



Report to Policy Committee

Author/Lead Officer of Report: *Nicola McHugh,
Business Intelligence & Performance Manager*

Tel: 0114 205 6597

Report of: *Claire Taylor, Chief Operating Officer*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *18th October 2023*

Subject: *Delivery Plan – Urgent Performance Challenges Annual Report*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? N/A				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
N/A				

Purpose of Report:

This report sets out an annual overview of the corporate performance framework and provides a corporate performance update concentrating on the period from Q2 2022/23 to Q1 2023/24. Progress towards key priorities defined as Urgent Performance Challenges in the Our Sheffield - Delivery Plan are reported alongside actions underway for each priority to sustain and improve performance.

It is recommended that the Strategy and Resources Policy Committee:

1. Note the performance overview of Sheffield City Council key performance priorities (Delivery Plan - Urgent Performance Challenges)
2. Agree to continue to receive regular reports providing an overview of performance against the organisation's key priorities, describing performance challenges, interventions taken, and the results of changes made.
3. Consider, and ask all other policy committees to consider, if issues raised in this performance report and identified in the Delivery Plan should have further scrutiny through the scheduling of time on the appropriate committee work programme.

Background Papers:

Appendix 1 – Urgent Performance Challenges - Performance Measures

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Jane Wilby, <i>Head of Accounting</i>
		Legal: Sarah Bennet, <i>Assistant Director of Legal Services</i>
		Equalities & Consultation: Ed Sexton, <i>Equalities & Involvement Officer</i>
		Climate: Kathryn Warrington, <i>Sustainability Programme Officer</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	SLB member who approved submission:	Claire Taylor, <i>Chief Operating Officer</i>
3	Committee Chair consulted:	Tom Hunt, <i>Chair of Strategy and Resources Committee</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>James Ford</i>	Job Title: <i>Head of Performance and Intelligence</i>
	Date: 09-10-2023	

KEY MESSAGES

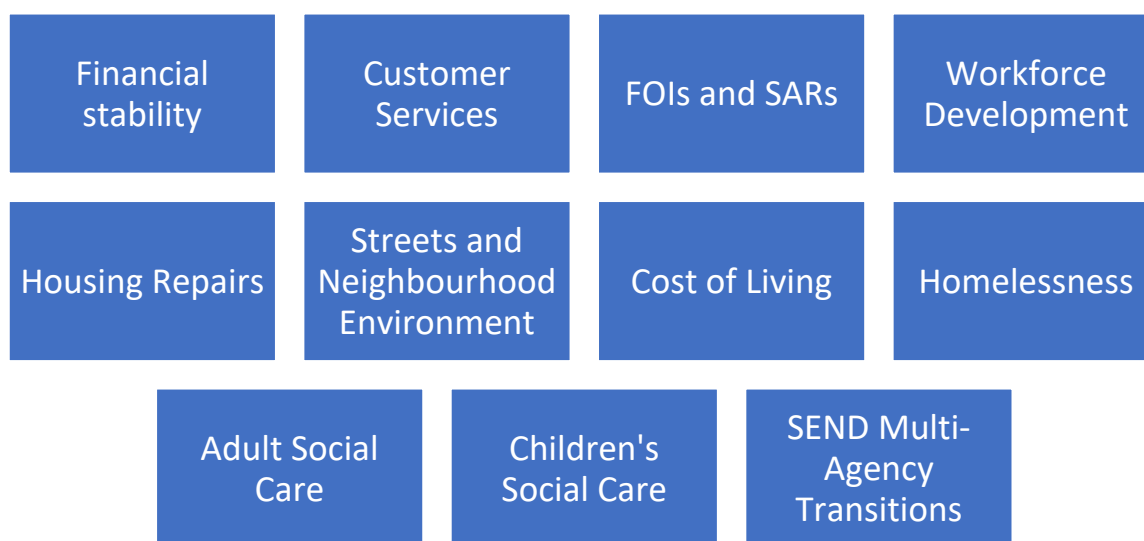
1. Regular monitoring of Urgent Performance Challenges has enabled a continued and shared focus on the council's performance priorities as set out in the Corporate Delivery Plan published on our website [Corporate Delivery Plan | Sheffield City Council](#)
2. Improvements can be evidenced across a wide range of service areas and performance measures, including; significant progress in adult social care reviews, sustained improvements by the Revenues and Benefits contact centre by increasing the proportion of calls answered, and strong performance in most waste and street scene customer charter measures, including responding to seasonal pressures.
3. Performance challenges remain in a number of service areas. These include a clear challenge in responding to homelessness – specifically the demand for temporary accommodation, this is also having an impact in terms of the council's budget whereby the costs cannot be fully recovered from central government, this was highlighted in the council's most recent budget update report. Timely response to requests for information through FOIs and SARs is a further ongoing area of challenge. Improvement activities are underway with a full review of systems, processes and capacity due to conclude by December 2023, the council's audit committee is also receiving updates in relation to this matter.
4. Performance priorities will continue to be kept under close review and management through activity at all levels within the council, focus will continue on sustaining good performance and identifying and tracking actions that will lead to positive impacts and improvements where necessary.

