

APPENDIX D – PART 7 (MANAGEMENT STRUCTURE)

Sheffield City Council – Constitution
Part 7 – Management Structure and Statutory/Proper Officers
(Revised December 2017)

1. MANAGEMENT STRUCTURE

Chief Officers

Chief Executive and Head of Paid Service

- Has overall corporate and management responsibility for the work of the Council, including the number and grade of officers required for the discharge of functions
- May discharge the functions discharged to other officers in cases of urgency or emergency and in consultation with the Leader

Chief Executive

Responsible for:-

Director of Policy, Performance and Communications

- Corporate Policy and Strategy
- Corporate Research and Analysis, including spatial analysis and GIS
- Communications, including Campaigns, Marketing, Press and PR, Print and Design and Internal Communications
- Corporate Consultation
- Digital Services
- Elections, Referenda and Electoral Registration
- Equalities, Social Justice and Community Involvement
- Performance Management
- Public Health Intelligence
- Public Service Reform
- Scrutiny
- Sheffield Partnership Board (formerly Sheffield Executive Board)
- Strategic and Business Planning

Director of Public Health

- Public Health overall, including Health Improvement, Health Protection and Health Services' Public Health
- Public Health input to the (NHS) Clinical Commissioning Group
- Lead Director for the Joint Strategic Needs Assessment
- Liaison with Executive Directors regarding Integration of Public Health Specialist Teams into the Portfolio Management Structures
- Planning for and responding to emergencies that present a risk to public health
- Membership of the Health and Wellbeing Board
- Writing an Annual Report on the Health of the Population

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Executive Director Resources

(Designated as the Chief Finance Officer/Section 151 Officer under the Local Government Act 1972)

Responsible for:-

Overall Portfolio Accountability
Statutory Chief Finance Officer (Section 151 Officer for SCC)
Statutory City Region Finance Officer (Section 73 Officer)
EMT Lead for Tackling Inequalities and Equality Hubs

Director of Finance & Commercial Services

Strategic Finance

- Financial Planning and Accounting
- Financial Systems support and helpdesk
- Internal Audit
- External Grant Funding
- Treasury
- Taxation
- Insurance and Risk
- Deputy Statutory Chief Finance Officer (Section 151 Officer for SCC)

Financial Business Partnering

- Financial Business Partnering for all portfolios

Commercial Business Development

- Capital Programme Budgeting and Accounting
- Finance & Commercial Projects
- Housing and Council Tax Benefits Client Team
- Council Tax and Business Rates Collection
- Collection of Sundry Debt
- Construction Category (Procurement)
- Income & Commercialisation Agenda
- Investment Strategy
- Corporate Debt Recovery

Procurement and Supply Chain

- Commercial, Commissioning, Procurement and Contract Management, Processes and Support

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- Business Services Category (Procurement)
- Young People, Health and Care Category (Procurement)
- Strategic Contract Management (e.g. Capita, Waste, Streets Ahead, Social Housing Repairs and Maintenance, Corporate Repair, Property and FM, Howden House)
- Supplier Relationship Management
- All External Spend Data and related Freedom of Information Requests
- Approach/Process for Trade Supplier Payments
- Managing Community Right to Challenge Submissions

Sheffield City Region Combined Authority

Finance and Commercial Support

Director of Business Change and Information Solutions

- Digital Strategy
- IT Strategy & Planning
- ICT Outsourced Partnership Management
- Business Change including Business Analysis, Enterprise Architecture, Programme and Project Management
- IT Service Management including ICT Governance and Assurance
- Information Security & Management
- Digital Inclusion/Digital Literacy
- Lead Client Director – Capita Partnership Relationship
- Strategic Change Programme
- Senior Information Risk Officer (SIRO)

Director of Human Resources & Customer Services

Human Resources

- HR Business Partners
- HR Policy and Specialist Advice on Employment Matters
- HR Advice and Support on People Management
- Workforce Development Unit
- Schools HR Service – Strategy and Governance
- Learning and Development Delivery Service
- HR Support for Major Change Projects
- Occupational Health
- Health and Safety
- HR Connect – Capita HR Transactions
- HR Connect – Capita Payroll

