

Strategy and Resources Policy Committee

Tuesday 5 July 2022 at 2.00 pm

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

The Press and Public are Welcome to Attend

Membership

Councillor Terry Fox
Councillor Julie Grocutt
Councillor Angela Argenzio
Councillor Douglas Johnson
Councillor Bryan Lodge
Councillor Shaffaq Mohammed
Councillor Joe Otten
Councillor Mick Rooney
Councillor Martin Smith
Councillor Richard Williams
Councillor Paul Wood

PUBLIC ACCESS TO THE MEETING

The Strategy and Resources Policy Committee comprises 11 Members and has the following responsibilities:

- Cross-cutting responsibility for development and submission to Full Council for adoption of the Budget and Policy Framework
- Providing strategic direction to the operation of the Council by developing and recommending the Corporate Plan (including determination of the priorities set out therein) to Full Council and making decisions on cross-cutting policies and practice where such decisions are not reserved to full Council
- Responsibility for any issue identified as being of significant strategic importance or financial risk to the Council (which is considered to be by its nature cross-cutting)
- Responsibility for any policy matter not otherwise allocated to a Committee
- Considering reports which an Ombudsman requires to be published by the Council where it is proposed that the Council take the recommended action

Meetings are chaired by the Leader of the Council.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. 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 Policy Committee meetings and recording is allowed under the direction of the Chair. Please see the Council [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.

Policy 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 on the agenda.

Meetings of the Policy Committee have to be held as physical meetings. If you would like to attend the meeting, please report to an Attendant in the Foyer at the Town Hall where you will be directed to the meeting room. However, it would be appreciated if you could register to attend, in advance of the meeting, by emailing committee@sheffield.gov.uk, as this will assist with the management of attendance at the meeting. The meeting rooms in the Town Hall have a limited capacity. We are unable to guarantee entrance to the meeting room for observers, as priority will be given to registered speakers and those that have registered to attend.

Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the [website](#).

If you wish to attend a meeting and ask a question or present a petition, you must submit the question/petition in writing by 9.00 a.m. at least 2 clear days in advance of

the date of the meeting, by email to the following address:
committee@sheffield.gov.uk.

In order to ensure safe access and to protect all attendees, you will be recommended to wear a face covering (unless you have an exemption) at all times within the venue. Please do not attend the meeting if you have COVID-19 symptoms. It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting.

If you require any further information please email committee@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.

**STRATEGY AND RESOURCES POLICY COMMITTEE AGENDA
5 JULY 2022**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
The Chair to welcome attendees to the meeting and outline basic housekeeping and fire safety arrangements
- 2. Apologies for Absence**
- 3. Exclusion of the Press and Public**
To identify items where resolutions may be moved to exclude the press and public.
- 4. Declarations of Interest** (Pages 7 - 10)
Members to declare any interests they have in the business to be considered at the meeting.
- 5. Minutes of Previous Meeting** (Pages 11 - 20)
To approve the minutes of the last meeting of the Committee held on 31st May 2022.
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Retirement of Staff** (Pages 21 - 24)
Report of the Executive Director, Resources
- 8. Work Programme** (Pages 25 - 44)
Report of the Director of Legal and Governance

Formal Decisions

- 9. Priorities for the Year Ahead** To Follow
Report of the Chief Executive.
- 10. Medium Term Financial Analysis and Committee Budget Recommendations** (Pages 45 – 78)
Report of the Director of Finance and Commercial Services
- 11. Month 2 Budget Monitoring and 2021/2 Out-turn** To Follow
Report of the Director of Finance and Commercial Services
- 12. Cost of Living Crisis Strategy and Action Plan** To Follow
Report of the Chief Executive.
- 13. Capital Approvals for Month 2 2022/23** (Pages 79 – 116)

Report of the Director of Finance and Commercial Services

- | | |
|--|----------------------|
| 14. Continued Support for Volunteer Run Libraries 2022 – 2023
Report of the Executive Director, Operations | (Pages 117 –
150) |
| 15. Housing Support Fund
Report of the Director of Housing Services | To Follow |

Other Items

NOTE: The next meeting of Strategy and Resources Policy Committee will be held on Tuesday 30 August 2022 at 2.00 pm

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its Policy Committees, 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 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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Strategy and Resources Policy Committee

Meeting held 31 May 2022

PRESENT: Councillors Terry Fox (Chair), Julie Grocutt (Deputy Chair), Angela Argenzio, Douglas Johnson, Bryan Lodge, Joe Otten, Mick Rooney, Martin Smith and Richard Williams

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1. APOLOGIES FOR ABSENCE

1.1 There were no apologies for absence.

2. EXCLUSION OF THE PRESS AND PUBLIC

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 made.

4. PUBLIC QUESTIONS AND PETITIONS

4.1 Nigel Slack attended the Committee and asked the following questions which were answered by the Chair:

4.2 **Q1** With the dire prediction for the potential budget crisis for the city's finances, I'd like to ask for some clarification of the reports details.

We must all recognise the problem of the national & international economic crisis that will impact Local authorities as well as households and businesses in the coming months, but specifically:

Do the forecasts in this report include the impact of fuel and energy costs on SCC Budgets?

A: Yes, we have factored into our forecast our view of pressures for energy costs and any mitigations such as reserves for such eventualities.

Do the forecasts include the impacts of poor service from SCC contractors on the financial position? Are there plans to address these problems in performance?

(I'm still trying to sort out a Council Tax exemption problem for a house I sold over 12 months ago - £2500 missing from the treasury for 2021-22. / Business rates income from premises sold 4 years ago that are still unoccupied & therefore presumably currently exempt.)

A: Contract management is important, and SCC takes this role seriously for any supplier we have contracts with. We can look into the specifics of your issue if you would like to share the detail.

Are there plans to approach Government for a relief package, proportionate to the cost pressures, similar to that being offered to households?

A: It's unknown at this stage if LA's will receive any Govt support in-year for such pressure, we are not assuming any further funding in the forecast as it would not be prudent to do so, and we are working with the relevant SCC Committees to manage within current resources. We continue to lobby Government for fair funding for SCC and inflationary increases will be an element of that approach.

Are there plans to approach the new Mayor about the issues and to get his support in squeezing more money out of Government and to address how his allegedly more flexible approach can be used to support both local businesses and therefore SCC? (i.e. support so that businesses can pay business rates rather than avoid them?)

A: We work very closely with South Yorkshire MCA on a number of issues that affect SCC and the region, working across the region to ensure a collaborative approach and to maximise opportunities.

Lastly, does the report enable SCC to extract and discuss the impact of Covid & Brexit measures on the city's finances?

A: There are many factors impacting on SCC's finances, the report does not attempt to identify these individually but focus on how the authority should address the overall impact.

- 4.3 Q2 Both a finance and democracy question next. What is the saving that would be made for SCC by switching to All Out Elections rather than elections by thirds? We have already heard, as part of the Governance Committee's work, that All Out elections are a better fit for Committee decision making than the current election cycle. It would provide stability of committee memberships for 4 years, improve decision making through better experienced Councillors and enable longer term policy planning than currently. It would take Councillors away from the continual fixation on 'electioneering' that typifies the current cycle, with all the antagonism that generates between parties. The only loss would be for the political parties in having to be grown ups for four years. I suspect this is a price the residents would be willing to pay.

Will this committee add a review of the SCC election cycle to their work plan as a matter of urgency, potentially to be sent to the Governance Committee for consideration and research about fitness for the new committee system.

A: In common with most metropolitan districts, Sheffield currently elects a third of its councillors in three out of every four years, with the fourth year 'fallow'. All authorities that elect by thirds have the option to alter their pattern of elections to move to 'all-out elections'. This would mean all councillors being elected at the same time once every four years.

There are benefits and disadvantages to any pattern of election – for example,

electing by thirds gives voters a more frequent opportunity to express their views about the performance of their elected representatives whereas all-out elections arguably promote a more stable political position for a longer period of time.

- 4.4 **Q3** As part of my daily exercise I often spend time in and around the General Cemetery. My route always takes me past Mount Pleasant House and inevitably I am reminded that it is now 4 years since the property was agreed to be sold by SCC for redevelopment into Care Home facilities. In that time nothing appears to have happened, at all, to that building apart from continued dilapidation of a Grade2 heritage asset and undoubtedly a consequent impact on Business Rates for the Council.
I was told by a now departed Councillor that the sale went through in 2021 but I was sceptical.

Who currently owns Mount Pleasant House?

A: The hub and stables are owned by Hermes Care under a 250-year lease from SCC. Contracts for the Agreement for Lease for the main house were exchanged in July 2021 which contractually commits the purchaser to acquiring a lease for this part of the site. The terms of the contract require a number of conditions to be satisfied by the purchaser to ensure that the heritage asset is repaired, and the scheme delivered as originally intended. Once these conditions are satisfied the lease will complete and ownership will transfer to the purchaser Hermes Care. Under the terms of the contract Hermes are currently managing the site.

What planning permission still exists, if any was ever granted?

A: An application for planning permission has not yet been submitted. Discussions are currently underway and this is one of the conditions to be satisfied for the completion of the lease for the House.

What is SCC doing to ensure the integrity of this Grade2 listed building?