PERFORMANCE REPORTING TO COMMITTEES

5. This report provides a full year review of Sheffield City Council's performance priorities set out in the 2022/23 Corporate Delivery Plan as Urgent Performance Challenges. It covers the period Q2 2022/23 – Q1 2023/24.
6. Reporting of performance to Strategy and Resources Policy Committee aims to ensure the Committee is kept up to date with organisation level performance and has the opportunity to see and discuss the approach to identifying performance challenges, actions and responses put in place to address emerging challenges and progress towards good performance and key milestones.
7. Performance reporting for Strategy and Resources Policy Committee should continue to go hand-in-hand with reporting provided for each of the individual policy committees. This should include; detailed service specific reporting, deeper dives into performance challenges and monitoring of the areas for development and growth and ongoing areas of focus identified in the Corporate Delivery Plan.

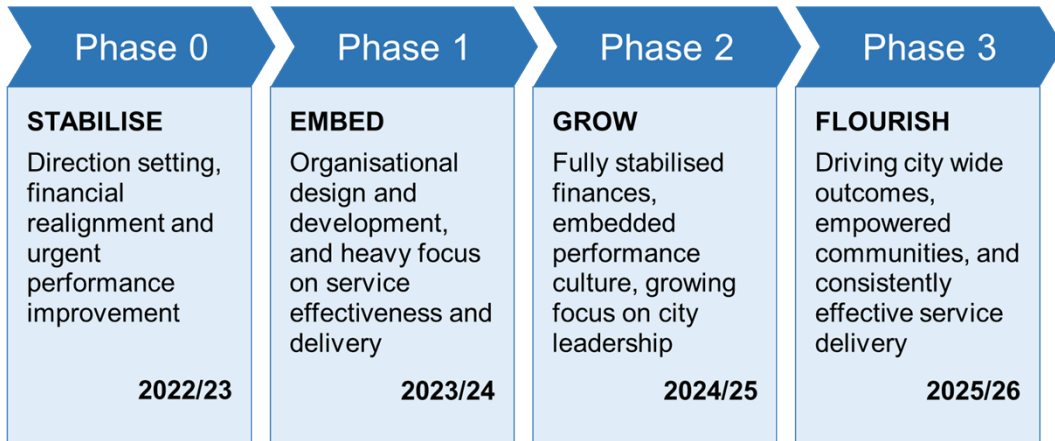
PERFORMANCE MANAGEMENT OF THE CORPORATE DELIVERY PLAN

8. Performance management is essential to the success of Sheffield City Council delivering on its priorities and ambitions, and demonstrating clear, visible and measurable change while addressing the areas of underperformance which matter most for Members and citizens – including immediate, and in some cases longstanding, performance and delivery challenges – as well as highlighting areas of good performance and improvement.
9. The Corporate Delivery Plan identified eleven Urgent Performance Challenges



10. For each challenge key information is set out, identifying the issue, accountability and how performance and progress would be measured:
 - the issue
 - accountable officer
 - performance picture
 - issues underlying the current performance
 - what success looks like in 2022/23
 - key milestones and actions
 - risks and issues
11. Performance has been reviewed regularly by officers at director, portfolio leadership team, and whole organisation levels. This includes a quarterly review of the performance management framework at the Performance and Delivery Board, which is used to identify specific areas for closer review and follow up. A wider range of organisational performance reporting, including finance, risk and HR is also carried out with regular reporting at the Strategy and Leadership Board, Performance and Delivery Board, Corporate Risk Management Group and portfolio and director levels.

12. This approach is aligned with and part of delivering the ‘Stabilise’ and ‘Embed’ phases of Sheffield City Council’s four-year improvement journey described in the Corporate Delivery Plan – where the emphasis is on direction setting, urgent performance improvement and embedding service effectiveness and delivery.



DETAILED OVERVIEW OF PERFORMANCE AND MEASURES

13. A performance overview is provided for each Urgent Performance Challenge drawing on performance from across the years 2022/23 to 2023/24. Key performance headlines are set out reflecting both performance improvement and performance challenges with reference to performance measures and targets. A more detailed overview of areas of performance improvement and performance challenge identified over the year is then provided along with a summary of key actions underway, which will positively impact on performance going forward.

14. The performance measures monitored for each Urgent Performance Challenge are provided updated to Q1 2023/24 in Appendix 1.

A NEW PERFORMANCE MANAGEMENT FRAMEWORK FOR SHEFFIELD CITY COUNCIL Our approach for 2024/5 onwards

15. During 2023 a fundamental revision and refresh of the council’s performance management framework will be undertaken as a new medium term corporate plan and priorities are developed. This new performance management framework will set out how strategic priorities and key performance indicators are aligned to the corporate plan, major programmes of work, and areas identified for improvement. The corporate plan will be underpinned by a renewed medium term financial planning process.
16. This new performance framework will set out how performance measures, risk management and budget monitoring are aligned to present a comprehensive picture

of the Council's overall performance in terms of strategic priorities, service delivery and financial management. The new framework will also set out the 'golden thread' - how strategic priorities are reflected in the objectives of the senior leaders and managers and cascaded into service delivery, team, and personal development plans.

17. The Council will continue to produce an annual report in future years this will set out performance in relation to the corporate plan, and this will be considered by the Strategy and Resources Policy Committee. Going forward each Policy Committee will receive performance updates with monitoring data relating to the strategies, service delivery priorities and budgets within its scope.
18. During 2024 the Council will be working with City partners to adopt and implement the new City Goals following the detailed process of public engagement that has been undertaken during 2023. We intend to report our progress, performance, and actions in relation to the City Goals in line with our commitment to openness, transparency, and accountability and will set out our approach as part of our renewed performance management framework.

