

Cabinet

Wednesday 9 March 2016 at 2.00 pm

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

The Press and Public are Welcome to Attend

Membership

Councillor Julie Dore	(Leader of the Council)
Councillor Leigh Bramall	(Deputy Leader/Cabinet Member for Business, Skills & Development)
Councillor Isobel Bowler	(Cabinet Member for Neighbourhoods)
Councillor Ben Curran	(Cabinet Member for Finance and Resources)
Councillor Jackie Drayton	(Cabinet Member for Children, Young People & Families)
Councillor Jayne Dunn	(Cabinet Member for Housing)
Councillor Terry Fox	(Cabinet Member for Environment and Transport)
Councillor Mazher Iqbal	(Cabinet Member for Public Health and Equality)
Councillor Mary Lea	(Cabinet Member for Health, Care & Independent Living)
Councillor Sioned-Mair Richards	(Acting Cabinet Member for Neighbourhoods)

PUBLIC ACCESS TO THE MEETING

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

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

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

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

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

If you require any further information please contact Simon Hughes on 0114 273 4014 or email simon.hughes@sheffield.gov.uk.

FACILITIES

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.

**CABINET AGENDA
9 MARCH 2016**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
Note: Appendix B to agenda item 10 'Sheffield Housing Company Phase 2, is not available to the public and press because it contains exempt information described in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) relating to the financial or business affairs of any particular person
- 4. Declarations of Interest** (Pages 1 - 4)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 5 - 24)
To approve the minutes of the meeting of the Cabinet held on 17 February 2016.
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Items Called-In/Referred From Scrutiny** (Pages 25 - 64)
(i) Prevent Task Group Report

Report of the Children, Young People and Family Support Scrutiny and Policy Development Committee

(ii) Home Care Scrutiny Report

Report of the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee
- 8. Retirement of Staff** (Pages 65 - 66)
Report of the Interim Executive Director, Resources
- 9. Special Educational Needs / Looked After Children / Vulnerable Adults Transport Framework** (Pages 67 - 76)
Report of the Interim Executive Director, Resources
- 10. Sheffield Housing Company Phase 2** (Pages 77 - 90)
Report of the Executive Director, Place
- 11. Sheffield Digital Business Incubator** (Pages 91 - 102)

Report of the Executive Director, Place

- 12. Better Health and Wellbeing - Working Better Together in Communities** (Pages 103 - 114)
Report of the Executive Director, Communities
- 13. Revenue Budget and Capital Programme Monitoring 2015/16 Month 10 (as at 31/1/16)** (Pages 115 - 164)
Report of the Interim Executive Director, Resources

ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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

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

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

You **must**:

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

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

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

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

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

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

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

You have a personal interest where –

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

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

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

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

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

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email gillian.duckworth@sheffield.gov.uk.

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Cabinet

Meeting held 17 February 2016

PRESENT: Councillors Julie Dore (Chair), Ben Curran, Jackie Drayton, Jayne Dunn, Terry Fox, Mazher Iqbal, Mary Lea and Sioned-Mair Richards

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1. APOLOGIES FOR ABSENCE

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

2. EXCLUSION OF PUBLIC AND PRESS

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

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of the previous meeting of the Cabinet, held on 13 January 2016, were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 Petition in respect of the Bannerdale Site and Consultation on School Places

5.1.1 Kitty Evans submitted a petition, containing 167 signatures, requesting that the City Council stop the sale of any part of the Bannerdale Site until after the consultation on new school site plans.

The petition stated the following:-

'We call upon Sheffield Council to stop the sale of any part of the Bannerdale site for housing, until proposed plans for the new secondary school on the "car park area" of the same site can be confirmed as representing a viable way to provide an outstanding new school.

It is not possible for the community or the Council to have confidence in the outlined proposal in advance of the Council vote on 17th February because:-

- *The "car park area" alone is clearly not large enough for the complete grounds of a secondary school, and would be even smaller than the original Holt House proposal unanimously rejected by the preceding consultation.*
- *Existing plans for new housing on the Bannerdale building footprint require the use of an access road from Carter Knowle Road which would run right through*

any potentially larger school site in the “car park area”. This would raise significant safeguarding issues for the new school or split the school awkwardly between two sites.

- *The “car park area” is described in several previous Council documents as being a former landfill site which has poor ground conditions that make it unsuitable for housing development.*
- *The new housing would require a system of open drains between the new school and Holt House Infants, in an area already prone to flooding.*

As such it is critical that no part of the Bannerdale site is sold for housing until it can be confirmed that the proposed plan is viable, as it may prove necessary to consider alternative options for developing the entire site once the feasibility of the current proposal had been further explored.’

- 5.1.2 In response Councillor Jackie Drayton, Cabinet Member for Children, Young People and Families, thanked Miss Evans for submitting the petition. She welcomed the fantastic response to the consultation on school places which had involved lots of people and resulted in lots of different options and views being put forward.
- 5.1.3 Councillor Drayton further commented that there was a need to make a decision about the building of a new school at this Cabinet meeting to ensure there were school places available for children and young people when they needed them.
- 5.1.4 To move forward with the process a decision was required to be made at this Cabinet meeting and then the process would then progress to the planning and development of the school and following that the statutory planning process would be followed which would include further consultation.
- 5.1.5 Councillor Drayton confirmed that the school would be developed with the criteria in mind, including building an exciting new secondary school including community facilities, protecting green spaces as much as possible, ensuring the design, as much as possible, didn't add to traffic congestion or air quality and would ensure housing on the site.
- 5.1.6 There was planning permission for housing already on the site and all proposals and designs for the school would be subject to the statutory planning process. A decision needed to be taken at this meeting and could not be delayed to ensure school places were available when they were needed.
- 5.1.7 Councillor Julie Dore, Leader of the Council, confirmed that no decision would be made at this meeting about building housing on any specific area of the Bannerdale site. However, the plans for the site did include housing which was badly needed in the area. Part of the site had outline planning permission and the sale was ongoing to market. Should the decision on the school go ahead this would add another dimension to the viability of housing on the site.
- 5.2 Petition in respect of Proposals for a Through School on the Ecclesall Infant Site

- 5.2.1 A petition was submitted, containing 33 signatures, objecting to the creation of a new through primary school on Ecclesall Infant School playground. As there was no one in attendance at the meeting to present the petition, Councillor Jackie Drayton stated that a written response would be provided to the petitioner.

5.3 Public Questions in respect of Councillor Behaviour and Council Procedures

Martin Brighton submitted a number of questions in respect of Councillor Behaviour and Council Procedures as follows:-

1) If an Elected Member makes promises to citizens during a digitally recorded meeting, is it reasonable to expect that the Elected Member keeps those promises?

2) If the Elected Member does not keep those promises, would the Council Leader be reasonably expected to ensure that the Elected Member keeps those promises?

3) Should it transpire that the Elected Member not only did not keep the promises made, but also demonstrated that there was never any intent to keep the promises, is not that Councillor's position untenable?

4) Would the Council Leader have any objection to that digital recording being placed on YouTube, adjacent to an existing recording of a similar incident?

5) If a senior Council Officer gives an undertaking for an action, including a meeting with a concerned citizen, and it transpires that there was never any intention to either carry out the action or hold the meeting, is there any case for that officer's continuing employment within this Council?

6) Is it not reasonable, if a Councillor is repeatedly informed of a Council document demonstrating an illegal activity within the Council, that the named department would be investigating, the culprit identified, and any wrong put right?

7) Should a Councillor fail to respond, as required by question 6 above, is not their position untenable?

8) Should a senior Council Officer fail to take appropriate action consequent upon question 6 above, is not that senior Officer's position untenable?

- 5.3.1 Councillor Julie Dore responded that Mr Brighton's questions appeared to refer to a specific incident and a specific Elected Member. As the incident and Member had not been cited Councillor Dore could not answer Mr Brighton's questions. If he wished to put in writing the incident and the Member concerned a response would be provided.

5.4 Public Question in respect of Northern Powerhouse

- 5.4.1 Nigel Slack asked, with the Government continuing to prove by its deeds (BIS

closure, Bradford's photo collection, 85% of hardship funding going to Tory Councils) that its words on the Northern Powerhouse are ringing hollow, can the Council still be confident that the promises contained in the proposed 'devolution' deal will be honoured?

- 5.4.2 Councillor Julie Dore commented that the BIS closure had come as a shock especially considering the Government must have taken time to make the decision and done a full appraisal on it. For the Council therefore to find out about the decision on the morning that consultation on staff redundancies began was shocking.
- 5.4.3 Upon finding out about the decision, Councillor Dore wrote to the Secretary of State outlining the Council's concerns over the loss of jobs particularly in the light of the Government's statements for the past months that the Northern Cities would be where the growth would be seen in this country. On the one hand therefore the Government were seeking inward investment into the Northern Cities whilst at the same time disinvesting with decisions such as the BIS closure.
- 5.4.4 Councillor Dore did not receive a response to her letter to the Secretary of State within 7 days and therefore wrote to the Chancellor of the Exchequer. As a result, a response was received from the Secretary of State which Councillor Dore was still not happy with. Councillor Dore stated that she then wrote a further letter to the Secretary of State outlining that she was not happy with the response and consequently the Secretary had agreed to a meeting to discuss Councillor Dore's concerns.
- 5.4.5 Councillor Dore had also discussed the issue of the Government's hardship funding with other Core Cities. She was concerned that the Northern Cities had faced cuts for a number of years and not been given any funding to cope with this and now when it appeared that Conservative Councils were beginning to suffer they were offered funding to manage these pressures. The Core Cities would discuss further how they would respond to the Government on this issue.

5.5 Public Question in respect of Devolution

- 5.5.1 Nigel Slack commented that the public response to the proposed 'devolution' deal consultation (250 across the region, 50 of which were Social media contacts of Mr Slack) had been woefully low and illustrated the concerns he had raised over the timing and lack of publicity about the consultation. That aside, Mr Slack asked when will the full details of the consultation be available to the public?
- 5.5.2 Councillor Julie Dore responded that the 9 local authorities in the Sheffield City Region had not all decided their membership status and as such declared their position on the Devolution deal which Councillor Dore believed appeared to offer positive provision for the City Region. Once all the 9 local authorities had declared their position statutory consultation would have to take place. This would be dictated by the Government and the City Council would then decide how to inform and consult. A date for this could not yet be confirmed but it was likely to take place shortly.

5.6 Public Question in respect of Budget Reserves

5.6.1 Jeremy Short asked was it not possible to use £27.6 million from reserves to prevent any cuts to Portfolio Services in 2016-17, i.e. only spend £52.5 million on financing the pension fund deficit in 2016-17 instead of paying £80.1 million?

5.6.2 In response Councillor Ben Curran, Cabinet Member for Finance and Resources, commented that he would respond in writing to the more detailed proposals Mr Short had emailed to him. If the Council were to pursue the route suggested by Mr Short, Councillor Curran questioned whether this would even be legal.

5.6.3 Councillor Curran further commented that Mr Short's proposals would also have practical implications for the Council. The money would be gone and the Council would still have to make the same level of cuts over two years. There would be a need to replenish the Streets Ahead funds which would raise the question of fairness for those who had not yet had their roads repaired. There would also be abortive costs and the risk of clawback.

5.6.4 In conclusion therefore, whilst thanking Mr Short for his suggestion, Councillor Curran did not believe this represented a practical solution. It may appear clear on a spreadsheet but the Council needed to make a budget for the next few years rather than just the next year. The budget needed to be signed off legally and Mr Short's proposal would call this into question.

5.7 Public Question in respect of School Places

5.7.1 Lauren Slent commented that the Council had stated their proposal as 'Creation of junior places for the children who attend Clifford Independent School by changing the age range to become a through primary'. Council officers and Cabinet Members had verbally and in writing confirmed that the Council had committed to working alongside local people to build a junior phase for Clifford. She therefore stated that people were pleased that the Council continued to commit to listening to them and Lauren and others would like the Council to clearly state the next steps in making the successful infant school into a through primary?

5.8 Public Question in respect of School Places

Jen Hardy stated that every child in Clifford Church of England school will be affected by the proposal to expand Ecclesall Infant School, as the Junior phase for the school will be affected financially and in many other ways. Those concerned therefore requested the right to partner equally in the proposed consultation, and to include options which will provide the best outcomes for all children such as:-

(A) sell the Junior School site and divide the proceeds between feeder infant schools, allowing Clifford Infant School to become a through infant school on our Psalter Lane Site; and

(B) propose that Ecclesall Infant expands as a two form intake primary school, and that Clifford Infant increases to a two form Infant School on Psalter Lane,

feeding a two form Clifford Junior School on the Ringinglow Road site. This would fulfil the 30 extra places required, and crucially, avoid the loss of 240 faith school places in the area.

5.9 Public Question in respect of School Places

5.9.1 Ian Platts commented that in respect of the report on School Places, on the agenda for the meeting, it was indicated on the Policy Checklist that there were no implications in respect of Equal Opportunities.

5.9.2 Mr Platts therefore stated that when the continuity provided by a through school on one site was deemed to provide best outcomes and to be the preferred option for a secular school i.e. the proposed new Ecclesall Primary, why this benefit was not to be extended to the children in faith based education? They will be split over two sites, with very unclear details for how the Ecclesall Junior site will be run. It seemed to Mr Platts that an outstanding faith based school (Clifford Infant) was being sidelined or marginalised and around 240 faith based education places will be lost. Would you please explain how this provides equitable access or equal opportunities?

5.9.3 Mr Platts further commented that to increase understanding, or for the avoidance of doubt, Clifford Infant provided a Christian based education via St Andrews Church, which was an Anglican/Methodist partnership, however it was open to and welcomed all faiths and currently included children of other faiths. Some parents of other faiths actively chose this school as they preferred a faith based education to a secular one. Would the Council please state whether it would prefer not to invest in or support such faith based education?

5.10 Public Question in respect of School Places

5.10.1 Alex Miller asked why is the proposed consultation limited to expanding Ecclesall infants to become an all through primary? Why isn't the option proposed by Clifford Governors being consulted on?

5.11. Public Question in respect of School Places

5.11.1 Neil Fitzmaurice asked will the Cabinet and Officers ensure the consultation on the building of a new school on the Ecclesall Infants site is thorough, inclusive and transparent with maximum effort made to involve local residents, unlike the phase carried out in the autumn term? Will the Cabinet also accept that other options for the provision of school places in this area should remain open until this option has been robustly examined?

5.12 Public Question in respect of the Value for Money of the new Ecclesall Through Primary

5.12 Laurence Mosley commented that he was a Governor of Clifford_School. He asked that the value for money aspect was further considered in the next consultation and fully costed options disclosed to the public. The reason that they needed publishing was that for Clifford parents there was a perceived agenda of

not extending Clifford at any costs. The investment in any option is public money and there should be transparency in the process, this has so far been lacking as no financial data had ever been disclosed.

5.12.1 Mr Mosley added that the logic of building a brand new school versus extending Ecclesall Primary and extending Clifford into the premises next door didn't seem to make financial sense. This would also leave a school of 120 pupils in a building that was described by current governors as not fit for purpose. Possible options were:-

1) Currently as proposed build a new primary school with capacity for 3 form entry. Leave Juniors as is.

2) Build new junior school with 2 form entry, move Clifford/Ecclesall Juniors to a 2 form entry school. Could leave new build with 3 forms to create latent capacity.

3) Refurb Juniors – 3 form entry, leave juniors as it is. Extend Clifford next door to incorporate a junior phase (£2.7m)

5.12.2 Mr Mosley commented that the Council would need to consider the operating costs of running the schools suggested above, as some configurations will be more expensive, e.g. if 2/3 extra staff were required over 25 years equivalent there would be approximately £2.5m extra costs. The Council also needed to consider the environmental impact locally of putting all the growth into one street. Could the Council please therefore explain how a new school made economic sense?

5.13 Councillor Jackie Drayton then responded to the questions in paragraphs 5.7-5.14 as they all concerned one area of the proposals. She thanked everyone for their questions and stated that written responses would be provided, particularly where detailed proposals were presented.

5.14 Councillor Drayton further commented that she did have meetings with Clifford Governors, the Head of the School and the Diocese who presented their vision to have a through school on the Clifford site. The Council had set out the rationale of why school places in the area were needed. 2 proposals were suggested to deliver this. The Council could not support both options and needed to support the option that fitted best as to where places were needed and which was the best value for money.

5.15 Councillor Drayton recognised that the preferred option of the Council was disappointing for Clifford School and its Diocese and would raise questions about Ecclesall Junior School. Further discussions would be needed as to how to move forward and a meeting had been arranged with the Diocese.

5.16 Councillor Drayton expressed regret if people believed they didn't have the chance to express their views in the consultation. The Council had received many comments from residents in the local areas. Because of the proposal to expand Ecclesall Infant to a through school, there was a legal requirement for the Council to reconsult for 4 weeks which residents would be part of.

5.17 Councillor Drayton added that, once the plans were developed, they would need to go through the statutory planning process which included traffic and highway management assessments so there would be a further opportunity for people to express their views.

5.18 Public Question in respect of School Places

5.18.1 Helena Jones commented that a new secondary school caused disruption to families having children at different schools and catchment changes. Therefore, why is a new secondary school being built at great expense in a congested area when Silverdale, King Egberts, Tapton and Newfield have all agreed to expand which would cover the extra children?

5.19 Public Question in respect of School Places

5.19.1 Ted Gunby, Chair of Carterknowle and Millhouses Community Group, submitted the following questions in respect of School Places:-

1) Bearing in mind that this proposal was not a formal Council one and was published on only the final day of the consultation process, will the Cabinet defer a decision to enable proper consultation on this proposal in line with the Ombudsman's recommendations and its own policies on citizen involvement?

2) Do Members appreciate that a decision to build housing and a school on the site would be seen as duplicitous and greedy, given that the previous consultation clearly limited the area on which building could take place and the Council then concluded:-

- "Should a future applicant wish to develop any of the open space instead of the housing area it must have a compelling rationale showing how the open space could be replaced within the site" and

- "Quantitative shortage of open space in the area means that proposals for the loss of open space will not be permitted (Core Strategy 46)"

3) Are Members aware of the status of the car park where the school is proposed in so far as:-

- Sports England licensed the building of the car park on sports pitches for a limited time (now expired) with the condition that the green space would be restored; and

- The Council is on record as saying "The north of the area (including the car park) is a former tip which has poor ground condition which means this area precludes housing development"?

4) Does the Cabinet accept that even replacing the housing with a school is not a satisfactory solution given that there is a quantitative shortage of green space in the area (even less than Darnall and Tinsley) and that the loss of accessible

green space would be far greater than the mere footprint of the school buildings?

5.20 Public Question in respect of School Places

5.20.1 Laurence Mosley stated that the proposed new secondary school on the Bannerdale site is going to be built on a site that was occupied by Abbeydale Grange and closed in 2010. Mr Mosley hoped the Council Members would ask the Executive why this school was demolished in the first place as it seemed a total waste of taxpayers' money.

5.20.2 Mr Mosley added that the new school, despite all objections, was going to be on an extremely small footage of land, which was a car park servicing the school and could not be sold to developers as it was contaminated land. Would any of the Councillors feel comfortable sending their children to such a school?

5.21 Public Question in respect of School Places

5.21.1 Kitty Evans commented that in 2013 the car park area of the Bannerdale Centre was deemed unsuitable for development. Now the Council were proposing to build a school there. What has changed since then?

5.22 In response to the questions in paragraphs 5.18-5.21 above, Councillor Jackie Drayton commented that she would be willing to send children to the school on the site and she hoped that the school would be outstanding, as was the aim for every school in the City.

5.23 When the initial proposals were sent out to consultation the original proposals were to build on the Bannerdale site and at Holt House School. There was an overwhelming negative response to the Holt House as people believed the site was too tight, it would create traffic problems, worsen air quality and was generally not suitable.

5.24 Following this, Councillor Drayton commented, the whole site was looked at again. There was always a pledge to retain as much green and open space as possible, develop housing, which was badly needed in the area and to create a school.

5.25 Evidence had shown that in the last September intake in the South West of the City, parents had had a particularly difficult time getting their children into a school within their catchment area. One of the options suggested was to add places to all schools in the area. However, evidence had shown there was a spike in numbers forthcoming and this would mean a new school would have to be built in 4 years anyway even if places were added to all schools now.

5.26 Councillor Drayton further stated that one of the proposals was to permanently expand Silverdale School. However, the Council did not wish to set up a school to fail so the proposal was amended to temporarily expand Silverdale to assess the impact to ensure it was a successful school.

5.27 Catchment areas would be looked at moving forward. The Council did not want to

put any school at risk so catchment areas would be created which were fair and equal.

- 5.28 In reference to the questions about Abbeydale School, Councillor Drayton commented that this was a different situation as the school was only 40% full at the time of closure and places were not needed. The Council knew that the secondary population would grow in coming years and a new school might be needed, but couldn't be sure at that time exactly where. There had been major demographic changes in the South West and North East of the City in recent times. In the South West more families with children were moving into houses which used to have older people living in. The North East had seen a number of new arrivals. There had also been a 25% increase in the birth rate nationally and in some areas of Sheffield, higher than this.
- 5.29 The Council had a duty to be responsible and assess the most appropriate options for providing places. The green space referred to had actually been school playing fields so was not classed as open space as such. When the Bannerdale site was opened up the Council looked closely to see how the green space would work for the community and be protected.
- 5.30 It was clear from all the evidence that a new school was needed in this area. It was surely right to use land which the Council owned to develop this rather than buying land. Councillor Drayton concluded by commenting that she was certain that the proposals were the best for the future of children and young people in the City and that school places were made available where they were needed and where local people could go to local schools.

6. ITEMS CALLED-IN FOR SCRUTINY

- 6.1 There were no items called-in from Scrutiny since the last meeting of the Cabinet.

7. RETIREMENT OF STAFF

The Interim Executive Director, Resources submitted a report on Council staff retirements.

RESOLVED: That this Cabinet :-

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

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>Children, Young People and Families</u>		
Marian Broadhurst	Team Manager	37
Julia Buck	Administrator, Lydgate Junior School	22

Robert Edwards	Trainer/Assessor	26
Jeanette Lipscombe	School Manager, High Green Primary School	33
Maimona Azim Malik	Senior Teaching Assistant Level 3, Whiteways Primary School	29
Susan Traynor	Cleaner, Rainbow Forge Primary School	20
Avril Young	Headteacher, Rowan School	44

Place

Robert Amos	Ranger	38
Andrew Beevers	District Officer, Parks and Countryside	38
Phillip Creaser	Administrative Assistant	31
Carol Cresswell	Technical Manager – Architecture	32
Richard Cubison	Senior Structural Engineer	27
Brian Curry	Assistant Manager (Operations)	29
Richard Dalgarno	Licensing Analyst and Processing Officer	38
John Earl	Environmental Enforcement Officer	28
Margaret Ibbotson	Administrative Assistant	30
Peter Mann	Senior Public Rights of Way Manager	41
Deborah Parkinson	Enforcement Officer	25
David Sowter	Senior Engineer	41
George Taylor	Environmental Health Technician	40
Diane Wombwell	Administrative Assistant	31

Resources

Catherine Flannery Human Resources Consultant 31

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

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

8. HOUSING INDEPENDENCE COMMISSIONING STRATEGY 2016-2020 AND DELEGATED DECISION MAKING

8.1 The Executive Director, Communities submitted a report in relation to the Housing Independence Commissioning Strategy 2016-20 and delegated decision making.

8.2 **RESOLVED:** That:-

- (a) the content of the report is noted and approval is given to the high level Commissioning Strategy;
- (b) authority be delegated to the Director of Commissioning to terminate contracts relevant to the delivery of the Housing Related Support Strategy and in accordance with the terms and conditions of the contracts;
- (c) in accordance with the high level commissioning strategy and this report, authority be delegated to the Director of Commissioning to:
 - (i) in consultation with the Cabinet Member for Health, Care and Independent Living and the Director of Commercial Services, approve the procurement strategy for any service delivery during the period of the strategy;
 - (ii) in consultation with the Director of Commercial Services and the Director of Legal and Governance, award, vary or extend contracts for the provision of housing related support; and
 - (iii) in consultation with the Cabinet Member for Health, Care and Independent Living, the Director of Legal and Governance and the Director of Commercial Services, make awards of grants;
- (d) authority be delegated to the Director of Commissioning, in consultation with the Cabinet Member for Health, Care and Independent Living, the Director of Legal and Governance and the Director of Commercial Services, to take such other steps as he deems appropriate to achieve the outcomes in this report;
- (e) the Director of Commissioning shall only procure and award contracts for the provision of supported accommodation where the use of Council

Housing accommodation is integral to the support, in consultation with the Director of Housing and Neighbourhoods and where the appropriate approval for that use of the accommodation is in place; and

- (f) the Director of Commissioning shall only procure and award contracts for the provision of supported accommodation, where there will be implications for housing benefit subsidy loss, in consultation with the Director of Finance Service.

8.3 Reasons for Decision

- 8.3.1 The previous delegated decision process set out in the 2009 to 2014 report is now out of date and therefore needs revising.
- 8.3.2 A number of changes to the Director responsibilities, national and local funding arrangements and Council Policy on what it will fund in relation to Housing Related Support Services means that a formal refresh of the delegated decision making arrangements is required.
- 8.3.3 A new high level commissioning plan has been developed, which specifies a number of individual commissioning activities and individual procurements that will need to take place.
- 8.3.4 The overall plan needs to be approved and individual procurement decisions need to be delegated to reflect the number and speed of decisions that need to take place.
- 8.3.5 The delegation for decision making will need to reflect the range of individual decisions that need to be undertaken. For example, some of the commissioned support services require the use of Council housing stock, therefore these decisions need to be made alongside the Director of Housing and Neighbourhoods for the use of the housing stock.
- 8.3.6 Supported Housing has a complex interrelationship with housing benefit depending on who the landlord is and what conditions for residence and eligibility are fulfilled. At times this may result in subsidy loss from central government where the landlord is not a Registered provider (this usually affects tenants of Charities who run supported housing). Where subsidy loss is a risk the Housing Independence Service will take all steps to mitigate this risk, whilst ensuring that the best provider for people is commissioned. Where there are any implications, decisions will be made in consultation with the Director of Finance.

