

# **Overview and Scrutiny Management Committee**

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**Wednesday 24 September 2014 at 4.00 pm**

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

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

## **Membership**

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Councillors Chris Weldon (Chair), Sue Alston, Ian Auckland, Steve Ayris, Denise Fox, Gill Furniss, Alan Law, Bryan Lodge, Cate McDonald, Pat Midgley, Mick Rooney, Jackie Satur, Sarah Jane Smalley and Cliff Woodcraft

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## PUBLIC ACCESS TO THE MEETING

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The Overview and Scrutiny Management Committee comprises the Chairs and Deputy Chairs of the four Scrutiny Committees. Councillor Chris Weldon Chairs this Committee.

### Remit of the Committee

- Effective use of internal and external resources
- Performance against Corporate Plan Priorities
- Risk management
- Budget monitoring
- Strategic management and development of the scrutiny programme and process
- Identifying and co-ordinating cross scrutiny issues

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. on Friday. 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 Scrutiny Committee 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.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee 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.

If you require any further information about this Scrutiny Committee, please contact Emily Standbrook-Shaw, Policy and Improvement Officer, on 0114 27 35065 or email [emily.standbrook-shaw@sheffield.gov.uk](mailto:emily.standbrook-shaw@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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**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA  
24 SEPTEMBER 2014**

**Order of Business**

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- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**  
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest**  
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meetings**  
To approve the minutes of the meeting of the Committee held on 19<sup>th</sup> February and 4<sup>th</sup> June, 2014
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. Revenue Budget and Capital Programme Monitoring - 2014/15, Month 3**  
Report of the Interim Executive Director, Resources
- 8. Performance Management for Overview and Scrutiny Management Committee - Quarter 1 2014/15**  
Report of the Director of Policy, Performance and Communications
- 9. Scrutiny Review - Progress Report**  
Report of the Director of Policy, Performance and Communications
- 10. Update on Scrutiny Work Programmes**  
Report of the Head of Elections, Equalities and Involvement
- 11. Draft Work Programme 2014/15**  
Report of the Head of Elections, Equalities and Involvement
- 12. Date of Next Meeting**  
The next meeting of the Committee will be held on Wednesday, 26<sup>th</sup> November, 2014, at 4.00 pm, in the Town Hall

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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A new Standards regime was introduced on 1<sup>st</sup> July, 2012 by the Localism Act 2011. The new regime made changes to the way that your interests needed to be registered and declared. Prejudicial and personal interests no longer exist and they have been replaced by Disclosable Pecuniary Interests (DPIs).

The Act also required that provision is made for interests which are not Disclosable Pecuniary Interests and required the Council to introduce a new local Code of Conduct for Members. Provision has been made in the new Code for dealing with “personal” interests.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously, and has been published on the Council’s website as a downloadable document at -<http://councillors.sheffield.gov.uk/councillors/register-of-councillors-interests>

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

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

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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New standards arrangements were introduced by the Localism Act 2011. The new regime made changes to the way that members' interests are registered and declared.

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, and has been published on the Council's website as a downloadable document at -<http://councillors.sheffield.gov.uk/councillors/register-of-councillors-interests>

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

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

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

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

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**Overview and Scrutiny Management Committee**

**Meeting held 19 February 2014**

**PRESENT:** Councillors Chris Weldon (Chair), Ian Auckland, Penny Baker, Roger Davison, Gill Furniss, Cate McDonald, Mick Rooney and Andrew Sangar

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**1. APOLOGIES FOR ABSENCE**

1.1 There were no apologies for absence.

**2. EXCLUSION OF PUBLIC AND PRESS**

2.1 No items were identified where a resolution may be moved to exclude the public and press.

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest.

**4. MINUTES OF PREVIOUS MEETING**

4.1 The minutes of the meeting of the Overview and Scrutiny Management Committee held on 11<sup>th</sup> November 2013, were approved as a correct record, subject to the amendment of paragraph 4.1 (Minutes of Previous Meetings – 13<sup>th</sup> February 2013) to read ‘The minutes of the meeting of the Committee held on 13<sup>th</sup> February 2013, were approved as a correct record and, arising therefrom, Councillor Mick Rooney, Chair of the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee, reported that it had not been financially feasible for the Council to continue to fund the provision and fitting of small items of daily living equipment costing less than £50 and consequently such funding had been withdrawn.’

4.2 Arising from consideration of the minutes, Matthew Borland, Policy and Improvement Officer, stated that he would check whether there was anything to report with regard to the Council’s submission to the Local Government Boundary Commission for England on Council size and, if so, would circulate details to Members of the Committee.

**5. PUBLIC QUESTIONS AND PETITIONS**

5.1 *Special Meeting of the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee – The Future of Sheffield’s Library Services*

In response to a question relating to the above meeting, which had been held on the previous evening, the Chair, Councillor Chris Weldon, asked the Policy and Improvement Officer to clarify the Overview and Scrutiny Management

Committee's remit with regard to the Scrutiny and Policy Development Committees. He also requested that a report on the above meeting be submitted to the next meeting of the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee.

5.2 Residential Care Home Fees

The Chair indicated that a written response would be provided to the questioner in relation to the Council's failure to include any reference to Care Home Fees in the budget proposals, when such fees had been shown to compare unfavourably with other local authorities, both locally and nationally.

5.3 Local Travel Concessions

The Chair indicated that a written response, containing the appropriate level of detail, would be provided to the questioner, in relation to the question of the Council considering using part of the £3.3m saving on the South Yorkshire Integrated Transport Authority (SYITA) levy to fund local travel concessions for mobility pass holders in Sheffield, thereby mitigating the highly negative impact on blind and partially sighted people in Sheffield, which was due to take effect on 1<sup>st</sup> April 2014, as a result of the decision by the SYITA to remove such concessions.

**6. CAPITAL PROGRAMME AND REVENUE BUDGET APPROVAL 2014/15**

6.1 The Committee considered the report of the Executive Director, Resources, on the Capital Programme Budget 2014/15 and the joint report of the Chief Executive and the Executive Director, Resources, on the Revenue Budget 2014/15, which were to be considered by Cabinet on the afternoon of 19<sup>th</sup> February 2014.

6.2 In attendance for this item were Councillor Ben Curran (Cabinet Member for Finance and Resources), Eugene Walker (Executive Director, Resources), Allan Rainford (Deputy Director of Finance), Paul Schofield (Assistant Director of Finance), Bev Coukham (Communities Portfolio), Mick Crofts (Place Portfolio) and John Doyle (Children, Young People and Families Portfolio). Councillor Jillian Creasy was also in attendance as an observer.

6.3 Allan Rainford introduced the Revenue Budget 2014/15 report, making particular reference to the reductions in funding from Government, which amounted to £30.7m and additional budget provisions such as Portfolio costs/demand pressures, Pension and Redundancy costs, the Council's Pay Strategy and the Streets Ahead contract. The net effect of this was that £58.4m needed to be saved in 2014/15. He went on to refer to the Savings Proposals for 2014/15, details of which were contained in the Budget Implementation Plans which were appended to the report. In conclusion, he referred to the position for 2015/16, which showed a more significant revenue support grant reduction than 2014/15, which amounted to approximately £45m.

6.4 In response to Members' questions, the following points were made:-

- The Council's financial officers would have made the actuary dealing with

the South Yorkshire Pensions Authority aware of the Council's financial position. It was hoped that one of the constituent authorities would take the lead on pensions issues and that this would lead to closer liaison between all parties.

- It appeared that the Sheffield Revenue Support Grant reduction compared unfavourably with that of some of the authorities in the wealthier areas in the South of the country. The Government's argument was that the Revenue Support Grant was based on need and ability to pay, with the ultimate aim being for Councils to be self-sufficient by using the income from Council Tax and Business Rates.
- There was little scope for the Council raising further income by increasing Council Tax, due to the requirement for Councils to hold a referendum if any increases were considered to be excessive. The principles on which such an increase would be considered to be excessive were determined by the Secretary of State.
- An analysis has not been conducted as to whether a percentage of the savings made had been met by an increase in Council income rather than a decrease in Council spending.
- All Council contracts, such as those with Amey and Veolia, had been examined and significant savings had been made by means of a range of interventions and doing things differently.
- It was hoped that the impact of longer term savings in 2014/15 and one off actions to promote stability, would assist in the delivery of savings, particularly in relation to Adult Social Care. It was important that early monitoring was undertaken to assess the delivery of such savings.
- Recent management changes and robust monitoring would assist in the provision of evidence as to how savings were being delivered.
- It was Government policy for Council spending to ultimately be funded from Council Tax and Business Rates, but it was felt that this was unsustainable. It may be necessary to consider how social care was funded, with one option being to make it the responsibility of the National Health Service.

6.5 Paul Schofield introduced the report on the Capital Programme Budget 2014/15 and referred the Committee to the Executive Summary. He went on to provide further detail, with the key issues being the Housing Capital Programme, which was a well-resourced programme, mainly funded by the Housing Revenue Account, the Education policy which mandated that all new schools should be academies and the devolvement of capital funding to the City Region authorities. He also indicated that 75% of the Programme supported the Great Place to Live strategic outcome objective. Members were also referred to Appendix 4 of the report relating to the Corporate Resource Pool (CRP) and were informed that officers had recommended that Members approve capital expenditure commitments for no more than one year in advance from this pool. Notwithstanding this, the

replacement of sports facilities in the North and South of the City would be funded from the CRP.

6.6 In response to Members' questions, the following points were made:-

- Even though there had been a major change in presentation, the approval process for the Capital Programme was the same. There had been much effort in delivering the programme with less slippage. The level of the Programme had reduced, with the Decent Homes and Building Schools for the Future projects having finished, but schemes such as the Lower Don Valley and the Bus Rapid Transit Scheme North would be added. It should be noted that much attention had been devoted to delivering the Programme on time.
- In relation to the Don Valley Flood Defence Scheme, the advice from the Environment Agency was that a one in 100 year flooding event could become more frequent due to climate change. The planned work would offer protection for the next 20 years for a one in 100 year event and the Environment Agency felt this represented good value for the capital investment.

6.7 RESOLVED: That the Committee:-

- (a) notes the contents of the report of the Executive Director, Resources, on the Capital Programme Budget 2014/15, and the joint report of the Chief Executive and the Executive Director, Resources, on the Revenue Budget 2014/15, together with the comments made and the responses provided; and
- (b) recommends that the report of the Executive Director, Resources, on the Capital Programme Budget 2014/15 and the joint report of the Chief Executive and the Executive Director, Resources, on the Revenue Budget 2014/15, be submitted to Cabinet without amendment.

**SHEFFIELD CITY COUNCIL**

**Overview and Scrutiny Management Committee**

**Meeting held 4 June 2014**

**PRESENT:** Councillors Sue Alston, Ian Auckland, Steve Ayris, Denise Fox, Gill Furniss, Alan Law, Bryan Lodge, Cate McDonald, Pat Midgley, Mick Rooney, Jackie Satur, Sarah Jane Smalley, Chris Weldon and Cliff Woodcraft

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**1. APOLOGIES FOR ABSENCE**

No apologies for absence were received.

**2. APPOINTMENT OF CHAIR**

RESOLVED: That Councillor Chris Weldon be appointed Chair of the Overview and Scrutiny Management Committee.

**3. DAY AND TIME OF MEETING**

RESOLVED: That meetings of the Committee be held on a quarterly basis, on dates and times to be determined by the Chair.

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## Report to Overview & Scrutiny Management Committee 24<sup>th</sup> September 2014

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**Report of:** Acting Executive Director, Resources

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**Subject:** Revenue Budget and Capital Programme Monitoring –  
2014/15, Month 3

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**Author of Report:** Andy Eckford, Interim Director of Finance.

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**Purpose of Report:**

This report, setting out the revenue budget and capital programme monitoring month 3 position is being brought to the Overview and Scrutiny Management Committee (OSMC) for information and discussion.

Scrutiny of the how the Council manages its resources falls under the remit of the OSMC. Bringing this report to OSMC gives members the opportunity to look at the financial health of the organisation and gain a deeper understanding of service issues.

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**Type of item:** The report author should tick the appropriate box

Performance / budget monitoring report	<input checked="" type="checkbox"/>
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**The Scrutiny Committee is being asked to:**

- Investigate the reasons for over/underspends and assure itself that appropriate action is being taken to address them.
  - Consider the impact that over and underspends are having on the achievement of Council priorities and service performance
  - Draw revenue budget expenditure issues to the attention of the appropriate Scrutiny Committee for further investigation.
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**Category of Report:** OPEN

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## Cabinet Report

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**Report of:** Executive Director, Resources

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**Report to:** Cabinet

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**Date:** 17 September 2014

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**Subject:** Revenue and Capital Budget Monitoring 2014/15 – As at 30 June 2014

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**Author of Report:** Allan Rainford (ext. 35108)

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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 3 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 gain Member approval for changes in line with Financial Regulations.

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**Recommendations:** Please refer to paragraph 84 of the main report for the recommendations.

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**Background Papers:**

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**Category of Report:** OPEN

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## Statutory and Council Policy Checklist

<b>Financial Implications</b>
YES Cleared by: Andrew Eckford
<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 30 JUNE 2014

### Purpose of the Report

1. This report provides the Month 3 monitoring statement on the City Council's Revenue Budget and Capital Programme for June. The first section covers Revenue Budget Monitoring and the Capital Programmes are reported from paragraph 60.

### Revenue Budget Monitoring

#### Summary

2. At month 2 the overall Council position was for a potential overspend of £11.1m. This largely reflected areas where action is intended to be taken to implement corrective action but where the forecasts of managers do not yet reflect this. The position at month 3 is largely unchanged, with a forecast potential overspend of £11.4m to the year end. This is summarised in the table below:

Portfolio	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 2
CYPF	71,543	71,138	405	↔
COMMUNITIES	161,834	155,965	5,869	↔
PLACE	165,352	161,234	4,118	↑
POLICY, PERFORMANCE & COMMUNICATION	2,700	2,586	114	↔
RESOURCES	84,259	83,091	1,168	↑
CORPORATE	(474,261)	(474,014)	(247)	↓
<b>GRAND TOTAL</b>	<b>11,427</b>	<b>-</b>	<b>11,427</b>	<b>↑</b>

3. In terms of the main variations since month 2 these are due to the following:
  - Place are forecasting an adverse movement of £240k due to risks on achieving contract savings and further shortfalls in income.
  - Resources are forecasting an adverse movement of £385k, £130k of which is due to additional costs in Transport and Facilities Management, as well as minor variations elsewhere in the portfolio.

## Individual Portfolio Positions

### Children Young People And Families (CYPF)

#### Summary

4. As at month 3 the Portfolio is forecasting a full year outturn of an over spend of £405k on cash limit, and DSG is forecast to be underspent position of £29k. The key reasons for the forecast outturn position are:
- **Business Strategy:** £173k forecast reduction in spending, £110k in Bus Passes due to demand, offset by anticipated additional income to that budgeted on Education Services Grant (ESG) £200k due to timing of the Academy conversions programme and £120k in DSG Management Reviews due to reduced level of pump priming for Vulnerable Groups with activity now being picked up by schools.
  - **Children and Families:** £618k forecast overspend, £131k over spend in Placements, £238k overspend in Management and Central Support due to delay in the Business Support MER, £152k overspend in Legal Fees (conservative estimate based on previous year's trends) and £488k overspend in Adoption due to investment in inter agency fees, this is as a result of the Government's agenda with regard to Adoption Reform. These overspends are being partially offset by under spends, for instance £243k Citywide Contracts to effective integration of Early Years and Multi Agency Support Team and achievement of commissioning strategy, as well as minor reductions in spend elsewhere across the service. The service is reviewing activities and funding streams to find mitigating action to offset the remaining over spend.
  - **DSG Budgets:** £142k reduction in spend in Business Strategy due to 2 Year Old FEL which reflects the level of take up. £122k overspend in Inclusion and Learning overall, £562k in Banded Funding and £181k Independent Placements due to demand pressures, partially offset by reduction in spend on In City SEN Provision £596k.

**Financials (Non – DSG activity)**

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 2
BUSINESS STRATEGY	(2,602)	(2,429)	(173)	↓
CHILDREN & FAMILIES	61,607	60,989	618	↑
INCLUSION & LEARNING SERVICES	2,665	2,705	(40)	↔
LIFELONG LEARN, SKILL & COMMUN	9,873	9,873	-	↔
<b>GRAND TOTAL</b>	<b>71,543</b>	<b>71,138</b>	<b>405</b>	<b>↔</b>

**Commentary**

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

**Non DSG Budgets****Business Strategy**

6. As at month 3, Business Strategy is currently forecasting a reduction in spend of £173k relating to cash limit. This is an improved position of £208k from the previous month.
7. The improvement this month is due to a reduction in overspend £82k against Bus Passes due to the inclusion of Extended Rights to Free Travel Grant approval requested on the Month 2 report and £120k against DSG Management Reviews due to reduced level of pump priming for Vulnerable Groups with activity now being picked up by schools.

