Overview and Scrutiny Management Committee

Thursday 19 September 2019 at 1.30 pm

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

The Press and Public are Welcome to Attend

Membership

Councillors Mick Rooney (Chair), Ian Auckland, Steve Ayris, Ben Curran, Denise Fox, Julie Grocutt, Tim Huggan, Douglas Johnson, Mike Levery, Cate McDonald, Sioned-Mair Richards and Vacancy

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

Sheffield
City Council

PUBLIC ACCESS TO THE MEETING

The Overview and Scrutiny Management Committee comprises the Chairs and Deputy Chairs of the four Scrutiny Committees. Councillor Cate McDonald 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. 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 Deborah Glen, Policy and Improvement Officer, on 0114 27 35065 or email deborah.glen@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
19 SEPTEMBER 2019

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 Meeting**
    To approve the minutes of the meeting of the Committee held on 4th July, 2019

6. **Public Questions and Petitions**
    To receive any questions or petitions from members of the public

7. **Corporate Performance Framework**
    Report of the Director of Policy, Performance and Communications

8. **Budget Setting and Consultation Process for 2020/21**
    Report of the Executive Director, Resources

9. **Issues to Raise from Scrutiny Committees**
    The Chairs of the Scrutiny Committees to report

10. **Work Programme 2019/20**
    Report of the Policy and Improvement Officer

11. **Date of Next Meeting**
    The next meeting of the Committee will be held on Thursday, 17th October, 2019, at 1.30 pm, in the Town Hall

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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

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

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

You **must**:

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

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

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.

- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

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

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –

  - under which goods or services are to be provided or works are to be executed; and
  - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

- Any tenancy where (to your knowledge) –
  - the landlord is your council or authority; and
  - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

  (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and

  (b) either -
    - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
    - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

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

You have a personal interest where –

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

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

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

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

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

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

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

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S H E F F I E L D   C I T Y   C O U N C I L

Overview and Scrutiny Management Committee

Meeting held 4 July 2019

PRESENT: Councillors Mick Rooney (Chair), Ben Curran, Denise Fox, Tim Huggan, Douglas Johnson, Mike Levery, Cate McDonald and Sioned-Mair Richards

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1. FORMER CHAIR AND COMMITTEE MEMBERS

1.1 The Chair referred to the excellent work undertaken by the Chair of the Committee during the Municipal Year 2018/19 (Councillor Denise Fox), and those former Members of the Committee, who were either no longer Members of the Council, or Members of this Committee.

1.2 RESOLVED: That the Committee places on record its thanks and appreciation for the excellent work undertaken by Councillor Denise Fox and the former Members of the Committee during the Municipal Year 2018/19.

2. APOLOGIES FOR ABSENCE

2.1 Apologies for absence were received from Councillors Ian Auckland, Steve Ayris (with Councillor Colin Ross attending as his substitute), and Julie Grocutt.

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 MEETINGS

5.1 *18th April 2019*

The minutes of the meeting of the Committee held on 18th April 2019, were approved as a correct record and, arising therefrom, further to a query raised by the Chair, the Policy and Improvement Officer (Deborah Glen) stated that she would contact the relevant officer, requesting that they forward information as to whether the Council, as part of its telephone service, provided members of the public with the option of ringing them back if they so requested, as had been requested by Members at that meeting.

5.2 *15th May 2019*

The minutes of the meeting of the Committee held on 15th May 2019, were approved as a correct record.

6.   PUBLIC QUESTIONS AND PETITIONS

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

7.   DRAFT WORK PROGRAMME 2019/20

7.1   The Committee received a report of the Policy and Improvement Officer containing the draft Work Programme for 2019/20.

7.2   Also in attendance for this item were Eugene Walker (Executive Director, Resources) and James Henderson (Director of Policy, Performance and Communications).

7.3   James Henderson reported on the role of this Committee, referring to the topics it had discussed at previous meetings, and inviting Members to raise any other suggested topics which the Committee may wish to consider. Mr Henderson referred specifically to the possibility of the Committee scrutinising the budget in more depth.

7.4   Members made a number of suggestions with regard to additional topics they would like the Committee to consider.

7.5   RESOLVED: That the Committee:-

(a)   notes and approves the draft Work Programme for 2019/20, as set out in the report now submitted, subject to:

(i)   the addition of four additional topics - Communication and Consultation, Information Technology, Citizens' Assembly and Governance Arrangements and, in connection with the four additional topics, requests that:-

(A)   particular effort be made to allocate time to fully scrutinise any new proposed Governance arrangements, in accordance with the resolutions passed at the Council meeting held on 3rd July 2019;

(B)   the Chair talks to Councillor Olivia Blake (Cabinet Member for Finance, Resources and Governance) to get an idea of the scale of the proposals regarding any new Governance arrangements, with a view to bringing an initial scoping paper to the September 2019 meeting;

(C)   the Committee be afforded the opportunity to look at the proposals with regard to the establishment of a Citizens' Assembly, prior to any further proposals being made, or any proposed membership arrangements agreed;

(D)   discussions on Information Technology be deferred to the

Municipal year 2020/21 to allow for it to be tested after being brought back in-house; and

(E)   Task and Finish Group be established to look into communications and consultation on the budget process, comprising cross-party membership of the Committee, to be Chaired by Councillor Sioned-Mair Richards, and with the opposition parties referring their nominations to the Policy and Improvement Officer;

(ii)   the Access to Mental Health Services – Call for Evidence, be considered by both the Children, Young People and Family Support and Healthier Communities and Adult Social Care Scrutiny and Policy Development Committees, and not this Committee; and

(iii)   the proposed item on Sheffield City Region be considered by the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee, and not this Committee;

(b)   agrees that two sessions, as opposed to the three currently proposed, be allocated to discuss the budget; and

(c)   requests the Policy and Improvement Officer to amend the draft Work Programme for 2019/20, based on the amendments and suggestions now made, for submission to the next meeting.

8.   STATUTORY GUIDANCE ON OVERVIEW AND SCRUTINY IN LOCAL AND COMBINED AUTHORITIES

8.1   The Committee received a report of the Policy and Improvement Officer attaching the statutory guidance, published by the Ministry of Housing, Communities and Local Government in May 2019, on Overview and Scrutiny in Local and Combined Authorities, which had been revised as a result of a review by the House of Commons Select Committee.

8.2   Also in attendance for this item was James Henderson (Director of Policy, Performance and Communications).

8.3   The aim of the guidance sought to ensure that local and combined authorities were aware of the purpose of overview and scrutiny, what effective scrutiny looked like, how to conduct scrutiny effectively and the benefits it could bring.

8.4   The Policy and Improvement Officer reported that, based on the contents of the guidance, and further to a recent review of the Council's scrutiny function, it had been determined that, whilst certain elements could be improved, the Council was currently operating broadly in line with the guidance.

8.5   In response to questions raised by Members of the Committee, James Henderson stated that, as part of the development of a new Workforce Strategy, his Service would look into the possibility of seconding officers from other Council Services, to

work alongside the Policy and Improvement Officers, in order for them to gain experience of the Council's governance and decision-making process. With regard to the future resourcing of the Council's scrutiny function, Mr Henderson stated that whilst he did not envisage any additional resources being invested in this area, he accepted that the Council needed to be more effective in terms of how it used its current resources. In the light of concerns raised by Members with regard to how seriously some Senior officers took the role of scrutiny, particularly with regard to reporting back to the Committee when Members had requested information, he indicated that he would raise this issue with colleagues.

8.6   RESOLVED: That the Committee notes the revised statutory guidance on Overview and Scrutiny in Local and Combined Authorities, together with the comments now made and the responses to the questions raised.

9.   DATE OF NEXT MEETING

9.1   It was noted that the next meeting of the Committee would be held on Thursday, 19th September 2019, at 1.30 pm, in the Town Hall.

Report to Overview and Scrutiny Management Committee

19th September 2019

Report of: Director of Policy, Performance & Communications

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Subject: Corporate Performance Framework

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Author of Report: Louise Brewins, Head of Performance and Intelligence

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The Overview and Scrutiny Committee is being asked to:

The Committee is asked to provide views, comments and recommendations for as the Council develops a new Corporate Performance Framework. It is also asked to consider and comment upon the organisation's performance in 2018/19.

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Background Papers:
None

Category of Report: OPEN

Report of the Director of Policy, Performance & Communication

Corporate Performance Framework

1.   Introduction/Context

1.1.1   As part of the corporate change programme - SCC 2020, it was agreed to design and implement a new Corporate Performance Framework (CPF), including associated indicators and reporting arrangements. The key purpose of this new approach is to promote a stronger performance culture within the organisation.

1.1.2   Considerable progress has been made over the last 12 months and this paper sets out the main aspects of the new performance framework that have been delivered to date, the key strategic themes and priorities that are emerging as a result, further details of the new indicators agreed to date, and next steps.

1.1.3   Overview and Scrutiny Management Committee has historically been a key recipient of performance information, using this to inform work planning, as well as scrutinising the overall performance of the organisation. It is important therefore that the new framework enables OSMC to undertake this important part of their role.

1.1.4   A short report on organisational performance in 2018-19, using the high level indicators from the previous performance framework together with a table setting out performance against those indictors is included as Appendix C.

2.   A new approach to corporate performance

2.1   The new arrangements are designed to support a more effective and efficient way of delivering corporate performance from the bottom up, where service and portfolio priorities are aligned with corporate priorities by ensuring:

- The performance management framework reflects those issues that are most important to the organisation
- Managers have access to the information they need to manage their service area effectively and a range of different types of information is brought together to enable this to happen (includes financial, workforce, service output and critically, customer/citizen information)
- Reporting processes across the organisation are joined up, with the right issues being discussed at the right level and in particular, issues of concern escalated promptly to a level where they can be resolved

- There is more regular public reporting of performance information in line with our commitment to being an open and transparent organisation
- A modern IT solution is put in place that allows people to view and interrogate their performance measures quickly and easily
- There is a range of technical improvements, including around data quality to improve trust and confidence in the information and analysis presented.

The test for all of this will be if the new framework is being used effectively with regular reporting of performance at all levels of the organisation and that it is used to inform appropriate action.

