

SHEFFIELD CITY COUNCIL

Co-operative Executive

Meeting held 20 April 2022

PRESENT: Councillors Terry Fox (Chair), Julie Grocutt (Deputy Chair), Jayne Dunn, Cate McDonald, George Lindars-Hammond, Paul Wood, Douglas Johnson, Paul Turpin and Alison Teal

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1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillor Mazher Iqbal, Gillian Duckworth and Kate Josephs

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 Councillor Julie Grocutt declared a personal interest in Agenda Item No. 14 – Month 11 Capital Approvals 2021/22, as a member of the Stocksbridge Towns Board.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of meetings of the Co-Operative Executive held on 24th March 2022 were approved as a correct record

5. PUBLIC QUESTIONS AND PETITIONS

5.1 The Co-Operative Executive received an electronic petition containing 156 signatures requesting the Council to leave the garden at 98 Crag View Crescent in its present condition. There was no speaker to this petition.

Councillor Julie Grocutt commented that the garden was in her Ward and that she was aware that local residents were working with officers on turning this into a community garden and that good progress was being made.

Councillor Alison Teal stated that she would provide the petitioner with a written response.

5.2 The Co-Operative Executive received an electronic petition containing 262 signatures requesting a pedestrian crossing close to Hinde House Academy, in the vicinity of Shiregreen Lane, Monckton Road and Wincobank Road. There was no speaker to this petition.

Councillor Douglas Johnson stated that he would provide the petitioner with a

written response.

- 5.3 Adam Hurst attended the meeting on behalf of Matt Wilson to ask the following question:

Following Matt's question on March 2nd with respect to residents on Mortomley Close, in High Green being informed during the development of the Thorncliffe Leisure facility that due to construction traffic the council would re-surface the road even though it was not an adopted highway, Matt received a copy of a letter from James Barnes dated December 16th 2015 addressed to residents stating;

"While Mortomley Lane is and will remain an unadopted public highway, we do accept that our construction traffic will increase its wear and tear more than usual so we will resurface the carriageway once the construction work is completed."

In the light of this new information, could the council give me an update on how they propose to progress this matter.

Councillor Wood confirmed that further information had now been located and that he would arrange a meeting with officers and the questioners to progress this matter.

- 5.4 Robin Hughes submitted a question regarding Council's approach to a proposed housing development in the village of Worrall and the potential impact this could have on the demolition of a historic 18th century farmhouse and barn and impact to the setting of listed buildings. Unfortunately, due to his unavailability for the meeting Councillor Mazher Iqbal was unable to respond now but had undertaken to contact Mr Hughes directly to discuss this matter.

6. ITEMS CALLED-IN FOR SCRUTINY

- 6.1 It was noted that there had been no items called-in for scrutiny since the last meeting of the Co-Operative Executive

7. RETIREMENT OF STAFF

- 7.1 The Executive Director, Resources submitted a report on Council staff retirements.

- 7.2 **RESOLVED:** That Co-Operative Executive:-

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

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>Place</u>		
Geoffrey Bamford	Operations Manager	50

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Michael Brookes	Driver/Plant Operative	48
Trevor Cockayne	Logistics Driver	48
Michael Crofts	Executive Director of Place	43
Caroline Doran	Technician	39
David Glossop	Gardner	49
Dave Gill	Service Manager	38
Mark Hall	Team Leader Technical	44
Janet Hobson	Neighbourhood Officer	31
Norman Hogg	Driver/Plant Operative	46
David Jeffcock	Gas Fitter	22
Alan Mappin	Machinist/Joinery Technician	45
Brian Marples	Gas Fitter	23
Sonya Wild	Library and Information Hub Officer	43

People Services

Dean Hackett	Social Worker, Adults	39
Elaine Howarth	Peripatetic Team Manager	40
Shelagh Rhead	Teaching Assistant Level 2, Waterthorpe Infant School	22
Catherine Udall	School Business Manager, Gleadless Primary School	30

Resources

Linda Andrew	Benefits Accessor	43
Ann Hart	Council Tax Assistant	47

Julie Middleton Professional Officer 21
Share Service

Anita Westney Customer Advisor 22

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

(c) directs that an appropriate extract of this resolution under the Common Seal of the Council be forwarded to them.