**Children & Families**

8. As at month 3, Children and Families is currently forecasting an overspend of £618k (shown in the table above) relating to cash limit. This is an adverse movement of £181k from the previous month.
9. The worsened position is due to Adoption £235k having increased numbers on Adoption Special Guardianship Orders and Inter Agency, re-evaluation of the Fieldwork Services forecast including Permanence and Throughcare £318k, partially offset by the underspend in Early Years £246k due to effective integration of Early Years and Multi Agency Support Team and appropriate commissioning strategy for external contracts and other minor movements.

**Place****Summary**

10. As at month 3 the Portfolio is forecasting a full year outturn of a £4.1m overspend, an adverse movement of £200k from the month 2 position. The key reasons for the forecast outturn position are:

- **Business Strategy & Regulation:** £1.1m forecast overspend largely due to risks associated with contract negotiations to deliver the full £3.3m waste management savings in the 2013/14 and 2014/15 Budgets.
- **Capital & Major Projects:** £1m forecast overspend due to income and cost pressures within the commercial property of £500k and markets of £500k.
- **Culture & Environment:** £499k forecast overspend largely due to potential income losses on the Sheffield Arena which is operated by SIV.
- **Regeneration & Development Services:** £1.4m over budget due to a combination of shortfalls in forecast income of £700k and planned contract savings of £400k, together with staff costs forecast above budget of £300k.

All directors are reviewing current spending plans and are preparing options to reduce the overspend which will be reported in the Month 4 forecast.

## Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 2
BUSINESS STRATEGY & REGULATION	29,463	28,381	1,082	↑
CAPITAL & MAJOR PROJECTS	1,310	260	1,050	↑
CREATIVE SHEFFIELD	2,685	2,685	-	↔
CULTURE & ENVIRONMENT	45,044	44,545	499	↓
MARKETING SHEFFIELD	914	777	137	↔
PLACE PUBLIC HEALTH	(1)	0	(1)	↔
REGENERATION & DEVELOPMENT SER	85,937	84,586	1,351	↓
<b>GRAND TOTAL</b>	<b>165,352</b>	<b>161,234</b>	<b>4,118</b>	<b>↑</b>

## Commentary

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

### Business Strategy & Regulation

12. The forecast for this activity is an overspend of £1.1m, an adverse movement of £447k this period. This reflects an assumed £1.1m risk pending agreement with the Contractor on new terms to reflect the revised waste collection arrangements. Further cost pressures have been absorbed to date, through one-off savings / additional income including the finalisation of the prior year sale of heat income due to the council.

13. Work is progressing on developing further the range of options for negotiation with the contractor with a view to implementation by October. Should there be slippage on this timescale this may result in a further adverse movement.

### Capital & Major Projects

14. The forecast for this activity is an overspend of £1m, an adverse movement this period of £102k. The adverse forecast primarily reflects projected shortfalls in income within commercial property for reduced rent of £320k and disposal fees and markets of £376k.
15. There may be further risk here if more market traders leave once the full rents are demanded. The business model for the market is under review as is the balance between rent and service charges to traders.

### Culture & Environment

16. The forecast for this activity is an overspend of £499k, an improvement of £142k this period. The forecast includes provision for a deficit of £564k in relation to potential income losses on the Sheffield Arena which is operated by SIV, offset to some extent by cost reductions now being forecast across the whole service. However, the Director is working with SIV to confirm mitigating options.

### Regeneration & Development Services

17. The forecast for this activity is an overspend of £1.4m, an improvement of £211k this period, largely due to forecast cost reductions within the Highways service. The position reflects a combination of shortfalls in forecast income of £700k and planned contract savings of £400k, together with staff costs forecast above budget of £300k.
18. A key strand of the 2014/15 business plan is to deliver £4.2m reductions in contract spend on the ITA levy and Streets Ahead Programme. Almost 80% of the target savings have been delivered and the remaining shortfall is to a large extent mitigated by other favourable variances within income and costs across the rest of the service.

### Communities

#### Summary

19. As at month 3 the Portfolio is forecasting a full year outturn of £5.9m overspend. The key reasons for the forecast outturn position are:
  - **Business Strategy:** Executive & Portfolio-wide Services are forecasting to be £391k overspent. This is primarily due to reduced

budgets for Portfolio Senior Management and PA and Business Support, which reflect agreed 2014/15 budget savings. Some of these overspends are offset by savings in other areas across the Portfolio. The Finance Service is working with the Portfolio to move budgets in line with the re-structure to address this.

- Care and Support:** There are ongoing pressures and issues in Adult Social Care primarily relating to care purchasing budgets. These budgets are currently the focus of recovery action led by the Adult Social Care Savings Board, overseeing several initiatives to contain the overall cost of care purchasing. Significant improvements have been made in the Adults Service which is forecasting a relatively small overspend of around £100k by year end. However significant overspends are forecast within the Learning Disabilities Service (currently standing at £4.9m overspent) relating to care purchasing and in-house care provision.
- Commissioning:** This service has a forecast overspend of £289k due mainly to cost pressures in Mental Health Partnership budgets; specifically an increase in Pension liabilities and an agreed share of SHSCT unachieved savings dating back to 2013/14. A joint plan is being implemented to mitigate these unachieved savings.
- Community Services:** Forecast overspend of £162k due to a prudent assessment of financial risks across the service pending corrective action which will be reflected in next month's forecast.

## Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 2
BUSINESS STRATEGY	2,410	2,019	391	↔
CARE AND SUPPORT	118,158	113,131	5,027	↑
COMMISSIONING	32,367	32,078	289	↔
COMMUNITY SERVICES	8,899	8,737	162	↔
<b>GRAND TOTAL</b>	<b>161,834</b>	<b>155,965</b>	<b>5,869</b>	↔

## Commentary

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

### Care and Support

21. An adverse movement of £294k in our forecast income for the year. This is the result of forecast reductions in the contributions that service users make to the cost of their care, partially offset by increased funding from the CCG's Continuing Health Care budget. We are investigating why



service user contributions have fallen by more than we expected and will continue to refine and update our forecasts over the year.

## Resources

### Summary

22. As at month 3 the Portfolio is forecasting a full year outturn of an overspend of £1.2m, an adverse movement of £385k from the month 2 position. The key reasons for the forecast outturn position are:
- **Business Change & Information Solutions:** £227k overspend due in the main to a £115k under recovery of traded income and a budget reduction of £134k for iOTP savings that is not achievable.
  - **Commercial Services (savings):** £182k overspend due to reduced forecast income from cashable procurement savings.
  - **Customer Services:** £365k overspend in Customer Services due to ongoing ICT cost issues.
  - **Transport & Facilities Management:** £219k overspend due in the main to unfunded increased pension costs of £49k as a result of a change to pension regulations in the treatment of overtime and £152k of unfunded costs in relation to Howden House following a Unitary Charge Indexation uplift that was not anticipated in the model.

## Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 2
BUSINESS CHANGE & INFORMATION SOLUTIONS	590	363	227	↔
COMMERCIAL SERVICES	925	866	59	↔
COMMERCIAL SERVICES (SAVINGS)	(1,269)	(1,451)	182	↔
CUSTOMER SERVICES	3,523	3,158	365	↔
FINANCE	5,434	5,441	(7)	↔
HUMAN RESOURCES	2,664	2,744	(80)	↔
LEGAL SERVICES	3,395	3,322	73	↔
RESOURCES MANAGEMENT & PLANNING	1,096	1,110	(14)	↔
TRANSPORT AND FACILITIES MGT	41,564	41,345	219	↑
<b>TOTAL</b>	<b>57,922</b>	<b>56,898</b>	<b>1,024</b>	<b>↑</b>
CENTRAL COSTS	25,542	25,466	76	↑
HOUSING BENEFIT	795	727	68	↔
<b>GRAND TOTAL</b>	<b>84,259</b>	<b>83,091</b>	<b>1,168</b>	<b>↑</b>

## Commentary

23. The following commentary concentrates on the key change from the previous month.

### Transport & Facilities Management

24. An adverse movement of £130k from the previous month due to the increased unitary charge costs for Howden House.

## Policy, Performance and Communications

### Summary

25. As at month 3 the Portfolio is forecasting a full year outturn of an overspend of £114k, an improvement of £10k from the month 2 position. The key reasons for the forecast outturn position are:

- £22k overspend in CEX office due to LGYH costs.
- £94k overspend in Electoral registration due to the costs of canvas staff and IT support costs.

### Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 2
ACCOUNTABLE BODY ORGANISATIONS	3	0	3	↔
POLICY, PERFORMANCE & COMMUNICATION	2,832	2,721	111	↔
PUBLIC HEALTH	(135)	(135)	0	↔
<b>GRAND TOTAL</b>	<b>2,700</b>	<b>2,586</b>	<b>114</b>	<b>↔</b>

## Corporate items

### Summary

26. The month 3 forecast position for Corporate budgets is a £247k reduction in spend, an improvement of £286k from the month 2 position. The key reason for the forecast outturn position is a reduction in spend of £215k on capital financing costs.

### Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 2
CONSOLIDATED LOANS FUND	37,494	37,709	(215)	↓
CORPORATE TRANSACTIONS	(511,755)	(511,723)	(32)	↑
<b>GRAND TOTAL</b>	<b>(474,261)</b>	<b>(474,014)</b>	<b>(247)</b>	<b>↓</b>

## New Homes Bonus Fund

27. The position on the New Homes Bonus Fund is as follows:

		£m
Income	Reserves as at 1/04/14	-5.1
	2014/15 NHB Grant Received	-1.9
	14/15 Anticipated NHB Grant	<u>-4.5</u>
	<b>Total Income</b>	<u><u>-11.5</u></u>
Expenditure	2014/15 Spend to date at Month 3	0.6
	Forecast to Year End	4.8
	Future Years' Commitments	<u>1.9</u>
	<b>Total Expenditure</b>	<u><u>7.3</u></u>
	<b>Funds Available for Investment</b>	<u><u><u>-4.2</u></u></u>

28. The £0.2m spend in the period was mainly on cycle ways between Park Square and Norfolk Park and improving the public realm and shop fronts at Spital Hill and Darnall respectively.

29. If the anticipated New Homes Bonus arrives this year there will be £4.2m of funds available for investment in other projects.

## Housing Revenue Account

30. The 2014/15 HRA Budget as reported to Cabinet on 15<sup>th</sup> January 2014 was based on an assumed in year surplus of £7.4m which was to be used to fund the HRA future capital investment programme. The budget has now been adjusted to take into account the approved carry forward of £0.8m mainly in relation to Going Local, Access to Housing Allocations and Choice Based Lettings software. In addition, a number of budgets have been updated for known changes with regards to welfare reform, revenue costs associated with the stock increase programme and reduced Housing Related Support funding for the High Support service. In the main these have been offset by updated rental income revisions. The overall effect is a revised budget surplus of £6.9m which is to be used to fund the capital programme as shown in the table below.

31. As at month 3 the full year forecast outturn position is a £2.4m improvement from budget. The areas contributing to the improvement are a forecast reduction of £280k in capital financing costs due to a small reduction in the interest rate, lower than budgeted for bad debt provision mainly resulting from revised predictions of year-end debt bandings of

£220k and a saving of £124k on repairs. The main area of saving is a forecast £1.5m overall reduction in running costs primarily due to staff vacancies and lower than expected recharges to the HRA budget. A forecasted increase of £186k in rental income and £66k in other income is predicted at this stage.

HOUSING REVENUE ACCOUNT (EXC COMMUNITY HEATING)	FY Outturn £000's *	FY Budget £000's *	FY Variance £000's *
1.RENTAL INCOME	(149,856)	(149,670)	(186)
2.OTHER INCOME	(4,784)	(4,718)	(66)
3.FINANCING & DEPRECIATION	52,531	52,811	(280)
4.OTHER CHARGES	5,551	5,771	(220)
5.REPAIRS	36,874	36,998	(124)
6.TENANT SERVICES	50,356	51,883	(1,527)
7.CONT TO CAPITAL PROG	6,925	6,925	0
<b>TOTAL</b>	<b>(2,403)</b>	<b>0</b>	<b>(2,403)</b>

\*subject to roundings

### Community Heating

32. The budgeted position for Community Heating is a draw down from Community Heating reserves of £348k. As at month 3 the forecast position is a draw down from reserves of £418k resulting in an increase in expenditure of £70k at this stage.

COMMUNITY HEATING	FY Outturn £000's *	FY Budget £000's *	FY Variance £000's *
INCOME	(3,278)	(3,440)	162
EXPENDITURE	3,696	3,788	(92)
<b>Grand Total</b>	<b>418</b>	<b>348</b>	<b>70</b>

### Corporate Financial Risk Register

33. The Council maintains a Corporate Financial Risk Register which details the key financial risks facing the Council at a given point in time. The most significant risks are summarised in this report for information together with a summary of the actions being undertaken to manage each of the risks.

## Corporate Risks

### 2014/15 Budget Savings & Emerging Pressures

34. There will need to be robust monitoring in order to ensure that the level of savings required for a balanced budget in 2014/15 are achieved, especially given the cumulative impact of £240m of savings over the last four years (2011-15), and furthermore the backdrop of even larger reductions in Government grant in 2015/16.
35. Whilst preparing the budget, officers have identified numerous pressures which, if left unchecked, could lead to significant overspends in 2014/15 and beyond. The following pressures have been highlighted because they present the highest degree of uncertainty.
36. The position on pension costs remains a significant risk and increasing cost in 2015/16 when we face an even higher reduction in grant than in 2014/15. In March the South Yorkshire Pensions Authority determined the annual deficit contribution for the next three years. An additional budget provision of £9m was made to cover pension costs in 2014/15, however £4m of this amount is a contribution from reserves. Obviously, this only provides a short-term solution, so further work is being undertaken to look at longer term options. A surplus on the Kier pension pot set up to manage pension risk may be available to smooth the impact to some extent.
37. Corporate savings of £4m from capital financing costs have been offered up to balance the 2014/15 budget, on the assumption that market conditions will remain favourable to the Council next year, i.e. interest rates and borrowing requirements will not exceed those stated in the Treasury Management Strategy.
38. Following the advent of the Government's Business Rates Retention Scheme in April 2013, a substantial proportion of risk has been transferred to local government, particularly in relation to appeals, charitable relief, tax avoidance, hardship relief and negative growth. The issue of appeals dating back to the 2005 rating list is the greatest risk causing concern across all authorities. As at the end of December 2013, there were properties with a rateable value of £158m under appeal in Sheffield, with an allowance for £5m of refunds next year. Actual trends on appeals are monitored in year, and revised estimates of the impact of appeals have been made as part of the 2014/15 budget process. The Government has made various amendments to business rates regulations in order to support local businesses and stimulate the economy. One such measure is the extension of small business rates

relief, for the cost of which the Government has promised to compensate all billing authorities.

39. The risk of delivering adult social care savings in 2014/15 is considerable, given that the Communities portfolio is forecasting an overspend of around £5m for care and support services.

### **Medium Term Financial Position**

40. In the future the Council's financial position will be significantly determined by the level of Business Rates and Council Tax income. Each of these may be subject to considerable volatility and will require close monitoring. Based on the Spending Review in June 2013, the funding position is especially difficult from April 2015 and will require a focus on delivering economic growth to increase our income and on delivering outcomes jointly with other public sector bodies and partners.

### **Pension Fund**

41. Bodies whose Pension liability is backed by the Council are likely to find the cost of the scheme a significant burden in the current economic context. If they become insolvent the resulting liability may involve significant cost to the Council.

### **Contract Spend**

42. The high and increasing proportion of Council budgets that are committed to major contracts impairs the Council's flexibility to reduce costs or reshape services. This is exacerbated by the fact that in general these contracts carry year-on-year inflation clauses based on RPIx which will not be available to the Council's main funding streams, e.g. Council Tax, RSG and locally retained Business Rates.

### **Economic Climate**

43. There is potential for current adverse economic conditions to result in increased costs (e.g. increased homelessness cases) or reduced revenues.
44. The Council seeks to maintain adequate financial reserves to mitigate the impact of unforeseen circumstances.