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Customer Services

- Corporate Call Centre, Council Housing Call Centre and Repairs Service Centre
- City Wide Alarms Call Handling Service
- 101 Service/Out of Hours Service
- E-Services (Council Website)
- Corporate Complaints Team
- Translation and Interpretation
- Customer Service Strategy and Projects
- First Point, Reception Service
- Blue Badge Service
- Armed Forces Community Covenant
- Sheffield Register Office
- Customer Fulfilment Centre (processing of applications for parking permits, travel passes, free school meals)
- Revenue and Benefits Call Centre

Director of Legal and Governance

- Legal Services
- Local Land Charges
- Monitoring Officer
- Standards
- Constitution
- Governance
- Democratic Services
- Member Development
- Mayoral Team
- Members Services

Executive Director, People Services

(Designated as the Director of Children’s Services under the Children Act 2004)

Responsible for:-

Director, Children and Families Service

- OFSTED Responsible Individual for Regulated Services
- Children’s Social Work Services
- Fostering Service

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- Adoption Service
- Safeguarding Service
- Learning Difficulties and Disabilities Service
- Attendance Services
- CiC Placement QA and brokerage
- Children in Care Services
- Care Leavers Services
- Corporate Parenting
- Children’s Residential Services
- Aldine House Secure Home
- Youth Justice Service
- Multi-Agency Support Teams delivery
- Early Intervention and Prevention Services delivery

Director of Inclusion and Learning Services and Children’s Commissioner

Health - including:

- Integrated Commissioning Unit
- Children’s Public Health
- Emotional Wellbeing and Mental Health
- Maternity and Early Years
- Infant Mortality
- Sexual Health
- Future in Mind Programme
- Children’s Joint Commissioning
- Parent’s Assembly (Every Child Matters Survey)

Schools - including:

- Oversight Academies Programme
- Advocacy for Children & Young People.
- Learn Sheffield & the commission to them for delivery of LA statutory functions for school improvement (Primary, Secondary and Special Schools)
- Performance Monitoring, Challenge and Intervention)
- Learn Sheffield & Partnership & Communication with Schools
- Targeted Support for Vulnerable Groups, including those with EAL
- Educational Attainment of Looked After Children – Virtual School
- School Governor Service
- Outdoor Education Service, including Swimming
- E-Learning
- School Places, Planning and Commissioning
- Foundation Stage Learning Outcomes

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- Children Missing from Education
- School Admissions and Admission Appeals
- SEND Services and Commissioning of SEN Places
- Strategic Lead for SEND, including Education Psychology, Hearing Impaired, Visually Impaired and Autism Service
- Strategic Lead for Services to Schools
- De-escalation Service for Schools, Communities and Parents
- Early Years Inclusion
- Music Service
- Maintained Nursery Schools
- Hospital and Home Tuition Service
- Early Years Standards

Commissioning – Including :

- Housing-related Support
- Intelligence and Forecasting
- Learning Disabilities
- Carers
- Service Development (personalisation, prevention, integrated services)
- Contracts and Partnerships
- Drug and Alcohol/Domestic Abuse Co-ordination (DACT)
- Health and Wellbeing Board
- Health and Care Integration (BCF)
- Community Equipment
- Early Years Planning and Sufficiency – Business Strategy Strategic Leadership of the Early Years – Commissioning/Learning
- Childcare/Childminders
- 0-5 Strategy / Best Start – Commissioning
- Multi-Agency Support Teams – Commissioning
- Early Intervention and Prevention Services – Commissioning

Director of Business Strategy

- Strategic Resource Planning (Business and Portfolio Strategy, Planning and Monitoring)
- Performance Management
- Business Information Management
- Change Programme Development and Monitoring
- Business Improvement, Efficiency and VFM
- User/Carer Engagement
- Portfolio Business Support
- Staff and Customer Involvement

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- Capital Strategy
- Schools Resourcing Strategies
- Information Strategy
- Risk Management, Information Governance, Emergency Planning and Business Continuity
- Equalities, Diversity and Inclusion
- Business Partner Relationship Management:
 - Asset Management
 - Human Resources
 - Finance and Commercial Services
 - Legal
 - Policy and Communications
 - Information Communication Technology
 - Procurement
 - Customer First
 - Transformation Change Programmes
- Emergency Planning and Business Continuity
- Schools Transport Strategy
- School Food Services
- Financial Probity and Performance
- Services to Schools Financial and Resource Planning