A: There are conditions in the agreement for lease relating to planning and repair of the building. The agreement for lease requires that the main building is refurbished and brought into use before or at the same time as any new building/extension works. SCC as landlord and planning authority will sign off any proposals before they are undertaken to ensure that these are sympathetic to the listed building and secure its long term future.

- 4.5 **Q4** The Seven Principles of Public Life are embedded in the SCC Constitution.
<https://democracy.sheffield.gov.uk/documents/s52082/Part%205A%20-%20Councillor%20Code%20of%20Conduct%202022.pdf>
Appendix A – SCC Constitution – Part 5 – Pg 244

Will this committee confirm that they hold these principles to be a core part of the way SCC works, despite the pressures from local 'Business Leaders' and 'some' Councillors' to water these down for one specific individual?

A: This a question for the committee that needs to be answered without specific

reference to any individual or case in hand

5. RETIREMENT OF STAFF

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

5.2 **RESOLVED:** That Strategy and Resources Policy Committee:-

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

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>Place</u>		
Howard Baxter	Principal Planning Officer	32
Jill Hurst	Head of Service - Investment and Maintenance	38
Zoe Mair	Principal Planning Officer - Conservation and Design	39
Brian Messider	Principal Planning Officer - Access	29
Glenn Walker	Responsive Repairs Team Leader, Housing Repairs Service	44
Craig Wild	Compliance Champion Electrician	38
<u>People</u>		
Julie Farrell	Deputy Head, Lydgate Junior School	42
Julie Pheasey	Clerical Officer, Pipworth Community Primary School	21

6. WORK PROGRAMME

6.1 The Director of Legal and Governance presented the Work Programme and informed Committee that this would be a regular item and although it contained suggestions for what it may contain, it was up to the Committee to decide. Appendix 3 of the report contained the actual work programme which would be visible to the public.

6.2 Councillor Rooney asked a question regarding member consultation on the Bi Monthly disposal list and it was confirmed that consultation with local members

would take place as previously, with the list coming to Committee for approval.

6.3 Councillor Johnson commented that the 10 Point Climate Change Plan spanned all policy committees and that climate change monitoring should feature on all the work programmes.

6.4 Councillor Grocutt agreed and noted that climate change would be included within the Local Plan and there was a need to understand how climate change monitoring would work across all policy committees.

6.5 **RESOLVED** that:-

1. With reference to issues raised in this report, consideration be given to any further additions or adjustments to the work programme presented at Appendix 3 of the report;
2. That the committee's work programme as set out in Appendix 3 of the report be agreed; and
3. Consideration be given to any further issues to be explored by officers for inclusion in part 6 of the next work programme report, for potential addition to the work programme.

7. **OUR SHEFFIELD: THE YEAR AHEAD**

7.1 The Director of Policy, Performance and Communications presented the report which provided the Committee with an overview of the Council's financial, policy and operating context. The report set out the key issues and opportunities facing the authority over the coming year.

The report also set out a proposed approach for the development of a Corporate Plan, with an intention of bringing forward a draft of the plan to the Strategy and Resources Committee in September 2022.

7.2 **RESOLVED:** That Strategy and Resources Policy Committee:-

1. Note the financial, policy and operating context set out in this report, and the risks and opportunities identified therein;
2. Agree to receive further reports on these issues as required, whilst noting that the primary responsibility for responding to these issues will lie with the relevant policy committee;
3. Agree the proposal to develop a statement of policy priorities for the year ahead and to hold a meeting of the Strategy and Resources Urgency Committee to consider and agree this;
4. Note the importance of developing a Corporate Plan for the organisation and to note the work already done to engage with staff across the council

on this;

5. Agree to holding a series of Member workshops as set out in paragraphs 25 and 26 of the report to help develop the content of the Corporate Plan; and
6. Agree to receive and consider a draft of the Corporate Plan at its meeting on 30 August in advance of a final report being considered by Full Council.

7.3 **Reasons for Decision**

- 7.3.1 The proposals set out in the report will help contribute to set a clear direction for the organisation for the forthcoming year, and through the development of the Corporate Plan, beyond. They will help to ensure that the organisation stays focused on key objectives whilst responding to the changing context within which it is working. In turn this will ensure that the council continues to place the wellbeing of the people of Sheffield and the communities in which they live at the heart of its decision-making.

7.4 **Alternatives Considered and Rejected**

- 7.4.1 Two alternative options were considered:

- Producing a Corporate Plan for discussion at the Strategy and Resources Committee in July. This was discounted on the basis that it would leave insufficient time for engagement with Members, staff or other stakeholders.
- Not producing a Corporate Plan at all. This was discounted on the basis that the policy, financial and operating context for the organisation was such that not having a clear statement of direction, objective and priorities would have a significant detrimental impact on the organisation's ability to operate effectively.

8. **MONTH 1 MONITORING, FINANCIAL POSITION AND BUDGET TIMETABLE**

- 8.1 The Director of Finance and Commercial Services presented the report which brought the Committee up to date with the Council's financial position as at Month 1, 2022/23. The report also sought the Committee's agreement to a proposed budget timetable for the development of the 2023/24 budget.

- 8.2 **RESOLVED:** That Strategy and Resources Policy Committee:-

1. Note the Council's challenging financial position;
2. Confirm that *"It is the responsibility of each Committee to work within the budget framework agreed by Council. This includes taking timely action to address any overspend within the services for which the Committee is responsible."* As agreed by Full Council on 23 March 2022;
3. Note that the Finance Sub-Committee on 7 June will receive more detailed budget monitoring;

4. Note that each Policy Committee will receive more detailed budget monitoring for their areas of responsibility at their meetings in June 2022;
5. Requires any Policy Committee that is forecasting an overspend on their budget to develop an action plan to address the overspend in-year and ask the Finance Sub-Committee to monitor both the development of any required action plans and delivery against them;
6. Approve the budget timetable set out in 1.5.1 of the report; and
7. Note that each Policy Committee will be advised of the budget timetable at their June 2022 meetings including the requirement for each Policy Committee to plan to develop budget proposals over the course of the summer

8.3 Reasons for Decision

- 8.3.1 The recommendations in the report will ensure that the Council has a robust budget process for 2023/24 and will ensure that each Policy Committee undertakes any work required to both balance their 2022/23 budget and prepare for the 2023/24 budget.

8.4 Alternatives Considered and Rejected

- 8.4.1 The Council is required to both set a balance budget and to ensure that in-year income and expenditure are balanced. No other alternatives were considered.

9. SUPPORTING SHEFFIELDERS THROUGH THE COST-OF-LIVING CRISIS

- 9.1 The Director of Policy, Performance and Communications presented the report which set out how the cost-of-living crisis is having profound implications for people across Sheffield and the steps that Sheffield City Council and partners in the public and voluntary, community and faith (VCF) sector have taken to provide support and advice to those who are being most impacted.

The report proposed that the Council urgently establish a cross-partner incident management approach to the cost-of-living crisis, learning from the strength of our whole city response to Covid-19. This would include the establishment of a strategic response group ('Gold'), chaired by the Leader of the Council, that will bring together relevant Committee Chairs, SCC officers and representatives from across Sheffield's public, private and VCF sector. This group would set out and direct Sheffield's overall response to supporting communities through the cost of living crisis.

This 'Gold' command group will be supported by a 'Silver' (tactical) group who would have responsibility for coordinating planning and activity in support of the overall strategy developed by the Gold group. This group would meet frequently and set out an operational plan to respond to the cost-of-living challenges facing the city.

9.2 **RESOLVED:** That Strategy and Resources Policy Committee:-

1. Note the work that has been done on a cross-partner basis to date to help the people of Sheffield respond to the cost-of-living crisis, as described at paragraph 7 of the report, including supporting the work of South Yorkshire Community Foundation to establish a new fund to support people with the cost-of-living crisis;
2. Agree to establish an incident response arrangement to help the city respond to the current situation and prepare for the forthcoming autumn and winter period, including the establishment of a strategic-level 'Gold' group to be chaired by the Leader of the Council and a 'Silver' partner group led by a senior SCC officer;
3. Ask all policy committees at their first meetings to consider nomination of an Elected Member to sit on a cross-party Gold group;
4. Agree that partner organisations should be invited to join the Gold group, recognising that the cost-of-living crisis demands a whole-city response across the public, private and VCF sectors; and
5. Agree to receive a report at its July meeting setting out a proposed strategy and action plan for addressing the cost-of-living crisis in Sheffield, which should include proposals around the utilisation of the Food Action Plan fund established as part of the 2022/23 budget, along with updates on the social isolation and volunteering funds.

9.3 **Reasons for Decision**

- 9.3.1 To establish a cross-partner incident management approach to the cost-of-living crisis, learning from the strength of our whole city response to Covid-19.

9.4 **Alternatives Considered and Rejected**

- 9.4.1 To not do anything, this was rejected as through the services and support Sheffield City Council delivers directly and with our partners in the public and VCF sector, we are working alongside the people and communities across the city who are most exposed and suffering the consequences of the cost-of-living crisis.

10. GOVERNANCE ARRANGEMENTS FOR THE LOCAL PLAN

- 10.1 The Service Manager Strategic Planning presented the report which sought agreement on the governance arrangements for overseeing work on Sheffield's emerging Local Plan (the 'Sheffield Plan').