### **External Funding**

45. The Council utilises many different grant regimes, for example central government and EU. Delivering projects that are grant funded involves an element of risk of grant claw back where agreed terms and conditions are not stringently adhered to and evidenced by portfolios. Strong

project management skills and sound financial controls are required by project managers along with adherence to the Leader's Scheme of Delegation in order to minimise risk.

### Treasury Management

46. The ongoing sovereign-debt crisis continues to subject the Council to significant counterparty and interest-rate risk. Counterparty risk arises where we have cash exposure to banks and financial institutions who may default on their obligations to repay to us sums invested. There is also a risk that the Eurozone crisis will impact upon the UK's recovery and would in turn lead to higher borrowing costs for the nation. Whilst this is still a possibility, the UK recovery is beginning to take hold and the associated risk is beginning to ease.
47. The Council is mitigating counterparty risk through a prudent investment strategy, placing the majority of surplus cash in AAA highly liquid and diversified funds. Ongoing monitoring of borrowing rates and forecasts will be used to manage our interest-rate exposure.
48. The Co-op Bank have notified us that they will be withdrawing from the Local Authority banking market with effect from the ending of their contract with us, which is due to end in March 2015. Despite the well-publicised issues with the bank, we do not believe, given the above timescales, there is anything preventing a full and proper tender process being undertaken. Work has begun to scope our requirements in preparation for the tender process.

### Welfare Reforms

49. The government is proposing changes to the Welfare system, phased in over the next few years, which will have a profound effect on council taxpayers and council house tenants in particular. The cumulative impact of these changes will be significant. Changes include:
  - **Abolition of Council Tax Benefit:** replaced with a local scheme of Council Tax Support from April 2013. The Council approved the replacement scheme, based on the reduced funding available from Government, and set up a hardship fund in January 2013, but there are risks to council tax collection levels and pressures on the hardship fund which are being closely monitored.
  - **Housing Benefit changes:** there have been a number of changes, including the implementation of the 'bedroom tax', from April 2013 where the impacts are that a significant number of claimants are now receiving fewer benefits, thereby impacting on their ability to pay rent.

- **Introduction of Universal Credit:** originally scheduled from October 2013 but now delayed until further notice. Along with the impact of reducing amounts to individuals and the financial issues that might cause, the biggest potential impact of this change is the impact on the HRA and the collection of rent. This benefit is currently paid direct to the HRA; in future this will be paid direct to individuals. This will potentially increase the cost of collection and rent arrears. There will also be an impact on the current contract with Capita and internal client teams.

## Children, Young People and Families Risks

### Education Funding

50. In 2013/14 19 of the Council's maintained schools became independent academies (16 primary / 3 secondary). Academies are entitled to receive a proportion of the Council's central education support services budgets. Based on projected academy conversions it is estimated that:
  - up to £1.75m of DSG funding will be deducted from the Council and given to academies to fund support services.
  - up to £2.62m will be deducted from the Council's DCLG funding, under the new Education Services Grant (ESG), and given to academies.
51. If an academy is a sponsored conversion then the Council will have to bear the cost of any closing deficit balance that remains in the Council's accounts. It is estimated that this may be up to £545k based on known academy conversions during 2013/14.
52. Where new independent schools (free schools) or Academies are set up and attract pupils from current maintained PFI schools, then the funding base available to pay for a fixed long term PFI contract would reduce, leaving the Council with a larger affordability gap to fund. There are also further potential risks if a school becoming an academy is a PFI school, as it is still unclear how the assets and liabilities would be transferred to the new academy and whether the Council could be left with residual PFI liabilities.

## Communities Risks

### NHS Funding Issues

53. There are significant interfaces between NHS and Council services in both adults' and children's social care. The Council has prioritised these services in the budget process, but savings have nevertheless had to be



found. Working in partnership with colleagues in the Health Service efforts have been made to mitigate the impact of these savings on both sides. However, ongoing work is required now to deliver these savings in a way that both minimises impacts on patients and customers and minimises financial risks to the NHS and the Council.

54. The Council is participating in the Right First Time (RFT) programme with the Clinical Commissioning Group (CCG) and Hospital Trust. This programme aims to shift pressures and resources from the hospital to community settings over the longer term, which should assist the Council in managing adult social care pressures, but there are risks to programme delivery at the same time as delivering funding cuts.

### **Electric Works**

55. The running costs of the business centre are not covered by rental and other income streams. The approved business plan set-aside contingency monies to cover potential deficits in its early years of operation. However, there remains a risk that the occupancy of units within Electric Works might be slower (lower) than that assumed within the business case, such that the call on the contingency is greater (earlier) than planned.
56. A full review of the options for the future is underway and will be reported to Members as soon as possible.

### **Housing Revenue Account Risks**

#### **Housing Revenue Account (HRA)**

57. There are a number of future risks and uncertainties that could impact on the 30 year HRA business plan. As well as the introduction of Universal Credit, outlined in the risk above, the main identified risks to the HRA are:
  - **Interest rates:** fluctuations in the future levels of interest rates have always been recognised as a risk to the HRA.
  - **Repairs and Maintenance:** existing and emerging risks within the revenue repairs budget include unexpected increased demand (for example due to adverse weather conditions).

## Capital Programme Risks

### Capital Receipts and Capital Programme

58. Failure to meet significant year on year capital receipts targets due to reduced land values reflecting the depressed market and the impact of the Affordable Housing policy. This could result in over-programming / delay / cancellation of capital schemes.

### Housing Regeneration

59. There is a risk to delivering the full scope of major schemes such as Parkhill and SWaN because of the severe downturn in the housing market. This could result in schemes 'stalling', leading to increased costs of holding the sites involved, and in the case of SWaN, potential exposure to termination payments which would fall to the HRA to meet.

## CAPITAL PROGRAMME MONITORING 2014/15 – As at 30<sup>th</sup> JUNE 2014

### Summary

60. At the end of June 2014, the end of year position forecasts a variance of £587k (0.3%) below the approved Capital Programme. This is the smallest forecast underspend since the new capital reporting procedures were introduced.
61. The Year to Date position, however, shows that spending is only two-thirds of the planned budget with both the Highways and Housing programmes over 40% below budget.
62. Of the £7.2m Year to date variance, £3.3m (46%) is identified as being caused by operational delays where delivery has fallen behind the original project plan and £2.8m (38%) due to "incorrect budget profiles".

## Financials 2014/15

All figures reported in £000

<b>Portfolio</b>	<b>Spend to date</b>	<b>Budget to Date</b>	<b>Variance</b>	<b>Full Year forecast</b>	<b>Full Year Budget</b>	<b>Full Year Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
CYPF	6,055	7,137	(1,082)	40,462	42,344	(1,882)
Place	2,402	2,754	(352)	27,476	27,813	(337)
Housing	4,192	7,153	(2,961)	50,877	56,967	(6,091)
Highways	2,065	3,767	(1,702)	34,069	25,954	8,114
Communities	231	929	(698)	1,981	2,078	(97)
Resources	1,082	1,508	(426)	9,702	9,996	(294)
Corporate	-	-	-	32,883	32,883	-
<b>Grand Total</b>	<b>16,027</b>	<b>23,249</b>	<b>(7,221)</b>	<b>197,449</b>	<b>198,036</b>	<b>(587)</b>

## Capital Programme

	2014-15	2015-16	Future	Total
	£m	£m	£m	£m
Month 2 Approved Budget	193.7	146.1	296.4	636.2
Additions	0.3	17.2	18.1	35.6
Variations	4.1	-8.0		-3.9
Month 3 Approved Budget	198.0	155.3	314.5	667.9

63. The major additions to the programme since the Month 2 Budget relate to the confirmation of additional Schools Basic Need Funding (£17.2m for 14-15 and £18.1m for 15-16).

## Commentary

### Children, Young People and Families Programme

64. CYPF capital expenditure is £1.1m (15%) below the profiled budget for the year to date and forecast to be £1.9m (4%) below the programme by the year end for the reasons set out in the table below.

<b>Cause of change on Budget</b>	<b>Year to date £000</b>	<b>Full Year forecast £000</b>
Slippage to be carried forward	0	-544
Acceleration on Devolved School Budgets	5	0
Revised Budget profile required	-897	-456
No forecast entered by project managers		-12
Projects submitted for Approval	0	-450
Underspending on project estimates	0	-189
Other variances	-190	-231
	<b>-1,082</b>	<b>-1,882</b>
Spend rate per day	99.3	159.9
Required rate to achieve Forecast	179.2	
Rate of change to achieve Forecast:		
- compared to budget profile	66.5%	
- compared to year to date spend	80.5%	

65. The majority of the year to date variance is due to incorrect budget profiles which need to be corrected by project managers. This error also causes approximately one quarter of the forecast variance for the year.
66. £0.2m (10%) of the forecast variance for the year reflects savings realised from tender returns which have come in below the approved capital authority.

### Place Programme

67. The Place portfolio programme (excluding Housing and Highways) is £352k (13%) below the profiled budget for the year to date and forecast to be £337k (1%) below the programme by the year end for the reasons set out in the table below.

<b>Cause of change on Budget</b>	<b>Year to date £000</b>	<b>Full Year forecast £000</b>
Operational delays in projects due to planning, design or changes in specification	-94	0
No forecast entered by project managers	0	3
Revised Budget profile required	-510	0
Overspending on project estimates	-174	0
Other variances	426	-340
	<b>-352</b>	<b>-337</b>
Spend rate per day	39.4	108.6
Required rate to achieve Forecast	130.6	
Rate of change to achieve Forecast:		
- compared to budget profile	198.7%	
- compared to year to date spend	231.6%	

### Transport & Highways Programme

68. The Transport & Highways programme is £1.7m (45%) below the profiled budget for the year to date and forecast to be £8.1m (31%) below the programme by the year end for the reasons set out in the table below:

<b>Cause of change on Budget</b>	<b>Year to date £000</b>	<b>Full Year forecast £000</b>
Slippage to be carried forward	0	0
Operational delays in projects due to planning, design or changes in specification	-37	0
No forecast entered by project managers	0	-113
Revised Budget profile required	-1,361	
Projects submitted for Approval		4,134
Overspending on project estimates	0	4,791
Other variances	-304	-698
	<b>-1,702</b>	<b>8,114</b>
Spend rate per day	33.9	134.7
Required rate to achieve Forecast	166.7	
Rate of change to achieve Forecast:		
- compared to budget profile	207.6%	
- compared to year to date spend	392.3%	

69. The Year to date position shows a substantial underspend which is being corrected.
70. The forecast Outturn position shows a considerable increase over the approved programme because of a projected overspend on the Bus Rapid Transit North scheme due to a sewer diversion and land contamination. Management attention is currently focussed on devising solutions to minimise the delay which is causing part of the cost increase. Simultaneously the Council is examining its contractual position to see if any of the increased cost can be recovered.
71. A further £4.1m of projects have been included in the forecast and are submitted for approval as project managers attempt to reflect the physical programme in their budget submissions.

### Housing Programme

72. The Housing capital programme is £3.0m (41%) below the profiled budget for the year to date and forecast to be £6.1m (11%) below the programme by the year end for the reasons set out in the table below:

<b>Cause of change on Budget</b>	<b>Year to date £000</b>	<b>Full Year forecast £000</b>
Operational delays in projects due to planning, design or changes in specification	-2,565	-1,089
Projects submitted for Approval	0	-3,697
Home Improvement grants held on behalf of other local authorities	55	354
Underspending on project estimates	-89	-747
Other variances	-362	-912
	<b>-2,961</b>	<b>-6,091</b>
Spend rate per day	68.7	201.1
Required rate to achieve Forecast	243.1	
Rate of change to achieve forecast:		
- compared to budget profile	240.3%	
- compared to year to date spend	253.8%	

73. The forecast for the year has been reduced by £6.1m. £0.7m is due to revised project costs being below the approved authority. £1.1m is due to delays in delivery of projects especially energy heating and insulation (£0.7m) and the remainder are on neighbourhood environment improvements.

74. The largest variance is due to scheme submitted for revised approvals. This includes new schemes to be added to the programme such as £1.9m to acquire new Council Homes and £0.75m to re purchase land at Scowerdons, Weaklands and Newstead estates. Against that there are planned reductions in programme management costs and the largest change is due to re-profiling the Roofing contract.

The Roofing contract has been delayed following a re-appraisal of the proposed scheme. Housing Services believe that an alternative specification using more durable materials could result in future maintenance savings. Progress with the project has been put on hold pending evaluation of this option. It is estimated that £6.56m will slip from 2014/15 into future years as result of this change.

## Communities

75. The year to date spend on the Communities portfolio capital programme is £0.7m (75%) below the profiled budget and the forecast £0.1m (5%) below budget.

<b>Cause of change on Budget</b>	<b>Year to date £000</b>	<b>Full Year forecast £000</b>
Operational delays in projects due to planning, design or changes in specification	-473	0
No forecast entered by project managers	0	-82
Other variances	-225	-15
	<b>-698</b>	<b>-97</b>
Spend rate per day	3.8	7.8
Required rate to achieve Forecast	9.1	
Rate of change to achieve Forecast:		
- compared to budget profile	42.7%	
- compared to year to date spend	141.1%	

76. The main reason for the forecast variance is £0.37m of project slippage relating to Mobile Working Solutions both of which have been submitted for approval.

## Resources

77. The year to date spend is £426k (28%) below the programme and forecast to be £294k (3%) below the approved budget for the whole year.

Cause of change on Budget	Year to date £000	Full Year forecast £000
Operational delays in projects due to planning, design or changes in specification	-272	0
No forecast entered by project managers	0	-35
Projects submitted for Approval	-	75
Other variances	-154	-334
	<b>-426</b>	<b>-294</b>
Spend rate per day	17.7	38.3
Required rate to achieve Forecast	44.9	
Rate of change to achieve forecast:		
- compared to budget profile	124.7%	
- compared to year to date spend	153.1%	

78. The largest single delay is on the repairs to the Abbeydale Industrial Hamlet watermill. Appendix 1 contains further detail but, having drained the dam, the extent of the work required to plug the leak is far more extensive than envisaged. Work has been delayed (£16k shortfall at month 3) and a request for further funding (£75k) is included in the Appendix 1 approvals.

## Approvals

79. A number of schemes have been submitted for approval in line with the Council's agreed capital approval process.

Below is a summary of the number and total value of schemes in each approval category:

- Three additions to the capital programme with a total value of £9.3m
- 14 variations to the capital programme creating a net reduction of £5.5m
- One request to accelerate expenditure of £105k from 2015/16.
- No emergency approvals.
- One director variations with a total value of £0.02 m

Further details of the schemes listed above can be found in Appendix 1.



## Implications of this Report

### Financial implications

80. 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

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

### Legal implications

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

### Property implications

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

## Recommendations

84. Members are asked to:
- (a) Note the updated information and management actions provided by this report on the 2014/15 Revenue budget position.
  - (b) In relation to the Capital Programme, approve:
    - The proposed additions to the capital programme listed in Appendix 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;
    - The proposed variations and slippage in Appendix 1; and note;
    - The latest position on the Capital Programme including the current level of delivery and forecasting performance; and

- The exercise of delegated authority to vary approved amounts by directors of service.

### **Reasons for Recommendations**

85. 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**

86. 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.