8.4 Alternatives Considered and Rejected

- 8.4.1 There were no alternative options presented in the report.

9. VOLUNTARY SECTOR GRANT AID INVESTMENT IN 2016/17

- 9.1 The Executive Director, Communities submitted a report seeking approval for

recommended investment in the voluntary and community sector for 2016/17 from the Council's Grant Aid budget. This budget was subject to approval of the Council budget for 2016/17 to be adopted at Council on 4 March 2016.

9.2 **RESOLVED:** That Cabinet:-

- (a) having had due regard to the provisions of Sections 149 and 158 of the Equality Act 2010 and Section 17 of the Crime and Disorder Act 1998, and to the issues raised by those provisions, approves the grant agreement extension recommendations listed in Section 4 of the report, and detailed further in Appendix 1;
- (b) endorses the Voluntary Sector Grants Fund grant agreement extension process described in Appendix 2 of the report and to approve the actions, arrangements and recommendations at Sections 4 and 11;
- (c) delegates authority to the Executive Director of Communities:-
 - (i) to administer the Lunch Clubs Small Grants Fund as described in Appendix 1 of the report;
 - (ii) to agree the terms of and authorise the completion of all funding agreements, including amendments to the terms of any existing grant funding agreements, relating to grants made from the Lunch Clubs Small Grants Fund and the Voluntary Sector Grants Fund, together with any other associated agreements or arrangements that they may consider appropriate, provided that if the terms of a proposed funding agreement or amendments to the terms of an existing agreement involve the variation of any standard terms previously agreed by Internal Audit and / or Legal Services, the agreement shall not be completed without the consent of the Chief Internal Auditor and the Director of Legal and Governance; and
 - (iii) to review, adjust or suspend grant awards where (A) a change of circumstance affects the ability of an organisation to deliver the purpose of the grant awarded, (B) the Executive Director of Communities considers the performance of the organisation to be below an acceptable standard or (C) an organisation has breached any of the award conditions contained in their funding agreement; and
- (d) delegates authority to the Executive Director, Communities, in consultation with the Cabinet Member for Public Health and Equality:-
 - (i) to agree the amounts, purposes and recipients of any individual grants awarded in year from the Grant Funds including any additional sums received or returned or unpaid funds;
 - (ii) to withdraw grant awards where (A) a change of circumstance affects the ability of an organisation to deliver the purpose of the grant

awarded or (B) the Executive Director, Communities considers the performance of the organisation to be below an acceptable standard or (C) an organisation has breached any of the award conditions contained in their funding agreement,; and

- (iii) to allocate any other additional sums that may be received in year from other parts of the Council or other partners as part of the Council Grant Aid process to fund local voluntary sector activity.

9.3 Reasons for Decision

9.3.1 The allocation of this funding to preventative services will fundamentally contribute to the Values, Priorities and Strategic Outcomes of the Council's Corporate Plan 2015-18. In particular -

Priorities

- Tackling inequalities
- Better health and wellbeing
- In-touch organisation

9.3.2 In addition, the allocation of this funding will contribute to the Fairness Commission's recommendations around –

- Health & Wellbeing for All
- Fair Access to High Quality Jobs and Pay
- Fair Access to Benefits and Credit
- Housing and a Better Environment
- A Safe City
- What Citizens and Communities can do

9.4 Alternatives Considered and Rejected

9.4.1 In the past 5 years the voluntary sector has experienced a challenging scenario of public and other sources of funding being reduced. This reduction includes both grants and contracts for services.

Due to the current funding climate and work being underway but not completed regarding the future of Sheffield City Council's grant aid pot it is recommended that the existing Voluntary Sector Grants Fund agreements are continued in 2016/17 to provide some stability for the organisations funded and time to adapt to a new grants regime.

10. SCHOOL PLACES IN SHEFFIELD

10.1 The Executive Director, Children, Young People and Families submitted a report making recommendations on the next steps in meeting the pressing need for new primary and secondary school places in the North East and the South West of the City following public consultation. It included a summary of the response to consultation, an appraisal of the options, and proposals for the next stage.

10.2 **RESOLVED:** That Cabinet authorises the Executive Director, Children, Young People and Families, in consultation with the Cabinet Member for Children, Young People and Families, and where necessary in consultation with the Executive Director, Place to take all necessary steps, including bringing forward the necessary capital approval submissions to Cabinet, to:

- (i) commission a new 11-18 school on the car park area of the former Bannerdale site as described in the report;
- (ii) support the temporary expansion of Silverdale to provide an additional 60 secondary school places in 2016/17 and 2017/18 as set out in the report;
- (iii) undertake a 4-week consultation on a proposal to expand Ecclesall Infant School to become a through primary school offering 90 places per year as set out in the report; and
- (iv) commission a new 2-18 school on the former Pye Bank School site as described in the report.

10.3 **Reasons for Decision**

10.3.1 The proposals put forward in this report represent the best outcomes when balancing the various priorities including: ensuring access to great, inclusive schools in every area of the city, getting value for money, protecting green spaces, and meeting housing needs. This has been thoroughly tested through the consultation and the process of appraising the various options since the consultation.

10.4 **Alternatives Considered and Rejected**

10.4.1 The recommended proposals for the provision of school places have been subject to considerable amounts of formative discussion and a formal and extended consultation with schools, parents, and the local community. All original options and new options coming through the consultation have been considered equally through this process. Where new secondary schools have been proposed, the alternative option of expanding existing schools has been fully considered in every aspect and deemed insufficient, unfeasible, or educationally unviable to provide the capacity increase needed across the secondary sector in the programme up to, and beyond, 2020.

10.4.2 The option of doing nothing or delaying delivery of the provision proposed is not feasible. It poses significant risks to the Council in not providing sufficient statutory school places and to parents in not being able to secure a school place for their child.

11. **REVENUE BUDGET 2016/17**

11.1 The Chief Executive and the Interim Executive Director, Resources submitted a

report providing information to enable the Council to set a budget and determine the Council Tax. The proposals set out in the report provided for a balanced budget to be recommended to Council.

- 11.2 As part of Cabinet's consideration of the joint report, it was noted that the Overview and Scrutiny Management Committee had met on the morning of 17 February to consider the joint report. In noting both reports the Committee also resolved the following:-

RESOLVED: That this Committee:-

- (i) believes austerity is a political choice, not an economic necessity;
- (ii) believes that Sheffield has been unfairly targeted for cuts by the Government since 2010;
- (iii) condemns the Government for the savage, persistent and unfair cuts it has chosen to impose; and
- (iv) resolves to send this motion and accompanying report to Sheffield Members of Parliament, to underline the ferociousness of the funding situation facing Sheffield City Council.

- 11.2 **RESOLVED:** That Cabinet recommends to the meeting of the City Council on 4 March 2016 that:-

- (a) a net Revenue Budget for 2016/17 amounting to £406.492m is approved;
- (b) a Band D equivalent Council Tax of £1,360.48 for City Council services, i.e. an increase of 3.99% (1.99% City Council increase and 2% national arrangement for the social care precept) is approved;
- (c) the Revenue Budget allocations and Budget Implementation Plans for each of the services, as set out in Appendix 2 of the report are approved;
- (d) based on the estimated expenditure level set out in Appendix 3 to this report, it be noted that the amounts shown in part B of Appendix 6 would be calculated by the City Council for the year 2016/17, in accordance with sections 32 to 36 of the Local Government Finance Act 1992;
- (e) it be noted that the section 151 officer has reviewed the robustness of the estimates and the adequacy of the proposed financial reserves, in accordance with Part 2 of the Local Government Act 2003, as outlined in Appendix 4 of the report;
- (f) the information on the precepts issued by the South Yorkshire and Crime Commissioner and the South Yorkshire Fire and Rescue Authority, together with the impact of these on the overall amount of Council Tax to be charged in the City Council's area be noted;

- (g) the proposed amount of compensation to Parish Councils for the loss of council tax income in 2016/17 at the levels shown in the table below paragraph 168 be approved;
- (h) the latest 2015/16 budget monitoring position be noted;
- (i) the Treasury Management and Annual Investment Strategies set out in Appendix 7 of the report and the recommendations contained therein be approved;
- (j) the Minimum Revenue Provision (MRP) Statement set out in Appendix 7 of the report be approved;
- (k) authority is delegated to the Director of Finance to undertake Treasury Management activity, to create and amend appropriate Treasury Management Practice Statements and to report on the operation of Treasury Management activity on the terms set out in these documents;
- (l) the Members' Allowances Scheme for 2013/14 and onwards, approved on 15 May 2013, and implemented for 2014/15 and 2015/16, be also implemented for 2016/17;
- (m) foregoing an annual increase in the Members' allowances in 2016/17 is approved;
- (n) a Pay Policy for 2016/17 as set out in Appendix 8 of the report is approved;
- (o) authority be delegated to the Director of Public Health and the Interim Executive Director, Resources, in consultation with the Cabinet Member for Finance, to approve the final allocation of Public Health grant to portfolios in 2016/17;
- (p) authority be delegated to the Executive Director, Communities to set – subject to budgetary constraints – a framework of care home & home care fee increases with effect from 1 April 2016; and
- (q) the resolution of the Overview and Scrutiny Management Committee, at its meeting held on 17 February 2016, in consideration of the Revenue Budget 2016/17 report, be supported and this be referred to all Sheffield Members of Parliament and Members of the House of Lords.

12. CAPITAL PROGRAMME 2016/17

- 12.1 The Interim Executive Director, Resources submitted a report setting out the proposed Capital Programme from 2016-17 onwards describing the programmes to be undertaken, listing the projects to be delivered and setting out the context in which it had been compiled.
- 12.2 As part of the Cabinet's consideration of the report it was noted that the Overview

and Scrutiny Management Committee had noted the following recommendations, without amendment, as part of its consideration of the report earlier in the day.

12.3 **RESOLVED:** That Cabinet recommends to the meeting of the City Council on 4th March 2016:-

- (a) it notes the specific projects included in the years 2016-17 to 2021-22 programmes included in Appendix 9 to the report, and that Block allocations were included within the programme for noting at this stage and detailed proposals would be brought back for separate Member approval as part of the monthly monitoring procedures;
- (b) notes the proposed Capital Programme for the 5 years to 2021-22 as at Appendix 9 to the report; and
- (c) approves the Corporate Resource Pool (CRP) policy, outlined in Appendix 4 of the report, such that the commitment from the CRP is limited to one year and no CRP supported schemes are approved beyond 2016-17 unless explicitly stated, and that further reports would be brought to Members as part of the monthly approval process should the receipts position improve.

12.4 **Reasons for Decision**

12.4.1 The proposed projects within the Capital programme will improve the services to the people of Sheffield

12.4.2 To formally record the Capital Programme in line with the Council's annual budgetary procedures and gain Member approval for the policy on the management of the Corporate Resource Pool.

12.5 **Alternatives Considered and Rejected**

12.5.1 A number of alternative courses of action are considered as part of the capital approval 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.

13. **REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2015/16 MONTH 9 (AS OF 31/12/15)**

13.1 The Interim Executive Director, Resources submitted a report providing the month 9 monitoring statement on the City Council's Revenue and Capital Budget for 2015/16.

13.2 **RESOLVED:** That Cabinet:-

- (a) notes the updated information and management actions provided by the

report on the 2015/16 Revenue Budget position;

- (b) in relation to the Capital Programme:-
 - (i) approves the proposed additions to the Capital Programme listed in Appendix 5.1 of the report, 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 the Capital Programme Group;
 - (ii) approves the proposed variations, deletions and slippages as outlined in Appendix 1 of the report;
 - (iii) approves the acceptance of the grant detailed in Appendix 5.2 of the report;
 - (iv) notes the two variations authorised by Directors under the delegated authority provisions; and
 - (v) and notes the latest position on the Capital Programme.

13.3 **Reasons for Decision**

- 13.3.1 To record formally 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 the latest position.

13.4 **Alternatives Considered and Rejected**

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



SHEFFIELD CITY COUNCIL

Cabinet Report

Report of: Children, Young People & Family Support Scrutiny & Policy Development Committee

Report to: Cabinet

Date: 9th March 2016

Subject: Prevent Task Group Report

Author of Report: Diane Owens, Policy & Improvement Officer
0114 2735065

Key Decision: No

Summary:

The Children, Young People & Family Support Scrutiny & Policy Development Committee set up a Task Group to look at Prevent. The Task Group carried out its review between September 2015 and January 2016, the focus was:

- To understand the implications of the recent Counter-Terrorism and Security Act 2015 in terms of the statutory requirements around Prevent and the implications for children and young people.
- To consider how we are responding to this in Sheffield and identify any recommendations.

The Task Group have now compiled their report which makes recommendations across four main areas: training & education, partnership working, safeguarding (telephone support and advice) and information / data gathering.

This Cabinet report presents the Scrutiny Committee's findings and recommendations to Cabinet.

Reasons for Recommendations

To enable the Scrutiny Committee to monitor the outcome of its recommendations the Committee would welcome a joint response from the Cabinet Member for Neighbourhoods and Cabinet Member for Children, Young People & Families with regards to its recommendations (no 1-10) as outlined in its Prevent Task Group Report.

Recommendations

Cabinet is asked to:

1. Note the Prevent Task Group Report
2. Request that the Cabinet Member for Neighbourhoods and Cabinet Member for Children, Young People & Families provide a joint response to the Children, Young People & Family Support Scrutiny Committee in terms of recommendations 1-10 in the Prevent Task Groups Report, at a date to be agreed, but no later than December 2016.

Background Papers: None

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Liz Gough
Legal Implications
YES Cleared by: Deborah Eaton
Equality of Opportunity Implications
YES Cleared by: Adele Robinson
Tackling Health Inequalities Implications
NO
Human Rights Implications
NO
Environmental and Sustainability implications
NO
Economic Impact
NO
Community Safety Implications
NO
Human Resources Implications
NO
Property Implications
NO
Area(s) Affected
All
Relevant Cabinet Portfolio Lead
There are recommendations relevant to: Cabinet Member for Neighbourhoods and Cabinet Member for Children, Young People & Families
Relevant Scrutiny Committee
Children, Young People & Family Support Scrutiny & Policy Development Committee
Is the item a matter which is reserved for approval by the City Council?
NO
Press Release
NO

Report to Cabinet
Children, Young People & Family Support Scrutiny & Policy Development
Committee: Prevent Task Group Report

1. Summary

- 1.1. The Children, Young People & Family Support Scrutiny & Policy Development Committee established the Prevent Task Group (a sub group of the Committee) in September 2015.
- 1.2. The Group was chaired by Cllr Cliff Woodcraft, Deputy Chair of the Children Young People & Family Support Scrutiny Committee.
- 1.3. As a result of the overlap with the work of the Safer & Stronger Communities Scrutiny Committee they were approached to appoint up to two members to the Task Group, which they did. The Task Group had a total of 8 members.
- 1.4. The Task Group review was undertaken between September 2015 and January 2016. The focus of the review was:
 - To understand the implications of the recent Counter-Terrorism and Security Act 2015 in terms of the statutory requirements around Prevent and the implications for children and young people.
 - To consider how we are responding to this in Sheffield and identify any recommendations.
- 1.5. The Task Group chose to focus on the new statutory requirements around Prevent which have arisen as a result of the recently enacted Counter-Terrorism and Security Act, which came into force for the local authority and schools in July 2015.
- 1.6. As the Council is in the process of working with partners to develop its response to the requirements of the Act, it was felt a timely piece of work for Scrutiny to undertake.
- 1.7. The Task Group have now completed their report which makes recommendations across four main areas: training and education, partnership working, safeguarding (telephone support and advice) and information / data gathering. The relevant recommendations from the report (1-10) are extracted below:

Training & Education

In order to influence national policy and approaches:

1. The Children Young People & Families Portfolio continue to recommend to the Home Office / Department of Education that in reviewing Prevent training materials they ensure they are appropriate for the target

audiences, including those working with primary age children and that materials are accessible in terms of language (translation/interpretation) and cognitive ability.

2. The Children Young People & Families Portfolio continue to engage with the Department of Education to encourage the development of further curriculum based materials to support both Primary and Secondary Schools with work around cohesion and integration and managing “safe conversation” as required by the legislation.
3. Any relevant local best practice materials identified by the Children Young People & Families Portfolio are shared with the Home Office / Department of Education.
4. In order to support the development of good practice and ensure parents have effective advice and support we recommend that the Children Young People & Families Portfolio ensure e-safety training and best practice materials are shared more broadly within the City including all members of the 0-19 Partnership and Learn Sheffield.

Partnership Working

5. In order to ensure skills and expertise are maximised and that there is sustainability and continuity in terms of work undertaken the Prevent Silver Group work more closely with the voluntary, Community and faith sectors through existing networks, including the Equality Hub Network and the Religion and Belief Hub (a sub group of the Network).
6. In order to have a greater input from Elected Representatives as strategy and approaches are developed and to support engagement with communities, further consideration is given in terms of the options for increasing the involvement and engagement of Elected Representatives around Prevent.
7. That officers leading on Prevent continue to work with National Government to look at opportunities for funding to support work with the voluntary, community and faith sectors and local communities.
8. The Task Group recommends that, in order to ensure effective processes are in place, that referrals into the safeguarding service continue to be monitored; and that effective feedback is given to individuals and agencies to ensure that only appropriate referrals are being made.

Safeguarding - Telephone Support and Advice:

9. In order to monitor the impact of any changes to the telephone based safeguarding advice and support services the Children Young People & Families Scrutiny Committee requests an update report from Children Young People & Families Portfolio by August 2016.

Information / data gathering

10. In order to support work with vulnerable individuals the Council's approach to information / data gathering and collation continues to be explored and that Prevent leads engage in this work.

1.7 The report provides Cabinet with the Children Young People & Family Support Scrutiny Committee's Prevent Task Group Report in accordance with the Scrutiny Procedures Rules set out in Part 4 of the Council's Constitution.

1.8 The full Task Group report is attached as Appendix A.

2.0 What does this mean for Sheffield People?

2.1 The aim of the recommendations outlined in the Prevent Task Groups Report are to support an effective response to the recent Counter-Terrorism and Security Act 2015 in terms of the statutory requirements around Prevent and the implications for children and young people in Sheffield.

3.0 Outcome and Sustainability

3.1 The outcome of the Prevent Task Group Report will be determined by the response from the Cabinet Member for Neighbourhoods and Cabinet Member for Children, Young People & Families.

4.0 Legal Implications

4.1 There are no direct legal implications arising from this report. However, as has been noted above, the Council is under a duty in the exercise of their functions, to have "due regard to the need to prevent people from being drawn into terrorism". There is also statutory guidance to which the Council must have regard when carrying out the duty.

The guidance states that the Government expects that those in leadership positions in councils will:

- establish or use existing mechanisms for understanding the risk of radicalisation;
- ensure staff understand the risk and build the capabilities to deal with it;

- communicate and promote the importance of the duty; and
- ensure staff implement the duty effectively.

The Task Group Report and the recommendations to Council are an indication that the Council is complying with its Prevent duties.

4.2 The Cabinet Member for Neighbourhoods and Cabinet Member for Children Young People & Families are being asked to provide a joint response to the Committee by December 2016.

4.3 Where the Council chooses to implement a recommendation from the Committee's report that requires a further decision to be made this would be taken in the usual manner and in line with the Council's constitution / Leader's Scheme of Delegation. The legal implications of any proposal will be fully considered at that time.

4.4 Under the Local Government Act 2000 there is an explicit power for Scrutiny committees to make reports or recommendations to the Executive (section 21, clause 2(b).) This is enshrined within Article 6 of the Council's Constitution.

5.0 Financial Implications

5.1 The Scrutiny Committee is very aware of the financial context in which the Council is now operating.

5.2 Where the Council chooses to implement a recommendation from the Committee's report that requires a further decision to be made this would be taken in the usual manner and in line with the Council's constitution / Leader's Scheme of Delegation. This would include any financial implications. This report to Cabinet is not seeking authority for new or additional expenditure.

6.0 Equalities Implications

6.1 As a Public Authority, we have legal requirements under Section 149 and 158 of the Equality Act 2010. These are often collectively referred to as the 'general duties to promote equality'. To help us meet the general equality duties, we also have specific duties, as set out in the Equality Act 2010 (Specific Duties) Regulations 2011.

6.2 There are no direct equalities implications arising from this report. However, due to the remit of the Committee (Children, Young People & Family Support) the report focuses on Prevent and the implications of the Counter-Terrorism and Security Act 2015 for children and young people.

6.3 Where the Council chooses to implement a recommendation from the Committee's report that requires a further decision to be made this would be taken in the usual manner and in line with the Council's constitution / Leader's Scheme of Delegation. Any actions taken or decisions made would include consideration of any equalities implications, including equality impact

assessments and appropriate consultation to ensure the Council fulfils its statutory obligations.

7.0 Alternative Options Considered

7.1 An alternative option in relation to the recommendations below would be to do nothing with the Committee's report. However, given the time and effort spent by the Task Group, and contributions made to the work from other organisations this is not deemed a viable option.

7.2 An alternative option in relation to the recommendations below would be respond to the Committee's report over a much longer timescale. However, this would be at the risk of losing the opportunity for the report's recommendations to influence the Councils response to the requirements of the 2015 Counter-Terrorism and Security Act.

8.0 Reasons for Recommendations

8.1 To enable the Scrutiny Committee to monitor the outcome of its recommendations the Committee would welcome a joint response from the Cabinet Member for Neighbourhoods and Cabinet Member for Children, Young People & Families with regards to its recommendations (no 1-10) as outlined in its Prevent Task Group Report.

8.2 Recommendations

Cabinet is asked to:

1. Note the Prevent Task Group Report
 2. Request that the Cabinet Member for Neighbourhoods and Cabinet Member for Children, Young People & Families provide a joint response to the Children, Young People & Family Support Scrutiny Committee in terms of recommendations 1-10 in the Prevent Task Groups Report, at a date to be agreed, but no later than December 2016.
-

Children, Young People & Family Support Scrutiny Committee: Prevent Task Group Report

Draft v1.00

January 2016

The Prevent Task Group was set up by the Children, Young People & Family Support Scrutiny Committee



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1.0 Introduction

In 2011 the UK's National Counter Terrorism Strategy (CONTEST) was updated, the strategy aims to "reduce the risk to the UK and its interests overseas from terrorism, so that people can go about their lives freely and with confidence". The strategy has four strands "Prevent, Pursue, Protect, and Prepare". The 'Prevent' strand aims to stop people becoming terrorists or supporting terrorism. The Counter-Terrorism and Security Act came into force for a number of public bodies on 1st July 2015; the Act moved some requirements of the "Prevent" strand onto a statutory footing.

The Children Young People & Family Support Scrutiny Committee set up the Prevent Task Group in September 2015. The focus of the Task Group review was:

- To understand the implications of the recent Counter-Terrorism and Security Act 2015 in terms of the statutory requirements around Prevent and the implications for children and young people.
- To consider how we are responding to this in Sheffield and identify any recommendations.

The Task Group was chaired by Cllr Cliff Woodcraft Deputy Chair of the Children Young People & Family Support Scrutiny Committee. As a result of the overlap with the work of the Safer & Stronger Communities Scrutiny Committee they were approached to appoint up to two members to the Task Group.

Membership of the group is outlined below:

- Cllr Cliff Woodcraft – Children Young People & Family Support Scrutiny Committee Deputy Chair & Task Group Chair
- Cllr Chris Rosling-Josephs – Children Young People & Family Support Scrutiny Committee, Chair
- Cllr Ian Saunders, Children Young People & Family Support Scrutiny Committee Representative
- Cllr Nasima Akther, Children Young People & Family Support Scrutiny Committee Representative
- Alison Warner – Children Young People & Family Support Scrutiny Committee, School Governor Representative
- Jules Jones – Children Young People & Family Support Scrutiny Committee, Parent Governor Representative
- Cllr Aodan Marken, Safer & Stronger Communities Scrutiny Committee Representative
- Cllr John Campbell, Safer & Stronger Communities Scrutiny Committee Representative

The Task Group review was undertaken from September 2015 - January 2016.

2.0 Background

The Task Group chose to focus on the new statutory requirements around Prevent which have arisen as a result of the recently enacted Counter-Terrorism and Security Act, which came into force for the local authority and schools in July 2015 (the guidance for higher and Further Education institutions was agreed later in the year). As the Council is in the process of working with partners to develop its response to the requirements of the Act, it was felt a timely piece of work for Scrutiny to undertake.

The Counter-Terrorism and Security Act 2015 introduced a number of new measures for Councils and other public sector bodies. The Task Group review focussed on Part 5 of the Act which introduced statutory measures intended to reduce the risk of individuals being drawn into terrorist activity, thus moving Prevent onto a statutory footing.

Due to the remit of the Scrutiny Committee the Task Group review focused on any implications for children and young people in Sheffield.

The UK's National Counter Terrorism Strategy (CONTEST) was first developed by the Home Office in 2003; it has had a number of revisions and was most recently updated in 2011. The aim of the strategy is "to reduce the risk to the UK and its interests overseas from terrorism, so that people can go about their lives freely and with confidence". The scope of the revised CONTEST strategy was broadened to cover all forms of terrorism.

The strategy has four strands "Prevent, Pursue, Protect, and Prepare".

Pursue: to stop terrorist attacks

Prevent: to stop people becoming terrorists or supporting terrorism

Protect: to strengthen our protection against a terrorist attack

Prepare: to mitigate the impact of a terrorist attack

The Counter-Terrorism and Security Act came into force on 1st July 2015. Section 5 of the Act placed a legal duty on Councils (and other public sector bodies) to have 'due regard to the need to prevent people being drawn into terrorism'. Other public bodies impacted by this change are, schools and childcare providers, further education institutions, higher education institutions, the police, NHS and health sector, and prisons and probation services.