10.2 **RESOLVED:** That Strategy and Resources Policy Committee:-

1. Owing to its cross-cutting nature, the Strategy & Resources Committee should have overall responsibility for the Sheffield Plan;

2. Due to the level of work involved in producing the Sheffield Plan, responsibility for overseeing development of it should be delegated to the Transport, Regeneration and Climate Change Policy Committee; and
3. The Sheffield Plan Member Working Group should be re-established under the committee system of governance to enable it to continue to play a key advisory role on the content of the Plan and provide regular progress reports to the Transport, Regeneration and Climate Change Policy Committee

10.3 Reasons for Decision

- 10.3.1 The cross-cutting nature and significance of the Sheffield Plan for the future development of the city means that it is appropriate for the Strategy & Resources Policy Committee to take overall responsibility for the Plan. However, delegation to the Transport, Regeneration and Climate Change Policy Committee reflects the level of work required from Members to progress the Plan and the relative capacities of the two Policy Committees.
- 10.3.2 Continuing the Sheffield Plan Member Working Group will allow officers to obtain a regular political steer on various matters relating to the content of the Sheffield Plan. The Group will have no decision-making powers. The Strategy and Resources Policy Committee can be kept up to date on progress and will have ultimate responsibility for deciding whether to support the Publication Draft Plan and refer it to full Council for final approval.

10.4 Alternatives Considered and Rejected

- 10.4.1 An alternative option would be for officers to seek a political steer on specific matters relating to the Sheffield Plan directly from either the Strategy and Resources Policy Committee or the Transport, Regeneration and Climate Change Policy Committee. However, the Strategy and Resources Committee only meets monthly and the Transport, Regeneration and Climate Change Policy Committee every 2 months. It would cause considerable delay to the Sheffield Plan timetable if each issue under consideration had to be reported to one of the formal Policy Committees.
- 10.4.2 A further option would be to formally establish a Task and Finish Group for either the Strategy & Resources Policy Committee or the Transport, Regeneration and Climate Change Policy Committee. However, under Council Procedure Rules at 25.2, a Policy Committee is only able to have one Task and Finish Group operating at any one time. Having a Task and Finish Group for the Local Plan would effectively limit the scope to have a Group working on other matters for a considerable period.

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Report to Policy Committee

Author/Lead Officer of Report:

Abby Hodgetts, Principal Committee Secretary

Tel: 2735033

Report of: *Executive Director, Resources*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *5 July 2022*

Subject: *Staff Retirements*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

To report the retirement of the following staff from the Council’s Service and to convey the Council’s thanks for their work.

Recommendations:

To recommend that Strategy and Resources Policy Committee:-

- (a) place on record its appreciation of the valuable services rendered to the City Council by the members of staff in the Portfolios stated;
- (b) extend to them its best wishes for the future and a long and happy retirement; and
- (c) direct that an appropriate extract of the resolution now made, under the Common Seal of the Council, be forwarded to those staff with over 20 years' service.

Background Papers:

(Insert details of any background papers used in the compilation of the report.)

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>N/A</i>
		Legal: <i>N/A</i>
		Equalities & Consultation: <i>N/A</i>
		Climate: <i>N/A</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	EMT member who approved submission:	<i>Eugene Walker</i>
3	Committee Chair consulted:	<i>Terry Fox</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Mark Bennett</i>	Job Title: <i>Director of HR and Customer Services</i>
	Date: <i>27th June 2022</i>	

1. PROPOSAL

To report the retirement of the following staff from the Council's Service and to convey the Council's thanks for their work:-

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>City Futures</u>		
Alan Williams	Project Officer, Culture and Environment	32
Martin Wood	Asset Strategy and Performance Team Manager	37
<u>Operations</u>		
Simon Botterill	Service Manager - Transport Projects	41
Christopher Johnson	Service Manager - Projects and Commercial	44
Bernadette Kitching	Environmental Health Officer	42
David Woodhead	Joiner, Repairs and Maintenance Service	43
<u>People Services</u>		
Susan Billard	Primary School Assistant, Lydgate Junior School	24
Sandra Hope	Assistant Headteacher, Angram Bank Primary School	22
<u>Resources</u>		
Kath Greenwood	Personal Assistant to Director of Human Resources and Customer Services	21
Angela Hall	Trade Union Convenor	55

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Report to Strategy & Resources Committee

5th July 2022

Report of: Gillian Duckworth, Director of Legal and Governance

Subject: Committee Work Programme

Author of Report: Abby Hodgetts, Principal Committee Secretary

Summary:

The Committee's Work Programme is attached at Appendix 3 for the Committee's consideration and discussion. This aims to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee.

Any changes since the Committee's last meeting, including any new items, have been made in consultation with the Chair, and the document is always considered at the regular pre-meetings to which all Group Spokespersons are invited.

The following potential sources of new items are included in this covering report, where applicable:

- Questions from the public (where notified sufficiently in advance)
- Petitions to this committee, including those referred from Council
- References from Council or other committees (statements formally sent for this committee's attention)
- A list of issues, each with a short summary, which have been identified by the Committee or officers as potential items but which have not yet been scheduled (the source of the items is specified)

The Work Programme will remain a live document and will be brought to each Committee meeting.

Type of item:

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Briefing paper for the Committee	
Other	X

Recommendations:

1. That, with reference to issues raised in this report, consideration be given to any further additions or adjustments to the work programme presented at Appendix 3.
2. That the committee's work programme as set out in Appendix 3 be agreed.
3. That consideration be given to any further issues to be explored by officers for inclusion in part 6 of the next work programme report, for potential addition to the work programme

Background Papers:

Category of Report: OPEN

COMMITTEE WORK PROGRAMME**1.0 Prioritisation**

1.1 For practical reasons this committee has a limited amount of time each year in which to conduct its formal business. The Committee will need to prioritise firmly in order that formal meetings are used primarily for business requiring formal decisions, or which for other reasons it is felt must be conducted in a formal setting.

1.2 In order to ensure that prioritisation is effectively done, on the basis of evidence and informed advice, Members should usually avoid adding items to the work programme which do not already appear:

- In the draft work programme in Appendix 3 due to the discretion of the chair; or
- within the body of this report accompanied by a suitable amount of information.

2.0 Member engagement, learning and policy development outside of Committee

2.1 Subject to the capacity and availability of councillors and officers, there are a range of ways in which Members can explore subjects, monitor information and develop their ideas about forthcoming decisions outside of formal meetings. Appendix 2 is an example 'menu' of some of the ways this could be done. It is entirely

appropriate that member development, exploration and policy development should in many cases take place in a private setting, to allow members to learn and formulate a position in a neutral space before bringing the issue into the public domain at a formal meeting.

2.2 Training & Skills Development - Induction programme for this committee.

Title	Description & Format	Date

3.0 Public Questions

3.1 Any public questions to this meeting are listed here with officer commentary as appropriate:

1. A
2. B
3. C

4.0 Petitions

4.1 Any Petitions to this meeting are listed here with officer commentary as appropriate:

1. A
2. B
3. C

5.0 References from Council or other Committees

5.1 Any references sent to this Committee by Council or other committees since the last meeting are listed here, with officer commentary as appropriate:

1. A
2. B
3. C

6.0 List of other potential items not yet included in the work programme

6.1 The following issues have recently been identified by the Committee, its Chair or officers as potential items but have not yet been added to the proposed work programme. If a Councillor raises an idea in a meeting and the committee agrees under recommendation 3 that this should be explored, it will appear either in the work programme or in this section of the report at the committee's next meeting, at the discretion of the Chair.

Topic	<i>[delete as appropriate from this column]</i>
Description	
Lead Officer/s	
Item suggested by	<i>Officer, Member, Committee, partners, public question, petition etc</i>
Type of item	<ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> <i>Post-decision (service performance/ monitoring)</i>
(re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	
(re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	
Final decision-maker (& date)	<ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Lead Officer Commentary	

Appendix 1 – Menu of options for member engagement, learning and development prior to a formal decision

Members should give early consideration to the degree of pre-work needed before an item appears on a formal agenda.

All agenda items will anyway be supported by the following:

- Discussion well in advance as part of the work programme item at Pre-agenda meetings. These take place in advance of each formal meeting, before the agenda is published and they consider the full work programme, not just the immediate forthcoming meeting. They include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers
- Discussion and, where required, briefing by officers at pre-committee meetings in advance of each formal meeting, after the agenda is published. These include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers.
- Work Programming items on each formal agenda, as part of an annual and ongoing work programming exercise
- Full officer report on a public agenda, with time for a public discussion in committee

- Officer meetings with Chair & VC as representatives of the committee, to consider addition to the draft work programme, and later to inform the overall development of the issue and report, for the committee's consideration.

The following are examples of some of the optional ways in which the committee may wish to ensure that they are sufficiently engaged and informed prior to taking a public decision on a matter. In all cases the presumption is that these will take place in private, however some meetings could happen in public or eg be reported to the public committee at a later date.

These options are presented in approximately ascending order of the amount of resources needed to deliver them. Members must prioritise carefully, in consultation with officers, which items require what degree of involvement and information in advance of committee meetings, in order that this can be delivered within the officer capacity available.

The majority of items cannot be subject to the more involved options on this list, for reasons of officer capacity.

