy to provide safe, secure and appropriate care to infants. Through understanding the parent's needs, supporting their understanding of their infant, offering advice to boost parenting capacity, reviewing children's development, offering healthy living advice and immunisations - all services that children and families need to receive if they are to achieve optimum health and wellbeing.*

# Sheffield – Our local context

There are currently 33,600 children under 5 in Sheffield including 6,839 two year olds (Autumn Census 2013)

Map of Deprivation in Sheffield

Sheffield - IDACI 2010\*







# Our Priorities

## Priority 1: Empower parents, families and carers to be resilient, strong, confident and independent

17%

Of children under 16 are living in poverty

9.9%

Of people in Sheffield are unemployed

### Why is this important?

- Children growing up in healthy, stable and nurturing family environments are more likely to be better prepared for school and life, and to experience better outcomes.
- Seeing parents as partners is key and to acknowledge that they are the experts about their child/children lives.
- Parenting is a key factor influencing children's early social and emotional development, and there is a clear link between parenting practice and child anti-social behaviour.
- Evidence that shows that the early caregiving environment and in particular parenting mediates around 50% of the impact of many of the contextual factors (for example, poverty) which influence children's early development including wellbeing.
- Parental confidence and engagement is important in terms of early speech, language and learning.
- Parents need to access training and employment to develop their own skills which in turn will benefit their children's lives.

### Where are we now?

- National research suggests that up to 15% of families may struggle to provide their infants with safe, secure and stimulating relationships. This means up to 4,700 infants in Sheffield may be at risk of disorganised attachment.
- Around 20% of people in Sheffield live in relative poverty (below 60% of median income) at any one time. In 2012 this included 23% of all Sheffield children. Almost two thirds of

children living in single parent families live in poverty.

- 125,000 [22%] Sheffield people live within areas ranked as the most deprived tenth nationally, and 47,000 [8%] live within the least deprived tenth nationally.
- Children's centre areas cover all parts of the city and provide access to a range of universal and targeted care, support and activities from pregnancy right through to when their children start school.
- Sheffield provides evidence based parenting programs such as Incredible Babies and Triple P which support parenting in the early years and there are opportunities to access informal parenting support within children centre areas.
- There are a variety of ways parents can give their views on current activities and support in Sheffield including a parents' assembly which currently has over 800 members.

### What are we going to do?

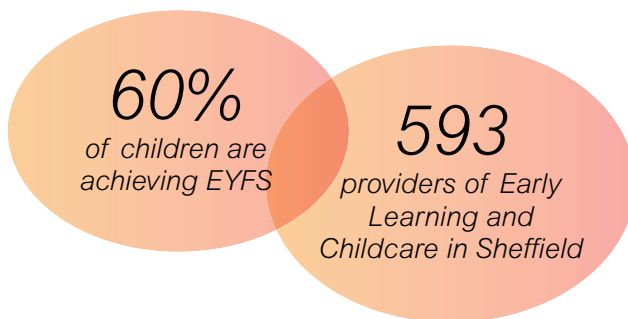
- Children's Centre areas will take a cross sector approach (including GP consortia, information and advice organisations, schools and voluntary and community sector organisations), offering an extensive range of effective support options for all including the most vulnerable families.
- Play, learning and development opportunities will be available to all parents. This offer will be co-ordinated across the city through the Best Start teams.
- Evidence based, high quality parenting programmes will be made available to help parents in developing positive and fulfilling relationships with their children.
- Both employed peer support and volunteering opportunities will be made available in all children's centre areas, so that members of local communities can share skills and knowledge, help reduce social isolation, improve families' resilience, health and wellbeing.
- Early years providers will identify harder to reach families, making sure they understand what early education and childcare choices are

available and can reach an informed decision about their preferred option.

- The Household and Child Poverty Strategy will put in place measures to tackle the root causes of poverty and give children the best possible chance of a poverty free future.

**Priority 2a: To provide accessible, flexible and high quality effective early learning and childcare for all children.**

**Priority 2b: To narrow the attainment gap especially for children in the most deprived areas.**



**Why is this important?**

- The earliest experiences of a child's life from 0-5 have an enormous influence on later life chances. A holistic approach is required to 'this age of opportunity' to enhance the lives of babies, children and their families. Support, advice and early learning services should be available to all families with children under 5 with a particular focus on conception to aged 2.
- It is essential for all children to make good progress in their early development, that there is early identification of any problems, and support for these children through universal and more specialist services.
- High quality learning and childcare, support through good parenting and stimulating environments will improve the 'school readiness' of children and shape the foundations for later life.

**Where are we now?**

- It is widely reported that many Sheffield children start school well below expected levels

of development for their age, and prime areas of the Early Years Foundation stage (EYFS) results show the most vulnerable areas of attainment to be reading, writing and numbers. Concerted efforts have been made and the outcomes for Sheffield's children at the end of the 2012/13 academic year was favourable and in line with national results at 60% achieving acceptable levels at the EYFS.

- In Sheffield the attainment gap which is a calculation of the difference in attainment between the average child in Sheffield and the average child in the lowest attaining 20% has been very high. However at the end of 2012/13 the gap measure was 41% this narrowed to 37% for 13/14 and is a strong positive trend. Current take up of children accessing their entitlement for free early learning (FEL) for 3 and 4 year olds is 93% compared to average take up of children across England which is 96%. In autumn 2013 this equated to 6,775 aged 3 and 6,771 aged 4.
- FEL for 2 year olds is accessed only by those families who meet the criteria (based on free school meals entitlement), in Autumn 2013 there was a total of 1,150 children aged 2 accessing their entitlement out of 1,758 who were eligible. This is steadily increasing due to regular marketing information and interest from schools to develop provision for younger children.
- There are 593 providers in Sheffield; this includes schools, private, voluntary, community and child-minders. Of these 593 providers, 260 provide FEL places for 2, 3 and 4 year olds. 78% of child-minders out of 368 and 76% of group providers out of 167 were judged as good or outstanding in their latest Ofsted inspections.
- The number of children with English as an additional language is increasing every year and there is a growing need for universal provision to respond to the changing demographics of the city and the number of children with significant speech and language delay.
- Speech and language acquisition on entry to the EYFS is very unequal across the city,

although Sheffield's speech and language results were close to the national average; this masks the number of children from language poor homes.

### What are we going to do?

- Develop collaborative arrangements through a 'hub' approach in localities, between providers from the PVI sectors, schools, LA and contributing partners. This will develop 'Best Start' teams from a range of employees to work together, focus on agreed outcomes, share policies and practice and maintain sustainable provision within local communities.
- Prioritise service delivery and appropriate interventions and early help to the most vulnerable children and ensure children with additional needs or disabilities are supported in their local areas.
- Increase the take up of vulnerable 2 year olds taking their entitlement to FEL and support providers to offer high quality provision for the youngest children.
- Ensure high quality provision is flexible, consistent and available across the City with the 'Best Start' practitioners sharing good practice and joint working with schools to review support to all providers. Encouraging the development or maintenance of breakfast clubs, after school clubs and other social activities.
- Provide opportunities for continued professional development, by joint activities, training and support to a skilled and motivated workforce. The 'hub' approach to be used to develop professional and learning environments in localities.
- Promote a consistent and comprehensive approach to measuring and recording children's progress at key transitions. Develop the 2 year old joint health and education assessment to support parents at this crucial stage of their child's health and attainment and ensure that children at risk are identified at the earliest opportunity.

### Priority 3: Improve early intervention and prevention and early identification for children and families.

12%

*of infants are at risk of stressful family relationships which will impact on their development and readiness to learn*

### Why is this important?

- Providing support to meet children and families' needs at the earliest opportunity results in better longer term outcomes
- Identifying potential need and early intervention in the early years prevents situations from escalating and ultimately reduces the need for intensive, specialist help and provides increased value for money
- The most cost effective use of resources is to meet the needs of the most vulnerable families at the earliest opportunity from pregnancy to two years old.
- Improved developmental assessment for all children will enable all services to take a whole family approach in understanding the needs for children with developmental delay.

### Where are we now?

- The 0 – 5 years age group has high levels of vulnerability and they make up the highest rate of referrals into social care and highest number of children in need. 0.5 % Sheffield population of under 4's are Looked After Children and 0.7% under 4's are children are subject to a child protection plan. 2% of under 4's are Children in Need.
- Research tells us that 15% of infants are at risk of severe insecure attachment which we know impacts on developing the strong developmental foundations for children to reach their potential. This means up to 4,700 in Sheffield are living in very stressful environments.
- Concerns around School Attendance figures
- Antenatal risk assessment by midwifery screens for maternal mental health, substance





misuse, domestic abuse and other adverse social factors and a care pathway is offered to vulnerable women.

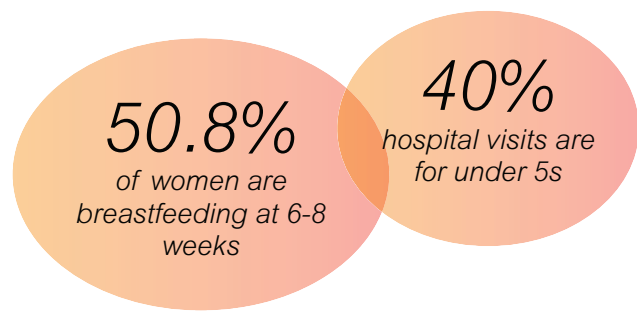
- Family Nurse Partnership (a three year program) offers over 80 places a year (205 places overall) targeting complex and vulnerable new teenage parents. Since FNP began in 2009, over 150 babies and their parents have completed and graduated from the Programme.
- The Alcohol Screening Tool by Community Midwives, Health Visitors, MAST workers, Housing workers, GP's, Mental Health workers, Drug and Alcohol workers helps to identify parents/families who would benefit from support in relation to their alcohol use.
- Building Successful Families' initiative will include more children 0-5 years old.
- The Family Common Assessment Framework (FCAF) has been reviewed and is a core part of integrated working.
- Very few children under 5 are seen within Children, Adults Parental Health Service CAMHS.

### What are we going to do?

- Ensure that consistent clear information is available to all parents and those who work with families in the city regarding the full universal, targeted and specialist offer.
- Develop robust step up, step down pathways and relationships between universal, targeted early intervention and preventative services and specialist services for children and families in need to ensure that are supported appropriately.
- Early identification of parenting stresses
- Develop midwifery initial risk assessment to include parent's experience of being parented and support workforce skills to offer a strength based approach in identifying needs and strengths with vulnerable parents.
- Develop quality peer support programmes for local parents and carers to access.
- Expand FNP 250 places overall and continue to improve joint working with midwifery to enable early identification of eligible clients.

- Develop a Drug Dependency Screening Tool which will help identify families where there are underlying drug misuse issues affecting parenting / attachment etc.

### Priority 4: Improve access and coordination of health and wellbeing initiatives for children and families



### Why is this important?

- The early years lay the foundations for later resilience in life, investment during this period has considerable benefit in terms of potential cost benefits.
- Universal and targeted support in line with the Healthy Child Programme should be fully commissioned and universal provision provides key opportunities to identify families at risk or in need of greater support.
- Poor maternal health during pregnancy increases the risk of birth complications, stillbirths, low birth weight and poor mental health for the child.
- Breastfeeding protects babies and mothers against many illnesses and provides the best nutrition for babies.
- Primary prevention of obesity should begin in infancy with the delivery of interventions aimed at improving children's eating and activity patterns.

### Where are we now?

- Sudden infant death rates are higher in Sheffield than nationally and concentrated in more deprived areas.
- Smoking during pregnancy is still above the national rate and there are wide differences at community level in the proportion of women who are smoking 'at delivery'.

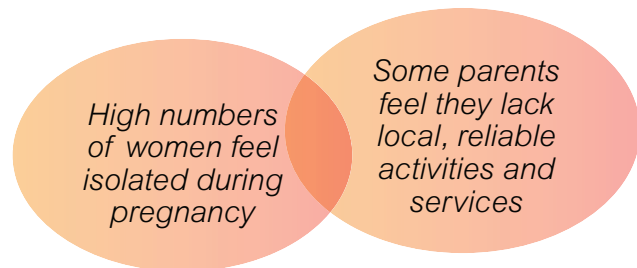
- Breastfeeding rates in Sheffield are good and are above the national average but wide inequalities exist within the city and continue to widen.
- There is currently a high use of children's emergency care and the rate of emergency admissions of young babies is of concern.
- Emergency admissions rate (09/10) for respiratory conditions in 0-4 year olds in Sheffield is highest in England. Local data show that the highest use of A&E attendance in Sheffield is from the most deprived areas where rates are up to 50% above the city wide average.
- Sheffield teenage pregnancy rates are lower than ever – although still above the national rate.

### What are we going to do?

- The Infant Mortality Strategy delivery plan will continue to take forward actions to address associated risk factors including reducing smoking, breastfeeding, safe sleep, consanguinity, early antenatal booking, child poverty and teenage pregnancy.
- Start Well Sheffield will support families in making healthy diet and lifestyle choices to manage and reduce the incidence of childhood obesity.
- Improve early identification and pathways for low level maternal mental health needs
- Continue to develop integrated Best Start Teams operating through children's centre areas, creating strong links between midwifery, health visitors, GPs and maximising opportunities for collaborative working.
- Continue to share learning from and develop the Family Nurse Partnership.
- Achieve transfer of commissioning for health visiting from NHS England to Sheffield City Council using this as an opportunity to establish clear shared understanding of roles and responsibilities in delivering the Healthy Child Programme.
- Encourage opportunities for families to access physical activities such as 'move more' and ensure information is available on diet and dangers of obesity.

### Priority 5a: To engage families in local communities to influence and play a positive role in shaping activities and services.

### Priority 5b: To develop peer support programmes with volunteers to increase social mobility and access to employment.



### Why is this important?

- Our ambition for Best Start Sheffield is that we achieve a shift towards authentic power and responsibility sharing between the public sector and local communities.
- Our approach is one that aims to build social and community capital across Sheffield.
- We feel engaging and listening to our communities is vital if we are going to improve outcomes for all our babies, infants, young children and their families.
- Having communities at the heart of what we do will help to shape our mission and drive it forward.
- By reaching into our communities and ensuring service provision is accountable to local communities and responsive to community need and demand is essential.
- Generating added value by promoting social cohesion, ensuring local ownership and learner led approaches will lead to developing social capital, community assets and building sustainable communities.
- Access to community led, family activities and services can support improved behavioural and developmental outcomes for babies, infants and their families.







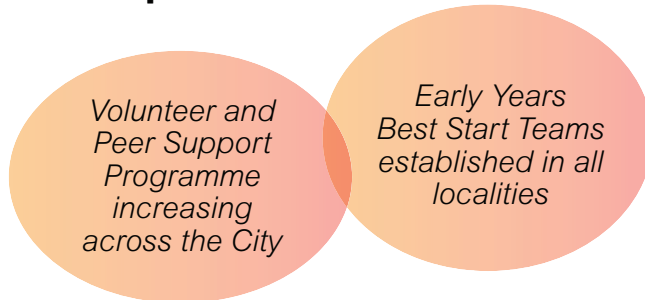
### Where are we now?

- Three local community partnerships have been developed. They are very well attended and have already drawn new funding for activities into their areas.
- Local community partnership forums are expanding across the city in children centre areas.
- Work has already begun to attract other forms of investment into the early year's sector in Sheffield via our community partnerships.
- We have already listened to many of our service users and those who don't currently access locally based activities.
- Explore new ways of attracting investment into Early Years in Sheffield by leveraging in additional funding through a variety of sources.
- Increase community engagement and resilience across the city.
- We will work with local families, parents and carers to develop peer support programmes and volunteer opportunities in partnership with statutory, private and voluntary providers. This will support people out of poverty in enabling them to increase their skills and knowledge and enter into employment.
- We will always invest in approaches that empower and upskill individuals and community organisations.

### What are we going to do?

- Develop local community partnership forums across the city to influence, shape services and identify local need.

**Priority 6: To support organisations and child-minders across the sector to work together to ensure the early year's workforce has the knowledge, skills and support that will enable children to reach their full potential.**



**Why is this important?**

- A competent, skilled and compassionate workforce can make a difference to children's development and ensure families engage in activities and support systems when required.
- The workforce can work more effectively together if they have shared knowledge and language needed to best protect children and give them a best start.
- It is important that people working with vulnerable children and families have the knowledge, skills and support they need in order to cope with the demands of working with high risk families and retain their compassion and professionalism.
- A workforce that is appropriately resourced and supported will be best able to fulfil their role, contribute to service improvements and have greater retention rates and less staff absence.

**Where are we now?**

Additional training other than the core training offer for early years workforce includes:

- Quality improvement in childcare setting in response to the expansion of 2 year FEL.
- Understanding two year olds, ESCAL (Every Sheffield Child Articulate and Literate) 6 sessions, Community of Practice, CAMHS core skills four sessions with Child Care Team.
- Inclusion and Learning Services - Quality improvement in EYFS Training brochure.
- Early Years Inclusion.

- Health Visiting.
- Motivational Interviewing, Perinatal Mental Health , Ages and Stages etc., Restorative Supervision, Education, Child Health Policy, CAMHS core skills.
- HENRY Train the Trainers: Starting Well: (healthy eating and exercise for the really young) parenting programme.
- UNICEF baby friendly initiative: equips staff to support women to make best choices antenatally/postnatally : delivered to maternity, health visiting and early years 0-5s workforce.
- Attachment and Attunement training - Over 3,000 practitioners have received training on critical importance of attunement and regulation and the critical importance of infancy but this has been delivered ad hoc.
- Safeguarding training.
- Encourage opportunities for families to access physical activities such as 'move more', and ensure information is available on diet and dangers of obesity.

**What are we going to do?**

- We want to be sure that people working with children and families have the knowledge, skills and support they need in order cope with the demands of working with high risk families and retain their compassion and professionalism.
- Emphasise the importance for all agencies involved in supporting families including the wider workforce e.g. Housing and Police to understand the critical importance of infancy – Outcome Tiered Baby Matters training.
- Good understanding of multi-agency working and resources available for families.
- Enable workforce to listen and respect communities, families and children needs.
- Strengthen inter-agency and multi-disciplinary working – clarity of role and referral pathways.
- Commitment to multi-agency working and shared resources available to families.
- Ensure advice and guidance is available through customer first services, with directions to what is available and where.

# Delivery Model - Our Offer to Families

This offer will provide all families with a programme of support tailored to meet their needs. Within each Children's Centre area, locally based teams will work together to deliver a range of services to provide support through pregnancy upto admission into school. This will combine the Healthy Child Programme and the EYFS Framework and will follow the tiered approach based on the national "Health Visitor Implementation Plan 2011- 2015: a call for action". This is outlined below:

## Community Universal Services

The Healthy Child Programme, EYFS framework and other care/early learning services will be implemented to support all parents and carers to access to a range of universal services. This will involve a planned programme of contacts and services for all families to ensure their well-being, development and safety and include interactive feedback from the users of the following services.