The legal duty is backed by statutory guidance which sets out specific expectations of different public sector bodies; this includes specific guidance for both schools and further and higher education institutions issued by the Department of Education. Compliance will be monitored via existing inspection arrangement such as OfSTED (Office for Standards in Education, Children's Services and Skills) who inspect and regulate services that care for children and young people as well as services providing education and skills for learners of all ages.

The Act also requires Councils to have a strategic overview and to form a Channel Panel to assess and support individuals who are vulnerable to being drawn into terrorism. In Sheffield the Channel process is based on our adult and children safeguarding pathways. The Channel Panel is a multi-agency approach involving a range of agencies and local partners. The Channel Panel work together to jointly assess the nature and the extent of any risk and where necessary, provide an appropriate support package tailored to the individual's needs: Detailed discussion takes place before any referral is made to ensure that only appropriate cases are referred to the Channel Panel.

The overall expectation with the Act and statutory guidance is that local Councils and other public sector bodies will take appropriate action to 'mainstream' efforts to identify, safeguard and ensure early intervention with anyone identified as vulnerable to being drawn into terrorism.

The Task Group met with lead officers from the Council to understand the implications of the 2015 Act for Sheffield Council's Children Young People & Families Portfolio, which can be summarised as:

- Providing strategic support for work with children, young people and families
- Deliver Prevent awareness training for frontline staff
- Continue to ensure effective multi-agency safeguarding pathways and processes
- Working with partners e.g. voluntary, community and faith sector, schools, police
- Manage public spaces and internet access

In Sheffield the approach has been to continue to incorporate the new requirements around Prevent as an element of the multi-agency approach to safeguarding vulnerable children and young people, building upon existing established safeguarding processes and approaches.

The Council also has governance arrangements in place to support the overall strategic direction and partnership working and has established a multi-agency panel, built upon existing arrangements, to assess and support any individuals identified as being at risk of being drawn into terrorism.

3.0 Approach

The Task Group used a range of approaches to gather data for the review including desk top research and evidence gathering sessions, as part of these sessions the Task Group met with the following individuals / representatives from organisations:

- Maxine Stavrianakos, Head of Neighbourhood Intervention & Tenant Support (Prevent lead), Sheffield City Council
- Tim Wright, Partnership Project Officer, Sheffield City Council
- Sam Martin, Assistant Director, Lifelong Learning and Skills (Children Young People & Families Portfolio Prevent lead), Sheffield City Council
- Dean Wilson, Director of Human Resources, Sheffield Health & Social Care Trust
- Steve Kelly, Head of Student Service and SEND, Sheffield College
- Prevent Lead, South Yorkshire Police
- A local School
- Roger Farrington, member of the Religion & Belief Hub (Equalities Hub Network)
- Shahida Siddique, Chair of the Religion & Belief Hub (Equalities Hub Network)
- Mike Fitter, voluntary and community sector representative and member of the Religion & Belief Hub (Equalities Hub Network)

In addition the 3 members of the Task Group attended the Prevent training sessions being run by the Local Authority for Schools and 4 members of the Task Group attended a meeting of the “Prevent Silver Group” to observe the meeting, this is one of the strategic partnership working arrangements that are in place.

A number of Task Group members also completed the Home Office recommended online [Channel General Awareness](#) Training Course.

The Task Group reviewed the evidence gathered and identified a set of findings and recommendations as outlined in the next section.

4.0 Findings & Recommendations

The Task Group focus their findings and recommendations around the following four themes:



4.0 Findings

4.1 Training & Education

The Task Group heard concerns about the focus of some of the nationally produced Home Office training materials for Prevent, in terms of them being both out of date (some of the scenarios / case studies) and also unsuitable / inappropriate for some of the target audiences, in particular those working with primary age children. The Task Group were advised that these comments have been reflected at a national level to help refine future training and support being offered to localities.

The Task Group also agreed that materials needed to be accessible both in terms of language (interpretation / translation) and cognitive ability. Some concerns were also received in terms of a lack of curriculum based materials to support Schools with broader work and discussion around cohesion and integration and managing “safe conversations” as required by the legislation. The Task Group were also advised that this issue is being taken up at a national level by the Department for Education.

The Task Group also heard about examples of some good practice materials that have been developed locally around e-safety, including materials for parents. However, there was a sense from some witnesses that these could be shared more broadly and effectively to ensure further dissemination and developing of good practice in the City.

The Task Group received examples of how young people have been directly involved in work around cohesion and integration in a range of settings across the City, including schools and voluntary sector youth provision, approaches adopted including using creative technologies and design as engagement tools. The Task Group welcomed the work that had been undertaken and supports its continuation.

The Task Group heard clearly about some examples of good practice in the City, however there were concerns about some of the Home Office training materials, broader dissemination of e-safety materials developed in Sheffield and effective resources for schools and so based on the evidence they received the Task Group makes a series of recommendations under the theme “training and education” (please see section 5)

4.2 Partnership Working

The Task Group heard some positive feedback from partner organisations about the working relationships and governance arrangements in place to support work around Prevent. In addition, although some arrangements are acknowledged to be at an early stage of development there was encouraging feedback from both individuals and organisations about the role the Local Authority was playing in terms of co-ordination and support.

Since the enactment of the 2015 Act a number of people the Task Group spoke with said they would now be more likely to approach the Authority for support and advice (previously they would have contacted the Police as the lead on this area). There were also some good examples of working with the voluntary, community and faith sectors, including current work with the Cohesion Advisory Group to co-produce a Cohesion Strategy for Sheffield. The Equality Hub Network (supported by Sheffield Council) was also seen as a very valuable place to engage with Sheffield’s diverse communities.

The Task Group also felt there should be greater involvement of Elected Representatives around Prevent.

The Task Group heard of concerns that some parents are worried about the innocent talk of children being misinterpreted; the group also heard of concerns about possible implications of Prevent in terms of freedom of speech. The Task Group are aware that these concerns have been raised with officers leading on Prevent and that officers are working with organisations and communities to try and address these issues.

Although there were some good examples of partnership working the Task Group did however feel that there was scope for further engagement with the voluntary, community and faith sectors and that this should be continued through existing networks, including the

Equality Hub Network and the Religion and Belief Hub (a sub group of the Network). This should include all sectors working in partnership to tackle any potential concerns or possible misconceptions regarding local implementation of the Prevent strategy. Based on the evidence they received the Task Group makes a number recommendations around partnership working (please see section 5).

4.3 Safeguarding - Telephone Support and Advice:

The Task Group heard from a number of individuals and organisations (including from the Council) who commented on how Prevent has been effectively integrated into existing safeguarding policies and pathways and that this had worked well. There was positive feedback about the support and advice that has been provided through the multi-agency Safeguarding Team; in particular comments were made about the value of the high quality support available via the safeguarding telephone advice line. Some individuals also felt there was clearly now more specialist knowledge across the partnership in terms of vulnerable people and extremism.

The Task Group also heard some concerns from one witness that there may have been a reduction in terms accessibility of the safeguarding telephone service which could impact on individuals being able to receive timely advice and support. The Task Group understands there may be some changes to how this telephone advice and support service is provided in the future; the Group's understanding is that these changes should improve the co-ordination of the service and should not affect its accessibility.

The safeguarding telephone and advice service was clearly seen as very valuable for professional seeking support / guidance. In light of the concerns raised and possible changes to the services in the future the Task Group makes a recommendation that the Children, Young People & Families Scrutiny Committee monitor the impact of any changes (please see section 5)

4.4 Information Gathering / Sharing

The task Group received a number of positive statements about information sharing, particularly at a strategic level and there was a sense that some real progress had been made in recent years. However, although there was recognition that arrangements were working well this was also supported by a sense that this should remain an area for continuous improvement in that we could always "be even better".

The Task group also considered feedback on how the Council gathers and collates data across the organisation to support services for vulnerable people. Again, although considerable progress continues to be made, the Task Group would like to make a recommendation that this area continue to be explored to look at how further improvements could be made (please see section 5).

5.0 Recommendations

Training & Education

In order to influence national policy and approaches:

1. The Children Young People & Families Portfolio continue to recommend to the Home Office / Department of Education that in reviewing Prevent training materials they ensure they are appropriate for the target audiences, including those working with primary age children and that materials are accessible in terms of language (translation/interpretation) and cognitive ability.
2. The Children Young People & Families Portfolio continue to engage with the Department of Education to encourage the development of further curriculum based materials to support both Primary and Secondary Schools with work around cohesion and integration and managing “safe conversation” as required by the legislation.
3. Any relevant local best practice materials identified by the Children Young People & Families Portfolio are shared with the Home Office / Department of Education.
4. In order to support the development of good practice and ensure parents have effective advice and support we recommend that the Children Young People & Families Portfolio ensure e-safety training and best practice materials are shared more broadly within the City including all members of the 0-19 Partnership and Learn Sheffield.

Partnership Working

5. In order to ensure skills and expertise are maximised and that there is sustainability and continuity in terms of work undertaken the Prevent Silver Group work more closely with the voluntary, Community and faith sectors through existing networks, including the Equality Hub Network and the Religion and Belief Hub (a sub group of the Network).
6. In order to have a greater input from Elected Representatives as strategy and approaches are developed and to support engagement with communities, further consideration is given in terms of the options for increasing the involvement and engagement of Elected Representatives around Prevent.

7. That officers leading on Prevent continue to work with National Government to look at opportunities for funding to support work with the voluntary, community and faith sectors and local communities.
8. The Task Group recommends that, in order to ensure effective processes are in place, that referrals into the safeguarding service continue to be monitored; and that effective feedback is given to individuals and agencies to ensure that only appropriate referrals are being made.

Safeguarding - Telephone Support and Advice:

9. In order to monitor the impact of any changes to the telephone based safeguarding advice and support services the Children Young People & Families Scrutiny Committee requests an update report from Children Young People & Families Portfolio by August 2016.

Information / data gathering

10. In order to support work with vulnerable individuals the Council's approach to information / data gathering and collation continues to be explored and that Prevent leads engage in this work.

Role of Scrutiny

11. The Children Young People & Family Support Scrutiny Committee Requests an update on progress against their recommendations by the end of 2016.
12. The Committee also recommends that the Healthier Communities & Adult Social Care Scrutiny Committee consider looking at Prevent as part of their future work programme.

This report will be shared with Sheffield City Council's Cabinet and local MP's.



SHEFFIELD CITY COUNCIL

Cabinet Report

Report of: Healthier Communities and Adult Social Care
Scrutiny & Policy Development Committee

Report to: Cabinet

Date: 9th March 2016

Subject: Home Care Scrutiny Report

Author of Report: Alice Nicholson, Policy and Improvement Officer
0114 27 35065

Key Decision: NO

Summary:

The Healthier Communities and Adult Social Care Scrutiny & Policy Development Committee established a cross party task and finish group to look at home care, and make recommendations focused on improving the quality of home care services in Sheffield.

This work is timely, as the Council's current home care contracts are coming to an end in 2017 and the process to recommission the contracts is underway. The aim of the task group was for its recommendations to feed into this recommissioning process.

The task group has made 10 recommendations over 4 areas – assessment, strategic approach to commissioning, working with providers and user focused services.

Reasons for Recommendations:

The recommendation to Cabinet is for the Cabinet Member for Health, Care and Independent Living to respond to the report within 3 months as this should provide enough time to develop a detailed response.

Recommendations:

Cabinet is asked to:

1. Note the Home Care Scrutiny Report
 2. Request a response to the report from the Cabinet Member for Health, Care and Independent Living to the Scrutiny Committee within 3 months, including a timetable for implementing the report's recommendations within the recommissioning process.
-

Background Papers: Home Care Scrutiny Report – attached.

Category of Report: **OPEN**

Statutory and Council Policy Checklist

Financial Implications	
No	Cleared by: Richard Jones
Legal Implications	
No	Cleared by: Nadine Wynter
Equality of Opportunity Implications	
No	Cleared by: Adele Robinson
Tackling Health Inequalities Implications	
YES	
Human Rights Implications	
NO	
Environmental and Sustainability implications	
NO	
Economic Impact	
YES	
Community Safety Implications	
NO	
Human Resources Implications	
NO	
Property Implications	
NO	
Area(s) Affected	
All	
Relevant Cabinet Portfolio Lead	
Cabinet Member for Cabinet Member for Health, Care and Independent Living	
Relevant Scrutiny Committee	
Healthier Communities and Adult Social Care	
Is the item a matter which is reserved for approval by the City Council?	
NO	
Press Release	

Report to Cabinet

Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee: Home Care Report

1. Summary

- 1.1 The Healthier Communities and Adult Social Care Scrutiny & Policy Development Committee established a cross party task and finish group to look at home care, and make recommendations focused on improving the quality of home care services in Sheffield.
- 1.2 This work is timely, as the Council's current home care contracts are coming to an end in 2017 and the process to recommission the contracts is underway. The aim of the task group was for its recommendations to feed into this recommissioning process.
- 1.3 The task group looked at how home care currently works in Sheffield, what is considered best practice by other authorities and organisations, as well as gathering evidence from Council officers, home care providers, care workers and service users.
- 1.3 The task group has made 10 recommendations over 4 areas – assessment, strategic approach to commissioning, working with providers and user focused services. These are extracted below:

Assessment

R1 The Council should continue and accelerate its work to make the assessment and review process more person centred, based on continuous dialogue with service users and their families.

R2 The Council should work with other agencies to improve information sharing between care workers, social workers and health professionals to ensure that service users are receiving joined up services. This should include sharing Care Plans with home care provider from the outset.

Strategic approach to commissioning

R3 The new commissioning model must have flexibility built in to enable us to respond to fluctuations in demand across the city.

R4 The new commissioning model must drive and incentivise quality in services, and should therefore take account of the recent NICE guidelines, particularly around 30 minute minimum calls.

R5 That Sheffield should move towards an outcome based commissioning approach, however a phased introduction may be required to allow for further work to be done to identify and mitigate the risks of such an approach.

Working with providers

R6 Commissioners should work with providers to address workforce issues including terms and conditions, workforce development and workforce planning.

R7 Commissioners should continue to develop a mature relationship with providers, ensuring that monitoring processes are robust, proportionate and efficient.

R8 Commissioners should work closely with providers to find ways of building flexibility into service delivery.

User Focused Services

R9 The new commissioning framework should result in home care services that are consistent, reliable and flexible, and based on continuous dialogue with service users and families about what their needs are.

R10 Commissioners should develop a mechanism for routinely collecting service user feedback on home care, as well as feedback from people who receive a direct payment.

2. What does this mean for Sheffield People

- 2.1. The aim of the recommendations in the Home Care Scrutiny Report is to improve the quality of home care services for Sheffield People.

3. Outcome and Sustainability

- 3.1. The outcome of the Home Care Scrutiny Report will be determined by the response to the Report by the Cabinet Member for Health, Care and Independent Living and the subsequent implementation.

4. Legal Implications

- 4.1 There are no direct legal implications arising from this report. This report provides Cabinet with the Healthier Communities and Adult Social Care Scrutiny Committee's Home Care Report in accordance with the Scrutiny Procedures Rules set out in Part 4 of the Council's Constitution. The Cabinet Member for Health, Care and Independent Living is asked to respond to the report within 3 months. This response will set out which recommendations will be implemented and over what timescale and will contain the relevant legal implications of those recommendations that the Cabinet Member proposes to implement.

5. Financial Implications

- 5.1 There are no direct financial implications arising from this report. As detailed in the home care task group report, the Committee is very aware of the financial context in which the Council is now operating. The full response to the Committee's report from the Cabinet Member for Health, Care and Independent Living will contain the detail of any financial implications. This report to Cabinet is not seeking approval for spend.

6. Equalities Implications

- 6.1 As a Public Authority, we have legal requirements under Section 149 and 158 of the Equality Act 2010. These are often collectively referred to as the 'general duties to promote equality'. To help us meet the general equality duties, we also have specific duties, as set out in the Equality Act 2010 (Specific Duties) Regulations 2011.
- 6.2 There are no direct equalities implications arising from this Scrutiny report. However the majority of users of home care are older people or disabled people and improvements to home care services will directly benefit these groups, as well as their carer's.
- 6.3 The Home Care report's recommendations are largely focused on ensuring that services are service user focused and developed through dialogue with service users. Moving in this direction should help to ensure that services are appropriate and accessible to all.
- 6.4 Where the Council chooses to implement a recommendation from the Committee's report that requires a further decision to be made this would be taken in the usual manner and in line with the Council's constitution / Leader's Scheme of Delegation. Any actions taken or decisions made would include consideration of any equalities implications, including equality impact assessments and appropriate consultation to ensure the Council fulfils its statutory obligations.
- 6.5 Also the full response to the Committee's report from the Cabinet Member for Health, Care and Independent Living will contain the full detail of any equalities implications.

7. Alternative Options Considered

- 7.1. An alternative option in relation to the recommendations below would be to do nothing with the Committee's report. However, given the time and effort spent by the task group, and contributions made to the work from other organisations this is not deemed a viable option.
- 7.2. An alternative option in relation to the recommendations below would be respond to Committee's report over a much longer timescale. However, this would be at the risk of losing the opportunity for the report's recommendations to influence to recommissioning process.

8. Reasons for Recommendations

- 8.1 The recommendation to Cabinet is for the Cabinet Member for Health, Care and Independent Living to respond to the report within 3 months as this should provide enough time to develop a detailed response.

9. Recommendations

- 9.1 Cabinet is asked to:

1. Note the Home Care Scrutiny Report
2. Request a response to the report from the Cabinet Member for Health, Care and Independent Living to the Scrutiny Committee within 3 months, including a timetable for implementing the report's recommendations within the recommissioning process.

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Home Care Task Group Report

Healthier
Communities &
Adult Social Care
Scrutiny Committee

February 2016

Looking at Home Care Services in Sheffield

We wanted to take a look at home care services, with a focus on how we could improve the quality of services in Sheffield.

Home care, also known as home support or domiciliary care, are support services delivered in a person's home to address their needs. These needs are identified through a formal assessment process carried out by a social worker. Home care activities fall into 3 main categories:

- Personal care activities, such as help to eat and drink, maintaining personal hygiene, administering or prompting medication.
- Household activities, such as preparing meals, shopping, managing household finances.
- Other activities, such as supporting social activities, or providing emotional and psychological support.

This work was timely, as the Council's home care contracts are coming to an end in 2017, and the Commissioning Team is currently in the process of recommissioning the services. Our aim was to make recommendations that could be considered as part of this process.

This report sets out how we went about this, what we found, and our 10 recommendations in the areas of assessment, strategic approach to commissioning, working with providers, and user focused services.

We would like to express our thanks to all of those who gave their time and contributed to our work.

What did we do?

Improving the quality of social care for service users and carers has been at the forefront of our scrutiny work during 2015/2016. Consequently, we wanted to look at the 'whole picture', including initial assessment, how services are commissioned by the Council, how services are delivered by home care providers on the front line and how users can give feedback on the services they receive.

We started off by developing our understanding of what home care is and how it currently works in Sheffield, as well as looking at how things work in other authorities and what other organisations consider best practice

We wanted to hear a range of perspectives on home care and so held a series of meetings with:

- Sheffield City Council Officers who commission home care services
- Sheffield City Council Officers who run the assessment and review process
- Independent providers of home care services – those who currently hold council contracts and those that don't
- Home care workers

We wanted to hear from service users themselves. However, this is not an easy task within our timescale. As a result we decided to use information already held by the Council such as information gathered through service improvement forums and 'Quality Live' events, national performance information and complaints, as well as information held by HealthWatch Sheffield.

What We Found

Sheffield Home Care in numbers

Sheffield City Council currently has contracts with 9 providers to deliver home care services across Sheffield. The contracts are split across 20 geographical areas, with an average of 1000 hours of care per week being commissioned in each area.

Around £13m per year is spent through these contracts – around 21,000 hours of care per week at an average hourly rate of £12.92 – compared to the England average rate at £13.77.

Care packages commissioned by the Council vary from under 2 hours a week, to over 100 in rare cases. Around 75% of packages are less than 10 hours, with the average package being around 8 hours care per week.

At present around 2500 people are receiving home care through these contracts. Around 87% of these people are over 65, and are most likely to initially need home

care as a result of illness or mobility issues. People in receipt of home care commonly have multiple assessed needs.

A further 2200 people receive a Direct Payment which they use to purchase social care themselves. We don't hold much information about what services are bought this way, so we aren't able to tell how many of these people are buying home care, or where they are buying it from. The age profile of people receiving Direct Payments is lower than that of people using council commissioned services – two thirds of them are under 65.

As social care is means tested, there are also people receiving home care who are not eligible for financial support. These people can choose to have the Council arrange home care services through the contracts it holds, and be billed monthly, or to arrange their care directly with providers.

Satisfaction with adult social care services in Sheffield is low – particularly in Community Services which includes home care. According to the national Adult Social Care Outcomes Framework performance indicators Sheffield compares poorly with other Core Cities and other authorities in Yorkshire and the Humber. In 2015, 49% of community based service users felt safe, and less than half of community based service users were extremely or very satisfied overall with their care and support.

Our Findings and Recommendations

We recognise that nationally and in Sheffield, local government, and adult social care in particular, is facing significant funding challenges - rising demand, diminishing revenue support grant, introduction of the national living wage – whilst trying to drive service improvement. We realise that there will be financial implications to implementing the recommendations that we have set out below, and that hard choices will have to be made as home care services are recommissioned.

We also recognise that home care is just one part of the adult social care picture, and that the continued integration of health and social care presents opportunities through closer working with health partners and programmes such as the Better Care Fund. Our recommendations, whilst focussing on home care services need to be set in this context – of wider adult social care as well as health and social care funding.

Despite the challenges, we have seen through our work that there is a genuine ambition in Sheffield to improve home care for service users. We feel that there are things we could be doing better, and our recommendations aim to drive improvement and provide better quality services for Sheffield people. Our recommendations have been developed across 4 areas:

- Assessment
- Strategic approach to commissioning
- Working with providers
- User focused services

1 Assessment

An appropriate assessment is an essential starting point if users are to receive a good service. This is true of all adult social care services, including home care.

People's experience of assessments has been of a 'tick box' exercise that isn't truly user centred. They result in 'time and task' allocations rather than meeting outcomes, with no recognition that individual needs may fluctuate. This leads to a rigid service delivery model with little room for flexibility and meeting people's needs creatively.

The review process isn't working as well as it could – a user focused approach should be based on continuous dialogue between social workers, health professionals, care workers, service users and their families.

We recognise that the Council's approach to assessment and review is changing as a result of the Care Act, and moving towards 'asset based' assessments, looking at the whole person and the support they already have in place, co-produced with service users and families. This approach gives a 'fuller picture' of the outcomes a person wants to achieve, what their needs are and the various ways in which they can be met. We welcome this move towards greater 'dialogue' and less 'box ticking'.

Recommendation 1

The Council should continue and accelerate its work to make the assessment and review process more person centred, based on continuous dialogue with service users and their families.

People in receipt of home care often have multiple assessed needs, and may be using services from more than one organisation. This means that they end up going through the assessment process several times, often involving significant duplication.

Home care providers and staff told us that they are in a better position to deliver effective care when relationships between care workers and other health and social care professionals are constructive, and when information about a service user's health and care is shared appropriately – for example around hospital admissions and discharges.

Home care providers told us that it would be helpful if the Care Plan produced during the assessment process is shared with them. At the time of writing, providers receive only the 'time and task' allocation. This is because the way Council services are

arranged prevents the information from being passed on. We understand that there are plans in place to address this, and we welcome this move towards greater information sharing.

Recommendation 2

The Council should work with other agencies to improve information sharing between care workers, social workers and health professionals to ensure that service users are receiving joined up services. This should include sharing Care Plans with home care providers from the outset.

2 Strategic approach to commissioning

The current commissioning model based on geographic areas has been in place since 2014. Commissioners and providers have identified weaknesses in this approach, and there seems to be a general consensus that this current commissioning model is no longer fit for purpose.

The current geographic model is intended to provide localised support. However, this can make it difficult to respond effectively to fluctuating demand both within geographical areas, and across the city. Some providers hold contracts in areas at opposite ends of the city, so it can be hard for them to use their resources efficiently - moving their staff great distances across the city to provide services where they are needed has implications for the cost and quality of services – as well as staff morale.

Providers are expected to accept all care packages in their area, which can make it hard for them to plan ahead in terms of their workforce requirements, resulting in greater use of zero hour contracts.

There has been more than one case of provider failure in the city under this model.

Recommendation 3

The new commissioning model must have flexibility built in to enable it to respond to fluctuations in demand across the city.

The current commissioning model doesn't drive quality – home care providers that hold council contracts are less likely to be compliant with Care Quality Commission (CQC) regulations than those that don't – 56% of Council contracted providers are CQC compliant compared with 96% of non- contracted providers. Adult Social Care performance indicators show that user satisfaction with social services in Sheffield compares poorly with other Core Cities and Yorkshire and Humber Authorities.

We recognise that there are challenges in home care nationally – particularly around improving terms and conditions for staff – issues such as paying the living wage, zero hours contracts and paying for travel time – at a time when there are great

funding pressures for Councils. However almost everyone we spoke to as part of this work talked of how well trained, well-motivated staff are absolutely essential to quality home care services. The new commissioning framework must incentivise the recruitment and retention of high quality staff.

The National Institute of Health and Care Excellence (NICE) has recently issued national guidelines about home care – the most high profile of which was that the minimum call time should be 30 minutes. This echoes Unison’s calls through the Ethical Care Charter to abolish 15 minute calls.

Having looked at case studies of ‘typical’ care packages, we were surprised to see the often lengthy lists of tasks that care workers can be asked to carry out in a 20 minute visit. Providers told us that they felt that Sheffield City Council has high expectations and a robust service specification but isn’t paying accordingly – and pointed to the recent examples of provider failure. Care workers told us that rushing to achieve many tasks in a short visit results in a poorer service for users, and undermines their job satisfaction. However we did hear that shorter calls can be useful in some cases such as a medication prompt, or ‘check in’ – where appropriate and agreed as part of a user-focused assessment process.

