

# **Overview and Scrutiny Management Committee**

---

**Thursday 30 July 2015 at 4.00 pm**

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

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

## **Membership**

---

Councillors Sue Alston, Ian Auckland, Steve Ayris, John Booker, Tony Damms, Bob Johnson, Cate McDonald (Chair), Pat Midgley, Chris Rosling-Josephs, Jack Scott, Sarah Jane Smalley, Geoff Smith and Cliff Woodcraft

## **Substitute Members**

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

---

---

## **PUBLIC ACCESS TO THE MEETING**

---

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

### **Remit of the Committee**

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

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

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

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

If you require any further information about this Scrutiny Committee, please contact Emily Standbrook-Shaw, Policy and Improvement Officer, on 0114 27 35065 or email [emily.standbrook-shaw@sheffield.gov.uk](mailto:emily.standbrook-shaw@sheffield.gov.uk).

---

## **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.

---

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA  
30 JULY 2015**

**Order of Business**

---

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**  
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest**  
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meetings**  
To approve the minutes of the meetings of the Committee held on 28<sup>th</sup> January, 11<sup>th</sup> February and 20<sup>th</sup> May, 2015
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. Annual Performance Update**  
Report of the Director of Policy, Performance and Communications
- 8. Draft Work Programme 2015/16**  
Report of the Policy and Improvement Officers
- 9. Scrutiny Committee Work Programme Overview**  
The Policy and Improvement Officer to report
- 10. Issues to Raise From Scrutiny Committees**  
The Scrutiny Chairs to report
- 11. Date of Next Meeting**  
The next meeting of the Committee will be held on a date to be arranged

This page is intentionally left blank

---

## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

---

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

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

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

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

You **must**:

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

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

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

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

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -
  - under which goods or services are to be provided or works are to be executed; and
  - which has not been fully discharged.
- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) -
  - the landlord is your council or authority; and
  - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
  - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
  - (b) either -
    - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
    - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

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

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in

land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or

- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

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

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

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

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

Further advice can be obtained from Lynne Bird, Director of Legal Services on 0114 2734018 or email [lynne.bird@sheffield.gov.uk](mailto:lynne.bird@sheffield.gov.uk)

This page is intentionally left blank



**Overview and Scrutiny Management Committee**

**Meeting held 28 January 2015**

**PRESENT:** Councillors Sue Alston, Ian Auckland, Steve Ayris, Denise Fox, Terry Fox, George Lindars-Hammond, Cate McDonald, Pat Midgley, Mick Rooney, Sarah Jane Smalley and Cliff Woodcraft

.....

**1. APPOINTMENT OF CHAIR**

1.1 RESOLVED: That, in the absence of the Chair of the Committee (Councillor Chris Weldon), Councillor Cate McDonald be appointed Chair of the meeting.

**2. APOLOGIES FOR ABSENCE**

2.1 Apologies for absence were received from the Chair (Councillor Chris Weldon), and Councillors Gill Furniss, Alan Law and Bryan Lodge.

**3. EXCLUSION OF PUBLIC AND PRESS**

3.1 No items were identified where resolutions may be moved to exclude the public and press.

**4. DECLARATIONS OF INTEREST**

4.1 There were no declarations of interest.

**5. MINUTES OF PREVIOUS MEETING**

5.1 The minutes of the meeting of the Committee held on 26<sup>th</sup> November 2014, were approved as a correct record and, arising therefrom, it was reported that a meeting had been held between representatives of the Highfield community and local Councillors of the affected Wards, to discuss the concerns raised with regard to the Boundary Commission's proposals regarding Highfield and Sharrow.

**6. PUBLIC QUESTIONS AND PETITIONS**

6.1 There were no questions raised or petitions submitted by members of the public.

**7. REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING**

7.1 The Interim Executive Director, Resources, submitted a report providing the Month 6 monitoring statement on the City Council's Revenue Budget and Capital Programme for 2014/15.

7.2 Dave Phillips, Assistant Director of Finance, introduced the report, referring to the overview report, which contained details on the movements in the budget since Month 3, a graph showing the monthly trend in terms of Months 3 to 6, levels of

variance, risks and the decision of the Cabinet, on the Month 6 monitoring statement, at its meeting held on 17<sup>th</sup> December, 2014.

7.3 Members of the Committee raised questions and the following responses were provided:-

- The Council's contract with Veolia was one of many long-term contracts with external companies. Every effort was made, as part of the formulation of the contract, to try and negotiate savings in order to ensure that there was sufficient funding available for other, Council-led services.
- It was accepted that there were a number of areas where there were underspends, such as the Inclusion and Learning Services and Lifelong Learning and Skills. Whilst there was not sufficient detail in the report to explain the reasons for such underspends, it could be due to the fact that there was less activity in a given year.
- The Council generally recovered around 99% of its Council Tax, although it sometimes took a few years to achieve this figure.
- There was very little detail in respect of the receipt of Grant Aid as the majority of Revenue Support Grants for specific services would be included in individual Portfolio budgets.
- The underspend in respect of the Stop Smoking Service contracts had been as a result of the contractors not meeting a number of Performance Indicators and targets.
- A considerable amount of work was being undertaken in an attempt to improve the commercial success of the Moor Markets. Although people visiting the market were spending more, footfall had decreased. It was hoped that this would increase when the development work on The Moor was complete.
- Electric Works had been under-occupied for some time, and the Council was still responsible for its running costs. It was hoped that, as the economy improved, occupancy levels in terms of the units within the building would increase. Considerable efforts were being made to encourage companies to take up occupancy in the building.
- The overspend in respect of the Learning Disability Service was reducing month on month, and it was hoped that the Service could break even by the end of this financial year. Whilst reducing the overspend, there was still the need to ensure that resources were distributed fairly and allocated to those who needed them most. It had taken longer than expected to reduce the overspend, but progress was now being made.

7.4 RESOLVED: That the contents of the report now submitted, together with the responses provided to the questions raised, be noted.

## **8. STRATEGIC PARTNER PERFORMANCE - UPDATE**

8.1 James Henderson, Director of Policy, Performance and Communications, gave a presentation providing an update on progress in terms of the Council's major contracts, including Waste Management (Veolia), Streets Ahead (Amey), Housing Investment and Repairs (Kier), Building and Repairs (Kier), Revenue and Benefits, ICT and HR Transactions (Capita).

8.2 Mr Henderson highlighted specific points in terms of the different contracts, as follows:-

- Waste Management – the proportion of household waste that was recycled or composted had risen in Quarter 2 for the third year in a row, but still remained below the target of 35.19%.
- Streets Ahead – user satisfaction for Sheffield's roads had increased in the areas of highway condition, highway maintenance and street lighting. More detailed performance information would be available on the Streets Ahead contract following a year end review.
- Housing (Investment and Repairs) – customer satisfaction was performing on target for all indicators, with the exception of the District Heating and Domestic Heating functions. Quality and timeliness of repairs were also generally performing well.
- Building and Repairs – there had been generally an improving trend in terms of the time taken to complete repairs, and quality checks showed that a high proportion of the work was being carried out to the required standard. With the exception of November 2014, customer satisfaction scores were showing signs of steady improvement.
- Revenue and Benefits – work being undertaken to improve on last year's in-year Council Tax collection rate of 93.7%. Although performance in Quarter 4 was slightly behind last year, the annual in-year Business Rate collection was expected to be achieved. The average number of days to process new benefit claims remained within the target of 26 days, although it had risen slightly in the first two quarters of this year. The number of days taken to process changes in circumstances of benefits customers had also increased slightly. The percentage of customers satisfied with the service showed an increase in the most recent survey.
- ICT - majority of performance targets met in Quarter 2, with the exception of Commissioners' satisfaction and user satisfaction.

8.3 Members of the Committee raised questions and the following responses were provided:-

- In terms of comparing performance with other local authorities, there were a number of benchmarking clubs, which looked at comparables with regard to contract performance. If this information were made available, it would be provided in future update reports to the Committee.

- Depending on the terms of the contract, the Council was able to impose financial penalties if performance targets were not met and had, in fact, done so in the past.
- Although the average number of days taken to process new benefit claims and process changes in circumstances relating to benefit entitlement was comparable to, if not better than, the Department for Work and Pensions, more detail on these rates would be included in future update reports.
- The figures relating to the number of dropped jobs (bins not collected), under the Waste Management contract, related to all the different types of bins and collection boxes. Officers would look into whether such figures could be broken down to include the different types of bins and collection boxes for future update reports.
- Whilst recognising the improving satisfaction levels in the housing repairs contract, Members were aware of cases where tenants had experienced problems in getting through on the telephone to Kier, when reporting issues with works already undertaken. There was no information about this in the report. Officers would look to see if this information was available, and include it on future update reports.