8. THE SHEFFIELD TOBACCO CONTROL STRATEGY AND FUTURE COMMISSIONING MODEL 2022-2027.

8.1 The proposed new strategy for the Sheffield Tobacco Control Programme was for the next 5 years (2022-2027) and proposed changes to the future commissioning model to support delivery of the strategy.

The proposal was to maintain annual investment at the current level of £977k for 5 years (~£1.67m in total with Clinical Commissioning Group investment of £90k).

The vision of the proposed new Tobacco Control Strategy was that Sheffield people live longer and healthier lives, smokefree. The vision was also that Sheffield children grow up in a city where smoking is unusual; and that Sheffield should be a smokefree city in which to live, work and play. Our ambition to make smoking obsolete by 2030 or to get to 5% prevalence in adults.

This strategy sought to maintain efforts to reduce the harm caused by tobacco on the residents of Sheffield. As well as the health inequalities, death and disability caused by tobacco use and second-hand smoke, in addition it sought to address the impact of tobacco on the Sheffield City Council's resources and the burden on adult social care costs from avoidable disability and to positively impact the local economy as well as local NHS system through productivity gains for businesses and boost to the local economy as ex-smokers spending habits shift from tobacco to other consumer products. The strategy will therefore significantly contribute to reductions in costs of treating smoking related illness both in social care and the NHS.

The strategy would build on the excellent work and achievements of the current 2017-2022 multiagency strategy that ends in October 2022. Sheffield is one of the most proactive and highest performing Local Authorities in the country in relation to the delivery of comprehensive tobacco control and driving down smoking prevalence.

8.2 **RESOLVED:** That Co-operative Executive:-

1. Note the content of the report and that approval is given to the Tobacco Control Strategy 2022-2027 and the Tobacco Control future commissioning model;

2. The Director of Culture and Environment be authorised to end contracts relevant to the delivery of the Tobacco Control Strategy in accordance with terms and conditions of those contracts as they come to the end of their natural terms;
3. In accordance with the commissioning strategy and this report, authority be delegated to the Director of Financial and Commercial Services to:
 - a) in consultation with the Director of Culture and Environment, and Director of Public Health, approve the procurement strategy for the services outlined in this report;
 - b) in consultation with the Director of Culture and Environment, Director of Public Health and Director of Legal and Governance to award, vary or extend contracts for the provision of services outlined in this report.
4. That the Director of Culture and Environment in consultation with the Director of Public Health, the Director of Legal and Governance, and the Director of Finance and Commercial Services is authorised to take such steps as they deem appropriate to achieve the outcomes in the report.

8.3 **Reasons for Decision**

- 8.3.1 The proposal set before the Co-Operative Executive is the preferred option because it is based on detailed analysis of local need through a Tobacco Health Needs Assessment in line with commissioning good practice.
- 8.3.2 It is evidence based, drawing on good practice and evidence of what works in a local, national, regional, and international context including the World Health Organisation MPOWER approach and is based on an excellent track record of delivery in driving down prevalence in adults during the last 5 years of the current Sheffield Tobacco Control Strategy.
- 8.3.3 It has been developed over a 6 month period with the Sheffield Tobacco Control Board partners and is supported by the board, the Director Public Health and Public Health, Co-Op Executive Member Cllr Alison Teal, Office of Health Disparities and Action on Smoking and Health UK.

8.4 **Alternatives Considered and Rejected**

- 8.4.1 **Do nothing** – business as usual re-commissioning or extend current contracts. This option will not provide the greatest opportunity to respond to changing need as evidenced by the Tobacco Health Needs Assessment and will not provide the best opportunity to re-consider how to address and accelerate population prevalence especially amongst children and young people.
- 8.4.2 **Collaborative commissioning as a sub-region of South Yorkshire** - this option is not recommended as the timescales are not conducive to be able to do so, and the aims and ambitions of the different Local Authorities are sufficiently different that there is not a good match.

