

Overview and Scrutiny Management Committee

Thursday 19 April 2018 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 Chris Peace (Chair), Ian Auckland, Penny Baker, John Booker, Denise Fox, Douglas Johnson, George Lindars-Hammond, Pat Midgley, Josie Paszek, Mick Rooney, Ian Saunders, Steve Wilson and Cliff Woodcraft

Substitute Members

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

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 Emily Standbrook-Shaw, Policy and Improvement Officer, on 0114 27 35065 or email Emily.standbrook-shaw@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 APRIL 2018**

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 Meetings**
To approve the minutes of (a) the meeting of the Committee held on 14th February, 2018 and (b) the special meeting held on 22nd February, 2018
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Customer Experience Programme - Update**
Report of the Director of Policy, Performance and Communications
- 8. How Sheffield City Council Would Like to do Business - Ethical Procurement**
Report of the Executive Director, Resources
- 9. Work Programme Review and Annual Report 2017/18**
Report of the Policy and Improvement Officer
- 10. Work Based Development and Wellbeing - Update on Recommendations**
Report of the Policy and Improvement Officer
- 11. Issues to Raise From Other Scrutiny Committees**
The Chairs of the Scrutiny Committees to report
- 12. Date of Next Meeting**
The next meeting of the Committee will be held on a date to be arranged

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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 not:

- 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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SHEFFIELD CITY COUNCIL

Overview and Scrutiny Management Committee

Meeting held 14 February 2018

PRESENT: Councillors Chris Peace (Chair), Denise Fox, Douglas Johnson, George Lindars-Hammond, Pat Midgley, Josie Paszek, Mick Rooney, Ian Saunders, Steve Wilson and Cliff Woodcraft

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1. APOLOGIES FOR ABSENCE

- 1.1 Apologies for absence were received from Councillors Ian Auckland, Penny Baker and John Booker.

2. EXCLUSION OF PUBLIC AND PRESS

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

3. DECLARATIONS OF INTEREST

- 3.1 There were no declarations of interest.

4. MINUTES OF PREVIOUS MEETINGS

4.1 16th November 2017

- 4.1.1 The minutes of the meeting of the Committee held on 16th November 2017, were approved as a correct record.

4.2 23rd January 2018

- 4.2.1 The minutes of the special meeting of the Committee held on 23rd January 2018, were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

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

6. REVENUE BUDGET AND CAPITAL PROGRAMME 2018/19

- 6.1 The Committee considered reports of the Executive Director, Resources, on the Capital Programme 2018/19 and the Revenue Budget 2018/19, which were to be considered by the Cabinet on the afternoon of 14th February 2018.

- 6.2 In attendance for this item were Councillor Olivia Blake (Cabinet Member for Finance), Eugene Walker (Executive Director, Resources), Marianne Betts (Director of Finance and Commercial Services), Dave Phillips (Head of Strategic Finance), John Doyle (Director of Business Strategy), Paul Schofield (Finance and Commercial Services Business Partner) and Damien Watkinson (Finance

Manager).

- 6.3 The Committee received a presentation from Marianne Betts on the Revenue Budget 2018/19. Referring to the key messages arising from the budget setting process, Ms Betts stated that, as in previous years, following cuts in Government funding, compiling a balanced budget for 2018/19 had been very challenging, particularly taking into consideration the increasing demands for Social Care. Ms Betts made reference to the last meeting of the Committee, at which Members had been informed of the process for compiling the 2018/19 budget. She referred to the overall position in respect of the budget, referring specifically to the increase in Social Care funding, and also reported on the proposal to increase Council Tax by 2.99%, in addition to the Authority taking the opportunity presented by Central Government to raise the Adult Social Care precept by 3%. With regard to the Capital Programme 2018/19, Ms Betts stated that the Council had made significant progress in terms of categorisation of investments against the City's priorities, which was reflected in the Capital Programme over the next five years.
- 6.4 Councillor Olivia Blake stated that, with regard to the proposed increase in Council Tax, the Authority would be increasing its hardship fund to assist those people who would be adversely affected by the increase. Councillor Blake added that she wished to place on record her thanks and appreciation to all Members and officers who had been involved in the budget-setting process, including Members of this Committee in terms of their scrutiny.
- 6.5 Members of the Committee raised questions and the following responses were provided:-
- Whilst it was difficult to make any definite forecasts in terms of the Authority's long-term financial sustainability, it was hoped that the implementation of the Improvement and Recovery Plans, particularly those regarding Adult Social Care and Children's Services, would help in terms of the Authority's medium to long-term financial planning. The Authority was predicting a £28 million budget gap by 2021/22, unless further savings were identified, and there were concerns that, unless there was a radical change in Government funding levels, there was a potential for the Authority's financial position in the longer-term to be unsustainable. It was believed that the Authority was doing everything possible, including working with all its partner organisations, to ensure that it continued to deliver a balanced budget, whilst meeting its priorities in terms of service delivery.
 - The Authority was aware that some other local authorities were investing in commercial property, with the aim of improving their budget position in the future. However, the Government was aware of this practice, and was looking to put restrictions on the ability of authorities to adopt this practice. The Authority had taken a prudent approach in this regard, unlike a number of other local authorities, therefore minimising any long-term risk.
 - Whilst the forecast extra pressures on Social Care services amounted to £37 million in 2018/19, the Authority had been able to allocate an additional £15 million into this area, with proposed portfolio savings bridging the gap. This

£15 million comprised a combination of the Adult Social Care precept (£5.8 million), the net increase in Better Care Funding (£5.7 million) and the use of one-off funds, such as a £2 million contribution from its Insurance Reserve. It was considered that the Government was still not recognising the extent of pressures on local authorities' Social Care services.

- Whilst it was accepted that, as a result of the budget pressures, the Authority would not be able to undertake the level of early intervention work it would like, specifically with regard to Adult Social Care and Children's Services, it was hoped that the Improvement and Recovery Plans would assist in terms of undertaking such work in a more efficient and cost-effective manner. An example of this had been the recent publicity and communications work in connection with foster carers, which had resulted in the Authority receiving a large increase in inquiries from potential carers.
- The Authority had lost £195 million per annum of Government grants since the start of austerity in 2010, and including pressures, it has had to identify £430 million of savings to enable it to continue to set balanced budgets.
- The figures in terms of levels of spending per head in respect of Adult Social Care were not available at the meeting, but could be forwarded to Members. There was now a greater emphasis on ensuring service quality by assisting people to live independently, and for longer, in their own homes and communities which, whilst often being the right thing to do for the individuals, due to their complex needs, required more costly care packages, and such people would always take priority in terms of the Authority's funding allocations., which would hopefully result in savings in the longer-term.
- The Authority had released some of its Pensions/Redundancy reserves, having been under-utilised in 2017/18. Further use of reserves may be required in 2018/19 to cash-flow the Improvement and Recovery Plans in Social Care. If reserves were used, every effort would be made to replace them as soon as possible.
- The 56% of residents who, as part of the consultation on the budget, had supported a rise in Council Tax, represented the diversity of the City. There was a map showing the number of respondents per Council Ward, which could be provided to Members. It was noted, specifically, that the average age of respondents was lower than in previous years.
- Whilst there had been a significant level of lobbying of the Government by local authorities in connection with their rights to be able to raise other taxes, such as a tourist tax, it was believed that there were no statutes which currently enabled local authorities to do this.
- The Advanced Manufacturing Park was situated on a site split between Sheffield and Rotherham, therefore the income from Business Rates was shared between the two Authorities. With regard to the Council's use of financial incentives to encourage businesses to relocate to Sheffield, the Authority could offer some limited incentives on a case by case basis, but

their use had been very limited, as research had shown that business rates had only a marginal influence on a businesses' decision on where to relocate.

6.6 RESOLVED: That the Committee:-

- (a) notes the contents of the reports of the Executive Director, Resources, on the Capital Programme 2018/19 and the Revenue Budget 2018/19, together with the comments made and the responses provided to the questions raised;
- (b) recommends that the reports of the Executive Director, Resources, on the Capital Programme 2018/19 and the Revenue Budget 2018/19, be submitted to the Cabinet without amendment;
- (c) believes that the approach of Central Government to Local Government, a combination of incompetence and deliberate action, has led the Authority to critical point in Local Government finance; the Committee has concerns about the longer-term financial sustainability of Local Government, without changes in how Central Government chooses to fund Councils;
- (d) believes that the Social Care crisis, which is the driving force behind many of the difficult budget decisions Councils are having to make, is a national crisis borne almost entirely by Local Government, and exacerbated by similar challenges facing the NHS;
- (e) pays tribute to the Council's frontline staff who, it believes, go above and beyond in terms of time, capacity and compassion in delivering services in difficult circumstances;
- (f) acknowledges and thanks volunteers and community groups in the City who work tirelessly to tackle the negative effects of austerity that so many local communities are facing;
- (g) agrees to include greater oversight of the budget in its Work Programme, both in terms of in-year monitoring to support the implementation of this year's budget, and being involved in the process for putting together next year's budget proposals, particularly in the approach to public consultation; and
- (h) thanks the Cabinet Member for Finance, the Cabinet and all officers involved for their hard work in delivering a balanced budget for 2018/19.

7. DATE OF NEXT MEETING

- 7.1** It was noted that the next meeting of the Committee will be a special meeting, and will be held on Thursday, 22nd February 2018, at 11.00 am, in the Town Hall.