2.2   The five main elements of the new performance framework are now all virtually in place:

- A new business model and process including service area leads, timescales, reporting and accountabilities has been agreed
- A feasibility appraisal of using the new Tech 2020 IT infrastructure has been undertaken
- A new interim ICT solution to allow reporting under the new CPF has been implemented
- New measures and indicators are in the process of being developed and are almost all in place. Further detail is set out at Appendix B
- Data quality and validation will be implemented when all indicators have been agreed.

2.3   The new business model (see Appendix A for an illustration) defines the responsibility and accountability for the performance cycle and sets out the approach, skills and behaviours needed from officers from across the organisation with responsibility for aspects of performance management. Emphasis has been placed on building the process from individual services upwards and ensuring there is alignment between service, portfolio and corporate priorities. The work has also identified a number of improvements in the performance reporting process to minimise duplication of information and effort. A new timeline showing all of this from the end of a quarter to reporting to EMT and Cabinet has also been designed so that the overall offer is integrated and joined up effectively.

2.4   New measures and indicators are currently being developed across all service areas. Further detail on the measures proposed to date is set out at Appendix B. A subset of indicators will be reported to Executive Management Team on the basis that they give a rounded picture of organisational performance. Beneath each of these indicators sits a suite of related indicators that can be interrogated if required. These lower

level indicators will usually be considered at service or portfolio level and escalated if performance concerns are identified.

2.5 In many cases there is continuity between indicators included in the new performance framework and those reported in the previous framework. Maintaining this continuity where possible is important as it means that we will be able to report on longer term trends and ensure we understand performance in its broader historical context. The new framework will however provide more comprehensive coverage across the organisation with a more clearly defined escalation route for measures or issues that are causing concern.

2.6 In terms of what happens beyond 2020, we anticipate three key areas of activity over the medium term:

- The new performance framework needs to be adopted and sustained over a period of time and become part of the "business as usual" approach to management within the organisation
- Once the measures are in place, we will seek to work with managers to support them to make best use of the new framework, including becoming more adept at identifying and reporting on emerging issues. A plan is being produced to support this
- Once the new framework is in routine use, the focus of the corporate Performance and Intelligence Team will shift to interrogation and analysis of the data and delivery of relevant information to senior managers at the earliest possible opportunity.

3 What does this mean for the people of Sheffield?

3.1 A well led and managed Council, with regard to performance management, should lead to better and more sustainable services for residents, businesses and partners and better outcomes overall for the people and places of Sheffield.

4. Recommendation

4.1 The Committee is asked to consider the arrangements for the new Corporate Performance Framework and provide views, comments and recommendations for its on-going development and implementation. It is also asked to consider and comment upon the organisation's performance in 2018/19 as summarised at Appendix C.

Appendix A: New Corporate Performance Framework model

Performance Measures and Actions
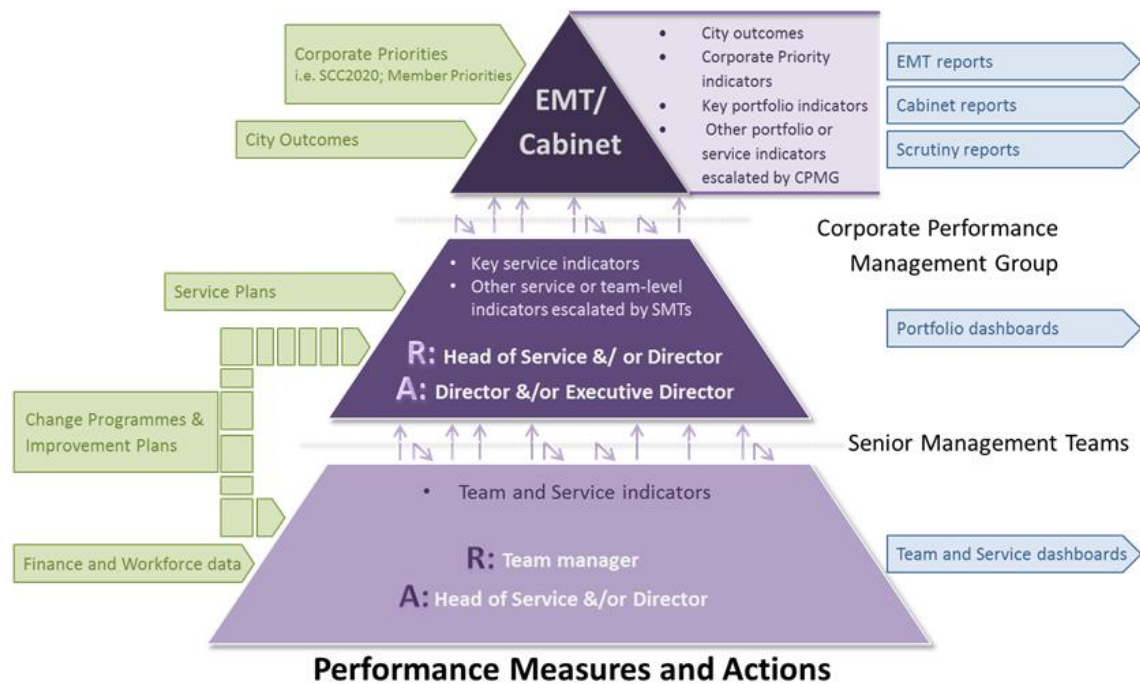
R: Level of management that has the **responsibility** for performance of the indicators during "business as usual" activities.

A: Level of management with **accountability** in the event of issues with performance, whose role is to monitor activity and intervene when necessary.

Appendix B: New indicators proposed as at 11th September 2019

Standard Measures

These two sets of measures are reported within all services.

Workforce	Finance
• % loss of working time due to sickness • % Personal Development Review completion • % posts unfilled by employee • Flexible workforce used as a percentage of standard contracted hours	• Actual variance against year-to-date budget • Forecast variance against full year budget • Proportion of business units updated • Proportion of BIP savings achieved

Resources and PPC

Business Change and Information Solutions

1. % of FOI requests to SCC responded to within the statutory timescales
2. % of SARS to SCC responded to within the statutory timescales
3. % of customers (internal) satisfied with their experience of IT
4. % of ICT devices are refreshed (those that are within refresh guidelines - 4 or less years old)
5. ICT unit cost per employee in SCC
6. % of customers (internal) satisfied with their project delivery
7. % of existing ICT applications where version is N - 1
8. % of SCC staff who have the latest ICT hardware and software
9. % of BCIS traded budget spent on agency staff
10. Number of apprenticeships taken on in BCIS
11. % of L&D plans, agreed through PDRs in BCIS, completed
12. % of BCIS employees who have completed all core self-learning courses
13. % of grade 10 and 11 managers who have attended the one day "Health and Safety for Managers" course
14. Number of members of BCIS staff who have completed the 'user centred design' training
15. % of notifications to ICO within 10 days (investigation)
16. % of projects with an overall RAG status of 'green'
17. % of people who would recommend our change services to others
18. % of agency staff used as a proportion of the total establishment

Customer Services

1. Average time to respond to Ombudsman Complaints (days)
2. % of telephone calls answered
3. % of birth / still births appointments offered within standard timescales
4. % of death appointments offered within standard timescales
5. % of births / still births registered within statutory timescales
6. % of deaths registered within statutory timescales
7. % of certificate applications dealt with within 7 days of receipt
8. % of customers satisfied with Customer Services
9. % of advisors meeting quality target
10. Number of apprentices recruited

Finance and Commercial Services

1. % of sundry debtors accounts paid within 60 days
2. % of People Portfolio managers doing self-service budget monitoring in line with the finance service offer
3. % of in year business rate collection
4. Average number of days to process new benefits claims
5. % of our Revenue and Benefits customers who have been satisfied with the service they receive
6. % of in year plus 2 Council Tax collection
7. Average number of days to process changes in circumstances
8. Proportion of payments allocated in AIM within 5 days
9. Number of debtor days
10. % of housing benefit overpayments successfully recovered (in year plus 2)
11. Value of procurement savings delivered (£m)
12. % of undisputed creditor invoices paid within 30 days
13. Average time to balance bank reconciliation after Integra closedown each month
14. Days taken to submit monthly VAT returns to avoid late submission penalties
15. Days taken for EMT to receive corporate budget monitoring report after month end
16. Bursar Income
17. % of Accounts Completion and Audited with Unqualified Opinion
18. Amount of External Funding Costs Recovered
19. Actual Amount of Grant Clawback
20. Days spent on Internal Audit Business Partnering Activity
21. % of Internal Audit Resource Spent on Productive Activities
22. Number of Internal Audit Assurance Reviews Completed
23. % Completion of Balanced Budget Agreed by Full Council
24. % Completion of Draft Accounts signed off by S151 Officer

Human Resources

1. Average sickness days lost per FTE
2. % Flexible Workforce used above Fixed Workforce (as a % of the Fixed Establishment FTE)
3. % of L&D income generated from external sources
4. % of Consultancy and Advice casework closed within 90 days
5. % of individuals undertaking the Middle Manager Programme (based on initial 3 modules) from the defined cohort
6. % of Services who have a defined resourcing model within their workforce plans
7. % of filled posts within the Council that are 'unique' (measure of succession risk)
8. Payroll accuracy
9. Number of RIDDOR reports within the quarter
10. Number of reported internal hate crimes on employees
11. % of HR employees who have completed the personal stress awareness e-learning
12. % of HR managers who have completed the personal stress awareness e-learning
13. % of HR employees who have completed the personal stress awareness e-learning
14. Number of reported external hate crimes on employees
15. % of occupational health referrals within 4 weeks of sickness
16. % of occupational health referrals within 12 weeks of sickness

Legal and Governance

1. Number of customers that have returned for further advice / work to be undertaken
2. % External Income target achieved
3. Productivity of staff against expected target
4. % Internal recharges received against budget (service-wide)
5. % of internal core hours delivered against target (service-wide)
6. % of external outstanding debt after 45 days
7. % of external income lost through 60 day clawback
8. Number of agency staff over 9 months
9. % of IKEN matters compliant with Lexcel (limited gaps report on matter opening)
10. % of successful bids for new work
11. % of fee earners achieving time recording target
12. % audit (internal and external) recommended action completed within timescale
13. Number of external customers dissatisfied with service
14. Number of disputed recharges (internal)
15. % of staff completing all mandatory e-learning
16. Settlement agreements drafted within 4 weeks
17. Right to Buy completions within 6 months (not postponed)
18. Value and % of income written off through bad debt
19. % of Members' cases completed within 28 days
20. % of Education Appeal hearings held within Timescales