Recommendation 4

The new commissioning model must drive and incentivise quality in services, and should therefore take account of the NICE guidelines, particularly around 30 minute minimum calls.

We recognise that a move towards a user-focused, outcome based assessments must be reflected in more user-focused, flexible services. There is an aspiration, in Sheffield and nationally, to move towards an outcome based commissioning approach. Whilst we welcome outcome based approaches in theory, we have not yet seen evidence that Sheffield is ready to adopt an outcome based approach.

Recommendation 5

That Sheffield should move towards an outcome based commissioning approach, however a phased introduction may be required to allow for further work to be done to identify and mitigate the risks of such an approach.

3 Working with providers

We heard again and again that high quality staff and low turnover are key to delivering a good home care service – for service users, who want to have familiar people delivering their care and for providers, because the cost of recruitment is significant.

Care workers told us that low pay, zero hour contracts and unpaid travel time all contribute towards the recruitment and retention problem. Providers told us that they can't compete with other employers in terms of wages – both within the care sector – staff are often lost to care homes and the NHS, and externally – supermarkets pay more than home care. This is a national issue – not just specific to Sheffield, and will become more of a problem as planned increases to the national living wage take place.

Workforce development and training is important. Service users want well trained carers with the appropriate skills, and care workers told us that they would like to see more opportunities for 'career progression' pathways through home care.

Recommendation 6

Commissioners should work with providers to address workforce issues including terms and conditions, workforce development and workforce planning.

Providers told us that they can be most effective and efficient when they have a good working relationship with commissioners and work in partnership. Trust and information sharing are important.

We recognise that monitoring performance of providers is important in driving quality services, however providers told us that the 'burden' of monitoring can be significant in terms of staff time and therefore cost – both in the back office and on the front line.

Call monitoring processes take up valuable minutes of care workers' time that would otherwise be spent delivering care. The technology used for electronic call monitoring can also be expensive. Whilst providers recognise the benefits of electronic call monitoring, they felt that contract requirements should be the same for all home care contracts in the city. There have been some variations in call monitoring requirements in recent contracts let by the Council, with some smaller providers not having to undertake it.

Current monitoring arrangements are designed for 'time and task' based contracts. If the future commissioning model adopts an outcome based approach, we must ensure that appropriate monitoring systems are put in place.

Recommendation 7

Commissioners should continue to develop a mature relationship with providers, ensuring that monitoring processes are robust, proportionate and efficient.

Commissioners, service users, providers and care workers have all told us about how important it is to build flexibility into services if we are to provide a truly user focused service. Service users' needs and wishes may vary from day to day and

week to week – and the ability of providers to accommodate this has a huge impact on the service user’s experience of care. Commissioners should draw upon providers’ knowledge and experience of delivering care to find the most appropriate ways to do this.

Recommendation 8

Commissioners should work closely with providers to find ways of building flexibility into service delivery.

4 User Focused Services

We drew on a range of sources to hear what service users think of and want from home care services, and the message that came through loud and clear was that the major factors affecting quality of service from the user perspective are:

- Care delivered by workers familiar to them
- Calls to take place when they are expected – we heard of many examples of missed and late calls which causes problems for service users and their informal carers
- Calls to be at appropriate times – we heard of people being left in bed until 11am, calls being at the wrong time to administer medication etc.
- Care to be flexible and allow for fluctuating and changing needs of service users

We need to ensure that the commissioning framework addresses these key concerns of users.

Recommendation 9

The new commissioning framework should result in home care services that are consistent, reliable and flexible, and based on continuous dialogue with service users and families about their needs.

Whilst there are various sources we can draw on to gather service user feedback about home care – Service Improvement Forum, Quality Live Events, HealthWatch Sheffield, provider surveys and complaints information – there is no mechanism for capturing directly service user feedback about home care on an ongoing basis. The Council’s Needs Assessment of home care recognises this as a gap.

There is also a gap in our knowledge about direct payments. We know how many people receive one – but not how or who they spend it with, how they feel about the services they receive, or whether appropriate outcomes are being achieved. Having more information about the home care market in Sheffield and what is working well

would help to inform and develop our approach to commissioning and service delivery.

Recommendation 10

Commissioners should develop a mechanism for routinely collecting service user feedback on home care, as well as feedback from people who receive a direct payment.

Conclusion

What we have set out here represents an ambitious step, and we recognise that it may take time to achieve. Throughout this work we've been aware of the significant challenges facing home care nationally and here in Sheffield. However we have also seen the aspiration of all those involved in home care – from commissioners, to providers and care workers – to get it right for service users. We are confident that this aspiration can be realised, and look forward to seeing our recommendations implemented.

Task Group Membership

A cross-party task group of the Healthier Communities and Adult Social Care Scrutiny Committee was established to carry out the home care work. Members of the group are listed below.

- Cllr Cate McDonald, Chair
- Cllr Sue Alston
- Cllr Pauline Andrews
- Helen Rowe, HealthWatch Sheffield

Background Documents

The task group drew on the following reports to inform its thinking on home care:

- National Institute for Health and Care Excellence: Home care: delivering personal care and practical support to older people living in their own homes.
- UK Home Care Association: The Home Care Deficit – A report on the funding of older people’s home care across the United Kingdom.
- Unison: Time to Care, a report into Home Care
- Unison: 15 Minutes of Shame, Stories from Britain’s Homecare frontline.
- Sheffield City Council: Home Care Needs Assessment, February 2016
- HealthWatch Sheffield: Report on people’s experiences of using Adult Social Care, December 2015.



SHEFFIELD CITY COUNCIL Cabinet Report

Report of: Interim Executive Director, Resources

Date: 9th March 2016

Subject: Staff Retirements

Author of Report: Simon Hughes, Democratic Services

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

Recommendations:

Cabinet is recommended to:-

- (a) place on record its appreciation of the valuable services rendered to the City Council by members of staff in the various Council Portfolios and referred to in the attached list;
 - (b) extend to them its best wishes for the future and a long and happy retirement; and
 - (c) direct that an appropriate extract of the resolution now made under the Common Seal of the Council be forwarded to those staff above with over 20 years' service.
-

Background Papers: None

Category of Report: OPEN

RETIREMENT OF STAFF

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

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>Children, Young People and Families</u>		
Margaret Gray	Pupil Support Assistant, Athelstan Primary School	20
Maureen Jenkinson	Whole School Assistant and Cleaner, Loxley Primary School	22
<u>Resources</u>		
Andrew Bullock	Solicitor	27

2. To recommend that Cabinet:-
 - (a) place on record its appreciation of the valuable services rendered to the City Council by the above-mentioned members of staff in the Portfolios stated;
 - (b) extend to them its best wishes for the future and a long and happy retirement; and
 - (c) direct that an appropriate extract of the resolution now made under the Common Seal of the Council be forwarded to those staff above with over 20 years' service.



Cabinet Report

Report of: Eugene Walker

Report to: Cabinet

Date: 9th March 2016

Subject: Special Educational Needs / Looked After Children / Vulnerable Adults Transport Framework

Author of Report: John Hudson 0114 2735039 &
Paul Rayton 0114 2737590

Key Decision: YES

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

Summary:

Sheffield City Council currently provide minibus and taxi transport for Special Education Needs (SEN) children, Looked after Children (LAC) and vulnerable adults. This transport is provided by the Council's in-house fleet with additional capacity added via two frameworks - one for taxi provision (with or without escorts) and one for minibuses. Both of these frameworks were procured via open competitive tenders. Both frameworks expire on the 31 July 2016 and a successor framework is required. The combined value is in the region of £1.5 million per financial year and therefore the procurement must adhere to the Public Contracts Regulations 2015.

This report seeks Cabinet approval to replace the existing Framework Agreements with a Dynamic Purchasing System (DPS) combining both the taxi and minibus elements into one single overarching 'Transport' framework. The

DPS would contain individual Lots covering taxis; minibuses and with or without escorts etc.

Reasons for Recommendations:

The current contracts were advertised and let as 12 month contracts with an optional 12 month extension. There is no provision within the contracts for a further extension.

The Council has a statutory responsibility to provide travel assistance to children who have an entitlement because of their special educational needs and for Adult Care clients to meet their respite and other needs. Part of this assistance is met by the Council's in-house fleet. However as it is not possible for all provision to be met in-house and in order to complement the Council's in-house fleet and maintain an appropriate level of service support for end users further capacity is generated by utilising additional contractors. Contracts for these services are let through a competitive tendering process to ensure best value is achieved and in order to comply with legislative requirements.

Recommendations:

That Cabinet approves the establishment of a Dynamic Purchasing System (DPS) for taxi and minibus provision (with or without escorts) as outlined in this report, and that the DPS runs for a 24 month period with an option to extend for a further two 12 month periods, subject to satisfactory performance.

That Cabinet delegates authority to the Director of Commercial Services or her nominated representative to accept tenders and award Contracts for this project.

Background Papers: None

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Jayne Clarke
Legal Implications
YES Cleared by: Sarah Bennett
Equality of Opportunity Implications
YES
Tackling Health Inequalities Implications
NO Cleared by:
Human Rights Implications
NO Cleared by:
Environmental and Sustainability implications
YES
Economic Impact
NO Cleared by:
Community Safety Implications
NO Cleared by:
Human Resources Implications
NO Cleared by:
Property Implications
NO Cleared by:
Area(s) Affected
All Wards
Relevant Cabinet Portfolio Lead
Cllr Ben Curran
Relevant Scrutiny Committee
Overview and Scrutiny Management Committee
Is the item a matter which is reserved for approval by the City Council?
NO
Press Release
NO

REPORT TO CABINET

SPECIAL EDUCATIONAL NEEDS / LOOKED AFTER CHILDREN / VULNERABLE ADULTS TRANSPORT FRAMEWORK

1.0 SUMMARY

- 1.1 Sheffield City Council currently provide minibuss and taxi transport for Special Education Needs (SEN) children, Looked after Children (LAC) and vulnerable adults. This transport is provided by the Council's in-house fleet with additional capacity added via two frameworks - one for taxi provision (with or without escorts) and one for minibusses. Both of these frameworks were procured via open competitive tenders. Both frameworks expire on the 31 July 2016 and a successor framework is required. The combined value is in the region of £1.5 million per financial year and therefore the procurement must adhere to the Public Contracts Regulations 2015.
- 1.2 This report seeks Cabinet approval to replace the existing Framework Agreements with a Dynamic Purchasing System (DPS) combining both the taxi and minibuss elements into one single overarching 'Transport' framework. The DPS would contain individual Lots covering taxis, minibusses etc.

2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

- 2.1 In line with the Corporate Plan, this contract will support the following objectives:
- 2.2 **To support children and young people with special educational needs and disabilities to lead happy, healthy, fulfilled lives** – this contract combined with in house provision will give the Council access to a wide range of transport options. These options can then be used to ensure that the “family need” is met without causing unnecessary anxiety to the family.
- 2.3 **Make the best use of public money to have the greatest impact for Sheffield** – This contract will use market place competition to achieve a transport provision for the Council that is value for money
- 2.4 **Support up to 2,000 teenagers and young adults to access education, employment and training** – The contract will provide transport options that the Council can call upon to ensure teenagers and young adults can access education

3.0 OUTCOME AND SUSTAINABILITY

- 3.1 The key outcome of the report will be approval to proceed with the procurement of a taxi and minibuss framework to complement the Council's

existing fleet for the transportation of Special Educational Needs and Looked After Children and vulnerable adults via a Dynamic Purchasing System.

4.0 REPORT BACKGROUND

- 4.1 Transport for children is to schools based in or out of the city. This is normally required twice a day during school the terms (approximately 190 days per year). Children are to be conveyed generally between the hours of 07:45 to 0900 in the mornings and 15.00 to 16:30 the afternoon, but specific times shall be dependent upon the start and finish times of the school day and the needs of individual children.
- 4.2 The transport of any vulnerable adults and looked after children, young people and people with disabilities to and from Social Care establishments and other care or respite settings, involves a 24 hour, 365 day a year service. Passengers are to be conveyed generally between the hours of 8am to 10pm but specific times are dependent upon the particular journey required.
- 4.3 There is also a requirement for cover during the Christmas and New Year holiday period and other Bank Holidays.
- 4.4 This requirement is met through a combination of utilising the Council's in-house fleet and competitively contracting out taxi and minibus provision (with or without escort provision) to complement this and add additional capacity.
- 4.5 Bookings are administered by the Council and routes will be allocated in order to achieve the maximum efficiency whilst maintaining continuity of care and service for the end user.
- 4.6 Previously, the contracted frameworks have been let via a fixed framework for a period of 12 months with an option to extend for a further 12 month period (this option to extend was taken up in relation to the current contracts).
- 4.7 The 2015 Public Contracts Regulations (PCR) allow for a fixed framework to be let (as previously) or alternatively the letting of a framework via a Dynamic Purchasing System (DPS). This latter option is now recommended as the DPS process has been refined and simplified under the new Regulations and is deemed to offer a better route to market.
- 4.8 The advantages of a DPS over a fixed framework include allowing the Council to respond more quickly to changes in the market. In a volatile economy, companies can merge, perform poorly and/or have sufficiently serious issues of concern that they may be suspended from a framework. This can be problematic under traditional framework arrangements since it reduces the level of competition for the remaining length of the agreement. This can mean either an earlier re-procurement or resignation

to the less competitive environment. There will be strict safeguarding criteria and DBS confirmation asked at the Pre-qualification stage, which assesses contractors' capability and suitability of becoming a Supplier to the Council. Failure to provide such assurances at PQQ stage will lead to rejection of the PQQ and mean them not being invited to submit a further bid to secure work.

- 4.9 Unlike a traditional framework, a DPS permits contractors to apply to join via submission of a Pre-qualification Questionnaire (PQQ) throughout its lifetime encouraging further competition and ensuring that new or emerging contractors are not locked out for the duration of a framework period.
- 4.10 The DPS is designed to streamline procurement for both contractors and public bodies; contractors do not need to demonstrate suitability and capability every time they wish to compete for a public sector contract as this is covered by the PQQ, and the award of individual tenders can be quicker than under other procedures.
- 4.11 Furthermore public procurement for SME's can sometimes be difficult. Some smaller companies perceive participation in tenders via framework agreements as risky, due to there being no guarantee of a return on the investment. This deprives the Council of a pipeline of contractors who may be able to offer high quality, innovative services. With a DPS, the risks are reduced dramatically. There is an easy exit strategy so contractors are able to remove themselves from the system if they find that the benefits of participation do not stack up
- 4.12 Savings opportunities, whilst difficult to forecast with accuracy, may arise by increasing the numbers of contractors. A DPS also allows for regular further competition among contractors to generate additional savings opportunities, plus an option of using e-auctions in the longer term. Contractor engagement and training will be required to develop and undertake e-auctions and is therefore a longer-term aim.
- 4.13 The framework will be structured to ensure best value for money and most efficient method of travel whilst taking into account the specific individual requirements of the client. Some clients will then be allocated to travel with or without an escort (such escorts either employed by SCC or via the contractor under the framework).
- 4.14 When services are required there will be a further competition exercise between the suppliers party to the relevant Lot at that time. The contractor offering the most-economically advantageous tender will usually be selected, unless specific care arrangements are required which can only be provided by a supplier with the requisite specialisms.
- 4.15 Services commissioned via the DPS will be contract managed and monitored for safeguarding and compliance

5.0 LEGAL IMPLICATIONS

- 5.1 The service requirement is to provide taxi transport services for eligible Children and Young People, and adults. The passengers that use this service for example will be children with special education needs or children who are looked after by the authority or classed as vulnerable. The transport of these children is covered in the following legislation: Education and Inspections Act 2006, the Equality act 2010 and Children Act 1989 and 2004. The service is also required to transport vulnerable adults which are covered in Chronically Sick and Disabled Persons Act 1970. This framework will assist with meeting these statutory requirements.
- 5.2 The value of this contract means that a full competitive tender process in accordance with procurement legislation (including the Public Procurement Regulations 2015) must be followed. The proposed process is compliant with this and the procurement exercise will be conducted by Commercial Services with a dedicated procurement professional lead, with additional Legal consultation on tender and contractual documents undertaken as required.
- 5.3 TUPE implications are minimal; although there may be some TUPE implications for escorts employed by contractors should work be moved between contractors. This will most likely be contractor-to-contractor TUPE, although should work be brought back in-house there is a small chance there will be TUPE implications for the Council. This will become apparent during the tender process and as work is allocated.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The service that this contract provides for is demand led. Over the past two academic years the current contracts have a value of £1,348,835.00 (2013/14) and £1,447,455 (2014/15). The approximate breakdown of this spend is 55% on Special Educational Needs transport and 38% on looked after children and 7% on adult social care transport.
- 6.2 The transport requirements for eligible children and vulnerable adults are met by the Council's in-house fleet with additional capacity generated from private contractors via open competitive tender. It is anticipated that tendering in this way will produce further savings but this cannot be guaranteed and will only be tested when services are actually procured. In the short term this is more likely with the current low price of fuel. There is the risk that fuel prices will not remain low and will increase which could lead to contractors raising their prices and increasing the cost to the council. This is more a risk for future years of the framework and will be mitigated by further competition between contractors and continuing to ensure travel routes are optimised.
- 6.3 Short-term it is anticipated that there will not be any immediate significant increase in the number of children that are transported giving a further

level of stability. There will though be ongoing peaks and troughs in line with projections however, and as this is a needs-led service demand could further peak over the medium-term depending upon demographics and the needs of individual service users.

7.0 ENVIRONMENTAL AND SUSTAINABILITY IMPLICATIONS

- 7.1 Work will continue to optimise travel routes and where possible to increase occupancy, thereby minimising duplication and reduce the carbon footprint, including 'dead' mileage where vehicles are travelling with no passengers.
- 7.2 Contractor vehicles will be required to kept to a proper state of repair and good running order at all times thus reducing emissions

8.0 ECONOMIC IMPACT

- 8.1 As required by procurement legislation this framework will be open to any contractor to submit a bid against. However by the nature of the requirement most if not all contractors will be Sheffield or Rotherham based, as it is not economic for operators too far outside of Sheffield to journey in order to make a pick-up before they are able to begin charging. Therefore it is anticipated the vast majority of contractor's will be local to Sheffield or the immediate surrounding area.
- 8.2 There are a number of Sheffield / Rotherham based taxi and minibus providers ranging in size from contractors with a large fleet of cars and drivers at their disposal through medium-sized down to providers with a very small number of vehicles / drivers.
- 8.3 Some of these contractors are on the current frameworks, and all existing and potential suppliers will be notified of when the framework is about to be advertised and the procurement documentation released to the market.
- 8.4 Uber's recent entry into the local supply market adds a further potential supplier since the previous frameworks were let. An approach has been made to Uber enquiring as to whether it is their intention to bid, although a Public supplies tender with the required paperwork and post-award contract management requirements may not match with their business model.
- 8.5 The framework also supports children/young people and adults in attending educational establishments and other locations thereby increasing their opportunity for qualifications and employment

9.0 ALTERNATIVE OPTIONS CONSIDERED

- 9.1 There are a limited number of alternative options open. 'Do nothing' would leave the Council short on capacity to deliver the required services to vulnerable clients and risk a breach of statutory duty.

9.2 Entering into a collaborative framework with other public bodies has also been considered. However, the Council's requirements are large and complex and therefore its own bespoke framework is considered the most suitable option with the framework procured in such a way that other public bodies may also use it should it offer a suitable compliant route to market for them.

10.0 REASONS FOR RECOMMENDATIONS

10.1 The current contracts were advertised and let as 12 month contracts with an optional 12 month extension. There is no provision within the contracts for a further extension.

10.2 The Council has a statutory responsibility to provide travel assistance to children who have an entitlement because of their special educational needs and for adult care clients to meet their respite and other needs. Part of this assistance is met by the Council's in-house fleet. However, as it is not possible for all provision to be met in-house. In order to complement the Council's in-house fleet and maintain an appropriate level of service support for end users further capacity is generated by utilising additional contractors. Contracts for these services are let through a competitive tendering process to ensure best value is achieved and in order to comply with legislative requirements.

11.0 RECOMMENDATIONS

11.1 That Cabinet approves the establishment of a Dynamic Purchasing System (DPS) for taxi and minibus provision (with or without escorts) as outlined in this report, and that the DPS runs for 24 month period with an option to extend for a further two 12 month periods, subject to satisfactory performance.

11.2 That Cabinet delegates authority to the Director of Commercial Services or her nominated representative to accept tenders and award Contracts for this project.

Author: John Hudson
Job Title: Assistant Transport Manager
&
Author: Paul Rayton
Job Title: Interim Category Manager

Date: January 2016

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**Cabinet Report**

Report of: Simon Green

Report to: Cabinet

Date: 9th March 2016

Subject: Sheffield Housing Company Phase 2

Author of Report: John Clephan (07789944534)

Key Decision: Yes

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

Summary:

Sheffield Housing Company (SHC) has built 261 homes to date and is nearing the end of Phase 1 – 293 homes on 3 sites in Parson Cross, Shirecliffe and Norfolk Park.

In December 2015 SHC commenced on the first site in Phase 2 – a 5 site Phase of 478 homes. Homes and Communities Agency has offered a development finance loan to SHC to commence the remaining 4 sites in the Phase. The loan will be secured on the Phase 2 land but it requires additional security from SHCs parent companies of which the Council is one. This report seeks authority to provide the Council's share of that security.

Reasons for Recommendations:

The Council providing security for the loan by way of an Option to HCA to purchase future SHC land for £1 is assessed as low risk and will enable the development of 478 quality new homes.

Recommendations:

To note the progress on housing delivery and neighbourhood regeneration through Sheffield Housing Company (SHC).

To approve the Council granting an Option to Purchase 2 identified sites within the future Sheffield Housing Company Land Package for £1 (see Appendix A). The ability to exercise the Option being granted only if the lender has unrecoverable debt on its development finance loan to SHC for Phase 2.

To delegate negotiation on the terms of the Option to Purchase to Director of Capital and Major Projects in consultation with Director of Finance.

Background Papers: N/A

Category of Report: OPEN, Part 2 CLOSED and not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).

* Delete as appropriate

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Dave Phillips
Legal Implications
YES Cleared by: David Hollis
Equality of Opportunity Implications
NO Cleared by:
Tackling Health Inequalities Implications
NO Cleared by:
Human Rights Implications
NO Cleared by:
Environmental and Sustainability implications
NO Cleared by:
Economic Impact
NO Cleared by:
Community Safety Implications
NO Cleared by:
Human Resources Implications
NO Cleared by:
Property Implications
YES Cleared by: Dave Wood
Area(s) Affected
Manor, Fir Vale, Norfolk Park
Relevant Cabinet Portfolio Lead
Jayne Dunn/Ben Curran
Relevant Scrutiny Committee
Safer and Stronger Communities
Is the item a matter which is reserved for approval by the City Council?
NO
Press Release
NO

REPORT TO CABINET

SHEFFIELD HOUSING COMPANY PHASE 2

1.0 SUMMARY

- 1.1 Sheffield Housing Company was established by the Council in 2011 in partnership with Keepmoat Homes and Great Places Housing Group. It is to build over 2000 new homes, predominantly for private sale, on 60 hectares of Council brownfield land over the next 10 years.
- 1.2 Sheffield Housing Company (SHC) has built 261 homes to date and is nearing the end of Phase 1 – 293 homes on 3 sites in Parson Cross, Shirecliffe and Norfolk Park.
- 1.3 SHC commenced on the first site in Phase 2 – a 5 site Phase of 478 homes – in December 2015. It is seeking development finance from Homes and Communities Agency to commence the remaining 4 sites in the Phase. The loan from HCA requires security from SHCs parent companies of which the Council is one. This report seeks authority to provide the Council's share of that security.

2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

- 2.1 Phase 1 has seen quality new homes built in areas of Sheffield where it is difficult to attract private developers. These new homes provide space, comfort and flexibility that give an opportunity for a good quality of life for not only current residents but many future generations of residents. Phase 2 will provide a further 478 homes expanding the positive impact that SHC housing is having across 5 neighbourhoods in total.
- 2.2 Not only does SHC provide quality homes but through its delivery of Phase 2 it has set a target to create 60 new jobs, support 55 apprenticeships and invest £17m into Sheffield City Region businesses.

3.0 OUTCOME AND SUSTAINABILITY

- 3.1 478 new family homes that provide a choice of spacious, quality housing that is affordable to buy across a number of neighbourhoods in the city.
- 3.2 The quality new homes, with the social and economic support that this brings, will continue to strengthen the specific neighbourhoods and create thriving and desirable places to live.

4.0 MAIN BODY OF THE REPORT

- 4.1 Sheffield Housing Company is an innovative private development company created through a partnership between Sheffield City Council, Keepmoat Homes and Great Places Housing Group.

4.2 Sheffield Housing Company (SHC) was established in 2011 as a long-term regeneration vehicle to address the threat of housing market failure in specific neighbourhoods and create thriving, desirable places to live in Sheffield. The neighbourhoods in which SHC operates are predominantly areas which have multiple social and economic issues that result in higher levels of deprivation and weaker housing markets. Through the delivery of new homes SHC acts as a catalyst for wider social and economic change. One of the company's aims is therefore to contribute to the economic, social, and environmental regeneration of these areas. It does this through; building desirable homes of quality, engaging local businesses and trades in its supply chain, developing links with local education and training providers, and supporting community development initiatives.

4.3 The Council has committed 60 hectares, 22 sites, of brownfield development land on which SHC will deliver over 2,000 new homes across Sheffield during the next 10 years. The majority of these two, three, four and five bedroom homes will be for outright sale. The homes are built to design standards that ensure flexibility and adaptability as both occupants and peoples lifestyles change in the years to come.

Phase 1

4.4 Quality new homes

SHC is now an established housing developer in Sheffield. It is delivering homes at pace and demonstrating its ability to build quality homes for sale in neighbourhoods that have historically failed to attract private sector interest. Over the past 2 years, 2013/14 and 2014/15, SHC has contributed in excess of 10% of all the new homes built in the city. Importantly, the homes that it develops are in one of the identified areas of housing need – family housing.