SHEFFIELD CITY COUNCIL

Overview and Scrutiny Management Committee

Meeting held 22 February 2018

PRESENT: Councillors Chris Peace (Chair), Penny Baker, John Booker, Denise Fox, Douglas Johnson, George Lindars-Hammond, Mick Rooney, Ian Saunders, Steve Wilson, Cliff Woodcraft and Adam Hanrahan (Substitute Member)

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1. APOLOGIES FOR ABSENCE

- 1.1 Apologies for absence were received from Councillors Ian Auckland (with Councillor Adam Hanrahan attending as his substitute), Josie Paszek and Pat Midgley.

2. EXCLUSION OF PUBLIC AND PRESS

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

3. DECLARATIONS OF INTEREST

- 3.1 There were no declarations of interest.

4. PUBLIC QUESTIONS AND PETITIONS

- 4.1 Alan Kewley stated that, on 3rd May 2018, residents of South Yorkshire would be asked to vote for a Sheffield City Regional Mayor. But turn-out could be low, as few will be aware, or understand, the role of this new directly-elected post. Within Sheffield, what steps can this Committee take to increase public awareness and understanding before election day?
- 4.2 Dr Dave Smith (Sheffield City Region Managing Director) stated that an extensive communications campaign had been planned in order to raise public awareness of the election on 3rd May 2018, which would include adverts and articles in newspapers, on relevant websites and other media, including social media. The campaign was to commence over the next few weeks, and would hopefully generate interest up to the date of the election. Sheffield City Region (SCR) was currently in the process of agreeing terms with media sources regarding advertisement sites, and were in discussion with newspaper editors in terms of articles for the press. John Mothersole (Chief Executive) stated that in addition to this, a booklet containing candidates' addresses, would shortly be mailed to all registered voters in South Yorkshire.

5. DEVOLUTION TO SHEFFIELD CITY REGION

- 5.1 The Committee received a report of the Chief Executive, containing an update on the current position with regard to the Sheffield City Region (SCR) Devolution

Agreement. The report set out the current position with regard to the Devolution Agreement, contained details in terms of a comparison of the local situation with that in the other city regions that had agreed a devolution deal at or around the same time as SCR, and set out the agreed next steps for the first half of 2018, up to the date of the Mayoral Election on 3rd May 2018.

- 5.2 In attendance for this item were Councillor Julie Dore (Leader of the Council), John Mothersole (Chief Executive), Dr Dave Smith (SCR Managing Director), Martin McKervey (Local Enterprise Partnership Board Member), Fiona Bowden (Assistant Director, Policy, SCR) and James Henderson (Director of Policy, Performance and Communications).
- 5.3 James Henderson took the Committee through the report, indicating that the plans had progressed following the agreement of the SCR Growth Deal, which had resulted in the City Region receiving Government funding to help support economic growth in the region.
- 5.4 Members of the Committee raised questions, and the following responses were provided:-
- There was presently no powers order in place, and would not be until such time a majority of Combined Authority members agreed to commence consultation. Even if this happened, there would be a further requirement that each constituent authority (and the mayor once elected) individually gives its consent to the finalised powers order before it could be laid before Parliament for approval.
 - The Mayor elected on 3rd May 2018, would be Chair of the Combined Authority, and have a responsibility for representing the interests and policies of the Combined Authority members, in terms of engaging with the Government and local communities on policies agreed by the Combined Authority. The Mayor would act as an ambassador for the area, and help to promote it as a place to live, work, visit and invest in. Whilst the Mayor would become the chair of the Combined Authority, he/she would have no more direct power than other members of the Authority, until such time the powers order was in place. On a practical level, office accommodation at the Combined Authority would be made available for the Mayor, together with administrative support, in the same way as this was made available for any other member of the Combined Authority. The Mayor would not receive any remuneration until Parliament provided the Combined Authority with the power to do so. This could potentially be done as part of the wider powers order referred to earlier.
 - Whilst it was not possible for any of the attendees at this meeting to provide a definitive explanation as to the rationale behind the decisions of Barnsley and Doncaster in not agreeing to a South Yorkshire deal, it was considered that they may be attempting to keep their options open in terms of aiming to achieve a better deal as part of a potential 'One Yorkshire' devolution agreement. SCR understood and respected each local authority's decisions, and hoped to find common ground in terms of the interests of all four South

Yorkshire authorities. It was stressed that Sheffield's position had never changed from the outset, in that the Council wanted, and still does want, all parts of the City Region (including those in north Nottinghamshire and north Derbyshire) to play a full part in the Sheffield City Region Combined Authority as these areas represent part of the functional economic area. Additionally, Sheffield's position is that it would not rule out being part of any other devolution agreement that may be reached covering a wider geographical area in future, if this was in Sheffield's interests, but that it was focussed on delivering the deal that has already been agreed. It was noted that any future Yorkshire devolution agreement would involve considerable negotiation, would require the agreement of all constituent councils, the Government and Parliament, which may prove difficult to secure.

- The business community was confused by the decisions of Barnsley and Doncaster as it saw devolution to city regions as the future, and considered that the direction of future Government funding would follow this structure. The business community was very interested in doing what it could to help Council Leaders find appropriate resolutions.
- It was accepted that the likely arrangements after the 3rd May election, where South Yorkshire would have a mayor with few formal powers or funding, may appear confusing to the general public, and stood in contrast to other parts of the country where the mayors elected last year had the full range of powers and funding available to them.
- As part of the devolution process, there were areas in the country where mayors had been elected from the political party that differed from a political administration of many of the constituent authorities. If this were to be the case in South Yorkshire, the SCR Executive Team would work with the Mayor to ensure that they were provided with all the necessary tools to enable them to undertake as good a job as possible. The business community had, and would always have to, respect whichever political party was in power at any given time. Despite any political differences, the Council Leaders had not, and would not, allow this to adversely affect any future discussions.
- The Devolution Agreement would result, once the powers order had been agreed, in the Government devolving powers in terms of decision-making with regard to transport, employment, housing and other areas, to the SCR Combined Authority. The Council leaders and the elected mayor would be accountable for the decisions they take as a combined authority, and all such decisions would be subject to scrutiny.
- In terms of resources, it was expected that, in addition to their own individual Council budgets, SCR would receive approximately £900 million (£30 million a year for 30 years) as a 'gainshare' fund. All expenditure from this fund would be subject to "best value" duties incumbent on all local authorities.
- Candidates for the post of elected Mayor of the SCR Combined Authority would be required to pay an initial statutory deposit of £5,000 (returnable only if they received more than 5% of the total valid first choice votes). They would

also have the option of paying an additional fee of £3,000, which would allow them to have their election address published in the mayoral election booklet, which was to be delivered to every registered voter in South Yorkshire prior to the election. The figure of £3,000 had been determined by the Combined Authority Returning Officer (Dr Dave Smith), using a formula based on mayoral elections in other areas, and was, in Dr Smith's opinion, considered as good value for money given the extent of its circulation.

- The mayoral election information booklet would include the names of all the candidates, and the election addresses of those candidates who had agreed to pay the fee to be included therein.
- The view of some that Sheffield had been putting pressure on Barnsley and Doncaster to sign up to a South Yorkshire deal was refuted. It was not Sheffield's responsibility to ensure that the two authorities signed up to such a deal. Both authorities were fully aware of the benefits of progressing such a deal, and had agreed to the deal on three separate occasions since the draft agreement was signed in 2015. SCR Combined Authority always tried to make decisions that had all the constituent and non-constituent authorities' interests at heart.
- The Mayor elected on 3rd May 2018, would not receive remuneration unless and until the Combined Authority had been given the power to do so by Parliament. This may be included in the broader powers order once finalised. It was likely that such remuneration would be funded from the current 'gainshare' fund.
- With regard to the Mayor's term of office, it was not likely that, particularly given the timescales involved, a consensus would be reached with regard to agreeing a reduced term. It was therefore likely that the term of office would be four years, as set out in law, running from 2018 to 2022.
- Not having an elected "metro-mayor" over the last year has meant that Sheffield City region had missed out on the first year's allocation of the "gainshare" fund. This has had a broader impact on SCR's ability to make capital investments. Furthermore, mayoral combined authorities were given an earmarked allocation from the £100 million Transforming Cities Fund. SCR has not been given similar access to this fund because there is no mayor currently in place. There was a recurring theme in the business community in terms of a perception that external investors were generally more positive in the case of those areas that had devolution agreements in delivery.
- Whilst it was difficult to confirm whether or not SCR would be more successful if there was a devolution agreement in delivery, evidence from other areas of the country where devolution deals had been agreed, had shown them to be having a beneficial impact on profile and confidence in the areas concerned.
- It was noted that the SCR authorities had been working together for many years, and had successfully implemented the previous City Deal and Growth

Deal, which had enable SCR to secure substantial funding from the Government's Local Growth Fund to support economic development in the region. It was confirmed that there was no intention for the SCR Combined Authority to have any role that extended beyond economic development.

5.5 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, together with the responses to the questions raised; and
- (b) thanks all the attendees for their contributions, and for responding to the questions raised.

6. WORK PROGRAMME 2017/18

- 6.1 The Committee received a report of the Policy and Improvement Officer which set out its Work Programme for 2017/18.
- 6.2 The Chair referred to the agenda for the meeting on 19th April 2018, which would be the last scheduled meeting for the Municipal Year 2017/18, specifically to the item regarding the new Council website, suggesting that Members access the website prior to the meeting, to enable them to identify any problem areas that could be considered at the meeting.
- 6.3 RESOLVED: That the Committee approves its Work Programme for 2017/18.

7. DATE OF NEXT MEETING

- 7.1 It was noted that the next meeting of the Committee would be held on Thursday, 19th April 2018, at 1.00 pm, in the Town Hall.