Policy, Performance and Communications

1. Percentage of communications campaign outcomes delivered
2. Percentage of forecasted income received into Communications service budget
3. Percentage of performance measures in the Corporate Performance Framework that meet minimum quality standards
4. Proportion of online consultations that meet minimum quality standards
5. Percentage of eligible decisions and budget plans that have a completed EIA referenced in the decision report
6. Number of views of JSNA chapters
7. Percentage of pages on www.sheffield.gov.uk that have been reviewed in the last twelve months
8. Member satisfaction with Scrutiny function
9. Proportion of households that respond to the Household Enquiry Form before reminders are sent out: total
10. Before reminders are sent out: The proportion of households that respond to the Household Enquiry form online as a proportion of all responses received

Place Portfolio

Indicators for Environmental Regulations and Highways are under review

Business Strategy and Regulation

1. Kgs of waste per household in the city per year
2. % of household waste sent to landfill
3. % of household waste recycled
4. % of household waste composted
5. % of household waste treated at energy recovery facility
6. User satisfaction with highway condition
7. Total number of fly tipping incidents
8. Number of plying for hire operations undertaken
9. Maintain Purple Flag , Green Flag and Sheffield Standard Quality Accreditation for city centre sites
10. Footfall to key areas of the city centre (% change)
11. Vibrancy of indoor markets - Moor Markets - footfall (% change)
12. Vibrancy of indoor markets - Moor Markets - occupancy
13. Vibrancy of indoor markets - Crystal Peaks - footfall (% change)
14. Number of food premises rated 0-2
15. Undertake 'during performance' inspections at SWFC and SUFC
16. Undertake 'during performance' inspections at Owlerton Stadium
17. Vibrancy of indoor markets - Crystal Peaks - occupancy
18. % of cameras working
19. Economic impact of events
20. Number of reportable H&S incidents
21. % of customer satisfaction
22. Number of high risk Licensing Act premises inspections per year
23. % of Hackney Carriage Vehicles meeting Euro 6 by 2022
24. % of Private Hire vehicles meeting Euro 6 by 2022
25. Average number of hours enforcement per CEO
26. Average number of parking PCNs issued per CEO
27. Age (in days) of backlog of appeals correspondence
28. Income yield per pay & display bay

A fully revised list of indicators for City Growth should be available at end of September 2019.

City Growth

1. Capital Receipts delivered (£m)
2. Net housing completions per year
3. Number of deliverable homes as a percentage of the 5-year housing requirement
4. The number of people killed or seriously injured (KSI) in the calendar year
5. The number of days per year (for the 24 hours standard) where the prescribed levels for particulate matter (PM10) are exceeded
6. The percent (%) of recording stations that exceed the annual average NO_2 level of 40µg/m³
7. Hotel room rate Rev PAR
8. Value (£m) of business tourism - conferences and events (Sheffield)
9. Cumulative total value (£m) of the Ambassador Programme to the City (value of business secured as a direct result of the programme)
10. Overall satisfaction with traffic levels and congestion
11. Percentage of Major Planning Applications determined in under 13 weeks
12. Number of graduates placed with local SMEs under RISE Programme

Culture and Environment

1. % of public open space sites in Sheffield managed to the Sheffield Standard
2. The number of Green Flag quality awards accredited to parks and green spaces in Sheffield (National Excellence Standard & Community Awards)
3. Number of visits per 1000 head of population to SCC funded sporting venues and activities
4. Number of visits per 1000 head of population to SCC cultural funded venues
5. Maintain Forest Stewardship Council Certification for Sheffield City Council Woodlands
6. Percentage of staff vacancies per service area
7. Percentage of Required learning completed
8. Number of near miss H&S incidents recorded
9. Number of children who achieve the specified weight loss or weight maintenance at 12 weeks
10. Number of adults who achieve the specified weight loss (3%) at 12 weeks
11. Improved local biodiversity – number of Local Wildlife Sites owned by SCC where positive conservation management has taken place.
12. Percentage of people who are inactive (less than 30 min per week)
13. Percentage of people who are active (more than 150 min per week)
14. Smokefree Service: Number of 12-week smoking quits delivered
15. Percentage of playground inspections carried out
16. Trees - % of safety inspections completed
17. Projects - % of highlight reports completed
18. Ecology - % of planning apps responded to within SLA
19. Customer Enquiries responded to within timescales
20. % of partnership reviews completed
21. % of satisfaction with the Walking for Purpose project

Housing and Neighbourhoods Service

1. No. of affordable homes built or acquired
2. Average satisfaction with overall service (out of 10) - Council Housing
3. No. of Homes acquired or built for Council Housing
4. % rent collected
5. Total arrears owed by current and former tenants (£m)
6. Homeless acceptances per 1000 households
7. Average satisfaction with value for money for rent (out of 10) - Council Housing
8. No. of people in private sector homes made safer by action on category 1 hazards/statutory nuisance
9. Percentage of Sheffield Crisis Grant applications processed within 2 days
10. Percentage of Sheffield Independence Grant decisions made within 15 days
11. Rent loss from all vacant properties - (excludes Temporary Accommodation and Acquisitions)
12. % leasehold invoices raised within 18 months
13. Amount spent delivering the investment programme (£M)
14. Overall satisfaction with repairs service provided to council housing tenants
15. Satisfaction with shared green areas
16. % Overall satisfaction with Leaseholder Service
17. Overall satisfaction with investment work (based on current programme) (out of 10)
18. No. of Apprenticeship places in H&NS recruited to
19. % of decent homes at the end of the period
20. % repairs completed on time
21. % of gas servicing certificates outstanding
22. No of disrepair cases at end of quarter
23. Energy Efficiency SAP rating
24. Sheffield Housing Company House Completions

Transport and Facilities Management

1. Customer Satisfaction
2. Performance of Strategic Contracts - Aggregated
3. Complaints Received
4. Complaints upheld
5. H&S - Number of Reportable Accidents
6. H&S - Statutory Compliance of the Corporate Property Estate
7. Appointments kept
8. Repairs completed within category
9. SEN Journey arrived on time
10. Income (internal)
11. Income (external)
12. Expenditure
13. Net Budget (YTD), forecast and next year
14. Progress on Capital Programmes against Forecast (actual v budget)
15. % of PDR's completed (electronic)
16. % of PDR's completed (manual)
17. % of apprentices that are from an under represented characteristic
18. Percentage of staff that have completed Required training
19. Workforce Morale
20. Gender profile - proportion of female staff
21. Age Profile - proportion of staff over 55
22. Ethnicity Profile - proportion of BAME staff

People Services Portfolio

Measures have been agreed with directors. Require approval at PLT.

Adult Services

1. Median number of days to determine whether a person requires ongoing Adult Social Care support.
2. Median number of days to put in place ongoing Adult Social Care support once it has been determined that the person needs it.
3. % of people who have had an annual Conversation reviewing longer-term Adult Social Care support
4. Proportion of adults with a learning disability in paid employment (ASCOF 1E)
5. Proportion of adults with severe mental illness in paid employment (ASCOF 1E)
6. Average Home Care Customer Package Size (commissioned hours)
7. Average Weekly Home Care Package Cost (£) (demand indicator)
8. Home support clients (agreement client count at end of quarter based on people with a package commissioned)
9. Number of NEW people receiving a service 3 months after contact assessment or conversation 1 via the community route
10. Number of NEW people receiving a service 3 months after contact assessment or conversation 1 via the hospital route
11. Long-term support needs of adults aged 18-64 met by admission to residential / nursing care homes, per 100,000 population (ASCOF 2Ai)
12. Long-term support needs of adults aged 65+ met by admission to residential / nursing care homes, per 100,000 population (ASCOF 2Aii)
13. Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into re-ablement/ rehabilitation services (ASCOF 2B)
14. Delayed transfers of care from hospital (total delays per day) per 100,000 population which are attributable to adult social care or joint with NHS, data given in brackets
15. Delayed transfers of care from hospital attributable to adult social care or joint with Mental Health (total delays per day per 100,000 population)
16. Percentage of Residential Nursing / Care Provision rated by CQC as outstanding
17. Percentage of Residential Nursing / Care Provision rated by CQC as good
18. Percentage of Residential Nursing / Care Provision rated by CQC as requires improvement
19. Percentage of Residential Nursing / Care Provision rated by CQC as inadequate
20. Percentage of Residential Nursing / Care Provision not yet inspected by CQC
21. Percentage of Domiciliary Care / Community Provision rated by CQC as outstanding
22. Percentage of Domiciliary Care / Community Provision rated by CQC as good
23. Percentage of Domiciliary Care / Community Provision rated by CQC as requires improvement
24. Percentage of Domiciliary Care / Community Provision rated by CQC as inadequate
25. Percentage of Domiciliary Care / Community Provision not yet inspected by CQC
26. Bed occupancy in residential homes for older people does not rise above 90%
27. Bed occupancy in nursing homes for older people does not rise above 90%
28. % Income collected for adult social care contributions within 60 days from issue of invoice (Domiciliary Care quarterly figure)
29. Adult Social Care 'Bad debt' provision (debt still unpaid 60 days after the invoice was due) (year to date, as at end of quarter)
30. Adult Social Care 'Bad debt' - write off (year to date, as at end of quarter)
31. Average number of whole days taken to complete Section 42 enquiries from start to end of process
32. Number of DOLS applications currently awaiting allocation
33. Domestic Abuse: Number of referrals to the Multi Agency Risk Assessment Conference (MARAC) (year to date figure from Q1)
34. Number victims of sexual abuse receiving counselling (new clients during quarter)
35. Overall satisfaction of people who use services with their care and support (ASCOF 3A)
36. Social care-related quality of life (ASCOF 1A) (score out of 25)
37. Proportion of people who use services who have control over their daily life (ASCOF 1B)
38. The proportion of people who use services who reported that they had as much social contact as they would like (ASCOF 1i1)
39. The % of people who use services who find it easy to find information about services (ASCOF 3D1)
40. Average number of days to respond fully to Adult Social Care complaints
41. Total Continuing Health Care spend (fast track and standard) per 50,000 population (£m)