8.4 Members also made the following comments:-

- It would be useful if details could be provided regarding the number of complaints about holes which had been dug as part of the installation of the new street lighting under Streets Ahead, had been left excavated, often for long periods of time.
- It appears that, despite problems being experienced as part of the Streets Ahead works, including the issues relating to the replacement of the street lighting, which had been raised at the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee, lessons had not been learnt on the basis that similar problems were being experienced in other areas of the City.

8.5 RESOLVED: That the Committee:-

- (a) notes the information reported as part of the presentation now made, the responses to the questions now raised and the additional comments now made;
- (b) thanks James Henderson for the presentation now made and expresses its thanks to Mr Henderson and his colleagues for an excellent presentation;
- (c) expresses concern at the poor performance in connection with Commissioners' satisfaction and user satisfaction with regard to the ICT contract with Capita; and

(d) requests:-

- (i) the Director of Policy, Performance and Communications to look into the possibility of including information on future update reports relating to the number and nature of complaints received from customers; and
- (ii) that (A) the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee has a further look at the Performance Indicators in respect of the Streets Ahead project and (B) the issues relating to customers not being able to get through on the telephone when reporting repairs, or chasing up existing repairs, with Kier, be referred for consideration by the Safer and Stronger Communities Scrutiny and Policy Development Committee.

## **9. TRANSITION TO INDIVIDUAL ELECTORAL REGISTRATION - UPDATE**

9.1 The Head of Elections, Equalities and Involvement, submitted a report providing an update on the transition to Individual Electoral Registration (IER). The report set out details of the progress on the implementation of IER following the introduction of major changes by the Government to the way in which people were registered to vote, and outlined actions and proposals to ensure that the Authority maximised registration across the City.

9.2 John Tomlinson, Electoral Services Manager, introduced the report, and stated that the rationale behind the introduction of IER was to introduce safeguards against fraudulent registration and to give individuals control over their own registration.

9.3 Members of the Committee raised questions and the following responses were provided:-

- There were plans for Electoral Services to work with schools and colleges in the City in order to look at ways of increasing registration. There was also a joint campaign organised by the City's two Universities and the City College aimed at increasing registration from students at such establishments. It was also believed that the Government had provided funding to the National Union of Students to assist in this process.
- The Service would use alternative sources of data in order to identify specific housing schemes or developments where there was a higher than average turnover of occupants.
- It was not possible, at this stage, to indicate how much 'drop off' was accurate or due to people moving out, but this information could be provided at a later stage.
- It was not possible to indicate whether students, whose parents resided in the City, were voting in the City or where they were studying.
- The Service would continue to work with customer-facing services across the Council, particularly those which had contact with under-registered groups, to

incorporate registration activity as part of their everyday contact with customers and new service users. The Service would also be contacting other social housing providers.

- The approximate 35,000 electors who were not on the IER register, and were not eligible to have a postal or proxy vote, would be removed from the register unless they completed an IER application to register.
- The main purpose of the door-to-door canvas was predominantly an information-collecting exercise for the purpose of updating the electoral register. Work was undertaken, independent of the canvassing exercise, to inform community groups of the benefits of voting.
- Targeted work had been undertaken with faith communities, in order to provide advice and assistance in connection with IER.

9.4 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, together with the comments now made and the responses provided to the questions raised; and
- (b) requests the Electoral Services Manager to give consideration to the issues now raised, and suggestions made by Members, in terms of how the Council could maximise voter registration.

## **10. SCRUTINY REVIEW ACTION PLAN - UPDATE**

10.1 The Head of Elections, Equalities and Involvement, submitted a report providing an update on the review of the Council's scrutiny function during 2013/14, which had been undertaken with the aim of improving the impact and effectiveness of scrutiny. The report contained, as appendices, a guidance tool to assist Scrutiny Committees to focus on topics most appropriate for their scrutiny and a scrutiny project mandate template, the Scrutiny Review Action Plan, and contained details of the scope of the review and the progress on the implementation of the Action Plan.

10.2 In response to questions from Members of the Committee, the Policy and Improvement Officer (Emily Standbrook-Shaw), stated that it was planned to hold further training sessions, following the success of the recent session held, as part of an annual training programme for Members. In terms of public involvement in the scrutiny process, the Chair stated that the Environmental and Economic Wellbeing Scrutiny and Policy Development Committee had invited members of the public to take part in the scrutiny of specific topics. Ms Standbrook-Shaw added that officers were working with Members on this issue, as well as a number of other ideas, in order to improve the impact and effectiveness of the scrutiny process.

10.3 RESOLVED: That the contents of the report now submitted, together with the comments now made, be noted.

**11. WORK PROGRAMME 2014/15**

- 11.1 The Committee received and noted a report of the Policy and Improvement Officer, providing details of the Committee's Work Programme for 2014/15.

**12. RECORD OF WRITTEN RESPONSES TO PUBLIC QUESTIONS**

- 12.1 The Committee received and noted a report of the Policy and Improvement Officer containing copies of written responses to members of the public who had raised questions at the Committee's meeting on 26<sup>th</sup> November 2014.

**13. DATE OF NEXT MEETING**

- 13.1 It was noted that the next meeting of the Committee would be held on Wednesday, 11<sup>th</sup> February 2015, at 10.00 am, in the Town Hall.

This page is intentionally left blank



**SHEFFIELD CITY COUNCIL**

**Overview and Scrutiny Management Committee**

**Meeting held 11 February 2015**

**PRESENT:** Councillors Chris Weldon (Chair), Sue Alston, Ian Auckland, Steve Ayris, Terry Fox, Gill Furniss, Alan Law, George Lindars-Hammond, Bryan Lodge, Cate McDonald, Pat Midgley, Mick Rooney, Sarah Jane Smalley, Cliff Woodcraft and Peter Price

.....

**1. APOLOGIES FOR ABSENCE**

1.1 An apology for absence was received from Councillor Denise Fox, and Councillor Peter Price attended as her duly appointed substitute.

**2. EXCLUSION OF PUBLIC AND PRESS**

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

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest.

**4. PUBLIC QUESTIONS AND PETITIONS**

4.1 Adam Butcher

4.1.1 Adam Butcher queried what action the Council would be taking, in terms of its budget allocation, in terms of helping to reduce levels of obesity in the City.

4.1.2 Eugene Walker, Interim Executive Director, Resources, stated that although the new funding arrangements, which would involve the Council receiving Public Health funding for both children and adults, as opposed to receiving separate allocations in the past, would result in some minor budget savings, there would still be a significant level of funding to look at how levels of obesity in the City could be reduced.

4.1.3 The Chair stated that a more detailed, written response from officers in the Children, Young People and Families and Place Portfolios would be forwarded to Mr Butcher within 10 working days of this meeting.

4.2 Peter Sephton, Chair of the Sheffield City Centre Residents' Action Group (SCCRAG)

4.2.1 Peter Sephton referred to the decision of the Planning and Highways Committee, at its meeting held in October, 2013, to grant a one-year late opening trial licence in respect of West One Plaza, an area designated as a residential area in the Council's Masterplan. The closing date for objections was 9<sup>th</sup> October, 2014. He

questioned whether Members were aware that the original 12 month trial had now been allowed to drift for 16 months, with no apparent end in sight. As well as the obvious frustration being faced by a high number of residents in the West One apartments, and the concerns raised by SCCRAG, with regard to noise nuisance caused by the extended opening hours, Mr Sephton also questioned whether Members were aware that the decision made by the Planning and Highways Committee in October 2013, would lead to many residents submitting appeals for their Council Tax banding to be reduced.

4.2.2 Eugene Walker stated that it was important that the planning concerns were kept totally separate from the financial impact of the decision. He stressed that the Council Tax banding valuations were undertaken by the Valuation Office and not the Council, but he would liaise with colleagues in the Place Portfolio in terms of providing a more detailed, written response to the questions.

4.2.3 Councillor Alan Law, in his capacity as Chair of the Planning and Highways Committee, stated that the Committee was entitled to make such a decision if it perceived that there would be no significant detrimental effect to residents.

4.2.4 Councillor Chris Weldon stated that a more detailed, written response would be provided to Mr Sephton within 10 working days of this meeting.

4.3 Steve Hambleton, General Manager, Sheffield Royal Society for the Blind (SCRB)

4.3.1 Steve Hambleton questioned why residential care home fees, which were currently below the national average, were increasing by 2.33%, when nursing homes fees, which were more in line with the national average, were increasing by 2.45%. He also sought assurances that the retendering of the community equipment contract would not result in a charge for equipment for sensory impairment.