- Maternity services
- Health visiting
- Information services
- Preparation for birth and beyond
- Early Years activity groups and parent groups
- Early Years Foundation Stage provision for 3 / 4 year FEL
- Breast feeding support
- Volunteer support
- Schools/Private/Independent/ Voluntary nursery provision
- Attainment and attachment
- GPs
- Vaccination and Immunisation
- Dental and Pharmacy service

## Universal Plus (Targeted Services)

Additional services from the extended Best Start teams that a family might need for a specific length of time, intervening early to prevent problems developing or worsening. For example packages include parenting support, breastfeeding, behaviour or disability. This will include interactive feedback from the users of the following services.

- Parent Education Classes
- 2 Year Free Early Learning (FEL)
- Peer Support – HENRY
- Health Visitor Universal Plus
- Maternity
- SEND support services
- Baby incredible years (parenting programme)
- Volunteer support
- Doula
- GPs

## Universal Partnership Plus (Specialist Services)

Targeted services for vulnerable families requiring on-going additional support from the extended Best Start Teams. For example families at a social disadvantage, adults with mental health or substance misuse issues where there are safeguarding child protection concerns or children with a disability of complex needs. This will include interactive feedback from the users of the following services.

- Family Nurse Partnership (FNP)
- Volunteer support
- Maternity specialists
- Health Visitor Universal Partnership Plus
- Stepping Stones
- Key worker support
- Speech and language/portage interventions
- Minding the baby / NSPCC
- Access to specialist services
- ASD/Educational psychologists
- NHS Paediatric Team
- GPs





# Best Start Support Pathway

## Preparing for my arrival



The mother's own physical and emotional health during pregnancy influences the child's future health and development.

## I am new to the world



The new born is amazing at learning. The brain is growing at the most incredible rate and babies learn from the interactions they receive from their caregivers. They need sensitive, safe and appropriate care to flourish.

## Now I am 1



One year olds are great communicators and understand more than they can say, it is important to be attuned to their needs.

Bounty Pack - You and Your Pregnancy  
Stakeholder Forum / Community Partnerships  
Parenting programmes Webster Stratton  
Safety Package  
Adult Learning Workshops  
Basic Skills Workshops  
Cleaning and Hygiene Support - Referral  
Family Nurse Partnership  
Antenatal Clinics  
Breast feeding / Healthy Eating Support Groups  
Pregnancy & Healthy Early Years - Volunteers

Parentcraft  
Confidence Building / Assertiveness  
Budgeting & Debt Management Workshops  
Benefits Advice & Support  
Job Club  
Great Places Housing Advice  
Basic First Aid for your Baby  
Aromatherapy Classes  
Aqua Natal Classes  
Substance Misuse Support / Referrals  
Domestic Violence Support / Referrals  
Smoke Stop Support / Referrals  
Prevention Support Contact in the Home  
Prevention Support Contact in the Centre  
Intervention Support Contact in the Home / Referrals  
Doula Volunteer Programme / Referrals  
CAD (support with food and cots etc.)  
Counselling Sessions

Access to Childcare - Families Information Service (FIS)  
Stay / Play & Learn Sessions  
Home Learning Packs  
Reading and Booksharing Workshops  
Baby Lets Play  
Round About  
Bounty Pack - You and Your Newborn/Family Pack  
Stakeholder Forum / Community Partnerships  
Parenting programmes Webster Stratton / Triple P  
Safety Package  
Adult Learning Workshops  
Basic Skills Workshops  
Cleaning and Hygiene Support - Referral  
Family Nurse Partnership  
Health Visiting Clinics - 6 - 8 Week Visit  
Midwifery Post-natal Visit  
Infant Feeding - Volunteers  
Pregnancy & Healthy Early Years - Volunteers  
Baby Yoga  
Baby Massage

Family Relationship  
Confidence Building / Assertiveness  
Budgeting & Debt Management Workshops  
Benefits Advice & Support  
Job Club  
Great Places Housing Advice  
New Parents Group / Bringing Up Baby  
Basic First Aid for Your Baby  
HENRY - Nutrition Programme - Referral  
Perinatal Mental Health Support  
Substance Misuse Support / Referrals  
Domestic Violence Support / Referrals  
Smoke Stop Support / Referrals  
Prevention Support Contact in the Home  
Prevention Support Contact in the Centre  
Intervention Support Contact in the Home / Referrals  
CAD (support with food and cots etc.)  
Counselling Sessions

Specialist Home Based Childcare - Referral  
ASP/Educational Psychologists  
NHS Paediatric Team

Access to Childcare - Families Information Service (FIS)  
Stay / Play & Learn Sessions  
Home Learning Packs  
Bookstart Corner  
Stakeholder Forum / Community Partnerships  
Parenting programmes Webster Stratton / Triple P  
Safety Package  
Cooking on a Budget  
Adult Learning Workshops  
Basic Skills Workshops  
Cleaning and Hygiene Support - Referral  
Family Nurse Partnership  
SEN Support  
Healthy Child Programme - Visits / Clinics / 1 Year  
Assessment / Immunisations  
Activity Sheffield - Miracle Cure  
Infant Feeding - Volunteers  
Pregnancy & Healthy Early Years - Volunteers  
Baby Yoga  
Baby Massage

Family Relationship  
Confidence Building / Assertiveness  
Budgeting & Debt Management Workshops  
Benefits Advice & Support  
Job Club  
Great Places Housing Advice  
Paediatric First Aid  
HENRY - Nutrition programme - Referral  
Perinatal Mental Health Support  
Substance Misuse Support / Referrals  
Domestic Violence Support / Referrals  
Smoke Stop Support / Referrals  
Prevention Support Contact in the Home  
Prevention Support Contact in the Centre  
Intervention Support Contact in the Home / Referrals  
CAD (support with food and cots etc.)  
Counselling Sessions

Come and Do  
Music and Movement  
Speech Language  
Specialist Home Based Childcare - Referral

The above diagram shows the range of services children, parents and carers can access across the city, these may not be offered in all localities.

Call in one of the local Children Centre's or go on the [www.sheffield.gov.uk/childrenscentres](http://www.sheffield.gov.uk/childrenscentres)

Sheffieldchildrenscentres to see what is available and where.



# - Children's Centre Programmes

## Now I am 2



Play is essential at this age , allowing them to explore their world and build up all areas of their development.

## Now I am 3



Environments need to be safe and stimulating to promote their development and offer opportunities for parents to get to know each other.

## Soon I will be at school



Ready for school and life, happy safe and healthy and motivated to succeed.

Joint 2 Year Assessment with Health
Access to Childcare - Families Information Service (FIS)
Parent & Toddler Group
Stay / Play & Learn Sessions
Home Learning Packs
Bookstart Corner
Every Child a Talker ECAT
Parenting programmes Webster Stratton
Triple P / Stepping Stones
Safety Package
Cooking on a Budget
Stakeholder Forum / Community Partnerships
Adult Learning Workshops
Basic Skills Workshops
Cleaning and Hygiene Support - Referral
Family Nurse Partnership
SEN Support
Healthy Child Programme - Visits / Clinics /
2 Year Assessment / Immunisations
Activity Sheffield - Miracle Cure
Infant Feeding - Volunteers
Pregnancy & Healthy Early Years - Volunteers

2 year Free Early Learning
Ready Steady Go
Family Learning
Family Relationship
Confidence Building / Assertiveness
Budgeting & Debt Management Workshops
Benefits Advice & Support
Job Club
Great Places Housing Advice
Paediatric First Aid
HENRY - Nutrition Programme - Referral
Perinatal Mental Health Support
Substance Misuse Support / Referrals
Domestic Violence Support / Referrals
Smoke Stop Support / Referrals
Prevention Support Contact in the Home
Prevention Support Contact in the Centre
Intervention Support Contact in the Home / Referrals
CAD (support with food and cots etc.)
Counselling Sessions

Speech & Language - RAG = R = Talking Toddlers
Speech & Language - RAG = A = Ready Steady Talk
Speech & Language - RAG = G = Universal
Toddler Group
Specialist Home Based Childcare - Referral

3/4 Year Old Free Early Learning
Access to Childcare - Families Information Service (FIS)
Parent & Toddler Group
Stay / Play & Learn Sessions
Home Learning Packs
Bookstart Corner
Every Child a Talker ECAT
Stakeholder Forum / Community Partnerships
Parenting programmes Webster Stratton
Triple P / Stepping Stones
Safety Package
Cooking on a Budget
Adult Learning Workshops
Basic Skills Workshops
Cleaning and Hygiene Support - Referral
SEN Support
Healthy Child Programme - Visits / Clinics
Activity Sheffield - Miracle Cure
Pregnancy & Healthy Early Years - Volunteers

Family Learning
Family Relationship
Confidence Building / Assertiveness
Budgeting & Debt Management Workshops
Benefits Advice & Support
Job Club
Great Places Housing Advice
Paediatric First Aid
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Toddler Group
Specialist Home Based Childcare - Referral

## KEY



### Universal

Services / activities - for all families with children under 5 years



### Universal Plus

Services / activities - evidence based, responsive, targeted



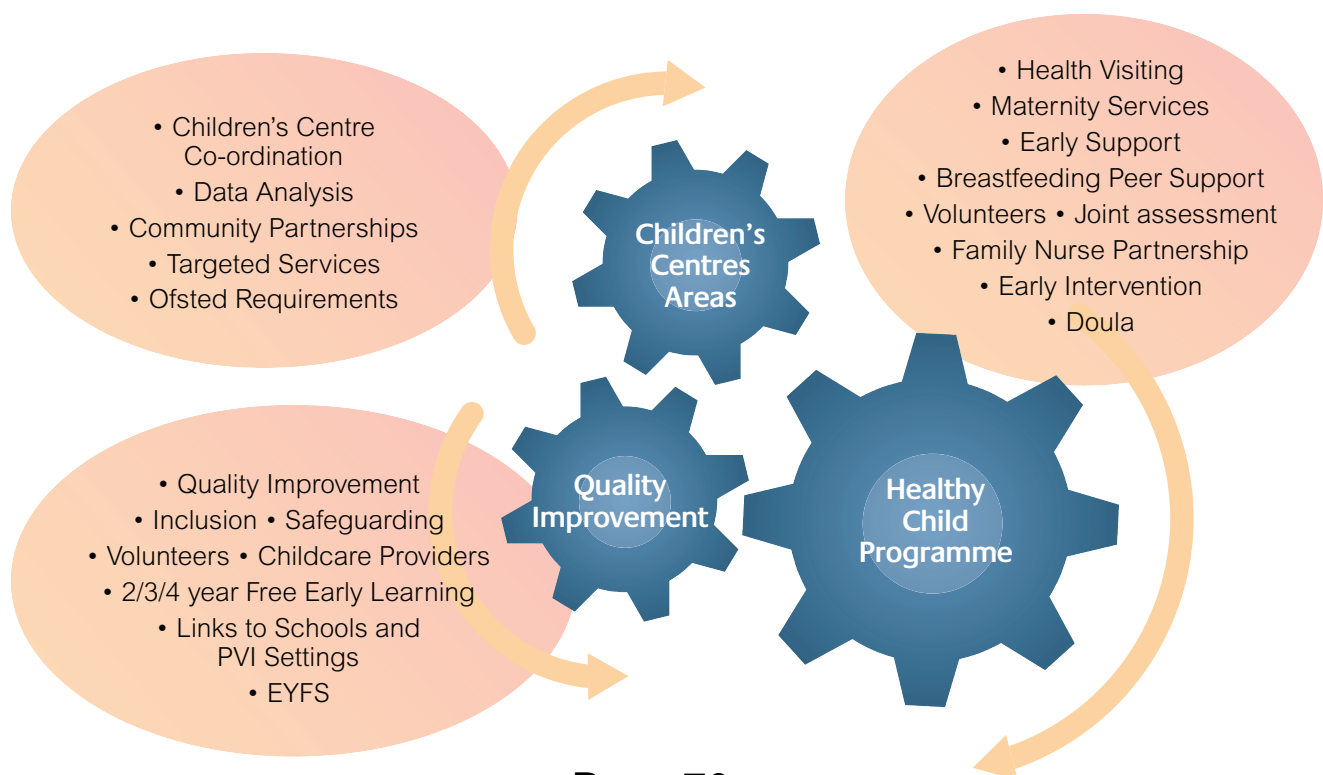
### Universal Partnership Plus

Services / activities - specialist service via referral



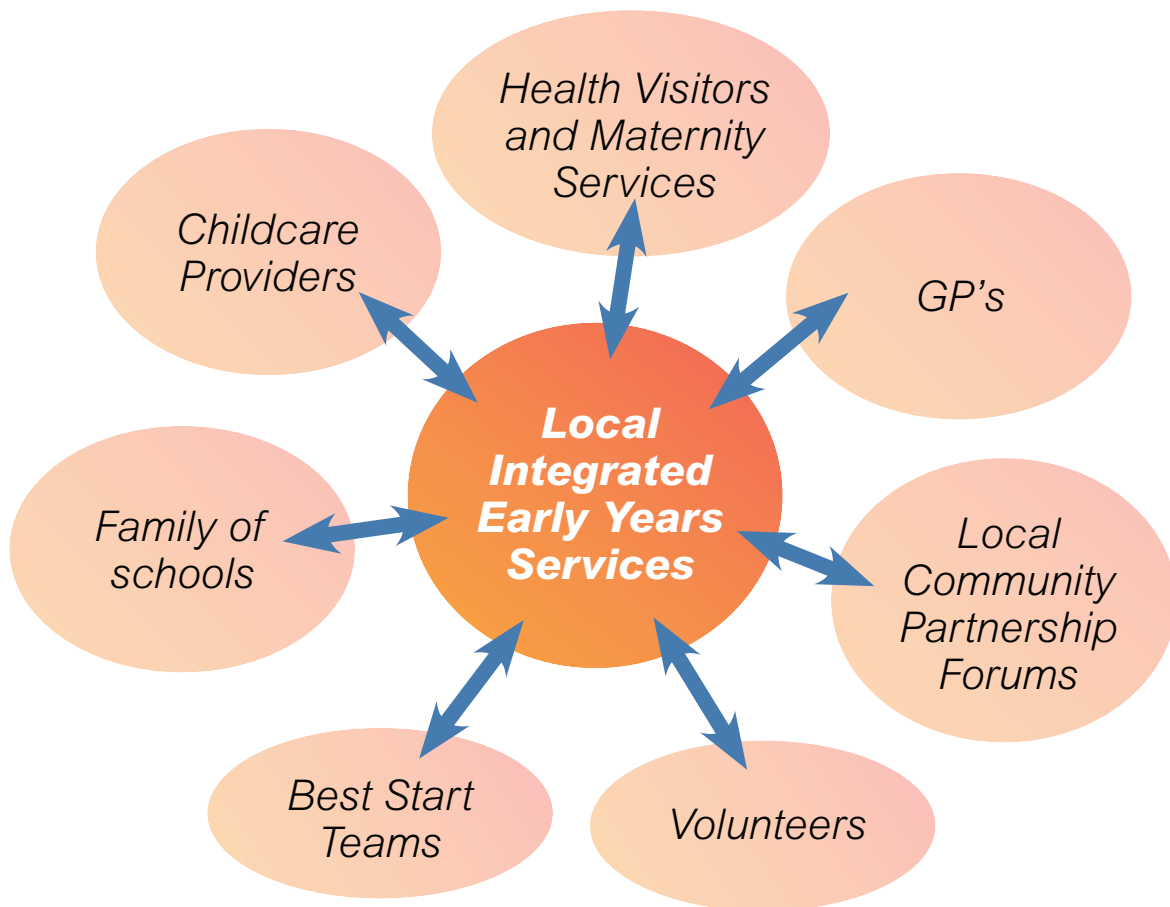
# Early Years' structures - New ways of working

The following diagram outlines the make-up of services in each locality. This will be an evolving model as Early Years is integrated with community partnerships and early support programmes will be embedded in Universal through to Universal Partnership Plus to achieve overall school readiness.



# New ways of working - How we will do this

The delivery of integrated Early Years' services will be locality based and work towards a community partnership model, consisting of skilled practitioners based in Children's Centre areas as outlined below:



Many other services are available in children's centre areas which impact on early years these include: Housing, Arts Culture and Leisure, Parks and Woodlands, Police and Children's University.

# It all begins with babies

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Children's experiences in the very earliest years, from conception, make a significant difference to their lifelong health, wellbeing and life chances. The key protective factor to enable infants to reach their potential is the quality of the interactions they receive from their caregivers.

They need sensitive, predictable and stimulating relationships. Empathy, self-regulation, attention, sociability and motivation are well embedded patterns in a child's brain by the age of 3. A child's development score at just 22 months can serve as an accurate predictor of educational outcomes at 26 years.

It is in these early years that the infant is laying down the foundations for the higher mental processes, the non-cognitive skills which optimise learning - the ability to focus, be motivated, have self-belief, flexibility in thinking, working memory, logical thinking, empathy – these are known as Executive Function Skills which alongside self-regulation are the key skills children need to access learning, enjoy fulfilling relationships and benefit from opportunities which are available to them.

If babies experience significant adversity and their stress response systems are chronically over activated, maturing brain circuits can be impaired, metabolic regulatory systems and developing organs can be disrupted and the probabilities increase for long term problems in learning, behaviour and physical and mental health.

Stressors on the caregiver/ infant relationship may be due to adult, child or social factors but the infant relies on the carer's ability to regulate the demands to protect them from high levels of chronic stress.

Advances in neuroscience suggest that interventions that enhance the mental health, executive function skills and self-regulation capacities of vulnerable mothers beginning as early as pregnancy can protect the developing brains of children. Resilient families are the key to optimising children's development.







# The Role of Schools and Childcare Providers in the Early Years

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We believe all children should achieve their full potential in education, every child whatever their background or circumstances deserves the opportunity to progress and succeed in school and beyond.

This ambition requires a high quality early education and care system to give to all children and in particular those from disadvantaged families, a best start in life. It also requires a system which can foster and create improvements by high expectation, aspiration and innovation where practitioners and leaders can work together in all settings and schools to provide the best services for all children.

A sound foundation of language and vocabulary in the early years is a vital component in children's

long term progress and attainment and there is a clear moral imperative to tackle the link between the circumstances of a child's birth and their future educational outcomes.

Therefore the relationship between early years and schools is essential and in particular to impact on support, engagement and achievement for all children.

The early years' for children are the foundation years in which a great deal of learning takes place. Getting children into learning at an early age provides opportunities to expose children to high quality early learning experiences as well as opening up the potential to identify and intervene quickly where children may show signs of developmental delay.

In spite of the wide spread Early Years provision only a little more than one third of children from low income backgrounds nationally reached a good level of development (2012/13 – Ofsted)

Facts:

- Maintained sector provision perform the strongest in deprived areas (Ofsted 2013)
- Children from disadvantaged areas make the strongest progress when supported by highly qualified staff (EPPE 1997 – 2014; Ofsted 2013)
- There is no standardised way of tracking children's progress through the variety of EYFS providers – this is proving problematic for schools receiving data at the point of transition
- The Early Years sector in Sheffield is diverse, with the voluntary, community and private providers including child-minders making up more than 50% of the provision cross the city.

## Cultural change

The early years is one single phase and the delivery of early education across the mix of provision is supported through the Early Years Foundation Stage Framework.