- 8.4.3 **Bring the communications and marketing strand in- house** -SCC Communications Team were consulted and did not feel in a position to deliver the current contract requirements for Tobacco Control Communications and Marketing as the service needed to prioritise corporate issues, so declined the opportunity to bid for the communications and marketing element of the programme.

9. **PARKS TENNIS PROCUREMENT**

- 9.1 The Parks and Countryside Service sought approval to progress with a procurement strategy to appoint a Partner to manage Sheffield's parks tennis programme. In addition to the existing tennis court management, the proposal was to add an Activity Hub to the model, to provide additional financial security to the city-wide programme.

The aim was to further develop the tennis court programme across the city with two new park sites and develop the Activity Hub at Hillsborough Park in partnership with the Lawn Tennis Association.

Sheffield's park tennis programme, which was procured in 2017 had developed significantly since its inception with considerable improvements to the quality of tennis court provision across the city, as well as a significant increase in the numbers of people accessing tennis in the city.

Coming out of the pandemic the Council was looking at ways to sustain services across the Leisure portfolio and one of those aspects was tennis and multi-activity provision.

The intention was that the opportunity would be advertised, subject to open competition, and (subject to the final procurement strategy) that the partner selected would be granted a lease to operate the welfare/catering facilities and a concession for the parks tennis programme and multi-use games area elements of the site at Hillsborough and a concession arrangement for the other parks tennis courts.

A solution was needed to sustain tennis provision into the future and together with the Lawn Tennis Association and Courtside CIC (the current Parks tennis programme Partner), the Council had undertaken significant due diligence and business planning to find a sustainable and quality solution for outdoor tennis provision.

- 9.2 **RESOLVED:** That Co-operative Executive:-

1. Note the report, including the contribution of the Lawn Tennis Association;
2. Approve the proposed commissioning of a partner to further develop, manage and sustain the parks tennis programme Hub and Spoke Model, as outlined in the report;
3. Delegate authority to the Director of Culture and Environment, in consultation

with the Director of Legal and Governance and the Director of Finance and Commercial Services, to approve the procurement strategy;

4. Require the Director of Culture and Environment to undertake the procurement, and to report back, at the conclusion of the procurement, with recommendations on:
 - a. the award of the contract; and
 - b. any associated disposal of land which may be necessary, and any consents or approvals required; and
5. Approve:
 - a. the proposed City Council funding contribution of up to £180,000 (of prudential borrowing) towards the development of the Activity Hub at Hillsborough Park; and
 - b. the allocation of Section 106 funds of up to £183,000 for the development of the facilities at Hillsborough Park, as described in the report.

9.3 **Reasons for Decision**

- 9.3.1 As highlighted the report, Hillsborough Park had been identified as the location for the Activity Hub for a multitude of reasons. Continued management of Sheffield's parks tennis programme, alongside a sustainable business model, providing appropriate opportunities to generate income, provides financial security to parks tennis programme into the future. Without this, the programme would face a financially challenging future.
- 9.3.2 Hillsborough Park was a site which lay within an area identified as within the top 30% IMD, and therefore the provision of quality sport and recreational facilities would have a real benefit to communities with identified health inequalities. It was designated as a 'City Park' which reflected the fact that residents travel to the park from across the city and further afield; and hence the benefits would also have city wide reach.
- 9.3.3 The deteriorating conditions of the existing tennis and multi-use games area provision were not 'city' standard. Improvements to these recreational facilities would support the parks Green Flag aspirations. The provision of an exciting and high-quality facility of this nature will raise the standard of the park, increase its attractiveness as a destination site and encourage and attract users of all ages and abilities from various communities to engage in sport and physical activities. Data and evaluation will form an important component of this project to capture benefits, outputs and outcomes particularly focused around a reduction in health inequalities.
- 9.3.4 The social return on investment of the current parks tennis programme was recently valued by Sheffield Hallam University at over £191,000, this included;
 - £51,000 Health Outcomes
 - £95,000 personal wellbeing
 - £45,000 community development

The Council would expect this value and therefore benefits gained, to increase considerably with the introduction of the Activity Hub at Hillsborough Park and additional courts at Hollinsend and Ecclesfield Parks.