Director of Lifelong Learning, Skills and Communities

- Integrated Youth Support
- Extended Learning and Support
- Portfolio Policy, Planning and Performance

Director of Adult Services

- Adult social work including older people, physical disability, learning disability, sensory impairment
- Access and Prevention service to ensure early help and advice both in community and hospital
- Locality teams to provide case coordination for people living in the community
- Future Options teams to support adults of working age living in care homes to increase their independence and inclusion
- Adult Safeguarding Investigations, Serious Incidents and Serious Case Reviews
- Support for Carers
- Community Reablement Services including STIT
- Learning Disability provider services: Supported Living, Day Services, Residential Short Breaks

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- Adult Placement Shared Lives
- Citywide Care Alarms including Assistive Technology
- Occupational Therapy, Equipment and Adaptations Services
- Commissioning and contracting of care and support for older people, physical disability, learning disability, sensory impairment (including community-based support, care homes, community equipment)

Head of Libraries and Community Services

Libraries Archive and Information Services

- Community Libraries
- Central Library
- Cohesion and Migration
- Home Library Service
- Patient Library Services
- Partnerships with Co-delivered and Associate Library Groups
- Governance of Library Assets
- BIPC Centre
- Archives and Heritage Services
- Local Studies
- Records Management
- Children's and Schools library services
- Universal Offers

Community Digital Inclusion Strategy

Voluntary Sector

- Grant Aid
- Strategic lead on engagement with the Voluntary, Community and Faith Sector
- Voluntary Sector Strategy
- Volunteering Strategy.

Locality Management

- Local Area Partnerships
- Voluntary Sector Liaison

Community Development

- Strategic Commissioning of Community Development
- Building Community Assets
- Increasing Community Resilience
- Multi Agency and Partnership Working.

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- Development of Community Hubs
- Public Health Community Wellbeing Programme
- Prevention and Early Intervention
- Community Support Workers Service
- Cohesion and Migration

Learning and Skills

- 14-24 Partnerships and Planning
- Alternative Provision
- Community Cohesion (Engagement with Schools and Communities)
- Family and Community Education
- Gateway and Vulnerable Peoples Resettlement Programme
- High Needs Learning Provision
- Targeted Education Interventions
- Progression Programme Development – Enterprise, Employment & Digital Skills
- Post 16 Learning Provision
- Employment Policy and Programmes
- Skills (all age) Policy and Programmes
- Skills Made Easy & Apprenticeship Reform Programme
- Sheffield City Region Local Authority Lead Officer for Skills & Employment.

Executive Director, Place

Responsible for:-

Director of City Centre Development

- City Centre Major Investment / Regeneration Projects:
- Sheffield Retail Quarter
- Flood Protection Programme

Director of Culture & Environment

- Sport and physical activity projects and programmes
- Contracts and funding with sports facility providers
- Allotments
- Arts development and major projects
- Contracts and funding with major arts partners including Sheffield Theatres, museums trusts, Showroom and Site Gallery

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- Bereavement Services
- City Centre Management
- City and Community Events
- Graffiti Removal (except on highways)
- Housing estate grounds maintenance
- Highway Maintenance – Streets Ahead PFI
- Parks and woodlands
- Ranger Service
- Sheffield Markets
- Public Health: environment, physical activity, food policy, tobacco control

Director of Business Strategy and Regulation

Strategic Role:

- Business Partner Relationship Management
- Business Planning
- Governance and Compliance
- Performance Management
- Programme Management
- Resilience Management
- Risk
- Business Continuity
- Corporate Emergency Planning
- Strategic Resource Planning

Operational Services:

- Capital Delivery Service
- Coroner's Service
- Medico-Legal Centre (MLC)
- Licensing
- Parking Services
- Regulatory Services:-
 - Health Protection
 - Environmental Protection
 - Trading Standards
 - Pest Control
- Waste Management (including abandoned vehicles)

Director of Transport and Facilities Management

- Facilities Management of the Corporate Estate
- Facilities Management Contract Management