4.5 Phase 1 of the SHC development programme comprises 293 homes on sites in Parson Cross, Norfolk Park and Shirecliffe. The company started on site in 2012 and has built and sold 261 homes to date. The Phase 1 sites at Parson Cross and Shirecliffe are complete and the remaining site at Norfolk Park will complete in August 2016.

4.6 Economic and social benefits

In addition to building new homes SHC has performance targets to meet that demonstrate its contribution to economic and social regeneration. Phase 1 has resulted in the creation of 27 Jobs, supported 31 apprenticeships and it has resulted in £6.2m going into the local economy through the letting of contracts with SMEs from within the Sheffield City Region.

Phase 2

4.7 Progress to date

Phase 2 comprises 5 sites in Parson Cross, Norfolk Park, Manor and Fir Vale and will deliver a further 478 homes. 4 of the sites have planning approval with the 5th site due to go to Planning Committee in March 2016.

4.8 In addition to the 478 new homes, the Phase is projected to support the creation of a further 60 jobs, support 55 more apprentices and result in £17m going to SMEs in the Sheffield City Region.

4.9 The Phase has already commenced, with the first site of 122 homes started in Parson Cross. The remaining 4 sites will all commence by autumn 2016 subject to the company securing development finance.

4.10 Development Finance for Phase 2 – see Closed Part 2 for further detail.

A development finance loan is required for Phase 2. SHC has secured a loan offer from Keepmoat Homes for a proportion of the required development finance and is seeking the remaining amount from the Homes and Communities Agency Builders Finance Fund. HCA has given approval in principle to a loan which will enable the remaining 4 sites to be developed. The loan will be secured against the Phase 2 land however due to the value of these sites HCA requires additional security from the Parent Companies – the Council and Keepmoat Great Places.

4.11 This report is seeking Cabinet approval to allow HCA to have an option to purchase for £1, future land in the SHC Land Package to recover 50% of any unpaid debt against the loan. This equates to the use of 2 identified sites to provide security to HCA for the duration of the loan period.

4.12 The options that have been considered in respect to providing security for the HCA loan are detailed in section 5 with the option to purchase sites within the future SHC Land Package being the preferred.

Financial Implications

4.13 The financial implications are that if SHC defaults on its loan agreement with HCA then the lender will have the ability to recover its debt from the partner organisations providing security. This would put the Council liable for 50% of that debt. The debt would be recovered from the acquisition of up to 2 identified Council sites for £1 and their subsequent sale.

4.14 Keepmoat Homes and the Council will not be joint and severally liable for the repayment of any debt under the security arrangements with HCA. Therefore HCA will only be able to recover 50% of any debt from the Council and 50% from Keepmoat Homes.

- 4.15 *Risk of SHC default and the option on land being exercised by HCA*
The HCA loan facility is profiled to be utilised over a 22 month period between financial years 2016/17 and 2017/18 before income from plot sales allows SHC to repay the loan in full.
- 4.16 The SHC Phase 2 financial appraisal is projecting a Phase surplus. This means that the estimated sales values for the 478 properties will cover and exceed the estimated gross development costs, including overheads and fees, leaving a surplus as potential profit on the Phase. The projected surplus is currently approximately 20% of the HCA loan value. The construction contract, rather than SHC, will carry the majority of the risk on substructures and the sales values are either based on actual sales being achieved in the neighbourhoods or valuations provided by a surveyor firm who advise the main mortgage lenders in Sheffield.
- 4.17 If the sales values on the early plot sales do not achieve the anticipated values in the Phase appraisal, then the projected company surplus will reduce. If the sales values that can be achieved vary significantly from those anticipated then there are a number of safeguards in place to prevent the Phase becoming insolvent. Firstly, one of the conditions from HCA is that the continuing ability of SHC to drawdown the loan is predicated on the projected sales values being achieved. Secondly, the Council, as 50% shareholder in the SHC, jointly approves the SHC annual Business Plan. The Business Plan contains the projected number of properties to be built and sold for each year and the forecast income and expenditure. If the projected income or expenditure varies significantly during the year to a point where the anticipated Phase surplus is greatly reduced then SHC Board will be required to present a revised Business Plan for shareholder approval. Thirdly, the SHC Board itself, with Council representatives making up 50% of the Directors, will be managing the build and sales programme on a monthly basis. These safeguards mean that if the projected SHC surplus begins to erode, the SHC Board will produce a remedial plan of action for approval by HCA, the Council and Keepmoat Great Places.
- 4.18 For these reasons the likelihood of SHC not being able to repay its loan from HCA and therefore the parent company securities being called upon, is assessed as low.

Legal and Property Implications

- 4.19 If HCA exercised its option to acquire one or more of the identified sites for £1 following default by SHC, this would constitute a disposal of the site(s) at less than best consideration. Because of the potential undervalue is in excess of £500,000, this is a Key Decision that requires

Cabinet approval.

- 4.20 The sites for which the option will be applied are HRA sites, held by the Council pursuant to Part II of the Housing Act 1985. The disposal of HRA sites is governed by S32 of the Housing Act 1985 and requires the consent of the Secretary of State, either specifically or by complying with the terms of a general consent issued by the Secretary of State. The most recent general consents issued under S32 are the General Housing Consents 2013. These provide authority for the Council to dispose of vacant land at any price determined by it. Therefore, there is no requirement to make a specific application to the Secretary of State for authority to enter into the proposed arrangement.
- 4.21 As the Council is contractually bound to deliver these sites to the SHC under the development agreement (subject to pre-conditions being met) the grant of the option to HCA will require a variation to the development agreement to ensure the Council is not required to provide substitute sites to SHC if the option is triggered.

5.0 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 **Option 1** - Council does not provide any form of security for the SHC loan. **Impact:** This would result in the interest rate on the loan increasing to over 10%. The increased finance costs will render Phase 2 unviable as the Phase surplus would be reduced to an unacceptably low level in which to manage any development risk. This is therefore not the preferred option.
- 5.2 **Option 2** – Council and Keepmoat provide the development finance loan to SHC removing the need for HCA finance. **Impact:** funding will need to be identified from the corporate programme to finance this and the loan drawdown and repayment will need to be administered, drawing on officer resources. This is not the preferred option.
- 5.3 **Option 3** - Council provides a Parent Company Guarantee by way of a commitment to pay half of any outstanding debt to HCA, if SHC defaults on its loan. **Impact:** this would enable SHC to enter into a funding agreement with HCA and deliver Phase 2. However, it will require the Council to place a contingent liability on its accounts and potentially create a precedent for offering security to developers in this way therefore this is not the preferred option.
- 5.4 **Option 4** - Council provides security in the form of an Option for HCA to purchase identified Council sites for £1 to recover any debt. This land within the SHC future land package. **Impact:** this would enable SHC to enter into a funding agreement and deliver Phase 2. An Option to purchase land within the Land Package will allow the Council and SHC to manage the SHC site development programme to ensure that the sites in question are timetabled for delivery after the Option is removed. It would not require the Council to account for any contingent liability in its accounts. This is the preferred option.

6.0 REASONS FOR RECOMMENDATIONS

- 6.1 The Council providing security for the loan by way of an Option to HCA to purchase future SHC land for £1 is assessed as low risk and will enable the development of 478 quality new homes.

7.0 REASONS FOR EXEMPTION (if a Closed report)

- 7.1 Part 2 of this report is presented as an exempt item because it contains exempt information under Schedule 12A of the Local Government Act 1972 (as amended). The reason for its exemption is that it contains commercially sensitive information relating to private companies.

8.0 RECOMMENDATIONS

- 8.1 To note the progress on housing delivery and neighbourhood regeneration through Sheffield Housing Company (SHC).
- 8.2 To approve the Council granting an Option to purchase for £1 on up to 2 identified sites within the future Sheffield Housing Company Land Package. The ability to exercise the Option being granted only if the lender has unrecoverable debt on its development finance loan to SHC for Phase 2.
- 8.3 To delegate negotiation on the terms of the Option to Purchase to Director of Capital and Major Projects in consultation with Director of Finance.

Author	John Clephan
Job Title	Regeneration Manager
Date	29.02.16

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**Sheffield Housing Company Phase 2.
Cabinet Report 9th March 2016.
Appendix A.**

Claywood



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Cabinet Report

Report of: Simon Green, Executive Director, Place

Report to: Cabinet

Date: 9th March 2016

Subject: Sheffield Digital Business Incubator

Author of Report: Ben Morley
0114 223 2389

Key Decision: YES

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

Summary:

Sheffield City Council has been requested by the Department of Culture, Media Sport (DCMS) to receive and then act as Accountable Body for £3.5m of capital funding to establish a new facility providing work space, business incubation and other services for entrepreneurs and small and medium sized businesses (SMEs) based in the Sheffield City Region whose ambitions and business models rely on digital technologies and their applications.

Acting as Accountable Body SCC will assess detailed proposals and enter into Funding Agreements with third party delivery bodies.

Reasons for Recommendations:

The underlying benefit of this proposal is to enable up to £3.5m of funding from Central Government to be invested in the City Centre to bring forward business incubation space for companies in the digital industries sector. Successful delivery of this space will support the jobs growth and wealth creation in Sheffield and the wider City Region and as well as the 'Tech Nation' concept being promoted by Government. This is one of three Digital Business Incubators being supported by Government in the North, the others being in Manchester and Leeds.

It is expected that this funding will be used to secure and refurbish a property in the City Centre with the current option having been identified as Sheffield 'Maker Hub' – the renovation of Castle House (former Co-op) in Castlegate. This investment will add to the vibrancy and reinvigoration of the Castlegate area and wider City Centre and has economic benefits in terms of making the city an exciting place to locate and attract talented staff for businesses in the creative and digital industries which is a key growth area for the City Region.

The funding Government Department (DCMS) has assessed proposals from the promoters of this project in Sheffield and allocated £3.5m but is not in a position to invest directly into the project. SCC has been requested to act as an intermediary in the form of the Accountable Body for the funding and will not only receive the capital funding but will undertake appropriate detailed assessment to ensure the project delivers the most positive outcomes for the city and the tech sector. With Accountable Body status the Council will ensure the delivery body is fit for purpose and delivers the project and associated outputs in a legally compliant manner via a Funding Agreement.

Recommendations:

That Cabinet agrees:-

- 1.1 To accept the grant offer of £3.5 million.
- 1.2 To accept Sheffield City Council becoming the Accountable Body for the grant on behalf of a third party who will deliver the project and payment of grant aid to the third party delivering the project.
- 1.3 To delegate authority to the Executive Director of Place in consultation with the Cabinet Member for Business Skills and Development and the Director of Finance to instruct the Director of Legal and Governance to finalise terms and complete all the necessary documentation to give effect to the proposals set out in this report.

Background Papers: Draft Grant Determination Letter

Category of Report: **OPEN**

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

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: M Wassell
Legal Implications
YES Cleared by: S Bennett
Equality of Opportunity Implications
YES Cleared by: A Johnston
Tackling Health Inequalities Implications
NO Cleared by:
Human Rights Implications
NO Cleared by:
Environmental and Sustainability implications
NO Cleared by:
Economic Impact
YES Cleared by: Edward Highfield, Director Creative Sheffield
Community Safety Implications
NO Cleared by:
Human Resources Implications
NO Cleared by:
Property Implications
NO Cleared by:
Area(s) Affected
City Centre
Relevant Cabinet Portfolio Lead
Cllr Leigh Bramall – Business, Skills and Development
Relevant Scrutiny Committee
Economic and Environmental Wellbeing Scrutiny and Policy Development Committee
Is the item a matter which is reserved for approval by the City Council?
NO
Press Release
NO

SHEFFIELD DIGITAL BUSINESS INCUBATOR

1.0 SUMMARY

- 1.1 Sheffield City Council has been requested by the Department of Culture, Media Sport (DCMS) to receive and then act as Accountable Body for £3.5m of capital funding to establish a new facility providing work space, business incubation and other services for entrepreneurs and small and medium sized businesses (SMEs) based in the Sheffield City Region whose ambitions and business models rely on digital technologies and their applications.
- 1.2 Acting as the Accountable Body for the grant and the third party delivering the project, SCC will assess detailed proposals and enter into Funding Agreements with third party delivery bodies.

2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

- 2.1 The Creative and Digital Industries are a key growth sector for Sheffield and the wider City Region with the potential to generate a large number of high skilled, well paid jobs. The funding being made available for the establishment of this Digital Business Incubator will be a boost to expanding the number of such businesses in future.
- 2.2 The proposal to establish the incubator in Castle House at Castlegate will be a major boost for the regeneration of the area following the demolition of the Markets building and will form an important element of the Council's aspiration to change the nature of, and attract new uses into, the area, particularly in respect of creative and digital businesses and activities. It will also bring a large and distinctive Listed building which has been vacant for several years back into use.

3.0 OUTCOME AND SUSTAINABILITY

- 3.1 The funding is being made available to establish a significant facility within the City Centre to encourage and promote the development of the digital technology sector within Sheffield, the City Region and the wider 'North'. Using this Central Government funding together with private sector investment the facility is expected to lead to significant job creation and economic growth in a key growth sector – both locally and nationally. This will directly support the Council's strategic objective to create a Strong and Competitive Economy; it will generate growth and help to create more and better jobs.
- 3.2 It is anticipated that the capital funding will be used to bring a vacant or under-utilised building in the city centre back into full productive use. The development will need to comply with current Planning policies and Building Regulations. In addition the investment has the potential to stimulate further regenerative activity in surrounding areas.

3.3 The project is not expected to be delivered directly by the Council and specific conditions contained within the Grant Determination Letter will be passed on to the delivering organisation through a Funding Agreement. As a result there are no financial obligations for the Council to maintain and support the proposal in the long term once the project has been completed.

4.0 MAIN BODY OF THE REPORT

4.1 Background

4.1.1 In the context of the Northern Powerhouse, the 2015 Spring Budget announced that Government would invest £11 million in tech incubators in the North of England, to nurture start-ups, foster collaboration, and provide mentoring, learning and business support. The funding is expected to deliver 200,000 square feet of new incubator space supporting digital start-ups, entrepreneurs and growing SMEs in the North, and creating or safeguarding an estimated 6,000 jobs in ten years. In order to accelerate this growth Government has agreed to support the development of innovative businesses across the North through investment in tech incubators in Leeds, Manchester and Sheffield.

4.1.2 In response to market failures in the supply of suitable facilities for digital SMEs in the North a local entrepreneur based consortium developed a business case for the creation of a tech based incubation facility within Sheffield City Centre. The business case is based upon the refurbishment of Castle House (the former Co-op building) in Castlegate. Following assessment of the proposal, Central Government (DCMS) has approved a capital grant of £3.5m for the Sheffield City Centre scheme.

4.1.3 The aims of the funding are to:

- Address market failures in the supply of suitable facilities for digital SMEs in the North, for example capital for property development, by increasing provision: capital investment in three facilities, one in each city centre, providing 200,000 square feet of new space for digital entrepreneurs, start-ups and growing SMEs.
- Increase the provision of high quality business support services for digital entrepreneurs and SMEs.
- Strengthen the “pipeline” of digital start-up and scale-up businesses and improve business outcomes.
- Encourage knowledge spill-overs and innovation, for example through firms’ proximity in working space, networks and events, benefiting young firms in particular.
- Encourage the further development of the existing successful tech industry clusters in these cities and across the North.
- Address market failures in access to finance and increase (domestic and international) investment, e.g. angel, corporate and venture

capital.

- Raise awareness of Northern digital businesses' successes and opportunities, especially with young people, students and graduates living in the region and potential investors.

4.1.4 In order to make the capital funding available to the project DCMS has requested the Council to act as the Accountable Body for the grant and the third party delivering the project which will be actioned via a Funding Agreement with the delivery organisation.

4.2 Accountable Body

4.2.1 As the Accountable Body for the DCMS funding and the third party delivering the project the Council will be responsible for:

- Ensuring the delivery body has the ability and capacity to deliver the investment.
- Ensuring that the money is spent in compliance with the grant terms and conditions.
- Ensuring the money is spent in accordance with all applicable legal and regulatory requirements, for example on use of capital funds, state aid, planning, public procurement, and the Public Sector Equality Duty as set out in Section 149 of the Equality Act 2010.
- Making arrangements to achieve the desired outputs and outcomes.
- Monitoring and evaluating progress, outputs and outcomes against agreed core metrics.

4.2.2 Whilst no specific outputs and outcomes are identified in the Grant Determination Letter success indicators include the following:

- Performance against timetable and budget for: completion of building works; associated professional services; and facilities opening.
- Provision of additional facilities and services to what was previously or would otherwise be available in each city.
- Take-up of facilities and services by appropriate individuals and SMEs; occupancy and participation levels (on and off-site), incoming revenue.
- Equality and diversity (occupants, clients of services, people directly and indirectly employed).
- Suitability, quality, financial sustainability and environmental performance of facilities and services. We hope that the facilities will be open to businesses and operational for their intended purpose for ten years.
- Job creation and safeguarding (direct and indirect), especially higher-skilled, higher-paid technical and management roles. It is hoped the £11m spending will result in 6,000 jobs being created or safeguarded in the North.
- Increase in the number and proportion of new businesses that survive, grow and relocate, especially to these three cities or elsewhere in the North.

- Increase in private investment in digital SMEs in the region.
- 4.2.3 Further consultation will be required with DCMS to determine whether any of the above relate to specific output and outcome targets. All grant conditions, outputs and outcomes within the Section 31 Grant will be passed onto the delivery body to comply with and minimise risk to the Council.
- 4.3 Demand for the Facility
- 4.3.1 The consortium's business case indicates that there is demand for proposal and currently no existing or prospective incubator facilities delivering targeted business advice, investment, support and services to the businesses and people this project targets. Electric Works, providing SME workspaces and co-working in the city centre, is reaching capacity and keen to refer clients to the new facility.
- 4.3.2 It is considered that the new facility is sufficiently distinctive and differentiated such that it will not have a significant detrimental impact on other managed workspace in the city centre given the specialised nature of the offer being proposed. This wider offer of an incubation service separates the proposal from other 'start up' facilities and the provision and funding of such services will be tested as part of the Accountable Body due diligence process.
- 4.4 Financial Implications
- 4.4.1 Sheffield City Council will become the Accountable Body for the £3.5 million funding which will be paid to a third party to deliver this project. The grant will be paid to the Council via a Section 31 Grant with the key conditions being as follows:
1. The funding can only be spent on capital expenditure in accordance with Section 11 of the Local Government Act 2003.
 2. Failure to comply with point 1 above will result in the clawback of grant.
- 4.4.2 Up to £3.5 million of funding will be made available by Sheffield City Council to a third party to deliver the digital incubator facility with the appropriate legal documentation to be drawn up with the successful delivery organisation. Sheffield City Council will not be providing any capital funding towards this project from its own resources.
- 4.4.3 Where possible, and in accordance with the grant terms and conditions, any costs incurred by Sheffield City Council in relation to this project will be recharged to the grant. Once the project is completed any ongoing costs will not be the responsibility of the Council. No budget provision exists to fund any ongoing costs.
- 4.5 Legal Implications

- 4.5.1 The Council has a general power under Section 1 of the Localism Act 2011 to do anything that an individual may generally do (which would include applying for and providing grants and providing guarantees) provided it is not prohibited by other legislation and the power is exercised in accordance with the limitations specified in the Act e.g. around charging for the provision of a service.
- 4.5.2 It is expected that the funding for the project will be provided as a grant through a Funding Agreement. Although the grant funding will provide an advantage to the delivery organisation that is not being made available to other developers we do not believe that this will significantly distort competition between member states and might not be considered to constitute State Aid. Notwithstanding this view, it is proposed to provide grant funding as lawful state aid under the provisions of the Commission's General Block Exemption Regulation, in particular Article 27 or Article 56. There is a small risk that our interpretation of the relevant regulations may be challenged. In the event of a successful challenge the European Commission would seek to recoup the unlawful aid and so an obligation to repay the grant plus interest will be incorporated into the grant agreement. An obligation, and associated right to clawback the funding, to use the grant for capital expenditure in accordance with Section 11 of the Local Government Act 2003 will also be included.
- 4.5.3 Should it be deemed necessary, additional security through guarantees or charges on property will be put in place to protect the Council's position.
- 4.6 Equalities Implications
- 4.6.1 The proposal is considered to be equality neutral, affecting all Sheffield people equally regardless of their age, race, faith, gender, sexuality, gender, etc. However, it is likely to be positive for financial inclusion as it will create investment in the local economy and job creation and, by its nature, support young entrepreneurs.
- 4.7 Risks
- 4.7.1 The main risk is that the grant will be clawed back if it is not spent on capital expenditure in accordance with Section 11 of the Local Government Act 2003. Furthermore all grant conditions, delivery outputs and outcomes will be passed onto the delivery organisation to comply with through the Funding Agreement.
- 4.7.2 To mitigate risks associated with entering into a Funding Agreement appropriate due diligence will be undertaken that will consider the deliverability of the proposal including assessment of the delivering organisation, state aid, regulatory compliance and whether additional security is required eg a charge in favour of SCC being imposed on the property.

5.0 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Without SCC being in a position to act as Accountable Body for the capital funding it is understood that DCMS would not make the £3.5m grant funding available for investment in Sheffield. This would lead to the project not proceeding resulting in a missed opportunity to create the facility and stimulate the Sheffield economy.
- 5.2 The Council could look to use the £3.5m grant funding to deliver the facility itself through the Capital Programme rather than act as Accountable Body and enter into a Funding Agreement with a third party. Whilst this remains an option it is not preferred given it would make SCC wholly responsible for the financial delivery of the project and outcomes based on a business case that was developed by another party.

6.0 REASONS FOR RECOMMENDATIONS

- 6.1 The underlying benefit of this proposal is to enable up to £3.5m of funding from Central Government to be invested in the City Centre to bring forward business incubation space for companies in the digital industries sector. Successful delivery of this space will support the jobs growth and wealth creation in Sheffield and the wider City Region and as well as the 'Tech Nation' concept being promoted by Government. This is one of three Digital Business Incubators being supported by Government in the North, the others being in Manchester and Leeds.
- 6.2 It is expected that this funding will be used to secure and refurbish a property in the City Centre with the current option having been identified as Sheffield 'Maker Hub' – the renovation of Castle House (former Co-op) in Castlegate. This investment will add to the vibrancy and reinvigoration of the Castlegate area and wider City Centre and has economic benefits in terms of making the city an exciting place to locate and attract talented staff for businesses in the creative and digital industries which is a key growth area for the City Region.
- 6.3 The funding Government Department (DCMS) has assessed proposals from the promoters of this project in Sheffield and allocated £3.5m but is not in a position to invest directly into the project. SCC has been requested to act as an intermediary in the form of the Accountable Body for the funding and will not only receive the capital funding but will undertake appropriate detailed assessment to ensure the project delivers the most positive outcomes for the city and the tech sector. With Accountable Body status the Council will ensure the delivery body is fit for purpose and delivers the project and associated outputs in a legally compliant manner via a Funding Agreement.

7.0 REASONS FOR EXEMPTION (if a Closed report)

- 7.1 Not applicable

8.0 RECOMMENDATIONS

That Cabinet agrees:-

- 1.1 To accept the grant offer of £3.5 million.
- 1.2 To accept Sheffield City Council becoming the Accountable Body for the grant on behalf of a third party who will deliver the project and payment of grant aid to the third party delivering the project.
- 1.3 To delegate authority to the Executive Director of Place in consultation with the Cabinet Member for Business Skills and Development and the Director of Finance to instruct the Director of Legal and Governance to finalise terms and complete all the necessary documentation to give effect to the proposals set out in this report.

Author: Ben Morley

Job Title: Head of Strategic Development and External Programmes

Date: 10th February 2016

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Cabinet Report

Report of:	Laraine Manley
Report to:	Cabinet
Date:	March 2016
Subject:	Better Health and Wellbeing – Working better together in Communities
Author of Report:	Joe Fowler Tel: 27 35060
Key Decision:	YES
Reason Key Decision:	Affects 2 or more wards*

Summary:

This report describes a proposed new approach to investing in community health and wellbeing services; an approach that encourages people and organisations to work together to support people to maintain and improve their health and wellbeing.

The approach is based on public, voluntary / charitable, and other organisations forming Collaborative Partnerships (CPs) that would become 'approved providers' of preventative health and wellbeing services in their neighbourhood.

CPs would collectively manage and coordinate preventative health and wellbeing services, joining up work at neighbourhood level with related services like primary care, social services, housing providers, Multi-Agency Support Teams, and employment and training support providers.

CPs will likely be formed by small and large VCF organisations with the direct involvement of local health and wellbeing providers (e.g. GP Practices).

Reasons for Recommendations:

As resources become more stretched, it is critical that organisations – big and small – work *better together* to support the people of Sheffield to improve their health and wellbeing.

As health and care budgets continue to integrate and consolidate, we want to make sure that **small local organisations do not get ‘squeezed out’** because they want to stay small and focus on what they do best.

We also recognise that if we are to succeed in reducing health inequalities in Sheffield we need to **target resources smartly** – making sure that organisations collectively prioritise people that are most at risk.

We also recognise that the drivers of health inequalities extend **beyond the scope of any single service or contractual arrangement**. By better coordinating investment and activity at a neighbourhood level we believe that the city will be **better able to tackle the root causes of health inequalities**.