- 9.3.5 The Council recognised that leisure provision both indoors and outdoors would be critical post COVID-19, with many people requiring rehabilitation after suffering long-COVID, or diminished mental health caused by lockdown. The health and wellbeing of residents was a priority, and it was clear the services delivered by facilities such as this would play a vital role both now and in the future. It was therefore critical that long term sustainable plans were put in place to maintain and grow these facilities.

9.4 **Alternatives Considered and Rejected**

9.4.1 Do nothing

Parks and Countryside's had reviewed the option of continuing as is, with the existing parks tennis programme model exclusive of an Activity Hub. It had been concluded that continuing in this way, now with the added pressures that the Council was facing as a result of the pandemic, would make the model financially challenging for the future.

9.4.2 Develop a partial model

Parks and Countryside's had considered developing only the tennis and multi-use games area facilities, without the introduction of the Activity Hub, however together with the Lawn Tennis Association and the current partner Courtside CIC, recognised that this alone, would not bring in the investment needed to provide a sustainable parks tennis programme model for the future.

9.4.3 Consider an in-house delivery model

The current approach with a third-party provider was working sufficiently, although could be strengthened. The financial and operational risks were reduced to Sheffield City Council with this approach. Several years ago, the Councils 'in house' activity delivery services 'Activity Sheffield' was cut, therefore at this point, exploring an in-house delivery option had not been considered. However, in exploring the market potential, this would allow us to assess whether there was a more feasible method of delivery, so this could be explored at a later date.

9.4.4 Procure the Hub and Spoke model

Parks and Countryside's and the Lawn Tennis Association believe that to future-proof the parks tennis programme and broaden the reach and impact from a health inequalities perspective, procuring an Activity Hub alongside the existing parks tennis courts programme, was the most viable and sustainable option.

10. **PROCUREMENT OF AN ADULT SOCIAL CARE MENTAL HEALTH**

RECOVERY FRAMEWORK FOR PEOPLE WITH ELIGIBLE MENTAL HEALTH NEEDS

10.1 The report set out a recommissioning and creation of a new Mental Health Independence and Support Framework. There was no legal end date for the current contract; however, the contract has now been in place for four years and recommissioning at this point would allow for changes to be made to support a more sustainable service going forward. The Mental Health Recovery Framework, as it has currently been commissioned, is a small framework of providers working with community-based clients who have been assessed as having unmet eligible needs due to their mental health condition and require Adult Social Care support to meet those needs. The Council is legally required to ensure eligible needs are met under the Care Act 2014.

10.2 **RESOLVED:** That Co-operative Executive:-

1. Approves the creation and re-commissioning of a new Mental Health Independence and Support Framework, as set out in the report;
2. Delegates authority to the Executive Director, People Services, in consultation with Director of Finance and Commercial Services, where there is no existing authority, to take all necessary steps to negotiate, agree terms of framework contracts that will be entered into with successful tenderers and thereafter to award such contracts; and
3. Delegates authority to the Executive Director, People Services, in consultation with Director of Finance and Commercial Services, where there is no existing authority to take such steps to meet the aims and objectives as set out in the report.