However, outcomes at the end of the early years phase is only measured and reported through the Early Years Profile Assessment. This assessment takes place in school at the end of the year in which most children are 5 years old.

It is widely reported in Sheffield that many children begin school demonstrating behaviours typically lower than those expected for their age. This is reported to be most notably around the areas of communication and personal, social and emotional development.

Transition between the private/independent and maintained sectors are variable as is the quality of the exit data passed on to schools as children begin their year in reception.

There is an imperative to improve communication between the sectors in order to improve the current position, not only with regard to the sharing of data but also to achieve consistent delivery of high quality Early Years provision. To do this we aim to take the following actions:

- Support and ensure child-minders have access to meet with other local providers and make them aware of any training they can access and the cost. Encourage them to develop their own networks.
- Family of Schools meetings take place across the city on a termly basis and these meetings involve the private sector providers.
- Processes for EYFS moderation are firmly embedded for schools in the maintained and independent sectors as part of the LA Statutory Functions. Process for moderation across the PVI pre-school providers is currently being developed and shared moderation for schools and pre-school providers offering 2 year FEL is in place.
- A number of schools are taking a lead role in the delivery of continuous professional development to the private sector providers (not yet to childminders but this could be offered) in their localities. Teachers are visiting PVI sector providers modelling good practice and supporting quality improvement.
- Schools to provide flexible childcare all year round and extend opening from 8am until 6pm to fit with the work agenda. This may mean developing or extending breakfast clubs, afterschool clubs or other social activities.
- A city-wide training programme for the delivery of 2 year FEL is now available to schools and PVI providers.
- All providers will work together to help develop good practice examples.
- Targeted support for children with Special Educational Needs and Disabilities (SEND)

From September 2016 baseline data for children starting Reception will be subject to a greater level of scrutiny. It is therefore critical that sectors work together across the city to help ensure the school readiness of our children and closing the gap for disadvantaged children.

# Governance

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The Children's Health and Well-being Board is a sub group of the Sheffield's Health and Well-being Board and its role is to provide a strong and effective partnership which improves commissioning and delivery of services across the NHS and the council, leading in turn to improved health and well-being of the people of Sheffield.

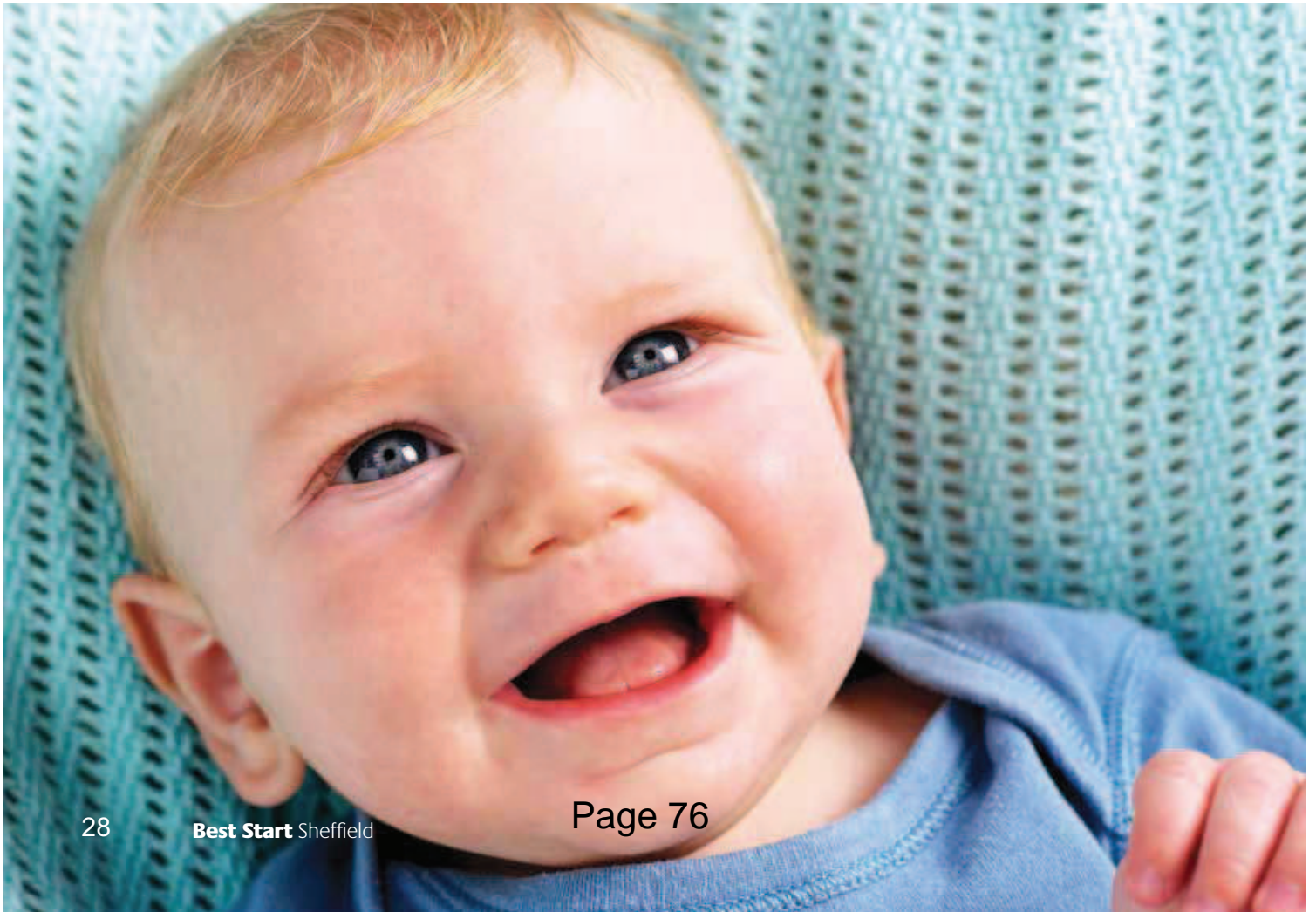
The Early Prevention and Intervention service is responsible for early year's services and will lead the transfer of Health Visitors and the Family Nurse partnership (FNP) to the local Authority.

The aim is to promote integrated working, by locality based Early Years Best Start teams which will be made up of practioners and managers from the statutory, voluntary and community organisations within the sector. These teams will be

skilled, experienced and will consist of practioners with expertise in Health, Well Being, Early Learning and Safeguarding.

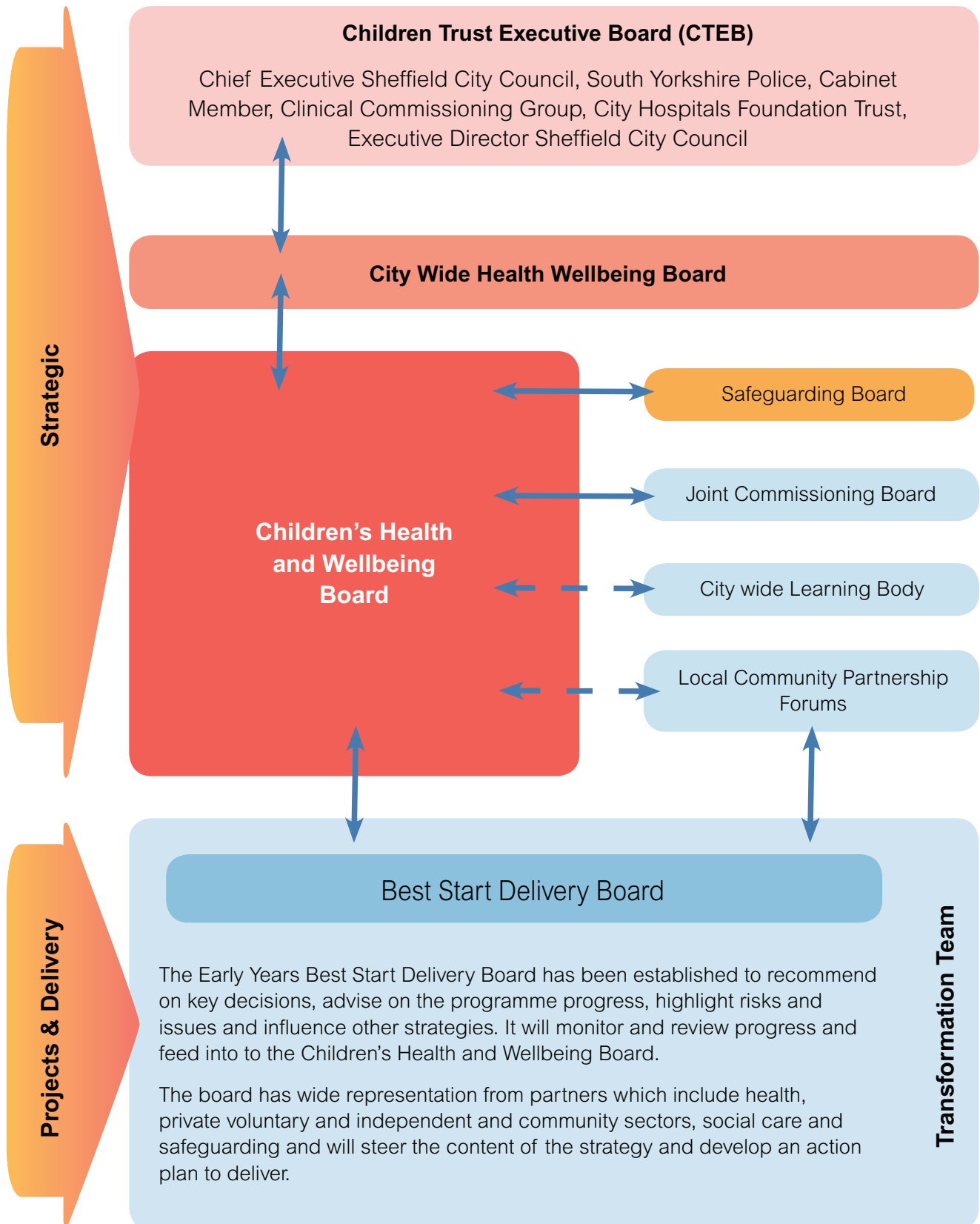
In Sheffield we will be developing local community partnership forums in children's centre areas. The LA has a statutory responsibility to provide children's centre services which are accessible, flexible and meet family's needs from pregnancy to the end of reception.

Children's centres are inspected by Ofsted and accountability lies with the LA. These local community partnership forums will support the statutory responsibilities and have a significant role to play in determining local priorities and engaging the community.





# Delivery and Governance Structure





# Indicators and Impact

## Health Indicators and potential impact of effective early years services

Key Indicator	Impact of effective early years services
<b>Under 18 conceptions</b>	Can be reduced by, for example, Health Visitors supporting teenage mothers to take up contraception and avoid future pregnancies.
<b>Infant mortality</b>	Can be improved through antenatal work with mothers to support quitting smoking and substance misuse and maintaining a healthy weight.
<b>Smoking status at time of delivery</b>	Can be reduced through antenatal work with mothers to support quitting smoking.
<b>Breastfeeding (prevalence at 6-8 weeks)</b>	Can be improved by antenatal support and by early identification and responsiveness to a mother's concerns.
<b>Vaccination coverage</b>	Can be improved by outreach to parents who do not take up vaccination.
<b>Tooth decay in children age</b>	Can be reduced through encouraging breastfeeding and healthy weaning in-line with the guidelines, as well as healthy family nutrition.
<b>Excess weight at 4-5 years</b>	Can be improved through encouraging breastfeeding and healthy weaning in-line with the guidelines, as well as healthy family nutrition.
<b>Child development at 2-2 ½ years</b>	Can be improved through delivery of evidence-based parenting programmes and through close working with Children Centres and Best Start Early Years teams.
<b>School readiness / EYFS</b>	High quality provision and effective and consistent transition arrangements in schools and the private sector. Early Years providers including child minders.
<b>2/3/4 year FEL</b>	Implementation of a city wide training programme for the delivery of FEL to made available to all sectors.
<b>Flexible, accessible childcare (no of provisions registered)</b>	Improve accessibility to flexible childcare available at point of need. Includes toddler groups and child-minders.

## Outcomes - What difference will we make by 2016?

Measures for Integrated Maternity and Early Years Performance Framework (under 5s)	National frameworks/ legislation
Women who smoke at the time of delivery	PHOF 2.3
Women who are obese and morbidly obese at the time of booking with maternity services	
Term babies with low birth weight	PHOF 2.1
Percentage of pregnant women 'booking in' with maternity services at 12 weeks	NHS Outcome
Numbers on intermediate maternity pathway accessing Pregnancy Birth and Beyond	
Breastfeeding initiation	PHOF 2.2
Breastfeeding at 6 to 8 weeks	PHOF 2.2
Percentage of children who are obese or overweight (in Reception) aged 4-5 years	PHOF 2.6(ii)
A & E attendances < 5s	
Referrals to speech and language therapy	
Increase in number of mothers who receive a first face to face antenatal contact with a Health Visitor* at 28 weeks or above	
Number of parents achieving accredited qualifications in essential skills such as literacy, numeracy and ESOL through the 'Start Up' programme	
Referrals to social care for young children (rate per 10,000) Census Statistical First Release	DfE CIN
Number of Common Assessment Frameworks (CAF) initiated for young children	
No of young women supported by FNP	
Numbers of SEN identified and by whom	
Uptake of nursery education for 2 year olds who meet the eligibility criteria 2006: section 7	Childcare Act
Percentage of families who receive a joint summary of their child's development at 24-36 months	
Children's Centres reach 2006: section 1- 5	Childcare Act
The average attainment of pupils in the lowest 20% at the end of the Foundation Stage	

# Commissioning Framework

The following principles will underpin any commissioning framework:

- Multi-agency agreement at a strategic level
- Agreed outcomes for children and families
- Agreed common vision
- Work together to provide the right and effective intervention for vulnerable children and families as early as possible.

The framework will respond to changes in Government policy, indicate reductions in available funding and will consider the following:

- The alignment of frontline staff, systems and practice, and accept that service integration and resource alignment should take place where it makes sense – but not where it does not
- Adopt an approach to commissioning which emphasises the building of relationships between commissioners, providers and parents/carers to improve outcomes, rather than commissioning relationships which rely solely on planning and transactional exchanges

- Commissioning framework will be aligned with health visitors national service specification
- Commission and provide services which achieve equity of outcomes for children and families across the country i.e. provide relevant levels of support and intervention according to need in local areas and with respect to equality and diversity
- Interventions that are based on evidence of what works and/or good practice. Where they cannot be evidence based, they should be evidence informed and evaluated using a common framework
- The voice of children and parents will be heard to inform future commissionings
- There will be clear and agreed common understanding and definition of what constitutes an outcome, an indicator and a measure of improvement and performance
- Mobilisation of the voluntary sector in supporting building capacity and strengthening communities

**“Reap the benefit of local commissioning of innovative and transformational services - commissioning for targeted outcomes and impact”**



# Useful Documents

- 1. Quality and Inequality** – Sandra Mathers and Rebecca Smees – Published by Nuffield Foundation. [www.nuffieldfoundation.org](http://www.nuffieldfoundation.org)
- 2. Measuring what Matters; A Guide for Children’s centres** – Jill Roberts/Angela Donkin with Demetris Pillas – UCL Institute of Health Equity. <http://www.instituteofhealthequity.org/projects/measuring-what-matters-a-guide-for-childrens-centres>
- 3. Getting in on the Act** – Children and Families Act 2014. [www.local.gov.uk](http://www.local.gov.uk)
- 4. Overview of the Six Early Years High Impact Areas** – Pauline Watts. DOH
- 5. EYFS Framework** - <https://www.gov.uk/government/publications/early-years-foundation-stage-framework--2>
- 6. Healthy Child Programme** - <https://www.gov.uk/government/policies/giving-all-children-a-healthy-start-in-life>





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Early Years  
Children, Young People and Families  
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## SHEFFIELD CITY COUNCIL

### 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:** 15 April 2015

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**Subject:** Implementing the Community Infrastructure Levy (CIL) in Sheffield

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**Author of Report:** Richard Holmes (205 3387)

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**Key Decision:** YES

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**Reason Key Decision:** Affects 2 or more wards

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#### Summary:

The CIL is a new way of seeking contributions from developers towards essential infrastructure that is required to support new development. This report seeks Cabinet approval to recommend that Full Council adopt the Charging Schedule and begin charging CIL on qualifying developments receiving planning permission from 15 July 2015.

Cabinet is also asked to approve an Instalments Policy and to offer Exceptional Circumstances Relief. It is also asked to agree to the production of a Supplementary Planning Document on CIL and planning obligations and a list of priority projects for CIL spending.

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## **Reasons for Recommendations:**

The CIL will help to deliver the city's strategic priorities for infrastructure provision, will be generated by economic and housing growth and reinvested into economic growth and infrastructure. Specifically it will:

- Be fairer, faster and more transparent than Section 106;
- Give the Council and local communities freedom to set infrastructure priorities that are justified;
- Be a predictable funding stream making infrastructure delivery more efficient;
- Give developers certainty and quicker planning decisions;
- Be more transparent and flexible than Section 106;
- Reward communities for new development through the neighbourhood portion;
- Be supported and promoted by Government.
- Focus on strategic infrastructure priorities for the city as well as local priorities through the neighbourhood portion;
- Focus on delivering new homes and businesses in the priority locations set out in the local plan;
- Generate significantly more funding than Section 106;
- Be set at a level that ensures it is affordable.

The Council is committed to charging a CIL and the Government Planning Inspector has confirmed the levels of the charge proposed are appropriate. The Council must now approve the CIL Charging Schedule at a meeting of Full Council.

Implementation of the CIL will also require details of the Instalments Policy and Relief for Exceptional Circumstances to be approved by Cabinet. It will also require clarification on how the CIL will work alongside Section 106 and how the CIL funds will be spent.