Children and Families

1. **Percentage of care leavers in employment, education or training**
2. **Percentage of children with a permanence outcome (SGO/CAO/Adoption)**
3. **Assessments completed within 45 working days**
4. **ICPCs within 15 working days**
5. **Staff supervision completed within timescale**
6. Percentage of repeat referrals
7. Percentage of children in care who have had 3 or more placements in the previous 12 months
8. Percentage of children in care in the same placement for at least 2 years
9. Percentage of care leavers in suitable accommodation
10. Rate of first time entrants aged 10-17 into the criminal justice system
11. Rate of CIN per 10,000
12. Rate of CLA per 10,000
13. Rate of CP per 10,000
14. Rate of referrals to children's social care
15. Rate of assessments completed
16. Rate of s47 enquiries starting in the period
17. Percentage of children who become the subject of a CP plan for a second or subsequent time
18. Percentage of CP reviews carried out within timescale
19. Percentage of children subject to a CPP visited in timescale
20. Percentage of CLA visited within timescale
21. Adoption timescales (A10/A2)
22. Case supervision completed within timescale

Libraries, Learning, Skills and Communities

1. **Percentage of 16-17 year olds who are not in employment, education or training and not known**
2. **Percentage of 16-17 year olds taking up apprenticeships**
3. **PLACEHOLDER (Community hubs)**
4. Percentage achieving Level 3 qualification at age 19
5. Percentage of 16-18 year old SEND young people who are in employment, education or training
6. Percentage of 16-18 year old mothers who are in employment, education or training
7. Percentage of 16-18 year olds supported by Youth Justice System who are in employment, education or training
8. Gap between the city employment rate and the national average
9. Percentage working age unemployment
10. Percentage 16-24 year old unemployment
11. Number of referrals to community support workers
12. Number of people benefitting from services delivered by organisations in receipt of grant aid during the year (annual figure)
13. Number of volunteers contributing to grant funded services during the year (annual figure)
14. PLACEHOLDER (Grant aid funded project supporting s17/white goods crisis support)
15. Sheffield Community Investment Deal – Percentage of respondents who agree that people in their neighbourhood generally get along with one another
16. Number of visitors to libraries and archives
17. Number of print issues
18. Number of e-issues
19. New library registrations
20. PLACEHOLDER (Stock Turnover)
21. PLACEHOLDER (Year of Reading)

Business Strategy

1. **SCAS: % income collected for adult social care contributions within 60 days from issue of invoice (Domiciliary Care quarterly figure)**
2. **Percentage of People subject access requests responded to in 40 days**
3. **Percentage of People FOI requests completed within timescale**
4. SCAS: Adult social care bad debt provision (debt still unpaid 60 days after the invoice was due) (year to date, as at end of quarter)
5. New measure for indicator to measure newly-arising bad debt – to replace bad debt measure above when established
6. Percentage of portfolio EMT indicators that are showing improvement (where new data is reported)
7. New measure to look at improvement of indicators prioritised / identified by PLT
8. Percentage of PLT / EMT indicators that have targets (where appropriate)

Commissioning, Inclusion and Learning

1. **Sexual abuse: Number of victims of sexual abuse receiving counselling [EMT measure (CMG I0023)]**
2. **Domestic abuse: Number of referrals to multi-agency risk assessment conference [EMT measure (CMG I0022)]**
3. **Mental health: Proportion of adults in contact with secondary mental health services who live independently (ASCOF 1H)**
4. **Rate of special school permanent exclusions**
5. **Rate of primary fixed-term exclusions**
6. **Rate of secondary fixed-term exclusions**
7. **Rate of special school fixed-term exclusions**
8. **Rate of primary permanent exclusions**
9. **Rate of secondary permanent exclusions**
10. **Primary persistent absence - 10%**
11. **Secondary persistent absence - 10%**
12. **Percentage of newly-made EHC plans issued completed within 20 weeks (calendar year to date; all plans, including exceptions)**
13. **Percentage of primary schools judged good or better**
14. **Percentage of secondary schools judged good or better**
15. **Percentage of special schools judged good or better**
16. **% achieving a good level of development at the end of the Foundation Stage**
17. **Inequality gap at the end of the Foundation Stage (new framework)**
18. **% of pupils achieving expected standard in reading at the end of KS1**
19. **% of pupils achieving expected standard in writing at the end of KS1**
20. **% of pupils achieving expected standard in maths at the end of KS1**
21. **% of pupils achieving expected standard in reading, writing and maths at the end of KS2**
22. **KS2 progress score in reading**
23. **KS2 progress score in writing**
24. **KS2 progress score in maths**
25. **Average Attainment 8 score per pupil**
26. **Average Progress 8 score per pupil**
27. **% of children in care achieving expected standard in reading, writing and maths at the end of KS2**
28. **KS4 average Progress 8 scores of children in care**
29. **Percentage of children in reception who are obese (PHOF 2.06i)**
30. **Percentage of children in Year 6 who are obese (PHOF 2.06ii)**
31. **Percentage of young people in Year 10 who feel sad or depressed quite a lot / always**
32. **Percentage of women smoking at the time of delivery**
33. **Breastfeeding rate at 6-8 weeks (PHOF 2.02ii)**
34. % absence from school of children who have been looked after continuously for 12 months
35. Secondary school absence
36. Primary school absence
37. Permanent exclusions of secondary pupils with statements of SEND / EHC plans
38. Permanent exclusions of secondary pupils with SEN support
39. Percentage of looked after children placed at a school in under 20 days
40. Percentage of 2 year olds taking up FEL
41. Percentage of 3-4 year olds taking up FEL
42. Permanent exclusions of primary pupils with statements of SEND / EHC plans
43. Permanent exclusions of primary pupils with SEN support
44. Fixed-term exclusions of secondary pupils with statements of SEND / EHC plans
45. Fixed-term exclusions of secondary pupils with SEN support
46. Fixed-term exclusions of primary pupils with SEN support
47. Fixed-term exclusions of primary pupils with statements of SEND / EHC plans
48. Special school persistent absence - 10%
49. Special school absence

Appendix C: Report on corporate performance April 2018 to March 2019

<u>**Strong Economy**</u>

- **Did we make the most of our distinctive economic assets and strengths?**
  Generally speaking we increased the impact of our economic assets and strengths: visits to SCC funded cultural venues increased last year; the value of business tourism increased and the number of visits to SCC funded sporting venues and activities was broadly in line with expectations.

- **Did we create the right conditions for people and support them to gain the skills to contribute to, and benefit from, the local economy?**
  The proportion of the working age population qualified to at least Level 3 increased as did the percentage of 16-17 year olds taking up an apprenticeship. Going forward, we need to match this success in terms of the number of graduates placed with local SMEs under the RISE programme.

<u>**Thriving Neighbourhoods and Communities**</u>

- **Was there an increase in the number of schools becoming great and inclusive?**
  Progress in this area was mixed with the numberof primary schools judged to be good or better increasing; the number of special schools judged to be good or better decreasing slightly (but in line with comparators); and a small decrease in the number of secondary schools judged to be good or better.

- **Did we make sure that the housing needs of Sheffield people are met?**
  Targets relating to acquisition/building of affordable and appropriate housing together with satisfaction with value for money and income from rent were all either exceeded or met. Similarly the targets for speeding up planning applications and reducing the number of council tenants in arrears were both met. Further progress is needed in relation to the number of deliverable homes as a percentage of the 5-year housing requirement and in the number of Sheffield Housing Company house completions.

- **How effective was Local Transport?**
  A small increase in the proportion of journeys by walking was offset by a reduction in the percentage of journeys undertaken by public transport and by cycling. There was a small decline in satisfaction with condition of the highway but we maintained our position as having the second highest satisfaction of any local authority on this measure.

- **How well did we manage the local environment?**
  The good quality and management of our public spaces, food premises, and parks and green spaces continued to improve. Although individual levels of household waste reduced and the proportion treated at the energy recovery facility increased, the proportion going to landfill increased whilst the proportion being recycled or composted reduced.

- **Did neighbourhoods feel safe and did communities and people get on well together?**
  The number of households reporting anti-social behaviour reduced significantly over previous periods. Considerable improvements have been made to increasing the number of people receiving counselling following sexual abuse although the number of domestic abuse related referrals to MARAC reduced slightly.

<u>Better Health and Wellbeing</u>

- **Did we ensure that children have a great start in life?**
  There were improvements for looked after children and a narrowing of the gap between the lowest achieving 20% at early years foundation stage. Exclusions and absences require improvement against comparators. In terms of reducing smoking during pregnancy, whilst numbers are reducing the level remains higher than average. Similarly although the proportion of mothers breastfeeding at 6-8 weeks after delivery is good relative to other parts of the country, there was a small decrease over the previous period.

- **Did we support children and young people to fulfil their potential?**
  The average time between children entering care before they are placed for adoption decreased and the percentage of looked after children with a permanent outcome increased. Levels of sadness and depression among pupils in Y10 decreased. Although improving, further improvement is needed in relation to the average time between placement order and match to adoptive carers.

- **Did we support people to stay healthy and well?**
  There was a reduction in the rate of emergency admissions for conditions that would not normally require admission to hospital and an increase in the proportion of service users who reported that they were helped to feel safe. Nevertheless, the number of private sector homes made safer by action on category 1 hazards/statutory nuisance needs to improve. Although levels of fruit and vegetable consumption remained relatively unchanged, admissions related to alcohol consumption are up and rates of premature preventive mortality beginning to increase.

- **Did we support people to regain their health and wellbeing when they needed it?**
  Performance was better than target across the range of indicators, including rates of homelessness acceptances, permanent admission of older people into nursing or residential care and people still at home 91 days after discharge from hospital into reablement/rehabilitation services.

- **Did we ensure there was good quality, innovative, value for money care and support services available for the people of Sheffield?**
  Although the number of adults receiving a review was not as high as target, performance is strong in relation to the amount of time it takes to complete an adult social care assessment together with the number of days to complete and agree the support plan following assessment. This is a positive step and

may lead to improved customer satisfaction and improved complaint response times in future years, both of which have seen some improvement since Quarter 4 2017-18. In addition, although the number of delayed transfers of care did not meet target, performance in this area has improved over the last year as a result of stronger working relationships between health and social care.

- **How well did we support people to be in control of their care and support and have genuine voice and influence over the things that affect them?**
  Performance across the Adult Social Care Outcomes Framework indicators relating to level of control and access to information reduced as did the proportion of adults in contact with secondary mental health services living independently, with or without support. There was an improvement in the proportion of service users who reported that they had as much social contact as they would like.