4.3.2 Eugene Walker stated that he was aware of the differential in respect of the care home and nursing home fees, following the increases, and it was believed that the higher increase in respect of the nursing homes fees was as a result of capacity issues in the nursing sector. He added that there had been consultation in respect of the increases. In terms of the equipment, Mr Walker stated that he was not able to provide a response with regard to this at this meeting.

4.3.3 The Chair stated that a detailed, written response would be provided to Mr Hambleton, in respect of both questions raised, within 10 working days of this meeting.

## **5. CAPITAL PROGRAMME AND REVENUE BUDGET APPROVAL 2015/16**

5.1 The Committee considered the report of the Interim Executive Director, Resources, on the Capital Programme Budget 2015/16, and the joint report of the Chief Executive and Executive Director, Resources, on the Revenue Budget 2015/16, which were to be considered by the Cabinet on the afternoon of 11<sup>th</sup> February 2015.

- 5.2 In attendance for this item were Councillor Ben Curran (Cabinet Member for Finance and Resources), Eugene Walker (Interim Executive Director, Resources), Dave Phillips (Interim Director of Finance, Resources), Paul Schofield (Assistant Director of Finance), Mike Thomas (Assistant Director of Finance) and John Doyle (Director of Business Strategy, Children, Young People and Families).
- 5.3 Dave Phillips introduced the reports, indicating that the budgets had been prepared over a period of seven months, and made specific reference to the financial pressures facing the Council as a result of the cut in the Revenue Support Grant of over £40 million, together with other budget cuts made as part of the Government's austerity measures. He stated that, after considerable work, the Council had achieved a balanced budget, and had now commenced work in respect of the forthcoming years' budgets, aiming to achieve some level of resilience, whilst accepting that there was still a considerable level of risk. It was hoped that the planned increase in Council Tax would assist with this process.
- 5.4 Members of the Committee raised questions and the following responses were provided:-
- The reason for the vast fluctuation in terms of the Capital Programme from 2010/11 to date, and as forecast for the next three years, was as a result of the number of different projects/initiatives which the Council had received funding for. These included the Decent Homes project, Building Schools for the Future in 2011/12, and the recent peaks in 2014/15 and 2015/16 related to the purchase of land in respect of the New Retail Quarter and the Streets Ahead project, respectively.
  - The process in respect of the 'rolling up' of grants into Revenue Support Grant (RSG) was not clear, and could possibly be viewed as a cut in Government funding. Over the last five years, approximately £75 million had been 'rolled up' into RSG, which had included funding relating to Council Tax benefit, Learning Disability and Health Reform, and the Early Intervention Grant.
  - Figures in terms of how the Council compared with other cities in England in terms of the 'rolling up' of grants into RSG were not available at the meeting. It was believed that the extent to which such grants had been 'rolled up' had been worse in northern cities, as compared to cities in the south of the country.
  - The level of the Council Tax freeze grant available to the Council was less than the extra Council Tax to be raised via the proposed increase and, as it was rolled into base RSG, which was itself reduced each year, it was not considered sustainable to accept this grant rather than increase Council Tax.
  - The Council held two types of reserves, one being a general contingency fund, which presently amounted to approximately £10/11 million, and was reviewed on an annual basis. The other account comprised earmarked reserves, which were used to fund specific projects/initiatives, such as the PFI schemes. As part of the annual monitoring of the reserves, efforts were

made to ensure that they were kept to a reasonable level. It was confirmed that the Council's unearmarked reserves were low, as compared to other core cities.

- It was believed that there was enough evidence, which was publicly available, as well as independent studies proving this, to show that there had been a shift in resources in terms of the levels of Government funding to local authorities in the south of the country, to the detriment of those authorities in the north.
- In past years, the Council had received a specific grant for the purposes of compensating Parish Councils for the loss of Council Tax income, as a result of the introduction of the Council Tax Support Scheme. From 2014/15, this grant was 'rolled up' in Revenue Support Grant, but the Council voted in favour of continuing to compensate the Parish Councils in full in 2014/15. In the light of the fact that the Council was already having to absorb RSG reductions, the level of compensation was likely to reduce over the forthcoming years. The Parish Councils had been made aware of this position.
- The planned expansions in terms of additional school places had been required in response to the growing population. The funding would be targeted to those schools with the highest demand for places, and expansions and improvements would be made regardless of whether the school had converted to academy status.
- Although the Better Care Fund partnership with the NHS Clinical Commissioning Group would continue to develop with the aim to deliver better joint commissioning, to ensure people got the right care, when and where they needed it, the negotiations in respect of 2015/16 were still at an early stage. Although the improved joint commissioning plans should lead to more effective and efficient services to release savings in this area, there was no detail available in terms of specific savings at this stage.
- Officers had submitted a report providing the Month 3 Monitoring Statement on the Council's Revenue Budget and Capital Programme for June to this Committee's meeting held on 24<sup>th</sup> September 2014, to inform Members of the budget position at that time, particularly with regard to any specific pressures moving forward.

5.5 RESOLVED: That the Committee:-

- (a) notes the contents of the reports now submitted, together with the comments now made and the responses provided to the questions raised; and
- (b) requests the Interim Executive Director, Resources, to draft a report for the Chair of the Committee, for him to forward to the Sheffield MPs, to raise the following issues on behalf of the people of Sheffield, as follows:-

- (i) the specific grants that have been incorporated into Revenue Support Grant, and the net financial impact of this; and
- (ii) how the Government's financial settlement for the City Council compared to that of other local authorities.

**6. DATE OF NEXT MEETING**

- 6.1 It was noted that the next meeting of the Committee would be held on a date to be arranged.

This page is intentionally left blank

**SHEFFIELD CITY COUNCIL**

**Overview and Scrutiny Management Committee**

**Meeting held 20 May 2015**

**PRESENT:** Councillors Sue Alston, Ian Auckland, Steve Ayris, John Booker, Tony Damms, Bob Johnson, Cate McDonald (Chair), Pat Midgley, Chris Rosling-Josephs, Sarah Jane Smalley, Geoff Smith and Cliff Woodcraft

.....