10.3 **Reasons for Decision**

10.3.1 It was anticipated that the recommended option will deliver the following outcomes:

1. The Council can meet its statutory duties under the Care Act 2014.
2. Individuals who have assessed eligible social care needs because of their mental health will be supported.
3. The market will be stabilised and diversified, with increased provision to meet the needs of the cohort.
4. The Council can be assured of the quality of the provision it has commissioned, particularly if the number of direct payments are reduced (where appropriate).
5. Clients will be satisfied that the support they receive enables them to recover a life that has hope, meaning and purpose.
6. Clients will have access to support that is appropriate, delivered in a timely manner and responds to fluctuating needs.
7. Clients will meet their defined goals set out in the Support Plans that they have co-created.
8. Clients will be able to live interdependently within the community with

- appropriate support (accommodation, employment, social integration).
 9. Clients will be able to reduce their need/use of health and social care services.

10.4 Alternatives Considered and Rejected

10.4.1 As part of the options appraisal exercise the following additional options were identified and evaluated:

Option	Pros	Cons
A: Continue as it is	<ul style="list-style-type: none"> • Established framework embedded in Adult Mental Health Services. • Understood by workers in the Adult Mental Health Recovery Teams. • Clients have established support. • Providers have a regular income. 	<ul style="list-style-type: none"> • New clients are unable to choose council arranged services (if they wish to) due to a lack of providers, high waiting list for support. • Increase in the use of inauthentic/inappropriate direct payments. • Financial impact due to using more direct payment providers, such as the additional cost incurred with money management services. • Current provision not fully focussed on recovery with many clients continuing with support without assessed needs being reviewed. • No incentive/appetite for smaller providers to join the framework.
B. Refresh current service specification	<ul style="list-style-type: none"> • Enables more providers to join the framework. • Established framework embedded in Adult Mental Health Services. • Understood by workers in the Adult Mental Health Recovery Teams. • Clients have established support. • Providers have 	<ul style="list-style-type: none"> • As above. • Doesn't allow for major changes which will enable lessons to be learnt and permit a new focus on recovery. • Current outcome tool is prohibitive for smaller providers to administer. • Providers will likely come back with increased prices for delivering the same service.

	a regular income.	
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11. PROCUREMENT FOR THE CARE AND SUPPORT SERVICES IN EXTRA CARE SCHEMES

11.1 The report sought approval to develop a procurement strategy and then to tender for new contracts for the delivery of personal care and support services for tenants in the 4 existing Sheffield Extra Care Housing Schemes – Guildford Grange, The Meadows, Roman Ridge and White Willows. The current contracts end in October 2022.

The report also sought approval from the Co-operative Executive to delegate authority to the Director of Adult Health and Social Care to take the necessary steps to implement the Procurement Strategy and award the contract for 4 Extra Care schemes.

The report highlighted the importance of ensuring the continuing delivery of care and support services that meet the needs of the people within the Schemes, by procuring a care and support provider able to fully meet the requirements of the Service Specification.

11.2 **RESOLVED:** That Co-operative Executive:-

1. Approves the procurement of the Care and Support services in Extra Care as set out in the report;
2. Delegates authority to the Director of Adult Health and Social Care in consultation with Director of Finance and Commercial Services to agree appropriate contract terms and following the procurement approve contract awards and thereafter to enter into such contracts;
3. Delegates authority to the Director of Adult Health and Social Care in consultation with Director of Finance and Commercial Services and the Executive Member for Health and Social Care to take such other necessary steps not covered by existing approvals to achieve the outcomes outlined in the report; and
4. Notes that, following on from the Education Health and Care Transitional Committee dated 3rd March 2022 where the approach to development of extra care and supported living solutions to support more independent living were endorsed, the Director of Adult Health and Social Care and the Director of Housing will bring forward a delivery plan for approval setting out how this will be achieved.

11.3 Reasons for Decision

11.3.1 The four contracts are due to expire October 2022, and the procurement of the care provider(s) is needed to ensure continuity of the care offer to the tenants

living in the four schemes.

11.3.2 It was necessary to proceed with the tenders as there was no further legitimate contract extension available. The outstanding review work around

- well-being charges
- onsite overnight support,

referenced in the report would be carried out during the first year of the new contracts.