RISK ANALYSIS AND IMPLICATIONS OF DECISIONS

19. The recommendations in the report do not of themselves have equality, financial and commercial, legal or climate implications. The information contained in the performance reports will enable further decisions to be taken which may have implications for the authority, at which point the implications will be fully considered.

ALTERNATIVE OPTIONS CONSIDERED

20. There were no appropriate alternatives to consider in the course of the work described and the recommendations that are made.

REASONS FOR RECOMMENDATIONS

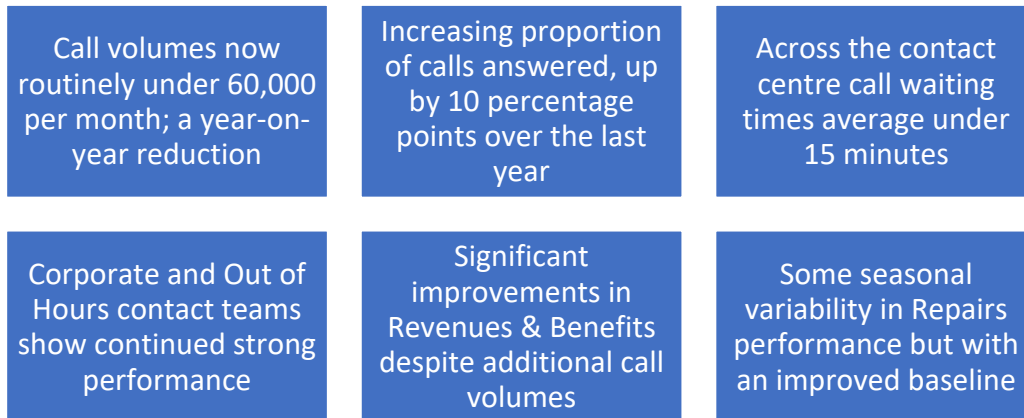
21. To ensure that Strategy and Resources Policy Committee contributes to the performance management process and drives improvement across the organisation.

URGENT PERFORMANCE CHALLENGE OVERVIEW

Customer Services

Accountable Officer: Director of Direct Services
Accountable Committee: Strategy and Resources

Key Performance Headlines



Performance Improvements

- The online channel offer, answering calls right first time, reducing call-backs and failure demand has reduced incoming call demand. Around 30% of Corporate Contact Centre calls are being successfully re-directing straight to fulfilment teams following a trial approach, providing a better customer journey.
- Over 2022/23 call answering and waiting times have shown increased consistency at an improved baseline. Contact Centre average call answering has increased by 10 percentage points over the last year, and average call waiting times reduced by three minutes.

Performance Challenges

- Performance at target is influenced by; filling staffing vacancies and turnover, preventing failure demand including customers chasing calls and seasonal demand.
- Matching resource to seasonal demand is challenging. The Repairs team see the highest call volumes (averaging 18,000 per month), but volume is strongly linked to the progress made on existing repairs, appointment scheduling, and media attention and council focus on damp and mould issues. Seasonal demand during autumn and winter can frequently result in a further 2,000 calls per month.

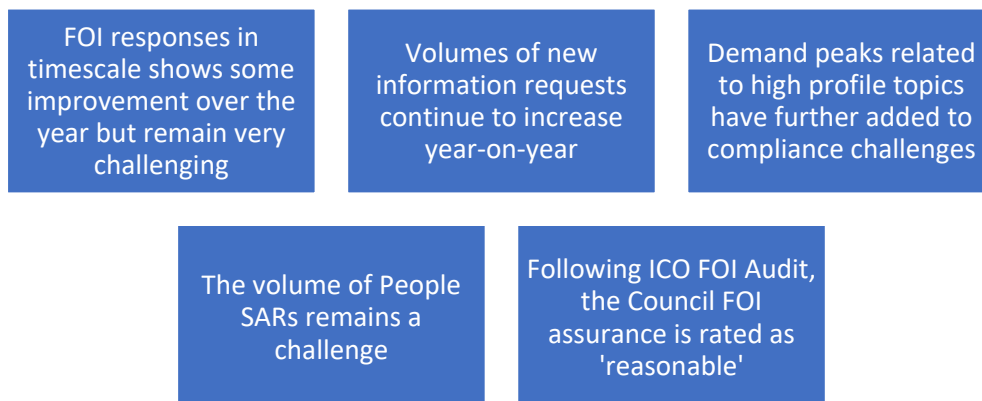
Customer Services are:

- Carrying out work to clarify the resources required in the Contact Centre to consistently meet 85% call answering KPI and reduced waiting times.
- Working with IT colleagues to aid further channel shifts and reduce repeat calls.
- Reducing staff turnover and vacancy issues by introducing workforce development and retention actions.
- Continuing to work closely with other council services to anticipate and plan for peaks in demand due to service changes, seasonal activity / communications.

FOIs and SARs

Accountable Officer: Director of Organisational Strategy, Performance and Delivery
Accountable Committee: Strategy and Resources

Key Performance Headlines



Performance Improvements

- An improvement in meeting statutory response timescales for FOIs was achieved up to Q3 2022/23, however, this progress has been difficult to sustain.
- Following an audit in May 2023 the Information Commissioner's Office found there is a 'reasonable' level of assurance that processes and procedures are in place and are delivering FOI compliance in Sheffield City Council ([Sheffield City Council | ICO](#)).