Recommendations:**Members are asked to:**

- Approve the strategic approach set out in this report – recognising the potential for this approach to shape how the Council commissions preventative health and wellbeing services in the future
- Support the development of Collaborative Partnerships
- Give delegated authority to the Director of Commissioning and the Director of Commercial Services in consultation with the Cabinet Member for Health, Care and Independent Living, the Cabinet Member for Public Health and Equality, and, the Director of Legal and Governance to appoint Collaborative Partnerships to the Pseudo-Framework (hereinafter referred to as the framework) and to issue contract awards following the procurement process

Background Papers:

- Integrated Commissioning Programme Cabinet Paper May 2015
- People Keeping Well Commissioning Plan – Executive Management Group Paper (November 2015)
- The Social Model of Health – Cabinet Report Oct 2013

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by:
Legal Implications
YES/NO Cleared by:
Equality of Opportunity Implications
YES Cleared by:
Tackling Health Inequalities Implications
YES Cleared by: Chris Nield
Human Rights Implications
NO Cleared by:
Environmental and Sustainability implications
NO Cleared by:
Economic Impact
NO Cleared by:
Community Safety Implications
YES/NO Cleared by:
Human Resources Implications
YES/NO Cleared by:
Property Implications
YES/NO Cleared by:
Area(s) Affected
Health and Wellbeing, Public health
Relevant Cabinet Portfolio Lead – Cllrs Mazher Iqbal and Mary Lea
Relevant Scrutiny Committee
Healthy Communities and Adult Social Care
Is the item a matter which is reserved for approval by the City Council?
NO
Press Release
NO

REPORT TO CABINET

Better Health and Wellbeing – Working better together in Communities

1. Summary

- 1.1. Sheffield City Council is committed to working with the public and partners to help Sheffield people improve their health and wellbeing. The Council is also committed to reducing the health inequalities that exist in Sheffield.
- 1.2. We currently invest as a city in a range of local support and services to achieve these aims. However, health outcomes are not increasing as fast as we would like and health inequalities are “stubbornly unchanged”¹.
- 1.3. This paper seeks Cabinet approval to a new approach that will guide how we invest in health and wellbeing services and support at a neighbourhood level over the coming years.
- 1.4. The new approach is based on the ‘People Keeping Well’ model that was included in the Integrated Commissioning Programme paper² considered by Cabinet in May 2015. The key components of the People Keeping Well model are described briefly below:
 - **Information and advice:** Everyone has access to good information and advice to help them achieve better health and wellbeing – e.g. advice about the things they can do to achieve their wellbeing goals
 - **Community assets:** Every neighbourhood has the *right* services, activities and support – tailored to the needs of the people living in that neighbourhood
 - **Personalised Support / Outreach (risk stratification):** People at risk of poor health and wellbeing outcomes are identified and *proactively* supported (e.g. through home visits where good quality information and advice is taken to the people that need it most)
 - **Wellness planning:** People are supported to set their own goals, make plans, and take action to improve their health and wellbeing
 - **Life navigation:** People at high risk of poor outcomes get longer-term support to help them achieve their goals
- 1.5. Sheffield is fortunate to have some excellent voluntary and charitable organisations working in and across communities – e.g. on our ground-breaking Community Wellbeing Programme. We also have some innovative

¹ Sheffield DPH Report 2015

² <https://imgmeetings.sheffield.gov.uk/documents/s18332/Integration%20of%20Health%20and%20Care.pdf>

and effective public and independent sector services. These organisations are already delivering many of the elements of the model described above. However, if we are to achieve our aims of improving health and wellbeing and reducing health inequalities, in a time of reducing resources, then we will need to work even better together.

- 1.6. This paper sets out the approach we plan to use to work better together in our communities and recommends that Cabinet approve this approach.

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

- 2.1. The development of stronger partnerships between organisations at neighbourhood level – alongside wider changes to public services - should improve local health and wellbeing services and mean more people will be able to get the support that they need to improve their health and wellbeing.
- 2.2. Critically, better coordination of local services and support should enable more people at the greatest risk of declining health and wellbeing to be identified and *proactively* supported.

3. **OUTCOME AND SUSTAINABILITY**

- 3.1. The approach is designed to contribute to the improvement of health and wellbeing **outcomes** for the population of Sheffield, with a particular focus on people who are most at risk of poor health outcomes (reflecting the city's priority to reduce health inequalities).
- 3.2. The recommended approach will contribute to this improvement by incentivising public, voluntary and independent sector organisations to work better together at neighbourhood level in Sheffield to improve early intervention and prevention services; thus reducing demand for secondary health and care services.
- 3.3. The **sustainability** of the approach depends on how successful it is in delivering improvements to outcomes. If a demonstrable impact can be shown, then savings from health and care budgets will be invested in the continuation and expansion of the approach.
- 3.4. The University of Sheffield will be evaluating the impact of the approach and what we can learn from it.

4. MAIN BODY OF REPORT

- 4.1. This report recommends that Cabinet approve a new approach to investing in community health and wellbeing services; an approach that supports and encourages people and organisations to *work together* to support the local population to maintain and improve their health and wellbeing.

How can the Council help local organisations work better together to improve outcomes for local people?

- 4.2. Community organisations tell us that they are spending precious energy and time competing for diminishing resources, and they are struggling to survive on short-term budgets and contracts.
- 4.3. We also recognise that increased competition for reducing resources, and a tendency towards larger contracts, poses a particular threat to smaller community organisations who risk getting ‘squeezed out’.
- 4.4. Our contract and performance management practices can also work against collaboration as we require organisations to demonstrate success against the *outputs* in their specific contract, rather than explicitly rewarding the outcomes they can achieve by working better together.
- 4.5. For example, we might contract with Organisation A to work with GPs to identify older people at risk of poor health; Organisation B to contact people at risk to offer advice on community activities and support; and, Organisations C, D and E to provide community activities and support for older people. We measure the success of each organisation on the ‘outputs’ we have asked them to achieve – e.g. how many people they have seen.
- 4.6. We want to change how we work so that we ask groups of organisations like those described above to work *together* to deliver improved ‘outcomes’ over the medium-term – with contractual and funding arrangements to match. This will mean entering medium-term agreements with *groups* of organisations based on the delivery of improved health and wellbeing outcomes in the population they support.

How do we propose to do this?

- 4.7. The approach we are proposing involves inviting organisations to work together to form, develop and manage ‘Collaborative Partnerships’ (CPs), via a Pseudo-Framework³, covering geographic areas of the city of between 30,000 and 50,000. The framework will be re-opened periodically to enable developing partnerships to apply and to ensure that we can build up city-

³ ‘Pseudo-Framework’ is the commercially compliant title for a framework contract that is flexible enough to periodically re-open to new and changed partnerships. The pseudo-framework is referred to simply as ‘*the framework*’ throughout the rest of this document.

wide coverage over time.

- 4.8. Collaborative Partnerships (CPs) will be formed by self-determined consortia of small and large organisations. We expect CPs to involve local health and wellbeing providers (e.g. GP Practices). *Examples* of members of a CP could be:
- A GP Surgery, a community library, a large community VCF organisation, and a small VCF group that runs local activities for people with poor mental health
 - A Housing Association, a homeless charity, a local GP Surgery, and several local VCF organisations
- 4.9. Where a CP can demonstrate that they have strong relationships with each other and the statutory sector; clear governance and terms of reference; and, capabilities (as a partnership) to deliver support and services, we will add the partnership onto the 'framework'.
- 4.10. We obviously expect CPs to engage locally elected Councillors. We will work with partnerships on the nature of this engagement with advice from Legal and Governance.
- 4.11. CPs approved onto the framework would effectively become an approved provider of services that fall within the scope of the People Keeping Well model (described at paragraph 1.4). The preventative services coordinated by the CPs will therefore include **local health information and advice** services; the development and coordination of **community activities** tailored to the needs of the community; and, targeted '**outreach**' support for people at the highest risk of poor health and wellbeing outcomes.
- 4.12. The Council (and the CCG) would approach CPs on the framework when investing in neighbourhood-based preventative health and wellbeing services. This would either be a direct negotiation with each CP or via a mini-competition in the event that we have more than one CP operating in an area.
- 4.13. CPs will need to include an organisation that can act as the lead body for contracts. However, we are building in mechanisms to ensure that the lead body does not 'dominate' the partnership – e.g. setting caps on the amount that can be spent on 'overheads' by the lead body.
- 4.14. We envisage CPs taking on the delivery of more local health and wellbeing services over time, using their local intelligence and flexibility to: support more people to improve their health and wellbeing; target their support intelligently; and, to ensure that the development of community services and activities meets local needs.

- 4.15. The geographic coverage of each CP will be proposed by the partnership – and this is *likely* to be built up from GP Practice areas. Again, we will work with CPs to align geographic boundaries wherever possible. There is a strong commitment from health and care organisations to define and align boundaries across the health and care system to enable more joined-up working at neighbourhood level.
- 4.16. It is unlikely that we will have partnerships covering all areas of the city in the short-term. So, procurement of services in areas without approved CPs would continue to be carried out separately as per the current arrangements. However, we will be actively encouraging partnerships to form across the city.

What will happen next?

- 4.17. The framework was advertised in December 2015. A significant amount of interest has been generated amongst dozens of organisations in Sheffield. Early indications are that several CPs are being developed and are intending to submit proposals. Evaluations of the submissions will take place in March 2016 and successful partnerships informed in April 2016.
- 4.18. Pooled investment for preventative health and wellbeing services via selected CPs will **begin in September 2016** – starting with the Transformation Challenge Award funding awarded to the Council last year; and, the public health-funded Community Wellbeing Programme⁴. Additional services and budgets, aligned to the key components of the People Keeping Well model (see 1.4) will follow in the latter half of 2016.
- 4.19. Cabinet are being asked to agree to the strategic approach set out in this report. However, decisions on investment of specific budgets (over and above those discussed above) will be decided on a case by case basis using existing governance routes.
- 4.20. In areas without approved CPs, services would continue to be procured and supported as they are now. However, the Council will actively support partnerships to form across the city.
- 4.21. Regular reviews will be used to check that the approach is *efficiently* achieving improved outcomes. The first formal review of the initial activity will report in early 2017.

⁴ There is no proposal or intention to redirect Community Wellbeing Programme budgets away from the geographical areas they currently cover.

5. ALTERNATIVE OPTIONS CONSIDERED

No Change

- 5.1. We discounted this option because (a) there is convincing evidence that improved health and wellbeing outcomes rely heavily on stronger partnership working at the neighbourhood level; and (b) we know that our current investment approach does not sufficiently incentivise partnership working.
- 5.2. Some links to relevant reports are included at Appendix A.

Set up Council-managed Neighbourhood Partnerships to coordinate preventative health and wellbeing services

- 5.3. We have engaged extensively with organisations in Sheffield over the last year, particularly the voluntary sector, and there has been a strong view that CPs need to be self-determined and tailored in terms of membership and focus to the needs of the specific neighbourhood(s) they cover. This will include engagement with local democratically elected members and local people in relation to planning and decision making for each area.
- 5.4. We are therefore recommending that we invite partnerships to come together and make proposals to us about their membership, scope, and operating model, with our evaluation of their readiness being based on their capability to achieve better outcomes for the population.
- 5.5. It should be noted that the option of Council-run partnerships will continue to be explored as we need to be prepared for (a) some areas not being covered by an approved CP; and, (b) a CP dissolving in the future.

6. Commercial Implications

- 6.1. A Procurement Strategy is being prepared by Commercial Services to support the development of the framework and subsequent award of contracts. It is proposed that the framework is in operation for a period of 3 years (plus an option to extend for a further 12 months). The first providers will be approved onto the framework in April 2016 with investment via some partnerships expected to start in September 2016.

7. Financial Implications

- 7.1. To ensure that the CPs have sufficient confidence to form and invest together in the development of the partnership; to secure medium-term match funding where possible; and, to ensure that as much energy as possible is focused on delivering improved outcomes all the budgets invested through CPs will be allocated for the financial years **2016/17 through 2020/21** – with **budget profiles adjusted** where necessary to reflect the Council's medium-term financial position.

7.2. In the event of a significant change to the Council's (or other investors) financial position, then contractual mechanisms will be used to amend budgets.

8. Legal Implications

8.1. Pending...

9. Equality Impact Assessment

9.1. EIA in preparation – no issues

10. REASONS FOR RECOMMENDATIONS

10.1. As resources become more stretched, it is critical that organisations – big and small – work *better together* to support the people of Sheffield to improve their health and wellbeing.

10.2. As health and care budgets continue to integrate and consolidate, we want to make sure that **small local organisations are not squeezed out** because they want to stay small and focus on what they do best.

10.3. We also recognise that if we are to succeed in reducing health inequalities in Sheffield we need to **focus our resources smartly** – making sure that organisations *collectively prioritise* people that are most at risk.

10.4. We also recognise that the drivers of health inequalities extend **beyond the scope of any single service or contractual arrangement**. By better coordinating investment and activity at a neighbourhood level, we believe that the city will be **better able to tackle the root causes of health inequalities**.

11. RECOMMENDATIONS

11.1. Members are asked to:

11.2. Approve the strategic approach set out in this report – recognising the potential for this approach to shape how the Council commissions preventative health and wellbeing services in the future

11.3. Support the development of Collaborative Partnerships

11.4. Give delegated authority to the Director of Commissioning and the Director of Commercial Services in consultation with the Cabinet Member for Health, Care and Independent Living, the Cabinet Member for Public Health and Equality, and, the Director of Legal and Governance to appoint Collaborative Partnerships to the Pseudo-Framework (hereinafter referred to as the framework) and to issue contract awards following the procurement process

Appendix A – Further reading on locality working in health and care

Place-based systems of care (Kings Fund)...

<http://www.kingsfund.org.uk/publications/place-based-systems-care>

NHS content on Multi-Specialty Community Providers (NHS)...

<https://www.england.nhs.uk/ourwork/futurenhs/new-care-models/community-sites/>

Digest of some evidence sources supporting community capacity building for health and wellbeing (Think Local Act Personal)...

<http://www.thinklocalactpersonal.org.uk/Latest/Resource/?cid=9382>

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**Cabinet Report**

Report of: Eugene Walker

Report to: Cabinet

Date: 09 March 2016

Subject: Revenue and Capital Budget Monitoring 2015/16 – As at 31st January 2016

Author of Report: Dave Phillips

Key Decision: YES

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

Summary:

This report provides the month 10 monitoring statement on the City Council's Revenue and Capital Budget for 2015/16.

Reasons for Recommendations:

To formally record changes to the Revenue Budget and gain Member approval for changes in line with Financial Regulations.

Recommendations: Please refer to paragraph 18 of the main report for the recommendations.

Background Papers:

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Dave Phillips
Legal Implications
NO
Equality of Opportunity Implications
NO
Tackling Health Inequalities Implications
NO
Human Rights Implications
NO
Environmental and Sustainability implications
YES/NO
Economic Impact
NO
Community Safety Implications
NO
Human Resources Implications
NO
Property Implications
NO
Area(s) Affected
Relevant Cabinet Portfolio Lead
Relevant Scrutiny Committee
Overview and Scrutiny Management Committee
Is the item a matter which is reserved for approval by the City Council?
NO
Press Release
NO

REVENUE BUDGET & CAPITAL PROGRAMME MONITORING AS AT 31st JANUARY 2016

Purpose of the Report

1. This report provides the Month 10 monitoring statement on the City Council's Revenue Budget and Capital Programme for January 2016. The first section covers Revenue Budget Monitoring and the Capital Programmes are reported from paragraph 12.

REVENUE BUDGET MONITORING

Summary

2. At month 9 the overall Council position was a forecast overspend of £3.2m. As anticipated in recent monitoring reports, we are now confident in identifying an end-of-year position that has redressed the projected overspend and at this stage indicates a minor underspend.
3. The underspend of £523k will be available to invest, support any potential 2016/17 budget saving pressures highlighted in recent RAG reports or simply be added to the General Fund Balance in reserves to improve the Council's ability to deal with any unforeseen / increased financial pressures in coming years.

Portfolio	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 9
CYPF	78,301	78,109	192	↓
COMMUNITIES	165,203	163,901	1,302	↓
PLACE	165,678	161,851	3,827	↑
POLICY, PERFORMANCE & COMMUNICATION	3,514	3,145	369	↔
RESOURCES	32,423	33,196	(773)	↔
CORPORATE	(445,642)	(440,202)	(5,440)	↓
TOTAL	(523)	0	(523)	↓
2016/17 CARRY FORWARD REQUESTS			523	
GRAND TOTAL			(0)	

4. In terms of the month 10 overall forecast position of £523k underspend, the key reasons are:
 - **Children, Young People and Families** are showing a forecast overspend of £192k. The overspend is primarily due to the recruitment of additional social workers £1.3m and £981k in increased demand pressures within Direct Payments and Short Breaks services. These adverse forecasts are partly offset by a reduction in expenditure of £553k on Contact Contracts, £303k on legal

fees, an increase in Education Services Grant income £600k and £958k due to a reduction in Placement demand.

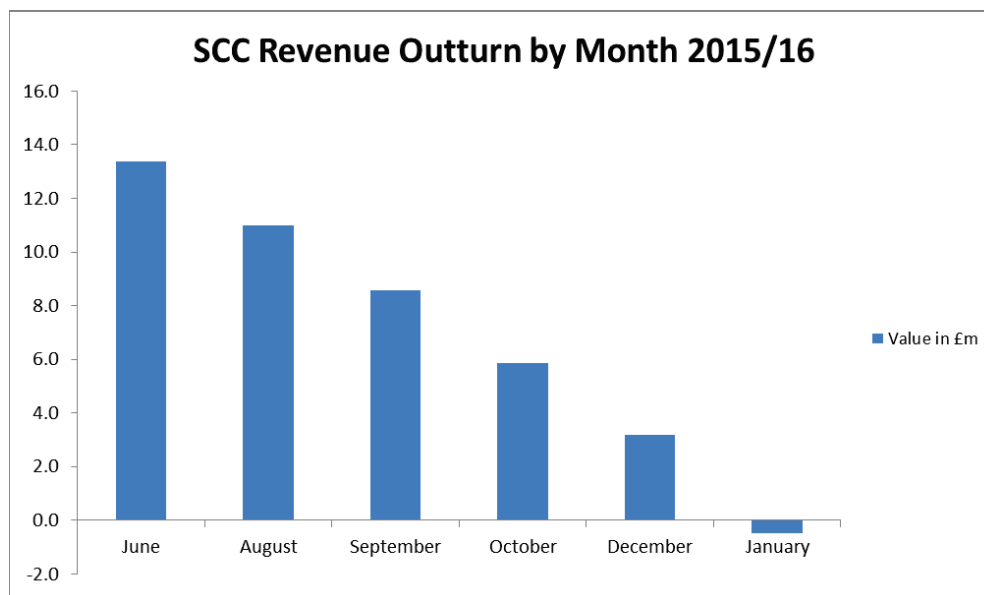
- **Communities** are showing a forecast overspend of £1.3m. This overspend is largely due to an overspend of £903k in Learning Disabilities and Contributions to Care and an overspend of £1.4m within Commissioned Mental Health Services. These overspends offset by a £656k underspend in Housing General Fund.
- **Place** are showing a forecast overspend of £3.8m. This is largely due to delays in delivering planned cost reductions on the waste contract of £2.6m and the Streets Ahead Contract of £2.7m. There are also emerging cost pressures from increased household waste volumes and reduced income from the sale of materials of £1.3m and additional Staffing and Income pressures within Transport and Parking Services of £400k. These overspends are partly offset by reductions in spending across a number of areas within the Culture and Environment Service of £800k, sustained improvement in the Highways and Highway Network management of £1.0m and £1.3m of discretionary spend reductions across the portfolio.
- **Resources** are showing a forecast reduction in expenditure of £773k. This is primarily due to the recovery of high value over payments in Housing Benefit of £388k, £138k increase in income for the Moorfoot Learning Centre, £161k reduction in expenditure due to unfilled vacancies and £402k within the Finance Service as a result of savings on employee costs from unfilled vacancies and salary sacrifice schemes. This reduction in expenditure is partly offset by an overspend in Commercial Services (Savings) of £136k from a shortfall in cashable procurement savings and £214k increase in Other Central Costs relating to the insourcing of the Revs and Bens Service.
- **Policy, Performance & Communication** are showing a forecast overspend of £369k. This overspend is primarily due to a delay in the advertising contract £244k resulting in an underachievement of income, £104k increase in expenditure in Electoral Registration due to an increase in employee and service costs.
- **Corporate** are currently forecasting a reduction in expenditure of £5.4m. This is mainly due to lower than anticipated redundancies costs of £2.6m and an improved position of £2.8m on the Capital Financing budget as a result of continuing low interest rates, improved investment income, reduced borrowing costs and capitalisation on the Sheffield Retail Quarter expenditure.

5. The main variations since Month 9 are:

- **CYPF** are forecasting an improvement of £196k since Month 9. This is mainly due to a £140k in increased income from Infant School meals due to an increased meal uptake.
- **Communities** are forecasting an improvement of £154k since month 9. This is mainly due to an increase in the Public Health Grant income forecast within Commissioning of £111k.
- **Place** are forecasting an increased overspend of £202k. This is due to an adverse movement in actual/forecast income following a review of income forecasts with the key areas being planning fees and project recharges £0.5m. This is offset by a portfolio wide reduction in discretionary expenditure of £0.3m.
- **Corporate** are forecasting an improvement of £3.6m since month 9. Now that we have clarity on the 2016/17 budget savings options, and with only two more months to go till year-end, we advise that a further £1.4m could be released from the current year redundancy provision. We have also been able to confirm recently that the Council's external auditors agree with our proposed treatment of borrowing costs on the Sheffield Retail Quarter (SRQ) project. We will therefore be capitalising these costs, which means that they will in effect be spread over several accounting periods rather than charged to the current financial year.

6. Movements from initial forecasts at month 3

- The forecast outturn shows an improving position from the £13.4m forecast potential overspend reported in month 3 to the £523k reduction in spending reported in month 10. This improvement reflects Portfolios' attempts to reduce spending but also lower than anticipated redundancies costs and an improved position on capital financing. within the Corporate budget area to help offset the significant pressures within the Communities and Place portfolios. The position month by month is shown in the following chart:



Carry Forward Requests

- We are recommending that £523k be carried forward into 2016/17 to invest. It is proposed that the Council Leader or delegated cabinet member in consultation with Cabinet colleagues will decide how specifically to allocate this funding.

Public Health

- The Public Health ring-fenced grant is currently forecasting a £1.6m reduction in expenditure against the original grant allocation. This is a £109k improvement on last month's position of £1.5m. Central Government has now confirmed the in-year cut for the Public Health grant of £2.1m. The balance of the required cut between the current underspend and the in-year savings will be found from the 2014/15 carried forward grant which was held back to help meet the in year cut. Further details of the forecast outturn position on Public Health are reported in **Appendix 2**.

Housing Revenue Account

- The 2015-16 budget is based on an assumed in year position of £10.9m which is to be used to fund the ongoing HRA Capital Investment Programme. In accordance with the HRA's financial strategy any further in- year funds generated by the account will be used to provide further funding for the future HRA Capital Investment programme.
- As at month 10 the full year outturn position is a projected £5.9m saving compared to budget. Further details of the Housing Revenue Account can be found in **Appendix 3**.

NEW HOMES BONUS FUND

		£m
Income	Reserves as at 1/04/15	-6.0
		0.0
	Declared 15/16 NHB Grant	-7.3
	Total Income	<u>-13.3</u>
Expenditure	2015/16 Spend to date at Month 10	2.9
	Forecast to Year End	1.9
	Future Years' Commitments	<u>2.3</u>
	Total Expenditure	<u>7.1</u>
	Funds Available for Investment	<u><u>-6.2</u></u>

11. The majority of the spend in the period has been on the projects to return Long Term Empty properties back into the housing market, developing successful centres and gathering data on the current housing market.

Capital Summary

12. At the end of January 2016, the end of year position forecasts a variance of £19.3m (10%) below the approved Capital Programme. Project managers are forecasting to deliver a capital programme of £246.7m. This is £9.3m lower than forecast last month and reflects lower delivery on all programmes.

13. Further details of the Capital Programme monitoring and projects for approval are reported in **Appendices 5 to 5.3**.

Implications of this Report**Financial implications**

14. The primary purpose of this report is to provide Members with information on the City Council's Budget Monitoring position for 2015/16, and as such it does not make any recommendations which have additional financial implications for the City Council.

Equal opportunities implications

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

Legal implications

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

Property implications

17. 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

18. Members are asked to:

- (a) Note the updated information and management actions provided by this report on the 2015/16 Revenue Budget position.
- (b) Approve the carry forward request detailed in paragraph 7.
- (c) In relation to the Capital Programme:
 - (i) Approve the proposed additions to the Capital Programme listed in **Appendix 5.1**, including the procurement strategies and delegations of authority to the Director of Commercial Services or nominated Officer, as appropriate, to award the necessary contracts following stage approval by Capital Programme Group;
 - (ii) Approve the proposed variations, deletions and slippage in **Appendix 5.1**;
 - (iii) Approve the acceptance of the grant detailed on **Appendix 5.2**

And note

- (iv) The variations on **Appendix 5.1** within its delegated authority of EMT,
- (v) The two variations authorised by directors under the delegated authority provisions; and
- (vi) The latest position on the Capital Programme.

Reasons for Recommendations

19. To record formally 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

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

Dave Phillips
Interim Director of Finance

Portfolio Revenue Budget Monitoring Reports 2015/16 – As at 31 January 2016

Children Young People and Families (CYPF) Portfolio

Summary

1. As at month 10 the Portfolio is forecasting a full year outturn of an over spend of £192k, which is an improvement of £196k with the month 9 position. The key reasons for the forecast outturn position are:

- **Business Strategy** - £773k forecast reduction in spend. This includes additional Education Services Grant (ESG) income to that budgeted for of £600k, £122k forecast reduction in spend in Information Systems due to staff vacancies and slippage in an upgrade project and a £140k reduction in spend of Universal Infant Free School Meals as a result of income being anticipated in excess of the original forecast. These are partially offset by £200k forecast overspend in Transport, due to increased demand pressures and a delay in anticipated savings due in the year.
- **Children and Families** – £1.088m forecast overspend.

