

Agenda Item 4

SHEFFIELD CITY COUNCIL

Strategy and Resources Policy Committee

Meeting held 20 November 2024

PRESENT: Councillors Tom Hunt (Chair), Fran Belbin (Deputy Chair), Angela Argenzio, Kurtis Crossland, Dawn Dale, Dianne Hurst (Group Spokesperson), Douglas Johnson (Group Spokesperson), Abdul Khayum, Ben Miskell, Shaffaq Mohammed (Group Spokesperson), Zahira Naz, Joe Otten and Martin Smith

63. APOLOGIES FOR ABSENCE

63.1 There were no apologies for absence.

64. EXCLUSION OF THE PRESS AND PUBLIC

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

65. DECLARATIONS OF INTEREST

65.1 There were no declarations of interest.

66. MINUTES OF PREVIOUS MEETING

66.1 The minutes of the previous meetings held on 16 October 2024 were approved as a correct record.

67. PUBLIC PETITIONS, QUESTIONS AND STATEMENTS

67.1 It was noted that one question had been received that related to the remit of the Committee. A written response had been sent to the questioners and published on the Council's website. No supplementary question had been received.

68. MEMBERS' QUESTIONS

68.1 There were no Members' questions.

69. RETIREMENT OF STAFF

69.1 The Director of Policy and Democratic Engagement submitted a report on Council staff retirements.

69.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(a) places on record its appreciation of the valuable services rendered to the City Council by the following staff in the Directorates below:-

| <u>Name</u> | <u>Post</u> | <u>Years' Service</u> |
|--|-----------------------------------|---------------------------|
| <u>Adults Wellbeing and Care Services</u> | | |
| Mike McEnergy | Information and Advice Officer | 35 |
| <u>Children's Services</u> | | |
| Nigel Martin | Music Leader | 23 |
| <u>City Futures</u> | | |
| Monica Elrick | School Crossing Patrol Warden | 43 |
| <u>Neighbourhood Services</u> | | |
| Paul Cross | City Centre Ambassador | 39 |
| Helen Peck | Library and Information Assistant | 31 |

(b) extend to them its best wishes for the future and a long and happy retirement; and

(c) directs that an appropriate extract of the resolution now made, under the Common Seal of the Council, be forwarded to those staff with over 20 years' service.

70. WORK PROGRAMME

70.1 The Committee received a report containing the Committee's Work Programme for consideration and discussion. The aim of the Work Programme is to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee. It was highlighted that this is a live document and Members input to it was invaluable.

By way of an update, it was reported that, with regards to the proposed response to the Council motion on Safe Square, the bid for Violence Reduction Unit grant funding for this year's festive period has been successful.

With regards to the cross cutting item on Adoption of the Gambling Harm Prevention Strategy for Sheffield 2024-2034 it was recommended that Strategy and Resources Committee should take the decision on this issue and suggested that Communities, Parks and Leisure Policy Committee; Adult Health and Social Care Policy Committee; Education, Children and Families Policy Committee; and Licensing Committee members should be briefed on the issue.

70.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(a) the Committee's work programme, as set out in Appendix 1 be agreed, including the additions and amendments identified in Part 1 of the report;

(b) in particular it be agreed that the Finance and Performance Policy Committee consider the item on Sheffield City Council's Ethical Procurement Policy, when the new Procurement Act 2023 (PA23) and the associated National Procurement Policy Statement (NPPS) are finalised and published;

(c) approval be given to the consideration of cross cutting issues as detailed in Appendix 1 of the report;

(d) with regards to the cross cutting item on Adoption of the Gambling Harm Prevention Strategy for Sheffield 2024-2034 it was agreed that Strategy and Resources Committee should take the decision on this issue and suggested that Communities, Parks and Leisure Policy Committee; Adult Health and Social Care Policy Committee; Education, Children and Families Policy Committee; and Licensing Committee members should be briefed on the issue; and

(d) the referrals from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed responses set out be agreed, including the update now reported above.