Performance Challenges

- Significant IT application issues have affected access to reliable FOI information between January - May 2023, this continues for SARs, making tracking of performance and compliance challenging.
- Public social media driven campaigns often resulting from Council decisions and issues are leading to substantial spikes in information requests. These are often difficult to anticipate and respond to given current resource pressures.
- The Council has seen a growing demand for information governance work to support services, e.g. Data Protection Impact Assessments, advising on major projects.

- An audit of the Council's FOI practices was carried out in May 2023 by the Information Commissioner's Office (ICO). An action plan has been developed and agreed by the ICO and will be monitored over the next year.

Information Management service are:

- Identifying an end-to-end case management, reporting and publishing application to ensure reliable and accessible information is available to support tracking and responding to information requests.
- Reviewed the current Information Management operating model to ensure the service is able to respond to increased demands and achieve compliance.
- Improving the approach to SAR performance; systematically addressing the request backlog, increasing contact with requestors, and responding to new smaller requests within timescales.

Workforce Development

Accountable Officer: Director of HR
Accountable Committee: Strategy and Resources

Key Performance Headlines

A small reduction in staff sickness absences but remains well above target

Manager training completions showing steady monthly increase since Dec 2022

Stable spend on Agency staff over the last year

Small increase in completions following new PDR approach

Health and Safety Management System developed and sustained progress on performance management

Performance Improvements

- A new staff Personal Development Review (PDR) approach was introduced in April 2023, completions increased from 6.5% to 12% over Q1 23/24, further increases are expected over the coming year.
- Completion of required training courses by managers has improved significantly since Q3 2022/23 – Recruitment and Selection Principles training has doubled (now at 67%), Safeguarding awareness and Diversity training are also both above 70% compliance. However, all training except GDPR and information security remain below the 85% completion target.

Performance Challenges

- Sickness absence remains higher than target. There are a number of consistent features of working time lost; around a half of lost time is related to longer term absence (over 6 weeks duration); over a third of absence is as a result of Anxiety/Stress/Depression or other psychological conditions.
- Completion of all required training by non-manager officers remains below target with only small increases seen – Directors now receive regular compliance reports to support improvement.

HR are:

- Rolling out a new approach to PDRs in the Council which is expected to result in improved completion rates during 2023/24.
- Carrying out work on the Council's agency staff utilisation and spend, workforce planning and recruitment strategies, working with agency provider Reed, considering fees and rates.
- Assessing the overall cost of staff absence; sickness absence, use of agency and lost productivity and developing potential interventions.

Housing Repairs

Accountable Officer: Director of Direct Services
Accountable Committee: Housing

Key Performance Headlines

Reduced time taken to return void properties to fit-to-let condition, by over 1/3

Over 80% of responsive repairs are consistently completed on time

Number of overdue responsive repairs has been below 2500 for two quarters

Over 2,600 new repairs jobs per week in Q1 23/24

Strong customer satisfaction (over 98%) with service from operatives and gas servicing

Repairs completed Right First Time has increased from 80% to 89% in a year

Performance Improvements

- Good void property turnaround (to fit-to-let condition) has been sustained at the 40-day level since Q3 2022/23, a reduction of around a third compared to Q1 2022/23.
- A dedicated Damp and Mould Team has been established to carry out inspections, apply treatment and identify remedial work (target to assess all jobs within 5 days) – good performance to date. Demand expected to increase in winter months. Specific damp and mould targets and performance measures are in development and resources to meet demand is being prioritised.

Performance Challenges

- New higher levels of demand are impacting repairs targets being reached - over 2,600 new repairs each week in Q1 23/24, an increase of 600 jobs per week from previous levels.
- Particular pressure on the Housing Repairs service for damp and mould repairs (a national trend) and working at height for roofing and gutters (seasonal demand).
- Additional recruitment to respond to increased repair volumes has proved difficult in the current construction labour market.
- As completion of responsive repair jobs to timescale dips there is a corresponding impact on customer satisfaction and experience, this is seen within the Housing Repairs metrics and in demand into Customer Services Contact Centre.

Housing Repairs service are:

- Being clear about the approach taken to prioritisation of work focused on compliance, emergency, damp and mould and disrepairs work.
- Carrying out work with investment colleagues to identify how capital improvement work, large scale, high cost and complex repairs can be delivered.
- Continuing to prepare and respond to the Regulator of Social Housing and forthcoming legislation, e.g. inspections from April 2024, new customer standards and response timescales for health hazards (Awaab's Law).
- Improving customer satisfaction with a robust investigation process into service failure, e.g. quality assurance visits and senior officer monitoring and reporting.

Streets and Neighbourhood Environment

Accountable Officer: Director of Street Scene and Regulations
Accountable Committee: Waste and Street

Key Performance Headlines

A lower proportion of Sheffield roads need maintenance compared to national level

Over 286,000 m² carriageway and 368,000 m² footway resurfaced to plan during the year

Strong performance (99.3%) on reported hazardous potholes repaired in 24 hours

Flytipping on highway removal target met despite increasing cases reported

Litter bin emptying targets met and sustained throughout the year

Variable performance in Q1 23/24 of complaints resolved to timescales

Performance Improvements

- Road condition in Sheffield continues to benchmark well against national figures, 2% or fewer roads in Sheffield where maintenance should be considered. Footway and carriageway resurfacing works have met planned levels over the year.
- Repairs to hazardous potholes have shown good performance throughout the year, including during the Q4 22/23 winter seasonal peak (98.5% quarter average).