**1. APOLOGIES FOR ABSENCE**

1.1 An apology for absence was received from Councillor Jack Scott.

**2. APPOINTMENT OF CHAIR**

2.1 RESOLVED: That Councillor Cate McDonald be appointed Chair of the Committee.

**3. DATES AND TIMES OF MEETINGS**

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

This page is intentionally left blank

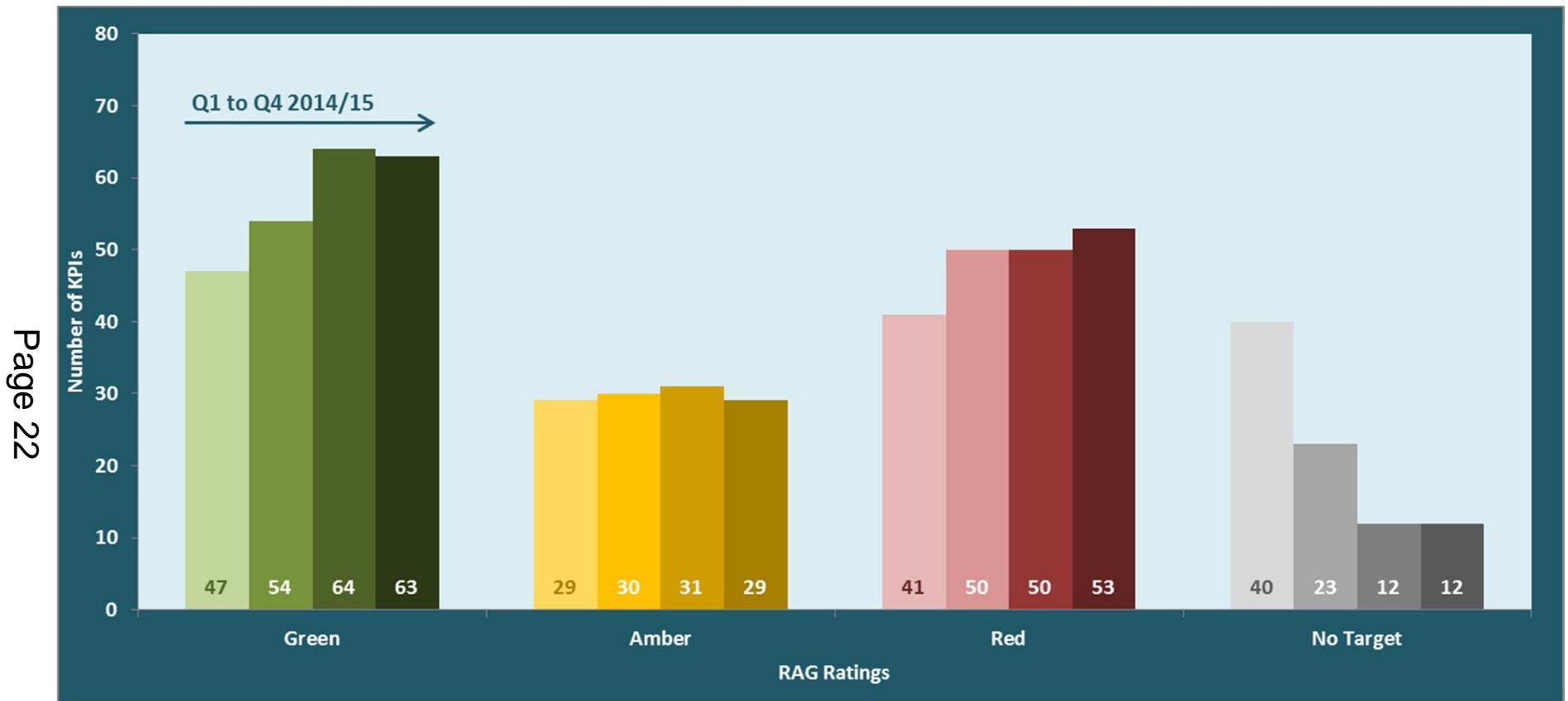


# Performance overview

- Performance measured by outcome area in 2014-15
- Key Performance Indicators – overview
- Adult Social Care – Assessment & Review
- Adult Social Care – Policies & Pathways
- Attainment
- Exclusions
- Housing Delivery
- City Centre Vibrancy – Moor Market
- Staff Sickness
- Looking forward – Corporate Plan 2015 monitoring

# Key Performance Indicators

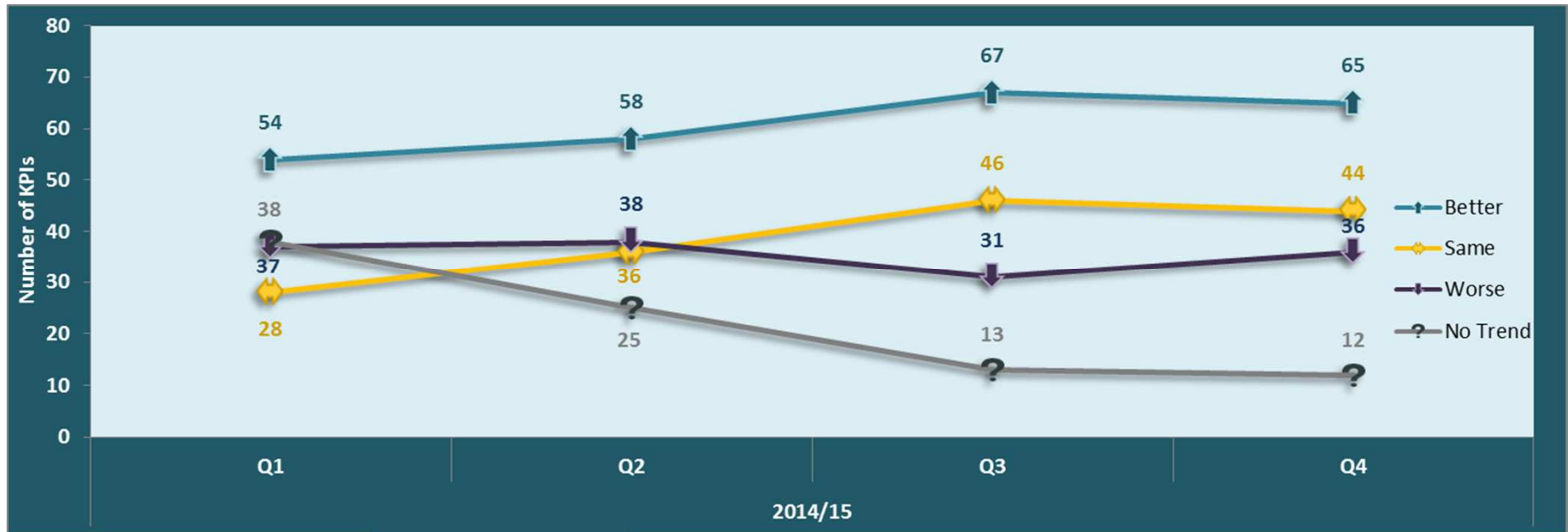
## RAG Ratings – Q1 to Q4 2014/15



- Since Q1 the number of green and red KPIs have increased by 16 and 12 respectively.
- The number amber KPIs has remained relatively constant.
- The increases in red and green KPIs have been, in part, due to the fall in the number of measures that do not have a target set.

# Key Performance Indicators

## Trends– Q1 to Q4 2014/15

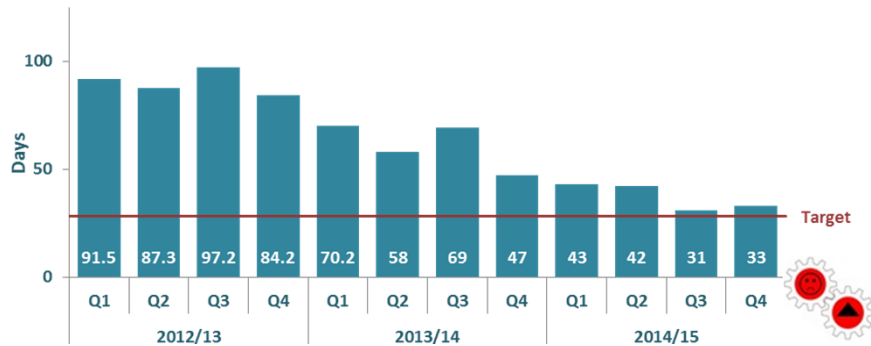


- 45% of the KPIs for which we have trend data are currently showing improvement, with 31% staying the same and 24% getting worse.
- The numbers of KPIs that are improving or staying the same have increased since Q1, whereas the number that have got worse has remained fairly stable.
- The number of KPIs without a trend has fallen by 68% since Q1 as a result of filling in some of the gaps and generating new data.