Tackling Inequalities

- **How well did we support children and young people to reduce the likelihood of them living their adult lives in poverty?**
  The proportion of vulnerable young people in education, employment or training increased whilst overall levels of unemployment among 16-18 year olds reduced as did the proportion of 10-17 year olds entering the criminal justice system for the first time. Participation in after school activities and attainment/progress scores at 16 and 19 require further improvement.

- **Did we help to build an inclusive economy based on fair access to decent jobs and help adults overcome barriers to gaining skills and employment?**
  Working age unemployment reduced in 2018-19 and the 20th percentile (gross) hourly pay increased slightly in Sheffield to £8.77. However the employment gap between people with a learning disability or people in contact with secondary mental health services in employment and the rest of the population remains a concern.

- **Did we perform our role in mitigating the worst effects of poverty?**
  The number of homes acquired or built for council housing and the number of affordable homes built or acquired all increased. All (100%) Sheffield independence grant decisions were made within 15 days although the proportion of crisis grant applications processed within 2 days slipped slightly from 97% to 95%.

Key Performance Measures and Actions

RAG Ratings for Q4 2018/19

Measures updated in this quarter are shown in **bold**
All actions are updated each quarter

Strong Economy

Are we making the most of our distinctive economic assets and strengths?

	RAG	Trend	Period	Target	Actual
Number of visits per 1000 head of population to SCC cultural funded venues	Green	✔	Q4 2018/19	3,703	4,075
Value (£m) of business tourism - conferences and events (Sheffield)	Green	✔	2017	140.0	152.0
Cumulative total value (£m) of the Ambassador Programme to the City (value of business secured as a direct result of the programme)	Green	✔	Q4 2018/19	30.00	31.60
Number of visits per 1000 head of population to SCC funded sporting venues and activities	Amber	✖	Q4 2018/19	9,101	8,719
Hotel room rate Rev PAR	Red	✖	Q4 2018/19	5.00	-4.37

Are we creating the right conditions for people and supporting them to gain the skills to contribute to, and benefit from, the local economy?

	RAG	Trend	Period	Target	Actual
Percentage of the Sheffield working age population qualified to at least Level 3	Green	✔	2018	64.4	66.1
Percentage of 16-17 years olds taking up apprenticeships	Green	◀ ▶	Q4 2018/19	5.5	8.7
Number of graduates placed with local SMEs under RISE Programme	Red	✖	Q4 2018/19	85	68

Thriving Neighbourhoods and Communities

Are all schools becoming great and inclusive schools?

	RAG	Trend	Period	Target	Actual
Percentage of primary schools judged good or better	Green	◀ ▶	Q4 2018/19	82	83
Percentage of special schools judged good or better	Amber	✖	Q4 2018/19	91	90
Percentage of secondary schools judged good or better	Red	✔	Q4 2018/19	68	61

Do we make sure that the housing needs of Sheffield people are met?

	RAG	Trend	Period	Target	Actual
Net housing completions per year	Green	✔	2017/18	1,922	2,304
No. of Homes acquired or built for Council Housing	Green	✔	Q4 2018/19	60	78

	RAG	Trend	Period	Target	Actual
No. of affordable homes built or acquired	Green	✔	Q4 2018/19	120	153
Average satisfaction with value for money for rent (out of 10) - Council Housing	Green	◀ ▶	Q4 2018/19	8	8
% rent collected	Green	◀ ▶	Q4 2018/19	100	100
Percentage of Major Planning Applications determined in under 13 weeks	Green	✘	Q4 2018/19	90.0	90.0
Total arrears owed by current and former tenants (£m)	Green	✘	Q4 2018/19	12	12
Average satisfaction with overall service (out of 10) - Council Housing	Amber	◀ ▶	Q4 2018/19	8	8
Number of deliverable homes as a percentage of the 5-year housing requirement	Red	◀ ▶	2018/19	100	90
Sheffield Housing Company House Completions	Red	✘	Q4 2018/19	252	170

How effective is Local Transport?

	RAG	Trend	Period	Target	Actual
Percentage of journeys by walking	Green	◀ ▶	2018	7.1	7.2
Percentage of journeys by cycling	Amber	✔	2018	1.0	0.8
The percent (%) of recording stations that exceed the annual average NO₂ level of 40µg/m³	Red	✔	2017	-	32
User satisfaction with highway condition	Red	✘	2018	50.0	45.0
Overall satisfaction with traffic levels and congestion	Red	✘	2018	48.5	45.0
Percentage of journeys by public transport	Red	✘	2018	28.0	23.1
The number of days per year (for the 24 hours standard) where the prescribed levels for particulate matter (PM10) are exceeded	Red	✘	2017	-	15
The number of people killed or seriously injured (KSI) in the calendar year	No RAG	✘	2018	Missing	349
Total number of bus passengers (millions)	No RAG	?	2018	55.00	Missing

How well do we manage the local environment?

	RAG	Trend	Period	Target	Actual
Kgs of waste per household in the city per year	Green	✔	Q4 2018/19	794	742
% of household waste treated at energy recovery facility	Green	✘	Q4 2018/19	65.0	66.1
Number of food premises rated 0-2	Green	✘	Q4 2018/19	220	204
The number of Green Flag quality awards accredited to parks and green spaces in Sheffield (National Excellence Standard & Community Awards)	Green	✘	2018/19	13	13
% of public open space sites in Sheffield managed to the Sheffield Standard	Green	?	2018/19	63	63
% of household waste recycled	Amber	◀ ▶	Q4 2018/19	28.00	27.30
Average satisfaction with shared green areas (out of 10)	Amber	?	Q4 2018/19	7.8	7.7
% of household waste sent to landfill	Red	✘	Q4 2018/19	1.00	1.89
% of household waste composted	Red	✘	Q4 2018/19	6.00	4.73
Total number of fly tipping incidents	Red	✘	Q4 2018/19	12,000	15,254

Do our neighbourhoods feel safe with communities and people that get on well together?

	RAG	Trend	Period	Target	Actual
No. of households reporting ASB at least once in the last 12 months	Green	✔	Q4 2018/19	7,816	4,414
Sexual Abuse: Number of victims receiving counselling	Green	✔	Q4 2018/19	80	277
Domestic Abuse: Number of referrals to the Multi Agency Risk Assessment Conference (MARAC)	Red	✘	Q4 2018/19	920	865

Better Health and Wellbeing

Do we ensure that children have a great start in life?

	RAG	Trend	Period	Target	Actual
Attainment gap of lowest achieving 20% at Early Years Foundation Stage	Green	✔	2017/18	31.8	28.2
Percentage of children in care achieving the expected standard in reading, writing and maths at KS2	Green	✔	2017/18	27.00	41.1
% of childminders judged good or better by Ofsted	Green	◀▶	Q2 2018/19	87.0	94.1
Rate of special school permanent exclusions	Green	◀▶	HT1-4 2018/19	-	-
Average Progress 8 score per pupil	Green	✘	2017/18	0.03	0.01
% of pupils achieving expected standard in reading, writing and maths at end of KS2	Amber	✔	2017/18	64.00	62.0
% achieving a good level of development at the end of Foundation Stage	Amber	◀▶	2017/18	71.5	70.3
% of pupils achieving expected standard in writing at end of KS1	Amber	◀▶	2017/18	70.00	68.0
Average Attainment 8 score per pupil	Amber	◀▶	2017/18	46.50	44.5
% of pupils achieving expected standard in reading at end of KS1	Amber	✘	2017/18	75.0	72.0
% of pupils achieving expected standard in maths at end of KS1	Amber	✘	2017/18	76.00	74.0
Percentage of women smoking at the time of delivery	Red	◀▶	Q4 2018/19	8.7	11.7
Breastfeeding rate at 6-8 weeks	Red	◀▶	Q3 2018/19	54.2	51.0
Primary persistent absence	No RAG	✔	HT1-4 2018/19	Missing	10.0
Secondary persistent absence	No RAG	✔	HT1-4 2018/19	Missing	14.3
Percentage of pupils who achieved a 9-5 pass in English and Maths GCSE	No RAG	✔	2017/18	Missing	39.5
Rate of primary permanent exclusions	No RAG	✔	HT1-4 2018/19	Missing	0.04
Rate of primary fixed-term exclusions	No RAG	✔	HT1-4 2018/19	Missing	1.4
Rate of secondary fixed-term exclusions	No RAG	✔	HT1-4 2018/19	Missing	9.0
Rate of secondary permanent exclusions	No RAG	✘	HT1-4 2018/19	Missing	0.27
Rate of special school fixed-term exclusions	No RAG	✘	HT1-4 2018/19	Missing	5.2

Do we support children and young people to

	RAG	Trend	Period	Target	Actual

fulfil their potential?

	RAG	Trend	Period	Target	Actual
Average time between children entering care before they are placed for adoption (3 year average) (days)	Green	◀ ▶	Q3 2018/19	426	378
Percentage of young people in Year 10 who feel sad or depressed most of the time	Green	◀ ▶	2017/18	12.0	11.4
Percentage of LAC with a permanence outcome	Green	✖	Q4 2018/19	33.0	35.1
Average time between placement order and match to adoptive carers (3 year average)	Red	◀ ▶	Q3 2018/19	121.0	171.0

Do we support people to stay healthy and well?

	RAG	Trend	Period	Target	Actual
% of people who use services who say that those services help them feel safe	Green	✔	2018/19	87.0	89.8
Emergency admissions for acute conditions that should not usually require hospital admission, per 100,000	Green	✔	2017/18	1,330.4	1,301.2
Smoke free Service: Number of 12-week smoking quits delivered	Green	?	2017/18	500	501
% of people who use services who feel safe	Amber	✔	2018/19	70.0	67.6
Mortality from causes considered preventable (male) - PHOF 4.03	Amber	✔	2017	228.6	236.9
Average number of portions of vegetables consumed daily - PHOF 2.11iii	Amber	◀ ▶	2016/17	2.7	2.6
Average number of portions of fruit consumed daily - PHOF 2.11ii	Amber	✖	2016/17	2.7	2.5
Alcohol related admissions to hospital per 100K population	Red	◀ ▶	2017/18	632.0	700.0
No. of private sector homes made safer by action on category 1 hazards/statutory nuisance	Red	✖	Q4 2018/19	450	315
Mortality from causes considered preventable (female) - PHOF 4.03	Red	✖	2017	137.7	152.9

Do we support people regain their health and wellbeing when they need it?