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## **Recommendations:**

That Cabinet:

- Notes the recommendations of the CIL Examiner's Report, received on 25 February 2015, that the CIL charges proposed are appropriate (with three amendments) and that the Charging Schedule be approved and resolves to recommend to Full Council that the CIL Charging Schedule is approved with an implementation date of 15 July 2015;
- Agrees to offer an Instalment Policy and Exceptional Circumstances Relief for CIL, as set out in the documents attached;
- Agrees to the production of a Supplementary Planning Document on CIL and Planning Obligations to be referred to Cabinet for subsequent approval following public consultation;



- Agrees that the Council’s Programme Boards and Outcome Boards will set the priorities for the Infrastructure Delivery Plan (IDP) and the priorities for CIL spending in support of the IDP will be set by agreeing a Regulation 123 List. Projects funded by CIL, in part or whole, will be approved by Cabinet as part of the Council’s capital and revenue financial approval procedures.
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**Background Papers:** CIL Examiner’s Report – see [www.sheffield.gov.uk/cil](http://www.sheffield.gov.uk/cil)  
Draft CIL Charging Schedule as amended – see [www.sheffield.gov.uk/cil](http://www.sheffield.gov.uk/cil)  
Draft Interim Regulation 123 List - see [www.sheffield.gov.uk/cil](http://www.sheffield.gov.uk/cil)  
Proposed CIL Instalments Policy (attached)  
Proposed CIL Exceptional Circumstances Relief Policy (attached)

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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 Schofield
<b>Legal Implications</b>
YES Cleared by Paul Bellingham
<b>Equality of Opportunity Implications</b>
YES Cleared by Ian Oldershaw
<b>Tackling Health Inequalities Implications</b>
YES Cleared by Paul Billington
<b>Human rights Implications</b>
NO
<b>Environmental and Sustainability implications</b>
YES Cleared by Paul Billington
<b>Economic impact</b>
YES Cleared by Ed Highfield
<b>Community safety implications</b>
YES Cleared by Janet Sharpe
<b>Human resources implications</b>
YES Cleared by Julie Toner
<b>Property implications</b>
YES Cleared by Nalin Seneviratne
<b>Area(s) affected</b>
All
<b>Relevant Cabinet Portfolio Lead</b>
Leigh Bramall
<b>Relevant Scrutiny Committee</b>
Economic and Environmental Well-being
<b>Is the item a matter which is reserved for approval by the City Council?</b>
YES
<b>Press release</b>
YES

## REPORT TO CABINET

### IMPLEMENTING THE COMMUNITY INFRASTRUCTURE LEVY IN SHEFFIELD

#### 1. SUMMARY

- 1.1 The Community Infrastructure Levy (CIL) is a new way of securing contributions from developers towards infrastructure provision through the planning system. It is a national scheme that the Government is promoting as a better way for new development to contribute towards new infrastructure, and will replace many individually negotiated planning agreements (known as Section 106 agreements). The CIL is a tariff system that local authorities can choose to charge on new developments in their area by adopting a Charging Schedule. The CIL is levied on new buildings and extensions to buildings according to their floor area. In this way money is raised from developments to help the Council pay for essential infrastructure to support these new developments. This infrastructure will include schools, transport improvements, open space and public spaces, plus any other community facilities required to ensure sustainable growth. The majority of the money received can be spent on any new infrastructure needed as a result of new development in any location. The levy will be paid by most new development, although it will only be charged on new net additional floorspace and on larger schemes (100 square metres of net non-residential additional floorspace or single individual dwellings).
- 1.2 CIL charges can vary by type and location of development, but must be based on viability. So some developments will pay more than others and some with more limited viability, such as offices and industry, will pay no CIL.
- 1.3 A CIL represents a great opportunity to focus on city-wide priorities and provide new infrastructure that is of strategic, city-wide importance. CIL funding is not restricted to individual developments or local areas, so can be targeted where it is most needed. Setting CIL infrastructure priorities will be matched with a wider Infrastructure Delivery Plan that will enable the city to focus on priorities for growth and the strategic outcomes set out in the Corporate Plan.
- 1.4 Cabinet agreed in September 2011 that the Council should work towards implementing a CIL, to ensure that major new development contributes to the provision of infrastructure improvements where viable. The CIL will relate to strategic priorities in the Sheffield Local Plan and will help to deliver the city's strategic priorities for infrastructure provision.
- 1.5 National legislation governs the process for setting up a CIL. The first stage was to produce a *CIL Preliminary Draft Charging Schedule* setting out the proposed rates that would be charged on new development. This was subject to a period of public consultation from January 2013. The Council later consulted on a *Draft Charging Schedule* and a *Revised Draft Charging*

*Schedule* in March and August 2014, before submitting the Draft Charging Schedule to the Government for a Public Examination led by a Planning Inspector. This took place on 6 and 7 January 2015.

1.6 Throughout the process of producing the Charging Schedule the Council has worked closely with local developers to set appropriate rates, and believe developers are generally supportive of the CIL approach. The Council has engaged specifically and directly with the Sheffield Agents' Forum, the Sheffield Chamber of Commerce and the Local Enterprise Partnership.

1.7 The benefits of CIL are that it:

- Is fairer, faster and more transparent than Section 106;
- Gives Councils and local communities freedom to set infrastructure priorities that are justified;
- Is a predictable funding stream making infrastructure delivery more efficient;
- Gives developers certainty and quicker planning decisions;
- Is more transparent and flexible than Section 106;
- Rewards communities for new development through the neighbourhood portion;
- Will raise more income than Section 106;
- Is supported and promoted by Government.

1.8 CIL is good for Sheffield because it:

- Can be focussed on strategic infrastructure priorities for the city as well as local priorities through the neighbourhood portion;
- Can focus on delivering new homes and businesses in the priority locations set out in the local plan;
- Will generate significantly more funding than Section 106;
- Has been set at a level that ensures it is affordable.

1.9 The Examiner's Report was received on 25 February 2015 and recommended that the Charging Schedule be approved with three amendments. Cabinet is now asked to recommend approval of the Draft Charging Schedule as amended following the Examiner's recommendation and refer it to Full Council in June 2015. It is then intended to begin charging CIL on development granted planning permission from 15 July 2015.

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

2.1 The Community infrastructure Levy (CIL):

*“allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed as a result of development. This includes new or safer road schemes, flood*

*defences, schools, hospitals and other health and social care facilities, park improvements, green spaces and leisure centres*<sup>1</sup>

## **The Current Position – Section 106 Agreements**

- 2.2 Contributions from developers towards new and improved infrastructure are currently delivered through negotiated legal agreements (Section 106) that form part of the planning application process. The Government has restricted the scope of these agreements as part of the CIL process and have now given the traditional tests for requesting obligations a statutory footing, (i.e. they must focus only on what is needed to make the individual development acceptable, such as a specific access road). The CIL is now the Government's preferred mechanism for delivering the wider infrastructure demand that new development creates, such as additional school places or open space. Section 106 has been further limited from 6 April 2015, when a restriction on pooling financial contributions from developers towards infrastructure was imposed. For these reasons CIL will be the best way of securing significant financial contributions for infrastructure from new development.

## **Increased Income**

- 2.3 CIL is expected to deliver annual income of £3-4 million when established and between £11.3 million and £17 million by the end of 2019/20. There will be a gradual build-up of income, because payment is due on commencement of development and in instalments over two years thereafter, other than for the smallest payments. In the medium to long term, CIL is anticipated to generate significantly more funds for infrastructure compared to Section 106, as it is more efficient than the current situation where contributions are negotiated on an individual basis as developments come forward. If the Council does not adopt a CIL, the projects that can be secured through Section 106 will become much more limited. This would affect the city's ability to raise money for essential infrastructure to support growth. As the Government is promoting CIL, a decision not to adopt one could make it more difficult for the city to secure other funding from the Government towards infrastructure.

## **The Neighbourhood Portion**

- 2.4 CIL can be spent wherever it is most needed though some will be allocated directly to the neighbourhoods where the new development takes place. This is the 'Neighbourhood Portion' and the Regulations require that this will be a minimum of 15% of the CIL received in the area. Where there is a parish council in an area, the Neighbourhood Portion must be handed over to the parish to spend on their local priorities. Where there is no parish the Council holds the CIL money on behalf of the local community, but the local community determine how it is spent.

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<sup>1</sup> CIL Overview – Communities and Local Government, 2011.  
<http://www.communities.gov.uk/publications/planningandbuilding/communityinfrastructurelevymay11>

- 2.5 In areas where there is a Neighbourhood Plan or Neighbourhood Development Order, the Regulations require that the Neighbourhood Portion will be 25%. There are currently three areas of Sheffield where a Neighbourhood Area is designated and where designated bodies are actively preparing a Neighbourhood Development Plan. These are: Stocksbridge Neighbourhood Area, proposed by Stocksbridge Town Council and designated on 28th February 2014; Dore Neighbourhood Area, designated 16th October 2014; and Broomhill, Broomfield, Endcliffe, Summerfield, and Tapton (known as BBEST), designated on 14th January 2015.
- 2.6 All of these plans are still at an early stage of gathering information and evidence, engaging with stakeholders, and developing plan objectives. Detailed timetables taking account of each required stage of the process will emerge for each area following these early stages. The 25% Neighbourhood Portion would not be available to these areas until a Plan is adopted. There are currently no proposals for Neighbourhood Development Orders in the city.

### 3. OUTCOME AND SUSTAINABILITY

- 3.1 The National Planning Policy Framework (NPPF) recognises that a lack of infrastructure can be a significant barrier to investment, and that priorities for infrastructure provision should be identified.

### 4. INSTALMENTS, EXCEPTIONAL CIRCUMSTANCES, PLANNING OBLIGATIONS, GOVERNANCE AND IMPLICATIONS

#### Proposed Instalments Policy

- 4.1 If the Council wishes, the CIL legislation (Regulation 69B) allows for payments to be made on a phased basis using an Instalments Policy, rather than 100% of the charge being paid on commencement of the development. The Council is proposing to offer payment of CIL in instalments as a matter of course. This will make it easier for developers to pay the charge, as receipts from new development can then be used to partly fund CIL payments. Viability work on the CIL charges assumed that an instalments policy would be in place.
- 4.2 The Instalments Policy proposed is as follows:

Chargeable Amount	Payment Due
Where the chargeable amount is less than £10,000	Payment will be required in full within <b>60 days</b> of the commencement date
Where the chargeable amount is £10,000 or more but less than £50,000	Two equal instalments will be due <b>60 and 540 days</b> after the commencement date
Where the chargeable amount is more than £50,000	Three equal instalments will be due after <b>60, 540 and 720 days</b> after the commencement date

- 4.3 This instalments policy can apply to individual stages of a scheme where the developer chooses to develop it in phases using separate planning permissions, so there is additional flexibility in the CIL payment available for developers.

#### **Proposed Offer of Exceptional Circumstances Relief (ECR)**

- 4.4 The Council has the discretion to offer ECR where individual sites with specific and exceptional cost burdens would not be viable due to the payment of the CIL charge.
- 4.5 An objection was received during consultation on the Draft Charging Schedule from the Sheffield Housing Company on the grounds that ECR may be necessary in order to develop some of its housing sites that are financially very marginal in terms of viability.
- 4.6 Regulation 55 states that the Council may grant relief from liability to pay CIL if it appears to the Council that there are exceptional circumstances which justify doing so and the Council consider it expedient. Each case will be considered individually by the Council as part of the determination of the planning application, which retains the discretion to make judgements about the viability of the scheme in economic terms and whether the exceptional circumstances policy should apply.
- 4.7 The Government and the Council expect that these exceptional circumstances will be rare, as the CIL rates set have been set at a level where most development can afford to pay the charge and the charges include significant margins for flexibility.

#### **Commitment to Produce a Supplementary Planning Document (SPD) on CIL and Planning Obligations**

- 4.8 Once the CIL is adopted it will be the main source of funding for the provision of most infrastructure required to serve new development, significantly taking over from Section 106. The Council will therefore need to withdraw existing Supplementary Planning Guidance and Interim Planning Guidance on the provision of open space and school places through Section 106, and replace them with a Supplementary Planning Document that will focus on the delivery of the local plan policies on open space and education provision.
- 4.9 Cabinet is asked to authorise Council officers to work on the publication of this Supplementary Planning Document as soon as possible for later Cabinet approval.

#### **Governance**

- 4.10 We are required to publish a list of CIL priority projects for spending (the 'Regulation 123 List'). An Interim Regulation 123 List was approved for the CIL Examination. CIL should focus on delivering local plan priorities, so projects were chosen based on priorities for infrastructure identified in the Sheffield Local Plan Core Strategy, adopted in March 2009.

- 4.11 This report does not require Cabinet to take any decisions on CIL spending at this stage, as the proposals for funding will be brought through the Capital Approvals process and CIL money is not expected in significant amounts until 2017. Initial agreement has been given in principle to the shortlist of projects in the Interim Regulation 123 List that includes the BRT North project for which developer contributions have already been committed by Cabinet on 20 November 2013. But there will be a need for the Council to agree priorities which will require some governance arrangements to be put in place to determine how to spend the CIL revenue.
- 4.12 We are intending to publish the draft Infrastructure Delivery Plan (IDP) for consultation this year. The Regulation 123 List of CIL spending priorities will be updated for consultation at that time.
- 4.13 The Council's annual business planning process uses the Outcome Boards, comprising Members and officers, to set strategic objectives in line with the Corporate Plan priorities. The objectives are then delivered through Programme Boards, comprising officers from different services across the Council, which will commission projects, and recommend to Cabinet for inclusion in the Council's Capital Programme through the approved process. The commissioning work will be informed by the IDP which will align with, and contribute to, the delivery of the Council's Corporate Plan objectives. By adopting this approach, Cabinet will make the final decision on the use of CIL, and the Council can be assured that there is the necessary cross portfolio collaboration and consideration of needs to ensure that the overall infrastructure of the city is improved to provide the schools, transport infrastructure and neighbourhood facilities which will be needed for its projected economic growth.

### **Financial Implications**

- 4.14 As explained in paragraph 2.3 it is expected that, once established, there will be income from a CIL around £3 to 4 million per year once the system is effectively up and running and CIL income is routinely collected (probably from 2017 onwards). Given the restrictions on Section 106 detailed earlier, this income would not be otherwise achieved without a CIL in place.
- 4.15 The CIL rates would typically amount to between one and two and a half per cent of the total costs of any new development. The rates represent a cautious approach to ensuring the right balance between achieving a reasonable CIL income and not putting overall viability at risk.
- 4.16 The Council has already incurred costs relating to CIL through officer time, commissioning the independent Viability Study and holding the CIL Examination. These operating costs will continue to be incurred as we work towards implementation of the CIL and we will also be likely to incur operational costs once CIL is adopted. However, the CIL regulations (Regulation 61) allow for up to 5% of CIL revenue to be claimed by the Council to cover these costs.



4.17 Elsewhere in England, CIL money is already being collected and spent on infrastructure projects. For example:

- Bristol City Council collected over £500,000 CIL in 2013/14 and are expecting a further £2.8 million in 2014/15. This will be allocated to a Bus Rapid Transit and Bus Link schemes being developed in 2014/15.
- Redbridge London Borough collected nearly £2 million in 2013/14, of which £1million was spent on school extensions.
- Wycombe's approved spending in 2014/15 includes £100,000 of CIL on a link road, £75,000 on town centre public realm, £84,000 for feasibility and design of a new school and £35,000 on the improvement of river banks. A further £50,000 was allocated from the neighbourhood portion for a community centre.
- Wandsworth London Borough collected £2.5 million of CIL in 2013/14. Priorities for spending are transport improvements, state education facilities, public health care facilities, public open space and sports and leisure provision.

### **Legal Implications**

4.18 Section 205 of the Planning Act 2008 ("the 2008 Act") permitted the Secretary of State to make regulations for the imposition of a CIL and the legislative framework for such is set out in Part 11 of the 2008 Act.

4.19 On 6 April 2010 the Community Infrastructure Levy Regulations 2010 ("the Regulations") came into force which builds on the framework set out in Part 11 of the 2008 Act and introduced the ability for Local Planning Authorities to charge the levy.

4.20 As set out in this report, the Regulations permit the Council to charge CIL and govern its operation. The Charging Schedule has been prepared in accordance with the Regulations (as subsequently amended), and the 2008 Act, and has been found to be legally sound by the Independent Examiner.

4.21 The Council must ensure that its corporate procedures for the ongoing operation of charging and collecting the CIL are compliant with the requirements of the Regulations.

4.22 Section 213(2) of the 2008 Act provides that the Council can only approve the CIL Charging Schedule at a meeting of Full Council and by a majority of votes of those Members present.

### **Equality of Opportunity Implications**

4.23 As the CIL is largely replacing the previous Section 106 system of achieving developer contributions, in itself it is equality neutral. However, when considering the benefits of a CIL that there should be more funding available and it is more flexible in what the funds can be spent on, it has the potential for positive equality impacts. Many of the infrastructure projects that a CIL would help to deliver would benefit those reliant on public services such as

state schools and public transport, as well as those living in areas where air quality is poor, for example. For this reason, CIL is considered to offer potential benefits to poorer residents and communities in Sheffield, so could have a positive equality impact.

### **Tackling Health Inequalities Implications**

- 4.24 CIL funds could be used to deliver health services where they are classed as infrastructure, such as health centres and doctors' surgeries. This would be dependent on such infrastructure projects being prioritised, either city-wide or by the local communities using the Neighbourhood Portion.

### **Human Rights Implications**

- 4.25 The process for implementing a CIL including public consultation conforms to national legislation that takes due account of human rights.

### **Environmental and Sustainability Implications**

- 4.26 The National Planning Policy Framework<sup>2</sup> promotes sustainable development through three key dimensions, where the planning system has an economic, social and environmental role. Infrastructure cuts across all three of these roles and the CIL will assist in the delivery of infrastructure to aid sustainable development.

### **Economic Impact**

- 4.27 The CIL will have a positive economic impact in generating increased funding for infrastructure that can be used in a flexible and more efficient way. Local developers and businesses have been closely involved in the process for setting CIL rates, to ensure the right balance has been struck between raising sufficient funding to deliver infrastructure priorities, whilst not being set so high that it adversely effects levels of development. Through the CIL consultation process, the Council has engaged specifically and directly with the Sheffield Agents' Forum, the Sheffield Chamber of Commerce and the Local Enterprise Partnership. Proposed rates have been adjusted through the process to ensure they are reasonable and affordable. General support from the business community is also reflected by the very small number of objectors (3 in total) present at the CIL Examination.
- 4.28 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. Effective and full economic regeneration through the provision of new homes, businesses, services and leisure cannot be achieved without adequate supporting facilities. Infrastructure connects people with these jobs and services and provides the means for these to be delivered effectively. The city's aspirations for economic growth, as set out in strategies such as the Corporate Plan, City Strategy, Economic Masterplan,

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<sup>2</sup> *National Planning Policy Framework*. Communities and Local Government, March 2012 - [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/6077/2116950.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf)

City Centre Masterplan and Don Valley Masterplan can only be achieved with the provision of adequate physical, social and green infrastructure.

### **Community Safety Implications**

- 4.29 Transport improvements are expected to be a significant item of infrastructure that will be delivered through CIL and road and pedestrian safety is a key element of transport improvements.

### **Human Resources Implications**

- 4.30 Putting the CIL in place will require significant input from Council staff, particularly in the Planning Service. However, this should lead to improved funding for infrastructure in the future, and CIL receipts can be used to cover some or all of the cost of its implementation.

### **Property Implications**

- 4.31 The CIL will be chargeable on most new development, including buildings funded or constructed by or on behalf of the Council.
- 4.32 CIL receipts could be eligible to be spent by the Council on new buildings or structures where they are defined as infrastructure and are identified as a priority for CIL spending.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 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 major infrastructure requirements or viability is marginal, but most councils are working on a CIL because funding for essential infrastructure is otherwise limited. As of mid-January 2015, 186 out of 326 local authorities had published a Charging Schedule (including 5 out of 8 core cities) and around 60 were already charging CIL. The CIL Examiner's report confirms that it is appropriate to implement a CIL in Sheffield.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 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. Specifically it will:
- Be fairer, faster and more transparent than Section 106;
  - Give the Council and local communities freedom to set infrastructure priorities that are justified;
  - Be a predictable funding stream making infrastructure delivery more efficient;
  - Give developers certainty and quicker planning decisions;

- Be more transparent and flexible than Section 106;
  - Reward communities for new development through the neighbourhood portion;
  - Be supported and promoted by Government.
  - Focus on strategic infrastructure priorities for the city as well as local priorities through the neighbourhood portion;
  - Focus on delivering new homes and businesses in the priority locations set out in the local plan;
  - Generate significantly more funding than Section 106;
  - Be set at a level that ensures it is affordable.
- 6.2 The Council is committed to charging a CIL and the Government Planning Inspector has confirmed the levels of the charge proposed are appropriate. The Council must now approve the CIL Charging Schedule at a meeting of Full Council.
- 6.3 Implementation of the CIL will also require details of the Instalments Policy and Relief for Exceptional Circumstances to be approved by Cabinet. It will also require clarification on how the CIL will work alongside Section 106 and how the CIL funds will be spent.

