

Sheffield City Council

Interim Value For Money Risk Assessment

Draft year ended 31 March
2024

November 2024

Value for money

For 2023/24 our value for money reporting requirements have been designed to follow the guidance in the Audit Code of Practice.

Our responsibility to conclude on significant weaknesses in value for money arrangements is unchanged.

The main output remains a narrative on each of the three domains, summarising the work performed, any significant weaknesses and any recommendations for improvement.

We have set out the key methodology and reporting requirements on this slide and provided an overview of the process and reporting on the following page.

Risk assessment processes

Our responsibility remains to assess whether there are any significant weaknesses in the Council's arrangements to secure value for money. Our risk assessment will continue to consider whether there are any significant risks that the Council does not have appropriate arrangements in place.

In undertaking our risk assessment we will be required to obtain an understanding of the key processes the Council has in place to ensure this, including financial management, risk management and partnership working arrangements. We will complete this through review of the Council's documentation in these areas and performing inquiries of management as well as reviewing reports, such as internal audit assessments.

Reporting

Our approach to value for money reporting aligns to the NAO guidance and includes:

- A summary of our commentary on the arrangements in place against each of the three value for money criteria, setting out our view of the arrangements in place compared to industry standards;
- A summary of any further work undertaken against identified significant risks and the findings from this work; and
- Recommendations raised as a result of any significant weaknesses identified and follow up of previous recommendations.

The Council will be required to publish the commentary on its website at the same time as publishing its annual report online.

Financial sustainability

How the body manages its resources to ensure it can continue to deliver its services.

Governance

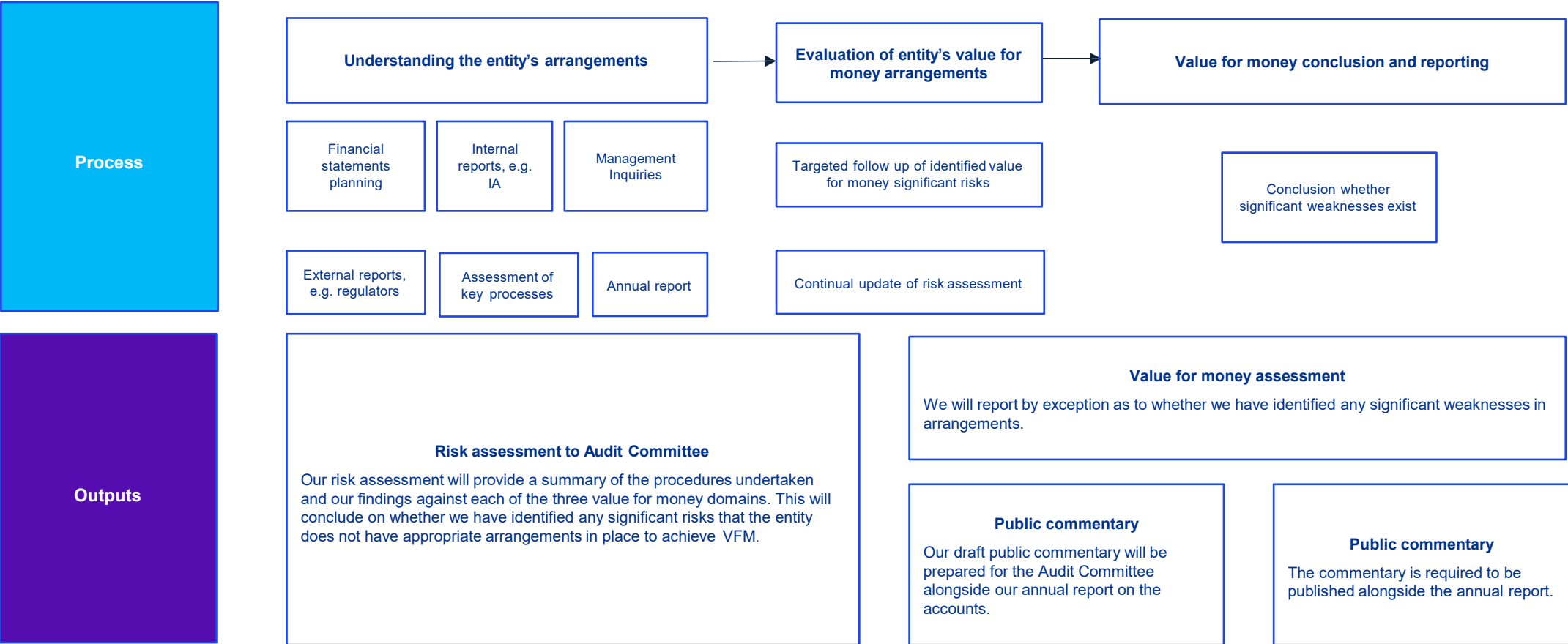
How the body ensures that it makes informed decisions and properly manages its risks.