# Better Health and Wellbeing

## Adult Social Care - Assessment & review

Average number of days to complete assessments for new customers

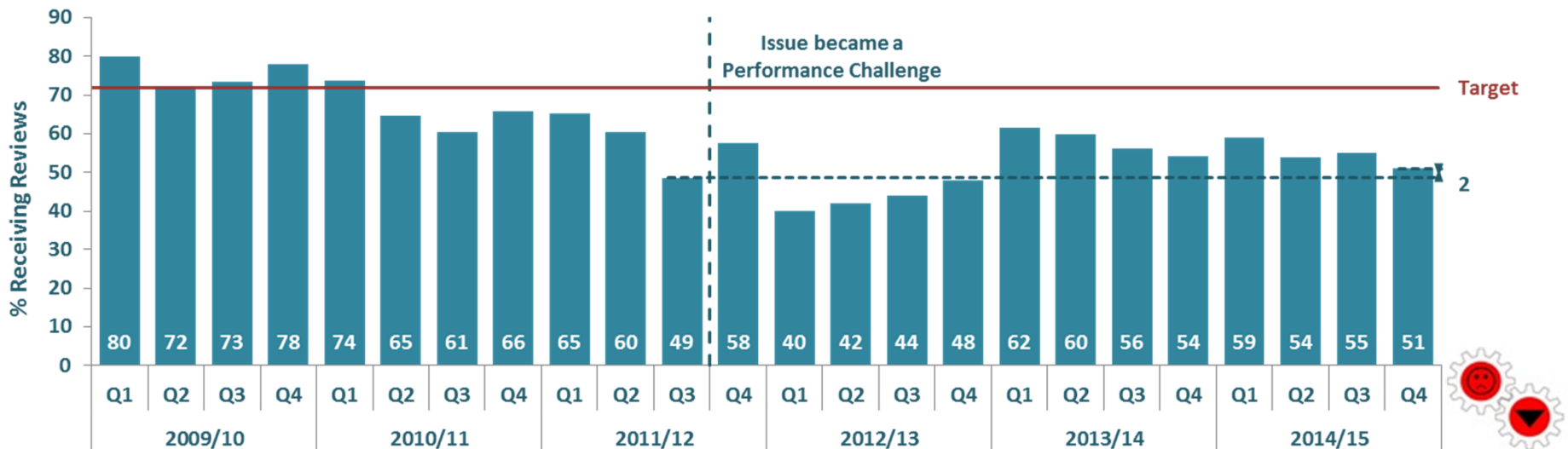


Average number of days to complete and agree Support Plans



Page 24

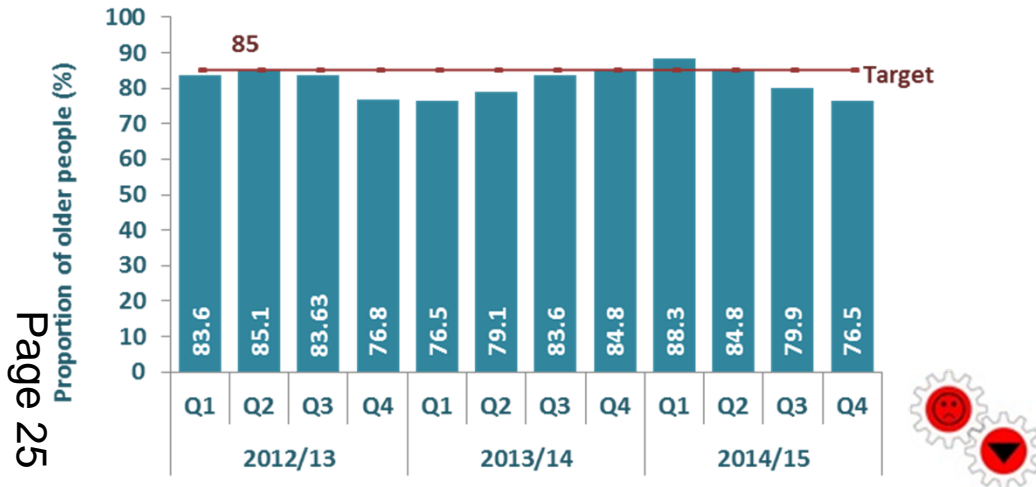
Adults receiving a review as a percentage of those receiving a service



# Better Health and Wellbeing

## Adult Social Care – NHS Policies and Pathways

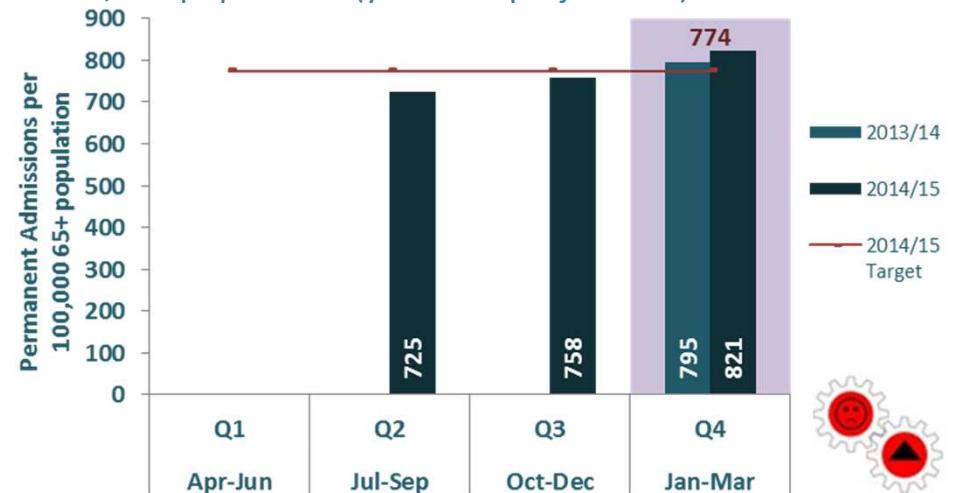
Proportion of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services



- The numbers of people still in their own homes 91 days after discharge into reablement/rehabilitation services has **fallen by around 12 percentage points** since Q1.
- Work is ongoing to investigate trends and benchmark to other authorities to determine why we are performing less well in this area.

- There is limited trend data available in this area, however it is clear that there has been an **increase in permanent admissions** over the past year, although the current data is provisional, pending verification of the national returns

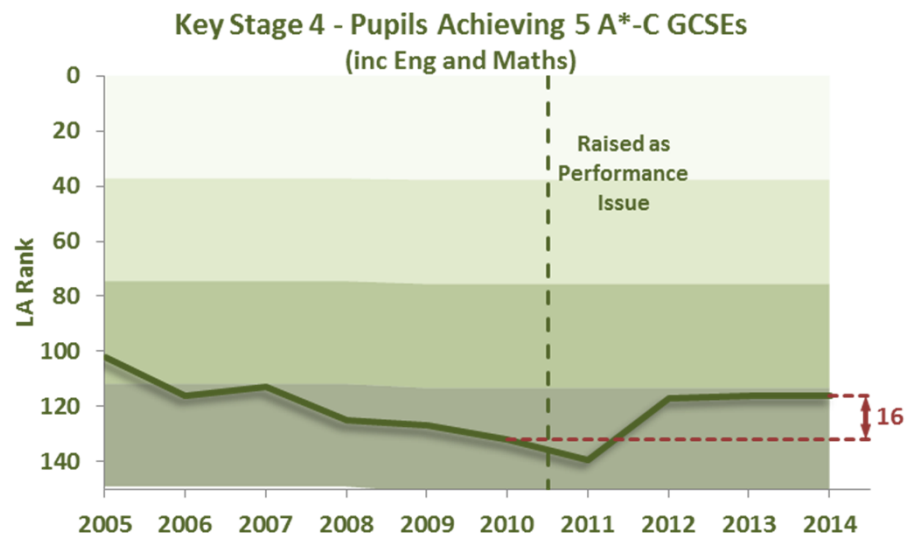
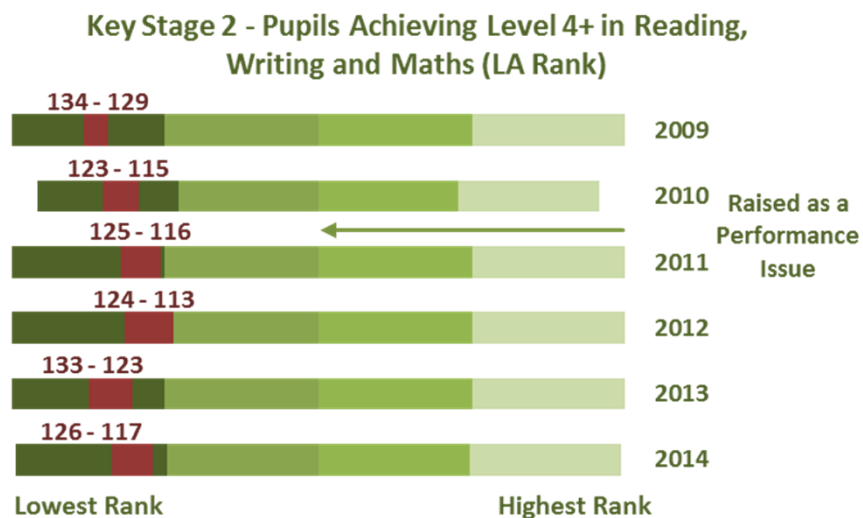
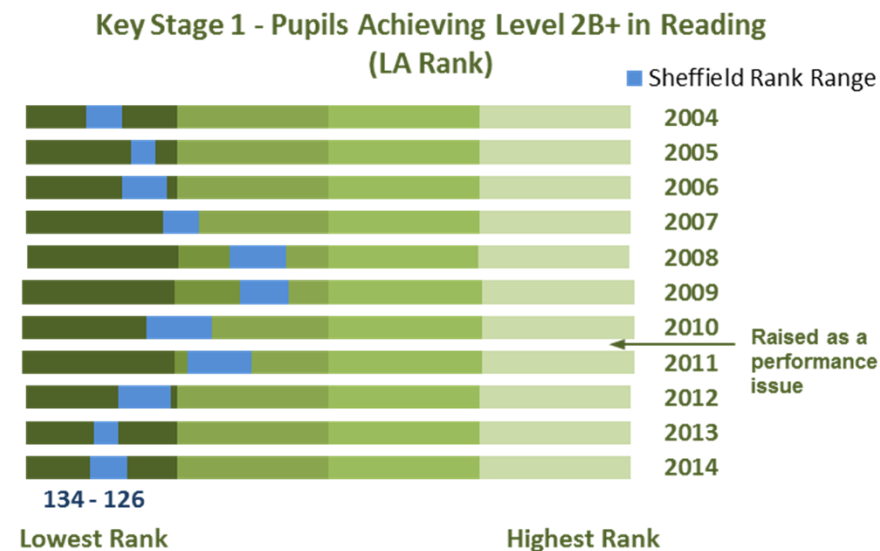
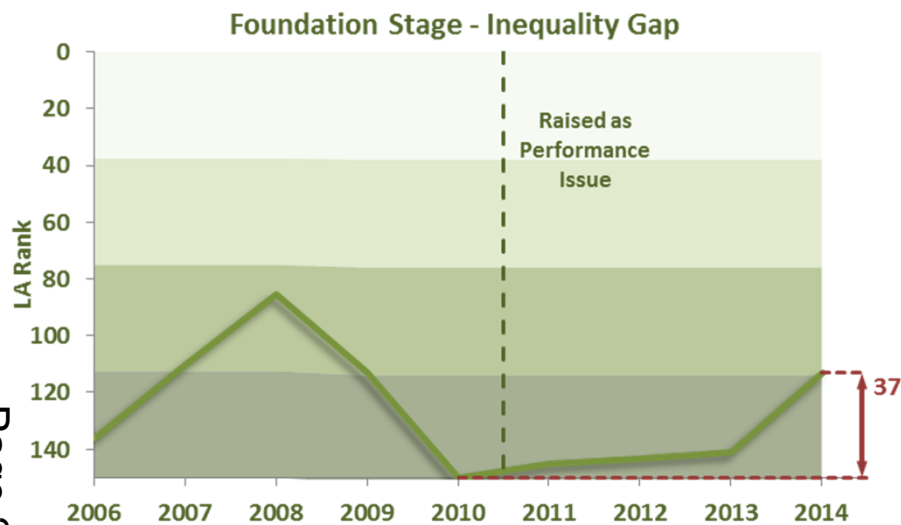
Permanent Admissions of People Aged 65+ to Nursing and Residential Homes per 100,000 population (year-end projections)