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Report to Overview and Scrutiny Management Committee 19th April 2018

Report of: James Henderson, Director of Policy, Performance and Communications

Subject: Customer Experience progress report

Author of Report: Martin Riggall, Head of Digital Services
Paul Taylor, Head of Customer Services

Summary:

This report sets out progress on the Customer Experience Strategy over the last twelve months. It focuses on two particular aspects, namely the development of the Council's online services; and changes to the council's Customer Contact centre. It is being presented to OSMC following a request for an update following an initial presentation received by the committee on 1 December 2016.

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	X
Other	

The Scrutiny Committee is being asked to:

Provide feedback on current work and planned work

Background Papers:

Customer Experience Strategy

Category of Report: OPEN

Customer Experience Programme – Update Report

1. Introduction/Context

- 1.1 This report sets out progress on the Customer Experience Strategy over the last twelve months. It focuses on two particular aspects, namely the development of the Council's online services; and changes to the council's Customer Contact centre.
- 1.2 Overview and Scrutiny Management Committee received a report and presentation on the Customer Experience Programme on 1 December 2016. That report set out the ambitions and goals of the programme, which can be summarised as delivering an improved customer experience through:
- making sure that we get things right first time for our customers when they contact us;
 - ensuring that there is a consistent experience for customers regardless of which service they are using or which 'channel' they are using (e.g. phone, website, face to face)
 - reducing avoidable contact by seeking to resolve issues quickly and to the customer's satisfaction
 - making a proactive offer of services, by using our knowledge and intelligence to identify where a customer might benefit from using another SCC service (e.g. if somebody has contacted us about a blue badge application, also asking whether they would want to apply for an assisted bin collection)
 - using intelligence-led design to ensure that our services are designed around the needs of our customers rather than what is easiest for services
 - having a single view of the customer across systems and services
 - promoting self-serve first, recognising that most people want to deal with the council on-line in a time and place that suits them, whilst maintaining other channels for customers who do not want to or are not able to use online services.
- 1.3 The expected benefits of the strategy are two-fold. Firstly, we seek to significantly improve the experience that customers have of accessing customer services – we know from our research that prior to the strategy people were often unable to access services in the way that they wanted to, leading to significant frustration. Secondly, by getting the Customer Experience Strategy right, we can support the delivery of wider change within the organisation and contribute to the delivery of savings through being able to provide lower cost routes to service; by creating new online services to reduce the need for manual intervention; and by avoiding failure demand when a customer tries to access a service online and cannot.
- 1.4 Since that report to OSMC, significant work has been undertaken on delivering the approach set out in the Customer Experience Programme.
- 1.5 The first stages of work have focussed on updating some of the core infrastructure required to deliver the level of service that customers expect. The legacy infrastructure that had been in place would not have been capable of delivering the sort of change that the strategy envisaged. A significant part of this was the new infrastructure for the Sheffield City Council website and the ability to offer an in-house capability to develop our digital presence and begin to deliver end-to-end online, transactional services.

- 1.6 The programme also outlined a number other key capabilities which would need to be introduced for us to meet our customers' needs.
- 1.7 These key capabilities are essential enablers for other corporate programmes such as the Place Change Programme and the Improvement and Recovery plans within Adults' and Children's Social Care.
- 1.8 Over the last year, and as part of the wider Customer Experience Programme, there have also been significant changes within Customer Services, including the insourcing of the 101 service into the Repairs and Maintenance contact centre. This report also sets out the progress that has been made in this regard.

2. Progress to date and future plans

- 2.1 This report is intended as an update on the progress of some of the key aspects of the Customer Experience Programme, current work which is being undertaken and our plans for the near future.

2.2 Work completed to date

Improvements to Customer Contact centre/insourcing

- 2.2.1 In April 2017, following the Kier insource, Customer Services successfully established an out of hours contact centre – based at the Manor Lane site - for emergency repairs and problems with lifts. Having put this capability in place it was then decided to seek to insource some of the calls being dealt with by South Yorkshire Police's 101 service. Calls in scope included homelessness calls, calls concerning vulnerable adults and children and anti-social behaviours relating to SCC properties and premises (this latter category directing callers on-line). This insource was effective from 1st February and to date on average 96% of all calls have been answered (against a KPI of 85%) and feedback about the service has been very positive. The service is being delivered for £50k per annum less than the sum being paid to South Yorkshire Police for taking these calls. Customer Services plan to speak with other services about whether they could benefit from having out of hours calls taken by the contact centre.

Implementation of new Digital Services capability

- 2.2.2 A new Digital Services team was formed within the council to take responsibility for the systematic, planned development and delivery of digital services, which was previously undertaken in an ad hoc way across the council.
- 2.2.3 This multi-functional team has a focus on user engagement and developing our online offer to be in tune with user needs. The team also contains the skills to be able to design and build new capabilities for the Council to be able to offer services in the way which our customers expect them to be delivered.

Implementation of the new Council website

- 2.2.4 In April 2017 the Digital Services Team implemented the new Council website; this gives the Council a new state of the art online platform and was designed together with Sheffield citizens with an in-depth piece of user experience work which directly informed the design, structure and functionality of the site. Whilst

there is still much work to be done in improving our customers' online experience this gives us a solid basis to build on for the future.

2.2.5 Improvements to the site included

- 'Responsive design' site, meaning you can access the site from any device
- New smart search functionality allowing a higher degree of accuracy for searches on the site as well as predictive functionality , getting citizens to the content they want more easily
- New site structure, informed by Sheffield citizens – aligning the site to how people view the Council rather than the organisationally focussed structure before.
- New clean modern design with standardised layouts promoting consistency across the site.
- Increased focus on transactions, with main actions highlighted so a user can easily complete tasks they came to do.
- A new set of digital standards and guidance for council officers ensuring they focus on the customers' needs when creating content

New online forms capability, allowing us to transact with customers online

2.2.6 In March 2018 we began to release our new online forms capability, which is the first of the new transactional capabilities of the site. This will allow customers to make requests, reports, applications and contact with the Council 24 hours a day, 7 days a week on a device they choose. The first eight services to make use of this new capability are within the Place portfolio, and cover areas such as fly-tipping, graffiti reporting, reporting of dangerous litter (e.g. needles or broken glass) etc. The forms are fully integrated with Amey's back office systems (see below) meaning that once a customer has reported an issue the job is booked automatically without any further need for manual intervention.

2.2.7 We are currently in a 'beta' period meaning we are introducing this functionality to the site with a high level of monitoring and scrutiny by the team.

- Online forms will allow for focussed information capture from customers, meaning fewer contacts and a more streamlined experience.
- Easy to build smart logic within the forms will allow us to assess things like entitlement to free or reduced-cost services online giving us the ability to get things right first time for the customer.
- Form data has been standardised in line with the data standards set out in the Customer Experience Strategy. Increased data quality with functionality such as address lookups will help officers to process requests in a more timely way than they can at the moment.
- Forms follow optimised 'service patterns' which have been informed by user testing. This should mean that the way in which services are designed online feel intuitive and easy-to-use for customers because they have been built around how people actually interact online. This should reduce people giving up half way through filling in a form or not being able to find the information they need.
- Designed to be 'mobile first', our new online services not only display properly on mobile phones and tablets (which are increasingly the sorts of device that people use to access the council's website) they use the

functionality of these devices, such as location services, to ensure transactions are as seamless as possible.

- Our website and forms are fully accessible, complying with the latest standards to promote use by customers who use adaptive technologies such as screen readers as well as the latest government digital standards.
- Completely secure, our forms comply with the latest security standards, ensuring that customers' personal information is secure and offering them peace of mind.

Integration with our core customer contact system, our mapping system and our highways partner Amey

2.2.8 One of the main issues with the previous site was that we were unable to offer fully end-to-end online services. The small number of forms that were on the old site resulted in an email being sent to an officer for intervention, resulting in delay for the customer and potential for error as data is rekeyed from one system to another.

2.2.9 Therefore, integration with our line of business systems is a key capability for allowing end-to-end digital transactions for our customers, enabling them to fully achieve fulfilment online with no further contact. This will also allow council officers to act on requests instantly with no dual keying into council systems and build up a picture of a customers' activity regardless of their method of access allowing us to better understand their needs.

- Customer data entered online is matched to our core customer database which is a step towards a single customer record
- Automated workflow allows a customers' submission to be routed to the right officer to deal with their enquiry or fulfil their request.
- Fully re-usable integration will allow us to build any number of online processes without the need for expensive development.

Creation of an innovative user testing suite

2.2.10 One of the core elements of our approach to designing new online services is to involve customers and service users in the process. We are using innovative tools to help us to create an approach to user research and testing which are at the cutting edge of the User Experience (UX) industry and have been used in combination with traditional research, interviewing and workshopping techniques to inform site improvements.

2.2.11 These techniques are currently being used with Sheffield citizens to explore the Adult Social care area of the website. We believe that this approach is unique within local government, and will help to ensure that we design services that work for the people who will use them.

2.3 Work in progress

2.3.1 Whilst we have made good progress in the past year, there is a significant amount still to do to achieve the vision set out in the Customer Experience Strategy. Although we know have some of the core capabilities in place, others are still be delivered, and even once these are in place, there is significant work

to do to exploit these capabilities to create the sorts of digital service that our customers expect of us. Work is under way to secure an upgrade to SCC's Customer Relationship Management (CRM) system and this will significantly enhance the way in which information about customers and their queries is recorded and used. The new system should be in place from April 2019.

The following items are currently being worked on by the Digital Services team.