Performance Challenges

- Streets Ahead complaint resolution has been variable across the year falling below 80% across Q1 23/24. Complaints where an investigation is required (28-day target) are driving this, issues dealt with via 3-day problem-solving route are meeting their target. Concerns have been raised over the length of time customers are waiting for a substantive response for more straightforward issues.
- Increases in fly-tipping have been seen over the last quarter in Page Hall and Darnall. Incidents are being dealt with in line with timescales, however further increases may be seen as targeted action is carried out.
- Despite [Customer Charter](#) measures on the whole performing well there is a steadily growing backlog of lower category defects (drainage and potholes).

Street Scene and Highways services are:

- Carrying out a new rolling survey to capture views on highways maintenance services across the year, this will be accessed through 'Have Your Say Sheffield'.
- Working with Amey to improve quality and timeliness of complaint responses. A Service Quality Register and escalation process is being reviewed to improve standards [Waste & Street Scene Policy Committee, 27/09/2023](#).
- Working with LAC officers and Amey Streets Ahead on an East of the city pilot scheme. Dynamic cleansing schedules and a dedicated area team will respond to demand for litter clearance more effectively.
- Putting in place a new City Centre street cleansing delivery model in October 2023, operatives will have dedicated work zones and focus on detailed work resulting in a higher standard aesthetic.
- Continuing negotiations to reset the street cleaning regime for suburban areas.

Cost of Living

Accountable Officer: Director of Communities /
Director of Policy and Democratic Engagement
Accountable Committee: Strategy and Resources

Key Performance Headlines

Council tenant rent arrears increased - £300k in year across tenants, less than forecast

Community Support helpline performing well routinely calls answered above 80% since Q4 22/23, and under 5 min wait time

Food bank supply and demand information currently difficult to collate and inconsistent across the city

Continued strong use of Cost of Living hub and Household Support Fund webpages

Household Support Fund demand remains high at around 70 cases per day

Strong seasonality to support demand - Q3/4 energy & water, Q1/2 food

Performance Improvements

- Council tenant rent arrears increased by £300k in year (Q4 22/23), however, initial forecasts suggested it could be three times this level. The current position reflects £1.8m of financial support accessed by tenants through Household support scheme, credits to utility bills, and additional government payments.
- Demand for support remains high but is well tracked and is being met. To Q1 2023/24 support helpline, Cost of Living hub webpages and Household Support Fund webpages were regularly receiving 100+ contacts per day. Expansion of communication channels continues.

Performance Challenges

- Household Support Fund for food support shows specific demand hotspots in the northeast and east of the city. The size, capacity and services offered by food banks across the city differs, however, funding from SYMCA is enabling more sustainable food sourcing including centralised co-operative food buying.
- Demand for support is expected to increase further during autumn and winter 2023.

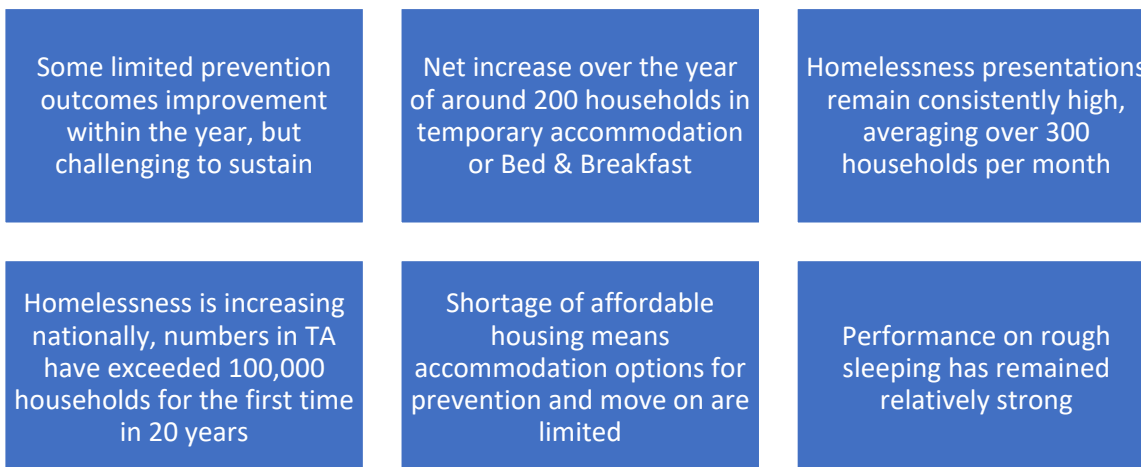
Communities services are:

- Using analysis of service data to identify tenants at risk of rent arrears to offer early interventions and intensive support where needed.
- Working with Business Sheffield who are providing weekly visits and action planning to help high street businesses to remain open.
- Continuing and expanding the support activities, e.g. Welcome Places, simplified access to crisis support, updated information materials and channels.
- Delivering increased interventions to support young people through family hubs, schools and the Youth Services team.
- Piloting early intervention approaches to groups disproportionately impacted, e.g. households missing multiple Council Tax payments.