Over spending areas are:

- **Fieldwork Services** – A net overspend of £1,187k - Management and Business Support £44k due to delay in the services' MER, Fieldwork Service Areas and Permanence and Throughcare £1,276k net overspend mainly due to the planned 2 year programme to recruit additional social workers in response to the pressure on and retention of social workers and review of Child Sexual Exploitation (CSE), this has been partially mitigated by a planned reduction through a tapering down model of social workers, as the continued investment in early intervention and prevention through the Building Successful Families programme reduces the total caseload across the City, Multi-systemic Therapy £209k due to delays in the early part of the year of the anticipated savings, there is also an overspend in specialist support teams of £286k reflecting an increase in unaccompanied children. These have been partially offset by a £553k ongoing saving on Contact Contracts as a result of specific action being taken to reduce costs and a £303k reduction in spend on legal fees, which is as a result the

ongoing work between the service and Legal services to reduce costs through more efficient working practices.

- Direct Payments and short breaks - £981k due to increased demand pressures, this also includes £250k as a result of the delay in anticipated savings due in year.
- Provider Services – due to delays in anticipated savings on the integrated approach to service delivery between Health and Social Care of £300k. This has been being partially mitigated by an improved position in Fostering Service of £71k and a further £103k savings in the service, leaving a net overspend of £126k.

Areas of forecast reduction in spending are:

- Placements - £958k due to the assumption that funds set aside to fund a potential increase in Special Guardianship Orders (£400k) may not be required in 2015/16 and that the longer term trend in Placement numbers and unit costs will drive spend down by year end.
- Early Intervention & Prevention - £458k due to savings on contracts, this is being offset by a reduced expected contribution of £250k from the CCG towards Early Intervention and Prevention.
- **Inclusion and Learning Services and Children's Commissioning** – £170k forecast underspend. This includes a £90k reduction in spend in Education Psychology because of staff vacancies in the service and £50k reduction in spend in Advocacy and Challenge following transfer of activity to Learn Sheffield.
- **Lifelong Learning, Skills and Communities** – £47k forecast overspend, £302k relating to the Training Units, due to an unexpected reduction in government grant funding, which is being partially offset by savings from the MER which is in progress, a forecast overspend of £50k on the BIG Challenge because the expected income is not available, but the planned expenditure for this project has been incurred and £37k forecast overspend of Post 16 LDD, due to a reduction in the level of anticipated income from EFA. This is being offset by an over achievement against budget savings in Youth Services of £208k, this is mainly due to a reduction in spend in the Internal Community Youth Teams, as a result of staff vacancies as part of the 4 year budget programme. Strategic Support is also forecasting a reduction in spend of £114k, due to staff vacancies and activities that have now ceased.

Financial Results

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
BUSINESS STRATEGY	4,382	5,155	(773)	↓
CHILDREN & FAMILIES	63,313	62,225	1,088	↔
INCLUSION & LEARNING SERVICES	741	911	(170)	↔
LIFELONG LEARN, SKILL & COMMUN	9,865	9,818	47	↔
GRAND TOTAL	78,301	78,109	192	↓

DSG

2. The following is a summary of the variance position on DSG budgets at month 10:

	Month 8 £000	Month 9 £000	Month 10 £000
Business Strategy	(52)	52	43
Children and Families	(42)	(67)	(71)
Inclusion and Learning Services	(227)	(232)	(273)
Lifelong Learning, skills and Communities	0	(9)	(10)
	(321)	(256)	(311)

Commentary

3. The following commentary concentrates on the changes from the month 9 position.

Business Strategy

4. As at month 10, Business Strategy is currently forecasting reduction in spend of £773k (shown in the table above) relating to cash limit and an overspend of £43k on DSG.
5. The cash limit position is a £140k improvement on the month 9 position as a result of Universal Infant Free School Meals anticipating more income than previously forecast. This is the result of increased meal uptake.
6. The DSG position is consistent with the month 9 position.

Children and Families

7. As at month 10, Children and Families service is currently forecasting a £1.09m overspend (shown in the table above) relating to cash limit and a £71k

underspend on DSG. Both the forecast on cash limit and DSG are consistent with the month 9 position.

Inclusion and Learning Service and Children's Commissioning Unit

8. As at month 10, Inclusion and Learning Service is currently forecasting £170k underspend (shown in the table above) relating to cash limit and a £273k reduction in spend on DSG.
9. The movement in the cash limit position is an improvement of £57k from month 9, this reflects a £50k reduction in spend in Advocacy and Challenge due to activity transferring to Learn Sheffield.
10. The DSG is forecasting an improvement of £41k from month 9. This is due to an improvement of £31k on Inclusion and Learning Services due to confirmation of no further commitments to Learn Sheffield.

Lifelong Learning Skills and Communities

11. As at month 10, Lifelong Learning Skills and Communities is currently forecasting a £47 overspend (shown in the table above) relating to cash limit and a £10k under spend on DSG.
12. The cash limit and DSG position are consistent with the month 9 position.

Communities Portfolio

Summary

13. As at month 10, the Portfolio is forecasting a full year outturn of an over spend of £1.302m. The key reasons for the forecast outturn position are:

Business Strategy (forecasting a minor reduction in spend of £11k):

- The minor under spend position for Business Strategy is mainly due to non-achievement of current and prior year savings in the Planning and Performance Service offset by reduction in spend on Business Support salaries and mail/ insurance contracts.

Care & Support (forecasting an over spend of £1.29m):

- This overspend is primarily related to an over spend in Learning Disabilities and a reduction in the level of Client Contributions receivable in the year.
- Learning Disabilities is forecasting an over spend of £0.903m. Health income is forecast to be lower by £0.364m within Purchasing which is contributing to the overall purchasing over spend of £0.628m. There is also £1.6m of 2015/16 savings which will not be delivered, particularly around the work being done with the providers of Supported Living and Respite Care bringing

prices in line with the LD Provider Framework. The savings for 2015-16 are being partly offset by funded pressures which are not expected to play out in full within the year. Work is continuing in this area and will result in savings for future financial years. There is also a £0.299m over spend in LD Assessment & Care Management directly attributable to temporary staffing resources brought in from the Adults Service to increase review and re-assessment rates within the service.

- Long Term Support is showing an under spend of £182k. This comprises the net position of an over spend in adults purchasing of £708k, with an under spend across the remainder of the service of £526k; this under spend is predominantly the saving from social work vacancies of £443k in the current establishment and £83k against Forge Centre due to reduction in contracts.
- Provider Services is showing a slight underspend against budget of £151k. There is a £355k reduction in spend on Carers in the Adult Placement Shared Lives Service. City Wide Care Alarms reports an over spend of £390k as a result of reduction in income. Care4You Business and Performance and Head of Service Budgets report a combined £332k reduction in spend on staffing. Community Support Services report an under spend of £111k on salary costs. Reablement Services report an over spend of £256k which has arisen as a result of the service incurring additional staff costs relating to planned efficiencies delivered later than expected.
- Contributions to Care is showing an over spend of £0.437m against budget. This includes an overall shortfall of £0.786m on the fairer contributions business unit due to the numbers of service users being less than the original budget assumptions because of business demand management and the application of eligibility criteria. This is offset by an over estimation of liabilities at year end. There is also a shortfall of £0.309m on ILF contributions, £0.336m Residential/Nursing income and £0.347m on Public Health Direct Payments. This is offset by increases in Property Income £0.889m and Continuing Health Care Income £0.449m.

Commissioning (forecasting an over spend of £730k):

- A reduction in spend forecast by Commissioned Housing of £792k against Housing Related Support Contracts due to contract changes and a delay in implementation of new contracts.

- A forecast over spend against Commissioned Mental Health Services £1.4m. This is made up of a £1.238m overspend in Mental Health purchasing and £0.119m overspend in the Older People's Mental Health contract, both directly attributable to non-achievement of savings and increased demand. There are also small over spends of £25k and £8k in the S75 contract and Partnership contract BU's.
- A forecast over spend on Public Health Drug and Alcohol (DACT) of £78k. This is made up of overspends within the Drug treatment areas on contract (£88k) and non-contract (£116k) expenditure. Offset by an under spend in the DIP Contract payment of £106k.
- A forecast over spend of £76k on Public Health Community. This is mainly attributable to a £64k over spend on the Public Health Mental Health budget.
- Social Care Commissioning Service is forecasting an over spend of £41k which relates to a change of equipment provider and increased demand against that contract (net of CCG risk share contribution).

Community Services (forecasting a reduction in spend of £50k):

- There is a forecast over spend of £122k in Locality Management, primarily relating to the anticipated non-achievement of 2015/16 savings targets. This is offset by pay savings and over-recovery of income in the Libraries Service of £173k.

Housing General Fund (forecasting a reduction in spend of £656k):

- The Housing General fund is forecasting an underspend of £656k, comprising mainly of a reduction in demand for the Local Assistance Scheme, a reduction in spend in the Homelessness Prevention Fund and Repossession Prevention Fund and an adjustment for water rates. The service is also carrying many vacancies as a result of the service going through an MER which is due to be completed in April.
- The position on Sustainable City remains balanced until the Communities Business Partner team have concluded work on the budgets and fully understands the activity therein. The service transferred from the PLACE portfolio during the year and work has been undertaken to create simplified budgets to aid the service in their forecasting. At this time there is still a requirement to capitalise some revenue expenditure and this is being reviewed as part of an action plan to determine future funding requirements of the service.

Financial Results

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
BUSINESS STRATEGY	6,472	6,483	(11)	↔
CARE AND SUPPORT	116,399	115,109	1,290	↑
COMMISSIONING	30,994	30,265	729	↓
COMMUNITY SERVICES	7,930	7,980	(50)	↓
HOUSING GENERAL FUND	3,408	4,064	(656)	↔
GRAND TOTAL	165,203	163,901	1,302	↓

Commentary

14. The following commentary concentrates on the changes from the previous report at month 9.

- Business Strategy has a favourable move in position of £16k which is predominantly due to increases in underspends on pay budgets.
- Care and Support has an adverse change of £299k which is net of:
 - An adverse movement of £42k in Learning Disabilities due to an increase in the Provider Services forecast of £71k offset by reductions in purchasing and A&CM outturns of £28k.
 - A favourable movement in the forecast spend of £49k in Access, Prevention and Reablement, due to reduced staffing costs, predominantly agency costs.
 - Provider Services has a favourable move in forecast of £61k mainly as a result of reduction in staffing costs linked to the use of Winter Resilience funding.
- Commissioning is showing a favourable movement of £229k.
 - Mental Health Commissioning is showing an adverse movement of £9k which is net of increased demand in the MH purchasing budget of £49k mainly due to anticipated demand resulting from discharges of Section 117 clients from Nursing Care into Community Care and an improved position of £48k in Older Peoples Mental Health due to a reduction in forecast for pension costs.
 - Public Health Drug and Alcohol has a favourable movement of £111k. This is explained by an increase in the forecast of Public Health Grant within this area to match budget income, in turn reducing the impact on the general revenue budget.

- Commissioned Housing reports a favourable move of £51k as a result of a delay in implementation of new contracts.
- Social Care commissioning reports a favourable move of £89k mainly due to revised plan around the use of Care Home Support Team budget.
- Community Services is showing a favourable movement of £156k as a result of a £94k reduction in spend on non-pay in Libraries, particularly on materials, equipment and IT. There is a further favourable movement in Locality Services of £62k as a result of review of planned spend. In Voluntary Sector Grants.
- Housing General Fund has a favourable movement of £51k. This is mainly due to lower than expected demand from the Local Assistance Scheme of £20k; £34k of unbudgeted grant income in Safer Communities Partnership offset by a minor adverse movement of £3k in other areas of the service.

Year to Date

- The year to date position for Communities shows £21k under spend which is currently being scrutinised by Finance and underlying issues will be picked up with service.

Place Portfolio

Summary

15. As at month 10 the Portfolio is forecasting a full year outturn of a £3.8m overspend, an adverse movement of £0.2m from the month 9 position.
16. The key variances this period included
 - **Portfolio-wide spend reduction** - £0.3m across most service areas following a detailed review of forecasts by service management and finance which identified planned spend that did not meet the spend 'freeze' criteria adopted by the Portfolio of contractual, grant funded etc.
 - **Regen & Development Services** - £0.5m adverse movement in actual/forecast income following a detailed review/challenge of income forecasts that were considered to be at unrealistic given the close proximity to year-end. The key areas being planning fees and project recharges.
17. The key reasons for the forecast outturn position are:
 - **Business Strategy & Regulation:** £3.5m over budget due to delays in delivering planned cost reductions to the waste contract as a result of protracted negotiations with the provider (£2.6m) and emerging cost

pressures from increased household waste volumes and reductions in income from the sale of materials due to falling market prices caused by movements in the global economy (£1.3m). This is offset to some extent by cost reductions across the rest of the service (£0.4m).

- **Regen & Development Services:** £2.1m over budget largely due to delays in delivering the planned cost reductions in the Streets Ahead programme (net £2.7m), plus additional staffing and income pressures within the Transport and Parking Services activity (£0.4m), offset by continuation of sustained cost improvement trends in Highways and Highway Network Management (£1m).
 - **Culture & Environment :** £1.4m under budget through a continuation of sustained cost improvement trends within the Bereavement Services, Parks, City Centre Management and Sports Facilities activities (£0.8m) and further cost reductions arising from staffing and discretionary spend reviews across the rest of the service (£0.6m).
18. It should be noted that at the Place Leadership Team meeting on 18 June 2015 Directors approved a Recovery Plan to significantly improve upon and mitigate the £8.5m forecast overspend reported at Month 2. This included implementing an estimated £2.8m of immediate actions, together with a review of key areas of employee and discretionary spend with a view to realising further savings in 15-16 which will carry through to future years.
19. At the Place Leadership Team on 6 October, it was agreed to amend budgets in line with an outline plan which if implemented could reduce the forecast overspend to £2.5m by year-end.
20. Subsequent actions have included the release of 37 employees under a voluntary severance/retirement scheme and the implementation of a spend freeze within the Portfolio.

Financial Results

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
BUSINESS STRATEGY & REGULATION	33,798	30,293	3,505	↔
CAPITAL & MAJOR PROJECTS	1,329	1,396	(67)	↔
CREATIVE SHEFFIELD	3,575	3,868	(293)	↔
CULTURE & ENVIRONMENT	42,521	43,923	(1,402)	↔
MARKETING SHEFFIELD	592	655	(63)	↔
PLACE PUBLIC HEALTH	14	0	14	↔
REGENERATION & DEVELOPMENT SER	83,849	81,716	2,133	↑
GRAND TOTAL	165,678	161,851	3,827	↑

Commentary

21. The following commentary concentrates on other key variances and risks.

Capital & Major Projects

22. The forecast for this activity remains £67k under budget.
23. It should be noted that contained within this small underspend is an income pressure within the markets service of £0.5m (mainly the Moor market) which is being offset by reductions in spend across the rest of the service.
24. The position within Moor market arises from being only 70% let earlier in the year as Traders surrendered tenancies due to difficult trading conditions. The low viability of the market businesses had also led to a high level of debt. The business model for the market is currently under review balancing lower rents against the need for more flexibility in location to ensure let space is maximised (currently 82%). External agents have been engaged to promote the letting of vacant stalls and recover monies due to the Council.

Creative Sheffield

25. The forecast for this activity is £293k under budget, an improvement of £29k this period, from cost reductions across the whole service.
26. A key risk is securing the funding of the £0.5m salary cost within the City Regeneration team. The team is heavily committed to developing business cases to bid for funds from the Sheffield City Region Investment Fund (SCRIF). Costs incurred in developing business cases are not recoverable from the fund and must be financed at risk by the bidding organisation.
27. There are further risks related to the Grey-to-Green project where the failure to keep to the work schedule has resulted in some £750k of expenditure becoming ineligible for ERDF funding as it is outside the agreed timeframe. The risk to the Council here is £410k and alternative funding sources are being explored. Whilst the outcome of a long standing European audit of the Tudor Square project is nearing completion, which could result in additional cost, should this be higher than the existing risk provision made.

PPC Portfolio

Summary

28. As at month 10 the Portfolio is forecasting a full year outturn of an overspend of £369k, an adverse movement of £83k from the month 9 position. The key reasons for the forecast outturn position are:
 - £244k over spend in Communications due to under recovery of income as a result of a delay in the implementation of the new advertising contract.

- £104k over spend in Electoral Registration due to an increase in supplies and services costs and employee costs offset by an under spend of £50k in Local Elections.
- These over spends are offset by small underspends across the remaining services in PPC.

Financial Results

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
ACCOUNTABLE BODY ORGANISATIONS	0	0	0	↔
POLICY, PERFORMANCE & COMMUNICATION	3,514	3,280	234	↔
PUBLIC HEALTH	-	(135)	135	↑
GRAND TOTAL	3,514	3,145	369	↔

Commentary

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

Resources Portfolio

Summary

30. As at month 10 the Portfolio is forecasting a full year outturn of a reduction in spending of £773k as per the month 9 position. The key reasons for the forecast outturn position are:

- £136k overspend in Commercial Services (Savings) due to a shortfall in income from cashable procurement savings;
- £214k over spend in Central Costs due to project costs incurred in relation to the insourcing of the Revs and Bens Service;

Offset by:

- £402k under spend in Finance due mainly to over recovery of income and savings on employees from unfilled vacancies and salary sacrifice;
- £138k under spend in Human Resources due mainly to over recovery of oncome on The Moorfoot Learning Centre;
- £388k under spend in Housing Benefit due to the recovery of high value over payments as a result of a DWP data-matching fraud and error initiative;

- £161k under spend in Legal Services mainly due to the structure not yet being fully recruited to following the Achieving Change in September.

Financial Results

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
BUSINESS CHANGE & INFORMATION SOLUTIONS	1,125	1,096	29	↔
COMMERCIAL SERVICES	125	112	13	↔
COMMERCIAL SERVICES (SAVINGS)	(1,492)	(1,628)	136	↔
CUSTOMER SERVICES	1,305	1,347	(42)	↔
FINANCE	1,529	1,931	(402)	↔
HUMAN RESOURCES	1,178	1,316	(138)	↔
LEGAL SERVICES	3,317	3,478	(161)	↔
RESOURCES MANAGEMENT & PLANNING	245	208	37	↔
TRANSPORT AND FACILITIES MGT	10,733	10,804	(71)	↔
TOTAL	18,065	18,664	(599)	↔
CENTRAL COSTS	14,340	14,126	214	↔
HOUSING BENEFIT	18	406	(388)	↔
GRAND TOTAL	32,423	33,196	(773)	↔

Commentary

31. There have been no changes from the month 9 position.

Corporate

Summary

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

	<u>FY Outturn</u> £'000	<u>FY Budget</u> £'000	<u>FY</u> <u>Variance</u> £'000
Corporate Budget Items & Savings Proposals	54,192	59,566	(5,374)
Income from Council Tax, RSG, NNDR, other grants and reserves	(499,835)	(499,769)	(66)
Total Corporate Budgets	(445,643)	(440,203)	(5,440)

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

Commentary

- **Corporate** are currently forecasting a reduction in expenditure of £5.4m. This is mainly due to lower than anticipated redundancies costs of £2.6m and an improved position of £2.8m on the Capital Financing budget as a result of continuing low interest rates, improved investment income, reduced borrowing costs and capitalisation on the Sheffield Retail Quarter expenditure.

PUBLIC HEALTH BUDGET MONITORING AS AT

31st January 2016

Purpose of the Report

1. To report on the 2015/16 Public Health grant spend across the Council for the month ending 31st January 2016
2. The report provides details of the forecast full year spend of Public Health grant compared to budget. Key variances are explained and any financial risks are discussed in the risk section.
3. The net reported position for each portfolio/service area would normally be zero as public health spend is matched by a draw down of public health grant. For the purposes of this report, and in order to identify where corrective action may be necessary, we have shown actual expenditure compared to budget where there is an underspend position. Overspends which will affect Portfolios' revenue positions are described in the narrative sections only.

Summary

4. At month 10 the overall position was a forecast underspend of £1,575k which is summarised in the table below.

Portfolio	Forecast Full Year Expenditure	Full Year Expenditure Budget	Full Year Variance at m10	FY Variance Forecast at m9	Movement from Prior Month
CYPF	15,016	15,663	(647)	(534)	(113)
Communities	13,553	13,997	(444)	(528)	84
Place	2,888	3,403	(515)	(454)	(61)
Director of PH	2,323	2,292	31	50	(19)
Total Expenditure	33,780	35,355	(1,575)	(1,466)	(109)

5. Key reasons for the forecast under spend are:

- (647k) underspend in CYPF due to hold back of Best Start investment £150k, Reduced contract values being £329 lower than budget and held vacancies in the service.
- (£444k) underspend in Communities of which £193k is uncommitted funds that will be clawed back as part of in-year savings.
- (£515k) underspend in Place mainly as a result of projects which have been put on hold.

6. The Government has confirmed the in-year cut for the 2015/16 Public Health grant which for Sheffield is a cut of £2.134m. The above underspend along with the held 2014/15 carried forward grant will address this in year pressure.

Communities Portfolio EXECUTIVE SUMMARY

HRA Revenue Budget Monitoring 2015/2016– as at January

Purpose of this Report

1. To provide a summary report on the HRA 2015/2016 revenue budget for the month ending 31st January 2016, and agree any actions necessary.
2. The content of this report will be used as the basis of the content of the budget monitoring report to the Executive Management Team and to Members.

Summary

3. The HRA Business Plan is based on the principle of ensuring that investment and services required for council housing is met by income raised in the HRA.
4. The 2015-16 budget is based on an assumed in year position of £10.9m which is to be used to fund the ongoing HRA Capital Investment Programme. In accordance with the HRA's financial strategy any further in- year funds generated by the account will be used to provide further funding for the future HRA Capital Investment programme.
5. As at month 10 the full year outturn position is a projected £5.9m saving compared to budget.

The main variances include reduced net rental income of £179k mainly due to a higher turnover of vacant properties, this position is expected to improve in the final quarter of the year, reduced rental income is also partly offset by a forecast reduction in the provision for bad debts. Service charge income is forecast to be £186k below budget due to timings whilst expenditure on housing repairs and maintenance is expected to remain within budget. These items are offset by forecast reductions of £6.4m on overall running costs, of this £1.6m relates to staffing as a result of turnover and vacancy savings, £ 2.5m of general running and operating expenses and £2.3m resulting from the re-profiling of projects into future years.

6. Financial Results

Housing Revenue Account (excluding Community Heating)	FY Outturn £000's	FY Budget £000's	FY Variance £000's	Movement from Month 9
1.NET INCOME DWELLINGS	(149,248)	(149,427)	179	↑
2.OTHER INCOME	(6,637)	(6,823)	186	↓
3.HOMES-REPAIRS & MAINTENANCE	31,892	31,871	21	↓
4.DEPRECIATION-CAP FUND PROG	38,973	38,973	0	↔
5.TENANT SERVICES	53,527	59,922	(6,395)	↑
6.INTEREST ON BORROWING	14,638	14,579	59	↔
Total	(16,854)	(10,905)	(5,949)	
7.CONTRIBUTION TO CAP PROG	16,854	10,905	5,949	↑

Community Heating

The budgeted position for Community Heating is a draw down from Community Heating reserves of £338k. As at month 10 the position is a draw down from reserves of £232k resulting in a saving of £106k. This is due to re-profiling the implementation of the heat metering scheme and a reduction in gas charges.

Community Heating	FY Outturn £000's	FY Budget £000's	FY Variance £000's	Movement from Month 9
Income	(2,955)	(2,760)	(195)	↔
Expenditure	3,187	3,098	89	↔
	232	338	(106)	

Housing Revenue Account Risks

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 elsewhere in the report, the Government announced a number of further changes in the July 2015 Summer Budget Statement and Welfare Reform and Work bill. These include a revision to social housing rent policy, which will reduce rents for the next four years. This will have a considerable impact on the resources available to the HRA. In addition, the Government's "Pay to Stay" proposals and other changes in the Housing and Planning bill will impact on both tenants and the HRA business plan. Work is continually ongoing to assess the financial impact of these. Other 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) and future changes to contractual arrangements.

CAPITAL PROGRAMME MONITORING AS AT 31st JANUARY 2016

Summary

1. At the end of January 2016, the end of year position forecasts a variance of £19.3m (10%) below the approved Capital Programme. Project managers are forecasting to deliver a capital programme of £246.7m. This is £9.3m lower than forecast last month and reflects lower delivery on all programmes.
2. The bulk of the forecast variance is in the Place £8.0m (8% below budget) and Housing programmes £7.6m (9% below budget). These variances are discussed in greater detail below at paragraph 9.
3. The Year to date position shows spending to be £21.7m (10%) below planned spend. This is a further £3.6m shortfall from last months although still at the same level of 9% below budget as in November.
4. The forecast shows a reduction of some £20m over the year since Month 2 forecasts in May. The budget has reduced too but at a slower rate indicating that managers are still submitting slippage requests to catch up with the revised forecasts. Looking at spend rates to date, allowing for an increase in accruals at year end and assuming the major (Top 20) projects hit their forecasts, an Outturn close to or very probably below £240m is the more likely scenario.

Financials 2015/16

Portfolio	Spend to date	Budget to Date	Variance to date	Full Year forecast	Full Year Budget	Full Year Variance	Change on last Mth Bud	Change on last Forecast
	£000	£000	£000	£000	£000	£000	£000	£000
CYPF	26,818	28,518	(1,700)	30,845	32,925	(2,080)	762	(1,233)
Place	59,205	73,627	(14,422)	87,399	95,449	(8,050)	2,683	(1,104)
Housing	57,688	60,977	(3,289)	73,826	81,449	(7,623)	(2,456)	(5,580)
Highways	11,842	13,013	(1,171)	17,159	16,717	442	257	(581)
Communities	357	295	62	374	362	11	(19)	(9)
Resources	3,342	4,512	(1,170)	5,342	7,384	(2,043)	(487)	(800)
Corporate	31,753	31,753	(0)	31,753	31,753	(0)	(0)	(0)
Grand Total	191,005	212,696	(21,691)	246,698	266,040	(19,342)	741	(9,306)

5. Capital Programme

	2015-16 £m	2016-17 £m	Future £m	Total £m
Month 9 Approved Budget	276.1	201.0	315.4	792.4
Additions	0.2	1.0	58.5	59.7
Variations	-4.4	-7.2	-26.6	-38.1
Slippage & Acceleration	-5.9	1.5	13.4	9.1
Month 10 Approved Budget	266.0	196.3	360.7	823.0

6. The revised programme shows an increase of £30.6m following the addition of a further year's housing programme schemes as part of the Council's budget compilation.