## 7. **RECOMMENDATIONS**

That Cabinet:

- 7.1 Notes the recommendations of the CIL Examiner's Report, received on 25 February 2015, that the CIL charges proposed are appropriate (with three amendments) and that the Charging Schedule be approved and resolves to recommend to Full Council that the CIL Charging Schedule is approved with an implementation date of 15 July 2015;
- 7.2 Agrees to offer an Instalment Policy and Exceptional Circumstances Relief for CIL, as set out in the documents attached;
- 7.3 Agrees to the production of a Supplementary Planning Document on CIL and Planning Obligations to be referred to Cabinet for subsequent approval following public consultation;
- 7.4 Agrees that the Council's Programme Boards and Outcome Boards will set the priorities for the Infrastructure Delivery Plan (IDP) and the priorities for CIL spending in support of the IDP will be set by agreeing a Regulation 123 List. Projects funded by CIL, in part or whole, will be approved by Cabinet as part of the Council's capital and revenue financial approval procedures.

Simon Green  
Executive Director, Place  
April 2015



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**SHEFFIELD CITY COUNCIL**

**COMMUNITY INFRASTRUCTURE LEVY**

**Exceptional Circumstances Relief Policy**

**July 2015**

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## **Sheffield City Council Community Infrastructure Levy (CIL) Charging Schedule**

### **Exceptional Circumstances Relief Policy**

1. This document gives notice that Sheffield City Council has determined to make relief for exceptional circumstances available, in accordance with Regulations 55 to 57 of the Community Infrastructure Levy Regulations 2010 (as amended).
2. Relief for exceptional circumstances will be available from 15 July 2015 until further notice.
3. Exceptional Circumstances Relief (ECR) will be offered where individual sites with specific and exceptional cost burdens would not be viable due to the payment of the CIL charge (See CIL Regulations 55 to 57). The Regulations state that the Council may grant relief from liability to pay CIL if it appears to the Council that there are exceptional circumstances which justify doing so and the Council consider it expedient to do so. Each case will be considered individually by the Council, which retains the discretion to make judgements about the viability of the scheme and whether the exceptional circumstances policy applies. Schemes can also be made viable by phasing payments (see CIL Guidance paragraph 56 and/or by use of the Council's Instalments Policy).
4. The Government and the Council expect that these exceptional circumstances will be rare, as the CIL rates set have been set at a level where most development can afford to pay the charge and include significant margins for flexibility.
5. More information is set out in the Government's CIL Guidance, paragraphs 129 to 134.



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**SHEFFIELD CITY COUNCIL**

**COMMUNITY INFRASTRUCTURE LEVY**

**Instalments Policy July 2015**

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## Sheffield City Council Community Infrastructure Levy (CIL) Charging Schedule – July 2015

### Instalments Policy

1. The CIL legislation (Regulation 69B) allows for payments to be made on a phased basis using an Instalments Policy, rather than 100% of the charge being paid on commencement of the development. The Council's CIL Viability Study assumed that phased payments will be offered as this affects the viability calculations. Details of the process for such a policy are set out in the Government's CIL Guidance (paragraph 47).
2. So the Council is offering payment of CIL in instalments as a matter of course. This will make it easier for developers to pay the charge, as receipts from new development can then be used to make the CIL payments.
3. In order to keep the phasing policy relatively simple, phased payments are offered where the CIL charge is at a significant level. Where the chargeable amount is equal to or greater than £10,000, payment can be made in instalments. The percentages to be paid and the timescale in which they will be due will vary depending on the size of the total CIL charge, as follows:

<b>Chargeable Amount</b>	<b>Payment Due</b>
Where the chargeable amount is less than £10,000	Payment will be required in full within <b>60 days</b> of the commencement date
Where the chargeable amount is £10,000 or more but less than £50,000	Two equal instalments will be due <b>60 and 540 days</b> after the commencement date
Where the chargeable amount is more than £50,000	Three equal instalments will be due after <b>60, 540 and 720 days</b> after the commencement date

4. This instalments policy will apply from 15 July 2015 until further notice.



**Cabinet Report**

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**Report of:** Eugene Walker

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**Report to:** Cabinet

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**Date:** 15 April 2015

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**Subject:** Revenue and Capital Budget Monitoring 2014/15 – As at 31<sup>st</sup> January 2015

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**Author of Report:** Dave Phillips (ext. 35872)

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**Key Decision:** YES

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**Reason Key Decision:** Expenditure/savings over £500,000

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**Summary:**

This report provides the month 10 monitoring statement on the City Council's Revenue and Capital Budget for 2014/15.

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**Reasons for Recommendations:**

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

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**Recommendations:** Please refer to paragraph 21 of the main report for the recommendations.

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**Background Papers:**

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**Category of Report:** OPEN

## Statutory and Council Policy Checklist

<b>Financial Implications</b>
YES Cleared by: Dave Phillips
<b>Legal Implications</b>
NO
<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>
YES/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>
<b>Relevant Cabinet Portfolio Lead</b>
<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

## REVENUE BUDGET & CAPITAL PROGRAMME MONITORING AS AT 31<sup>st</sup> JANUARY 2015

### Purpose of the Report

- This report provides the Month 10 monitoring statement on the City Council's Revenue Budget and Capital Programme for January. The first section summarises the position and the detailed Revenue Budget Monitoring and the Capital Programmes are reported in the Appendices.

### REVENUE BUDGET MONITORING

#### Movements from Month 9

- At month 9 the overall Council position was a forecast overspend of £113k. The position at month 10 shows an improvement of £262k on the previous month, with a forecast potential reduction in spending of £149k to the year end. Given the size and challenges of the budget, this still represents a broadly balanced budget.

- The forecast by portfolio is summarised in the table below:

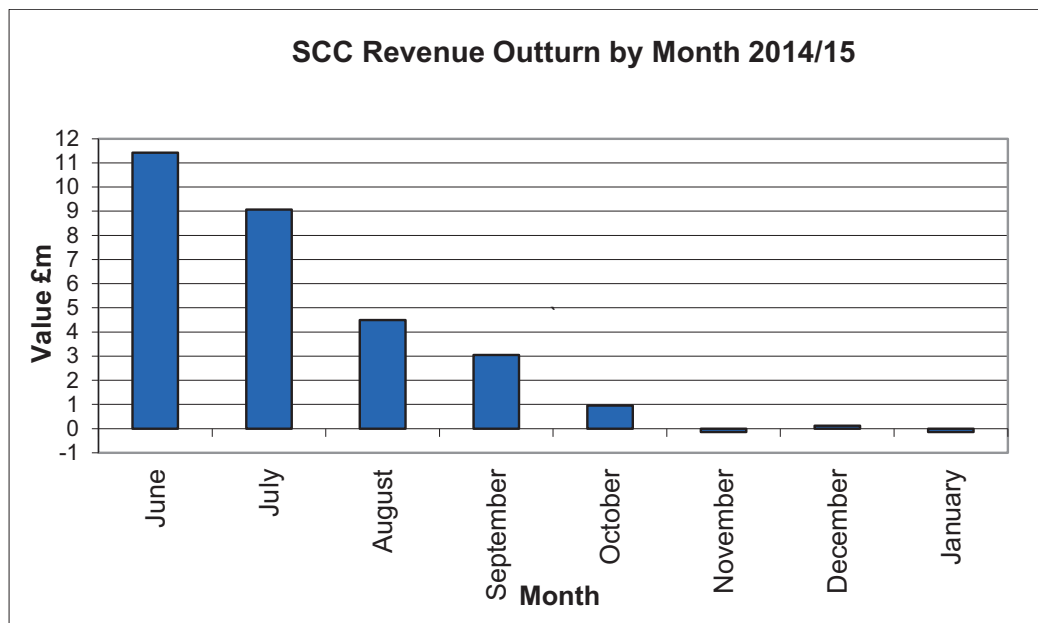
Portfolio	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
CYPF	77,122	77,619	(497)	↔
COMMUNITIES	165,703	163,724	1,979	↓
PLACE	167,511	166,268	1,243	↓
POLICY, PERFORMANCE & COMMUNICATION	3,056	2,922	134	↔
RESOURCES	62,612	62,508	104	↓
CORPORATE	(476,153)	(473,041)	(3,112)	↑
<b>GRAND TOTAL</b>	<b>(149)</b>	<b>-</b>	<b>(149)</b>	<b>↓</b>

- The main variations since month 9 are:
  - Communities are forecasting an improvement of £139k, which is mainly due to lower than anticipated take up of the Local Assistance Scheme over the Christmas period.
  - Place are forecasting an improvement of £425k, which is due to small reductions in spending across the whole service in an attempt to continually reduce the overspend position to year end.
  - Resources are forecasting an improvement of £140k, which is due to small reductions in spend across a number of services and has now delivered a broadly balanced position for the portfolio overall.

- Corporate budgets are forecasting an adverse movement of £425k, which is due to a temporary contribution towards the pension deficit early payment required to deliver £2.6m of savings over the next two years. These funds will be fully repaid during 2015/16.

### Movements from initial forecasts at month 3

- The forecast outturn shows an improving position from the £11.4m overspend reported in month 3 to the £149k reduction in spending reported in month 10. This improvement reflects Portfolios' attempts to reduce spending but also the receipt of additional grant income within the Corporate budget area to help offset the significant pressures within the Communities and Place portfolios. The position month by month is shown in the following chart:



- In terms of the month 10 overall forecast position of a £149k reduction in spending, the key reasons are:
  - Children Young People and Families are forecasting a £497k reduction in spending mainly due to additional ESG income of £608k due to a delay in academy conversions, and £366k within the Inclusion and Learning Service predominantly due to additional traded income. These reductions in spending are partly offset by forecast overspends relating to demand increases on Bus Passes and SEN Transport of £150k and £342k respectively.

- Place are showing a forecast overspend of £1.2m, due predominantly to delays in delivering the planned cost reductions to the waste contract as a result of protracted negotiations with the provider.
- Communities are showing a forecast overspend of £2m, due predominately to a £4.5m overspend in Care and Support relating to Learning Disability Services and the purchase of Older Peoples' care. This overspend is partly offset by significant improvements in Adults Assessment & Care Management, which is forecasting a reduction in spend of £1m and a reduction in expenditure on Housing Related Support Contracts of £558k as a result of contract negotiation activities.
- Corporate budgets are reporting a forecast reduction in spending of £3.1m, due mainly to the receipt of additional grant income awarded to the Council as compensation for business rates related measures introduced or extended in the 2013 Autumn Statement and the release of a year end provision, which is no longer required and was taken to cover any possible stamp duty liabilities resulting from the reacquisition of the Don Valley Stadium under the Major Sporting Facilities refinancing. The release of this provision and additional income has been partly offset by the aforementioned need to temporarily contribute towards the pension deficit early payment required to deliver savings over the next two years. The corporate contribution currently stands at £1.4m.

### Public Health

7. The Public Health ring-fenced grant is currently forecasting a potential £1.4m underspend. This report seeks approval to use £783k of this underspend to fund additional projects. Further details of these requests and the forecast outturn position can be found in **Appendix 2**.
8. It is worth noting that the month 6 monitoring report approved £400k of this underspend be made available to fund food bank and fuel poverty projects in 2015/16. In addition to this approval, four further projects totalling £121k are being proposed for approval via month 9 Budget monitoring. Further details of all these requests can be found in **Appendix 2**.
9. The approved £400k and £904k of proposed carry forward requests are not currently reflected within the forecast figures and will therefore reduce the Public Health in-year underspend to approximately £124k. It

was previously approved that the balance of this underspend would be considered in the context of the 2015/16 budget savings on public health.

### Housing Revenue Account

10. The 2014/15 budget is based on an assumed in year underspend position of £6.9m which is to be used to fund the HRA capital investment programme. In accordance with the HRA's financial strategy any further in- year revenue surplus / savings generated by the account will be used to provide further funding for the future HRA capital investment programme.
11. As at month 10 the full year forecast outturn is a predicted £6.6m overall improvement from budget. As such, the funding contribution to the capital investment programme will be revised from £6.9m to £13.5m. Further details of the HRA forecast outturn can be found in **Appendix 3** of this report.

### New Homes Bonus Fund

		£m
Income	Reserves as at 1/04/14	-5.1
	2014/15 NHB Grant Received	-1.9
	14/15 Anticipated NHB Grant	-4.5
	<b>Total Income</b>	<u>-11.5</u>
Expenditure	2014/15 Spend to date at Month 10	2.7
	Forecast to Year End	1.4
	Future Years' Commitments	6.5
	<b>Total Expenditure</b>	<u>10.6</u>
	<b>Funds Available for Investment</b>	<u><u>-0.9</u></u>

12. Spending on NHB funded projects increased by £0.3m in the period primarily as a result of support to the Sheffield Housing Company to assist with the construction of new Affordable Homes.
13. The uncommitted funds available for investment have fallen by £1.1m following the approval of various projects which were reported in the Month 8 Finance report to Cabinet.

## Capital Summary

14. At the end of January 2014, the end of year position forecasts a variance of £27.4m (15%) below the approved Capital Programme. Project managers are forecasting to deliver a capital programme of £151m.
15. This has been reduced by £18.1m from the previous forecast of £169.1m. The main changes arise from £8.2m reduction in anticipated spend on the two new leisure centres, £3.0m slippage on the Roofing projects in the Housing programme, £2.6m reduction in the Streets Ahead programme and £0.6m further slippage on the expansion of Greystones School.
16. Further details of the Capital Programme monitoring and projects for approval are reported in **Appendices 4 to 4.2**.

## Implications of this Report

### Financial implications

17. The primary purpose of this report is to provide Members with information on the City Council's Budget Monitoring position for 2014/15 and, as such it does not make any recommendations which have additional financial implications for the City Council.

### Equal opportunities implications

18. There are no specific equal opportunity implications arising from the recommendations in this report.

### Legal implications

19. There are no specific legal implications arising from the recommendations in this report.

### Property implications

20. Although this report deals, in part, with the Capital Programme, it does not, in itself, contain any property implications, nor is there any arising from the recommendations in this report.

## Recommendations

21. Members are asked to:

- (a) Note the updated information and management actions provided by this report on the 2014/15 Revenue budget position.
- (b) Approve the proposed use of £783k of Public Health forecast reduction in spend, as detailed in **Appendix 2** of this report.
- (c) Approve the proposed £1.4m of general fund activity to be funded via Public Health grant, as detailed in **Appendix 2.1** of this report.
- (d) In relation to the Capital Programme:
  - (i) Approve the proposed additions to the Capital Programme listed in **Appendix 4.1**, including the procurement strategies and delegations of authority to the Director of Commercial Services or nominated Officer, as appropriate, to award the necessary contracts following stage approval by Capital Programme Group;
  - (ii) Approve the proposed variations and slippage in **Appendix 4.1** and
  - (iii) Delegate to the Director of Finance and the Director of Legal Services the authority to finalise, and if satisfactory, accept, the conditions of the grant listed on **Appendix 4.2**.

and note;

- (iv) The latest position on the Capital Programme; and note
- (v) the slippage requests authorised by the Cabinet Member for Finance under his delegated authority.

## Reasons for Recommendations

22. 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**

23. 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.

**Dave Phillips**  
**Interim Director of Finance**



## Portfolio Month 10 Budget Monitoring Reports

### Children Young People and Families (CYPF)

#### Summary

1. As at month 10 the Portfolio is forecasting a full year outturn of a reduction in spending of £497k on cash limit, an improvement of £36k from the month 9 position and DSG is forecast to be overspent by £309k. The key reasons for the forecast outturn position are:
  - **Business Strategy:** Overall £48k forecast reduction in spending. The main underspent budget areas are additional Education Services Grant (ESG) income to that budgeted of £608k, and £89k on Insurance due to the timing of academy conversions. This reduction in budgeted spend is partly offset by a forecast £150k overspend on Bus Passes and £342k overspend on SEN Transport due to demand increase, redundancy costs against Music Service £75k and under recovery of traded income Advice and Conciliation Service £43k.
  - **Children and Families:** £2k forecast overspend. Overspending areas are Management and Business Support £195k due to delay in the Business Support MER; Legal Fees £36k; Fieldwork Service Areas and Permanence and Throughcare £887k net overspend mainly due to difficulties in achieving vacancy monitoring targets and recruitment of social workers; Placements £83k due to costs being significantly greater than the external funding available; Direct Payments £245k due to parents accessing their own care arrangements; and Short Breaks £203k due to increased applications for grant and higher number of holidays in 2014/15 in comparison to prior year. These overspends are being partially offset by a reduction in spending on Contact Contracts £501k due to more efficient management using contact centres; Placements £827k due to the positive trends in the numbers and costs of placements; and Prevention and Early Intervention £217k due to reduced forecast expenditure on Contracts and Hosting and Premises.
  - **Inclusion and Learning Services:** £366k forecast reduction in spending due to a £204k budget underspend as a result of additional traded income in Educational Psychologists; £105k in Advocacy and Challenge; and £147k in SEN Placement Team due to vacancies. These are partly offset by an overspend in In City SEN Provision £145k due to additional High Risk Learners identified.
  - **Lifelong Learning and Skills:** £85k forecast reduction in spending due to £226k underspend in Youth Teams which is partly offset by overspends in

the Training Units £166k. Training Units are under review, and as delivery reflects changes in provision an MER will be undertaken.

- DSG Budgets:** Overall a £309k overspend made up of a £542k reduction in spend in Business Strategy due mainly to a £998k reduction in spending on 2 Year Old FEL, however the level of spend on FEL is increasing as a demand and capacity for the service grows. Other areas of underspend are £165k against Routine Claims for Contingency offset by £411k overspend on SEN Transport and £276k in Significant Growth School budget. An reduction in spend of £119k in Children and Families mainly in MAST due to a saving identified on staffing. An anticipated overspend of £857k in Inclusion and Learning overall, made up of overspends of £590k in Banded Funding, £179k Independent Placements and £399k in In City SEN Provision due to demand pressures, partially offset by reduction in spending on Sensory Services £51k and £126k Inclusion and Learning Services due to vacancies and £67k in Pupil Admissions. An overspend in Lifelong Learning and Skills of £113k due mainly to increased numbers of Post 16 High Needs learner placements £134k partially offset by a small reduction in spend in Extended Learning £17k.