Improving economy, efficiency and effectiveness

How the body uses information about its costs and performance to improve the way it manages and delivers its services.

Value for money

Approach we take to completing our work to form and report our conclusion:



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VFM Risk Assessment Update

Summary of risk assessment

As set out in our methodology we have evaluated the design of controls in place for a number of the Council's systems, reviewed reports from external organisations and internal audit, and performed inquiries of management.

Pages 5-14 document our risk assessment to date and based on the procedures performed to date, the table below summarises the work ongoing to enable us to fully conclude on the arrangements in place to assess whether there are appropriate arrangements are in place to achieve value for money at the Council for each of the relevant domains

Criteria	Additional Work Ongoing
Financial Sustainability	<p>We will continue to enquire and review the arrangements in place for identifying and projecting demand, the development and delivery of BIP's within the following services:</p> <ul style="list-style-type: none"> • Adults Health and Social Care service, and • Education, Children's and Families service <p>We will continue to review the arrangements in place at the Council for fully understanding and securing resources for the impact of the Equal Pay concerns and briefings to members.</p>
Governance	No ongoing work and at this stage.
Improving Economy, Efficiency and Effectiveness	We need to review the response and action plans that have been put in place to address the Regulatory Judgement of the Regulator for Social Housing.

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Value for money arrangements

Financial sustainability

In assessing whether there was a significant risk of financial sustainability we reviewed:

- The processes for setting the 2023/24 financial plan to ensure that it is achievable and based on realistic assumptions;
- How the 2023/24 efficiency plan was developed and monitoring of delivery against the requirements;
- Processes for ensuring consistency between the financial plan set for 2023/24 and the workforce and operational plans;
- The process for assessing risks to financial sustainability;
- Processes in place for managing identified financial sustainability risks; and;
- Performance for the year to date against the financial plan.

Summary of risk assessment

Arrangements for Setting the 2023/24 Financial Budget

- The "Budget Holders guide to Budget Management" is included in Part 4d of the Council's Constitution, this outlines the overall process for Budget Setting. Budgets are initially set using the principals of incremental budgeting taking the previous year's budget and adjusting this for known changes that budget holders have identified. Financial Services pull together the overall base budget from these incremental budgets and compare these to the resources available to understand the overall position. The incremental budgets are increased for inflationary pressures, and known demand pressures and changes against the previous year's actual spend. This is done at each service level alongside the finance service managers who have the information of demand pressures and agreed inflationary uplifts, after the pressures for 2023/24 were identified and agreed this is compared to the available resources to outline the initial budget gap. These budget pressures and the resulting budget gap are reported to Service Committees in September 2022. At this stage each Service Committee is required to identify savings to get their budget back into balance.
- Through the end of 2022 and Early 2023 the Service Committees worked with Financial Services to identify and formalise savings targets into Budget Implementation Plans (BIPs). In addition to formalising the BIP's income levels are confirmed as Government settlement announcements are made. Early in 2023 the individual services budgets, and savings BIP's are approved at the service committees, and then in total the budget is further scrutinised at the February Strategy and Resources committee.
- Financial Services facilitate the overall budget and this is presented to the Executive Board for scrutiny, challenge and proposals to Full Council. The Full Council then, at the Budget Setting meeting, approve the Full Budget, the Capital Plan, Council Tax levels, Housing Rents and Fees and Charges for the coming year.