71. **SHEFFIELD STRATEGY TACKLING DOMESTIC AND SEXUAL ABUSE AND VIOLENCE AGAINST WOMEN AND GIRLS.**

71.1 The Strategic Director of Public Health and Integrated Commissioning submitted a report presenting the Annual Report of the Sheffield Domestic and Sexual Abuse Strategic Board, and inviting the Committee to approve the Council's role in the delivery of a new and continued Strategy called 'From Surviving to Safety' which sets out objectives over the next 6 years to improve education and awareness, support victims, change perpetrators behaviour and protect more people from violence and abuse.

Hollie Venn, CEO Sheffield Women's Aid; Meera Kulkani, CEO Sheffield Rape and Sexual Abuse Centre; and Diane Johnson (Detective Superintendent), South Yorkshire Police attended the meeting representing some of the Council's valued partners in tackling domestic and sexual abuse and violence against women and girls from across the City.

71.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(a) accept and note the contents of the Annual Report of the work of the Domestic and Sexual Abuse Strategic Board;

(b) agrees the contents of the new strategy, From Surviving To Safety:

Sheffield's Strategy to end Domestic and Sexual Abuse and Violence Against Women and Girls 2024-30; and

(c) agrees to commit the Council to continue to play a leading role, working with a wide range of external stakeholders, in delivering the aims and objectives of the new strategy in the coming years.

71.3 **Reasons for Decision**

71.3.1 Domestic and sexual abuse, and violence against women and girls, has a huge impact on the lives of individual victims, families and wider society. Sheffield has a proud history of tackling the problem, challenging perpetrators and supporting victims.

71.3.2 By adopting the aims and principles set out in the new Strategy the Council will be playing a significant leadership role in the city. Working across the Council and with a range of city stakeholders, together we can continue to tackle violence and abuse and help make lives better for victims and their families.

71.4 **Alternatives Considered and Rejected**

71.4.1 One alternative would be to allow the current Strategy to tackle domestic and sexual abuse to lapse without developing a new strategy. This option was rejected because the Council is required legally to have in place an agreed Strategy for Safe Accommodation (see legal implications section). Tackling domestic and sexual abuse is also a significant concern across the city and affects a number of Council departments, so having an agreed and carefully developed strategy enables the Council and wider partners to better coordinate activity they would be involved in anyway, to provide a clear and supportive offer to victims, their families and the wider community of Sheffield.

72. **CITY GOALS AND SHEFFIELD STRONGER TOGETHER: UPDATE**

72.1 The Director of Policy and Democratic Engagement presented a report updating the committee on progress following the agreement of the City Goals in January 2024. The report outlines the progress and future steps for the Sheffield Stronger Together infrastructure, which will support the delivery of the Goals; and states that, as well as Sheffield Stronger Together, there are four other workstreams: Neighbourhood Conversations, Next Generation, Metrics that Matter, and Demonstrators and Investment.

The report provides an update on the development of all five of these workstreams and the establishment of the Sheffield Stronger Together Leadership Group.

72.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(a) notes the progress made following the agreement of the City Goals in January 2024;

(b) recognises the contribution of the citywide Transition Team and place on record our thanks to the chair and members of the Transition Team for their work; and

(c) acknowledges the Transition Team's work on developing the Sheffield Stronger Together workstream.

72.3 **Reasons for Decision**

72.3.1 This paper provides the Committee with an update on the progress that has been made by partners delivering our City Goals.

72.4 **Alternatives Considered and Rejected**

72.4.1 Not applicable – this is an update paper for Strategy and Resources Committee on the collaborative work being undertaken in the city with partners on City Goals.

73. **DELIVERING FUTURE SHEFFIELD - UPDATE**

73.1 The Assistant Director Transformation and the Director of Customer Experience and Communities presented a report providing an update on the Council's Future Sheffield Transformation programme, including:

- An overview of progress to date on the immediate priority areas agreed at the Strategy & Resources Committee on 24th July 2024, including the next steps for the Customer Experience Programme.
- An overview of the activity that is planned to take place and the investment required over the next two to three years to fully realise the potential of implementing the target operating model and the Future Sheffield transformation programme.