Homelessness

Accountable Officer: Director of Housing Services
Accountable Committee: Housing

Key Performance Headlines



Performance Improvements

- Limited prevention improvements were seen in Q4 22/23 and Q1 23/24, this has been difficult to sustain. Recent actions including a dedicated Prevention team and triage approach to act on cases earlier will lead to performance improvements.

Performance Challenges

- The number of households in temporary accommodation has continued to rise over the year now reaching 630 households with over 365 in temporary accommodation (TA) and over 260 in B & B accommodation. Capacity in designated schemes and dispersed TA units has been reached resulting in increased use of hotels.
- Households are staying in TA for long periods due to a shortage of general needs or specialised/supported housing to move on, high officer caseloads and delays in decisions. Average time in TA is around 5 months for families and 6 months for single/adult households, this can be significantly longer and is influenced by case complexity and housing needs assessment.
- The main challenge for rough sleeping is repeat rough sleepers with entrenched patterns, rather than those new to streets.

- Housing Policy Committee agreed an Action Plan developed in partnership with 64 organisations in the city which prioritises prevention activity to support the Homelessness Prevention Strategy.

Housing service are:

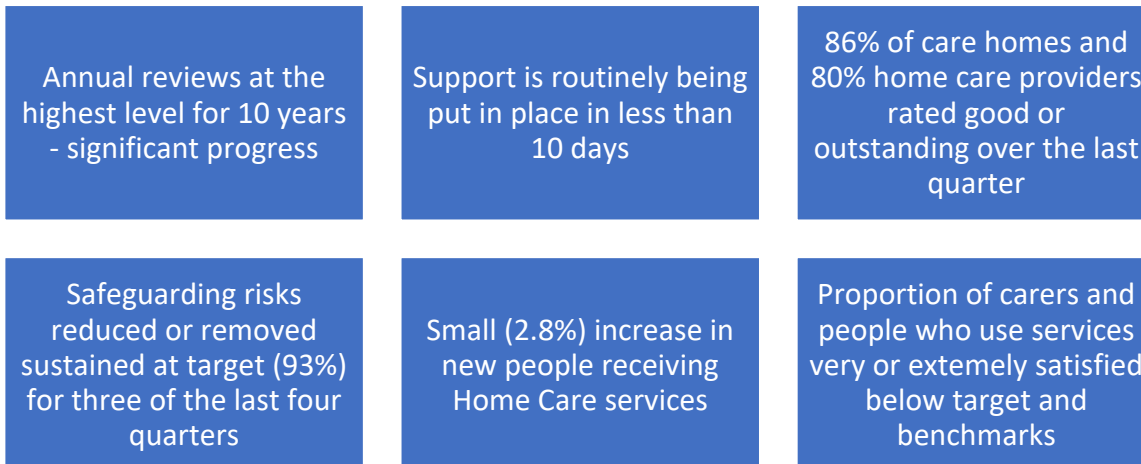
- Putting in place a Homelessness Prevention Team with enhanced support for new officers, a 'Call Before You Serve' service for private sector landlords and improved processes to identify and act on prevention cases earlier.
- Learning from Changing Futures to support individuals with more complex needs, repeated periods of homelessness, and aiming for a positive impact.

- Taking the opportunity to be part of the Royal Foundation Homewards Programme to innovate for families to prevent homelessness and its impact. This will be focussed on ethnic minority families and should have a positive effect on addressing inequalities in housing.
- Developing a new Temporary Accommodation Strategy to address the shortage in suitable alternatives to hotels, to improve the customer experience and mitigate increased financial pressure on SCC of the hostel subsidy loss.

Adult Care and Wellbeing

Accountable Officer: Strategic Director of Adult Care and Wellbeing
Accountable Committee: Adult Health and Social Care

Key Performance Headlines



Performance Improvements

- Significant and sustained full year improved performance on planned reviews. This has resulted in freeing up homecare capacity, quicker new package pick-up and timely hospital discharge.
- Care Home provision rated good or outstanding has shown long term good performance, over Q1 23/24 Homecare rated good and outstanding has shown improvement and is now at its highest level for over three years.
- The annual survey asking people receiving adult social care services about satisfaction, quality of life, choice and control, and feeling safe of has recently been carried out. Our performance has significantly improved across the majority of questions and Adult Social Care Outcomes Framework (ASCOF).
- The length of time taken to put support in place if required has reduced quarter on quarter by up to 7 days. This is within the context of a 4% increase in Community Support requests, a 7% increase in Safeguarding contacts and a 13% increase in Hospital support requests.

Performance Challenges

- Increases in care package costs due to annual fee increases, inflation and growth in demand are contributing to cost pressures in the service. Grants and contributions income offsets some increases but service savings continue to be required, delivery of these savings are monitored regularly.
- Staff sickness absence in the Adult Care and Wellbeing Directorate has steadily reduced over the last year from a baseline of over 7%, however, it continues to be above target and above the Council average.

Adult Care and Wellbeing services are:

- Ensuring the improvement plan in place for planned reviews results in more reviews being carried out in a timely and sustained way. Actions are underway to continue to increase the number of reviews being completed and ensure most overdue reviews are prioritised.
- Putting in place a new data and service verification process to ensure individuals' data is accurate and reflects changes in service provision quickly.
- Putting in place a strategic lead for Carers and the Carers Strategy Implementation Group. The service is ensuring work continues with the Carers Centre to increase, widen, and target referrals. Work to consolidate the approach and support specifically for Young Carers also continues.