The 2023/24 Financial Budget Position

- In September 2022 the Council were forecasting additional pressures of £69m for the 2023/24 Committee budgets. £43m of these pressures related to Social Care services. Through the 2023/24 Business Planning Process the Service Committees managed to identify £48m of savings to help deliver the balanced budget. The Finance Settlement from Government provided additional income for Business Rates compensation, and the ability to increase Council Tax by 4.99% instead of the projected 2.99% enabled the Council to set a balanced 2023/24 general fund budget without the use of reserves.
- In setting this budget in March 2023 the Council acknowledged the risk to the delivery of the savings plan and included in budget setting up to £14m of contingency within the budget and should this not be sufficient the Council identified £18.6m of the Budget Pressures earmarked reserve. In 2020/21, £70m was allocated to the Budget Pressures earmarked reserve to support the in-year position, however only £18.6m was left in the reserves at the end of 2022/23.
- The Total Revenue reserves are projected to be £13m (£13m 2022/23) General Fund balance and £257m (£260m 2022/23) of Earmarked reserves at the end of 2023/24
- The Medium-Term Financial plan is projecting that by 2026/27 there will be a cumulative funding gap of £111m without the Council taking decisions that will deliver recurring savings. Service Demand is forecast to continue to outstrip Government income and council tax increases. If the funding gap needs to be funded from reserves the Council will need to take the necessary decisions to identify and reallocate previously earmarked reserves. The impact would be to reduce revenue reserves to around £160m.
- The Housing Revenue Account (HRA) Balanced budget was set at £168.3m with no planned use from reserves in 2023/24, and a £2.2m Budget Gap for 2024/25. The HRA reserve at 31 March 2023 was £8.6m. The HRA income increase was capped at 7% as per Government guidance. The Capital Programme was set for £214.1m in 2023/24 of which £90.8m was to be financed from prudential borrowing.

Value for money arrangements

Financial sustainability

In assessing whether there was a significant risk of financial sustainability we reviewed:

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- How the 2023/24 efficiency plan was developed and monitoring of delivery against the requirements;
- Processes for ensuring consistency between the financial plan set for 2023/24 and the workforce and operational plans;
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- Processes in place for managing identified financial sustainability risks; and;
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Summary of risk assessment

Development of the Efficiency Plans

- As part of the business planning process, services are required to identify savings opportunities to be delivered in year that will offset the pressures and meet targets determined from the planning process. This is done through Executive Directors and Senior Managers being heavily involved in planning their resources and discussing options such as efficiency savings, reduced service, stopping the service or new business models. Business Unit Managers are told about the savings they must make at the appropriate time and hence are held accountable for these savings.
- The proposals must be identified as part of the budget setting process which concludes with sign off at full council for a balanced budget before the start of the financial year. Agreed proposals become Budget Implementation Plans (BIPs).

Monitoring performance of the Efficiency Plans and Budget.

- Finance reports are produced on a monthly basis and include analysis of the committee financial position at a granular level. During 23/24, the position was reported to the Finance Committee on a monthly basis. Our review of the Finance Committee minutes identified communication of actions to mitigate underperformance of BIPs and against the plan which could be strengthened. We noted BIPs are also reported to the Finance Committee on a quarterly basis by service line. Budget savings are RAG rated to clearly identify where there are risks of not achieving the efficiency plan, which is good practice.
- The value of BIP's was £48m to help deliver the balanced budget.
- At Q2 reporting the Council was forecasting one off savings of £17.5m, underperforming BIP's of £9m and Demand pressures of £25.4m leading to a projected deficit of £16.9m. By Q3 reporting the Council was forecasting one off savings of £22.7m, underperforming BIP's of £10.9m and demand pressures of £28.5m leading to a projected deficit of £16.7m. The majority of the demand pressures and underperforming BIPs are in Adults and Children's services.
- By the year end the Council delivered a deficit of £15.6m made up of one off additional savings of £21.5m, underperformance of BIP schemes of £10.5m and £26.6m of additional Demand. The deficits being delivered by the Adults Health and Social Care (£2.7m), Education, Children's and Families (£12.7m) and Housing (£2.6m)
- 78% of the original BIPs were delivered. This overspend was funded by the Budget Pressures Reserve in 2023/24. In 2021/22 the Council set aside £70m of reserves to manage financial risks associated with delivering a balanced budget position, of which £40m had been used to manage overspends in 2021/22 and 2022/23. A further £12.5m was identified from the collection fund and transferred to this reserve as part of the budget setting process. However the 2023/24 final outturn results in a further drawdown of £15.6m from this reserve with a remaining £27.6m reserve balance to carry forward to future periods.