# Successful Children and Young People

## School Attainment

Page 26

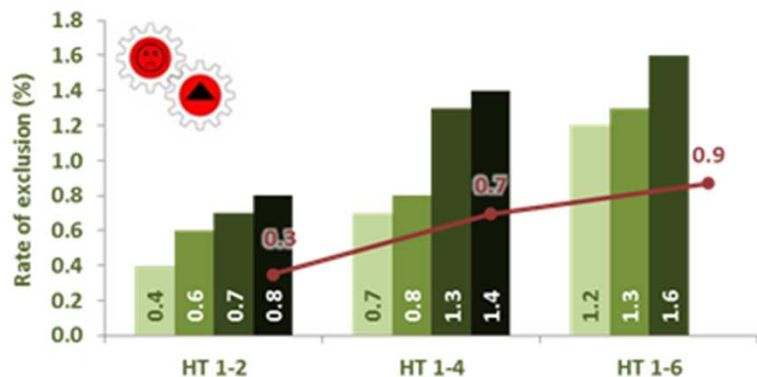


Note: this data doesn't include the promising KS1, 2 and FS provisional results in 2015

# Successful Children and Young People

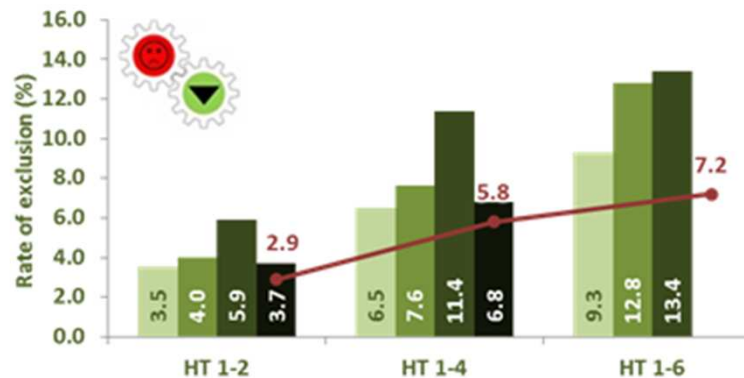
## Fixed-term Exclusions

### Primary fixed-term exclusions



Academic Years  
 2011/12 (light green)  
 2012/13 (medium green)  
 2013/14 (dark green)  
 2014/15 (black)  
 2014/15 Target (red line)

### Secondary fixed-term exclusions



Page 27

### The Issues

- Rates are increasing in both primary and secondary since 2012 with a dramatic increase in the 2013/14 school year.
- These were also above national average in special schools in 2013/14.
- Rates in secondary schools have historically been higher for BME pupils.
- Although exclusion rates for both White British and BME groups have fallen this year, BME pupils are still more likely to be excluded.

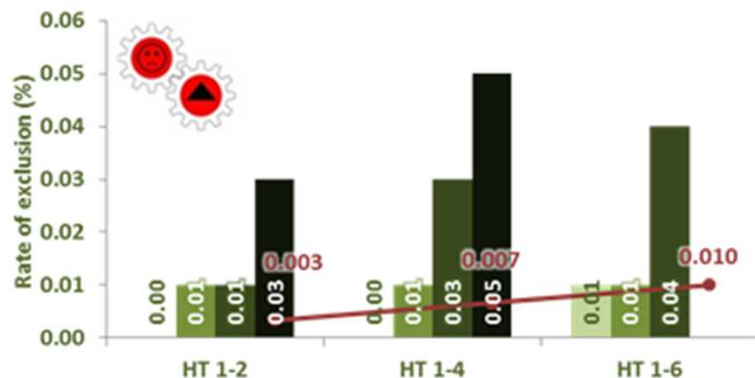
### Actions

- Exclusions have been monitored via the performance clinic process since April 2014. Collective ownership and actions are starting to feed through into improvements.
- We have seen the rate of fixed term exclusions start to reduce this year in all phases including the Inclusion Centre. The improvement is most significant in special schools.
- BME exclusion rates have reduced in schools that the LA has engaged with

# Successful Children and Young People

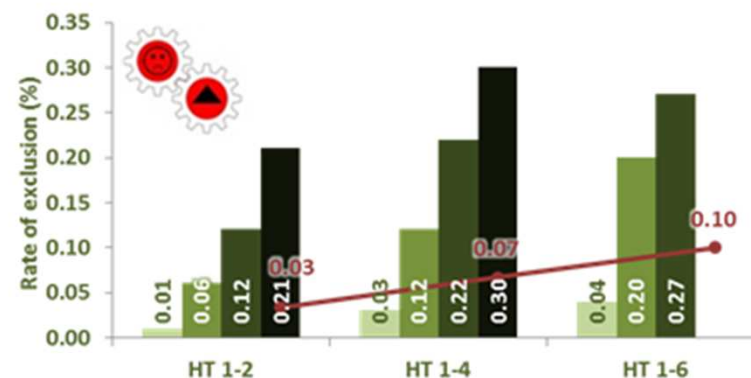
## Permanent Exclusions

### Primary permanent exclusions



Academic Years 2011/12 2012/13 2013/14 2014/15 2014/15 Target

### Secondary permanent exclusions



### The Issues

- Rates of permanent exclusion have increased following a change in policy and are around double the national average.
- Physical assault and persistent disruptive behaviour are the most common reasons for permanent exclusion.

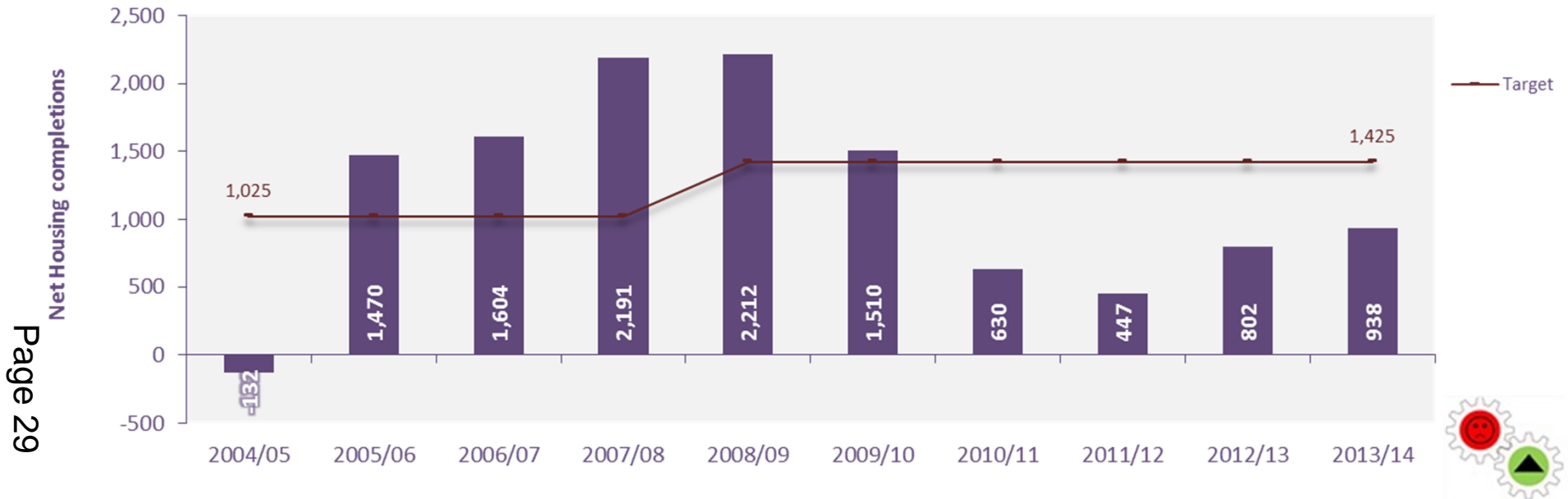
### Actions

- Although the overall number of permanent exclusions will be high at the end of the year the number of exclusions per month has significantly reduced in 2015
- Improved executive leadership and LA and school support for the Inclusion Centre has enabled the Inclusion Centre to come out of special measures
- There is sector consensus that the model needs to change and supportive leadership from secondary heads
- We have a clear understanding of the underlying data and pupil characteristics – qualitative research has been carried out to understand young people's views on exclusion