### Financials (Non-DSG activity)

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
BUSINESS STRATEGY	768	816	(48)	↔
CHILDREN & FAMILIES	61,862	61,860	2	↔
INCLUSION & LEARNING SERVICES	5,160	5,526	(366)	↔
LIFELONG LEARN, SKILL & COMMUN	9,332	9,417	(85)	↔
<b>GRAND TOTAL</b>	<b>77,122</b>	<b>77,619</b>	<b>(497)</b>	↔

### Commentary

- The following commentary concentrates on the key changes from the previous month.

### Non-DSG Budgets

- As at month 10 the Portfolio is forecasting a full year outturn of a reduction in spending of £498k on cash limit. This compares with last month's position £461k, a movement of £37k.

### Business Strategy

4. As at month 10, Business Strategy is currently forecasting a reduction in spend of £48k (shown in the table above) relating to cash limit. This is a reduction of £11k from the previous month.
5. The key reasons for the £11k worsened position on cash limit and £133k worsened position on DSG from month 9 are:
  - The reduction on cash limit is mainly due to movements against PFI business unit £24k due to spend on boilers, Public Health Out of City GUM £22k due to invoices received for prior year and removal of anticipated reserves £63k against Academy Fees offset by forecasting SEN Transport costs against the appropriate business units resulting in a change to the Cash / DSG forecast position.
  - The worsened DSG position is due to forecasting SEN Transport costs against the appropriate business units resulting in a change to the Cash / DSG forecast position.

### Children and Families

6. As at month 10, Children and Families is currently forecasting a £2k overspend (shown in the table above) relating to cash limit. This compares to last month's forecast.
7. Whilst the overall Children and Families position remains the same as month 9 there has been an additional reported overspend of £225k against Fieldwork Services mainly in North Mast due to recruitment of Social Workers and forecast Agency spend, £203k against Short Breaks due to increased level of activity which is offset by improvements in Placements £266k due to reduced costs and numbers and Prevention and Early Intervention £145k due to reductions in forecast expenditure.
8. The improved position on DSG is due to reduced forecast expenditure in MAST £20k.

### Inclusion and Learning

9. As at month 10, Inclusion and Learning Service is currently forecasting £366k reduction in spend (shown in the table above) relating to cash limit. This is an improved position £43k from previous month.

10. The key reasons for the £43k improved cash limit position and £22k improved DSG position are:
  - The improvement in cash limit is due to additional income on School Sports £25k, Pupil Admissions £11k and Advocacy and Challenge £13k.
  - The improved position on DSG is due to increased income Pupil Admissions £16k and forecasting spend against appropriate business units for SEN £63k reduction against Independent Placements. This is offset by £27k increase cost against Banded Funding and £30k increase cost on In City SEN Provision.

### Lifelong Learning and Skills

11. As at month 10, Lifelong Learning Skills and Communities Service is currently a £86k reduction in spend (shown in the table above) relating to cash limit. This is an improved position of £6k.
12. The key reason for the improved cash limit position is due to reduced forecast expenditure against MOG £27k offset by an expected increase in spend against Sheaf Training £36k.
13. The worsened DSG position is against Post 16 High Needs funding on LDD placements.

### DSG Budgets

14. The month 10 position is £309k overspend, which is a worsened position of £95k from the position reported at Month 9. This worsened position is predominantly due forecasting the overspend on SEN Transport against the appropriate business units, whilst reduction in spend has been forecast against MAST £22k and SEN overall £22k in ILS.

### Place

### Summary

15. As at month 10 the Portfolio is forecasting a full year outturn of an overspend of £1.2m, an improvement of £425k from the month 9 position. The key reasons for the forecast outturn position are:
  - **Business Strategy & Regulation:** £1.4m over budget largely due to delays in delivering the planned cost reductions to the waste contract as a result of protracted negotiations with the provider.

- **Capital & Major Projects:** £540k over budget largely due to income and cost pressures within the markets activity.
- **Regeneration & Development Services:** £506k under largely due to vacancy management of £200k and forecast reductions in other spend across the whole service of £300k.

16. The key reason for an improvement of £425k this period is reductions in forecast spend across a number of service areas.

### Financial Results

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
BUSINESS STRATEGY & REGULATION	30,652	29,235	1,417	↔
CAPITAL & MAJOR PROJECTS	1,090	550	540	↔
CREATIVE SHEFFIELD	2,940	3,037	(97)	↔
CULTURE & ENVIRONMENT	44,906	45,212	(306)	↓
MARKETING SHEFFIELD	1,001	806	195	↔
PLACE PUBLIC HEALTH	-	0	0	↔
REGENERATION & DEVELOPMENT SER	86,922	87,428	(506)	↔
<b>GRAND TOTAL</b>	<b>167,511</b>	<b>166,268</b>	<b>1,243</b>	<b>↓</b>

### Commentary

17. The following commentary concentrates on the changes from the previous month.

#### Business Strategy & Regulation

18. The forecast for this activity is £1.4m over budget, an improvement of £41k this period due to forecast spend reductions across the service.

19. The forecast reflects an assumed £1.2m risk pending agreement with the Contractor on new terms to reflect the revised waste collection arrangements. Work is progressing on developing further the range of options for negotiation with the contractor with a view to implementation for the commencement in the new financial year.

20. Other cost pressures have to a large extent been mitigated, through one-off savings / additional income including the finalisation of the prior year sale of heat income due to the Council. However, risks remain around underlying waste volumes and diversion of waste should further maintenance be required on the Energy Recovery Facility.

### Capital & Major Projects

21. The forecast for this activity is £540k over budget, an improvement of £82k this period due to forecast spend reductions across the service.
22. The forecast position largely reflects income pressures within the markets service of £0.7m. There may be further risk here if stall lettings cannot be held at current levels. The business model for the market is currently under review balancing lower rents against the need for more flexibility in location to ensure let space is maximised. An external agent has been engaged to promote the letting of vacant stalls.

### Culture & Environment

23. The forecast for this activity is £306k under budget, an improvement of £239k this period, largely due to forecast spend reductions and higher income across the service.
24. The Service has been working with Sheffield International Venues to finalise a three year funding commitment to enable them to deliver a significant package of savings. The three year funding commitment should remove the requirement for the Council to pick up risks associated with reductions in profit at the Motorpoint Arena or trading deficits within the SCT / SIV group, which would be absorbed by the Trust as part of its 3 year plan.
25. The Director continues to work closely with SIV to ensure that these plans are progressed and risks are mitigated.

### Marketing Sheffield

26. The forecast for this activity is £197k over budget, broadly in line with the previous period and largely reflects not securing planned reductions in subsidy for major events.

### Public Health

27. The net forecast for this activity remains balanced since spend is covered from the Health grant. However, it should be noted that forecast spend and grant income at £3.1m is £0.8m below budget. This largely reflects a forecast reduction in spend on the Stop Smoking Contract due to below target performance on this contract.

### Regeneration & Development Services

28. The forecast for this activity is £505k under budget, an improvement of £59k this period due to net forecast spend reductions across the service.



29. The key variances include vacancy management of £0.2m and additional forecast income of £0.6m, offset to some extent by shortfalls in planned contract savings of £0.3m. The forecast does not include at this stage a potential Streets Ahead contract performance deduction relating to problems at the bus lane at London Road during July / August.

## Communities

### Summary

30. As at month 10, Communities is forecasting a full year outturn of an overspend of £1.979 million, an improvement of £139k from the month 9 position. The main reason for this outturn position is due predominately to a £4.5m overspend within Care and Support relating to Learning Disability Services. A fuller explanation is set out below:
- **Business Strategy:** Currently reporting a forecast underspend of £244k against the full year budget. This is mainly due to a reduction in spend on the mail / insurance and legal SLAs of £192k, forecast reduction in spends in salary and related expenditure across the Directorate of £281k, increased income from CCG of £71k, offset by one off expenditure of £300k used for business improvement activity.
  - **Care & Support:** An overspend of £2.9m is currently forecast due to ongoing pressures and issues in Adult Social Care primarily relating to increased demand on care purchasing budgets. Recovery action has helped improve the position by £1.8m from a forecast overspend of £4.7m earlier in the year at month 4.
  - Significant improvements have been made in the Adults Assessment & Care Management, which is forecasting a reduction in spend of £1.0m by the end of March 2015, due to savings in staffing and purchasing. Contributions to Care is showing a small surplus against budget, with the main offsetting factors being: a shortfall in income of £1.4m due to numbers of contributing service users being less than had been forecast because of business demand management and appliance of eligibility criteria, a one-off provision of £0.4m for repayments where there has been an overcharge and a surplus in income from CHC of £1.8m due to more joint funded cases where services are commissioned by the Council.
  - There remains a significant overspend of £4.6m within the Learning Disabilities Service relating to increased demand on care purchasing budgets of £3.6m and in-house care provision £0.9m.

- **Commissioning:** Currently reporting a forecast reduction in of £581k against the full year budget. The reduction in spend can be attributed to the following main changes: a reduction in expenditure on Housing Related Support Contracts of £558k as a result of contract negotiation activities; surplus income from Water Rates collection services of £75k and underspends on staffing costs of £112k.
- This reduction is offset by forecast overspend of £152k relating to the agreed sharing of SHSCT unachieved savings dating back to 2013/14. Other changes account for an adverse movement against budget of £12k across Commissioning.
- **Community Services:** Reporting a forecast reduction in spend for the year of £108k. There is a forecast reduction in spend in Library Services of £25k. There is a forecast reduction in spend of £83k on pay related costs in Locality Services due to vacancies not now being filled this financial year.

## Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
BUSINESS STRATEGY	4,292	4,535	(244)	↔
CARE AND SUPPORT	119,529	116,618	2,911	↔
COMMISSIONING	32,162	32,743	(581)	↔
COMMUNITY SERVICES	9,720	9,828	(108)	↔
<b>GRAND TOTAL</b>	<b>165,703</b>	<b>163,724</b>	<b>1,979</b>	↓

## Commentary

31. The following commentary concentrates on the changes from the previous month:

### Care & Support

- **Contributions to Care (income):** Following more up to date information received from Health, the forecast for CHC income is now forecast to be £870k higher than previously anticipated. A review of service users' contributions and the potential to repay clients who have paid more than they should have has decreased the expected income from clients by £824k.
- **Housing Related Services:** A favourable movement of £114k has arisen due to lower than anticipated take up of the Local Assistance Scheme over the Christmas period.

- **Joint Learning Disability Services:** An adverse movement of £166k in LD Purchasing has arisen following a review of social care recharges by CCG.
- **Provider Services:** £58k has been saved as a result of slippage in the APSL programme.

**Year to Date**

32. The Year to Date position as at Month 10 is as follows:

	January		
Service	YTD Actual	YTD Budget	YTD Variance
BUSINESS STRATEGY	3,446	3,358	108
CARE AND SUPPORT	98,935	97,602	1,332
COMMISSIONING	25,799	25,684	115
COMMUNITY SERVICES	8,103	8,866	(763)
<b>Grand Total</b>	<b>136,303</b>	<b>135,510</b>	<b>793</b>

**Resources**

**Summary**

33. As at month 10 the Portfolio is forecasting a full year outturn of an overspend of £104k, an improvement of £140k from the month 9 position. The key reasons for the forecast outturn position are:

- £150k reduction in spend in Human Resources due to increased income in the Moorfoot Learning centre.
- £436k reduction in spend in Housing Benefit due to high value over payments as a result of a DWP data-matching initiative.

Offset by:

- £256k overspend in Commercial Services (Savings) due to reduced forecast income from cashable procurement savings. The service is however, still actively involved in many initiatives which will generate savings in portfolios.
- £364k overspend in Central costs due to Council Tax and Business Rates court costs recovery.

## Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
BUSINESS CHANGE & INFORMATION SOLUTIONS	(8,184)	(8,184)	0	↔
COMMERCIAL SERVICES	1,087	1,069	18	↔
COMMERCIAL SERVICES (SAVINGS)	(1,195)	(1,451)	256	↔
CUSTOMER SERVICES	4,743	4,730	13	↔
FINANCE	2,169	2,179	(10)	↔
HUMAN RESOURCES	2,443	2,593	(150)	↔
LEGAL SERVICES	4,000	3,935	65	↔
RESOURCES MANAGEMENT & PLANNING	185	205	(20)	↔
TRANSPORT AND FACILITIES MGT	34,969	34,969	(0)	↔
<b>TOTAL</b>	<b>40,219</b>	<b>40,045</b>	<b>174</b>	<b>↔</b>
CENTRAL COSTS	22,102	21,736	366	↔
HOUSING BENEFIT	291	727	(436)	↔
<b>GRAND TOTAL</b>	<b>62,612</b>	<b>62,508</b>	<b>104</b>	<b>↓</b>

## Commentary

34. The following commentary concentrates on the changes from the previous month.

### Central Costs

35. A forecast £364k overspend, this is an improvement of £85k from the previous month. The improvement this month is £85k improvement is due in the main to improved Council Tax and Business Rate Collection recovery of court costs.

## Policy, Performance and Communications

### Summary

36. As at month 10 the Portfolio is forecasting a full year outturn of an overspend of £134k, an adverse movement of £53k from the month 9 position. The key reasons for the forecast outturn position are:

- £173k overspend in Communications mainly due to reduced demand from portfolios for Communications services, leading to lower income. There is still a high degree of risk in the forecast and it is possible that the final overspend could be £100-200k higher than its current level.
- £22k overspend in CEX office due to unbudgeted LGYH costs.

- £52k over spend in Electoral registration due to the costs of canvas staff and IT support costs consistent with previous years.

Offset by:

- £113k of savings through vacancy management, recovery of salary costs from the LEP & reduced supplies & services spend across other business units.

## Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
ACCOUNTABLE BODY ORGANISATIONS	0	0	0	↔
POLICY, PERFORMANCE & COMMUNICATION	3,191	3,057	134	↔
PUBLIC HEALTH	(135)	(135)	0	↔
<b>GRAND TOTAL</b>	<b>3,056</b>	<b>2,922</b>	<b>134</b>	<b>↔</b>

## Corporate items

### Summary

37. The table below shows the items which are classified as Corporate and which include:

- **Corporate Budget Items & Corporate Savings:** (i) corporate wide budgets that are not allocated to individual services / portfolios, including capital financing costs and the provision for redundancy / severance costs, and; (ii) the budgeted saving on the review of enhancements and the budgeted saving from improved sundry debt collection.
- **Corporate income:** Revenue Support Grant, locally retained business rates and Council tax income, some specific grant income and contributions to/from reserves.

## Financials

	<u>FY Outturn</u> £'000	<u>FY Budget</u> £'000	<u>FY</u> <u>Variance</u> £'000
Corporate Budget Items & Savings Proposals	84,209	61,245	22,964
Income from Council Tax, RSG, NNDR, other grants and reserves	(560,362)	(534,286)	(26,076)
<b>Total Corporate Budgets</b>	<b>(476,153)</b>	<b>(473,041)</b>	<b>(3,112)</b>

### Commentary

- The £3.1m reduction in spending reported in month 10 is an adverse movement of £425k, which is mainly due to a temporary contribution towards the early payment of the pension deficit account required to deliver £2.6m of saving over the next two years.

## PUBLIC HEALTH BUDGET MONITORING AS AT

31 JANUARY 2015 (MONTH 10)

### Purpose of the Report

1. To report on the 2014/15 Public Health grant spend across the Council for the month ending 31 January 2015.
2. The report provides details of the forecast full year spend of Public Health grant compared to budget. Key variances are explained and any financial risks are discussed in the risk section.
3. The net reported position for each portfolio/service area would normally be zero as public health spend is matched by a draw down of public health grant. For the purposes of this report and in order to identify where corrective action may be necessary, we have shown actual expenditure compared to budget.

### Summary

4. At month 10 the overall position was a forecast under spend of £1.4m. The position shows a reduction in forecast spend of £11k on the previous month. This is summarised in the table below.

All figures £000s					
Portfolio	Forecast full year expenditure	Full year expenditure budget	Full year variance	FY variance at month 9	Movement from prior month
CYPF	11,233	11,281	(48)	(114)	66
COMMUNITIES	13,099	13,314	(215)	(188)	(27)
PLACE	2,935	3,728	(793)	(783)	(10)
DIRECTOR OF PUBLIC HEALTH (inc PH Intelligence)	2,147	2,519	(372)	(332)	(40)
<b>TOTAL EXPENDITURE</b>	<b>29,414</b>	<b>30,842</b>	<b>(1,428)</b>	<b>(1,417)</b>	<b>(11)</b>

5. Key reasons for the forecast under spend are:
  - Contract slippage in Director Public Health Office (£202k);
  - Lower than budgeted take up on GP Health checks (£124k);
  - Unallocated vacant post budget and vacancy management in DPH office (£83k);
  - Unbudgeted income from CCG (£52k)

- £577k under spend on Stop Smoking Service contracts
- £111k staff savings in Place due to vacancy management.
- (£215k) underspend in Communities mainly due to staff savings in Private Sector Housing (£45k), PH Communities Staffing (£88k), Communities third party payments (£56k), DACT Team and DACT infrastructure reduction in costs (£19k) and Alcohol Treatment contract payments (£5k).

This is offset by:

- £135k savings target (under DPH Office) to be met from under spends across all public health spend.
6. The forecast is a reduction in forecast spend of £11k from month 10 and the key reasons for the movement are:
- Communities net decrease in forecast spend of (£27k) as a result of several small variances across both services.
  - £86k increase in forecast spend in CYP mainly due to increased spend in Out of City GUM.

Offset by:

- £40k decrease in forecast spend in Director of Public Health office, mainly in GP Health Check spend.

### **Carry Forward Requests**

7. Cabinet have approved £400k of the current year underspend is to be allocated to Food Banks (£300k) and Fuel Poverty (£100k).
8. Additional carry forward requests detailed below have been approved by CMT as part of month 9 monitoring and will put to Cabinet on the 18<sup>th</sup> March:
- £10k to Bridge Employment for funding for managerial capacity;
  - £30k to address environmental health and pest control problems;
  - £31k for interim senior public health staffing; and
  - £50k for refurbishment of Sidney Street Premises.
9. The following carry forward requests are now being considered:
- £200k for mental health champions and provision of employment advice;
  - £125k to extend a children's emotional wellbeing pilot across further secondary schools;



- £125k to increase investment in community development action to address the use of tobacco;
- £120k for tackling physical inactivity;
- £50k to increase investment in the Children & Young People Smoke Free service;
- £40k for an integrated school and specialist nursing pilot;
- £30k to provide health information to the Roma community;
- £20k to invest in a health eating forum;
- £20k to Bridge Employment for further funding for managerial capacity;
- £10k for a pilot to promote smoke-free playgrounds in three city parks;
- £5k to provide transitional match funding to Zest: and
- £38k to Practice Champions – in GP surgeries.



**PUBLIC HEALTH BUDGET MONITORING AS AT**  
**31 JANUARY 2015 (MONTH 10):**  
**SUPPLEMENTARY REPORT**

**Background**

1. At its meeting of the 23/12/2014 EMT received a report of the proposals to identify £2m of potential substitution from savings arising from the review of the Public Health Grant.
2. There were specific savings of £2.046m identified and approved as part of the 2015/16 budget proposal.
3. In addition to this a further saving of £454k was yet to be identified making the total ask from PH grant for substitution £2.5m. The revenue budget is currently predicated on finding £2.5m areas for substitute funding.