**Andrew Eckford**  
**Interim Director of Finance**

Scheme Description	Approval Type	Value £000	Procurement Route																																			
<b>GREAT PLACE TO LIVE</b>																																						
<b>Highways</b>																																						
<p><b>BN962 Bus Agreement</b>                      This project funds schemes that are progressed through the Sheffield Bus Partnership's investment work package. The partnership comprises the SYPTE (South Yorkshire Passenger Transport Executive), the bus operating companies plus Sheffield City Council. Schemes currently being worked on include, area-wide signal co-ordination at Manor Top, Shalesmoor, Hillsborough Corner and Glossop Road/West Street/Inner Relief Road; a scheme to improve bus journey times at Bridgehouses; improvements to the bus terminus at Nethergate (Stannington) and a scheme to improve bus journey times through Reney Road, Reney Avenue, and Bocking Lane at Greenhill.</p> <p>The overall project funding is to be increased from £377k to £2.02m for 2014/15 to 2017/18. The funding streams are outlined below:-</p> <table border="1" data-bbox="860 1113 1234 1596"> <thead> <tr> <th></th> <th>2014/15</th> <th>2014/15</th> <th>2015/18</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>LTP Slippage</td> <td>122</td> <td></td> <td></td> <td></td> </tr> <tr> <td>LTP</td> <td>116</td> <td>238</td> <td></td> <td></td> </tr> <tr> <td>LSTF slippage</td> <td>122</td> <td></td> <td></td> <td></td> </tr> <tr> <td>LSTF</td> <td>705</td> <td>827</td> <td></td> <td></td> </tr> <tr> <td>Better Buses</td> <td>354</td> <td>354</td> <td>601</td> <td></td> </tr> <tr> <td></td> <td></td> <td>1,419</td> <td>601</td> <td>2,020</td> </tr> </tbody> </table>		2014/15	2014/15	2015/18	Total	LTP Slippage	122				LTP	116	238			LSTF slippage	122				LSTF	705	827			Better Buses	354	354	601				1,419	601	2,020	Variation	1,643	Via Amey under 14/15 Highways procurement strategy.
	2014/15	2014/15	2015/18	Total																																		
LTP Slippage	122																																					
LTP	116	238																																				
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		1,419	601	2,020																																		

	<p><b>Lower Don Valley Cycle Route</b></p> <p>Remedial works to the Cobweb Bridge on the 5 weirs walk formed part of a wider programme of small scale projects on the Lower Don Valley Cycle Route with a total approval of £350k of which £60k had been expended by March 2014. The Cobweb Bridge Works were originally estimated at £95k for construction and procurement defaulted to Amey under the agreed waiver.</p> <p>Despite attempts to revise the quotation, the price could not be reduced below £306k – well above the approved amount. At this point it was decided to procure a competitive market price via Yortender/Constructionline without formal approval from Cabinet. The approved budget for the bridge element of the contract was £95k. The lowest tender price received from the revised open tender exercise was £218k. The scheme overall currently has remaining approval to spend of £290k which is sufficient to cover the costs of the contract but requires the deferral of the following elements of the wider scheme ranked in priority order:</p> <ol style="list-style-type: none"> <li>1. Improved Crossing at Leveson Street (this is the priority re remaining highway schemes as it is on the route) (£115,000)</li> <li>2. Resurfacing short sections (also a priority as it's on route) (£25,000)</li> <li>3. New Link at Colliery Road/Weedon St (£265,000)</li> <li>4. New link at Raby Street Tinsley (£24,000)</li> <li>5. Improved crossing at Blonk St/Furnival Road (£183,000)</li> </ol> <p>A further £90k of funding has now been made available through Rotherham Council underspending on their LSTF allocation for this scheme.</p> <p>Therefore this variation seeks approval for the change in scope of the project relating to the increased costs of the Cobweb Bridge and increased funding to allow for the completion of the Leveson Street element of the scheme.</p>	Variation	89	Competitive tender
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<p>It is expected that additional LSTF funds will be made available to allow more of the programme to be delivered at some point in the future.</p>			
<p><b>Homes</b></p> <p><b>Community Heating – Plant Rooms</b></p> <p>The project is to replace the 2 existing district heating gas boilers and the removal of the existing biomass boiler and Combined Heat and Power (CHP) plant. This is Phase 1 of a potential 3 phase plan. Phase 2 and Phase 3 are not funded presently and comprise the installation of a new biomass boiler (Phase 2) and the replacement of the CHP (Phase 3). Both Phase 2 and 3 are expected to be primarily grant funded. This variation is to bring forward funding to complete work originally planned to take place in 2015/16 which will now take place in 2014/15. This is because the tender process has been completed quickly and the time contingency was not needed. The installation of the temporary boilers means that work on the boiler houses can start immediately. This will enable this project to be completed ahead of the original schedule which was due to finish in June 2015, it is now scheduled to finish in March 2015, three months earlier than planned.</p>	<p>Accelerated Spend</p>	<p>105</p>	<p>Contract award went to June CPG</p>
<p><b>Flat Roofing [SUBJECT TO PRESENTATION OF THE BUSINESS CASE]</b></p> <p>The Project comprises the replacement of existing flat roof coverings to flats, maisonettes and houses in various locations across the city. This will include the installation of a single ply membrane on tapered insulation, the construction of timber parapets and the replacement of fascia's, soffits and rainwater goods. In some cases access decks will be coated in liquid plastic and balcony outlets replaced.</p> <p>There has been no change in property numbers but a review of the project has identified:</p>	<p>Variation</p>	<p>5,066</p>	<p>Contract award submitted this month.</p>

<ul style="list-style-type: none"> <li>• alternative products that will last longer and provide revenue savings in the future; and</li> <li>• changes required to comply with building regulations which require the installation of insulated fascias where concrete beams are used in order to prevent cold bridging into properties creating black mould.</li> </ul> <p>This variation is to add £5,066m to the existing approved budget of £8,544m to give a total budget of £13,610m.</p> <p><b>Q00069 Housing Revenue Account (HRA) Block Allocation</b> This Variation is to draw down £5,066m from the HRA block allocation to fund the above project, Flat Roofing as detailed above.</p>	Variation	-5,066	
<p><b>HRA Programme Management</b> This project covers the Housing Revenue Account staffing and overheads charges in relation to the Capital Programme. This variation is to gain approval to remove £0.222m from each year of the programme, totalling £1.110m, for KAPS charges.</p>	Variation	-1,110	
<p><b>Acquisitions Programme</b> This project was originally for the acquisition of 22 properties from various locations around the city funded by the Housing Revenue Account (HRA). This has a budget of £1.980m funded using 1-4-1 Retained Right to Buy receipts which will make up 30% of the funding costs with the remainder being Prudential borrowing.</p> <p>This variation is to be expanded to include a further 23 properties on the Fox Hill Estate. The properties are estimated to cost £84k each and the build will be completed before we purchase them.</p> <ul style="list-style-type: none"> <li>• Purchase price = £1.911k</li> <li>• KAPS acquisition fee = 0.25% of purchase price = £5k</li> </ul>	Variation	1,939	N/A

<ul style="list-style-type: none"> <li>• KAPS valuation fee = £2k</li> <li>• Legal fees = est. £2k</li> <li>• Stamp Duty = 1% of purchase price (with “multiple dwellings relief”) = £19k</li> </ul> <p><i>Total acquisition and works costs for 23 Foxhill acquisitions = £1,939k</i></p> <p>The variation will be funded using the same capital receipt/prudential borrowing mix as the first part of the project.</p> <p>In September 2013 Cabinet authorised the negotiation of a new lease with a developer identified by KPMG, who were working on behalf of the landowner at Fox Hill. This was signed in February 2014 with Foxden/JLES Group Limited. They agreed to complete the partially built homes and put in a new planning application for the larger cleared site. JLES had been negotiating with Great Places HA who had agreed in principle to acquire the 23 partially built homes from them, once completed, to let as affordable housing. Unfortunately, GP had to withdraw their offer, as the properties did not meet the requirements of their property portfolio.</p> <p>Therefore, in line with the Cabinet Report of February 2014, delivering more council housing, SCC has agreed to acquire the 23 units, for affordable rent. There will be 16 1 bed flats, 2 2 bed flats and 5 2 bed bungalows. They will be acquired in 2 tranches as the properties are completed, likely to be 15 in August and the remainder in November 2014. JLES are willing to sell the properties to SCC on the same terms as agreed with Great Places.</p>		
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	Addition	137.5	Via existing contract arrangements with KAPS
<b>INFRASTRUCTURE :-</b>			
<b>Miscellaneous Asset Enhancement</b> In September 2013, the Capital Programme Group supported the principle of undertaking preliminary works to reduce development uncertainties associated with land disposal such as ground conditions; tree, topographical and ecological surveys and partial demolition to prepare sites for development and enhance values prior to marketing. The Council benefits from receiving a greater price for its land and more quickly.  This project will create a pool of funds to react quickly to opportunities and carry out asset enhancement work at smaller sites. The business case for each site will be reviewed by Capital Programme Group. At present, these sites have a current market value of £745k which is expected to increase to £1.76m following the completion of the works. The project costs of £137.5k will be funded from the Corporate Resource Pool which will be replenished by the capital receipts generated from the sales.	Addition	137.5	Via existing contract arrangements with KAPS
<b>Farm Sites Enhancements</b> Works are required to public rights of way to enable the disposal of Woodseats farm.  The disposal of the farm is expected to complete in 2014/15 with an estimated value of £1.35m. The costs of works (£8k) will be funded from the Corporate Resource Pool which will be replenished by the capital receipts generated from the sales.	Addition	8	Via existing contract arrangements with KAPS
<b>Abbeydale Industrial Hamlet Structural Defects</b> This project was set up with a budget of £156k, to carry out major repairs to prevent the loss of water through the dam wall adjacent to Abbeydale Industrial Hamlet. Its original scope included the drain down of the dam and removal of all aquatic life to facilitate the installation of a pond liner as agreed with English Heritage.	Variation	75	N/A



		<p>The project was subsequently varied by £96k following advice from an Environment Agency ecologist to provide for construction of the Cofferdam to reduce loss of fish stock and protected species (£30k), works to one Penstock (£20k), structural grouting to the dam wall (£15k), additional fees (£11k) and a contingency (£20k).</p> <p>During the initial works, the Cofferdam installed to enable part of the dam to be drained failed, due to a permanent leak caused by unforeseen debris on the dam floor. As the safety of the structure couldn't be guaranteed, the cofferdam was removed, the fish removed in line with Environment Agency requirements, and the dam drained.</p> <p>Having drained the dam the following additional problems were identified and the rectification costs, totalling £75k are set out below:</p> <ul style="list-style-type: none"> <li>• 2 existing timber penstocks were in poor condition and require replacement. It is more cost effective to do now the dam is drained rather than repeat the exercise in the future. The penstocks feed water to operate the tilt hammer. Replacement of the penstocks will enable the tilt hammer (which has been refurbished by the museum) to be operated. (£33k)</li> <li>• 2m depth of silt in the dam, inhibiting access and the installation of the liner. As such, it is proposed to omit the liner, excavate the top of the original puddle clay wall and replace any clay which had failed, and grout the lower section of the wall to improve its structural properties and provide additional waterproofing (£30k)</li> <li>• White clawed crayfish (an endangered and protected species) were present in the dam. Licencing for handling and removal was put in place, alongside plans to capture and re-home any white claws found (£12k).</li> </ul> <p>The rectification costs include additional design work, contractor standing time, replacement of an additional penstock, increase in the scope of the grouting package,</p>
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<p>and restocking of the dam with fish on completion.</p> <p>The current proposal requires a check of the grouting to the dam wall 12 months after completion which may entail further grouting work at an estimated cost of up to £25k (not included in this approval) to seal any fresh leaks. The project's timeline has thus been extended as a consequence and has moved its expected completion date from June 2014 to September 2015. The project's original scope to seal the leaking dam for the long term is encapsulated by these latest proposals.</p> <p>The additional £75k is to be funded from a Revenue Contribution to Capital from the Minor Works budget; revised overall total cost now £327k.</p>				
<b>SUCCESSFUL CHILDREN &amp; YOUNG PEOPLE :-</b>				
<p><b>Basic Need Block Allocation</b></p> <p>This block allocation is to be reduced by £6.2m to provide part of the funding to support the Tinsley Primary new school build referred as above.</p>		Variation	-6,206	N/A
<p><b>Nether Green Infant School</b></p> <p>This scheme comprises the demolition of the existing mobile classroom at Nether Green Infant school and construction of a new single storey single classroom together with associated external works and minor elements of work to the existing buildings.</p> <p>The approved budget for this contract is £190k and this variation seeks to request an additional £48k to fund extra works (£36k construction costs) and cover the cost of redesign and redrafting of tender documents (£7k development costs and £5k fees) to remove an external wall for an existing classroom size to be increased.</p>		Variation (EMT)	48	N/A

<p>The required change is to remove an external wall to allow for an existing classroom size to be increased. The final instruction for this was not issued until tenders were due to be issued, which created a delay to the programme and increased costs for the redesign and redrafting of tender documents, increased cost of construction and development costs. The project completion date is now expected to move back from September 2014 to December 2014 as a consequence and there is operational risk present in that works are to be completed within a live school environment.</p> <p>The variation is to be funded from the DfE Capital Building Maintenance block allocation (see below).</p>			
<p><b>Primary Maintenance Heating Programme</b>                  The following variations are required as a result of project closures where the final costs have been successfully managed and have come in under the originally requested budget. The new Capital Approvals procedure requires that these underspends are declared.</p> <p><b>Primary Maintenance Heating - Stradbroke</b>                  £123k (10%) saving on an original budget of £1.2m</p> <p><b>Primary Maintenance Heating – Abbey Lane</b>                  £130k (8%) saving on an original budget of £1.1m</p>	<p>Variation:                  project                  closures</p>	<p>-123                  -130</p>	<p>N/A</p>
<p>Both projects were originally funded from the CYPF Building Maintenance Primary Prioritisation Programme Block Allocation and it is proposed that the savings are added back to the funding pool for this block allocation (see below) in order to assist with the heavy demand for similar works funded from this funding.</p>	<p>Variation</p>	<p>205</p>	<p>N/A</p>
<p><b>Building Maintenance Primary Prioritisation Programme Block Allocation</b></p>			

<p>This block allocation is to be reduced by a net £767k to provide funding for the following projects after recognising savings on projects previously funded from here, as follows:</p> <p style="text-align: right;">£k</p> <p style="text-align: right;">Nether Green Infant School: to fund Variation - 48</p> <p style="text-align: right;">Primary Maintenance Heating – Stradbroke: return of underspend 123</p> <p style="text-align: right;">Primary Maintenance Heating – Abbey Lane: return of underspend <u>130</u></p> <p style="text-align: right;">Total <u>205</u></p>			
<b>SAFE &amp; SECURE COMMUNITIES:-</b>			
<p><b>Hurfield View</b> This project will deliver an extension with 4 additional bedrooms to the Hurfield View Care home plus refurbishment. This variation reflects increased cost due to additional asbestos work, diversion of electrics, additional screed costs, roof works and required energy efficiency improvements (previously omitted) to meet building standards.</p> <p>The project manager has challenged the costs and the variation sought reflects the minimum required to complete the job to the necessary standards. The time frame has not been adversely affected and is still planned to complete by the end of August 2014. The variation is to be funded the Corporate Resource Pool.</p>	Variation (EMT)	45	N/A
<b>DIRECTOR VARIATIONS:- (Note only)</b>			
<b>Great Place to Live</b>			
<b>Fire Strategy Works</b>			
This project was commissioned to provide mandatory fire regulation works at Fir Vale	Director Variation	17	N/A

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	<p>Centre and Park Library. The project budget was varied by £17k as a Director Variation to enable additional contract costs of £32k to be covered, after first using up the existing £15k remaining budget. The variation was fully funded by a revenue contribution to capital.</p>		
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## Performance Management for Overview & Scrutiny committee – Quarter 1 2014/15

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This is the first report to Overview & Scrutiny committee on the council's performance management framework. As such, this first paper will give background on the process before going into more detail on Quarter 1.

Every Council service measures its performance against key areas through its service dashboards and business plans. Each quarter, the council uses these to review its performance—identifying where it is performing well and where it needs to improve.

The key areas are identified through the council's outcomes, as referenced in the Corporate Plan, which are:

- Better Health and Wellbeing
- Competitive City
- Great Place to live
- Successful Young People
- Tackling Poverty and increasing Social Justice
- Safe and Secure

As part of this process a set of performance challenges, where the performance is below what we would expect, were identified. Issues remain on the list until they have been resolved. The current list of performance challenges are as follows:

1. Assessments and reviews in adult social care
2. NHS policies and pathways impacting on adult social care
3. Sickness absence rates
4. Agency spend
5. City centre vibrancy
6. Capital programme profiling
7. Educational attainment

In appendix 1 there are a series of 'dashboards' which give an overview of the data for each of these. Over the next few pages there is an overview of why each became a performance challenge, along with a commentary of the latest progress and any additional actions that are required.

### 1) **Adult Social Care – assessments, reviews and complaints** [Owner – Moira Wilson]

The issues here concern the amount of time it takes for the council to complete an initial assessment of a new customer, the average number of days it takes to agree a support plan, the percentage of adults in receipt of our services having a review in the past year, and finally the number of days it is taking to respond to a complaint concerning the service.

Looking at the average number of days taken to complete new customer assessments, this indicator is steadily improving. The number of days has fallen to 43 this quarter, but remains short of the target of 28. A further decrease was seen in July, indicating sustained improvement.

The average number of days taken to agree and complete Support Plans has reduced dramatically in Q1, in part as a result of older cases being signed off in the previous quarter. A reduction in the use of external planners has also contributed to this improvement.