- Written briefing for the committee or all members (email)
- All-member newsletter (email)
- Requests for information from specific outside bodies etc.
- All-committee briefings (private or, in exceptional cases, in-committee)
- All-member briefing (virtual meeting)
- Facilitated policy development workshop (potential to invite external experts / public, see appendix 2)
- Site visits (including to services of the council)
- Task and Finish group (one at a time, one per cttee)

Furthermore, a range of public participation and engagement options are available to inform Councillors, see appendix 2

Appendix 2 – Public engagement and participation toolkit

Toolkit to follow.

Appendix 3 – Work Programme

Meeting 2	Tuesday 5 July	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • Decision • Referral to decision-maker • Pre-decision (policy development) • Post-decision (service performance/ monitoring) 	(re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	(re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Rural Estate Management Plan	Strategy for management of Council's Rural Estate and future work programme	Tammy Whitaker/Ruth Bell	Decision	All Committee briefing	TBC	This Cttee
Acquisition of Buildings in Attercliffe	Acquisition of Property in Attercliffe to support delivery of Levelling Up Fund	Alan Seasman	Decision	Written briefing	TBC	This Cttee
Centre for Child Health Technology	Decision to enter into agreement with Sheffield Children's Hospital Trust to enable delivery of Centre for Childhealth technology	Neil Jones	Decision	Written briefing	TBC	This Cttee
Castlegate	Disposal of Market Tavern and Mudfords	Alan Seasman	Decision	Written briefing	TBC	This Cttee
Parkwood Springs	Decision to enter into Agreement with Skyline	Alan Seasman	Decision	Written briefing	TBC	This Cttee

	Luge for the delivery of Regional visitor Attraction at Parkwood Springs					
Barkers Pool Building	Decision on future of site	Tammy Whitaker	Decision	Written briefing	TBC	This Cttee - also referenced in Transport, Regeneration and Climate Committee
Land at Fitzwilliam St	Disposal of Freehold reversion at Swifts Autocare, Fitzwilliam street	Edwin Standbrook-Shaw	Decision	Written briefing	TBC	This Cttee
Land at Allen Street	Disposal of land at Allen Street	Alan Seasman	Decision	Written Briefing	TBC	This Cttee
Clough Dike, Deepcar, capital works, strategic mandate for direct SCC contribution	Currently significant ongoing revenue cost of emergency pumping, permanent capital solution a priority. OBC to Env Agency for Flood Risk GiA will be required to be matched by SCC funds. Highway and Parks collaboration needed	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee
Carbrook, Capital maintenance, Business cases (SCC & Env Agency)	Env Agency & SCC business cases for partnership funding to be submitted	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration

						and Climate Committee
Item 1	2021/22 Outturn Report (i/cs Treasury Management Outturn and Collection Fund Reports)	Ryan Keyworth / Jane Wilby	Decision			This Committee
Item 2	Budget Monitoring Month 2	Ryan Keyworth / Jane Wilby	Decision			This Committee
Item 3	Capital Approvals Month 2	Ryan Keyworth / Jane Wilby	Decision			This Committee
Item 4	Medium Term Financial Analysis	Ryan Keyworth / Liz Gough	Decision			This Committee
Item 5	Committee Budget Targets for 2023/24	Ryan Keyworth / Liz Gough	Decision			This Committee
Item 8	Cost of Living Crisis Strategy and Action Plan	James Henderson	Decision			This Committee
Item 9	Priorities for the Year Ahead	Eugene Walker	Decision			This Committee
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> • <i>Bi Monthly Disposals List</i> 					

Meeting 3	Tuesday 30 August	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) 	(re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	(re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer
Item 1	Budget Monitoring Month 4 including Month 3 Collection Fund Report	Ryan Keyworth / Jane Wilby				
Item 2	Capital Approvals Month 4	Ryan Keyworth / Damian Watkinson	Decision			This Committee
Item 3	Council Tax Support Scheme Review	Ryan Keyworth / Tim Hardie				
Item 4	Approval of Corporate Plan	James Henderson	Referral to decision-maker			Full Council
Item 5	Quarterly overview of SCC performance	James Henderson	Post-decision			
Item 6	Race Equality Report – Sheffield City Council’s response	James Henderson	Decision	Pre-work with S&R Committee required	Public involvement in the REC has been substantial including open call for evidence and a series of public hearings to gather views and testimony	This Committee

Item 7	Overview of Performance Management Arrangements	James Henderson	Post-decision	Pre-work with S&R Committee required	n/a	
Item 8	Ombudsman Final Report - Case ID - 20012533	Alexis Chappell	Post-decision			This Committee
Item 9	Disposals Framework – Policy on disposal of Council Property	Tammy Whitaker	Decision	All Committee briefing	TBC	This committee
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> • <i>Bi Monthly Disposals List</i> 					

Meeting 4	Wednesday 12 October	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date)
Item 1	Budget Monitoring Month 5	Ryan Keyworth / Jane Wilby	Decision			<ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer

Item 2	Capital Approvals Month 5	Ryan Keyworth / Damian Watkinson	Decision			This Committee
Item 3	Committee Budget Proposals	Ryan Keyworth / Liz Gough	Decision	Each of the Policy Committees will need to have worked up their budget proposals in response to the Committee Budget		This Committee
Item 4	City Strategy	James Henderson / Diana Buckley	Referral to decision-maker		Significant engagement activity with partners and communities underway	Full Council?
Item 5	Approach to Engagement and Involvement	James Henderson	Decision			
Item 6	Decision on Occupational Health Contract	Mark Bennett	Decision			
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> 					

Meeting 5	Monday 5 December	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • Decision • Referral to decision-maker • Pre-decision (policy development) • Post-decision (service performance / monitoring) 	(re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	(re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Item 1	Treasury Management 6-monthly report	Ryan Keyworth / Jane Wilby	Decision			This Committee
Item 2	Budget Monitoring Month 7	Ryan Keyworth / Jane Wilby	Decision			This Committee
Item 3	Capital Approvals Month 7	Ryan Keyworth / Damian Watkinson	Decision			This Committee
Item 4	2023/24 Budget – Final Sign-off	Ryan Keyworth / Liz Gough	Referral to decision maker	Requires Policy Committee budget proposals to be complete – Includes the HRA Business Plan		Full Council on 1 March (Budget Council)
Standing items	<ul style="list-style-type: none"> • Public Questions/ Petitions • Staff Retirements • Work Programme • [any other committee-specific standing items eg 					

	<i>finance or service monitoring]</i>					
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Meeting 6	Tuesday 24 January	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date)
Item 1	Budget Monitoring Month 8	Ryan Keyworth / Jane Wilby	Decision			This Committee
Item 2	Capital Approvals Month 8	Ryan Keyworth / Damian Watkinson	Decision			This Committee
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> 					

Meeting 7	Wednesday 15 March	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/monitoring)</i> 	<i>(re: decisions)</i> Prior member engagement/development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Item 1	Local Plan ahead of submission to Government	Michael Johnson/Simon Vincent	Decision	Member Working Group/Sub Committee & full committee briefings	<i>This stage will be post public consultation.</i>	Full Council
Item 2						
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> 					



Items which the committee have agreed to add to an agenda, but for which no date is yet set.						
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) 	(re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	(re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer
Serviced Tenancies	Policy for the ongoing use of serviced tenancies and decision on future management and use and retention/disposal of associated properties	Tammy Whitaker/ Nathan Rodgers	Pre- decision policy development	All Committee briefing		
Operational Depot Strategy	Strategy for optimisation of Council's operational depots and decision on future management and use and retention/disposal of associated properties	Tammy Whitaker/ Nathan Rodgers	Pre- decision policy development	All Committee briefing		
City Centre Office Accommodation	Strategy for optimisation of Council's City centre office accommodation and decision future management and use and retention/disposal of associated properties	Tammy Whitaker/ Nathan Rodgers	Pre- decision policy development	All Committee briefing		
Locality Accommodation	Accommodation Strategy for locality based working	Tammy Whitaker/ Nathan Rodgers	Pre- decision policy development	All Committee briefing		

	and optimisation of Council's operational property portfolio. Decision on future management use/disposal and investment in locality property	athan Rodgers				
Community Buildings and concessionary lettings	Policy for Community Buildings operated by SCC and let to third party groups including sessional lettings	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		
UDV Phase 1, Loxley, "adoption" of Flood Defences (Early 2023)	On completion of Loxley scheme we will inherit a number of flood walls in the public highway, these will need to be integrated into Amey's contracts	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee
Blackburn Brook, Ecclesfield/Whitley Brook Flood improvements works OBC (Spring 2023)	On SYMCA Priority Flood Programme. OBC for works around flood risk areas in Ecclesfield Park. Collaboration with Parks over improvements to park, potential habitat and amenity benefits. Highway works to culverts. Partnership funding: Flood Risk Grant, SCC,	Tom Finnegan-Smith / James Mead	Pre-decision	Facilitated policy development workshop	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee which Committee gets briefed/involved