Children's Social Care

Accountable Officer: Director of Children and Families
Accountable Committee: Education, Children and Families

Key Performance Headlines

Reduction in number of Children Looked After, those subject to Child Protection Plan, and over 18s over the year

Placement costs forecast to be substantially above budget for the third year

Significant challenges in finding placements for Children Looked After within Sheffield or neighbouring LAs

Around 1/3 of social worker caseloads above or well above expected levels continues

Numbers of high cost mainstream placement stable across year but growth in highest cost placements

Performance Improvements

- Looked After Children numbers have gradually reduced over the year and remain significantly lower than statistical neighbour, regional and national comparators. The Children's service focus on an extensive edge-of-care offer to support children to remain at home with their families where it is safe to do so. Social work teams also support the placement of children with connected carers, enabling them to be Looked After within their natural networks rather than with a foster family or residential placement.

Performance Challenges

- Following good performance in reducing the number of social workers with higher-than-expected caseloads in Q3 and Q4 22/23, progress has now fallen back with around one third of social workers having higher caseloads since Q1 23/24.
- Finding sufficient placements within the local authority and the number of high-cost placements required in Sheffield is consistent with national trends and reflects reliance on external providers. Wherever possible children and young people are placed in the city, close to family, communities and schools, only a small minority of children have out-of-city placements as part of their plan. The current placement market and availability results in little choice for local placements if the placement meets the needs of the children.

Children and Families service are:

- Developing a Sufficiency Strategy to ensure the right services for children in Sheffield are commissioned and provided. This will include a review of in-house residential provision and plans for high quality and sustainable placements in the city.
- Working jointly on a South Yorkshire Regional Fostering Agency which would pool resources to recruit and retain foster carers.
- Seeing positive impact following the development of a social work recruitment and retention strategy – filling all vacant fieldwork social work posts with social

workers expected to qualify in April 23. Such positive recruitment sets Sheffield apart from many other LA's where there are significant vacancies and high use of agency staff. Recruited social workers within their first year of practice will receive a high level of support.

SEND Multi-Agency Transitions

Accountable Officer: Director of Integrated Commissioning
Accountable Committee: Education, Children and Families

Key Performance Headlines

Young people having annual health checks is above target across the cohort

Reviews showing good practice in preparation for adulthood have almost doubled over the year

Young people with SEND have shown sustained take up of Supported internship placements

Increased partnership working through Accelerated Progress Plan delivery

Performance Improvements

- Significant improvements have been made with a strong increase in the proportion of young people with a learning disability having annual health checks – above the 70% national target for 14–25-year-olds at year end.
- Increasing numbers of young people supported by the Children with Disabilities Service have received support from the Social Care Transitions Team and at an earlier age, now including young people aged 16.
- Over the year preparation for adulthood tools and training have been embedded across the education, health and care system.

Performance Challenges

- Difficulty with continuous monitoring of key performance measures, particularly on engagement and young people’s feedback, limiting understanding of service user experience. More time is needed for the impacts of improvements to be felt before feedback can be gained – for example, a new Preparing for Adulthood transitions guide was shared in May, people need time to use this before feeding back views.
- The maximum number of supported internship places (25) was reached very quickly as there are currently limited providers of these placements. The SEND Employment Forum is expected to lead to increased employer placements available next year.

- The review of the Transitions Accelerated Progress Plan (APP) was carried out by Department for Education and NHS England in early 2023, it was confirmed in late August 2023 that accelerated progress has been made and formal monitoring will be stood down. [Local area SEND inspection in Sheffield](#).

Integrated Commissioning and Children’s services are:

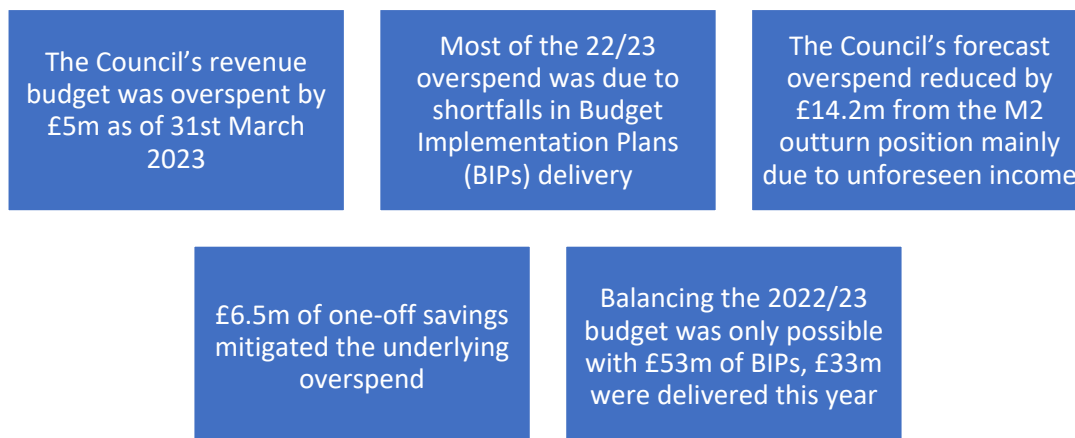
- Planning to move and join children and adult transitions teams under Adult Services helping to sustain improvements in transitions service and performance. The number of young people reached and the quality of support provided will continue to be monitored.
- Carrying out greater engagement and co-production with young people, e.g. establishing a new Young People’s SEND advisory group – SENDing Voices.
- Working with South Yorkshire Integrated Care Board to ensure annual health checks for young people with Learning Disabilities are monitored and compared to the current positive trajectory, Mencap will continue to be commissioned to support engagement with health checks.