There has been some improvement in the percentage of adults receiving a service who have had a review in the past year, which has risen from 54.2% in Q4 2013/14 to 59% now. The improvement has not been as great as hoped and the measure still remains well below the target of 72%.

The resolution of a number of older complaints has led to a marked increase in the average number of days taken to respond fully to complaints about Adult Social Care, this quarter, which has risen to 152 against a target of 50. The average length of time that the current 54 cases have been open is just 77 days, which indicates that progress is being made. Improvements should be visible next quarter.

Overall the current work in this area is seeing results, and progress is going in the right direction.

## 2) **The impact of NHS policies and pathways on Adult Social Care**

[Owner – Moira Wilson]

The issues here are the impact of delayed transfers of care from NHS services into Adult Social Care services and the rates of permanent admission to nursing and residential care homes.

Delayed transfers of care increased dramatically in the last financial year, with a change in the reporting mechanism, which led to our results going from being among the best in the country to being among the worst. The issue is further complicated by the reported number including all delays rather than those solely attributable to Adult Social Care services.

As at Q1, work through the Right First Time Programme has brought the numbers down from around 25 delays per 100,000 population to 15.2. Of these, just 1.4 were 'social care only' delays (9.2%). The current rate is well inside the new target of 21.4 set through the Better Care Fund.

The average rates of permanent admissions to nursing and residential care homes per 100,000 population has continued to fall, however the numbers in Q1 are higher than in Q4 last year.

As above, overall the current work in this area is seeing results, and progress is going in the right direction.

## 3) **Use of Agency Workers within the Council's workforce**

[Owner – Julie Toner]

The challenge in this area is not simply to get agency spend to £0, but to look at the profiling of agency spend, and spend in relation to service issues where agency staff may be needed, including short term cover such as sickness. Agency spend has continued to reduce, with current levels almost £400K below the levels reached in Q2 2013/14. Reduction in spend in Communities and CYPF have contributed to much of the reduction in the last quarter. There has been a large reduction in the net spend on interim posts in Q1, which has dropped to £309K from £559K in the previous quarter.

## 4) **Sickness Absence**

[Owner – Julie Toner]

Sickness rates increased across all Portfolios compared to the same quarter last year, with only 8 services meeting their Q1 target, although it was noted that some targets from last year are still in place.

The rates of sickness absence increase with age, with a similar correlation with length of service, up until 25 years, after which there is a drop. Sickness levels decrease as wages increase, with the exception of £46K - £50K where there is a break in the downward trend.

Further analysis has shown that the top 20 dates for the start of a period of absence are all Mondays, with four of them following bank holidays or school holidays.

Recently the processes for managing sickness and capability at work have changed, and it is felt that we have the correct tools in place in this area. There needs to be a focus on consistent applications of these new processes at a manager level.

However, and potentially linked to the sickness issue, the latest Workforce Opinion Survey results suggest that there has been a decrease in employee morale, particularly within Communities portfolio.

## 5) **City centre vibrancy**

[Owner – Brendan Moffett]

The city centre vibrancy measure is made up of indicators around footfall, hotel revenue and occupancy and visits to city centre venues.

Footfall on Fargate and Pinstone Street has been stable for the third quarter in a row, with a slight increase in Q1 compared to the same period last year. Trend data for The Moor footfall is not available further back than Q4 2013-14 due to a change in the methods used to calculate the measure.



Footfall in the Moor Markets is still below target at 0.7m in Q1 against a target of 0.75m. There was a slight increase in the final two weeks in July, to just over 60K per week. The reliability of the results has been reduced due to the opening of the Earl Street fair weather doors, where there are no counters.

Letting levels in the Moor Markets is below target at 91%. An action plan is in place to improve this, including the appointment of a Lettings Officer, the expansion of current businesses and increased marketing in the trade press.

There has been a small decrease in hotel occupancy rates (compared to last year) over the first three months of this financial year, following a period of improvement. Sheffield ranks 5<sup>th</sup> out of the Core Cities for this measure, based on the data from the past year.

Revenue per Available Room also saw increases over last year for the 9 months prior to Q1, but has similarly seen a very small decline in Q1. Sheffield is fairly consistently the worst performer for this measure among the Core Cities.

Visits to City Centre cultural and sporting venues has increased in Q1, when compared to the first quarters of the previous three years. The only venue to have seen a decrease is City Hall.

Further results from the Great British Tourism Survey showed that the number of domestic overnight visits to Sheffield in 2011-13 was higher than in 2010-12 and that people were staying longer on average. Despite this, the average annual spend on domestic trips sees Sheffield perform less well than the other Core Cities, particularly when looking at spend per night stayed.

Continuation of current work in this area – to remain a performance challenge

#### **6) Capital Programme Profiling** [Owner –Nalin Seneviratne]

This measure looks at our capital spending, in particular the way in which we are predicting how money on capital spend is to be spent on projects throughout the year.

There has been little progress in the measures associated with this Performance Challenge in Q1, however there are a number of actions being taken which should lead to an improvement by Q3. These include having the capital projects being delivered from one service and focussing initial efforts on those projects with the largest budgets and/or greatest variance in spend. There will also be a much more robust monitoring and reporting process in place for each project.

#### **7) Attainment** [Owner – Antony Hughes]

This is a measure which reports annually on performance around attainment in schools. The report is brought to the Q2 Performance session so there will be an update on this in the next paper.

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# **Appendix 1:**

# **Performance Challenges**

# Adult Social Care

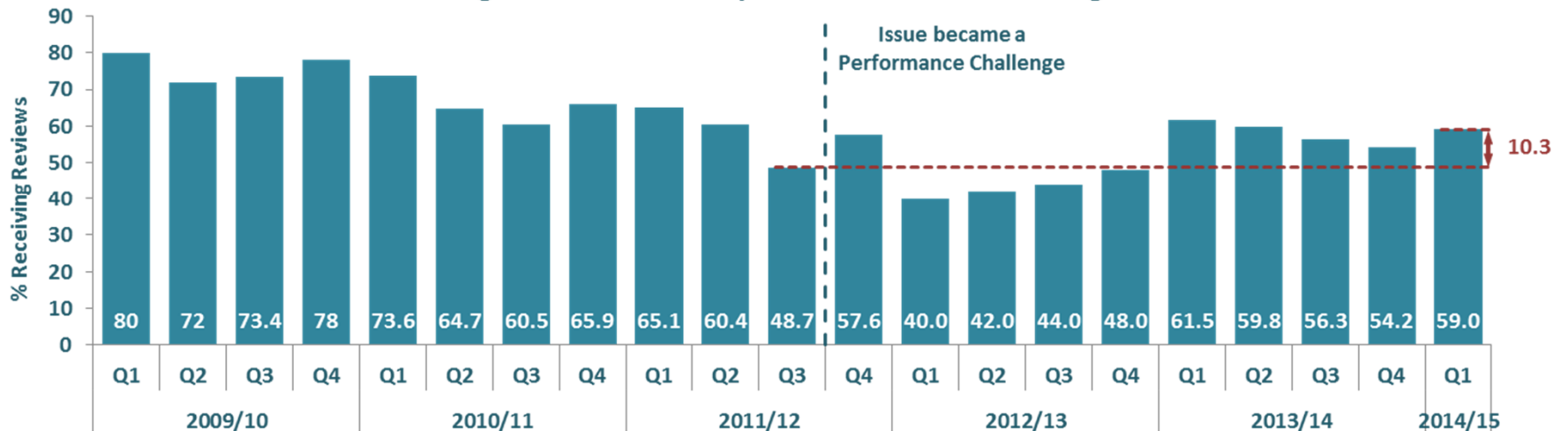
## Assessment & review

Performance Challenge since February 2012

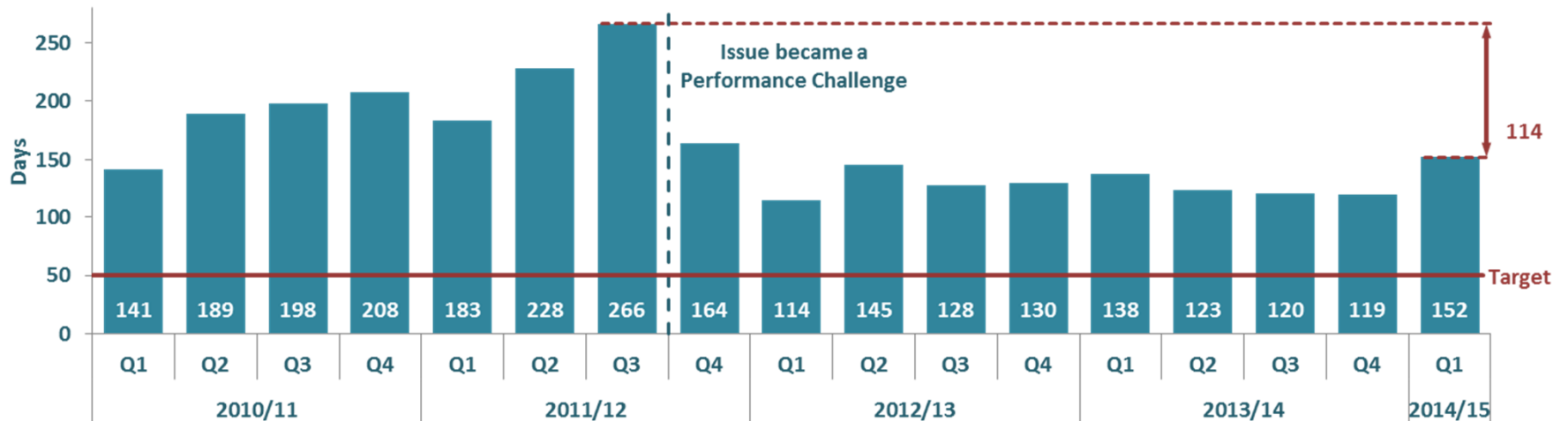
Assessments were taking a long time to complete and there was a backlog of reviews. Complaints were also taking a long time to respond to and our Safeguarding system had a backlog of cases.

New data since last quarter • All Quarterly Measures • User Survey Results

Adults Receiving a Review as a Proportion of Those Receiving a Service



Average Number of Days Taken to Fully Respond to ASC Complaints



# Adult Social Care

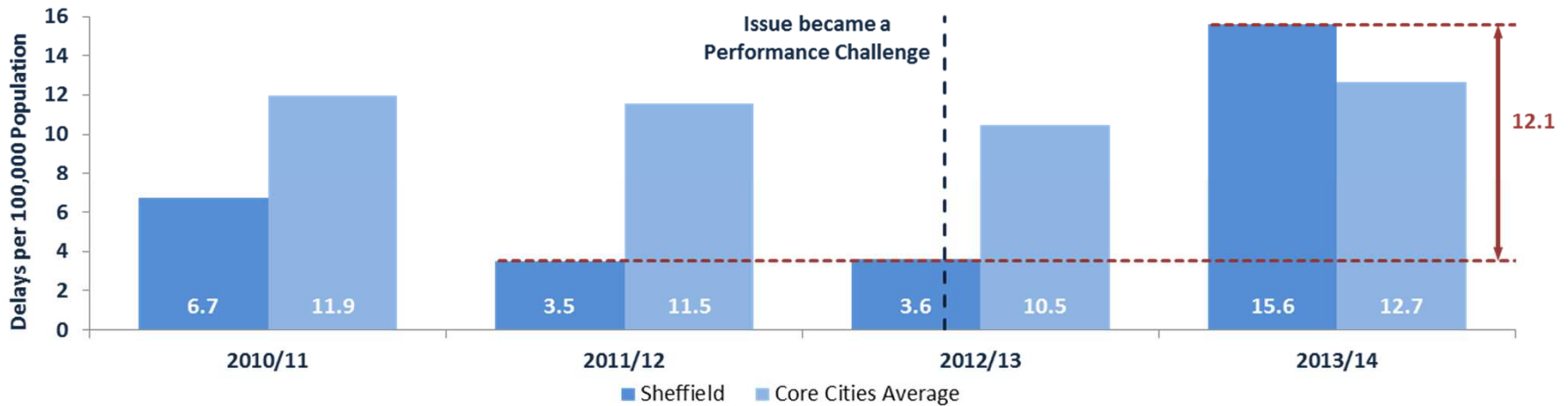
## NHS Policies & Pathways

Performance Challenge since November 2012

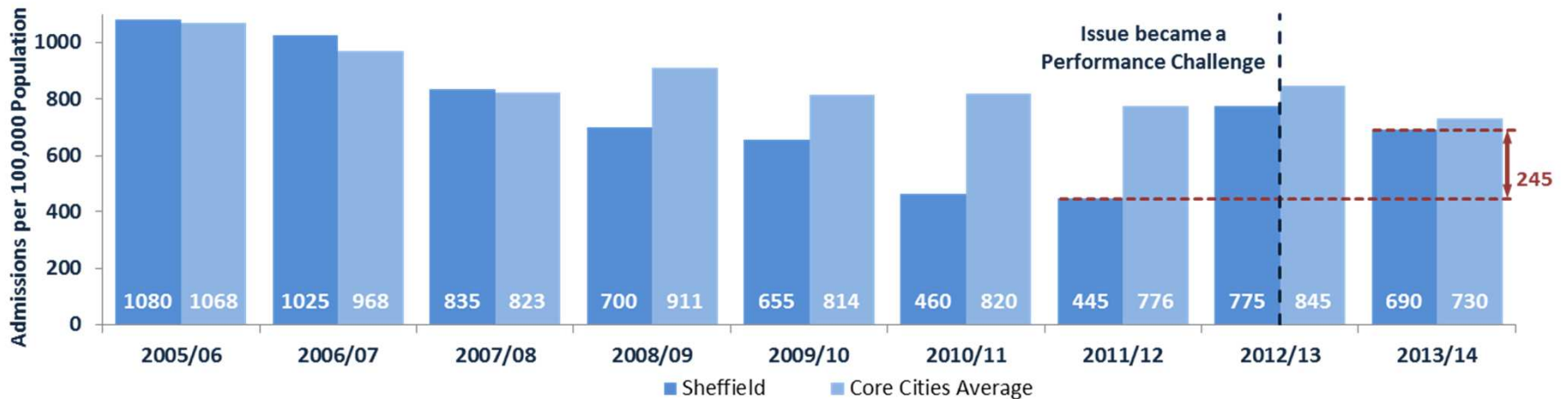
Permanent admissions to Care Homes were rising linked to changing care pathways and policies in the NHS, whilst Delayed Transfers of Care were increasing in 2012.

New data since last quarter • Delayed Transfers of Care • Permanent Admissions to Homes

### Delayed Transfers of Care From Hospital



### Permanent Admissions of People Aged 65+ to Residential and Nursing Care Homes



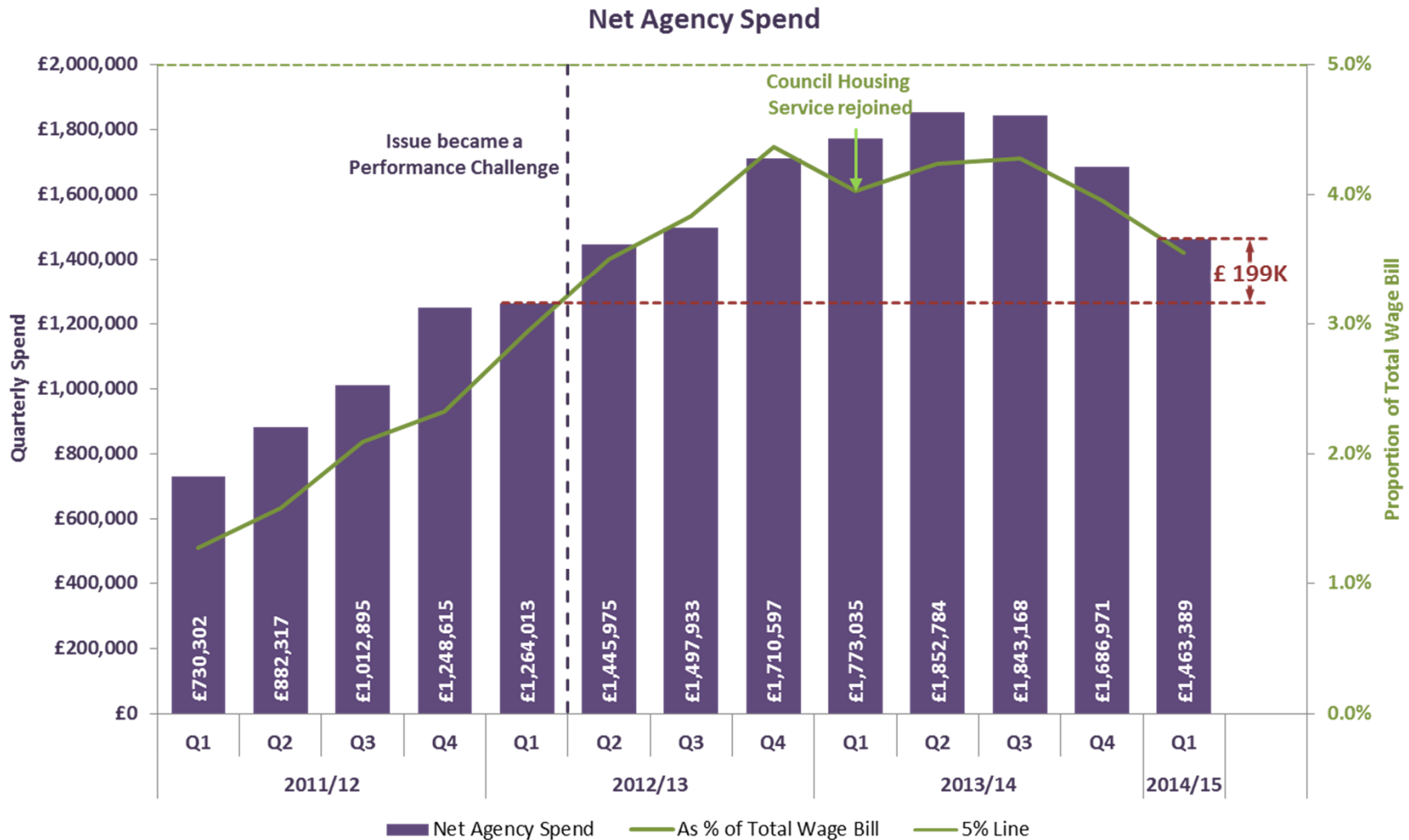
# Agency Spend

Performance Challenge since August 2012

Agency spend was rising, with potential link to increased sickness rates and other types of absence.