**Proposals**

4. As part of the 2015/16 budget process it was agreed that £500k of substitute funding was allocated to CYP for Best Start/ Strengthening Families programme.
5. The sub group of the BHW Outcome Board consisting of ED Resources, ED CYP, the Director PH and Cllrs Iqbal, Curran and Johnstone has continued to meet to identify further options to allow substitution of the remaining £2m and are now making the following recommendations:
  - Sheffield CAB and Legal Advice services £1m
  - Heeley Baths £110k
  - Upperthorpe HLC pool and fitness £100k
  - Social Café for Adults with Anxiety and Depression £43k
  - Adult Mental Health Information Service £67K
  - Ben's Centre £53k
6. If agreed, this now allows for £1.873m of general fund activity to be funded via the public health grant (including Best Start).
7. Further work is still required to:
  - Identify the remaining £454k saving
  - Identify further substitution areas

## Use of 2014/15 underspend

8. In addition to the substitute funding the sub group has also been considering the use of the remaining 2013/14 & 2014/15 underspend, and **Appendix 2.2** shows the current proposals for use.
9. In summary the underspend at month 10 is forecast to be £1.428m and the balance on the 2013/14 underspend is £355k, a total pot to allocate of £1.783m.
10. If the recommended investments and the held back contingency for contract negotiation are agreed, this gives a balance of around £229k still to be allocated.

<b><u>Recommended investments</u></b>	<b>£'000</b>	<b>£'000</b>
Approved by Cabinet in Month 6	400	
Pending approval in Month 9	121	
Pending approval in Month 10	783	
<b>Sub-total</b>		<b>1,304</b>
Contingency	250	
<b>Total recommended investments</b>		<b>1,554</b>
Forecast underspend at Month 10	1,428	
2013/14 underspend b/fwd	355	
<b>Sub-total</b>		<b>1,783</b>
<b>Balance to be allocated</b>		<b>229</b>

## Priorities for Use of the Public Health Underspend

Topic	Detail	Cost £K	Cumulative £
<b>Agreed by Cabinet</b>			
Fuel Poverty	continuation of scheme funded 14/15	300	300
Food Poverty	continuation of scheme funded 14/15	100	400
Page Hall	Environmental health and pest control	30	430
Senior Staffing	Capacity to give resilience during recruitment process	31	461
Sidney Street	Refurbishment of DACT premises	50	511
Bridge Employment	Support for managerial costs	10	521
<b>Recommended investment</b>			
Contingency 15/16	Held pending contract negotiations for SH contract	250	771
Children's emotional wellbeing	Extend pilot from Park Academy across further secondary schools @ £25K per school	125	896
Tobacco control	Increase investment in community development action to address use of tobacco (detail and amount tbc)	125	1,021
Tobacco control	Increase investment in the Children and Young People Smoke free Service to reduce uptake of smoking	50	1,071
Tobacco control	Pilot Smoke free Playgrounds in 3 City Parks	10	1,081
Mental health and wellbeing	Mental health champions, employment advice etc.	200	1,281
Tackling physical inactivity	detail to be confirmed	120	1,401
Community Wellbeing	Roma community – health information	30	1,431
Community Wellbeing	Investment into Foxhill Forum - Healthy Eating	20	1,451
School nursing	Integrated school & specialist nursing pilot at Talbot school	40	1,491
Bridge Employment	Support for managerial costs	20	1,511
ZEST	transitional funding (matched)	5	1,516
Community Wellbeing	Practice Champions – in GP surgeries	38	1,554
<b>More Information required</b>			
Tobacco control	Further options to mitigate reduced stop smoking service activity	215	
Public Health Research	Research Budget	50	
<b>Still to be considered</b>			
Young people's substance misuse services	Training schools etc. on novel psychoactive substances. Refresh and update substance misuse screening tool.	25	
Community Wellbeing	Development fund – to build up infrastructure	50	
Planning	Planning Officer to work across PH and Planning team	44	
Community Wellbeing	Communities of interest small grants	50	
Food and diet	Establish community food fund	15	
Community Wellbeing	One Darnall – MESH worker	10	
Active travel	Green network plan signage (could be delivered 14/15)	20	
DPH Office	Northern Refugee Centre	30	
Green Commission	Support for running costs	20	
Community Wellbeing	Darnall wellbeing (Darnall Health Centre) add. health trainer time	20	
Community Wellbeing	Darnall family development project	20	
Food and diet	Food systems mapping	10	
Food and diet	Food demonstration sessions at Moor Market	10	
Food and diet	Additional communications / campaigns work	5	
<b>Not Supported</b>			
Tobacco control	Enforcement on illicit tobacco	300	
Tobacco control	Contribution to regional campaigning and publicity work - "Don't be the One"	100	
Primary care sexual health services	Pilot a new model in one area of the City	30	
20 mph zones	Roll out of zones across City – £45K per zone	200	
Tackling physical inactivity	Activity Sheffield - 'Physical activity description'	200	



## Housing Revenue Account

### Summary

1. The HRA Business Plan is based on the principle of ensuring that investment and services required for council housing is met by income raised in the HRA.
2. The 2014-15 budget is based on an assumed in year underspend position of £6.9m which is to be used to fund the HRA capital investment programme. In accordance with the HRA's financial strategy any further in- year revenue surplus / savings generated by the account will be used to provide further funding for the future HRA capital investment programme.
3. As at month 10 the full year forecast outturn is a predicted £6.6m overall improvement from budget. As such, the funding contribution to the capital investment programme will be revised from £6.9m to £13.5m (shown in the table). This has been factored into the HRA Business Plan which sets out the council's ambitious plans and priorities for council housing over the next five years. Capital investment is to be made on improving council housing with a focus on works such as replacement heating systems, insulation and energy efficiency, new roofs, improvements to communal areas as well as building or buying new/replacement council housing.
4. The areas contributing to the improvement are: higher than budgeted net dwelling income (£961k) mainly as a result of revised year end assumptions on the profiling of the bad debt provision; a net forecast of (£323k) on other income; a saving of (£1.6m) on repairs and maintenance which is partly due to a reduced volume of responsive repairs. This is in accordance with HRA's Business plan of increasing capital investment in properties which would result in savings on responsive repairs. Any further savings will be reported in due course. A (£3.3m) forecasted saving on overall running costs is predicted primarily due to staff vacancies and turnover , delays in some projects and lower than expected recharges; and a forecast reduction of (£318k) for interest on borrowing due to continued favourable interest rates is also expected.

## Financial Results

HOUSING REVENUE ACCOUNT (EXC COMMUNITY HEATING)	FY Outturn £000's *	FY Budget £000's *	FY Variance £000's *	Movement from Month 9
1.NET INCOME DWELLINGS	(146,854)	(145,894)	(961)	↑
2.OTHER INCOME	(6,644)	(6,321)	(323)	↑
3.HOMES-REPAIRS & MAINTENANCE	35,352	36,998	(1,647)	↑
4.HOMES-FUNDING CAPITAL PROG	37,967	37,967	0	↔
5.TENANT SERVICES INCL MANAGEMENT	51,743	55,047	(3,305)	↓
6.INTEREST ON BORROWING	14,960	15,278	(318)	↓
7.CONT TO CAPITAL PROG	13,477	6,925	6,552	↑

## Community Heating

5. The budgeted position for Community Heating is a draw down from Community Heating reserves of £348k. As at month 10 the forecast position is a draw down from reserves of £136k resulting in a decrease in expenditure of (£212k). This is a movement of (£1k) from last month.

COMMUNITY HEATING	FY Outturn £000's *	FY Budget £000's *	FY Variance £000's *	Movement from Month 9
INCOME	(3,332)	(3,440)	108	↑
EXPENDITURE	3,468	3,788	(320)	↑
<b>Total</b>	<b>136</b>	<b>348</b>	<b>(212)</b>	↔

\*subject to roundings



## CAPITAL PROGRAMME MONITORING AS AT 31st JANUARY 2015

### Summary

1. At the end of January 2014, the end of year position forecasts a variance of £27.4m (15%) below the approved Capital Programme. Project managers are forecasting to deliver a capital programme of £151m.
2. This has been reduced by £18.1m from the previous forecast of £169.1m. The main changes arise from £8.2m reduction in anticipated spend on the two new leisure centres, £3.0m slippage on the Roofing projects in the Housing programme, £2.6m reduction in the Streets Ahead programme and £0.6m further slippage on the expansion of Greystones School.
3. The Year to Date position shows spending to be £20.8m (16%) below the approved programme profile. The programme has recovered £0.3m of slippage in the current month.
4. The Place forecast has decreased by £9.2m following agreement with the one of the grant bodies to re-profile £8.2m of spend on the two new Leisure centres at Thorncliffe and Graves.
5. The Housing programme has slipped by £3.9m because the Pitch and Flat roof projects are £3m behind the approved plan following the recent adverse weather and poor contractor performance related to engaging sub-contractors.
6. The reduction in the Corporate portfolio forecasts reflects the lower level of performance payments to the contractor following the contractor failing to achieve the necessary contract milestones. The contract provides for these to be recovered and **Appendix 4.1** includes a request to slip this spend into 2015/16.

## Financials 2014/15

<u>Portfolio</u>	<u>Spend to date</u>	<u>Budget to Date</u>	<u>Variance to date</u>	<u>Full Year forecast</u>	<u>Full Year Budget</u>	<u>Full Year Variance</u>	<u>Change on last Mth Bud</u>	<u>Change on last Forecast</u>
	£000	£000	£000	£000	£000	£000	£000	£000
CYPF	17,416	21,291	(3,875)	23,648	29,901	(6,253)	4,706	(886)
Place	16,754	26,346	(9,592)	27,602	37,512	(9,909)	2,943	(9,236)
Housing	20,740	21,889	(1,149)	36,234	41,215	(4,981)	3,989	(3,881)
Highways	19,031	20,137	(1,107)	27,196	28,994	(1,798)	(133)	(815)
Communities	1,278	1,886	(608)	1,542	1,893	(351)	(262)	(262)
Resources	2,990	4,826	(1,836)	4,506	5,990	(1,484)	(444)	(423)
Corporate	30,255	32,883	(2,628)	30,255	32,883	(2,628)	(2,628)	(2,628)
<b>Grand Total</b>	<b>108,463</b>	<b>129,258</b>	<b>(20,795)</b>	<b>150,983</b>	<b>178,388</b>	<b>(27,405)</b>	<b>8,170</b>	<b>(18,132)</b>

## 7. Capital Programme

### Capital Programme

	2014-15	2015-16	Future	Total
	£m	£m	£m	£m
Month 9 Approved Budget	204.7	210.6	310.8	726.0
Variations	-0.2	4.6	88.3	92.7
Slippage	-26.1	16.1	10.0	0.0
Month 10 Approved Budget	178.4	231.3	409.0	818.7

8. The programme has grown by £92.7m following the approval of additional spending on the Housing projects including £32m on increasing the number of houses in the Council's estate plus further investment in the roofs (£18m), £9m on heating and insulation improvements, £9m on electrical renewals and £6.5m on replacement kitchens and bathrooms.

## Approvals

9. A number of schemes have been submitted for approval in line with the Council's agreed capital approval process.
10. Below is a summary of the number and total value of schemes in each approval category:
  - 16 additions of specific projects to the capital programme with a value of £2.2m.
  - 7 variations to the capital programme creating a net increase of £1.5m
  - 3 slippage requests moving £9.3m into future years.
11. Further details of the schemes listed above can be found in **Appendix 4.1**.

## Finance

### February 2015



Scheme Description	Approval Type	Value £000	Procurement Route
<b>GREAT PLACE TO LIVE</b>			
<b>Highways</b>			
<b>Capital PFI Contributions</b>	Slippage	-2,628	Existing contract
<p>The budgeted payment to Amey under the Streets Ahead contract for 14-15 was £32,883k based on the contractor achieving physical works milestones.</p> <p>The milestones for each year are set out in a schedule to the contract as is the maximum Capital Contribution payable if these are met. If the milestones are not fully achieved at the end of the relevant year (ending December, paid the following January) then the Capital Contribution payment is reduced proportionately to the shortfall). The Milestones are a cumulative measure of improvement and so if they are not fully met in one year, and the contractor recovers to programme in the following year the unpaid element will roll forward and be paid at that point.</p> <p>The works programme is behind the target delivery leading to a reduced annual payment for 14-15 of £30,255k. It is expected that an additional payment of £2,628k will be made in 15-16 as these milestones are met and approval is sought to slip £2,628k into 15/16.</p>			
<b>All the proposed Highways schemes below were approved as funding priorities for the outline 2015/16 Local Transport Plan programme which was endorsed at the September 2014 Highways Cabinet Decision Meeting.</b>			

<p><b>Blackburn Valley Cycle Route</b></p> <p>Different sections of the Blackburn Valley Cycle route have been implemented over the last three years using Local Transport Plan and Local Sustainable Transport Fund monies. The route is part of Sheffield's Cycle action plan. The project runs along a disused railway line between Meadowhall shopping centre and Chapeltown (approximately 4 miles). The aim is to provide a corridor suitable for non-motorised modes to/ from outlying residential areas to job and shopping opportunities in the lower Don Valley, avoiding heavily trafficked roads. It has also become part of National Cycle Network route 67. The small allocation in 2015/16 (to be funded from the 2015-16 Local Transport Plan Allocation) will be used to fund the scheme completion cost. A committed sum payment of £62,500 has already been paid for the Blackburn valley scheme.</p>	<p>Variation</p>	<p>20</p>	<p>Waiver Schedule 7 Streets Ahead Contract</p>
<p><b>Streets Ahead Opportunities SE Streets Ahead Opportunities NW Streets Ahead Opportunities SW Streets Ahead Opportunities NE</b></p> <p>Schemes typically improve the accessibility of the highway network, including reducing street clutter, minor signing works, implementing dropped kerbs on routes to and from local shopping areas, and other common causes of trips. All schemes that link to the Streets Ahead programme include an element of funding for their future maintenance over the next 25 years. Investment in 2015/16 includes Fulwood, Meadowhall, Norton, Beighton and Whirlow. These works are planned to coincide with the planned Streets Ahead programme works in the area to minimise costs agreed with local Councillors.</p> <p>The allocation in 2015/16 (to be funded from the Local Transport Plan Allocation) will be used to fund the revisions to the highway network as well as their ongoing maintenance. A £100k has been made to fund committed sums associated with these</p>	<p>Variation</p>	<p>75 75 75 <u>75</u> <u>300</u></p>	<p>Waiver - Schedule 7 Streets Ahead contract</p>

<p>developments.</p>	<p><b>Public Rights Of Way</b></p> <p>The Rights of Way Improvement Plan (RoWIP) is a statutory document that includes an action plan for investment in the network. Typically around 15 schemes are delivered each year, with works including improving surfacing, signing and removal of obstacles on the Rights of Way network (thus improving access to and within the Countryside or on the Urban Rights of Way network to facilitate safer routes to school and employment areas).</p> <p>The allocation in 2015/16 (to be funded from the Local Transport Plan allocation (£120k) and a revenue contribution to capital (£40k) will be used to fund the improvements to the Rights of Way network. The £40k contribution from camera enforcement income is restricted, so is specifically for 'metalling (or surfacing improvements) of the highway.</p> <p>Unless accrued within the PFI contact, schemes on the Rights of Way network are maintained within the existing Rights of Way revenue budget.</p>	<p>Variation</p>	<p>160</p>	<p>Council's standing orders, including three written quotes where required</p>
<p><b>Double Yellow Lines</b></p> <p>As part of the 'Network Management' block, staff analyse and assess known requests for the implementation of double yellow lines (of which there are around 650 on record), single yellow lines and other time limited parking requests (of which there are around 50 on record) . A shortlist of prioritised improvements is then taken forward for development which represent about 8-10% of requests. Schemes are typically introduced to improve safety, but can also better manage parking, particularly where this improves traffic flow. All schemes include an element of funding for their future</p>	<p>Variation</p>	<p>25</p>	<p>Waiver - Schedule 7 Streets Ahead contract</p>	

<p>maintenance over the next 25 years.</p> <p>The allocation in 2015/16 (to be funded from the Local Transport Plan Allocation) will be used to fund the revisions to the highway network as well as their ongoing maintenance. £15k has been made to fund commuted sums associated with these developments.</p>			
<p><b>HGV Routing Strategy</b></p> <p>As part of the 'Network Management' block, staff are progressing a lorry routing strategy to try to ensure that larger vehicles use the most appropriate routes through and to areas of the City. In 2014/15 an area wide environmental weight restriction has been introduced to deal with HGV issues in the Mayfield Valley; this should stop HGVs driving through the area and force them onto the approved HGV road network. It is intended to tackle similar problems in the Hagg Hill area with this allocation in 2015/16. These schemes are part of an ongoing programme of works which includes the Strines area. Once these have been completed then other HGV hot spots can be looked at with a view to designing up appropriate measures to tackle the problems. All schemes include an element of funding for their future maintenance over the next 25 years.</p> <p>The allocation in 2015/16 (to be funded from the Local Transport Plan Allocation) will be used to fund the revisions to the highway network as well as their ongoing maintenance. £10k has been made to fund commuted sums associated with these developments.</p>	<p>Variation</p>	<p>30</p>	<p>Waiver - Schedule 7 Streets Ahead contract</p>
<p><b>Streets Ahead Cycling</b></p> <p>Schemes typically involve adding in lengths of marked cycle lane, minor kerb line changes or new contra flow cycle routes as well as new signing. All schemes that link to</p>	<p>Variation</p>	<p>200</p>	<p>Waiver - Schedule 7 Streets Ahead contract</p>



<p>the Streets Ahead programme include an element of funding for their future maintenance over the next 25 years. Investment in 2015/16 includes Fulwood, Meadowhall, Beighton Brightside and Sharrow. These works are planned to coincide with the planned Streets Ahead programme works in the area to minimise costs agreed with local Councillors. A shortlist of prioritised improvements is then taken forward for development.</p> <p>The allocation in 2015/16 (to be funded from the Local Transport Plan Allocation) will be used to fund the revisions to the highway network as well as their ongoing maintenance. £50k has been made to fund commuted sums associated with these developments.</p>	Variation	200	Waiver - Schedule 7 Streets Ahead contract
<p><b>Better Buses 2 Chesterfield Road Key Bus Route</b></p> <p>Better Buses 2 is a funding stream that replaces the Bus Services Operators Grant, and is made up of both capital grant (for investment in infrastructure – managed by the Passenger Transport Executive) and revenue (for investment in service improvements and marketing – managed by the Bus operators).</p> <p>2015/16 is the second of a three year investment programme, with the main output in year one being improvements at Meadowhead roundabout itself. This new investment in 2015/16 is for the widening of Chesterfield Road at Heeley to create a new bus lane. The overall aim of the project is to improve bus journey times and bus journey time reliability.</p> <p>These works will be funded by the Better Buses 2 funding held by the Passenger Transport Executive.</p> <p>The commuted sum estimated for these works is £50k. Approval is subject to the Sponsor confirming, before CMT, how the cost is to be funded, one option may be</p>			