	Environment, Highway benefits, Strategic Mandate likely to be required					in the policy development?
Sheaf & Porter Flood Defence Project OBC (Summer 2023)	On SYMCA Priority Flood Programme. Potentially contentious options of parkland flood storage including Endcliffe park and Beauchief Golf Course, consultation in advance of OBC will be required. To be scoped Summer 2022, likely to need to brief committee late 2022?	Tom Finnegan-Smith / James Mead	Pre- decision policy development	Facilitated policy development workshop	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee – which Committee gets briefed/involved in the policy development?
Contact Centre Performance	Referred from Audit and Standards Committee	Ajman Ali/Gillian Duckworth	Post Decision			This committee
Levelling Up Prospectus	Prospectus setting out Sheffield's Levelling Up ambitions	Kate Martin	Decision or pre decision policy development			Finance Sub
LUF Round 2	Levelling Up Fund Round 2 Bid submission	TBC	Decision	Written Briefing	TBC	Finance Sub (referenced in Transport, Regeneration and Climate Committee)
Budget Items						

Budget Monitoring Reports		Jane Wilby	Monitoring			
Committee Budget Proposals		Liz Gough	Pre decision – budget development			
Budget Sign Off		Liz Cough	Decision			
Item 2	Ombudsman Annual Report (1/7/22)					
Item 10	HR System - Renewal of contract (September?)	Mark Bennett				
Item 11	Organisational Health Update/Position Statement	Mark Bennett				
Item 12	Customer Experience (and Contact Centre Improvement)	Mark Bennett				
Item 13	Workforce Strategy (from 6-9 months time)	Mark Bennett				
Item 14	Future of Finance Systems	Ryan Keyworth				
Item 15	Future of Revs and Bens System	Ryan Keyworth				
Item 16	Digital Strategy (from 6-9 months time)	Mike Weston	<ul style="list-style-type: none"> Pre-decision (policy development) 			This Committee
Item 17	Funding of Legal Services (6 months time)	Gillian Duckworth				
Item 18	Change Programme (including review of 4 Change Projects)	Gillian Duckworth				

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Report to Strategy & Resources Committee

Author/Lead Officer of Report:

Laurie Brennan, Head of Policy and Partnerships

Tel: 0114 2053126

Report of: *Director of Policy, Performance and Communications*

Report to: *Strategy and Resources Committee*

Date of Decision: *5th July 2022*

Subject: ***Our Sheffield: administration priorities***

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>				

Purpose of Report:

This paper sets out an initial set of strategic priorities for Sheffield City Council that have been developed by the Chairs of the new policy committees and the leaders of the parties in the administration.

These outcomes will form the basis of the new Corporate Plan which will be developed by Members over the summer (in line with the [timetable agreed by S&R Committee on 31st May 2022](#)).

Having a single set of priorities will provide focus and purpose for the City Council for the medium-to-long term, setting the policy framework for what we want to achieve for Sheffielders and how budgets and annual plans contribute to achieving those longer term priorities.

Recommendations:

It is recommended that the Strategy and Resources Committee:

1. Agree the initial set of strategic priorities for Sheffield City Council for the 2023/24 municipal year
2. Note the ongoing work on the development of the Corporate Plan and agree that the strategic priorities should form the basis for this.
3. Note that a draft Corporate Plan will be brought forward for consideration by the Strategy and Resources Committee at its meeting on 30 August 2022.

Background Papers:

Our Sheffield - One Year Plan 2021-22

<https://democracy.sheffield.gov.uk/mgConvert2PDF.aspx?ID=45712>

Our Sheffield: The Year Ahead, Strategy and Resources Committee, 31st May 2022,

<https://democracy.sheffield.gov.uk/documents/s52584/Our%20Sheffield%20The%20Year%20Ahead%20-%20report%20to%20SR%20Committee%20May%202022.pdf>

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Ryan Keyworth, Director of Finance and Commercial Services</i>
		Legal: <i>David Hollis, Assistant Director of Legal</i>
		Equalities & Consultation: <i>Laurie Brennan, Head of Policy and Partnerships</i>
		Climate: <i>n/a</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	EMT member who approved submission:	<i>Eugene Walker, Acting Chief Executive</i>
3	Committee Chair consulted:	<i>Cllr Terry Fox, Chair of Strategy and Resources Committee</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for	

submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
Lead Officer Name: <i>James Henderson</i>	Job Title: <i>Director of Policy, Performance and Communications</i>
Date: 29th June 2022	

Purpose of report

1. This report sets out a number of strategic priorities which will be the focus the administration's programme in the year ahead.
2. As work is underway on developing a new Corporate Plan for Sheffield City Council, it is suggested that these priorities will then become the foundations for the new Plan, providing a clear set of priorities for the Council's decision making over the medium term.

Background

3. At the meeting of the Strategy and Resources Committee on 31st May 2022, the Committee received paper which summarised the key issues and opportunities facing SCC in the year ahead and the organisation's financial, policy and operational context.
4. As a result, the Committee agreed to develop a statement of policy priorities for the year ahead. This will provide immediate areas of focus for the organisation and a strategic framework which will guide the council's response to the contextual issues facing the city, shape future strategy development, and enable citizens to hold SCC to account.

The One Year Plan provided immediate in-year focus but we need priorities which set direction for the medium to long term

5. One Year Plan¹ is the Council's current corporate strategy and it provided an important statement of purpose and intent for Sheffield City Council as the city continued to respond to the Covid-19 pandemic and in a year of transition from a Leader/Cabinet model of governance to a Committee System.
6. The One Year Plan also set out the key commitments that the Co-operative Executive wanted to achieve, focusing on some immediate, in-year deliverables (eg. 10 Point Plan for Climate Action²) and working to progress some longer-term priorities for the city (eg. Local Plan³).
7. With the implementation of the Committee System, Sheffield City Council has constitutionally committed to having a Corporate Plan and annual delivery plans. This will ensure that there is a clear strategic framework of goals which Members (and Policy Committees), and every member of SCC staff will contribute to in their decisions and work they do every day for the city. It will explain what we are

¹ Sheffield City Council (2021) Our Sheffield: One Year Plan, <https://www.sheffield.gov.uk/content/dam/sheffield/docs/your-city-council/our-plans.-policies-and-performance/one-year-plan.pdf>

² Sheffield City Council (2021) 10 Point Plan for Climate Action, <https://democracy.sheffield.gov.uk/documents/s50691/11%20-%2010%20Point%20Plan%20Cooperative%20Executive%20March%202022.pdf>

³ See S&R Committee, 31st May 2022, <https://democracy.sheffield.gov.uk/documents/s52562/2022-5-25%20Strategy%20Resources%20Committee%20-%20Local%20Plan%20Working%20Group%20FINAL3.pdf>

trying to achieve for the city and the things that we should be held to account for delivering for Sheffielders.

8. The priorities in the Corporate Plan will then run through everything we do as an organisation – our budget, our annual delivery plans, our Policy Committee work plans, our Performance Framework and annual performance objectives of all our staff.
9. It is also an opportunity to provide some medium-to-long term stability to the organisation, setting a core set of ambitions which we will work towards over the years to come.
10. Recognising that many of the challenges and opportunities facing Sheffield are complex and can take years to achieve or progress (eg. climate change, tackling health inequalities, investing in the city and local centres) having annual delivery plans will enable us to focus our resources and capacity on the interventions each year or over two-to-three years which *directly contribute to achieving those longer term outcomes*. Importantly, this also means that we may stop doing things that do not contribute to achieving those outcomes.
11. Finally, the proposed priorities below will undoubtedly be revised and further developed over the summer as Members from the whole council work together on the development of the Corporate Plan. It is anticipated that a new Corporate Plan will be considered by Full Council in autumn 2022 and the draft priorities below will provide some vital foundations to that work.
12. Also recognise that many of the Sheffielders want us to achieve for the city aren't just delivered by SCC – most are in partnership with other public services and organisations in the city. We will work with city partners to deliver a new City Strategy which is collectively owned and sets out a shared vision of where we want to get to together. In line with this we will engage with key partners (e.g. NHS, voluntary sector and police) in the development of our Corporate Plan, ensuring that they are fully involved in setting our ambitions and plans.

Our Sheffield – new draft priorities

13. The table below outlines seven priorities which will frame and guide the work of administration this year but then form the basis of the new Corporate Plan (recognising that the wording be updated and adapted). Alongside the development of the priorities and the commitments that sit beneath them, Members will also consider whether there is an overarching mission or goal which connects the priorities and becomes driving purpose of the organisation (eg. wellbeing).
14. It is proposed that there is also an additional internal priority for the Council itself which focuses on the organisational transformation and development that we are

undertaking as an organisation to ensure that we secure the Council’s financial sustainability, to be in and of our communities, for our workforce to better reflect the city we serve, to become a performance-led organisation and

15. But, whilst the draft priorities will continue to develop further, the administration’s focus on delivering for the city and for Sheffielders will continue. The column on the right of the table below sets out key issues that the council will work on this year that will start to deliver the priorities that have been agreed.