Enhanced online payments and e-commerce functionality

- 2.3.2 Our current online payments solutions are out of date, have no interactivity with our website or digital services and in many cases have a 5 day delay before we receive money against customers' invoices or accounts.
- 2.3.3 We have been working together with our partners to design and specify new modern online payments functionality which will, in summary:
- Allow more seamless payments, being able to pay online for more services at the point of access
 - Access balance information (e.g. for Council Tax or housing rents) on a device of the customer's choice quickly and easily
 - The ability to set up direct debits or recurring card payments online making transacting with the Council hassle-free
 - Integration with our back office systems meaning less officer time when reconciling payments
 - Offer new ways to buy services from the council such as catalogues and shopping baskets

Customer accounts

- 2.3.4 Customer accounts are an essential capability specified within the Customer Experience Strategy. We believe that the number of contacts that a customer has with the Council can be reduced by having a single place to check account balances, check the progress of requests or applications, and manage direct debits and personal details.
- 2.3.5 The work currently ongoing will put core account functionality in place and will allow users to sign in to the website to check rent and council tax balances in a single place. This will then be extended to other functionality.

Full user-focused content reviews across sheffield.gov.uk

- 2.3.6 Upon the release of the new site content was improved to a certain extent however is still not to the standard which many of our customers expect. We are working to review all of our content and functionality across the site.
- 2.3.7 A current ongoing piece of work is with Adult Social Care and represents one of the many activities being undertaken as part of the Adult Social Care Improvement and Recovery plan. We have been conducting user experience interviews and users testing with members of the public in order to completely recreate this area of the site.

Integration with further line of business systems

- 2.3.8 As explained above, having integration with our key back office systems is a critically important part of our ability to provide seamless, end-to-end online

services. Our plan is to enable functionality between a number of council systems and the website, starting with 'Confirm', which is used by many of our services within the Place portfolio. This is a key enabling activity for the Place Change Programme and will allow their customers to receive full end-to-end experiences online.

- 2.3.9 As well as offering a more seamless and convenient experience for customers, interactivity with back office systems and our digital services are an essential part of planned savings efficiencies within the Place Change Programme. By using intelligent workflow and our new online infrastructure it will be possible to reduce the number of inefficient and error-prone manual back-office processes that are currently operating.
- 2.3.10 A pilot is being started with the pest control service, with development due to start in April. This pilot will help us to develop this capability to the benefit of many services across the Council.

New online recruitment

- 2.3.11 Although we have already released some job advertisement functionality on the website, we are developing a new online recruitment service which will allow candidates to apply online and track their applications. This will utilise some of the functionality which has already been delivered such as forms and systems integration.
- 2.3.12 The advertisement functionality has been very successful in driving traffic to our site as our jobs are available to search engines such as Google for the first time, which has made vacancies much easier to find for prospective candidates. We have also run online campaigns for family social workers which have helped generate interest in this area.
- 2.3.13 Together with a renewed marketing strategy our online recruitment process will make it simpler for prospective candidates to apply bringing in much needed skills to the organisation with the goal of reducing reliance on costly agency staff.

Online bookings and reminders

- 2.3.14 The ability to book appointments online and receive text message or email reminders will again help to streamline processes giving the customer the ability instantly to complete the task that they came to the website to do (currently, for all services, customers cannot book appointments online and therefore need to call the contact centre/go to First Point or wait for a call back from another officer). The reminders capability will help reduce time wasted due to missed appointments.
- 2.3.15 Again this work is being planned initially to support the Place Change Programme but will be capable of being reused to the benefit of a large number of services within the Council.

New council intranet

- 2.3.16 Our internally facing intranet site is being replaced as the current software is out of support and does not meet the needs of our staff. To avoid additional cost, the intranet will be moved to the same Adobe platform as the website is hosted on. The new intranet is being designed with council staff and will be easier to

navigate with new functionality to allow them to do their jobs more quickly and more easily.

- 2.3.17 The new intranet is being specified, designed, developed and maintained by Sheffield City Council staff with no additional investment required and represents significant cost avoidance of around £400,000 if we had used an external organisation to do this on our behalf.

2.4 Future planned work

- 2.4.1 As well as the work in progress documented above, we also have a number of longer-term pieces of work that we are planning or scoping:

Alignment, replacement or integration with our online estate

- 2.4.2 A number of services which are offered online use separate ICT solutions than our website. Some good examples of these are:

- The democracy.sheffield.gov.uk site which publishes details of councillors, MP's and publishes council meeting minutes and agendas
- The Sheffield Directory which is used for community services for special educational needs and Adult Social Care
- The Sheffield Property Shop which advertises social housing availability

- 2.4.3 These sites and others all need an individual approach which gets this right for their users. We are working with the respective services to put together a plan to ensure information contained in these sites is easily accessible through the main council site and that the transition is handled seamlessly.

- 2.4.4 The improvements to the CRM system referenced above will also trigger a move towards getting as many services as possible using this system; going forward this will include the recording of complaints and potentially member enquiries.

- 2.4.5 The proposed upgrade of SCC's telephony system allows for significant enhancements for people calling the contact centre. This includes intelligent queuing systems whereby callers can be told where they are in a queue and an estimate of when they can expect their call to be answered. A further potential enhancement includes a live chat element whereby people can hold real-time text conversations.

3 What does this mean for the people of Sheffield?

- 3.1 The initial research carried out by the Customer Experience Programme indicated that although there were many positive experiences with the council our digital presence was severely lacking.
- 3.2 The impact of this is that in accessing services people are forced to use less convenient and poorer value channels such as calling us or contacting us in person, even though in our research as many of 50% of customers who contacted us by phone expressed a preference for online services.
- 3.3 Over the next 2 years the public should see substantial improvements in our digital services, have the opportunity to get involved with the development of these and will begin to be able to interact with the council in a new, more modern way as set out within the Customer Experience strategy.

4. Recommendation

4.1 Overview and Scrutiny Management Committee is asked to:

- Note the contents of the report
- Comment on the progress made to date and future planned activity
- Consider whether members of the committee would wish to use their knowledge and experience to help with the development of the site, and in particular to utilise their connection with their wards and communities to ensure that the site is in touch with user needs as possible.

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Report to Overview and Scrutiny Committee 19/04/18

Report of: Executive Director Resources

Subject: How Sheffield City Council would like to do Business (Ethical Procurement)

Author of Report: Filip Leonard, Head of Procurement & Supply Chain

Summary:

Members requested a review of our commissioning cycle specifically with regard to the Council's ability to address the following topics:

- Tax Compliance
- Ethical Procurement
- Grave Misconduct
- Living Wage
- Blacklisting
- Local Economic Impact; and
- Social Value

The purpose is to enable the Council to '*conduct business ethically, effectively and efficiently for the benefit of Sheffield*'

This paper confirms that the Ethical Procurement Policy, a series of revisions to protocols, process and tools associated with those topics and running across Sheffield City Council (SCC) and its supply chain has been signed. In particular, the policy focusses on adopting three key tools, Social Value tests, Ethical Code of Conduct for suppliers and revised Tender processes.

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

Reviewing of existing policy	X
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	X
Other	

The Scrutiny Committee is being asked to:

Provide steer and contribute to the development of the Ethical Procurement approach. Consider the summary of proposals, key assumptions and key risks and seeks Scrutiny's feedback and approvals

Background Papers:

Category of Report: OPEN

Ethical Procurement Policy

A progressive approach to procurement for Sheffield

This document marks a radical ambition to use our spending power to drive ethical standards and social outcomes in our procurement. The cuts that Government have forced upon the City Council in the last seven years have reduced our budget by over £390m putting pressure on services, communities and giving us increasingly difficult choices about how we use the money we do have available. Despite, or indeed because of this, the City Council needs to use its remaining spending power to deliver maximum impact to achieve its social and policy priorities. We do provide many services directly, but a significant proportion of our services are delivered by suppliers, so this puts procurement at the forefront in enabling these objectives.

Our Ethical Procurement Framework is a clear commitment to:

- maximising the Council's ability to use its discretion to apply ethical standards to behaviour throughout its supply chain
- use the money we spend to increase the social value and benefits for local people and businesses. This means that companies the Council contracts with must share our desire to create a city economy that works for all by paying their taxes, respecting workers' rights and equal opportunities, and invest in the talents of their employees through good training and healthy, safe working conditions. We want to encourage companies to think about the wider social impact on Sheffield communities of their activity.

By embedding these principles in our procurement practice, we will support and encourage investment in the city's economy, creating fairer opportunities for local businesses and suppliers to deliver local contracts which in turn, can create good local jobs.

Sheffield City Council have set our stall out by being a leading Living Wage employer but we are only responsible for a proportion of the money invested in services, contracts and products in Sheffield. We believe that the Ethical Procurement Framework represents an opportunity for all of Sheffield's key institutions and partners – hospitals, businesses, universities – to use our collective financial power to get the best value and best opportunities for Sheffielders and local businesses.

Cllr. Olivia Blake

Deputy Leader and Cabinet Member for Finance

Executive Summary

Sheffield City Council is committed to ensuring a high standard of ethical practice across our trading landscape and is raising the expectations of ourselves and our supply chain.

The Council expects all internal staff, partners and suppliers to work to these augmented standards which assure we will:

- Trade with those who comply with an Ethical Code of Conduct
- Exclude suppliers committing acts of Grave Misconduct
- Improve Social Outcomes for the citizens of Sheffield
- Increase the power of procurement and its Local economic impact.

This policy document articulates a series of revisions to protocols, process and tools across Sheffield City Council (SCC) and its supply chain, to enable the Council to *'conduct business ethically, effectively and efficiently for the benefit of Sheffield'* (the vision). In particular focusses on adopting three key tools, Social Value tests, Ethical Code of Conduct for suppliers and revised Tender processes.