	RAG	Trend	Period	Target	Actual
Homeless acceptances per 1000 households	Green	✔	Q4 2018/19	2.42	1.03
Proportion of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Green	◀ ▶	Q4 2018/19	80.0	84.0
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Green	✖	Q4 2018/19	768	732

Do we ensure there are good quality, innovative, value for money care and support services available for the people of Sheffield?

	RAG	Trend	Period	Target	Actual
Average number of days to complete Adult Social Care assessments	Green	◀ ▶	Q4 2018/19	28	14
Average number of days to complete and agree the support plan after the Adult Social Care assessment	Green	✖	Q4 2018/19	28	14
Adults receiving a review as a % of those receiving a service	Red	✔	Q4 2018/19	75	51
Gross purchasing budget (including MH) - forecast end of year budget position	Red	✔	Q4 2018/19	-	9.70
Delayed transfers of care per 100,000 population - 17/18 methodology	Red	✔	Q4 2018/19	10.00	15.00
Overall satisfaction of people who use services with their care and support	Red	◀ ▶	2018/19	65.0	61.7

	RAG	Trend	Period	Target	Actual
Average number of days to respond fully to Adult Social Care complaints	Red	✕	Q4 2018/19	50	83
Care & Support forecast end of year budget position	Red	✕	Q4 2018/19	-	9.20

How do we support people to be in control of their care and support and have genuine voice and influence over the things that affect them?	RAG	Trend	Period	Target	Actual
Proportion of people who use services who reported that they had as much social contact as they would like (ASCOF 1i)	Red	✔	2018/19	47.5	43.3
Proportion of people using adult social care services who have control over their daily life (ASCOF 1B)	Red	◀ ▶	2018/19	78.0	74.8
The proportion of people who use services who find it easy to find information about support (ASCOF 3D)	Red	✕	2018/19	74.0	64.3
% adults in contact with secondary mental health services living independently, with or without support	Red	✕	2017/18	85.0	68.0

Tackling Inequalities

How well are we performing our leadership role in reducing inequality in the city?	RAG	Trend	Period	Target	Actual
% of police detections for hate crime resulting in an effective response (12 month period)	No RAG	?	Q4 2018/19	Missing	Missing

How well are we supporting children and young people to reduce the likelihood of them living their adult lives in poverty?	RAG	Trend	Period	Target	Actual
Percentage of 16-18 year old teen mothers who are in EET	Green	✔	Q4 2018/19	20.4	21.6
16-24 unemployment rate %	Green	✔	Q3 2018/19	13.0	9.0
Percentage of 16-18 year old LDD who are in EET	Green	✔	Q4 2018/19	88.2	90.3
Rate of 10-17 year olds entering the criminal justice system for the first time (per 100,000 pop)	Green	✔	Q4 2018/19	367.0	264.0
Percentage of 16-18 year olds supported by YJS who are in EET	Green	✔	Q4 2018/19	56.5	69.8
Percentage of 16-17 year olds who are NEET or 'Not Known' (monthly)	Red	✔	Q4 2018/19	5.1	6.2
ECM survey: Percentage of Y10 pupils reporting that they take part in adult-supervised out of school activities.	Red	✔	2017/18	75.0	70.6
FSM6: Attainment 8 score per pupil	Red	✕	2017/18	36.8	33.0
Percentage of 19 year olds qualified to level 3	Red	✕	2017	57.5	53.6
Number of ASB incidents reported with a youth qualifier	No RAG	✔	Q4 2018/19	Missing	2,184
Percentage of young offenders who reoffend	No RAG	?	Q4 2018/19	Missing	Missing
The attainment gap between FSM6 pupils and the rest at Foundation Stage profile	No RAG	?	2017/18	Missing	Missing
Percentage of care leavers aged 17-21 in EET	No RAG	?	Q2 2018/19	80.0	Missing
Number of 18-24 year olds securing sustainable employment across the city-region as a result of Ambition SCR	No RAG	?	Q3 2018/19	Missing	Missing

Are we helping to build an inclusive economy based on fair access to decent jobs and helping adults overcome barriers to gaining skills and employment?

	RAG	Trend	Period	Target	Actual
20th percentile hourly pay - gross	Green	✔	2018	8.73	8.77
Working age unemployment rate %	Green	◀ ▶	Q3 2018/19	5.8	5.2
% adults in contact with secondary mental health services in paid employment	Green	◀ ▶	2017/18	6.00	6.00
% of 16-64 year olds with no qualifications	Amber	◀ ▶	2017	8.4	8.5
% of adults with learning disabilities in paid employment (ASCOF 1E)	Red	✖	Q4 2018/19	5.6	4.2

Are we performing our role in mitigating the worst effects of poverty?

	RAG	Trend	Period	Target	Actual
No. of Homes acquired or built for Council Housing	Green	✔	Q4 2018/19	60	78
No. of affordable homes built or acquired	Green	✔	Q4 2018/19	120	153
Percentage of Sheffield Independence Grant decisions made within 15 days	Green	◀ ▶	Q4 2018/19	99	100
Percentage of adults who have not used the internet in the last three months	Amber	✔	2018	10.0	10.3
Percentage of Sheffield Crisis Grant applications processed within 2 days	Amber	◀ ▶	Q4 2018/19	97	95

Sheffield City Council

Report to Overview and Scrutiny Management Committee

Report of: Eugene Walker - Executive Director of Resources

Subject: **Budget Setting and Consultation Process for 2020/21**

Author of Report: Dave Phillips, Head of Strategic Finance (35872)

Summary:
This report updates Overview and Scrutiny Committee on the context and background information relating to the financial position for the Council as it approaches setting its revenue and capital budget for 2020/21. It also outlines the suggested process for consultation on budget proposals.

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

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

The Scrutiny Committee is being asked to:

Consider the proposals and provide views, comments and recommendations on the budget setting and consultation approaches for 2020/21.

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Background Papers:
List any background documents (e.g. research studies, reports) used to write the report. Remember that by listing documents people could request a copy.

Category of Report: OPEN

Report of the Director of Finance and Commercial Services

Budget Setting and Consultation Process for 2020/21

1.   Introduction

This report sets out the context and background information relating to the financial position for the Council as it approaches setting its budget for 2020/21. Overview and Scrutiny requested this report to enable it to consider the background and proposed process for setting the 2020/21 budget.

Since the current Government's austerity programme began in 2010/11, SCC has seen its central funding cut by over £200m. These cuts coupled with increasing service and inflationary pressures have resulted in SCC having to approve over £460m worth of savings proposals as set out below.
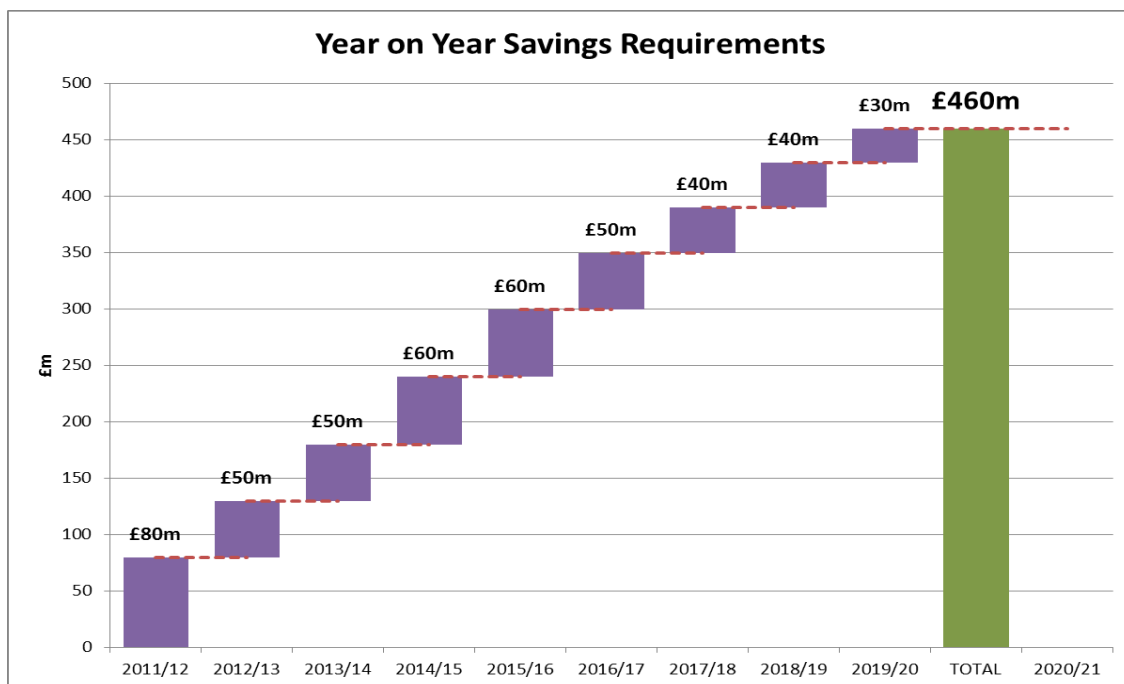
A significant proportion of these pressures have resulted from increases in demand for Adults and Children's Social Care services. SCC has prioritised these services over the last few years with investments totalling over £35m in the last two years alone. Below is a trend graph that highlights the changes in spend since 2013/14.