Draft priorities	Key issues for this year
<p>Fair, inclusive and empowered communities</p> <p>Sheffielders are supported to get involved in their communities and their city, contributing and shaping the issues that matter to them</p>	<ul style="list-style-type: none"> • Participation and involvement - collaborating with communities on a new approach to participation and involvement. • LACs – continue to build on the new LAC model, working with communities to set out a longer-term approach to the devolution of powers/funding to neighbourhood level and making the council responsive to distinct local needs • Relationship with the voluntary, community and social enterprise sector - build a collaborative and trusted relationship with Sheffield’s diverse community sector as vital partners to getting the best outcomes for people in our communities
<p>Strong and connected neighbourhoods which people are happy to call home</p> <p>Sheffielders live in clean, vibrant and caring communities where people feel safe and are treated with respect. More people have access to good homes, reliable transport, and the key local amenities they need to live their day-to-day lives.</p>	<ul style="list-style-type: none"> • Cleaner, greener, safer – investing in improving the cleanliness of quality of neighbourhoods and green spaces with enforcement to tackle specific local challenges (fly-tipping, graffiti, litter) • Local centres – continuing to invest in the vibrancy and economic wellbeing of local centres and high streets Connecting Sheffield programme
<p>Tackling inequalities and supporting people through the cost-of-living crisis</p> <p>Sheffielders live in a city where inequality and discrimination are actively challenged, respect and diversity are valued and we strive to make our economy and</p>	<ul style="list-style-type: none"> • Cost of living - continuing to lead a whole city response to the cost living crisis, focusing support on people that need it the most, connecting to communities to ensure that we help when people are struggling and planning for likely challenges in the autumn/winter. • Food Access Plan – investing in a Food Access Plan for the city to support Sheffield’s

<p>our city work better for everyone.</p>	<p>foodbanks, particularly during the cost-of-living crisis</p> <ul style="list-style-type: none"> • Poverty Action Plan - co-ordinate activity across the city focused on tackling poverty and its impacts in line with the Tackling Poverty Framework⁴ • Levelling Up – working with Government as a Sustainable Growth Accelerator Programme that delivers real impact for the city and seeks to address the inequalities within and between our communities • Equality, diversity & inclusion – working with the cities institutions and partners to become a fair and inclusive city, including delivering the recommendations from the Sheffield Race Equality Commission.
<p>High quality services for all Sheffielders in every part of the city can access consistently high quality council services when and where they need them</p>	<ul style="list-style-type: none"> • Targeted service improvement - we will set out a targeted 12-month action plan to focus on agreed areas on poor performance, ensuring that we are meeting and exceeding the expectations of the people of Sheffield in every part of the city. • Continuous improvement - develop a performance management, intelligence and assurance culture across the organisation and become a citizen focused organisation that drives continuous improvement
<p>Healthy lives and wellbeing for all Sheffielders all have the opportunity to lead long, healthy, active and happy lives and can connect to the right health and wellbeing support at the right time.</p>	<ul style="list-style-type: none"> • Adults and children’s health & social care – both are under a significant amount of immediate pressure with rising costs and lack of capacity in the system resulting in financial stress and a risk of poorer outcomes for individuals. We need both to improve outcomes and ensure short- and long-term financial sustainability in these areas. • Health and care integration – continuing to build and strengthen the relationship between SCC and Sheffield’s NHS through the new local health system structures
<p>Clean economic growth</p>	<ul style="list-style-type: none"> • Local Plan – continue to develop a new Local Plan for Sheffield in line with the timetable with

⁴ Sheffield City Council (2020) *Tackling Poverty Framework 2020-2030*, <https://sheffieldcc.moderngov.co.uk/mgConvert2PDF.aspx?ID=38873>

<p><i>(working suggestion: a clean, sustainable and successful economy</i></p> <p>Sheffield seizes on the opportunity for clean, sustainable and inclusive growth and supports an innovative and creative city economy with thriving businesses and good jobs</p>	<p>the intention to consult the people of Sheffield on a full Draft Plan in Autumn 2022.</p> <ul style="list-style-type: none"> • City centre – continuing to invest in a liveable and sustainable city centre • City Strategy and Inclusive Economy Strategy – working with communities and partners to set a new long-term vision for the whole city • Climate emergency – setting out a full action plan to deliver the 10 Point Plan for Climate Action • Transport – working with the South Yorkshire Mayoral Combined Authority on the future of public transport in the Sheffield and South Yorkshire. • Clean Air Zone – implementing the CAZ in early 2023 to improve air quality in the city to a legally safe standard. • Adopt Sheffield Chamber of Commerce’s Local Skills Improvement Plan and developing our Employment and Skills Strategy
<p>Happy young people who have the start they need for the future they want</p> <p>Young Sheffielders are happy, safe and have the opportunities they need to be fulfilled and reach their potential in a changing world.</p>	<ul style="list-style-type: none"> • Young people – continuing to invest in young people’s services, increasing local provision in every area of the city. • Youth Services Strategy – deliver the new Youth Services Strategy, providing an outstanding offer to young Sheffielders • Education - continuing to drive inclusion in education settings across the city to maximise learning outcomes for Sheffield’s children and young people.
<p>A good council</p> <p>As an employer and leader in the city, we need to aspire to be an outstanding organisation; a council that all Elected Members, staff and citizens can be proud of.</p> <p>Our values:</p> <ul style="list-style-type: none"> • People are at the heart of what we do • Openness and honesty are important to us • Together we get things done 	<ul style="list-style-type: none"> • Delivering a financially sustainable city council, recognising that this will involve difficult and challenging decisions but focus on getting the best outcomes for the city with the money we have available • Asset management – reduce our backlog of maintenance and begin to rationalise the size and cost of the Council’s estate • Continuing to deliver the commitments made in the ‘Our Council’ commitments in the One Year Plan, including becoming a performance-led organisation; investing in the skills and

	<p>capabilities of our staff; and becoming an council that reflects the city that we serve.</p> <ul style="list-style-type: none"> • Continuing to develop the Committee System as our decision-making model, listening to citizens and stakeholders as we go. • Working alongside the city's anchor institutions, partners and citizens to form develop a shared vision for the city's future.
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How does this decision contribute?

16. Establishing strategic priorities for the Council in a Corporate Plan that can provide medium-term focus is a vital step for the organisation. An overarching mission and priorities will guide and shape the decisions and investments we make as an organisation and enable citizens and partners to hold us to account for delivering our commitments to the city.
17. Further, as our new committee system develops, the strategic priorities and outcomes set out in the Corporate Plan should flow through directors' annual service plans, policy committee workplans and performance data we report. This means that as an organisation, we can be very clear about what we are prioritising, investing in or using staff resource for and how it contributes to achieving the commitments that the Council have made to Sheffielders.

Has there been any consultation?

18. There has been no consultation on the contents of this report as it provides an overall statement of priorities for the council. As part of the further development of the Corporate Plan over the summer, consultation with staff, citizens and Members on the content and direction of the plan is proposed.

Risk Analysis and implications of the decision

Equality Implications

19. There are no direct equality implications arising from this report. However, the outcomes identified, and the set of key issues for the year ahead will have equality implications associated with them.
20. Equality Impact Assessments will be developed to ensure that a thorough and robust understanding of these equality implications is made for each of these issues as they come forward for consideration by the committee.

Financial and Commercial Implications

21. There are no direct financial and commercial implications arising from this report. The priorities and key issues set out are not expected to result in additional funding demands beyond those already agreed as part of the council's budget for 2022/23. Any budgetary implications that might arise will need further Member approval and will need to be contained within the council's overall budget envelope.

Legal Implications

22. The ability of the Council to set strategic priorities and adopt a Corporate Plan is permitted by the subsidiary powers under s111 Local Government Act 1972 to do any thing which is calculated to facilitate, or is conducive or incidental to, the discharge of its functions.. Once adopted the legal implications of delivery against the key issues and Corporate Plan will be considered as part of the decision-making process.

Climate Implications

23. There are no direct climate implications arising from this report. There are likely to be climate implications arising from the council's response to many of the issues documented in the first part of this report: climate impact assessments will be undertaken for these as needed.

Other Implications

24. There are no other implications of this report.

Alternative Options considered

25. No alternative options to the production of an initial set of strategic priorities was considered as it was agreed by Strategy and Resources Committee at its meeting of 31 May 2022 that these should be developed and brought forward for consideration at this meeting.

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Report to Policy Committee

Author/Lead Officer of Report: Ryan Keyworth,
Director of Finance and Commercial Services

Tel: +44 114 474 1438

Report of: Director of Finance and Commercial Services

Report to: Strategy and Resources Committee

Date of Decision: 5 July 2022

Subject: Medium Term Financial Analysis and Committee
Budget Recommendations

Has an Equality Impact Assessment (EIA) been undertaken?	Yes		No	X	
Has appropriate consultation taken place?	Yes		No	X	
Has a Climate Impact Assessment (CIA) been undertaken?	Yes		No	X	
Does the report contain confidential or exempt information?	Yes		No	X	

Purpose of Report:

This report sets out the medium term financial position for the Council and proposes how individual Policy Committee budget targets for 2023/24 are set.

Recommendations:

The Committee is recommended to:

1. Note, as a planning assumption, core Council Tax increases of 2% each year.
2. Note, as a planning assumption, Adult Social Care Precept increases of 1% each year.
3. Note, the three-year Government settlement was prior to the high inflation rates and lobby Central Government for additional financial support to offset the pressure caused.
4. Note, the Council's current level of reserves provides a limited amount of time for action to be taken strategically in response to the financial position;
5. Note, unless firm action is taken to contain pressures and deliver significant savings and/or mitigations, the Council's financial position will soon be unsustainable.