New data since last quarter • Next update due Q1 2014/15

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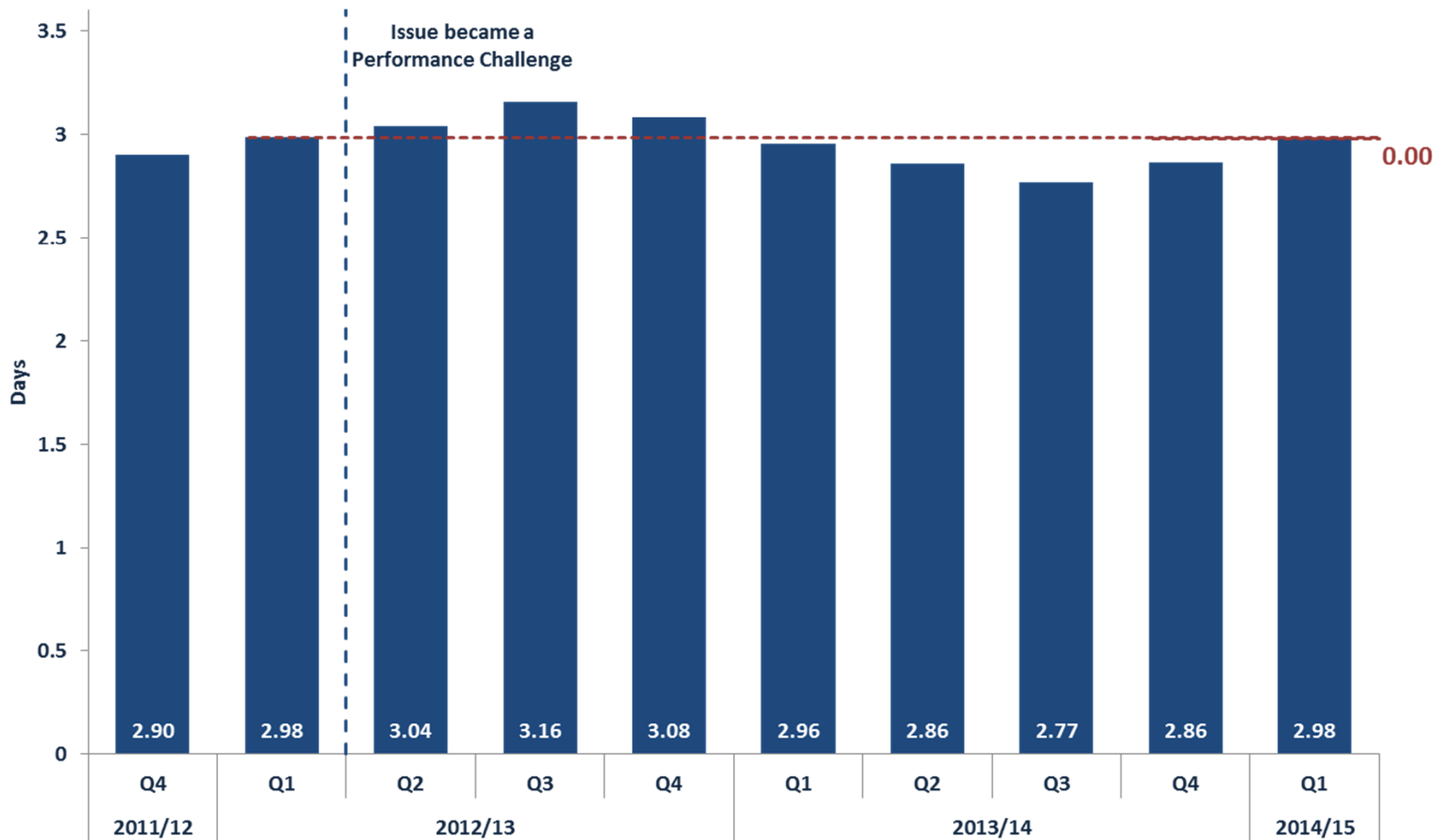
# Sickness Absence

Performance Challenge since August 2012

Sickness absence days were not reducing, despite a fall in workforce number. Rates of sickness absence in the Spring of 2012/13 were comparable with Autumn/Winter in the previous year.

New data since last quarter • Next update due Q2 2014/15

Average Sickness Absence Per FTE - Four Quarter Rolling Average



# Workforce Opinion Survey Results – Q1 2014/15

## Response Rates

Q1 - 2014/15

**34.2%**

compared to 30.7% in the previous quarter

## Statement Scores

### Core Statements

Average Score over last four quarters

**58.2**

9.4 points lower than over the same period last year

### Largest Increase in score

**7.0**

'I am aware of my role in relation to the Council's equality and diversity policies and procedures'

### Largest Decline in score

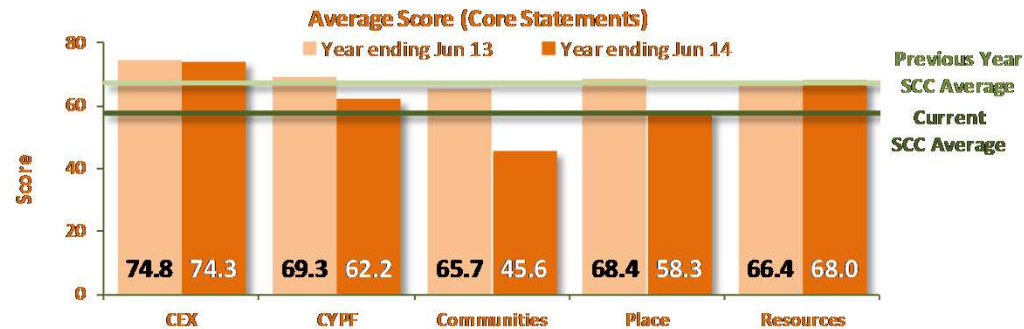
**19.4**

'The Chief Executive keeps me informed about the big things going on in the Council'

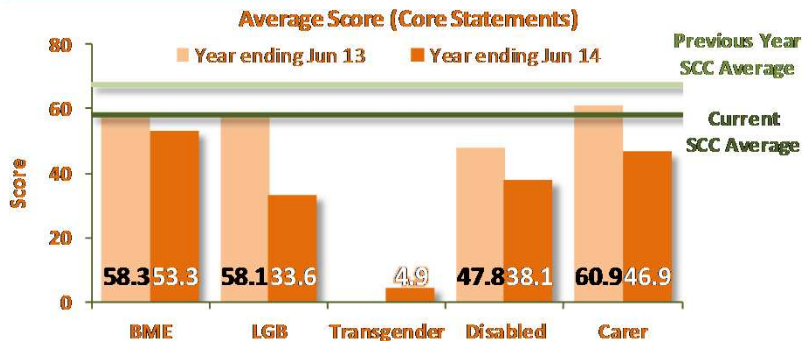
## Portfolios

**20 Points**

**Communities** has seen the largest drop in the average score in the past year, compared with the previous year



## Different Groups



**All the Equalities Groups have scores below the SCC average**

The average score for Carers was **14.0% lower** over the last year compared with the previous year.

Transgender employees have a much lower average than the workforce as a whole.

**57.6** **58.8**  
Male and female respondents have similar average scores for the Core Statements



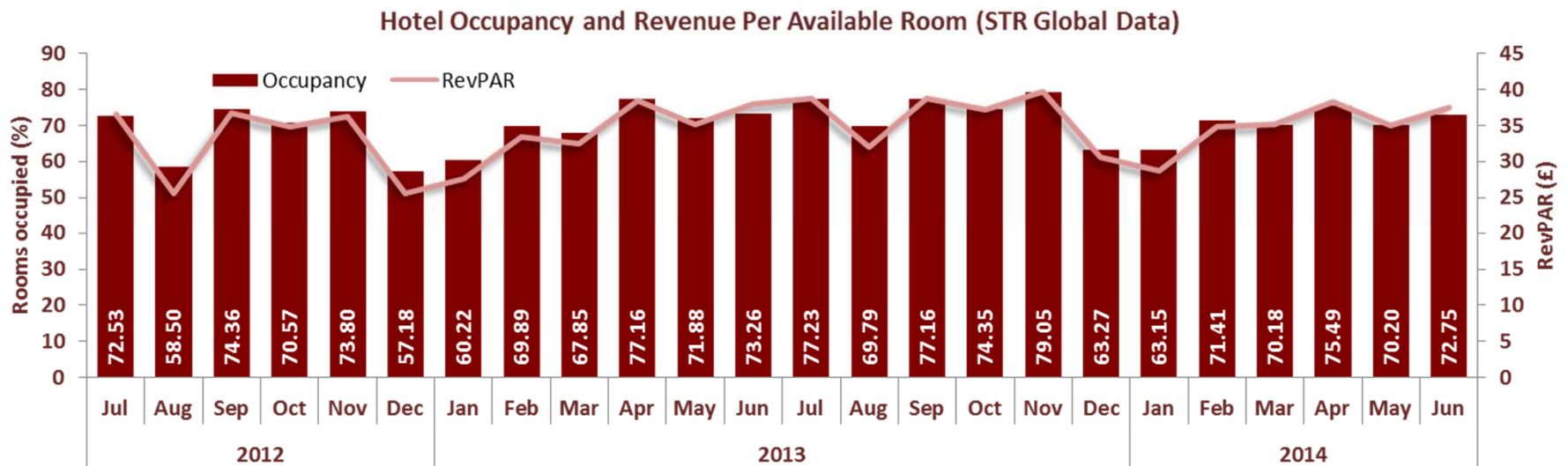
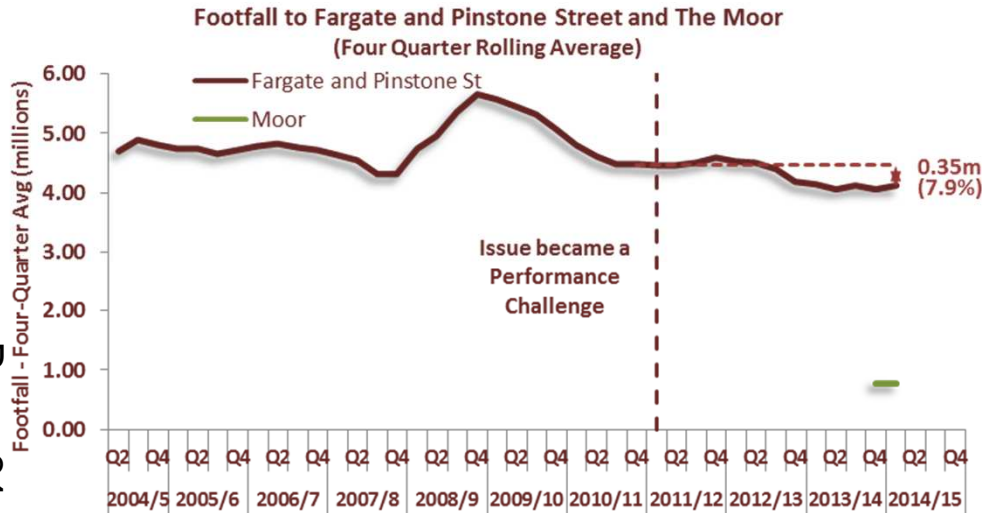
# City Centre Vibrancy

Performance Challenge since June 2011

Declines in City Centre footfall, retail spend and visitor spend, with concerns over hotel room yield.

New data since last quarter • Footfall • Hotel Occupancy • RevPAR • Visits to venues

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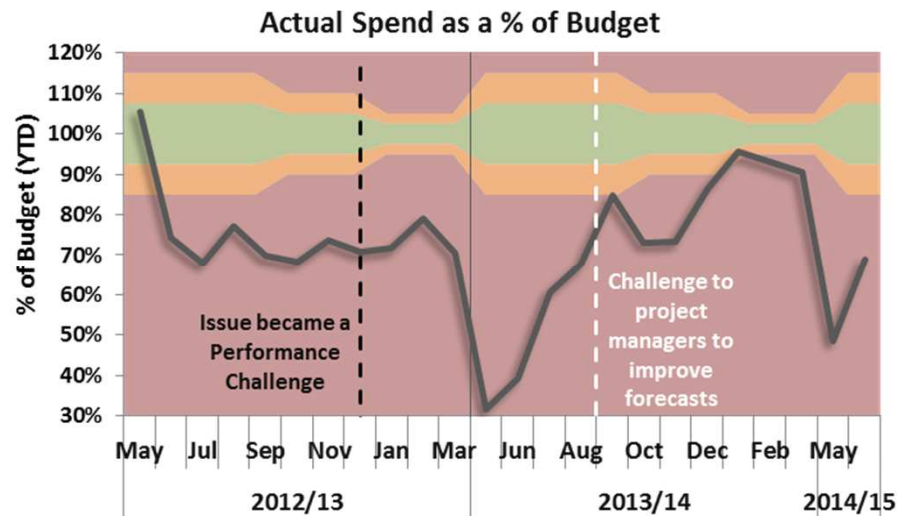
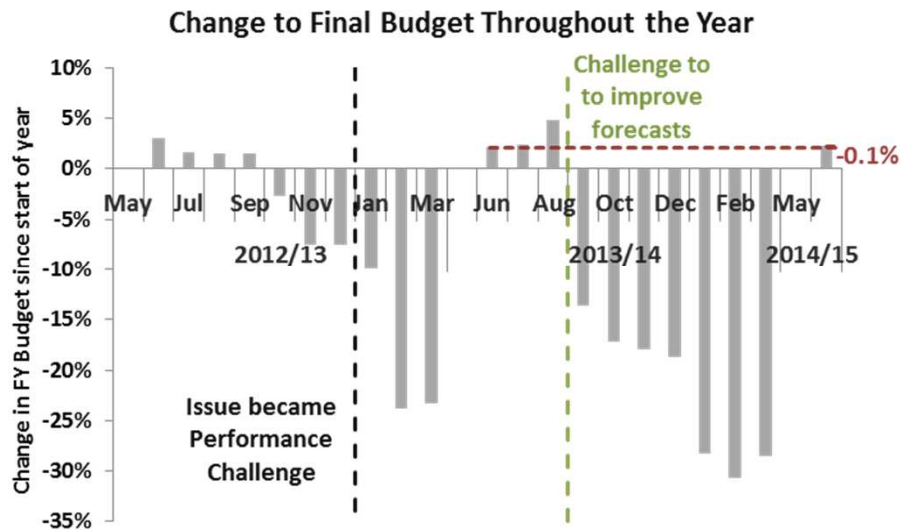
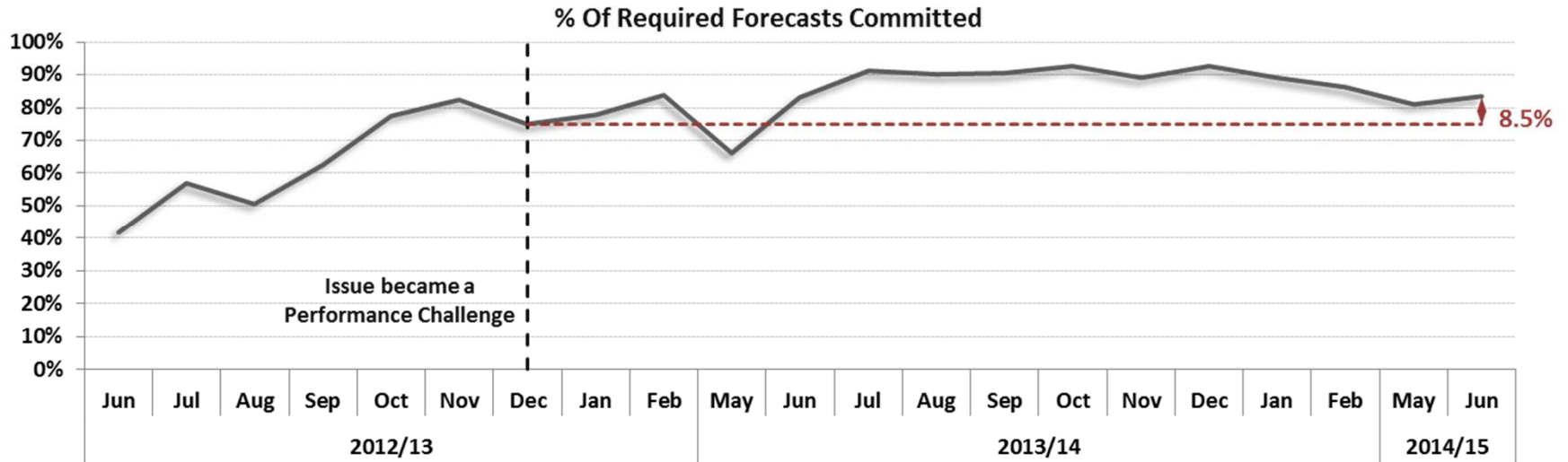
# Capital Programme Profiling

Performance Challenge since August 2012

The completeness and accuracy of forecasts for our Capital Spending Programme was poor, due to variable project management skills. There was concern this could reduce our credibility with funders and mean we borrow too much money too early, creating a credit risk and a revenue cost for the Council.