Analysis of net expenditure by area
Source: MHCLG Revenue Budget (RA) Data.
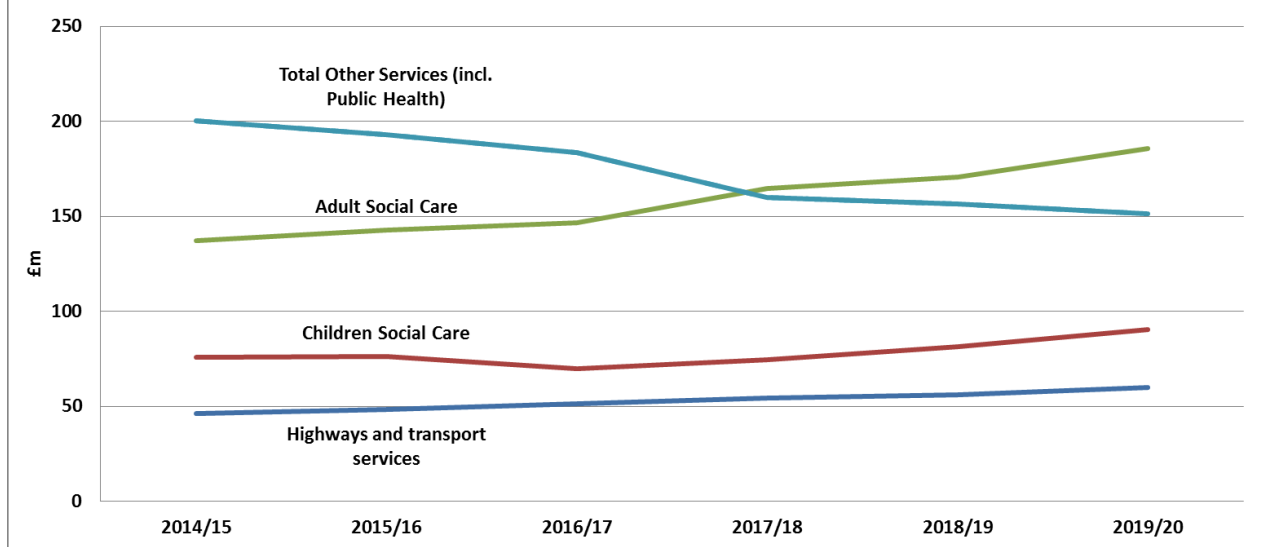
Place based and 'back-office' services ('other services' in the graph) have reduced to free up vital resources to support social care spending. The increase in spend on Highways services is due to the programme of investment in the City's roads.

Unfortunately the trend of demand and inflationary pressures for the social care sector look set to continue into the medium term, with forecast pressures to 2023/24 totalling nearly £89m. When all the other pressures are added to the aforementioned £89m social care problem, the total demand for additional funding is £73m. This total includes pressures in Place of £14m and £3m in Resources, with an offsetting anticipated contribution from Corporate budgets of approximately £33m.

This requirement for additional funding will have to be resourced by cessation of some non-statutory services, efficiency savings within existing services, increased income generation through charging and applying to external sources, and an assumed increase in local taxation such as council tax and business rates.

Medium term thematic approaches to support the delivery of year on year balanced budgets have been well documented and approved in prior years. These cover areas such as Social Care Recovery Plans, Place Change Programme and the Corporate Functions Review. These approaches will continue to be reviewed and updated throughout the budget process.

Current forecast of pressures for 2020/21 highlight that the level of savings to be identified within portfolios totals nearly £48m, including £16m of pressures from previous years not resolved on a recurrent basis. This is split between portfolios as follows:

- People – approx. £43m
- Place – approx. £4m
- Resources and PPC – approx. £1m

The delivery of a balanced budget is a legal requirement for the Council. Therefore setting out a robust approach and accompanying policies to business planning is paramount to addressing the funding requirements highlighted above, and also in dealing with uncertainties around Government funding allocations.

This approach also includes a significant and layered engagement and consultation period where citizens, partners and statutory consultees (VCF and business) can consider and influence our budget decision making. A proposal for this budget engagement is set out below.

2.   Approach and policy for setting the 2020/21 budget

As aforementioned the level of savings and additional income required to balance the 2020/21 budget currently stands at approximately £48m. This figure is likely to change pending the result of the Government's one year Spending Review due to be announced on 4th September.

SCC intends to continue its policy of asking portfolios to develop proposals to meet their own pressures. However given the magnitude of the People pressures and level of investment required over the last few years, alternative approaches are likely to be needed.

In order for portfolios to meet the pressures facing their services, a continuation of the wider thematic approach will be adopted and updated. For the People portfolio this will mean pursuing the prior approved activity on Social Care Recovery Plans, including prevention and intervention strategies, improving independence and inclusion, developing a more sustainable provider market, fairer charging, and improved mental health services to ensure long term sustainability of the services.

In the 19/20 Business Planning exercise, Place portfolio proposed savings of over £17m for the four year period to March 2023 based on themes such as renegotiation of major contracts, reviewing fees and charges and uplifting by inflation, efficiency improvements in service provision, and the extension and development of initiatives approved in prior years.

The Resources portfolio is supporting the delivery of the above programmes through the provision of technical advice on Finance, HR, Legal, and ICT as part of the portfolio's programme projects teams. Through the principles agreed as part of the Corporate Functions Review (CFR) and programme delivery supervision of the Council's SCC 2020 initiative, it is ensuring there is no duplication of effort and resources are optimally utilised.

In addition to the broader themes, portfolios will have to identify further areas across all services to reduce service provision, deliver efficiencies and / or improve income generation to offset emerging pressures and general inflation not yet covered by existing proposals.

Consultation and engagement

We are committed to representing the needs and views of Sheffielders across all the city's neighbourhoods and communities. The city continues to have major decisions to make both now and over the coming years, including:

• how we continue to deliver the range of services that Sheffielders need;

• how we can find solutions to the challenges facing some of our most vital public services, such as health and social care;

• how we manage the huge financial challenges faced by the council due to the budget cuts by Government which impacts on services used by every person in the city;

• how we invest to enable the city to grow in a way that works for all Sheffielders, so that people from every part of the city have the best life chances and opportunities.

As part of our approach to setting the budget, we have statutory duties to consult the business community and voluntary, community and faith sector on our proposals and also seek to engage Sheffielders in a wider conversation about how our budgets are spent.
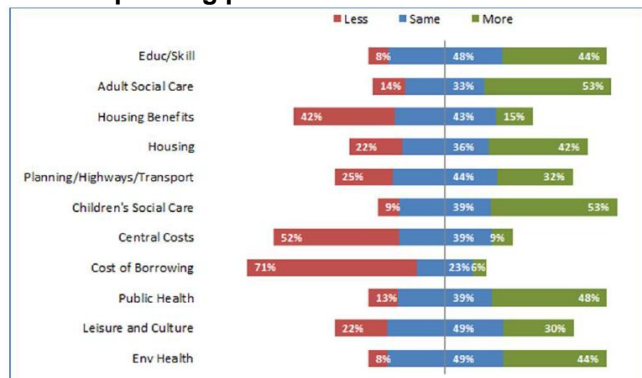
Further, as specific budget proposals are developed, services and portfolios across the council are required to produce Equality Impact Assessments (EIAs) on their budget proposals. This ensures that services have fully considered any potential implications for their proposals for people in Sheffield (particularly the protected characteristics covered by the Equality Act 2010) and explain any mitigations that are necessary to avoid any unlawful discrimination that may result from the proposed changes.

We have undertaken different approaches to engagement on the budget in recent years, including large scale public events in the Town Hall and neighbourhood-based events for citizens to discuss our budget decisions with Cabinet Members and senior officers. However, the most consistent approach we have taken combines:
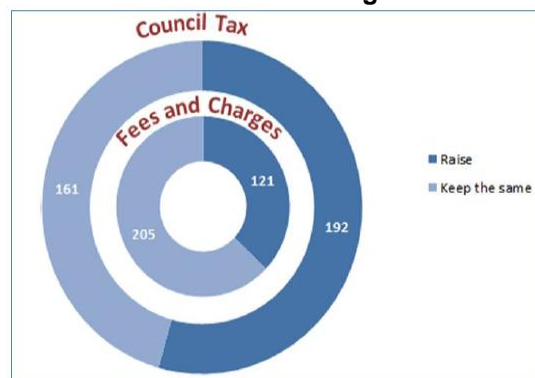
• **Population survey on budget themes and issues** – using our Citizenspace consultation hub we have undertaken online surveys to enable citizens to give their views on key budget issues such as priorities for budget investment; capital investment; and the proposed Council Tax level. The surveys are widely promoted across our key channels (website, social media, newsletters, networks).

• **Engagement and consultation with citizens and service users on specific proposals** – services and teams consult service users on specific proposals relating to a particular service. This consultation forms an important part of Equality Impact Assessments.

• **Wider engagement** – including with VCF organisations, businesses (e.g. through City Growth Board) and SCC Overview and Scrutiny.

In 2018/19, the budget survey ran for six weeks between December and January, receiving 361 responses from citizens who gave a range of views on their priorities for investment. There is a summary of the key messages from the 2018/19 survey in the 2019 Budget Report (see para. 199 onwards on p90 of the report pack here: http://democracy.sheffield.gov.uk/documents/g7011/Public%20reports%20pack%20Wednesday%2006-Mar-2019%2014.00%20Council.pdf?T=10).

Citizen spending priorities 2018/19

Council Tax & fees and charges 2018/19

Proposals for consultation in 2019/20
As part of our commitment to increase involvement and engagement in decision making, we always look at alternative approaches to increase engagement in our budget setting. This year, we are proposing to undertake two phases of activity, starting earlier in autumn 2019 in order to enable citizens and partners to consider the council's medium term financial position with a more detailed focus on the service specific proposals later in the autumn/winter.

This approach is set out below we would welcome the Committee's views and comments on the proposals.

Phase 1 – early autumn 2019
This is more about the strategic direction of the council's finances and an opportunity to look at the strategic priorities for the coming years, rather than just the specifics for the 2020/21 budget. It is an opportunity to engage citizens and partners in the strategic investment and public service challenges facing the city over the coming years.

Focus	Detail
Setting the strategic context and direction	• Use the Medium Term Financial Strategy (MTFS) to frame a conversation about the city council's finances over the coming years and our budget strategy. • Accompanying online and face to face consultation asking for views on the broad budget strategy, rather than individual proposals • Strategic engagement on budget with key strategic partners (CCG, STH)

Focus	Detail
	• Opportunity for some joint activity with local media (eg. Q&A events)
Overview and Scrutiny Management Committee	• OSMC session in September consider our budget position and budget strategy.
Partner 'deep-dive' sessions	• Structured events focusing on some key specific opportunities / issues / challenges each year, bringing together key partners • These would be shared sessions with key partners, potentially through existing forums • For example, this could focus on adult social care and we could then focus on different theme areas each year, developing citywide perspectives on key public service challenges.
Shared campaign for change	• Continue to make the case to Government for a fairer resource settlement for Sheffield, focusing on Fair Funding Review, proposed Spending Review in 2020, Social Care funding, and school funding. • Build greater public awareness of the financial challenges and decisions faced by the city • Demonstrate our coherent approach to delivering solutions (ie. reform/improve core services; support fairer economic growth)
Portfolio-led engagement on proposals	• Portfolios and services in SCC identify consultation requirements as part of their developing budget proposals and start to undertake consultation activity with clients and service users alongside EIAs.