6. Note, an updated MTFA will be presented in October 2022 following identification of savings by Committees and refinement of pressures in the coming months. Any further action required will also be set out.
7. Approve that Policy Committees will be asked to develop savings / additional income options that cover their own pressures – in effect cash standstill.
8. Require Policy Committees to report at their meetings in September on how they can balance their budgets.
9. Note that a consolidated report based on the individual Policy Committee reports will be brought to the 12 October meeting of this Committee

Background Papers:

[2022/23 Revenue Budget](#)

[Month 1 2022/23 Budget Monitoring](#)

Lead Officer to complete:-									
1	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.</p> </td> <td style="width: 50%; vertical-align: top;"> <p>Finance: <i>Ryan Keyworth, Director of Finance and Commercial Services</i></p> </td> </tr> <tr> <td></td> <td style="vertical-align: top;"> <p>Legal: <i>David Hollis, Assistant Director, Legal and Governance</i></p> </td> </tr> <tr> <td></td> <td style="vertical-align: top;"> <p>Equalities & Consultation: <i>James Henderson, Director of Policy, Performance and Communications</i></p> </td> </tr> <tr> <td></td> <td style="vertical-align: top;"> <p>Climate: n/a</p> </td> </tr> </table>	<p>I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.</p>	<p>Finance: <i>Ryan Keyworth, Director of Finance and Commercial Services</i></p>		<p>Legal: <i>David Hollis, Assistant Director, Legal and Governance</i></p>		<p>Equalities & Consultation: <i>James Henderson, Director of Policy, Performance and Communications</i></p>		<p>Climate: n/a</p>
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	<p>Equalities & Consultation: <i>James Henderson, Director of Policy, Performance and Communications</i></p>								
	<p>Climate: n/a</p>								
	<p><i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i></p>								
2	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">SLB member who approved submission:</td> <td style="width: 50%;"><i>Ryan Keyworth</i></td> </tr> </table>	SLB member who approved submission:	<i>Ryan Keyworth</i>						
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3	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Committee Chair consulted:</td> <td style="width: 50%;"></td> </tr> </table>	Committee Chair consulted:							
Committee Chair consulted:									
4	<p>I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Lead Officer Name: <i>Ryan Keyworth</i></td> <td style="width: 50%;">Job Title: <i>Director of Finance and Commercial Services</i></td> </tr> </table> <p>Date: <i>24 June 2022</i></p>	Lead Officer Name: <i>Ryan Keyworth</i>	Job Title: <i>Director of Finance and Commercial Services</i>						
Lead Officer Name: <i>Ryan Keyworth</i>	Job Title: <i>Director of Finance and Commercial Services</i>								

PROPOSAL

1. Month 2 Budget Monitoring – Similar to Month 1 - £19.1m Over

1.1. The largest area of forecast overspend is £17.3m in the people portfolio	£'000	FY Outturn	FY Budget	FY Variance
	City Futures	46,601	46,126	475
	Corporate	(458,347)	(458,321)	(26)
	Operational Services	112,205	112,269	(64)
	People	309,767	292,466	17,301
	Policy, Perf & Comms	2,963	2,812	151
	Resources	5,983	4,649	1,334
	Total	19,171	(0)	19,171

High-cost packages of care put in place during the pandemic continue to cause overspends for the people portfolio. Savings targets of over £11m agreed as part of the 22/23 budget to review and rationalise care plans are falling short by £6m.

1.2. The position has worsened in M2 forecast by £0.5m, mainly in Children's & Families	£'000	M1 FY Variance	M2 FY Variance	Movement
	City Futures	475	817	(342)
	Corporate	(26)	95	(121)
	Operational Services	(64)	(68)	4
	People	17,301	16,284	1,017
	Policy, Perf & Comms	151	51	100
	Resources	1,334	1,533	(198)
	Total	19,171	18,712	459

Children's & Families was the main reason for movement in the month. There is an underlying issue with Home Office funding for unaccompanied asylum seeker children not matching expenditure forecasts in the year along with overspends in Family Time due to increasing staffing forecasts.

City Futures improved by £342k due to additional income on highways network management and planning fees.

1.3. The position by Committee highlights the underlying issue in social care and shortfall in delivering savings targets	£m	FY Outturn	FY Budget	FY Variance @M2
	Adult Health & Social Care	162.2	150.5	11.7
	Communities, Parks and Leisure	45.1	45.7	(0.6)
	Economic Dev't and Skills	5.9	6.0	(0.1)
	Edu'n, Children and Families	134.5	128.9	5.6
	Housing	8.9	8.8	0.0
	Strategy and Resources	(435.4)	(436.9)	1.5
	Transport, Regen' and Climate	39.2	37.9	1.2
	Waste and Street Scene	58.9	59.1	(0.2)
	Total	19.2	(0.0)	19.2

Savings plans agreed as part of budget setting for 22/23 are falling short by £18.3m. Committees need to work with officers to develop action plans to mitigate the overspends and note

the underlying budget variance emerging in addition to missed savings plans. One-off items such as grant funding or provisions totalling £4.2m go some way to mitigating the in-year impact of the emerging pressures but do not offer permanent solutions to increased baseline costs.

2. **Medium Term Financial Analysis 2023/24 to 2026/27**

- 2.1. The purpose of the Medium Term Financial Analysis (“MTFA”) is to provide Members with an early view of the forecast financial position of the Council for the next 4 years, and to set the financial constraints within which the budgeting and business planning process will need to work to achieve a balanced budget position over the medium term.
- 2.2. The last MTFA covering the period 2022/23 to 2025/26 was presented to Cabinet in October 2021. This update provides a full refresh of that report, rolling forward the period covered to 2023/24 to 2026/27. This roll forward includes Services updating their estimates of pressures and the impact of the 2022/23 financial position. At this stage, the figures do not include any savings or mitigations other than anticipated additional grant income. Future work to identify additional mitigations /savings will be undertaken in the coming months.
- 2.3. Background context to this analysis is the £19m forecast overspend for 2022/23. This is in addition to the £15m worth of reserves which were required to balance the budget. This overspend, if unchecked, will use most of the Council’s remaining available reserves in 2022/23, and leaves a recurrent overspend of £10.6m to flow into 2023/24. Without significant mitigation, there is a very real risk that the Council will not be able to set a balanced budget for 2023/24.
- 2.4. A specific section of this report is dedicated to the 2023/24 budget gap and the required actions recommended to Policy Committees to ensure a balance budget is set for next year.

Background

- 2.5. **Sheffield is not the only Core City struggling with financial sustainability.** Due to magnitude of the 4- year budget gap Sheffield faces, we reviewed the medium-term forecasts for similar councils, these being the Core Cities. Our research highlighted the latest MTFA’s for these councils reported budget gaps between £10m and £35m per annum. Our current forecast is an average of £26m per annum.
- 2.6. **Arbitrary funding cuts to high need Local authorities during the decade of** All Core Cities therefore appear to be struggling with financial sustainability and having to deliver significant savings. This is likely due to the arbitrary Central Government (CG) funding cuts throughout the decade of austerity, which were disproportionately targeted towards high need authorities such as Core Cities. For example, the real terms spend power (the amount of funding a Council has to delivery services) reduction

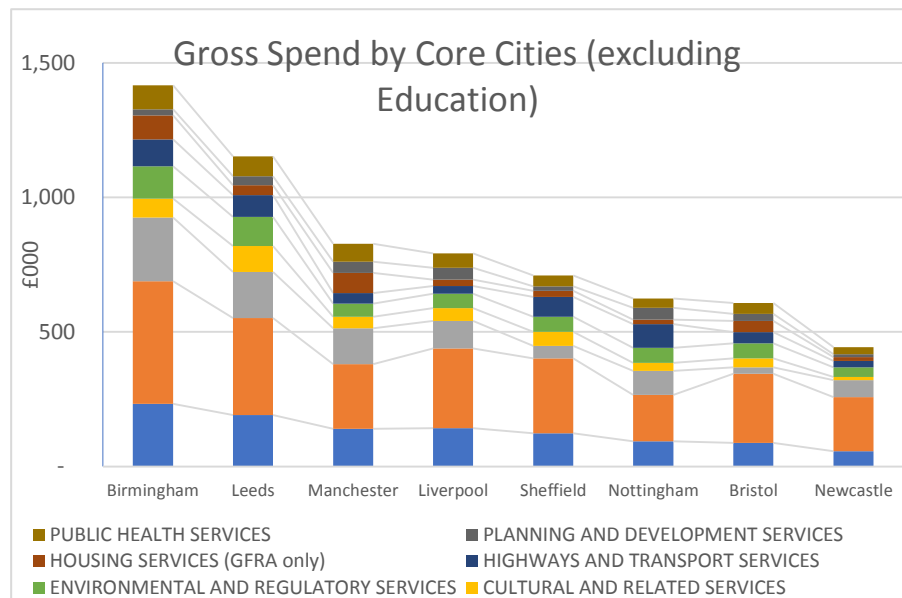
austerity make it harder to react to inflationary budget pressures.

in Sheffield was 29% or £828 per resident, compared the national average of 21% and £563 per resident. Continuing to lobby Government to equalise the impact of this reduction and implement the Fair Funding review to redistribute funding more equitably, must be a priority.

As part of this analysis, we also reviewed spend across the Core Cities to identify any trends or differences worth exploring.