Following a review of our commissioning cycle specifically with regard to the Council's ability to address:

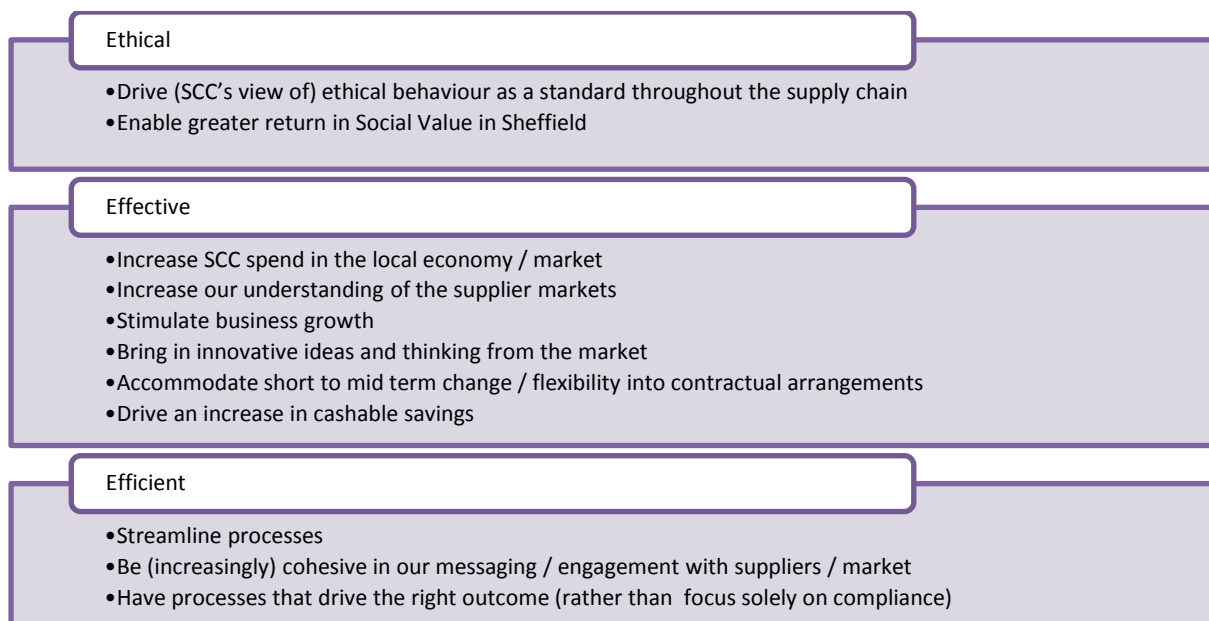
1. Tax compliance;
2. **[Ethical Procurement];**
3. Grave Misconduct;
4. Living Wage; and
5. Blacklisting;

within the supply chain, and the further topics of:

6. Local Economic Impact; and
7. Social Value

This policy document covers as being implemented under an overall banner of 'Ethical Procurement'.

The proposals should enable the following outcomes:



Ethics in Procurement & Supply Chain


Ethics is at the heart of the proposed changes and runs throughout the proposals as a principle.

The policy aims to achieve the following:

1. Clearly set out our Ethical principles in the Ethical Code of Conduct for Suppliers (Appendix 2)
2. Embeds the Ethical principles in day to day procurement practice (PQQ and Tender documentation includes enhanced Ethical tests (Appendix 3 and 4)
3. Holds suppliers to account for unethical behaviour through contractual obligation, with the ultimate consequence of contract termination.
4. Increases the potential growth of the Sheffield '£' and demonstrates our value of use of local Sheffield suppliers.

The Council is limited by EU and UK Law, and in some instances Central Government policies.

Changes to Current Practice

What is currently in place?	What's happening to it?	What's new/changing?
Separate policy statements:		
Employment and Skills Charter	Remains in place and embedded in the ECCS	 <p>New Ethical Code of Conduct for Suppliers (ECCS) – Consolidation of existing statements alongside refreshed ethical position statements.</p> <p>Makes a clear statement of intent when engaging the</p>
Fair City Charter	As above	
British Steel Charter	Remains in place as a policy and contract requirement in Construction Contracts	

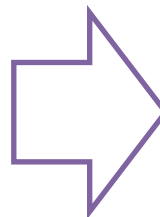
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market.

To be embedded as part of the contract and hold suppliers to account against the code.

Tax Compliance

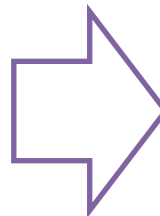
What is currently in place?	What's happening to it?
Self Declaration on Tax Compliance per supplier within the PQQ	Remains as is, plus...



What's new/changing?
Reinforced in ECCS – Consolidation. Enables termination where breach without rectification occurs.

Grave Misconduct

What is currently in place?	What's happening to it?
Self Declaration Misconduct per supplier within the PQQ and in model contracts	Remains as is, plus...



What's new/changing?
Expanded PQQ disqualification tests against suppliers, parent company, group and subsidiaries.(See appendix 3&4)
New PQQ disqualification test introduced for breach of International Human Rights.

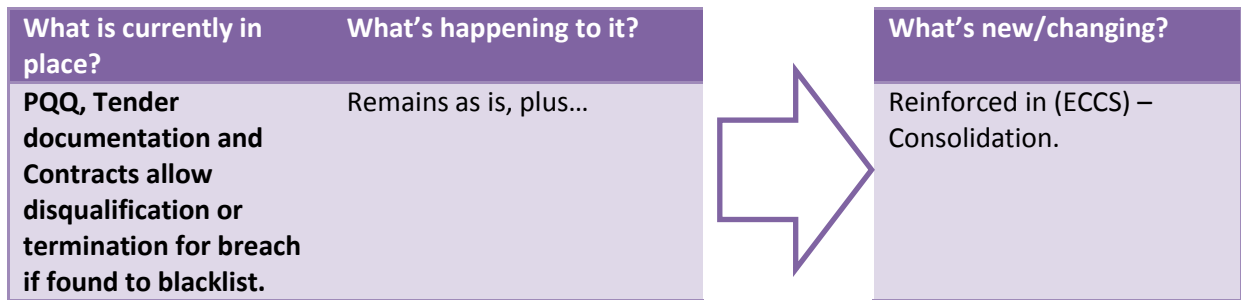
Foundation Living Wage

What is currently in place?	What's happening to it?
Tender documentation and Contracts require suppliers to work towards paying FLW	Remains as is, plus...



What's new/changing?
Reinforced in (ECCS) – Consolidation.

Blacklisting



Local Economic Impact

What is currently in place?	What's happening to it?		What's new/changing?
Nothing consistent. Ad hoc tender questions inputted as part of the Quality Tests.	Replaced by...		Introduces two mandatory new tests to evaluate local economic impact of a contract being awarded. (see appendix 4)
			Increase the threshold of Works contracts for Goods, Services and Works to £150k. (Means quote for works below this threshold)
			Mandate one of three Quotes is requested from a Sheffield Supplier.