Phase 2 – late autumn / winter (Nov – Jan)
In the second phase, we will focus more heavily on the specific proposals in the 2020/21 budget.

Focus	Detail

Rigorous portfolio/service-led consultation on specific budget proposals	• The role of **service-level consultation on specific budget proposals** is a critical part of our budget setting approach. This approach includes:
	  – Pre-proposal dialogue with those likely to be affected by budget cuts if they can be specifically tied into a proposal
	  – An EIA of the full budget and specific EIAs of contentious/risky areas. These need to be before Full Council at decision making time.
	  – Services need to be alert to specific duties to consult

Focus	Detail
	which they may individually have. Early consideration of whether to consult in accordance with those duties needs to take place

Formal survey focused on our 2020/21 budget proposals	• Formal 'budget' survey to consult Sheffielders on:
	  – The broad shape of our emerging budget
	  – Council Tax levels
	  – Fees and charges
	• Targeted at key groups / those potentially impacted on by service / budget changes
	• An essential part of our engagement approach in order to reach out to the wider population.
	• Support from Communications to promote the survey via SCC's key communication channels.

Budget Scrutiny with OSMC	• Dedicated budget scrutiny session in early February which will enable OSMC to make recommendations on the budget to Cabinet before the budget is considered at the February Cabinet meeting.

As in previous years, there will be an overview of the engagement activity and the views of citizens in the full budget report but we could provide an update on the consultation for the Committee later in the year if Members would find it useful.

3.   **Process and Timetable for Savings Approvals**

As highlighted above the broader themes have already been approved and will only be subject to re-approval where the level of savings / investments significantly alter or the underlying policy supporting its original approval changes.

Any additional savings, disinvestments, or investments where appropriate, will be developed by officers following a Member led session, at which, the Council's priorities will be discussed and guidance for officers issued.

Following this session, officers will formulate budget savings proposals using the Council's Business Planning systems and processes prior to presenting the information to Lead Cabinet Members for approval. These proposals will be subject to the relevant ongoing consultation and equality impact assessments. This part of the business planning process is timetabled for completion during October, November and early December.

Approved proposals will be presented to the Labour Group and Executive during November and December for further discussion and agreement. Fully approved proposals will form part of the 2020/21 budget report presented to this Committee on 6th February 2020, prior to being made public on the 10th February 2020

Should insufficient savings be identified to balance the budget, as was the case during the 2019/20 process, the Executive Director of Resources and Section 151 Officer will review the reserves requirement and assess the sustainability of any use before allowing the budget to be set by Full Council.

Capital

The Council has successfully developed its urban space, built additional council housing and built several new schools or extensions over the past decade, transforming the look of the City Centre in particular. The Council is keen to continue this momentum.

Through Strategic Commissioning Cabinet members have identified key projects (existing and new) with Lead officers.

Initial proposals were received in July, with further clarifications throughout August. Further consultation on cross-portfolio issues, revenue budget implications, feedback and initial prioritisation is required (process to facilitate this to be agreed), so there is a session with Leader in late September. The capital process will align to the Revenue process thereafter.

4 What does this mean for the people of Sheffield?

Equality Impact Assessments (EIA) have been completed in relation to the elements of the budget already approved as part of the thematic approach and continue to be updated to reflect the impact upon Sheffield citizens. Any new savings / income generation proposals will be presented with accompanying EIA's when approved.

As set out above, we have a planned programme of engagement in autumn and winter 2019/20 which will create a range of opportunities for citizens and partners to engage in our budget decision making for both the medium term and the immediate.

The current forecast budget gap for 2020/21 is around £17m and therefore a Council Tax increase is inevitable to sustain services. SCC acknowledges the financial impacts this can have on the City's residents and will therefore increase the Hardship Fund to support those least able to afford any increase.

5. Recommendations

The Committee is asked to:

a) provide its views on the suitability of approach to pursuing a balanced budget as per the process set out above;

b) discuss and comment on the proposed budget engagement approach;

confirm the date for next Committee meeting to review the Budget Report as the 6th February 2020.

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Report to Overview and Scrutiny Management Committee
Thursday 19th Sept 2019

Report of: Policy and Improvement Officer

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Subject: Work Programme 2019/20: Overview and Scrutiny Management Committee

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Author of Report: Deborah Glen, Policy and Improvement Officer
deborah.glen@sheffield.gov.uk
0114 273 5065

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The Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. It aims to focus on a small number of issues, in depth. This means the Committee will need to prioritise issues to be included on formal meeting agendas. Where an issue is not appropriate for inclusion on a meeting agenda, but there is significant interest from Members, the Committee can choose to request a written briefing paper.

The Work Programme will remain a live document and will be brought to each Committee meeting. There have been some changes following discussions at the last meeting:

- Referral to the other committees of the items on Mental Health Call for Evidence and Sheffield City Region
- Deferral of item on IT, to include insourcing and outsourcing
- Inclusion of two items on Citizens Assembly and review of governance arrangements
- Reduce the number of items to consider the budget from 3 to 2.
- Establish a Task and Finish Group on Communications.

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

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

The Scrutiny Committee is being asked to:
- Consider and comment on the committee's work programme
- Identify, prioritise and agree topics for inclusion in the work programme

Background Papers: Sheffield Council Constitution
Category of Report: OPEN

OSMC		Thursday 1.30-3.30pm	
Topic	**Reasons for selecting topic**	**Lead Officer/s**	**Agenda Item/ Briefing paper**
Thursday 4th July 2019			
Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities	To update members on the guidance published in May 2019	Deborah Glen, Policy and Improvement Officer	Agenda Item
OSMC Draft Work Programme 2019/20, a report of the Policy & Improvement Officer	To consider and discuss the committees Work Programme for 2018/19. To include Resources and PPC Portfolios priorities and issues for potential scrutiny	James Henderson, Director of Policy, Performance and Communications Eugene Walker, Executive Director, Resources Deborah Glen, Policy & Improvement Officer	Agenda Item
Thursday 19th September 2019			
Performance Management	To consider the new performance management framework for the Council and to discuss its implications for Scrutiny	James Henderson, Director of Policy, Performance and Communications Louise Brewins, Head of Performance and Intelligence	Agenda Item

Budget Scrutiny Session	To consider our current in year budget position - the Medium Term Financial Strategy/analysis, where are the pressures and risks. To consider process for setting the 2020/21 budget including any proposed consultation.	Cllr Olivia Blake Dave Phillips	Agenda Item
OSMC Work Programme 2018/19	To consider and discuss the committees work programme for 2018/19.	Deborah Glen, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from Scrutiny Chairs.	Scrutiny Chairs	Agenda Item
Thursday 17th October 2019			
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item
Thursday 14th November 2019			
Ethical Procurement	To consider an update on the ethical procurement policy	Fil Leonard, Head of Procurement and Supply Chain David Hollis, Asst Director, Legal and Governance	Agenda Item
Draft Work Programme 2019-20	To consider and discuss the committee's work programme for 20.	Deborah Glen, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item

Thursday 6th February 2020			
Revenue Budget 2019/20 and Capital Programme 2019/20	To consider the Council's budget proposal in advance of Cabinet.	Cllr Olivia Blake, Deputy Leader and Cabinet Member for Finance Eugene Walker, Executive Director of Resources Head of Strategic Finance Other attendees tbc.	Single Agenda Item
Draft Work Programme 2019-20	To consider and discuss the committee's work programme for 20.	Deborah Glen, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item
Thursday 19th March 2020			
Customer Experience Strategy	Follow up from 2018/19 consideration of the strategy	James Henderson/Mark Bennett	Agenda Item
Work based development and Wellbeing	Follow up from 2018/19 consideration.	Mark Bennett/Lynsey Linton	Agenda Item
Scrutiny Annual Report Submission 2018/19	To consider and comment on the appropriate sections of the draft Annual Scrutiny Report.	Deborah Glen, Policy and Improvement Officer	Agenda Item

Possible items to be scheduled	
Equalities Objectives	A new set of Equality Objectives 2019-23 has recently been agreed. They guide the work we carry out in the city and demonstrate our commitment to challenging inequality and promoting a fair and inclusive City: Objective 1: Strengthen knowledge and understanding of our communities Objective 2: Ensure our workforce reflects the people that we serve Objective 3: Lead the city in celebrating diversity and promoting inclusion Objective 4: Break the cycle of inequality and improve life chances. We carry out Equality Impact Assessments (EIA's) to systematically assess the effects that a policy, project or proposal is likely to have on different groups of people within the city. EIAs focus on the impact on the protected characteristics in the Equality Act. In addition, we also assess the impact on the Voluntary, Community and Faith Sector, poverty and financial inclusion, carers, armed forces and cohesion. EIA's are undertaken to help us make better decisions and to try to ensure that the services we provide and commission are fair and accessible to all. An action plan is currently being developed to improve the EIA process, based on reviews carried out during 2018/19.
Equalities Hub Network	The Equality Hub Network was established five years ago, and it is time for a review to examine how well they are meeting their initial aims, how they have developed, and how they should operate in a sustainable way in the future. Fundamentally, the Hubs are an established and functional network comprised of an abundance of dedicated organisations and individuals. It is a largely successful model for positive community engagement. They have made a real difference to a number of projects and are respected by many partners across the City. However it is also clear that they are not achieving their full potential and making as much impact as they should be on either the Council or the city more generally. This Council-led review which included a survey of Hub members, outlines some of the hindrances affecting the Equality Hub Network and makes recommendations for its improvement.
Public Sector Reform	This is a programme for developing and implementing specific proposals to improve public services for people in Sheffield. It has a long term, rather than a day-to-day operational focus; people-based services (health, care, education, employment, etc.)

	It focuses particularly on things that require changes of approach in multiple local organisations
Governance Review – Initial Scoping	Referred by Full Council and requested by Committee on 4th July 19. Timetable as yet unclear. Additional meeting of OSMC to be called for this.
Citizens Assembly on Climate Change	Referred by Full Council and discussed by Committee on 4th July. Timetable as yet unclear.
Task and Finish Group on Communications.	To be chaired by Cllr Sioned Mair-Richards Membership to be determined