Value for money arrangements

Financial sustainability

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- Processes for ensuring consistency between the financial plan set for 2023/24 and the workforce and operational plans;
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Summary of risk assessment continued

Processes for ensuring consistency between the financial plan set for 2023/24 and the workforce and operational plans

Included in the budget setting report in March 2023 to Full Council the potential impact of the proposed savings is fully documented with the estimate to be a reduction in whole time equivalents of 1.7%, equating to 97 Full time equivalents. The plan outlines that the reductions will be a combination of voluntary early retirements and voluntary settlements with the details of reductions being included in the BIP's.

The Budget setting report documents, for each service committee, the proposed operational impact of the BIP's whether this is stopping, changing and/or re-engineering of the service.

Process for assessing and managing the risks to Financial Sustainability

With the 2023/24 in year projected overspends, and MTFP of significant accumulated deficits over the medium-term Financial Services started the work on understanding and sharing the proposed position with members as soon as September 2023 to help frame the 2024/25 budget process.

The Council has introduced Finance Budget Service Meetings that are designed to allow senior budget holders to agree decisions to manage risks of financial sustainability as soon as possible.

During 2023/24 a small number of Equal Value Pay concerns were received by the Council. The Council have put in place diagnostic arrangements to understand both the validity of the concerns and the quantum of roles the issues raised apply. The Council are currently working with employee stakeholders and at the time of this report have outlined a way forward. This will see a new job evaluation scheme be adopted throughout the Council and community schools and over 2000 roles will be assessed against the scheme. Until the Job evaluation scheme is completed and compensation is negotiated with employee stakeholders then the financial impact will be unknown, However the Council are aware that there will be a redress liability and a possible increase to the overall pay bill going forward. At this stage we have concluded that the Council have put in place adequate arrangements to deal with the specific issue during 2023/24, however is still seen as a significant risk to the Financial Sustainability of the Council going into 2024/25 and beyond.

Ongoing work needed to conclude on the Council's Arrangements for Financial Sustainability.

We will continue to enquire and review the arrangements in place for identifying and projecting service demand, the development and delivery of BIP's within the following services:

- Adults Health and Social Care service, and
- Education, Children's and Families service

We will continue to review the arrangements in place at the Council for fully understanding the overall impact of the Equal Pay concerns and briefings to members.

Value for money arrangements

Governance

In assessing whether there was a significant risk relating to governance we reviewed:

- Processes for the identification, monitoring and management of risk;
- The review and approval of the 2023/24 financial plan by the Authority, including how financial risks were communicated;
- Processes for monitoring performance against budgets and taking actions in response to adverse variances;
- Controls in place to prevent and detect fraud;
- How compliance with laws and regulations is monitored;
- Processes in place to monitor officer compliance with expected standards of behaviour, including recording of interests, gifts and hospitality; and
- How the Authority ensures decisions receive appropriate scrutiny.

Summary of risk assessment

Risk management and monitoring arrangements

The Council has an established risk management framework and systems in place which is embedded into the governance structure of the Council. There is an approved Risk Management Policy which includes the Council's risk appetite, roles and responsibilities of officers and members.

Each service area has a risk register as required by the risk management framework. Identified risks then feed into the corporate risk register that is reported to the Audit and Standards Committee. Where controls are put in place to mitigate the risk these are also documented in the risk register. The risk owners are responsible for identifying new and emerging risks, evaluating and identifying appropriate mitigation actions to reduce the risk to an acceptable level.

The Audit Committee will receive copies of the strategic risk register at least every six months in June and February to maintain effective governance and oversight of the evaluation and treatment of the strategic risks.

Budget approval, monitoring, and review

- The 2023/24 budget is reviewed in the Qtier system by each Business Unit Manager which ensures that the budget is balanced. The balanced budget then receives approval and scrutiny from the Council in March 2023. For 2023/24, the Council approved the budget on 1 March 2023.
- The process for producing the annual budget is detailed in the Budget and Policy Framework Procedure Rules. Budget Monitoring starts immediately by the Budget Holders, supported by the Finance Business Partners. Budget Monitoring reports are produced monthly as part of the service level and directorate level business area with regular meetings between budget holders and finance team to discuss the financial performance and forecasts. Reporting of budget variances are laid out in the rules, alongside the requirement to operate with the service cash limit budgets. Similar monitoring arrangements are in place to monitor the development and control of the Capital Programme.
- Quarterly Financial Performance reports are presented, alongside a Treasury Management Outturn report and Capital Monitoring Report to the Finance Committee. These cover a number of areas including: General Fund and Housing Revenue Account outturn; Fees and charges income; Service Expenditure; Usable Reserves movements; and Capital Expenditure position. The budget monitoring report each quarter is broken down by service area, and explanations for gaps between forecasted actuals and budgets are provided to members for scrutiny. The forecasted variance at Q1 was 17.6m and £15.6m at Q4, which showed that forecasting was accurate and allowed members to make informed decisions.