11.4 **Alternatives Considered and Rejected**

11.4.1 Option 'to do nothing' and let the contracts expire so there is no provision for planned or unplanned care and support, resulting in services being purchased on an ad-hoc basis.

11.4.2 Option 'to provide a service via the Home Support Framework'
Both options scored poorly against strategic fit and are perceived as having a significant negative impact on people living in the schemes.

11.4.3 Neither option is recommended for further consideration and are not covered in the report.

12. **PROCUREMENT OF AN ENHANCED SUPPORTED LIVING FRAMEWORK**

12.1 The purpose of the report was to seek approval for the development of procurement strategy for the establishment of a local Enhanced Supported Living Framework. The proposed local enhanced supported living framework would offer a range of services which support disabled people to live in the community and would have 4-year term, with an estimated value of £7.5m. The Enhanced Supported Living Framework would be part of a spectrum of service models to meet the needs of people who are eligible for social care support in future.

Enhanced supported living was an enhanced version of the current local supported living framework. It would be designed to support the needs of individuals who were perceived as complex by services and require support and/or accommodation.

12.2 **RESOLVED:** That Co-operative Executive:-

1. Approves the procurement strategy for providers to deliver enhanced supported living services for individuals with needs relating to complex Learning Disability /Autism as detailed and set out in the report;
2. Delegates authority to the Director of Adult Health and Social Care, in consultation with the Director of Finance and Commercial Services and the Director of Legal and Governance to agree the terms of the framework contract and award the framework contract and any subsequent call-off

contracts to the successful tenderers; and

3. Where no current authority exists, delegates authority to the Director of Adult Health and Social Care, in consultation with the Director of Finance and Commercial Services and the Director of Legal and Governance, to take such steps to meet the aims and objectives as detailed and set out in the report.

12.3 Reasons for Decision

12.3.1 It was anticipated that the recommended option will deliver the following outcomes:

- The Council can meet its statutory duties under the Care Act 2014.
- The market will be stabilised and diversified, with increased provision to meet the needs of the cohort of people with a learning disability/autism who have complex support needs.
- The Council will be able to ensure Value for Money by agreeing a ceiling on the hourly rate with contracted providers and entering into a dialogue on a case-by-case basis for each call off.
- The Council can be assured of the quality of the provision it has commissioned and will monitor the quality outcomes under the terms of the Framework
- People will be supported to live within their local community with the right level of support

12.4 Alternatives Considered and Rejected

12.4.1 The other options considered were to do nothing and be reliant on the existing Supported living Framework or to include a Lot for enhanced supported in the April 2023 Working Age Framework.

12.4.2 A local framework can be wider than the regional Framework i.e. include prevention, return from out of city residential care, help with transition and other complex needs. An Enhanced Framework:

- will facilitate smoother transition from an enhanced service to the standard framework where the same organisation provides both
- will allow small local organisations with local community-based networks who did not wish to bid to be on the wider regional framework to support people who display behaviours that challenge
- can be re-opened our discretion, offering more local control over the market
- will allow closer control over price
- builds on the success of positive relationships with local framework and current non-framework providers

13. MONTH 11 CAPITAL APPROVALS 2021/22

13.1 The report provided details of proposed changes to the Capital Programme as brought forward in Month 11 2021/22.

13.2 **RESOLVED:** That Co-operative Executive:-

1. Approve the proposed additions and variations to the Capital Programme listed in Appendix 1, including the procurement strategies and delegate authority to the Director of Finance and Commercial Services or nominated Officer, as appropriate, to award the necessary contracts; and
2. Approve the proposed procurement strategy for the Woodbourn Road Football Hub as detailed in Appendix 2, subject to the approval of the recommendations in the Sheffield Football Hubs Report

13.3 **Reasons for Decision**

13.3.1 The proposed changes to the Capital programme will improve the services to the people of Sheffield.

13.3.2 To formally record changes to the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the capital programme in line with latest information.