Commentary

7. The Top 20 projects in the Capital Programme accounts for 72% of the current 2015/16 budget. The key variances for the forecast £21.7m shortfall against the whole of the programme by the year end are shown below. Half of that variance is accounted for by the Top 20 projects:
- Further re-profile of spending on the Sheffield Retail Quarter project to reflect revised programme information resulting in slippage of £7.1m into 2016/17; offset by the demolition works programme being £0.8m ahead of plan.
 - Up to £0.8m of potential underspend on the demolition of Castle Market and asset enhancement schemes as a result of savings being realised on the original project estimate; £0.4m of slippage on the North Active Leisure Centre.
 - Within the Housing Programme, £1.6m of slippage acquiring properties due to delays in legal completion.

- £2.7m slippage on the Roofing programme due to adverse weather delaying the programme.
- £0.9m of slippage on the Arbourthorne 5Ms refurbishment due to delays following the discovery of asbestos.
- £0.8m forecast slippage on the new Tinsley Primary school. This will be recovered next year and the school is expected to open on time. Hallam School is also £0.7m behind forecast due to delays caused by a revised specification.
- £1.8m slippage on the Communal Areas low rise flats due to late start of the surveying work.
- Several projects are currently forecasting an increase on planned spend in the year. These include £0.5m on the New Council House builds, £0.8m on the Lower Don Valley Flood Defence works, £0.5m on the Council House New Build programme and £0.6m on BRT North. The first two projects have recently been re-profiled to reflect previous slippage against programme.

Of the £21.7m slippage against the programme at the end of December:

- The Roofing programme has been re-profiled to reflect the latest construction plan and is now only £0.2m ahead of plan.
- £6.2m behind profiled spend on the SRQ;
- £4.7m behind profile on the two new leisure centres and football pitches at Graves and North Active. The projects have slipped £0.8m in the current period but the slippage will be caught up so that the centres will open on their projected dates;
- £1.3m behind on the Acquisitions programme to increase the stock of Council Housing due to delays in seeking suitable properties and completing the property transactions;
- For the reasons above the Arbourthorne 5Ms refurbishment and communal areas projects are £0.7m and £0.6m behind profile.
- A net £7.7m shortfall against budget on the 168 projects outside the Top 20. Of these, 47 projects are, cumulatively, £4.0m ahead of plan but the remainder are £11.7m behind plan.

Risks

8. Two projects currently have Amber Financial RAG ratings.
9. The BRT North project is over £6m over budget due to the need to move a previously unchartered sewer, asbestos contaminated land and unexploded WW2 ordnance. South Yorkshire Passenger Transport Executive, who are the lead party on the project, have secured in principle funding from the Sheffield City Region which will remove some £4m of the overspend. The remainder will be found from future Community Infrastructure Levy payments.
10. As described above, the Grey-to-Green project, which will convert redundant highway into shrub beds to improve the environment and attract investment, is running late and approximately £0.4m of ERDF funding will be lost. The project Sponsor is currently seeking alternative funding.

Approvals

11. A number of schemes have been submitted for approval in line with the Council's agreed capital approval process.
12. Below is a summary of the number and total value of schemes in each approval category:
 - 15 additions to the capital programme with a value of £13.3m.
 - 9 variations to the capital programme amounting to a net increase of £415k..
13. Further details of the schemes listed above can be found in Appendix 5.1 to 5.2.

Scheme Description	Approval Type	Value £000	Procurement Route
THRIVING NEIGHBOURHOODS AND COMMUNITIES			
GREAT PLACE TO LIVE :-			
Highways			
<p>Blackburn Valley Cycle Route The Blackburn Valley cycle route is a part of a key strategic route that runs through and adjacent to significant employment and development site areas, linking into large residential areas that flank the M1 Corridor between Meadowhall and Junction 35a Business Park. It is already well used by cyclists but as it has two gaps of approximately 840 metres between Ecclesfield and Smithywood (Phase 1) and 810 metres from Chapeltown to Junction 35a. This results in cyclists having to re-join the carriageway, traverse unmade tracks, or use the existing highway network which is busy with motorised vehicles and has some steep gradients. This variation seeks approval for:</p> <p>A) Phase 1; £350k to complete the stage between Ecclesfield and Smithywood comprising: -£270k – Construction Costs -£80k –Non Construction Fees</p> <p>B) Phase 2: £50k – For in house project management and to undertake feasibility works for the final stage between Coppice Rise at Chapeltown and Junction 35a.</p>	Variation	400	Existing Contract - Amey under waiver 088-2015

<p>Works are to be funded by Sustainable Transport Exemplar Programme funding from South Yorkshire Passenger Transport Executive</p> <p>The £18k commuted sum estimated for these works is to be funded from existing negative commuted sums accrued under the Amey contract.</p>		
<p>Chesterfield Road Key Bus Route</p> <p>The Chesterfield Road KBR is one of several bus corridors throughout the City, which individually and together are being improved using over £18m of Department for Transport (DfT) Grants to improve bus journey time reliability. Chesterfield Road carries, on average, one city-bound bus every two minutes through the working day. On occasions it can take buses over 9 minutes to travel around 300 metres or so along Chesterfield Road in Heeley, whereas in free flowing conditions it ought to take no more than 2 minutes. Over the course of a year around 9 million bus passengers will travel along Chesterfield Road and, therefore, the bus operators view this location as a priority for improvement. The proposed scheme would connect the two existing sections of bus lane and complement the other works, some complete and some in-train, on the Chesterfield Road and nearby corridors. Without this scheme the other interventions would not achieve their full potential as there would still be significant journey time unreliability caused by congestion and delay on the A61 at Heeley and Meersbrook.</p> <p>The estimated total cost of the full scheme is £3.6m and further phases will be brought forward for approval as funding is secured.</p> <p>There is currently £514k approved for expenditure on feasibility funding for this project. Approval is now sought for an additional £280k to allow advance orders to be placed with Utility providers to ensure delivery of the project will be able to commence once a final affordable design is complete.</p>	<p>Variation</p>	<p>280</p> <p>Waiver</p>

<p>Housing</p> <p>Re-Cycling Rollout/Waste Management</p> <p>The purpose of this project is to provide improved recycling facilities to communal areas in flats and maisonettes which are safe and secure. Previous works have completed the straightforward locations. This next phase will complete the more difficult sites.</p> <p>The original Procurement Strategy for this project stated that the project was going to be split into three lots – one to cover North Sheffield and two smaller lots covering the rest of the City. The initial survey by Housing Services identified 800 block addresses but a subsequent more detailed survey was undertaken and this reduced the number of blocks to 331 with an associated reduction in the project budget of £917k.</p> <p>As a result of the reduction in work, it was sensible to offer two contracts of a similar value split between the North and South of the City. The approved CAF budget is £713k split into two contracts of £365k and £367k.</p>	<p>Variation</p> <p>97409</p> <p>Q00083</p>	<p>-917</p> <p>917</p>	<p>Contract award submitted with the CAF</p>
<p>Parks</p> <p>Olympic Legacy Park Pitch, Infrastructure and Public Realm</p> <p>The Olympic Legacy Park will create an innovation zone in the Sheffield-Rotherham Economic Corridor providing development and investment opportunities for private sector partners. The OLP will be anchored by the Advanced Wellbeing and Research Centre creating a world leading research centre to design, develop and implement physical activity interventions to improve the health and wellbeing of both the local and national population. The OLP will create high value jobs and employment for the local area. The site will also be home to the University Technical College that will be operational from October 2016 accommodating 600 students specialising in Human Sciences and Computing. In order for the proposed developments to be viable the</p>	<p>Variation</p>	<p>5.870</p>	<p>YORCIVLS framework two stage procurement for the main works. Use of the Football Association (FA) framework (via RLF) for the procurement of the artificial grass pitch to ensure compliance with FA</p>

<p>sites will require utility supplies, public realm landscaping and pathways across the park which this project will provide. An outline planning application has been submitted and is expected to be approved shortly. In addition to the infrastructure and public realm works an artificial 3G floodlit pitch is also being installed which will be capable of supporting elite sports.</p> <p>The project will be delivered as a single contract.</p> <p>The construction costs for the Infrastructure and Public Realm are £4,500k and for the pitch £970k giving total construction costs of £5,470k. Direct costs and professional fees for the remainder of the project are estimated at £400k, previously approved feasibility costs for the infrastructure are £155.k giving a total project cost of £6m.</p> <p>The project is funded by:</p> <ul style="list-style-type: none"> • Sheffield City Region Infrastructure Fund £4.9m (application in hand) • CYPF Capital Contribution £500k • (EFA) Education Funding Agency (UTC) University Technical College £500k • SCC Corporate Resource Pool £125k <p>Total cost of £6m</p> <p>This approval is conditional on securing the SCRIF funding. The project plan is tight and requires approval to commence the tender process before the whole of the funding package has been secured.</p>		<p>funding regulations should FA funding become available.</p>
<p>Sheffield General Cemetery HLF Sheffield General Cemetery (SGC) was acquired by SCC in 1978, in poor and declining condition, with the intention of creating a public park. The site was formally designated as a park by an Act of Parliament in 1979; initial works to transform the site were undertaken around this time, however the vision was not fully realised.</p>	<p>Addition</p>	<p>477</p> <p>Full Competitive Tender for lead consultant; other, smaller appointments / services will be</p>

<p>SGC is on the SCC asset risk register and the Historic England (HE) Heritage at Risk Register. As a Grade II* nationally registered public park SCC have a responsibility to protect the site and to ensure safe public access to the park and buildings.</p> <p>Many of the structures / monuments are in poor and declining condition and pose a significant Health & Safety risk. A section of retaining wall collapsed during winter 2013/14, this and part of the above ground catacombs were shored to prevent further collapse. Subsequently public access was restricted in that area of the site.</p> <p>Over the last 3 years SCC has invested ad-hoc revenue funding of around £30k to £60k per annum in order to maintain public access. The estate is in a rapidly declining condition and requires around £1million of investment over the next 3-5 years simply to address the Health & Safety issues associated with structures on site.</p> <p>In 2015 Historic England awarded SCC £30k grant funding to undertake specialist investigation work to understand structural issues relating to the catacombs and select monuments. This work was used to provide repair cost estimates and to inform the Round 1 HLF application.</p> <p>Sheffield General Cemetery Trust (SGCT) secured external funding in 2014/15 to carry out conservation repair work at the Non-Conformist Chapel (NCC) so that the building can be used for community activities and events. The NCC will open for use early 2016.</p> <p>The submission of the HLF grant application was supported and approved by Great Place to Live Programme Board and Capital Programme Group in March 2015.</p> <p>The Round 1 Heritage Lottery Fund application has been successful with a grant award offered for development work towards the repair, regeneration and</p>		<p>procured via competitive quotes</p>
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<p>conservation of Sheffield General Cemetery.</p> <p>A grant contribution of up to £430k (90 percent) has been secured from the Heritage Lottery Fund (HLF) to progress a 24 month Round 1 development project for Sheffield General Cemetery with the development phase of the project having an estimated cost of up to £477,354. The Council is required to provide a match funding contribution towards this Round 1 development estimated at up to £47,754 (10 per cent) from the CRP over 2016/17 and 2017/18.</p> <p>Subject to the required criteria being met, a successful Round 1 project proposal enables, but does not guarantee, a further Round 2 Heritage Lottery Fund application to be submitted for a capital project valued at up to £3,442,418 with HLF funding of up to £3,098,400 (90 per cent) being made available for this. The Council will also be expected to provide a match funding contribution of up to £344,018 (10 per cent) towards the capital project.</p> <p>This stage of the project, round 1 will include the following:</p> <ul style="list-style-type: none"> • Conservation Plan production to include a site master plan and detailed design proposals for all recommendations to RIBA stage • Historic research, specialist site surveys and investigation work • Community consultation and assessment of stakeholder needs and including engaging new and hard to reach audiences e.g. those with mobility issues, 76+, 19-25 age, BME groups, people from areas of deprivation, people with mental health issues 		
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<ul style="list-style-type: none"> • Development of future governance structure • Explore surrounding land-use, green space links and development plans within the locality • Management and Maintenance Plan production • Supporting Sheffield General Cemetery Trust, volunteers and other partners to provide activities and events • Producing a Round 2 HLF bid for submission by 17th December 2017 <p>The Project costs are detailed below in the cost summary: £000</p> <table border="0"> <tr> <td>In House Project Management Fees</td> <td style="text-align: right;">233</td> </tr> <tr> <td>Specialist historical and architectural consultants Specified by HLT</td> <td style="text-align: right;">228</td> </tr> <tr> <td>Other Fees</td> <td style="text-align: right;">16</td> </tr> <tr> <td>Total Costs</td> <td style="text-align: right;">477</td> </tr> </table> <p>Angram Bank Improvements (Parks) This project was initially approved in 2013 for the Creation of a new play area aimed at toddlers with the installation of new playground equipment at a cost of £39k, however at present, there have been no developments on the park.</p> <p>The priorities have recently been revisited and further consultation has been carried out with the local community and schools.</p>	In House Project Management Fees	233	Specialist historical and architectural consultants Specified by HLT	228	Other Fees	16	Total Costs	477			
In House Project Management Fees	233										
Specialist historical and architectural consultants Specified by HLT	228										
Other Fees	16										
Total Costs	477										
	Variation and change in scope	3.8	Competitive Quotes and In-House Delivery								

<p>The outcome showed that the local community still want play facilities but with a focus on older children aged 12+. Further consultation has also revealed that the preference is for a wheeled sports area for scooters, bikes and skateboards which is aimed at older children but which can be used by all.</p> <p>The project budget has been increased by £3.8k from Section 106 monies (total project budget £43k).</p>		
<p>SUCCESSFUL YOUNG PEOPLE : -</p>		
<p>Mechanical Replacement (Designed) Schemes – Schools: feasibility stage</p> <p>All four of the projects listed below are for the feasibility stage of a project set up to deal with the emergency heating replacement required at each school, in advance of any future Measured Term Contract (MTC) being set up, due to the very poor condition of the existing systems.</p> <p>Responsive works of this nature are to be carried out in a timely manner to avoid the otherwise potential closure of these schools and resulting in loss of continued education provision. Initial feasibility work is to be procured in-house, with any future works being sourced using an Open Tender Contract, due to there being no Measured Term Contract in place yet.</p> <p>The four schools concerned are as follows:</p> <ul style="list-style-type: none"> • Mech Replace (Designed) Mossbrook – feasibility element: £9k • Mech Replace (Designed) Halfway – feasibility element: £9k • Mech Replace (Designed) Brunswick – feasibility element: £9k • Mech Replace (Designed) Bradway – feasibility element: £9k 	<p>Additions: feasibility (CPG Approval)</p>	<p>36</p> <p>In House</p>

<p>All of the above are fully funded from the Department for Education Capital Maintenance Block Allocation.</p> <p>Mechanical Replacement MTC – feasibility element</p> <p>This project is required to respond to emergency heating replacement requirements across the SCC estate (including schools). The work will take place at various sites, which will be determined by reaction to the emergency requests.</p> <p>Responsive work of this nature is to be carried out in a timely manner to avoid the potential closure of SCC buildings due to equipment failure resulting in loss of service provision. Initial feasibility work is to be procured in-house, with any future works being sourced using a “Measured Term Contract” in order to realise economic and operational efficiencies.</p> <p>The work is to be funded as follows:</p> <ul style="list-style-type: none"> • 50% from DfE Capital Maintenance Block Allocation (£4.5k); and • 50% from Resources Corporate Resource Pool (£4.5k) 	<p>Addition: feasibility (CPG Approval)</p>	<p>9</p> <p>In House</p>
<p>CYPF Capital Maintenance Block Allocation</p> <p>This block allocation exists to support the school building maintenance programme. The CYPF Commissioners will instruct the relevant professionals to deliver the most cost effective and appropriate solution in each case.</p> <p>A request is thus made to apply funds from this Block Allocation to finance the following projects, as noted above:</p> <ul style="list-style-type: none"> • Mechanical Replacement MTC: £4.5k • Mech Replace (Designed) Mossbrook: £9k • Mech Replace (Designed) Halfway: £9k • Mech Replace (Designed) Brunswick: £9k • Mech Replace (Designed) Bradway: £9k 	<p>Variation</p>	<p>-40.5</p> <p>N/A</p>

ESSENTIAL INFRASTRUCTURE WORKS :-				
<p>Non-Highways Resurfacing (Inc. Parks) Programme 16/17 This project will deliver a programme of resurfacing footpaths throughout the city within parks and the public realm, that are not covered by the highways contract This will improve both safety and condition and reduce related liability claims against the city council. A £30k programme of condition surveys and assessments to footpaths managed by Bereavement Services and Parks and Countryside has identified those sites at most risk of slips, trips and falls. The scope of works will be a programme of patch repairs and partial replacement to these Non-Highways Footpaths throughout the City.</p> <p>The Programme will cover 16/17; however an option to extend the contract by 1 - 2 years will be included. Due to the size and nature of the works a full competitive tender process will represent the best value option and will attract the most interest and the most suitable type of contractors; a JCT Measured Term Contract will be used.</p> <p>This request is to allocate a further £470k of funding on top of the £30k already allocated for feasibility, surveys and resurfacing works addressed on a prioritised list of sites, as agreed with Service Managers within the relevant service areas. The scheme is funded from the Corporate Resource Pool.</p>		470	Addition – Build stage	Formal Tender: Measured Term Contract
<p>Dams and Watercourses Programme A £20k programme of condition surveys and assessments to Sheffield’s dams and watercourses has identified various sites where repair works are required. This project will help to ensure that dams and watercourses are maintained to the required standard across the Parks and Countryside estate. Various sites will be improved, being addressed on a targeted priority basis.</p>		230	Addition – Build stage	Formal Tender

<p>The maintenance works will focus on the safe repair and rebuilding of dams and watercourses identified as requiring action following survey works, by procuring a contractor to undertake necessary works, once the designs are completed by SCC. The scope of these works will include rebuilding sections of dams and walls, repairing dam leaks, removing vegetation, footpath repairs etc. Due to the size and nature of the works a full competitive tender process will represent the best value option and will attract the most interest and the most suitable type of contractors and a JCT Minor Works Contract will be used. The procurement strategy will be to let a contract for 16/17 initially with the option to extend this for further years in 17/18 and 18/19.</p> <p>This request is to allocate a further £230k of funding in addition to the £20k already allocated for feasibility, for improvement works, using a prioritised list of sites, taking into account representations from any relevant voluntary bodies, as agreed with Service Managers within the relevant service areas.</p> <p>The scheme is funded from an agreed allocation from the Corporate Resource Pool.</p>			
<p>Housing Repairs and Maintenance Transport Fleet Purchase</p> <p>This scheme follows on from Cabinet's decision to insource the Housing Repairs & Maintenance (HR&M) contract.</p> <p>The current contractor provides its own transport.</p> <p>The scheme will manage the procurement of 354 new and replacement vehicles, at an average cost of £16.3k per vehicle, by the end of 2016/17. The scheme will be reviewed after 5 years with a view to replacing more vehicles in future based on condition and demand.</p> <p>The scheme is to be fully funded from Prudential Borrowing repayable over 5 years and the annual cost of paying back the capital and prudential borrowing interest, at</p>	Addition	5,776	Min-competition – Public Sector Vehicle Suppliers

<p>£1.3m per annum, is mitigated by avoiding contract costs for a similar provision, currently charged at £1.8m per annum. Additionally, with the average age of the fleet being reduced towards the five year target, repair costs should also be reduced.</p>		
<p>Fire Risk Assessment Works 16/17 This scheme is for Fire Risk Assessment Works to be carried out in 2016/17, following a programme of statutory compliance surveys and assessments has been undertaken for the Regulatory Reform (Fire Safety) Order 2005 to identify hazards and risks where there are areas of poor or non-compliance within the Council's estate.</p> <p>Fire Risk Assessments have identified specific risks for the buildings included in this initial programme, including the installation of full audible fire detection systems, emergency lighting, fire doors and improvements to fire compartments. Investment in works now will support the prevention of potential future claims against the Council for non-compliance.</p> <p>The initial business case is in preparation for future works, which are to be funded from Corporate Resource Pool monies after the remainder of the Health & Safety Block Allocation has been used. A list of affected sites has been drawn up and an options appraisal for each site can be done, as well as profiling the remaining money available against the list of sites to focus on those to be addressed first, until a further allocation is agreed. The T&FM team is looking to procure a measured term contract for future FRA works.</p> <p>This initial request is for the £25k feasibility & design stage, 50% being funded from CYPF DfE Capital Maintenance Block Allocation and 50% from the Resources Health & Safety Block allocation.</p>	<p>Addition: feasibility (CPG Approval)</p>	<p>25</p> <p>In House</p>

<p>Health & Safety Block Allocation A request is made to apply funds from this Block Allocation to part finance the following project as noted above:</p> <ul style="list-style-type: none"> • FRA Works 16-17: 50% : £12.5k 	<p>Variation</p>	<p>-12.5</p>	<p>N/A</p>
<p>CYPF Capital Maintenance Block Allocation A request is made to apply funds from this Block Allocation to part finance the following project as noted above:</p> <ul style="list-style-type: none"> • FRA Works 16-17: 50%: £12.5k 	<p>Variation</p>	<p>-12.5</p>	<p>N/A</p>
<p>T&FM Roof Replacement Programme – feasibility study This scheme provides a programmed approach to address urgent and emergency roofing repairs across the Council's (non-schools) estate.</p> <p>Condition surveys have identified urgent and emergency roof repair and replacement works to support the ongoing use of Council assets. A Measured Term Contract will be used in future to replace the current approach of individually tendered projects, delivering programme and financial efficiencies.</p> <p>The outcome from a rolling programme of condition surveys will be used to prioritise capital resources for a programme of work that will have the most impact on maintaining buildings that are fit for purpose and prevent closure of the Council's (non-school) buildings.</p> <p>The project is to be fully funded from the Resources Corporate Resource Pool.</p>	<p>Addition: feasibility (CPG Approval)</p>	<p>9</p>	<p>In House</p>
<p>Asbestos Removal Framework – feasibility element This scheme will provide a framework for access to asbestos surveys and asbestos project management. A 'Measured Term Contract' will be set up for the procurement of related future works in order to improve efficiency.</p> <p>This will create a platform for an exclusivity contract operating over a number of</p>	<p>Addition: feasibility (CPG Approval)</p>	<p>4</p>	<p>In House</p>

years and is required as no existing framework provides access to the identified services required. The framework will replace current ad hoc procurement, so generating improved efficiencies, financial savings and quality improvements.				
The project is fully funded from the Resources Asbestos Block Allocation.				
Asbestos Block Allocation A request is made to apply funds from this Block Allocation to finance the following project as noted above: <ul style="list-style-type: none"> FRA Works: 100%: £4k. This would leave £146k on the block allocation, which would be drawn upon in 2016-17 once the detailed plan of asbestos works was produced following feasibility.	Variation	-4	N/A	
City Road Cemetery & Crematorium – feasibility element This project will identify and resolve essential repairs at the City Road Cemetery & Crematorium site. A prioritised list of required work will be addressed, following the outcome of the survey results. The scheme will address the safe repair and rebuilding of facilities within the cemetery site, following surveys, leading to a potential reduction in claims against the Council for dis-repair.	Addition: feasibility (CPG Approval)	3.5	In House	
The project is to be fully funded from the Resources Corporate Resource Pool.				
PROCUREMENT STRATEGY				
97553 New Council Housing Phase 2 - Weakland This project aims to build 38 new general needs council homes for affordable rent comprising a mixture of 2 to 4 bed roomed properties and is part of a wider housing stock increase programme aiming to deliver 1,000 council homes, mostly through				

<p>acquisition and refurbishment of existing properties. Procurement Recommendation: That approval is given for New Council Housing Phase 2 be procured via JCT Construction Management Contract with Wakefield & District Housing Ltd. Individual trade packages will be tendered via YORtender and appointed using the JCT Standard Form of Building Contract and grant delegated powers to the Director of Commercial Services or her nominated representative to accept Tenders and award Contracts for this project.</p>			
<p>DIRECTOR VARIATIONS:- (Note only)</p>			
<p>Woman of Steel (Culture & Environment) This project will deliver a memorial to recognise and celebrate the contribution of thousands of local women to the war effort in the form of a bronze sculpture in Barkers Pool. The South Yorkshire Community Foundation has raised a further £17.6k in donations and Director Approval has been given to increase the budget by this amount. A further £1.3k has been added from monies which were initially earmarked for the project but omitted from the original budget.</p>	<p>Director Variation</p>	<p>18.9</p>	<p>N/A</p>

Grant Awarding Body	Name of the Grant	Project to be funded by the Grant	Conditions and Obligations	Value £000
Environment Agency (EA)	Porter Brook Pocket Park	River naturalisation	<p>The grant will assist in the naturalisation of a 75m stretch of the Porter Brook that runs through the pocket park. This aims to encourage wildlife, anglers and the public to a city centre river.</p> <p>Costs: Project work: £8,500 Study: £1,500</p> <p>Main Conditions</p> <ol style="list-style-type: none"> 1. This funding must be spent by 31 March 2016. 2. Key deliverables must be complete by 31 March 2016. 3. Payment of the grant will be made upon submission of a payment request (invoice) to the EA, upon completion of the funded work. 4. Award to be used solely for financing the agreed works. 5. Project records must be retained for not less than 7 years after the 31 March 2016. <p>Claw back Repayment obligations will be applied if we do not meet deliverables and milestones.</p> <p>Risks Work/services not being delivered and completed by 31 March 2016.</p>	10,000