73.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(a) notes the progress of the Future Sheffield Transformation programme including the potential financial and wider benefits;

(b) notes the intended next steps for the Customer Experience programme and agree to progress further development and delivery of the Customer model, including strengthened leadership for this function, realising the model across the Council, and associated benefits. This will involve engagement and consultation with any affected staff in due course as appropriate;

1. Endorse the focus of the next phase of the Customer Experience Programme, including the next set of service areas prioritised for end-to-end customer journey development alongside the Digital Programme (see Appendix C)

2. Agree to progress to the next stage of developing and delivering the future Customer model, including clear management arrangements and the implementation of the Core Customer Hub for the Council , preparing for the transition of additional responsibilities into the Contact Centre in a phased approach (see Appendix B)

3. Request officers to build integrated coordination and governance between the Customer Experience Programme and the co-creation of the Communities Strategy and wider community engagement activities, including links with the cross-party Member reference group, given their interrelated nature.

(c) notes the proposed activity and investment required to deliver the Future Sheffield Transformation Programme over the next two to three years (see Appendix A); and

(d) notes that following implementation work will progress to identify a strategic partner to support delivery.

73.3 Reasons for Decision

73.3.1 The Council's transformation programme, Future Sheffield, is aimed at improving service effectiveness and delivery across the organisation whilst creating a robust long-term financial plan for the Council.

73.3.2 Delivering a whole council approach to implementing the Council's Target Operating Model, will achieve more joined-up services, greater effectiveness and efficiencies which could not be achieved by individual siloed changes. As the Programme progresses, the Council will develop the capabilities and infrastructure to successfully deliver far more sweeping and potentially complex changes.

73.3.3 By moving from Strategy into delivery, the Future Sheffield Transformation Programme will begin to demonstrate the benefits and tangible change to the organisation and our communities. This will build the momentum and our ability to deliver wider transformation with strategic oversight by Future Sheffield Board and the Strategy and Resources Committee.

73.4 Alternatives Considered and Rejected

73.4.1 Do nothing - The Council could choose not to implement the cross-council the target operating model and accelerate the Future Sheffield transformation programme thereby continuing to deliver as per existing ways of working. This has been rejected because the Council would fail to deliver against the vision and outcomes set out in the Council Plan and previous decisions taken, with the resulting negative impact on demand, costs, the Council's medium-term financial sustainability, and its reputation.

73.4.2 Service by service improvement - The Council could choose to enable individual services areas to develop and implement specific changes associated with agreed aims and ambition. This has been rejected because it

would not achieve the 'one council' approach and the holistic outcomes and financial benefits envisaged in the Council Plan and the Future Sheffield Programme.

74. ANNUAL OMBUDSMAN REPORT

74.1 Further to the Corporate Annual Complaints Report for 2023/24 presented to this committee in July 2024 and following receipt of the Ombudsman's Annual Letters, Councillor Fran Belbin, Deputy Leader and Lead Member for Customer Experience (including complaints) and the Executive Director of Neighbourhood Services introduced and presented a report outlining the complaints investigated by both the Local Government & Social Care Ombudsman (LGSCO) and the Housing Ombudsman Service (HOS) for Sheffield City Council in the 2023-24 reporting year.

The report identifies key feedback and areas for further improvement as well as benchmarking against similar local authorities.

74.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(a) notes the Annual Ombudsman Report and the learnings and service improvements that have resulted from Ombudsman investigations;

(b) agrees to continue to support the 2024-2026 Complaint Service Improvement Plan and endorse the improvements outlined in the Annual Ombudsman Report; and

(c) notes the links to 'Future Sheffield' and the 'Customer Experience Strategy', which will provide the fundamental support and direction needed to improve and transform the way Sheffield City Council handles and manages complaints.

74.3 Reasons for Decision

74.3.1 Strategy and Resources Policy Committee has lead responsibility for complaints including monitoring of complaint handling performance on behalf of the Council.

74.4 Alternatives Considered and Rejected

74.4.1 Not applicable as this Committee has lead responsibility for complaints including monitoring of complaint handling performance

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