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- Schools Property Services
- Property Records
- Transport Management of the Corporate Fleet
- Transport Contracts and Fleet Management
- Passenger Transport for Vulnerable Adults and Children
- Taxi Driver and Vehicle Testing
- Vehicle Testing, Maintenance and Repairs

Director of City Growth

- Air Quality
- Building Standards and Public Safety
- Business Growth
- Inward Investment
- City Branding and Identity
- Corporate Property Services:-
 - Commercial Estate Management
 - Estate and Valuation Services
 - Kier Asset Partnership Ltd Shared Services – Estate and Valuation Services
 - Rural Estates Management
- Property Disposals and Acquisitions
- Regeneration
- Economic Strategy
- External Marketing of Sheffield
- Flood Risk Management
- Indigenous Business Support/Aftercare
- Maximising Economic Impact of Major Events
- Planning – Development Management and Local Plan
- Promoting Sheffield as a Business Location
- Promoting Sheffield to Attract Leisure and Business Tourism
- Rural Estates Management
- Sector Development
- Sheffield City Region and Local Enterprise Partnership
- South Yorkshire Archaeology
- Strategic Development and Funding
- Transport, Traffic Infrastructure
- Welcome to Sheffield Web Portal

Director of Housing

Neighbourhood Management

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- Neighbourhood & Tenancy Management – including taking enforcement and legal actions
- Management of SCC First points and Council Housing Service customer access point
- Providing support and signposting/referring council housing tenants
- Community Engagement – city wide and local engagement
- Monitoring Tenant and Residents Associations and administering the levy payments
- Estates Service – locally based waste management, recycling, block cleaning.
- Working with Estate and Env Services to develop neighbourhood plans with Parks
- Management of Local budgets – going local and community fund
- Management of HRA owned buildings i.e. area offices and meeting rooms
- Management of garages – maintenance of waiting list, lettings and collection of rent
- Taking enforcement actions as per tenancy conditions
- Income Management and Financial Inclusion
- Social Care and Accounts Services – Income collection, executor services and debt recovery
- Community Safety and Anti-Social Behaviour Multi Agency Services

- Rehousing Policy, Allocations, Access to Housing
- Older Person's Independent Living
- Interim and Supported Housing, Furnished Accommodation
- Gypsies and Traveller Site Management
- Homelessness, Rough Sleepers, Accommodation, Commissioning, Safeguarding and Support Services
- Provider Services
- Housing Options and Advice Services

- Private Sector Housing – Regulation, Licensing, Tenant Support Services, Lettings Agency and Enforcement
- Page Hall Neighbourhood Management
- Home Ownership and Revenue Services (including Regional Homes and Loans Services and, Accountable Body)

- Council Housing Strategy/ Integrated Housing and Repairs Strategy
- HRA Business Plan (Responsible for the 30 year plan)
- Registered Social Landlords Compliance & Liaison

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- Asset Management Strategy for HRA assets
 - Non Domestic HRA Land and Asset Investment and Disposal
 - Delivery of the Garage Strategy
 - Estate Services Review
 - Housing & Neighbourhoods Capital Programme feasibility, development, programme management and monitoring
 - Delivery of Investment Programme,
 - Technical Standards and Design for Council Stock,
 - Building Standards compliance including HME services
 - Health and Safety Policy and Staff Engagement
 - Community Engagement & Tenant Governance in relation to Investment and repairs activity
 - Adaptations – public and private policy and delivery
 - Vacant Property Management
 - Commission for Responsive Repairs and Planned Maintenance (insourced service)
 - Repairs Policy and Strategy, Management of Disrepairs and Permissions
 - Leaseholder Management Services
 - Relationship management of licences and long leases with RSLs
 - Estate Services Strategy and Policy, city wide management of waste, green and hard landscaping standards
 - Block Cleaning and Chute management
 - Waste Support Project – Education and Enforcement
 - Housing specific contract management for waste and grounds maintenance services
 - Management of Garden Pledge and Vacant Gardens
 - Garden Competition
 - Environmental Management System implementing BS10014.
 - Housing Employability Programme
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- Housing Strategy and Policy
 - Housing Growth Delivery
 - Affordable Housing – New Provision and RP Partnership
 - Housing and Neighbourhood Regeneration
 - Successful Centres Programme
 - Housing Sustainable Energy and Environmental Strategy

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