Financial Stability

Accountable Officer: Director of Finance and Commercial Services
Accountable Committee: Strategy and Resources

This performance report spans the period Q2 2022/23 to Q1 2023/24 therefore an overview of the Revenue budget monitoring for the two financial years is presented.

2022/23 Revenue Monitoring

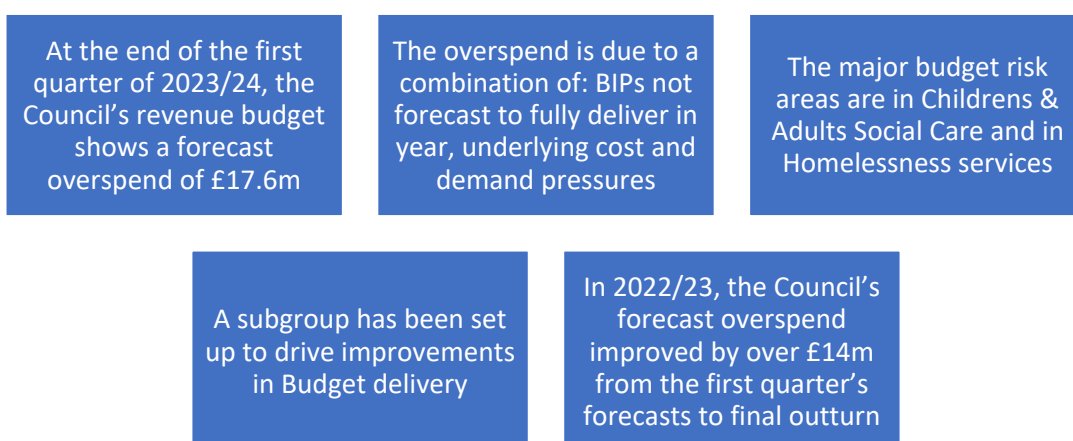


Finance Committee received the final revenue outturn monitoring statement 2022/23 in June 2023 [Final Outturn 2022/23 Committee Finance Report](#).

This is summarised below:

- The Council's revenue budget was overspent by £5m as of 31st March 2023.
- The Council's financial position saw substantial improvements throughout 2022/23. The forecast overspend reduced by £14.2m from the M2 outturn position mainly due to unforeseen income.
- The overspend was due to a combination of agreed Budget Implementation Plans (BIPs) not being fully implemented and ongoing cost / demand pressures that were partially offset by one-off savings.
- £6.5m of one-off savings mitigated the underlying overspend. Balancing the 2022/23 budget was only possible with £53m of BIPs, £33m were delivered this year.
- The overspend in Adult Social Care was halved due to additional grant income, mainly from the Government's £500m discharge fund announced in November 2022.
- Transport, Regeneration and Climate Committee's improvement of £2.5m was mainly as a result of the mitigation of unachievable savings targets for 2022/23.
- The Communities, Parks & Leisure Committee's overall improvement was due to the underspend in Youth Service following a delay in the implementation of the new operating model and recruitment slippage.
- Strategy & Resources saw a large recovery in income from interest on investments throughout the year. Cash balances remained strong and so did the bank rate. Careful management and investment of our funds resulted in a strong yield for the Authority.

2023/24 Revenue Monitoring



Strategy and Resources Committee and Finance Committee received the Quarter 1 2023-24 Budget monitoring report in early September 2023 [2023-24 Q1 Budget Monitoring Report](#). This is summarised below:

- The Council's revenue budget shows a forecast overspend of £17.6m at the end of the first quarter of 2023/24.
- In 22/23, the Council's forecast overspend improved by over £14m from the first quarter's forecasts to final outturn some movement in position is also expected in 2023/24.
- The 23/24 forecast overspend is due to a combination of factors; some agreed BIPs are not forecast to fully deliver within the year, there are underlying cost and demand pressures faced by services some of which are partially offset, e.g. grant income, draws from specific reserves or provisions and income from central government or external sources.
- In 2021/22, the Council set aside £70m of reserves to manage the financial risks associated with delivering a balanced budget position. Overspends against budgets in 2021/22 and 2022/23 have meant we have drawn almost £40m from this reserve already leaving just over £30m to manage any future budget deficits. If we overspent by £17.6m as this current forecast outturn position suggests, just £13m would be left to mitigate future budget pressures.
- The Council identified £47.7m of savings ensuring the General Fund 2023/24 budget was balanced.
- The current forecasts show £10.6m savings plans are undeliverable this year. This represents a delivery rate of 78% against target. In 22/23, less than 65% of savings targets were delivered. Whilst we are improving upon overall delivery performance, we are still falling short of targets meaning further draws could be required from our reserves if overspends are not managed and mitigated. Delivering in year budgets must be a key focus for all services for the Council to retain financial stability.
- Whilst inflation is beginning to fall, costs incurred will not just disappear from budgets overnight and are now embedded in our cost base. There is an increased demand for services alongside cost pressures in social care, home to school transport and homelessness services.