The narrative of the reporting provides details of the variances and a recommendation of actions needing to be taken, whether this is budget virements or reprofiling of the future budgets for Capital spend. Where additional resources are needed it will also set out the reserves that will be funding any overspends. Each section of the report has a section for a budget implementation plan for each service line.

Budget Monitoring reports are fully supported by detailed reports on the Corporate Risk Register which highlight any financial risk pertaining to the budgets.

Value for money arrangements

Governance

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- Processes for monitoring performance against budgets and taking actions in response to adverse variances;
- Controls in place to prevent and detect fraud;
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- Processes in place to monitor officer compliance with expected standards of behaviour, including recording of interests, gifts and hospitality; and
- How the Authority ensures decisions receive appropriate scrutiny.

Summary of risk assessment continued

Controls in place to prevent and detect fraud

The Council has an Anti-Fraud Corruption and Anti bribery Policy. This strategy and the Council's response adheres to the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption 2014.

The Council has a whistleblowing policy to help facilitate potential fraud and corruption to be highlighted. The governance of Fraud and Corruption is carried out through the Annual Fraud Report that is presented to the Audit Committee for assurance and challenge.

Compliance with laws and regulations

The Council has a monitoring officer, whose responsibility is to ensure the council is compliant with all laws and regulations. They are supported by an internal legal team, who act as deputies for the monitoring officer. The standard template for each board requires that they have performed an Equality Impact Assessment (EIA) and the legal implications. To ensure that the legal implications are reported accurately, each report is required to name a member of the legal team who they consulted to ensure statutory and regulatory compliance and signed off by a member of the committee and senior leadership board. This was implemented effectively through-out the year.

Standards

The Council has an Officer Code of Conduct which aims to assist in the effective performance of the Officers duties and responsibilities. Elected Council members also have a Code of Conduct to follow to facilitate their performance. The Council has an Audit and Standards committee, supported by an Appeals and Collection Dispute committee if necessary, which is responsible for responding to standards issues and complaints.

Scrutiny

The Council operate a committee structure in which members of the Council attend. Each committee has delegated authority from the main Council committee to deliver strategic goals and manage operational performance. Key officers of the management team attend to inform, seek approval and receive scrutiny. Each report provided to the council has a section which considers the overarching implications of the report, such as financial, risk, legal and health and safety. Additionally, as part of the minutes, each decision has a section for 'alternatives considered and rejected' which encourages scrutiny and challenge.

Ongoing work needed to conclude on the Council's Arrangements for Governance.

No further work is planned at this stage.

Value for money arrangements

Improving economy, efficiency and effectiveness

In assessing whether there was a significant risk relating to improving economy, efficiency and effectiveness we reviewed:

- The processes in place for assessing the level of value for money being achieved and where there are opportunities for these to be improved;
- How the performance of services is monitored and actions identified in response to areas of poor performance;
- How the Council has engaged with other stakeholder and wider partners in development of the organisation;
- How the performance of those partnerships is monitored and reported; and
- The monitoring of outsourced services to verify that they are delivering expected standards.

Summary of risk assessment

Assessing level of value for money being achieved

The Council has agreed a set of Financial Procedures, supported by a procurement policy which are designed to both ensure that the Council follows public procurement legislation and achieves value for money through its procurement activities. These include commissioning procurement activities internally in the first instance to save money and potentially identify efficiencies.

Procedural notes for budget holders producing the budget within their own service area show that achieving value for money is also a core pillar on the budgeting process. Savings identified during 2023/24 included £19.3m which were improvements in the effectiveness of the service lines.

The Council engage in several benchmarking activities across directorates such as Core Cities, Past Performance and English Statistics. As part of the new Performance Outturn Report published in April 2024, each KPI where possible is linked to a benchmark comparator.