<p>camera enforcement.</p>			
<p><b>Better Buses 2 North Sheffield 2 Key Bus Route</b></p> <p>Better Buses 2 is a funding stream that replaces the Bus Services Operators Grant, and is made up of both capital grant (for investment in infrastructure – managed by the Passenger Transport Executive) and revenue (for investment in service improvements and marketing – managed by the Bus operators).</p> <p>2015/16 is the first of a two year investment programme, with the main output in year one being improvements at several locations along routes between the City centre and Ecclesfield. The first investment in 2015/16 is for carriageway widening at Hucklow Road to facilitate the passage of buses and other traffic without reducing parking. The overall aim of the project is to improve bus journey times and bus journey time reliability.</p> <p>These works will be funded by the Better Buses 2 funding held by the Passenger Transport Executive.</p> <p>The commuted sum estimated for these works is £20k. Approval is subject to the Sponsor confirming, before CMT, how the cost is to be funded, one option may be camera enforcement.</p>	Variation	130	Waiver - Schedule 7 Streets Ahead contract
<p><b>Better Buses 2 Penistone Road Key Bus Route</b></p> <p>Better Buses 2 is a funding stream that replaces the Bus Services Operators Grant, and is made up of both capital grant (for investment in infrastructure – managed by the Passenger Transport Executive) and revenue (for investment in service improvements and marketing – managed by the Bus operators).</p> <p>2015/16 is the final year of a three year investment programme, with the main output being in year two, namely a new 1km bus lane and associated widening, signals, bus</p>	Variation	50	Waiver - Schedule 7 Streets Ahead contract

<p>stop enhancements and landscaping. This final investment in 2015/16 is towards the final payment of the scheme.</p> <p>These works will be funded by the Better Buses 2 funding held by the Passenger Transport Executive.</p> <p>There is no commuted sum identified as associated with this element of the overall project.</p>				
<p><b>Homes</b></p>				
<p><b>Community Heating – Pipework Renewal</b></p> <p>This project planned to replace District Heating underground pipe work at 4 sites, Stovin, Carwood, Blackberry and Eleanor was originally approved by a Leader’s Decision in May 2014. Each of the sites has distribution pipework which has burst over the last 2 years resulting in disruption and loss of heating and hot water for residents. The original approved budget for the 4 schemes was £1,617k. When the original procurement exercise was undertaken the design for the Carwood and Stovin sites were not complete so these were included as provisional sums. The cheapest tender was £1,763k.</p> <p>As a result of the price difference between the submitted tenders and the approved budget, a Lessons Learned Report was produced and a Review Meeting held between CDS and Housing Services. Several weaknesses were noted, mainly around increased pipeline lengths and sizes (subsequent to the completion and approval of the Feasibility Cost Reports) which were not identified by Design Team members. The adverse cost effect of these variations was therefore not considered nor mitigated in any way. Even though there was the benefit of a specialist contractor to assist with the feasibility</p>	<p>Variation Change of Scope</p>	<p>0</p>		<p>N/A</p>

<p>designs and costings, it now appears that their assessment of the work required was well under-stated.</p> <p>On the basis of the revised design and cost information it was decided to retender for the Eleanor and Blackberry sites only.</p> <p>The current budget for this project is £1,508k (reduced from £1,617k due to the exercise to remove 8% flat management fee from the Housing Programme). This variation, therefore seeks approval to vary the scope of the project to deliver reduced outputs i.e. improvements to Blackberry and Eleanor only but with no reduction in budget due to issues re: increased costs identified above.</p> <p>As regards Carwood and Stovin, a re-assessment of the estimated cost of these works has been made taking into accounts the lessons learned and a further approval will need to be submitted to a future Cabinet to undertake the work at the other two sites.</p> <p>Improvement actions have been noted and will be vital in the future when it is likely that more projects of this type will be required to be tendered.</p>			
<p><b>Council Housing Acquisitions Programme</b></p> <p>Approval is sought to increase the overall approval for this scheme to £13,156k to deliver the acquisition of a further 127 properties as part of the Council Housing Acquisitions Project which has a target to increase the number of council houses in Sheffield by 1,000 by 2020.</p> <p>The existing budget for this project for 2014-15 of £2,123k will deliver 24 acquisitions and 15 new builds at Foxhill and 9 general acquisitions.</p> <p>The existing budget includes an allocation of £1,796k for 15-16 which when combined</p>	<p>Variation</p>	<p>9,241</p>	<p>N/A</p>

<p>with the requested addition of £9,241k will give an allocation for 15-16 of £11,000k.</p> <p>The breakdown of acquisitions and costs for this increased budget are as follows: to draw down a further £9,241k from Q number 00087 (Stock Increase (CHS) Block Allocation)</p> <p>In total this project is expected to deliver and overall increase in Council House properties of 151.</p> <p>The scheme is funded 70% from Housing Revenue Account and 30% from Right To Buy receipts.</p>									
<p><b>Long Term Empties Purchase &amp; Repair</b></p> <p>This project is approved to acquire Long Term Empty properties to bring them back into habitable use as part of the council housing stock.</p> <p>Approval is sought to draw down an additional £1,275k from the Stock Increase (CHS) Block Allocation into 2015-16 to increase the overall approval for this scheme to £3,299k to deliver the acquisition of a further 15 properties at an estimated £85k per property as part of the Council Housing Acquisitions Project which has a target to increase the number of council houses in Sheffield by 1000 by 2020.</p> <p>The existing budget for this project up to 2014-15 of £2,024k will deliver 27 acquisitions and this will increase the total number of acquisitions to 42.</p> <p>The existing budget included an allocation of £354k for 2015-16 which was based on an expectation that 4 acquisitions, to be part funded from the Homes and Communities Agency (HCA) could be slipped from 14-15 into 15-16. This was not possible therefore the HCA funded element of this has been removed from the budget and the remainder (HRA funded) returned to Q00087. This explains why the overall variation in budget is £921k.</p>			Variation	921				N/A	

<p>The overall £1,275k increase is funded by HCA £300k (£20k per property) and £975k HRA.</p>			
<p><b>General/RTB Acquisitions – Refurbishments</b></p> <p>Approval is sought to draw down £642k from Q number 00087 (Stock Increase (CHS) Block Allocation) to deliver the repair and refurbishment of acquired properties under the Council Housing Acquisitions project which has a target to increase the number of council houses in Sheffield by 1,000 by 2020. Properties will be repaired and renovated to the Sheffield Standard and made available to letting for Council Housing customers.</p> <p>The expected acquisitions are identified as follows:          General Acquisitions – 75          4 Bed General Acquisitions – 16          Page Hall Acquisitions 16          TOTAL – 107</p> <p>This total proposed budget is based on an estimated average cost of £6k per refurbishment. This cost may be subject to revision when the actual properties are obtained and their state is known</p> <p>It is aligned with the Long Term Empties project which acquires properties.</p> <p>The scheme is funded 70% from Housing Revenue Account and 30% from Right To Buy receipts.</p>	<p>Addition</p>	<p>642</p>	<p>Small Scale works to be delivered via various existing service contracts.</p>
<p><b>Stock Increase (CHS) Block Allocation</b></p> <p>Adjustments from the block allocation in the Housing programme for to fund the projects above:</p>		<p>-</p>	

<ul style="list-style-type: none"> <li>• Council Housing Acquisitions Programme</li> <li>• Long Term Empties Purchase &amp; Repair</li> <li>• General/RTB Acquisitions – Refurbishments</li> </ul> <p>And adjust for the loss of time limited HCA funding for the acquisition of properties</p>	<p>Variation</p>	<p>-9,241 -921 -642 -63</p>	
<p><b>Property Conversions</b></p> <p>This project is to undertake remodelling work to bring 6 existing long term empty council properties back into a usable state by effecting the following works: 1-35 Earldom Drive; The scope of work is to carry out a full refurbishment and some minor re-modelling work to 5 hard-to-let long term vacant bed-sits, creating 5 lettable one bedroom flats. 123 St Phillips Road is situated in a densely populated residential area forming part of a maisonette block on the Netherthorpe estate and provides a ground floor commercial unit formerly used as a hairdressing salon. The agreed scope of work is to remodel this property into a 1 bedroomed studio apartment.</p> <p>Estimated Costs Earldom £113k Estimated contract cost St Phillips - £21k. Fees for above - £6k Additional design work to identify potential further sites - £10k All properties will be brought up to the Sheffield Decent Homes Standard, including new kitchens, bathrooms, electrical rewires, doors and partitions, redecoration and sundry associated works.</p> <p>Works are funded from the HRA the block allocation for Essential Investments.</p>	<p>Addition</p>	<p>150</p>	<p>Competitive procurement via Constructionline.</p>



<p><b>Essential Investments (CHS) Block Allocation</b></p> <p>To be used to fund Property Conversions as described above.</p>	<p>Variation</p>	<p>-150</p>	<p>N/A</p>
<p><b>Parks</b></p>			
<p><b>Graves NCSEM Project – Tennis Centre</b></p> <p>The project supports the contribution to the Graves Tennis and Leisure Centre extension project as part of the National Centre for Sports and Exercise Medicine (NCSEM) programme. It will include a hub for the NCSEM. The NCSEM is an Olympic Legacy project that aims to promote health and wellbeing through sport and physical activity. The delivery of the works was novated to Sheffield City Council from Sheffield International Venues in April 2014.</p> <p>The works are to be procured using a waiver to allow the original project management practice to continue to deliver the project.</p> <p>Detailed design work plus inflation in the construction sector has identified an increase in cost above the original approved target sum of £14m. The project is running 12 months behind schedule and the request to slip £6.6m slippage from 2014-15 into future years reflects the revised project delivery plan and funding arrangements agreed with the Department of Health,.</p> <p>The additional funding of £2.3m is to be met by Prudential Borrowing.</p>	<p>Variation &amp; Slippage</p>	<p>2,339 -6,600</p>	<p>N/A</p>
<p><b>Hillsborough Park Tennis Courts &amp; High Hazels Park Tennis Courts</b></p>	<p>Additions</p>	<p>23.6 78.2</p>	<p>Competitive Tender - mini competition via the LTA Framework</p>



<p>These projects will regenerate tennis facilities in the Hillsborough and High Hazels area as part of the aim to provide appealing and playable tennis courts within the city and are supported by the Lawn Tennis Association's strategy for these areas. The works are to be procured using a mini competition via the LTA Framework – led by Labosport as the LTA Framework Consultant. Tenders will be sought from the approved list of contractors and Capital Delivery Service will oversee from a Project Management and QS perspective the execution of the contract.</p> <p>Hillsborough Park - funding of £6.8k through the Lawn Tennis Association will be matched with £16.8k S106 funding;</p> <p>High Hazels Park - funding of £30.0k through the Lawn Tennis Association will be matched with £48.2k S106 funding.</p>			
<p><b>COMPETITIVE CITY:-</b></p>			
<p><b>Porter Brook Pocket Park</b></p> <p>The project is required to fulfil a planning obligation created by the Council and placed on the development of an adjacent site on the corner of Matilda Street and Sidney Street. It is expected that once the works are complete the site will be more attractive to developers and so will be marketed as mixed development site with the future maintenance of the park a condition of the long leasehold. The subsequent third party investment will be used as matched funding for the city's £3m+ bid to the Sheffield City Region Investment Fund to improve the public realm between Fitzallan Square and Paternoster Row.</p> <p>The scheme has since been delayed while the project management team have sought</p>	<p>Addition</p>	<p>240</p>	<p>- YORCivils Framework -mini competition</p>

<p>additional funds to create a pocket park on the site in line with the City Centre Breathing spaces strategy which will deliver the following benefits:</p> <ul style="list-style-type: none"> <li>• Positive impact on the local community and visitors to the CIQ, who will have access to a new park and the Porter Brook in the Cultural Industries Quarter</li> <li>• Enhancement of the area through provision of the park will create a positive impact for local businesses and Sheffield Hallam University.</li> <li>• Provision of a new park will open up this area, which will improve safety for everyone.</li> <li>• De-risking of the site through completion of the park (and the earlier flood mitigation works) will make the park more attractive to purchasers and an exemplar for other development sites along the Porter.</li> <li>• Positive impact on bio-diversity and the Council's environmental reputation through the provision of a new area of riverside green space in the CIQ.</li> </ul> <p>Approval is sought for an additional £240k of expenditure to deliver the creation of the park. The project will be funded from city centre Section 106 agreements.</p>			
<p><b>SUCCESSFUL CHILDREN &amp; YOUNG PEOPLE :-</b></p>			
<p><b>FEL (Free Early Learning) Capital – Manor Lodge Nursery element</b></p> <p>The FEL project delivery model was to distribute Department for Education (DfE) Early years Capital funding to various Early Years providers through small grants , to support the expansion of free 2-year-old places in early years settings. The majority of the grant funding is allocated and distributed by the Council, through a panel consisting of officers and Members with approval routes through the CYPF Capital Commissioning Group (CCG). All bids must meet the published criteria for funding and provide appropriate evidence of completion etc.</p>	<p>Variation of Procurement route. Slippage</p>	<p>-38.7</p>	<p>Single stage selective tender process via open advert</p>

<p>In this instance, the panel recommends up to £200k to support the provision of an additional 26 FTE nursery places at Manor Lodge Primary School. The works comprise the remodelling of classrooms and toilets within the existing school to allow the creation of a new Nursery Classroom as well as additional "group rooms". Fencing around the newly created separate Nursery Classroom will also be installed.</p> <p>The original approval did not envisage the Council undertaking construction works so this variation seeks approval for an appropriate procurement strategy of competitive tender.</p> <p>No overall change to the approved value is proposed and there is no change of scope to the planned work, which complies with the original offer terms within the DfE grant offer letter, which seeks :</p> <ul style="list-style-type: none"> <li>• "Bids [will need] to demonstrate excellent value for money, and a limit will be applied, e.g. £20,000. <u>Exceptional bids may be considered</u>"; and</li> <li>• <u>adaptations to buildings</u>, or pay for room dividers, additional long term resources and equipment for specific use of 2 year olds".</li> </ul> <p>However, there is a coterminous request to slip £38.7k into 2015/16 due to Beck Primary School works not now being able to be completed by March 2015.</p>		
<p><b>EMERGENCY APPROVALS:- (Note only)</b></p>		
<p>No Emergency Approvals to report this period.</p>		

<b>DIRECTOR VARIATIONS:- (Note only)</b>			
<b>Great Place to Live - Planning</b>			
<b>Spital Hill Public Art</b>	Director Variation	-2.5	N/A
<p>This project is to create public art works in the Spital Hill area including sculptures, hoardings and seating. It is now in the final stages of completion.</p> <p>The initial budget incorrectly included £2.5k S106 monies for payment of the commuted sum.</p> <p>Director approval has been given to remove this element from the capital budget and transfer to revenue.</p>			
<b>Competitive City</b>			
<b>Millennium Gallery Life Cycle</b>	Director Variation	20	N/A
<p>This project was originally set up to fund the long term maintenance of the gallery. An agreement for a five year term came to an end in March 2014 and expenditure is now to be reviewed and, going forward, agreed upon on an annual basis (recognising the Council's difficult financial circumstances) based on a five year plan. Meetings have been held to look at future requirements and to validate current year expenditure claims on the basis of it being necessary for and relevant to supporting the maintenance costs. This review has concluded that it is necessary to add a further £20k to the 2014/15 budget to meet the Council's obligations</p>			

Grant Awarding Body	Name of the Grant	Project to be funded by the Grant	Conditions and Obligations	Value £000
Sheffield City Region	Sheffield City Region Investment Fund	Brookhill Area Improvements	<p>Subject to receiving the finalised SCRIF funding agreement from the Sheffield City Region</p> <p><b><u>Main Conditions to fulfil :</u></b></p> <ul style="list-style-type: none"> <li>- If any of the project outputs are not achieved then a proportionate level of grant clawback will arise (to be repaid within one month).</li> <li>- Any clawback is subject to an interest penalty of 3% above base rate</li> </ul> <p><b><u>Risks</u></b></p> <p>In any of the events below, the Council will become liable to increase its own contribution to the project.</p> <ul style="list-style-type: none"> <li>• All or any of the project outputs are not completed by the deadlines                             <ul style="list-style-type: none"> <li>• If the Council incurs ineligible expenditure, acts in a non-compliant way, overspends on the construction budget (beyond the allowed contingency), the resulting claw back and penalties will be payable by the Council</li> </ul> </li> <li>• The Council has no reserves to mitigate this event and would need to prioritise this project over projects in order to cover the loss.</li> </ul>	2,892

<p>Lawn Tennis Association</p>	<p>TBC</p>	<p>Hillsborough Park Tennis Courts</p>	<p><b><u>Clawback</u></b></p> <ul style="list-style-type: none"> <li>- There is a significant risk to up to £2.892 Million of SCRIF grant being clawed back if all of the project outputs are not achieved as per the terms and conditions of the grant</li> </ul> <p><b><u>Mitigation</u></b></p> <p>SCC are entering into an agreement with Sheffield University to ensure that all possible financial risks arising from the agreement are passed onto the University.</p>	
<p><b><u>Main Conditions to fulfil :</u></b></p> <ul style="list-style-type: none"> <li>- SCC must operate a tennis development programme and coaching programme.</li> <li>- £4,800 per annum Sinking fund to be established for future maintenance from Parks budget</li> <li>- LTA procurement guidance to be followed</li> <li>- There can be no change of use of facilities without prior agreement of LTA. This could still trigger claw back</li> <li>- 3 monthly monitoring to be provided to LTA for 10 years</li> <li>- If the project underspends the LTA have right to demand repayment of an amount of their grant.</li> </ul> <p><b><u>Risks</u></b></p> <p>There are numerous clauses which can trigger claw back which will require careful ongoing monitoring for 10 years.</p>			<p>14</p>	

<p><b>Lawn Tennis Association</b></p>	<p><b>TBC</b></p>	<p><i>High Hazels Park Tennis Court</i></p>	<p><b>Clawback</b></p> <ul style="list-style-type: none"> <li>- The claw back period of the grant is 10 years. Non-compliance with any of the grant conditions during the claw back period can trigger claw back of the full grant.</li> </ul> <p><b>Mitigation</b></p> <p>Director of Culture and Environment has confirmed the sinking fund will be provided for from the service budget.</p> <p><b>Main Conditions to fulfil :</b></p> <ul style="list-style-type: none"> <li>- SCC must operate a tennis development programme and coaching programme.</li> <li>- £3,600 per annum Sinking fund to be established for future maintenance from Parks budget</li> <li>- LTA procurement guidance to be followed</li> <li>- There can be no change of use of facilities without prior agreement of LTA. This could still trigger claw back</li> <li>- 3 monthly monitoring to be provided to LTA for 10 years</li> <li>- If the project underspends the LTA have right to demand repayment of an amount of their grant.</li> </ul> <p><b>Risks</b></p> <p>There are numerous clauses which can trigger claw back which will require careful ongoing monitoring for 10 years.</p> <p><b>Clawback</b></p>	<p><b>30</b></p>
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