13.3.3 Obtain the relevant delegations to allow projects to proceed.

13.4 **Alternatives Considered and Rejected**

13.4.1 A number of alternative courses of action are considered as part of the process undertaken by Officers before decisions are recommended to Members. The recommendations made to Members represent what Officers believe to be the best options available to the Council, in line with Council priorities, given the constraints on funding and the use to which funding is put within the Revenue Budget and the Capital Programme.

14. **SHEFFIELD FOOTBALL HUBS**

14.1 The report sought approval to enter into a 25 year lease arrangement for two sites at Westfield and Woodbourn Road and to enter into negotiations regarding the existing Sheffield Football Trust leases for Graves and Thorncliffe which had 45 years remaining to the National Football Trust.

In addition, the report sought approval to develop Woodbourn Road as a fourth football hub site, this would include granting a 25-year lease to the National Football Trust and approval to accept £2.1m investment from the Football Foundation into the site.

14.2 **RESOLVED:** That Co-operative Executive:-

1. Note and endorse the work done by officers to date;

2. Approve the inclusion of Woodbourn Road Football Facility as a Football Hub site as proposed in this report and:
 - (a) approve acceptance of the proposed £2.1m grant funding from the Football Foundation for the capital costs of the Facility;
 - (b) delegate to the Executive Director of Resources/ Director of Culture and Environment in consultation with the Director of Legal and Governance the authority to enter into appropriate grant funding agreements for the Facility;
 - (c) note that a capital approval submission will be submitted for the necessary authority to undertake and procure the proposed works and award the contract for work at the Facility in accordance with Council procedures;
3. Delegate to the Executive Director of Place in consultation with the Director of Culture and Environment, the Director of Legal and Governance and the Chief Property Officer the authority to enter into all necessary property related legal documentation for the purposes of delivering the property related outcomes set out in the report;
4. Delegate to the Executive Director of Place in consultation with the Director of Culture and Environment and the Director of Legal and Governance the authority to enter into the collaboration agreement and any further necessary commercial legal documentation for the purposes of delivering the outcomes set out in the report; and
5. Delegate to the Director of Culture and Environment in consultation with the Director of Legal and Governance and the Director of Finance the authority to take such steps as they deem appropriate to achieve the outcomes set out in the report.

14.3 Reasons for Decision

- 14.3.1 The investment into new and improved facilities would help to attract and retain increased participation and usage of venues. Improved facilities would better meet customer expectations of a modern and welcoming grassroots football offer. This would help to reduce barriers to participation and encourage more people to be more active, more often. It was therefore critical that a long-term management solution is put in place to secure the future of the Sheffield Football Hubs.

14.4 Alternatives Considered and Rejected

14.4.1 Do Nothing

Doing nothing is not an option. The current arrangement with Leisure United would come to an end in June 2022 and the facilities themselves require significant investment just to remain open and functioning. Without investment facilities would continue to decline and eventually close.

14.4.2 Bring Services In-house

The in-house option was not financially viable as it would be more expensive and present a greater level of financial uncertainty and risk to the Council. They would not allow for the level of investment needed for the Council to offer significantly improved leisure facilities.

14.4.3 Procurement Exercise

The Council would not be able to put all four sites out to tender because the current arrangement for the Graves and Thorncliffe sites sit with the Sheffield Football Trust (SFT), who entered into 50 year lease arrangement with the Council in 2016. Whilst the Council can agree for the SFT to assign the leases to the NFT (as included in this proposal) the Council cannot put the Graves and Thorncliffe facilities out to tender.

15. FINAL CO-OPERATIVE EXECUTIVE MEETING OF THE COUNCIL

- 15.1 The Leader confirmed that this would be the final meeting of the Co-Operative Executive before the Council moves to a committee system. He placed on record his thanks to present and past Cabinet/Co-Operative Executive portfolio holders for their considerable work over the years and recognised the often difficult decisions they have been required to take. In addition, he thanked all the Chairs of the Scrutiny Commissions, past and present, for holding executive decision makers to account.