The Local Government VFM profiles for the Council show historical trends against the average for English Single Tier Local Authorities. Overall, the Council is spending below the comparator average for most of the indicators and are following the national trends, with the exception of Adult Social Care and Sporting facilities where spending is above the comparator average.

Tender Waivers: Through inquiry, it was identified that a tender waiver list is under development so wasn't operational in the 2023/24 year. There is therefore a risk that tender waivers aren't appropriately monitored and subject to appropriate scrutiny. The Council are addressing this risk in 2024/25.

Recruitment Through inspection of internal audit reports, there are several potential improvement areas tied to recruitment including clear checklists, templates and frameworks for when recruiting outside of normal channels. Additionally, it was identified that recruiting through the normal process was inefficient and service managers weren't fully aware of what was required of them (even though the recruitment process has been devolved to them). There is therefore a risk that proper procedure hasn't been followed, resulting in an inefficient use of resources. There have been several agreed actions, which includes formalising the recruiting framework.

Heart of the City: The Council has been involved in a regeneration project for much of the last decade. The construction phase of the schemes are coming to an end. The economic environment we now face may have significantly changed since the initial plans were drawn up. The Council have significant levels (£290m) of assets currently classified as surplus assets as at 31 March 2024, which in the majority are assets that have been renovated, purchased and leased out on a commercial basis as part of the Heart of the City Schemes. As the Council move from the regeneration phase into the operational phase the Council need to revisit its position on all the assets currently classified as surplus assets and take appropriate decisions based on value for money whether to continue to hold these assets as Investment Properties, continue to use these assets as operational assets, or make available for sale.

Value for money arrangements

Improving economy, efficiency and effectiveness

In assessing whether there was a significant risk relating to improving economy, efficiency and effectiveness we reviewed:

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- How the performance of services is monitored and actions identified in response to areas of poor performance;
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Summary of risk assessment

Performance Monitoring

The Council has set out its strategic vision in the SCC Plan 2024-28 and this outlines the key ambitions for the Council. These being:

- A place where all children belong and all young people can build a successful future ;
- Great neighbourhoods that people are happy to call home;
- People live in caring, engaged communities that value diversity and support wellbeing
- A creative and prosperous city full of culture, learning, and innovation;and
- A city on the move – growing, connected and sustainable.

Performance monitoring is undertaken at both the service level, directorate level and the committee level. We've inspected a delivery plan of Adult & Social Care, which documents key KPI's for 2023/24, which shows that frameworks are in place at the service level.

During 2023/24, it was the responsibility of the Strategy and Resources Committee to monitor corporate performance regularly. Through inspection of the minutes, there was an annual review of delivery from Q2 2022/23 –Q1 2023/24 which monitored performance against KPI's. However, there was no regular formal monitoring of performance on a quarterly basis, for example. There is a risk that the members weren't able to provide scrutiny in a timely manner, and that elements of underperformance weren't appropriately challenged and the required action taken to get back on track.

Officers are fully aware of the weaknesses in the Performance Monitoring arrangements, and in April 2024, the Council published the Performance Outturn Framework. This Framework mapped the Key Performance Indicators (Over 70 KPI's) to the 5 strategic vision areas above thus allowing members and officers to understand whether the vision is being delivered. This is now under the remit of the Finance and Performance Policy Committee (formerly Finance Committee) who monitor the performance on a quarterly basis. Given the steps that have been taken in regard of the monitoring issue, no weakness has been raised.

To understand the performance of Social Housing from a user perspective the council performed satisfaction surveys of its social housing tenants in regard of handling of repairs, complaints and home safety. The overall satisfaction score was 61.6% for 2023/24. This is 8% below the average for Social Housing Landlords nationwide.

Value for money arrangements

Improving economy, efficiency and effectiveness

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- The processes in place for assessing the level of value for money being achieved and where there are opportunities for these to be improved;
- How the performance of services is monitored and actions identified in response to areas of poor performance;
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Risk Assessment Continued:

The council are subject to several regulators who assess the effectiveness of Council performance, the results are mixed.