# A Great Place to Live

## Housing Delivery – looking forward



### The issue

- We are not building enough houses
- We have a statutory target of 1,425 dwellings per annum
- This target is likely to increase in 2018

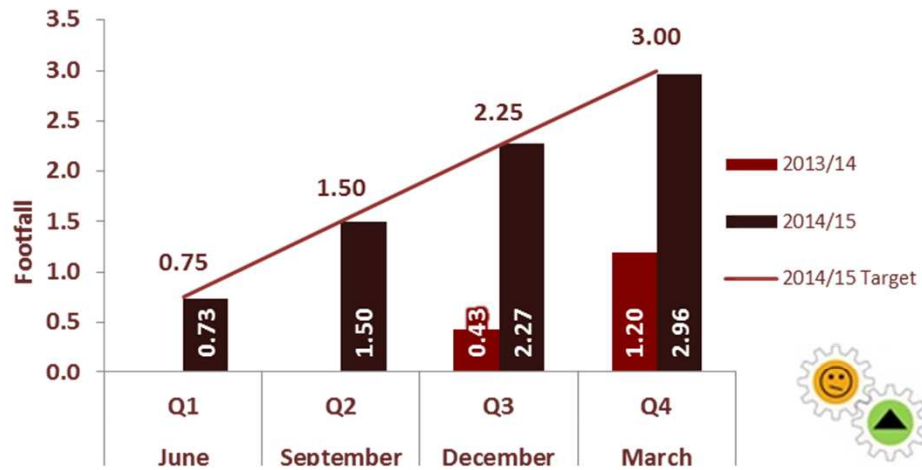
### Actions

- Targeted work on Housing Delivery Investment Plan and Local Plan review
- Duty to cooperate, Developing evidence base and relaxation of planning asks
- Land disposals
- Change through projects/programmes (Stuck Sites, Successful Centres, Woodside, Affordable Housing)
- Infrastructure planning & provision – IDP, UDV, Section 106

# Competitive City

## City centre vibrancy

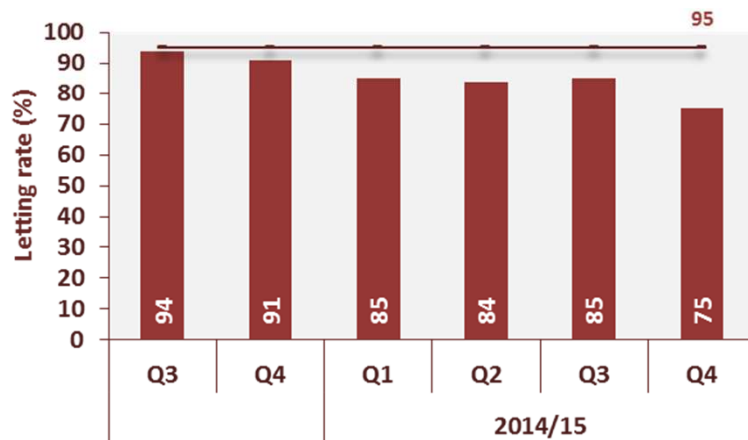
Footfall to Moor Markets



- **Footfall** to The Moor Markets between January and May has been about 4,000 lower per week than over the same period in 2014.
- The result is that the target for the year was narrowly missed.
- **Letting levels fell by 10 percentage points in the last quarter.** Of the 39 traders that have left or who are currently working their notice, 37 have stated that there is insufficient footfall to support their businesses.

Page 30

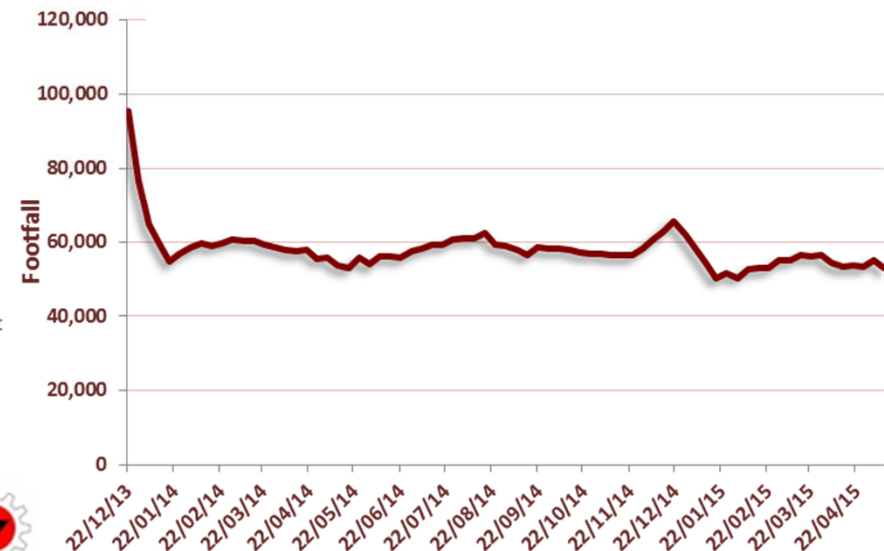
Letting levels at the Moor Markets



Target



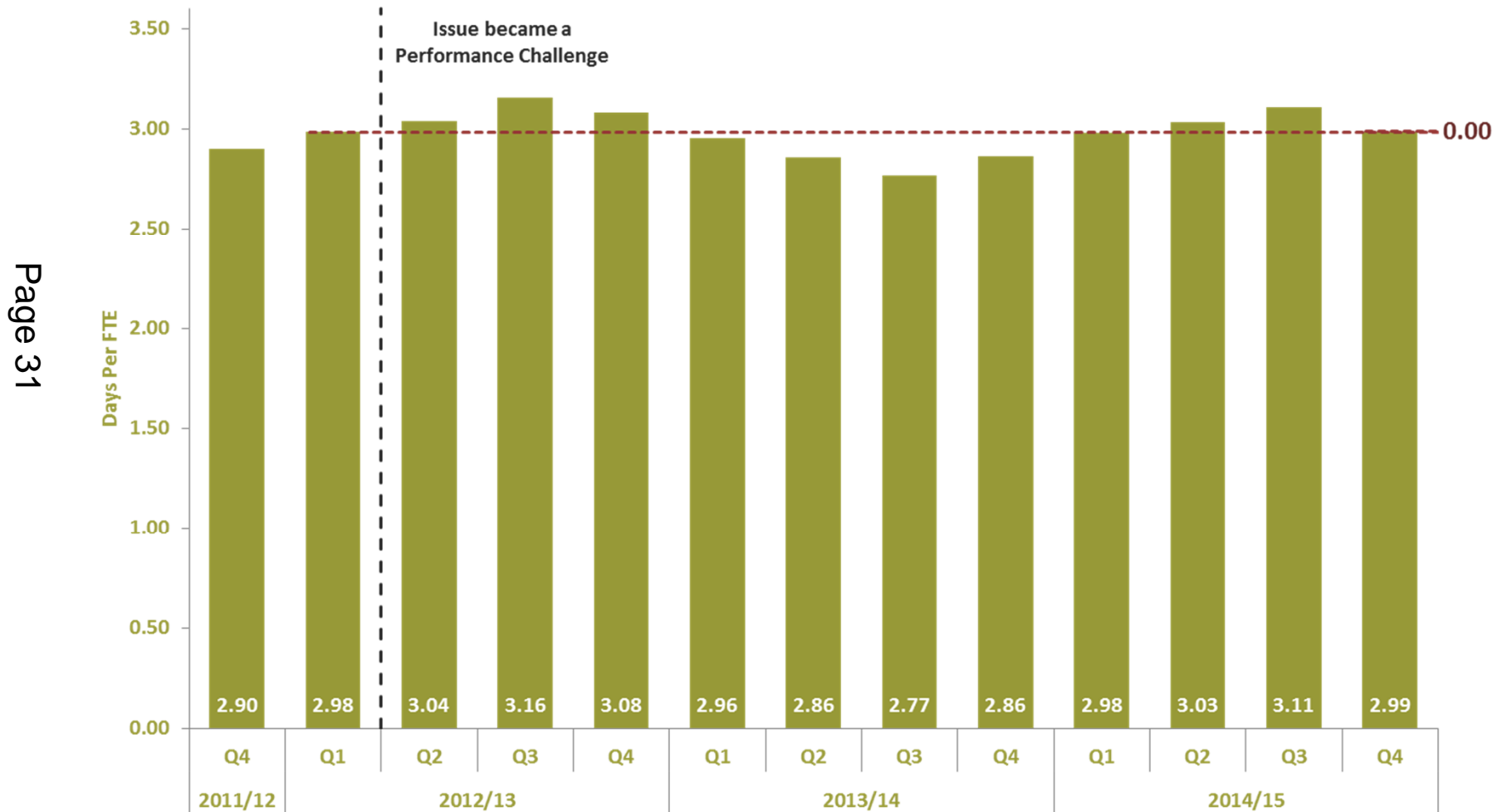
Weekly Footfall (four week rolling average)