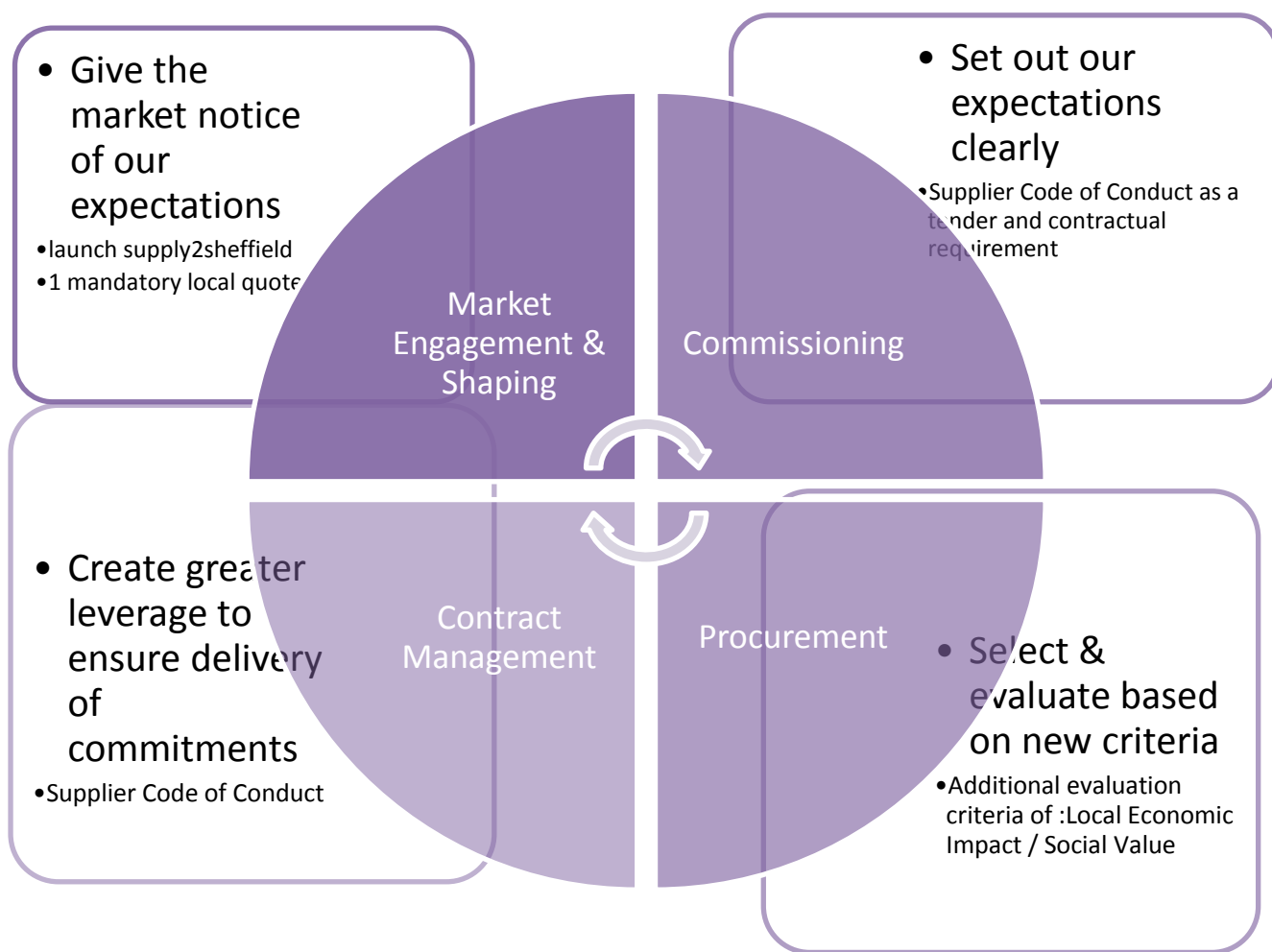
Social Value

What is currently in place?	What's happening to it?		What's new/changing?
Apprenticeships embedded in the PQQ and tender documentation. Anything additional is applied in Ad hoc approach, with social value embedded by individual Commissioner requests.	Apprenticeships remains as is, plus...		Reinforced in (ECCS) – Consolidation.
			Mandatory social value evaluation criteria for all tenders.

Holding Suppliers to account

Figure 1 below, demonstrates that for each aspect of the commissioning cycle the Policy will take action to ensure suppliers can be held to account fairly and in a sustainable manner.

If we were to take only one policy action (bold black text) and ignore any other we will create a greater risk of challenge from the supply chain in embedding any change. Further detail on how the actions that need to be taken to delivery this policy can be found in Appendix 1



Policy Benefits

Table2 below sets out a summary of policy benefits to Sheffield and suppliers per proposed activity.

Proposal	Benefit to Sheffield	Benefit to Supplier
New Ethical Code of Conduct for Suppliers (ECCS)	Driving up Ethical Standards. Wearing our heart on our sleeve and want to foster best practice with suppliers	Single reference point for ethical policies and understanding their implications
Expanded PQQ disqualification tests against suppliers, parent company, group and subsidiaries.	As above	
New PQQ disqualification test introduced for breach of International Human Rights.	As above	
Introduces two mandatory	Aims to increase the Sheffield	Greater opportunity to join SCC

new tests to evaluate local economic impact of a contract being awarded.	‘£’	supply chain for local suppliers
Increase the threshold of Goods, Services & Works contracts for Tender to £150k. (Means quote for works below this threshold)	Aims to increase the Sheffield ‘£’	Greater opportunity to join SCC supply chain for local suppliers
Mandate one of three Quotes is requested from a Sheffield Supplier.	Aims to increase the Sheffield ‘£’	Greater opportunity to join SCC supply chain for local suppliers
Introduce mandatory Social Value weighting and menu selection of social value test appropriate to each tender. (Re)Launch Supply2Sheffield (previously Buy4Sheffield)	Greater service benefits for Sheffield residents	Increase access to SCC procurers and market engagement. Clarity on pipeline of opportunities
Pay Plus payment scheme		Better cash flow opportunities for suppliers

Table 2: Proposed benefits to Sheffield and SCC suppliers

Key Assumptions

1. This policy only considers impact on the Supply Chain (not whether to choose to go to market or not).
2. No protocol or process will be sought shall be retrospectively applied through the implementation of this policy. Though the Council shall seek to influence the existing supply chain to adopt the same principles.
3. Any protocol or process proposed in this document will be subject to a minimum annual review (and updated as appropriate).
4. The Policy shall be applicable to prime and material sub-contractors.

Policy Risks & Issues

There are a limited set of risks associated with developing this proposal further and areas where Policy will be challenging to implement.

Risk	Risk assessment		Mitigation
	Impact	Probability	
Supplier challenges increase	High	Low-Medium	Clear Communications. Re-launch Supply2Sheffield
Supplier costs increase as a direct consequence of introducing revised contractual terms.	Medium-High	Low-Medium	Using existing precedents wherever possible. This should be a market norm.

The 'Business-like Council' ethos and approach remains conceptual only.	Medium	Medium-High	Use of SCC tools. AGM / PLTs etc. to raise awareness. Train key stakeholder groups.
Crown Commercial Services mandates stop or alter proposed changes	Medium	Low - Medium	Large majority of proposals fall within SCC discretion. The exception are the qualification tests for suppliers in the PQQ, these will need CCS sign off.
Unable to enforce Ethical policy whilst collaborating with other Councils or using 3 rd party framework providers	High	High	Influence stakeholders with early engagement and look to make non material changes when calling off from framework agreements

Appendix 1: Ethical Code of Conduct for Suppliers

Context:

This code is based on SCC's Fair City Employer Charter and DEFRA's Ethical Code of Conduct (amended to reflect SCC's policy).

These ethical principles are not normally included in the subject matter of contracts as most are governed by law within the EU and, as such, are inherent legal requirements which if breached would be grounds for excluding the supplier for non-compliance regardless.

We are however, proposing in the policy document inclusion of these terms into contract to ensure Suppliers are clear of the Council's expectations in regard to ethical standards and to enable SCC to exercise our 'Discretion' as articulated in EU Public Procurement Regulations (2015), but the terms will not take precedence, in any event, over any Legislation or Regulation the Council or its supply chain is bound by.

Please also note that public sector bodies may also work in partnership with suppliers to pursue wider ethical issues outside the public procurement process. This must however be done post-award and on a voluntary basis as contracts must not set standards that exceed EU law, as this may deter bidders from member states and could be challenged as a restriction on free trade.

Ethical Code of Conduct for Suppliers

Sheffield City Council (SCC) defines its ethical standard for suppliers through its Ethical Code of Conduct Principles. The principles outlined below include, but are not limited to, the ethical aspects of conducting business, that SCC would expect any member of its supply chain to adhere to.

SCC expects its suppliers to maintain high standards of integrity and professionalism in their business dealings, adhering to the laws of the countries where they operate and taking action where necessary to minimise negative impacts and potential risks.

Sheffield is also committed to becoming the fairest city in the country. SCC therefore recognises that championing fairness is important for the city and also central to recruiting and retaining the most talented individuals and clients and contributing to the best type of economic growth.

Ethical Code of Conduct Principles

SCC therefore asks its suppliers to abide with the following principles where proportionate and directly relevant to the subject matter of the contract.

1. **Instil a culture of fairness, teamwork, engagement, accountability and enjoyment**

No discrimination

- Practice no discrimination in hiring, compensation, training, promotion, termination or retirement either directly or indirectly, in accordance with the Equality Act 2010 (or subsequent iteration of the Regulation). For the avoidance of doubt this includes compliance with Regulations in relation to backlisting employees.

Disputes procedure

- Provide clear and accessible processes for resolving disputes with employees.

2. Ensure that all staff have the opportunity to seek out innovative practices and products and contribute to sustainable growth

3. Work toward paying the living wage, promote fair and flexible contracts of employment, and deploy recruitment and employment practices that identify and support talent, value diversity and promote aspiration and social mobility

Employment is freely chosen

- Afford employees the freedom to choose to work and not use forced, bonded or non-voluntary prison labour.
- Afford employees freedom of association with the right to join an independent trades union or other workers' associations and to carry out reasonable representative functions in the workplace.
- Facilitate alternative means of democratic representation where laws restrict freedom of association and collective bargaining.

Working hours are not excessive

- Comply with national and international laws or industry standards on employee working hours, whichever affords greater protection.

Living and Minimum wages

- Work towards paying the Living Wage and provide wages and benefits at rates that meet at least national legal standards.
- Provide employees with an easy to read contract of employment clearly explaining wage levels. Where employees are unable to read, the contract should be explained to them by a union representative or another appropriate third party.
- Wages should be in cash and not in kind (e.g. goods, vouchers) with no deductions made unless permitted under national law or agreed by the employee, without duress.

Child labour is eliminated

- Support the elimination of child labour.

- Provide for any children found to be performing child labour to attend and remain in quality education until no longer a child.
- Ensure no children and young persons are employed at night or in hazardous conditions, as defined by the International Labour Organisation.

4. Commit to the delivery of excellent working conditions, high ethical standards, positive health and wellbeing, and training, development and reward opportunities for all

Working conditions are safe

- Operate appropriate health and safety policies and procedures overseen by a senior manager responsible for compliance and monitoring and ensuring employees have the necessary training and health and safety equipment.
- Provide comfortable and hygienic working conditions with clean toilets and water suitable for drinking and washing. Where worker housing is provided it should meet the same standards for health and safety as the workplace.

Good health is promoted

- Invest in measures for tackling ill health as healthy employees experience a better quality of life and tend to be more productive.

Training is provided

- Raise employees' skills through training and access to professional development as befits their role to improve quality and secure greater value for money.

Privacy

- Respect privacy of the individual (whether a customer or employee) and handle personalised data appropriately.

5. Acting with integrity and transparency

Dignity and Respect

- Treating customers and employees with dignity and respect.