The Regulator of Social Housing

In November 2022 the Council made a self-referral to the regulator as it had identified a failure to meet statutory health and safety requirements in relation to gas safety. The regulator in its investigation concluded that hundreds of properties had not received their annual gas safety inspection, and a significant number were overdue by more than 12 months with some dating back several years. The regulator concluded that the Council did not have effective controls in place to meet its statutory health and safety responsibilities in relation to gas safety, however the Council is addressing the issue and has already put in place a programme to reduce the number of outstanding gas inspections.

More recently, in June 2024 the regulator provided a regulatory judgement for Sheffield City Council to confirm a consumer grading of C3. The decision is that there are serious failings in how Sheffield City Council is delivering the outcomes of the Housing Safety and Quality standard of the consumer standards. In April the Council had approximately 10,000 repairs ongoing, of which 75% are outside agreed timescales, and 50% of routine repairs were overdue. The average timescales for completion of planned repairs being more than 120 days which exceeds the service standard of 55 days, and 90% of disrepair cases were completed outside of timescales. The Council was unable to provide sufficient assurance to the regulator that it had effective systems, controls or oversight of repairs, nor does the Council have an accurate record of the condition of its homes.

Housing Ombudsman

A review of the ombudsman report for 2023/24 showed that 137 complaints were raised. At least 90% were responded to within the original or extended Ombudsman deadline. 73% of the Ombudsman investigations were upheld, compared to 77% average. For a Council House stock of the size of Sheffield these are broadly in line with other authorities.

Value for money arrangements

Improving economy, efficiency and effectiveness

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Risk Assessment Continued:

Care Quality Commission (CQC)

There were 5 reports issued by the CQC in relation to Care Homes under the Council's control. All were graded 'Good' or above.

Ofsted

Ofsted reviewed the Adult and Community Learning Services and Child Services during 2023-24 and the Council scored 'Good' or 'Outstanding' in all categories.

Ofsted also reviewed many schools under the Council's remit in the year. All Schools had at least 'Good' ratings.

ICO

The Council were subject to a consensual audit by the Information Commissioner Office on its freedom of information practices. These are routine audits. The council were found to have 'reasonable' processes which is a passing grade. There were 2 urgent recommendations identified, which related to a lack of capacity in handling requests and a resulting backlog and, tied to this, that the council weren't complying with FOI/EIR timescales (10 day statutory deadline). An agreed action plan has been implemented to address the issue.

Oflog

Through review of Office for Local Government (Oflog) data, Council Tax collection rates are below the median of both 'Sheffield's Similar Local Authorities' and the English median. Sheffield has a collection rate of 92.3% compared to the English median of 95.3% and 'similar local authorities' of 94%. While this is a £5.5m difference based on Sheffield's council tax collected, it's noted that Sheffield CC have lagged consistently for the past 10 years. To improve performance to the median represents an opportunity to improve the Council's financial position.

Other Regulators analysis and for which no issues were found

Environment Agency, Planning Inspectorate, and the Health and Safety Executive.

Value for money arrangements

Improving economy, efficiency and effectiveness

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Stakeholder engagement and partnerships

The council engaged with members of the public through public questions at its delegated committees. Each committee has an agenda item for the undertaking of public questions and concerns to ensure that the council are engaging with the people it serves.

The council engage with central government to apply and manage grant funding to further the development of the city. The main funding which is outside of statutory funding (such as housing benefit) comes from the levelling up fund. This is monitored through quarterly review at the Transport, Regeneration and Climate Policy Committee and communication of expected timelines of progress is communicated to the Department of Levelling up, Communities and Housing.

The council has an arrangement with Sheffield City Trust who run the City Sporting Facilities. The Council has two observing officers at the Trust's Board (The Director of Parks, Leisure and Libraries, and The Head of Partnerships & Special Projects). The Board is held on a monthly basis where substantive reports are presented looking at Financial Performance and Cash Flow, both as a narrative update and management accounts pack. We have confirmed that these 2 members sit on the board through inspection of the Trust's website to exert appropriate oversight. The performance of the Sheffield City Trust is monitored in the Service committees and as part of the Corporate performance reporting.

Ongoing work needed to conclude on the Council's Arrangements for Improving Economy, efficiency and effectiveness.

We need to review the response and action plans that have been put in place to address the Regulatory Judgement of the Regulator for Social Housing that the Council was unable to provide sufficient assurance to the regulator that it had effective systems, controls or oversight of repairs, nor does the Council have an accurate record of the condition of its homes.