# Corporate Issues

## Sickness Absence

Average sickness absence per FTE – four quarter rolling average



- There is suspected under-reporting in Q4 2014/15 – revised figure expected in time for Q1 2015/16

# Moving forward – the new Performance Framework

- The new Corporate Plan provided the opportunity to review and refresh our performance framework
- The framework will focus on what we want to achieve (as set out in our plans) and provide information to help understand our progress
- Key performance questions (KPQs) used to structure the proposal for a refreshed corporate performance framework
  - A KPQ is a management question that captures what managers want to know
  - They help to focus our attention on what we are trying to understand when we review performance
  - They also provide a method to develop meaningful performance indicators



# Moving forward – the new Performance Framework

## Our Priorities - overview

An in touch organisation

To listen and be responsive, so services are designed to meet the increasingly diverse needs of individuals in Sheffield

Strong economy

To achieve our economic potential, be well-connected, with skilled individuals and growing businesses, playing a distinctive role in the global economy

Thriving Neighbourhoods & Communities

For people to have a good quality of life and feel proud of where they live, with access to great schools and local amenities

Better Health and Wellbeing

To promote good health, prevent and tackle ill-health by providing early help, earlier in life; particularly for those at risk of illness or dying early

Tackling inequalities

To make it easier to overcome obstacles by investing in the most deprived communities and supporting individuals to help themselves and achieve their full potential

# Moving forward – the new Performance Framework

Using key performance questions to define our Corporate Performance Framework

An in touch organisation

Strong economy

Thriving Neighbourhoods & Communities

Better Health and Wellbeing

Tackling inequalities

## Key Performance Questions

To what extent do we understand and meet the needs of people in Sheffield?

To what extent do we listen and respond in the right way?

To what extent do we meet the needs of our staff?

How well are we delivering modern, effective services?

To what extent are we connected and working well within the Council and with others?

To what extent are we creating the conditions to attract investment and supporting businesses to start and grow?

How well are we supporting businesses to make the most of the distinctive things that Sheffield has to offer?

To what extent do people have the skills to support, and benefit from, the local economy?

To what extent are all schools becoming great schools?

To what extent do people have houses that meet their needs?

How well connected is local transport?

To what extent do people have access to community facilities?

How well do we maintain the local environment?

To what extent are people connected and involved in their communities?

To what extent do communities and people get on together?

To what extent do we ensure that children have a great start in life?

How well do we support people to remain safe, healthy and well?

How well do we support those who face obstacles or are at most risk of the poorest health?

To what extent are we promoting equality and diversity?

How well do we understand and tackle the root causes of poverty?

How well are we mitigating the worst effects of poverty today?

Do the questions capture the *spirit* for each priority (recognising that not everything that matters can be measured)

# Moving forward – the new Performance Framework

## Performance framework proposal – Thriving Neighbourhoods and Communities

Key Performance Questions	Corporate Plan initiatives and commitments	Performance Indicators	Reporting route
To what extent are all schools becoming great schools?	Initiative – All schools becoming great schools	Schools judged good or better, schools in special measures, Attainment KS1, KS2, GCSE, Exclusions	EMT ¼rly
To what extent do people have houses that meet their needs?	Initiative – Homes & Council houses	Affordable homes, Net housing completions, Deliverable homes over next 5 years, Non decent homes, Rent arrears	EMT ¼rly
How well connected is local transport?	Initiative – Connected transport	Journeys walking and cycling, by public transport and by car, <b>bus patronage</b> Satisfaction with traffic levels and congestion	EMT ¼rly
To what extent are people connected and involved in their communities?	<p><b>If we delivered against these PI's would we be confident we were making progress to achieve our priorities?</b></p>		Poss Local election turnout
To what extent do communities and people get on together?	Initiative – Community safety & ASB	Households reporting ASB, Burglaries	EMT ¼rly
	Commitment – Hate crime and domestic abuse	% of police detections for hate crime resulting in an effective response, number of disability hate-crimes reported, <b>police crime data.</b>	Annual report
	Commitment – Cohesion	Households reporting ASB, delivery on outcomes from cohesion strategy	
	Commitment – Migration	?	

# Moving forward – the new Performance Framework

## Performance framework proposal – Thriving Neighbourhoods and Communities

Key Performance Questions	Corporate Plan initiatives and commitments	Performance Indicators	Reporting route
To what extent do people have access to community facilities?	Commitment – Local sports and leisure facilities	Visitor numbers to sports and leisure facilities, green flag awards, park sites meeting Sheffield standard,	Annual report
	Commitment – Targeted physical activity programmes	Activity Sheffield output	Annual report
	Commitment – Libraries	Visits to libraries, number of issues, library membership,	
How well do we maintain the local environment?	Commitment – Streets Ahead	Satisfaction with highway condition, performance against timescales	Annual report
	Commitment – Waste management & recycling	Waste per household, landfill, recycling, composted, used for energy recovery	
	Commitment – Clean and tidy streets and local areas	Fly tipping, Env Protection Services litter and pests, ASB data? Satisfaction with removal of litter and graffiti,	Annual report
	Commitment – Air pollution	NO2 levels exceeded, Particulate levels exceeded	
	Commitment – Enforcement – food standards, illicit goods	Food premises rated 0-2, value of illicit goods seized, interventions with companies , visits to high risk alcohol licensed premises.	Annual report
		Satisfaction with neighbourhood (Council tenants)	
		Adults and children killed or seriously injured on roads	

**If we delivered against these PI's would we be confident we were making progress to achieve our priorities?**





## Report to the Overview and Scrutiny Management Committee

30<sup>th</sup> July 2015

---

**Report of:** Policy & Improvement Officers

---

**Date:** 30<sup>th</sup> July 2015

---

**Author of Report:** Matthew Borland, [matthew.borland@sheffield.gov.uk](mailto:matthew.borland@sheffield.gov.uk)  
Emily Standbrook-Shaw,  
[emily.standbrook-shaw@sheffield.gov.uk](mailto:emily.standbrook-shaw@sheffield.gov.uk)

---

**Subject:** **Work Programme**

The Committee's draft work programme is attached for consideration.

It is proposed that the Committee focusses on performance management and finance; considers corporate and city-wide issues where appropriate; and has a 'light touch' overview of the work of the four Scrutiny Committees.

The Committee is asked to discuss the proposals, and identify priorities for inclusion on agendas.

---

### Recommendations:

That the Committee:

- Discusses the proposed work programme
  - Identify priorities for inclusion on future agendas
  - Agree a work programme for 2015/16
-

## **Work Programme Proposal**

The Committee has three meetings for the remainder of the 2015/16 year.

It is proposed each meeting has a specific focus, with brief standing items on 'Issues to raise from other Scrutiny Committees' and the Work Programme.

The autumn meeting would focus on a policy topic/s to be decided. The January meeting would look at performance for the first six months of 2015/16 and also finance. The final meeting would be in February to consider the Budget proposals.

### **November / December**

- Policy meeting
- Issues to raise from other Scrutiny Committees – Verbal
- Work Programme

### **January 2016** - week commencing 25<sup>th</sup> January

- Half year performance
- Finance to date
- Issues to raise from other Scrutiny Committees
- Work Programme

### **February 2016** - Wednesday 10<sup>th</sup>, 10.00am (tbc)

- Budget Proposal  
To consider the Budget proposal on the morning that Cabinet meets to agree its budget proposal to Council.
- Issues to raise from other Scrutiny Committees

Suggested potential policy items for the autumn meeting include:

1. Ethical Procurement
2. Treasury Management
3. Customer Strategy (may not be ready until January)

## **Recommendations**

That the Committee:

- Discusses the proposed work programme
- Identify priorities for inclusion on future agendas
- Agree a work programme for 2015/16