Transparency

There is a strong public interest in public procurements to ensure that:

- Procurement processes are conducted in an open and honest way;
- There is transparency in the spending of public money;
- Suppliers have systems in place to ensure high standards of propriety which make sure public money is used for the purpose it is intended.
- Suppliers are tax compliant.

Appendix 2: Social Value in Tenders

Sheffield City Council has been reviewing how it can be more effective regarding the benefits of Social Value and how this can increase value for money obtained in conjunction with the purchase and delivery of services.

As a result of changes to legislation within our Pre-Qualification Questions and Contractor Suitability questions we already ask about Social, Economic and Environmental questions. We now need to consider what if any questions we can incorporate and effectively score as part of the method statement element.

Commissioning and procuring for social value can help join up all the strategic aims of a public body. As a result of this a series of 'Social Value' type questions have been directly linked back to Sheffield City Council, Our Plan 2015 – 2018.

The reason for the above is that any social requirement should reflect the aims and objectives of the Council. In addition any social requirements should be drafted in the specification and form part of the contract. In this context they can only be used if and where they are meaningful to the goods/services/works being commissioned. In addition we need to be mindful that any requirement must not be defined in ways that discriminate against any bidders across the EU member states.

The questions will fall under one of the 5 Outcomes within the Corporate Plan which are:

Overall Outcome/Priority	What it looks and feels like
An in-touch organisation	To listen and be responsive, so services are designed to meet the increasingly diverse needs of individuals in Sheffield
Strong Economy	To achieve our economic potential, be well-connected, with skilled individuals and growing businesses, playing a distinctive role in the global economy
Thriving neighbourhoods and communities	For people to have a good quality of life and feel proud of where they live, with access to great schools and local amenities
Better health and wellbeing	To promote good health, prevent and tackle ill-health by providing early help, earlier in life; particularly for those at risk of illness or dying early
Tackling inequalities	To make it easier to overcome obstacles by investing in the most deprived communities and supporting individuals to help themselves and achieve their full potential

Under the above headings there are additional outputs which we want to achieve which will form the basis of the overall outcome. It is proposed that these outputs will form the basis of the social value questions.

The element(s) of the plan which you can and want to incorporate will be reflected in the type of goods, works or services being commissioned. As a result a menu of options has been provided, of which each procurement will have to include an appropriate series. Commissioners and Procurement Professionals will need to use their knowledge regarding which will apply.

Social Value Menu sample suggested Questions (will be updated and varied from time to time). This will be further amended by the development of a Social Value Toolkit.

Overall Outcome/Priority	Sample Questions
An in-touch organisation	How will you respond to customer feedback and use this information to improve and change your service? How will you deal with customer/service user complaints? How will you feedback/inform SCC of proposals to improve the service if this had an impact on the service specification?
Strong Economy	How will you support and provide apprenticeship and volunteer opportunities? How will you support/encourage a buy local policy? How will you support individuals 'furthest from employment' in accessing relevant training and job opportunities?
Thriving neighbourhoods and communities	How will you support and provide a positive influence within the community to encourage/overcome How will you encourage the community to develop and promote local amenities?
Better health and wellbeing	How will you develop appropriate safeguarding procedures for Children and Adults? How will you ensure individuals and service users within the service are able to access the right care and support they may require? How will you introduce and support people to use the 'Five Ways to Wellbeing' in order to reduce isolation and loneliness?
Tackling inequalities	How will you work with service users and the community to increase cohesion and address discrimination in the community? Can you describe the barriers and obstacles individuals face when seeking meaningful and lasting employment and how you will help them overcome these?

Appendix 3: Ethical Evaluation

Under Contract Standing Orders and the EU Procurement Regulations, when tendering SCC are required to be open, fair and transparent. This includes stating a selection criteria for deselection and selection of bidders and evaluation criteria for the award of contracts at the outset of approaching the market.

PQQ:

The policy adds a **self-declaration of any breach of International Human Rights Law** (including prosecution and conviction), any rectification and the ability for SCC to deselect on the basis that the supplier has not 'self-cleansed' (should they have been convicted). This is aligned to our existing PQQ documentation, where bidders have to self-declare any conviction in a UK Court of Law.

We are also implementing and **expanding the above criteria to apply to the supplier's parent company, group or subsidiaries**. Any deselection of a bidder on the basis of their parent, group or subsidiaries will have to be agreed with SCC Legal, as all our procurement decisions are required to be related to the service being contracted for.

TENDER:

The tender evaluation criteria are a key lynch pin to enabling SCC to effectively meet its strategic outcomes. As a minimum this need to be on the basis of a best quality price ratio (BQPR). However this may now also include a single assessment criterion of 'lowest price'.

SCC currently has two standard evaluation criteria of PRICE and QUALITY. These can be weighted relevant to each procurement and though no policy states weighting values, common practice would be to have at least 30% weighted for PRICE.

The new proposal is to have 4 minimum evaluation criteria with a minimum or maximum weighting and set question where specified in the table below:

Criteria	Weighting (of a total 100% or equivalent)		Set Question(s)
	Min	Max	
PRICE	30%		n/a – selected by Client and Procurement Professional
QUALITY	10%		n/a – selected by Client and Procurement Professional
SOCIAL VALUE	10%		n/a – selected by Client and Procurement Professional
LOCAL ECONOMIC IMPACT	5%	5%	1.Number of employees providing the contracted services who live or work in Sheffield as a percentage % of the total number of company employees. 2.% of the £Total Contract Value delivered through businesses based in Sheffield (include Prime and subcontractors)

The intention is the above is mandatory and Procurement Officers would have to articulate why any aspect of the above would not apply in any Procurement Strategy.

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Report to Overview and Scrutiny Management Committee

Thursday 19TH April 2018

Report of: Policy and Improvement Officer

Subject: Work Programme Review 2017/18, Scrutiny Annual Report 2017/18

Author of Report: Emily Standbrook-Shaw, Policy and Improvement Officer
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Summary:

This report provides the Committee with a summary of its activities over the municipal year for inclusion in the Scrutiny Annual Report 2017/18. The Committee is asked to consider and comment on this document (Appendix A).

Type of item:

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:

- Scrutiny Annual Report 2017/18 - Consider and comment on the Overview and Scrutiny Management Committee draft content - Appendix A
-

Background Papers: None
Category of Report: OPEN

Overview and Scrutiny Management Committee – work programme review 2017/18, scrutiny annual report 2017/18

1.0 Scrutiny Annual Report 2017/18

- Each Scrutiny Committee will produce a summary of their activity over the past municipal year, for inclusion in the Scrutiny Annual Report 2017/18. A draft of this Committee's activity is attached - please see Appendix A.
- The Annual Report will also include an overview of the role of scrutiny within the authority and a summary of some of the activities and outcomes across the five Scrutiny Committees.
- The full list of topics considered by this Committee during 2017-18 is outlined below:

Overview and Scrutiny Management Committee List of topics 2017/18	
Annual Performance Update	July 2017
Medium Term Financial Analysis	October 2017
Workbased Development and Wellbeing	November 2017
Director of Public Health Report for Sheffield	November 2017
Call-in – Treasury Management Mid Year Review, including an amendment to the Council's Minimum Revenue Provision Policy	January 2018
Revenue Budget 2018/19	January 2018
Revenue Budget and Capital Programme 2018/19	February 2018
Devolution to Sheffield City Region	February 2018
Customer Experience	April 2018
Ethical Procurement	April 2018

2.0 The Scrutiny Committee is being asked to:

- **Scrutiny Annual Report 2017/18** - Consider and comment on the Overview and Scrutiny Management Committee draft content - **Appendix A**

Overview and Scrutiny Management Committee 2017/18

1. **Chair:** Cllr Chris Peace

Remit of the Committee: Lead the scrutiny of high level cross-cutting and city-wide issues – appointing joint committees where appropriate; Scrutinise the use of Council resources – Resources Portfolio, budget monitoring, annual budget setting process; Performance monitoring – referring areas of concern to the relevant Scrutiny and Policy Development Committee where appropriate.

2. **Highlights from the work of the Committee in 2017/18 include:**

Annual Budget Setting Process – For 2017/18 the Committee wanted to take an earlier look at the budget setting process than it has in the past. An extra meeting was added to the schedule in January for the Committee to consider the process that was being undertaken to put the budget proposals together, including the public consultation. The Committee then met again in February to consider the draft budget proposals. The Committee reported to Cabinet that it believed the precarious financial position that Councils find themselves in is due to the approach of central government; that the national crisis in social care is driving many of the difficult decisions that councils are having to make locally and expressed concerns about the longer term sustainability of local government without changes in how central government chooses to fund councils. The Committee also acknowledged the valuable contribution of the Council's front line staff and volunteers and community groups in the city. The Committee has agreed to include greater oversight of the budget in its work programme for 2018/19, including in-year monitoring and the process for putting together next year's budget proposals. Cabinet welcomed this approach.

Sheffield City Region Devolution – The Committee was keen to hear about the current state of Sheffield City Region Devolution and so held a single item agenda meeting in February to hear from the Leader and Chief Executive of Sheffield City Council, the Managing Director of the City Region, and a Board Member from the Local Enterprise Partnership. The Committee was keen to understand the impact of the Barnsley and Doncaster position on the devolution deal, and how plans to inform the public about the forthcoming City Region Mayoral election are shaping up. They also wanted to understand the role of the Mayor, the support and facilities available for the Mayor's office, and the process and possible timelines for agreeing the Mayor's powers.