New data since last quarter • Next update due Q1 2014/15

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## Report to Overview & Scrutiny Management Committee 24<sup>th</sup> September 2014

**Report of:** Director of Policy, Performance and Communications

**Subject:** Scrutiny Review – Progress Report

**Author of Report:** Michael Bowles, Head of Elections, Equalities and Involvement  
Emily Standbrook-Shaw, Policy and Improvement Officer

### Summary:

During 2013/14 a review of the Council's Scrutiny function was undertaken, with the aim of improving the impact and effectiveness of scrutiny.

This report outlines progress on implementing the review's recommendations.

**Type of item:** The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	<b>x</b>

### The Scrutiny Committee is being asked to:

- Consider and comment on progress made in implementing the review's recommendations.
- Consider ways in which we can ensure the recommendations of the review are embedded in our scrutiny processes
- Identify areas for further work.

**Category of Report:** OPEN

# **Report of the Director of Policy, Performance & Communications**

## **Scrutiny Review**

### **1. Context**

1.1 During 2013/14 a review of the Council's Scrutiny function was undertaken, with the aim of improving the impact and effectiveness of scrutiny. The scope of the review was to:

1. Ensure scrutiny is a valued part of local governance
2. Build a shared understanding of the role of scrutiny
3. Influence policy making and support work across the council
4. Be more outward facing and complement work to strengthen local voice and community leadership
5. Look and feel better, performing a credible function which focuses on the right things and makes a difference.

New ways of working were agreed, including the development of a more rigorous approach to work planning and prioritisation; greater engagement with the public and service users in Scrutiny; and strengthening outcome focussed Scrutiny of city-wide issues. The composition of the Overview and Scrutiny Management Committee (OSMC) was also altered to reflect the political balance of the Council, and enable it to fulfil its role as outlined in the Council's constitution.

OSMC is the body with responsibility for leading development of the scrutiny function, and as such, progress on implementing the actions resulting from the Scrutiny review will be reported to it.

### **2 Why is this important?**

2.1 Since Cabinet governance was introduced by the Local Government Act 2000, Councils have been required by law to operate a Scrutiny system. Scrutiny is an essential part of ensuring that Local Government remains effective and accountable - Scrutiny ensures that the Executive (either collectively as Cabinet or individually) is held accountable for their decisions; that their decision-making process is clear and accessible to the public; and that there are opportunities for the public and their representatives to influence and improve public policy.

The Council's Overview and Scrutiny function plays a vital role within the Council by reviewing issues of local concern, examining existing policies and practices and making recommendations to Cabinet and external bodies on matters which affect the City and its residents.

- 2.2 The importance of having an effective and challenging scrutiny function has been highlighted recently in high profile reports.
- 2.3 The Independent Child Sexual Exploitation Report in Rotherham stated that scrutiny is an essential part of Cabinet government, in reassuring the public that genuine accountability is being exercised. The report was critical of some aspects of the Scrutiny process in Rotherham and said that “It is important that councillors test proposals by reference to their broad experience and their knowledge of the Borough and their own constituents. There should be nothing threatening about this; good officers should welcome challenge as a central part of local democracy”.
- 2.4 The Francis Report into the Mid Staffordshire NHS Foundation Trust scandal was critical of local Scrutiny Committees in their failure to challenge performance, pro-actively seek information and solicit information from the public; and lack of clarity over where responsibility for scrutinising specific areas and institutions lay. The report acknowledged that Councillors can’t be experts in all areas they are scrutinising, but said that Councillors should “be expected to make themselves aware of, and pursue, the concerns of the public who have elected them”.
- 2.5 One of the common themes from these national reviews is the importance of Scrutiny in looking not solely at Council services, but taking a view on the way in which the wide set of public agencies operating in a place work together to deliver outcomes for the residents of that place. Therefore, Scrutiny is becoming more and more about using the democratic mandate that Councillors have to hold the wider public sector (and private and voluntary agencies working on behalf of the public sector) to account, as well as the Council. This marks a substantial change in the way in which Scrutiny committees are expected to act.
- 2.6 Whilst we are able to evidence much good practice in our scrutiny work, implementing the recommendations of the Scrutiny Review and identifying further areas for improvement will ensure that we strengthen scrutiny to the benefit of all parts of the Council, and the people of Sheffield.

### **3 Progress on the Scrutiny Review Action Plan**

#### **3.1 Ensure scrutiny is a valued part of local governance**

- 3.1.1 A more robust approach to work planning was recommended as part of the review, and Members agreed to hold a work planning event to look at Scrutiny’s work plan for the year ahead across all committees. Originally envisaged as a work planning event led by the OSMC, this year the practicalities and timings of officer and member availability made arranging a single event difficult. Furthermore there was a desire from Members for each Committee to work up its own work programme before reporting to the OSMC, where gaps, opportunities for joint

working and cross cutting city wide issues for scrutiny will be identified. In order that all Members had an opportunity to suggest possible in-depth review topics for any of the committees, there was an email consultation exercise with members. Suggestions were discussed with Committee Chairs and helped to inform individual work programmes. The proposed work programme is on the agenda for today's meeting

- 3.1.2 In addition, quarterly meetings have been set up between Scrutiny Chairs with Executive Directors and Cabinet Members. This will support effective work planning, prioritisation and timing, ensuring that Scrutiny is looking at the most important things, and able to react to emerging issues.

### **3.2 Build a shared understanding of the role of scrutiny**

- 3.2.1 Communication materials will be reviewed, particularly Scrutiny's web presence. This will include signposting other relevant scrutiny bodies such as the Sheffield City Region Combined Authority Scrutiny Committee and the South Yorkshire Police and Crime Panel.

- 3.2.2 Members identified that there may be a disconnect between issues at ward level and the topics discussed at Scrutiny. We will therefore consider how to make stronger links with Local Area Partnerships to feed issues of concern into the scrutiny process.

- 3.2.3 Role profiles for Scrutiny Chairs will be updated to reflect the current requirements of the role.

### **3.3 Influence policy making and support work across the council**

- 3.3.1 A set of selection criteria has been developed for scrutiny topics, to help guide scrutiny committees when considering items to include in work programmes – see appendix 1. The Policy and Improvement Officers supporting Scrutiny will work with Chairs to ensure that these selection criteria are used effectively to support prioritisation for the individual committees.

- 3.3.2 The most appropriate way to assist each piece of scrutiny work in terms of support from services will be assessed through the resources section of the project mandate (see point 3.5.1). We have trialled having lead services play a much more central role in the scrutiny process over the last year (e.g. in the Cycling Review) and this was successful. However, this is unlikely to be appropriate in every case – officers will discuss this with the relevant chair at the start of any piece of scrutiny work.

### **3.4 Be more outward facing and complement work to strengthen local voice and community leadership**

We will further explore approaches to enhancing public involvement in scrutiny. This will involve building on methods that have already been used successfully, as well as considering new approaches:

- greater engagement with the public and service users in scrutiny activity e.g. as “expert witnesses”
- more “user friendly” ways of involving the public and involvement in formal meetings – such as the online survey used successfully in the cycling inquiry
- greater use of digital opportunities for Scrutiny to engage with the public – such as an invitation on the web pages to email in suggestions for scrutiny work programmes
- ways for the public to be involved in making suggestions for topics as part of the annual work planning process. This could include inviting the public to suggest ideas for the work programme, along with using information collected by services and councillors about concerns with policy and service delivery
- options for taking scrutiny to the public as opposed to expecting the public to come to scrutiny through holding more Scrutiny activity away from the Town Hall – such as the recent Scrutiny Committee held at St Luke’s Hospice

### **3.5 Look and feel better, performing a credible function which focuses on the right things and makes a difference.**

- 3.5.1 A “project mandate” tool has been developed to outline the aims, objectives and timescales of in-depth or short term scrutiny reviews (see appendix 2). This includes how to draw on relevant ‘expertise’ from within and outside the Council.
- 3.5.2 In planning Scrutiny activity, the most appropriate format will be selected ie briefing notes, agenda item, whole agenda item, short terms review or in depth investigation.
- 3.5.3 A set of measures to assess the outcomes and process of scrutiny are being developed to answer the question ‘is scrutiny adding value?’
- 3.5.4 This will include;
- An assessment by officers of whether scrutiny is meeting its statutory requirements. This will simply provide a ‘yes’ or ‘no’ against each of the statutory duties.
  - Better tracking of the implementation of recommendations made by the Committees and the actions related to each Committee. This will provide quantative data.
  - The impact of scrutiny will **be** assessed by looking at the perception of Members. This will be done through a survey and provide both quantative and qualitative information.
- 3.5.5 The measures will be used at varying levels of detail by the service; Scrutiny Chairs; Scrutiny Committees; Overview and Scrutiny Management Committee; reported to Council; and reported nationally to the Centre for Public Scrutiny

- 3.5.6 The Overview and Scrutiny Management Committee was appointed as a politically proportionate Committee at this year's Council AGM. It will identify areas for joint working across Committees as well as any gaps. It will have regular oversight of the work of the scrutiny committees, and sign off the 6 month and annual scrutiny reports to Council.
- 3.5.7 Plans are underway for Member development session on questioning styles. Further Member development sessions will be arranged as resources allow, and as Members and the OSMC identify areas of interest.

#### **4 What does this mean for Scrutiny Committees?**

In embedding the recommendations of the review across our scrutiny processes, scrutiny will have the tools to:

- fulfil its role as set out in the Council's constitution
- select appropriate and timely issues for scrutiny
- take a structured approach to planning scrutiny reviews
- further involve members of the public in scrutiny work where appropriate
- understand and measure the impact and effectiveness of scrutiny work.

#### **5 What does this mean for the OSMC?**

The Scrutiny Review extended the role of the OSMC. Its key tasks will be to:

- Take an overview of the scrutiny committee work programmes, identifying gaps and opportunities for joint working as well as cross cutting city wide issues for scrutiny
- Develop its own work programme
- Lead on scrutiny of corporate and whole city issues
- Lead on the development of the scrutiny function

The OSMC, working alongside Policy & Improvement Officers, will be the lead body for taking forward the recommendations of the Scrutiny Review, and will receive regular updates on progress.

#### **6 Recommendation**

The Committee is asked to:

- Consider and comment on progress made in implementing the review's recommendations.
- Consider ways in which we can ensure the recommendations of the review are embedded in our scrutiny processes
- Identify areas for further work.



## Selecting Scrutiny topics: v00.06

This tool is designed to assist the Scrutiny Committees focus on the topics most appropriate for their scrutiny.

- **Public Interest**  
The concerns of local people should influence the issues chosen for scrutiny;
- **Ability to Change / Impact**  
Priority should be given to issues that the Committee can realistically have an impact on, and that will influence decision makers;
- **Performance**  
Priority should be given to the areas in which the Council, and other organisations (public or private) are not performing well;
- **Extent**  
Priority should be given to issues that are relevant to all or large parts of the city (geographical or communities of interest);
- **Replication / other approaches**  
Work programmes must take account of what else is happening (or has happened) in the areas being considered to avoid duplication or wasted effort. Alternatively, could another body, agency, or approach (e.g. briefing paper) more appropriately deal with the topic

### Other influencing factors

- **Cross-party** - There is the potential to reach cross-party agreement on a report and recommendations.
- **Resources**. Members with the Policy & Improvement Officer can complete the work needed in a reasonable time to achieve the required outcome(s)



<b>Scrutiny Project Mandate Template (v00.01)</b>			
<b>Review topic:</b>	<i>Please state the topic / title of the review.</i>		
<b>Length of review</b>	In-depth (6-9 months) <input type="checkbox"/>	or, Short term (up to 3 months) <input type="checkbox"/>	
<b>Start date</b>		<b>End date</b>	
<b>Lead committee</b>	<i>If a joint review please list all Committees / Chairs involved.</i>	<b>Committee Chair</b>	
<b>Reasons for selecting this topic</b>			
<i>Please give a brief overview of the analysis of this topic against the selection criteria (PAPER) including any additional feedback from the OSMC planning meeting / Scrutiny Committee/s.</i>			
<b>Aim/s of the review</b>			
<i>Please briefly list the aim/s of the review i.e. what you are trying to achieve</i>			
<b>How will you carry out the review</b>			
<i>Please describe the approach you will use e.g. call for evidence, desktop research, meeting key stakeholders, visits etc.</i>			
<b>Outcomes &amp; impact</b>			
<i>Please state what you think will be the likely outcomes of the review and the potential impact.</i>			
<b>Links to other areas of work</b>			
<i>Please list any links to other work either within or outside the Council and say how you will manage them.</i>			
<b>Public involvement</b>			
<i>Please state how the public will be involved in this review e.g. expert witnesses / meeting locations</i>			
<b>Resources</b>			
<i>Please state the resources required to support the review e.g. time of Members, Policy &amp; Improvement Officer, other Council / non Council Officers / small budget for meetings etc.</i>			
<b>Date of Task &amp; Finish Group meeting:</b>			
<b>Any other feedback from the meeting</b>			
<i>Please include any other comments / suggestions made at the meeting.</i>			





## Report to Overview and Scrutiny Management Committee 24<sup>th</sup> September 2014

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**Report of:** Head of Elections, Equalities and Involvement

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**Subject:** Update on Scrutiny Work Programmes 2014/2015

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**Author of Report:** Emily Standbrook-Shaw, Policy & Improvement Officer,  
0114 27 35065

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**Purpose of report:**

One of the roles of OSMC is to take an overview of scrutiny work programmes and identify where there are gaps, and opportunities for joint working. Some crossover between the work of Committees has already been identified – for example:

- Economic & Environmental Wellbeing Committee invited members of the Safer and Stronger Communities Committee to be on its task group looking at house building.
- The Children, Young People and Family Support Scrutiny Committee work on post 18 pathways will involve members of the Economic and Environmental Wellbeing Scrutiny Committee. The Children, Young People and Family Support Scrutiny Committee are exploring the possibility of doing some work around post 18 pathways, this includes looking at how members of the Economic and Environmental Wellbeing Scrutiny Committee could be involved.
- Members from the Children, Young People and Family Support Scrutiny Committee will be invited to the Safer and Stronger Communities Scrutiny Committee meeting on Domestic Violence

The Scrutiny Committees have been developing their work programmes over the summer and are attached. The Chair of each of the four Committees will give an overview of the work programmes for their Committees, and the approaches they are planning to take.