Work based Wellbeing and Development – The Committee met in November to consider work based development and wellbeing, to contribute to the development of the workforce strategy. The Committee made several suggestions for inclusion in the

strategy including; adequate mental health training for all staff, ensuring new initiatives work for all staff – including those not in ‘office based, office hours ‘ roles, and encouraging and enabling staff to complete the workforce survey. The Committee was keen to see that Trade Unions were involved and engaged in developing and implementing the strategy, and that the organisation provides an environment that encourages conversations around development and equips managers with the skills and capacity to have those conversations. The Committee felt that there was a pressing need to ensure that there are a range of options for whistleblowing, and for staff to report harassment, bullying and victimisation so that individuals can choose the reporting method that is most comfortable for them; and that there should be a way of escalating issues that is independent of the Council.

Call-in of the Executive Director of Resources' Decision on the Treasury Management Mid-Year Review, including an Amendment to the Council's Minimum Revenue Provision Policy - In January, Councillors called- in this decision. Their reason for calling it in was to ‘further scrutinise the decision made, that will have serious financial consequences for future budgets’. The Committee heard from the Executive Director of Resources and the Cabinet Member for Finance. The Committee was assured that the amendment to the Minimum Revenue Provision was prudent, and decided to take no action in relation to the call-in, but did recommend that the Council’s Audit and Standards Committee discuss the changes with the Council’s external auditors as part of its work programme.



Report to Overview & Scrutiny Management Committee 19th April 2018

Subject: Work Based Development and Wellbeing

Contact Officer: Emily Standbrook- Shaw, Policy and Improvement Officer
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Summary:

In November, the Committee considered the development of the workforce strategy, with a particular focus on the wellbeing and development of staff. The Committee made comments on the development of the strategy, as well as identifying gaps, priorities and measures which were put to the Cabinet Member and Director of Human Resources for consideration.

This report contains a refresh of the comments the Committee made, and an update on the Council's work to support employee development and wellbeing from the Director of Human Resources and Customer Services.

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

Reviewing of existing policy	
Informing the development of new policy	x
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	

The Scrutiny Committee is being asked to:

The Committee is asked to note the response and identify if any further information is required.

Background Papers:

Overview and Scrutiny Management Committee papers and minutes, 16th November 2017.

Category of Report: OPEN

1. Introduction

- 1.1 In November, the Overview and Scrutiny Management Committee considered a report on work based development and wellbeing. The OSMC made the following comments which were passed to the Cabinet Member and Director:

Overview and Scrutiny Management Committee Comments on Workbased Development and Wellbeing elements of the Workforce Strategy.

The Committee has identified the following gaps that it would like to be considered further through the development of the strategy:

- Adequate mental health training for all staff
- Clarification of the role of trade unions in developing the strategy
- How initiatives such as Time to Talk can be made to work for all staff, particularly those that aren't in 'office based, office hours' roles.
- Staff being able and encouraged to complete the workforce survey
- The Council's approach to bullying, harassment and whistle blowing

In terms of issues the Committee would like to see prioritised in the strategy:

- Engagement with Trade Unions throughout the process of developing the strategy and implementing actions.
- There is a pressing need to ensure that there are range of options for whistleblowing and staff to report harassment, bullying and victimisation –so that individuals are able to choose the reporting method that is most comfortable for them; and that the options include a way to report and escalate issues that is independent of the Council. Work should also be done to raise staff awareness of these options.
- Ensuring that the organisation provides an environment that encourages the appropriate conversations around development and PDRs – the Committee was concerned about the low completion, or reporting rates of PDRs. This should include equipping our managers with the skills and capacity to have these conversations.
- Ensure that the organisation is communicating effectively with staff about changes to training, development and wellbeing.
- Clarity around the difference between long term and short term sickness absence and the different solutions they require.

The Committee would like the Strategy to have clear and measurable outcomes, and a vision of what success would look like. If the results of the workforce opinion survey are going to form the basis of any of these measures, consideration needs to be given to increasing completion rates.

2. Response

2.1 The Director of Human Resources has responded to the Committee's comments as follows:

As confirmed in our scrutiny report, staff development and employee Health and Wellbeing are two strands of our Workforce and Organisational Development strategy. The strategy itself is still to be formally signed off but since November we have continued with Portfolio Workforce Boards to develop the strategy clarifying the outcomes we expect and the management information we will use to monitor progress against those outcomes. There is a draft action plan in place which has also been shared with the Strategic workforce board to start a conversation about the engagement from Portfolios to deliver outcomes and to understand dependencies.

As much of the work covered by our Workforce and OD strategy is already underway, the following is a detailed update of the work we have undertaken since November.

Staff development

Time to Sit Down and Talk/PDR

We decided to extend the pilot of Time to sit down and talk until 30 April 2018 in order to enable further feedback on both the paperwork and the process. The initial feedback and comments were used to shape the 2018/19 PDR process (which is live from April 2018). The new PDR process will be a slimmed down version which shall allow PDRs to be completed both electronically or via a paper version (for staff who do not work in an office environment). Development opportunities are available with regard to both the system changes and the PDR conversations.

A final paper and recommendations regarding Time to sit down and talk shall be submitted to the Corporate Workforce Board in May.

Management/Leadership Development

First Line Managers & New Managers

First Line Manager (Raising the Bar) - The programme of learning activities for first line managers is being marketed throughout April with pilot sessions for two new modules (The Role of the Manager and Managing Performance) to be run in May.

Middle Manager

Work is currently undertaken with Directors to agree the outcomes for this programme. The proposal is for 3 core learning events (the role of the Sheffield Middle Manager, Self-Awareness and Innovation & Collaboration) to be attended by all middle managers. The development shall both support business as usual and middle manager involvement on Sheffield CC 2020 projects. The programme is scheduled to be piloted in September.

Head of Service/Director Development

Work on the Head of Service/Director programme is currently on hold until the middle manager programme has been launched and embedded.

Essential Learning

New essential learning requirements shall be launched into the organisation in April 2018. Communications of the changes shall be circulated in early April 2018.

Roll out of Digital Offer to Priority Areas

Work is ongoing with regard to specifying the requirements of the SCC Digital Strategy.

- HRL&D have provided tablet training to 395 delegates from Repairs and Maintenance.
- HRL&D are supporting the WFCM project by creating and delivering digital skills training for Children's and Adults Social Workers (Feb 18 to Jan 19).

Updated Employee Induction Programme

A new corporate induction programme was successfully piloted and launched in February 2018. Sessions are being scheduled every two months (the number of sessions can be increased depending on demand) Further work is being undertaken with regard to the full employee on-boarding experience (from pre-start to successful probationary completion).

Communications

- Quarterly learning and development newsletters, providing updates, are available on the through the Sheffield Learning Hub and on the Intranet.
- Learning & Development Consultants attend all Portfolio People Boards to provide activity updates.
- New learning and development courses are advertised through What's On – a bi-monthly publication on the intranet.
- A redesign of the Sheffield Learning Hub (to improve usability) is scheduled to be undertaken by the HR systems team during 18/19
- HRL&D are currently working with the marketing and communications team to remodel internal and external course marketing materials.

Health and Wellbeing

Being Healthy at Work strategy

The Being Healthy at Work strategy was signed off in January and a plan for H&S team representatives visiting all service areas was established. The Strategy identifies that action plans are to be implemented at Service level and that individual Services are tasked to appoint a lead person to draw up the plan and take responsibility for its development.

Officers have attended the majority of the SMTs and are convening a group of nominated service leads to provide support and share good ideas. This should help identify common areas for development across the organisation but also support issues that are more localised. It is envisaged that all SMTs will have been visited by the end of April at the latest, and the first meeting with nominated Service leads is in mid-April and this will include the Trade Unions.

A half year report will be presented to the strategic workforce board on progress of each portfolio and service area and a full report at year end. To measure the effectiveness of this we would want to launch a Health Needs Assessment later in the year.

Mental Health training

Mental health training could well be an important part of delivering action plans. Here are the training courses offered within the organisation that currently support good practice with respect to Mentally Healthy workplaces; details concerning availability and learning outcomes can be found on the Development Hub.

- Mental Health in the Workplace – Skills for Line Managers
- Bite-sized Managing Work Related Stress
- Managing Stress and Personal Stress Management e-learning
- Mental Health First Aid
- Mental Health Awareness
- A module is under development concerning understanding and building personal resilience.
- Personal Stress Awareness briefings delivered by request Corporately and in Schools

There is also some work being undertaken within SCC to support the citywide suicide prevention strategy and there are some training titles associated with that work:

- Talking about Suicide
- Supporting Colleagues Having Suicidal Thoughts

Communication

- Recently a Health & Wellbeing Calendar has been developed. This contains hyperlinks through to the Development Hub on all relevant training relating to Health & Wellbeing. It also includes information to Local and National Initiatives aimed at improving Health & Wellbeing.
- On a quarterly basis a Health and Wellbeing Bulletin is published and distributed widely.
- Within our Health Safety & Wellbeing section on the intranet we have dedicated pages for Health & Wellbeing.
- We have introduced Wellbeing into the Corporate Health & Safety meeting with the Trade Unions, this will assist us in capturing concerns from all parties from all portfolios
- Our Dignity and Respect Information has been updated and new posters provided
- Contact Advisors list has been updated so that staff can have confidential 1to1 discussions on bullying, harassment.

Following the discussion at the Scrutiny committee we have followed up on the assessment of a bespoke policy in relation to sexual harassment. Further work would be necessary to take this forward and the Trade Unions would be engaged in the development of any policy, however I am conscious that this was something that was discussed in detail at the committee meeting and wanted to reassure the committee that have followed up on this.

4. Recommendation

- 4.1 The Committee is asked to note the response and identify if any further information is required.