**The Scrutiny Committee is being asked to:**

The Committee is asked to discuss the work programmes and identify any further opportunities for joint working, or issues that should be picked up by a specific Committee.

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<b>Safer and Stronger Communities Scrutiny Work Programme</b>	
<b>Topic</b>	<b>Background to topic</b>
<b>25th September 2014</b> (papers deadline Monday 15th September)	
Housing Plus - Walkabout	This would involve a one hour 'walkabout' followed by the Committee's formal meeting and could involve TARAs and other stakeholders.
Housing Plus - Report	This would involve a one hour 'walkabout' followed by the Committee's formal meeting and could involve TARAs and other stakeholders.
Challenge for Change - Community Engagement	The Council Housing Service's scrutiny group Challenge for Change (made up of customers) have undertaken their third review – looking at community engagement and would like to present to the Safer and Stronger Communities Scrutiny Committee.
Welfare Reform	Written briefing circulated with the papers
Right to Buy Update	Written briefing circulated with the papers
<b>27th November 2014</b> (papers deadline Monday 17th November)	
Housing Revenue Account Business Plan	The Committee's March 2014 meeting requested an update report on the HRA following the Tenant Conference in the autumn and that tenant representatives be invited to that Committee meeting.
Challenge for Change: Grass Cutting	"The relevant Cabinet Member report back to Scrutiny on the Council's response to the recommendations a further report on the actions resulting from the report's recommendations be presented a future meeting of the Committee, with all the scrutineers involved in drafting the original report being invited to attend."
Welfare Reform	Written briefing circulated with the papers
Right to Buy Update	Written briefing circulated with the papers
Partner Resource Allocation Meeting (PRAM)	A quarterly written report on actions relating to the development of the Partner Resource Allocation Meeting in other parts of the City.
<b>Committee to be asked if the following items should go to a special meeting in December 2014 or go to March 2015 meeting</b>	
Community Safety Partnership	The Council has a legal responsibility under the sections 19 and 20 of the Police and Justice Act 2006 to annually scrutinise the Community Safety Partnership. This could also pick up the impact of reduced resources for the Police which has been requested a Committee member.
Anti-social behaviour	The Committee added Anti-Social Behaviour to its list of topics for the 2014/15 work programme at its March 2014 meeting. This item could look at Sheffield's response to ASB legislation expected to become law in October 2014
Partner Resource Allocation Meeting (PRAM)	At its September 2013 meeting the Committee requested an annual presentation on the Partner Resource Allocation Meeting, with up to two additional partners to attend
Domestic Violence	Requested by two Committee members during 2014/15 as an issue the Committee could look at, following discussion at the South Yorkshire Police and Crime Panel.

<b>22nd January 2015</b> (papers deadline Monday 17th November)	
Private Sector Landlords	The Committee's January 2014 meeting requested that a report on the introduction of Selective Licensing in the Private Rented Sector be presented to the Committee in December 2014. Also to include the Page Hall Multi Agency Team and how that it progressing.
Social Housing Repairs and Maintenance Contract (Kier Contract)	To look at the repairs and maintenance services to tenants' homes provided by Kier Services which started on 1 April 2014 and runs for 3 years
Implementation of the Allocations Policy	At its March 2014 meeting the Committee requested an update report on the Implementation of the Allocations Policy, to including examples of how the associated risks had been managed; and local tenant representatives who had been involved in the consultation process, be invited to the Committee meeting
Welfare Reform	Written briefing circulated with the papers
Right to Buy Update	Written briefing circulated with the papers
Partner Resource Allocation Meeting (PRAM)	A quarterly written report on actions relating to the development of the Partner Resource Allocation Meeting in other parts of the City.
<b>26th March 2015</b> (papers deadline Monday 16th March)	
Welfare Reform	Update as requested by Committee at the July meeting
tbc	
tbc	
Right to Buy Update	Written briefing circulated with the papers
Partner Resource Allocation Meeting (PRAM)	A quarterly written report on actions relating to the development of the Partner Resource Allocation Meeting in other parts of the City.
<b>Written briefings</b>	
Partner Resource Allocation Meeting (PRAM)	A quarterly written report on actions relating to the development of the Partner Resource Allocation Meeting in other parts of the City be provided to the Committee
Right to Buy Update	Written briefing circulated with the papers
Welfare Reform	Written briefing circulated with the papers
Management of HRA Land	Written update circulated with the papers on the project between the Communities and Place portfolios to carry out a review of land management arrangements.



**Children, Young People & Family Support Scrutiny & Policy Development Committee  
Draft Work Programme 2014-15**

**Chair:** Cllr Gill Furniss

**Vice Chair:** Cllr Cliff Woodcraft

**Meeting papers:** [click here](#)

**Meeting day/ time:** Monday 1-4pm

**Please note:** the Work Programme is a live document and so is subject to change.

Topic	Reasons for selecting topic	Contact	Date	Expected Outcomes
<b>Monday 17th November 2014</b>				
Attainment	A detailed report on the attainment statistics for Sheffield and analysis in terms of the available national data / comparators.	Iain Peel, Director, Inclusion & Learning Services, Janet Docherty, Senior Manager & Pam Smith, Strategic Lead - Targeted Intervention	Nov 14	
Report on Academies in Sheffield	An update in terms of attainment statistics and the process of how Schools become an academy, the committee could then hear from a Headteacher/s in terms of the implications of the approach.	Iain Peel, Director, Inclusion & Learning Services / or Anthony Hughes, Commissioning, with possible attendance from Head teachers.	Nov 14	

<b>Monday 26th January 2015</b>				
The Children and Families Act (whole agenda topic)	To receive a report on how we are delivering the requirements of the Children and Families Act, capturing the different elements of the act, including court proceedings, adoption, and special educational needs.	Dorne Collinson, Director, Children & Families	Jan 15	
<b>Monday 9th March 2015</b>				
Looked After Children & Care Leavers Annual Report to Scrutiny	To receive an annual update on looked after children and care leavers including performance outcomes.	Jon Banwell, Assistant Director - Provider Services	Mar-15	
Adoption & Fostering Report Annual report to Scrutiny	To receive an annual update on adoption & fostering.	Jon Banwell, Assistant Director - Provider Services	Mar-15	
Sheffield Safeguarding Children Board (SSCB)- Annual Report	Presentation of the Annual Report from the Sheffield Safeguarding Children Board (SSCB)	Sue Fiennes – Independent Chair Trevor Owen – Head of Service, Safeguarding Children Victoria Horsefield – SSCB Board Manager	Mar-15	

Annual Meeting with Young People & Young Carers	Annual meeting with the scrutiny committee and young people / carers to discuss issues which are of concern to the young people.	Emma Hincliffe, Sheffield Futures	Mar-15	
<b>Briefing papers</b>				
Building Successful Families Programme (Phase 2)	Sheffield is going to bid to be an “early adopter” site for Phase 2. The committee has requested a briefing paper for all members in November that will give an update in terms of the outcome of the bid and ongoing progress with the programme.	Dawn Walton, Assistant Director, Prevention & Early Intervention	17th November 14	



**Healthier Communities & Adult Social Care Scrutiny & Policy Development Committee**  
**Draft Work Programme 2014-15**

**Chair:** Cllr Mick Rooney

**Vice Chair:** Cllr Sue Alston

**Meeting day/ time:** Wednesday, 10am-1pm

**Please note:** the Work Programme is a live document and so is subject to change.

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Topic	Reasons for selecting topic	Contact	Date	Expected Outcomes
<b>17<sup>th</sup> September 2014</b>				
Care Act 2014	Implications of the Bill and progress so far.	Luke Morton, Programme Manager.	Sep-14	Gain understanding of Act and Sheffield City Council's response
Right First Time Programme.	Minutes from 20th November 2014: the committee requests a report in terms of progress in respect of Phase 3 of the Right First Time Programme. including data/statistics on the impact of the Programme to date	Kevan Taylor Sheffield Health & Social Care Foundation Trust	Sep-14	

<b>15<sup>th</sup> October 2014</b>				
End of Life Care Strategy	Minutes from 15th January. The Committee requests that "arrangements be made for the Committee to look at the End of Life Care Strategy in the 2014/15 Municipal Year, and that this item includes feedback on the Department of Health's response to the report on the Liverpool care Pathway and any consequent actions in Sheffield"	Jackie Gladden, Senior Commissioning Manager, Long-Term Conditions and End of Life Care / St Luke's Hospice	Oct-14	
Dementia Strategy & Integrated Working	Minutes from 20th November 2014. Details of the progress made in terms of the Sheffield Dementia Strategy and Commissioning Plan, with an emphasis on the Action Plan, financial details and work undertaken in terms of public engagement, together with details of an explanation as to how the service was integrated, and explanation of how the Council and Health were responding to the requirement for integrated service provision	Sarah Burt Senior Commissioning Manager (CCG) SCC Executive Director, Communities	Oct-14	
<b>17<sup>th</sup> December 2014</b>				
Learning Disability Service Petition – Update	Petition presented on 23 <sup>rd</sup> July 2014 – minutes request an update on the consultation process be presented to a future meeting within 6 months	Moira Wilson, Interim Director of Care and Support	Dec 14	

25 <sup>th</sup> February 2015				
Health Inequalities Action Plan	Request from 23 July meeting. Committee to be involved at early stage in any refresh of HIAP esp in regard to (i) working closely with local communities;(ii) issues regarding communities supporting each other; (iii) flexibility in care plan arrangements in the context of developing the Council's strategic plans	Jeremy Wight	Feb 2015	Committee to consider progress on action plan and make comments in advance of Health and Wellbeing Board's consideration of the action plan in March.
<b>Date TBC</b>				
GP Practices	Minutes from 17th July 2013 the Scrutiny Committee identifies (i) the need for discussions "(A) with the National Commissioning Board's Local Area Board regarding GP practices in the City, including the numbers, location and skill mix."	tbc	tbc	
A Guide to Health Scrutiny in Sheffield	Presenting the final draft health protocol for approval by the Scrutiny Committee.	Cllr Mick Rooney, Chair	tbc	
Transitions within the CAMHS service	There was a recommendation in the CAMHS Working Group Report to include this topic on the work programme for 2014-15.	Anthony Hughes (CYPF), Tim Furness (CCG), Steve Jones (SCH)	tbc	

Joint Commissioning strategy	A report providing an overview of the Joint Commissioning Strategy, to include an overview of the services, timescales etc.	Laraine Manley, Executive Director Communities	tbc	
SHSCFT - how patients with specific needs are supported when they are admitted to adult acute care at the Teaching Hospitals	The governors have asked if Scrutiny could look into how patients with specific needs are supported when they are admitted to adult acute care at the Teaching Hospitals. They have identified people with dementia, significant mental health issues, learning disabilities, deafness and blindness. They are particularly interested in how a person's level of need is firstly identified and then how the Trust assures itself that this need has been met	Sam Stoddart Membership Manager	tbc	
<b>Briefing Papers</b>				
Sheffield Adult Safeguarding Partnership - Annual Report 2012/13	Minutes from 15th January 2014, the Committee requests that the Sheffield Adult Safeguarding Partnership (iii) provide a progress report to the Committee on a quarterly basis.	Simon Richards, Head of Quality & Safeguarding & Sue Fiennes, Independent Chair	(April 2014) July, Oct 2014, Feb 2015	



Update Report on developing a Social Model of Health/ Health Communities Review	Minutes from 19th March 2014, That the Committee:- 8.4 (c) "requests that a written update report on progress with the Social Model of Public Health/Healthy Communities Review be included on the agenda for each future meeting of the Committee"	Chris Shaw, Director of Health Improvement	(April 2014) July, Oct, Dec 2014, Feb & April 2015	
<b>Task &amp; Finish Work</b>				
CAMHS Working Group	Report finalised and response received. Awaiting progress update	Emily Standbrook-Shaw, Policy and Improvement Officer		
Nutrition & Hydration Working Group	Report finalised, awaiting response from Trusts	Emily Standbrook-Shaw, Policy and Improvement Officer	Oct 14	
Joint Health Overview and Scrutiny Committee – Cardiac Services	Work ongoing, awaiting JHOSC meeting date, likely to be late Sept, early Oct.	Led by Leeds City Council		



## Economic & Environmental Wellbeing Scrutiny Committee Work Programme

<b>Wednesday 8th October - Single Topic Meeting</b>	
Future role of the City Centre	
<b>Wednesday 10th December - Single Topic Meeting</b>	
Topic tbc	
<b>Wednesday 18th February</b>	
Libraries	Committee requested at February 2013 meeting
Topic tbc	
<b>Wednesday 8th April - Single Topic Meeting</b>	
Topic tbc	
<b>Dates tbc</b>	
Broadband and economic development	Single topic meeting
Climate Change	Committee added to the Work Programme July 2014
Open Space	Committee added to the Work Programme July 2014
Streets Ahead	Committee requested update following discussion in July 2014
How Sheffield presents itself to the UK and internationally	Committee added to the Work Programme July 2014
Energy policy for the city	Committee added to the Work Programme July 2014
<b>Written briefings (without agenda time)</b>	
Rural broadband	The Committee has had written and verbal updates on this topic following the discussion in April 2013
Modernisation of Cabinet Highways Committee - review of new arrangements	the Committee requested at its April 2013 meeting that a review of the new arrangements be undertaken following implementation
<b>2015/16</b>	
Cycling Inquiry Progress	To update the Committee on implementation





## Report to Overview & Scrutiny Management Committee 24<sup>th</sup> September 2014

**Report of:** Head of Elections, Equalities & Involvement

**Subject:** Overview and Scrutiny Management Committee Work Programme 2014/2015

**Author of Report:** Emily Standbrook-Shaw, Policy & Improvement Officer,  
0114 27 35065

### Summary:

Scrutiny of city wide cross cutting issues, and scrutiny of internal corporate issues (for example Human Resources, Equalities, Communications, use of resources) fall under the remit of the Overview and Scrutiny Management Committee.

The draft OSMC work programme is attached, and the Committee is asked to identify and discuss corporate and city wide issues that it may wish to consider during the year. These could take the form of agenda items, or more detailed task and finish work. The resourcing of the work programme will need to be taken into account during these discussions.

**Type of item:** The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	<b>x</b>

**The Scrutiny Committee is being asked to:**

- Consider and develop the OSMC Work Programme

## OSMC Draft Work Programme

It is proposed that the OSMC hold the following meetings in 2014-15.

Month	Topics to cover	Expected Outcomes
24 <sup>th</sup> September 2014 (Papers - 16 <sup>th</sup> Sept)	<ul style="list-style-type: none"> <li>• <b>Budget Monitoring Report</b></li> <li>• <b>Performance and Risk Report</b></li> <li>• <b>OSMC Work Programme &amp; Update from 4 Scrutiny Committees on Work Programmes</b></li> <li>• <b>Scrutiny Review Action Plan – review progress</b></li> </ul>	<ul style="list-style-type: none"> <li>• OSMC consider budget and performance reports</li> <li>• OSMC reviews and agrees its Work Programme</li> <li>• OSMC identifies any areas for co-ordination / gaps / resource issues</li> <li>• OSMC reviews progress on the Scrutiny Review Action Plan and makes any recommendations</li> </ul>
26 <sup>th</sup> November 2014 (Papers – 18 <sup>th</sup> Nov)	<ul style="list-style-type: none"> <li>• <b>Boundary Review</b> Following Boundary Commission consultation.</li> <li>• <b>6 month update report on Scrutiny for Full Council</b></li> </ul>	<ul style="list-style-type: none"> <li>• OSMC considers the Boundary Review and makes any recommendations</li> <li>• OSMC contributes to the development of the 6 monthly update report on scrutiny</li> </ul>
28 <sup>th</sup> January 2015 (Papers – 20 <sup>th</sup> Jan)	<ul style="list-style-type: none"> <li>• <b>Review progress on in-depth or short term reviews across all Scrutiny Committees</b></li> </ul>	<ul style="list-style-type: none"> <li>• OSMC Reviews progress on in-depth or short term reviews and makes any recommendation back to Scrutiny Committee/s</li> </ul>
February 2015	<ul style="list-style-type: none"> <li>• <b>Budget</b></li> <li>• <b>Scrutiny Review Evaluation</b></li> </ul>	<ul style="list-style-type: none"> <li>• OSMC provides feedback on the proposed budget</li> <li>• OSMC evaluates progress of the scrutiny review</li> </ul>