2.7. SCC's % of gross spend mainly in line with other Core Cities but does highlight a greater proportion spent on Social Care

The first graph below shows gross expenditure across the eight Core Cities. Total funding and gross spend are largely driven by population but also by variables such as deprivation factors in the funding formula. Sheffield has the fifth highest gross expenditure overall despite being the third largest by population, though Birmingham and Leeds are far and away the biggest.



2.8. Deprivation as well as population size are key determinants of overall spend and spend on social care.

One of the main reasons for this is deprivation, measured using the Index of Multiple Deprivation (IMD). The IMD combines information from seven domains to produce an overall relative measure of deprivation. Sheffield is the second least deprived Core City these measures. Liverpool and Manchester top this list and this is one of the main reasons their overall funding exceeding Sheffield's.

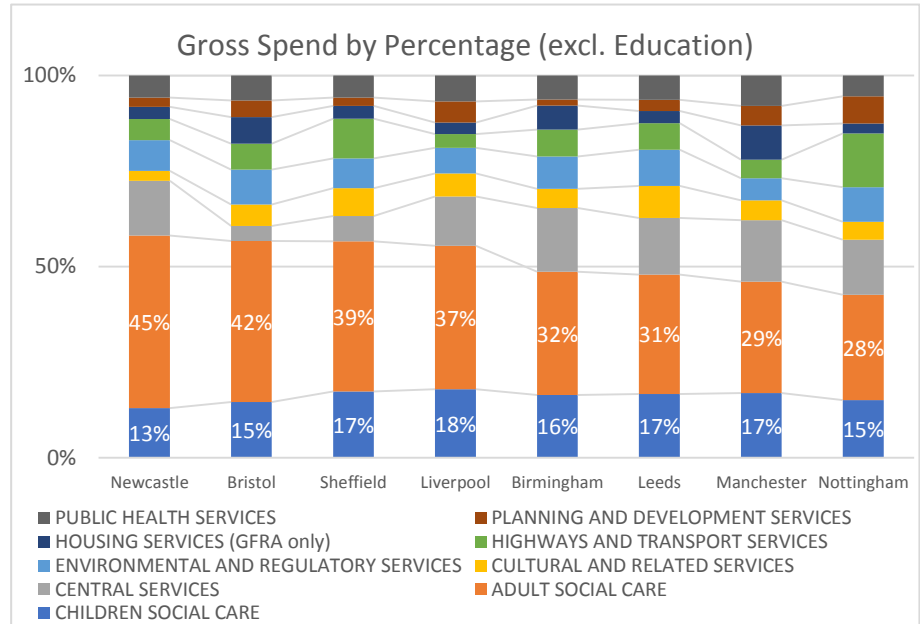
	Liverpool	Manchester	Birmingham	Nottingham	Newcastle	Leeds	Sheffield	Bristol
IMD Score	42.4	40.0	38.1	34.9	29.8	27.3	27.1	26.4

The pattern is repeated when looking at Core Cities that have the most areas which are in the most deprived 10% in the country.

	Liverpool	Manchester	Birmingham	Nottingham	Newcastle	Leeds	Sheffield	Bristol
IMD: % LSOAs most deprived decile	49%	43%	41%	31%	26%	24%	24%	16%

2.9. **The proportion of Sheffield's spend on Social Care is out of line with our relative deprivation.**

The graph below shows that SCC is broadly in line with the mean distribution of spend. SCC does however, spend 56% of its gross expenditure (excluding Education) on Social Care, which is above the average across the other Core Cities of 51%. This is despite the fact the lower relative deprivation in Sheffield would be expected to drive lower social care costs, particularly across children's services.



2.10. **MTFA Detail Our mid case forecast is that the Council faces a budget gap of £105m by 2026/27**

Under the mid-case assumptions in Appendix 1, the budget gap grows to **£105m** by 2026/27.

£m	23/24	24/25	25/26	26/27
Government Funding	-1.2	-1.2	-1.2	-0.8
Bus Rates & Council Tax	-15.5	-16.1	-15.9	-12.8
Corporate Expenditure	16.7	5.2	2.7	1.7
Social Care pressures*	38.8	24.1	24.0	22.5
Other service pressures*	20.0	7.8	6.4	6.0
Overall Budget Gap	58.8	19.9	16.0	16.6
Proposed Savings / Mitigations	-6.0	0.0	-0.1	-0.4
Net Gap Still to Find	52.8	19.9	15.8	16.2
Cumulative Gap	52.8	72.7	88.5	104.7

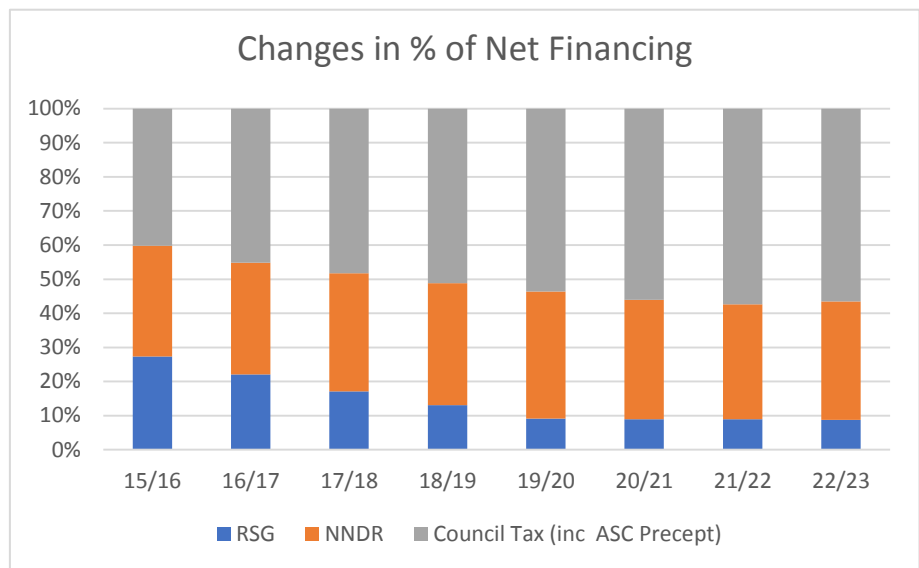
* 23/24 figures include brought forward Social Care pressures from 2022/23 of £10.6m

The following sections provide the details behind the numbers included in this assessment for the medium-term financial outlook.

- 2.11. **Total available resources over the MTFA will be determined by to 3 key factors.** The starting point of the MTFA is to establish the overall financial envelope in which services must be delivered. The main factors affecting the amount of resources available to the Council are:
- the level of Government funding provided;
 - its ability to raise income via items such as local taxation and sales fees and charges; and
 - the amount of available reserves.
- 2.12. **Very limited additional Government funding is assumed over the medium term. Approximately £4.3m** In February 2022 the Department for Levelling Up, Housing and Communities (DLUHC) approved a 3-year settlement for Local Government. This settlement frontloaded funding to Councils for 2022/23, with no additional funds been made available for 2023/24 and 2024/25.
- The only exception being funding to support the new Health and Social Care reforms, which caps individual's contributions to care costs and helps provide for the Fair Cost of Care. It is expected that Councils will be compensated to the resultant impact of these reforms with no overall benefit to the Council.
- 2.13. **Fair Funding delays and transition arrangements means no additional funding can be relied upon.** SCC had been hoping to see the conclusion of the Fair Funding Review. The Fair Funding formula is the basis for the calculation of a Local Authority's (LA's) needs-based funding. This formula has not been updated since 2013 and is still using data as old as 2011. A review of this formula should result in a reassessment of the financial needs of each Council and a redistribution of funding accordingly. In theory, as a high needs LA, SCC should gain from this reform.
- However, there is speculation about ongoing delays and the transitional arrangements required following any review, to protect those LA's who lose significantly from the new formula. For these reasons SCC is not forecasting any significant additional income in the medium term due to Fair Funding.
- SCC mid-case assumption is very limited addition income (**£4.3m**) will be providing by Government to support its core functions in the medium term.
- It should also be noted, the agreed settlement was prior to any knowledge of the current inflation and cost of living crisis impacts on LA's. SCC will therefore continue to lobby the Government for additional funds to meet these pressures.
- At this stage in the planning process, we are not assuming that we will get additional inflation-linked funding from government.

2.14. **Local taxation is forecast to increase by £60.2m** The majority of additional resources will come from local taxation over the next 4 years. A total increase of **£60.2m** for additional Business Rates and Council Tax is forecast over the medium term. Full details of the mid-case assumptions applied can be found in **appendix 1**.

2.15. **The Council Continues to be more reliant on Council Tax increases. It now accounts for nearly 60% of the Net Financing** The graph below highlights the increasing reliance on Council Tax increases to fund services as Central Government (“RSG”) funding reduces. This reliance further exacerbates the unfairness in the current funding regime, with high tax base councils, predominantly in the Southeast of England, being able to raise significantly more funds than Sheffield to support services.



At this stage, no increases in Sales, Fees and Charges (“SFC”) have been included. SFC will be considered by each Policy Committee in response to the mitigations required to set a balanced budget for its area of responsibility.

2.16. **Only £16m of available reserves remain to support the medium-term planning.** There are limited reserves available to support the medium term planning. During the 2022/23 to 2025/26 MTF process, £70m of Reserves were identified to support budget pressures. However only £16m remains as per the table below.

Reserves Usage	£m
2021/22 Overspend	20
2022/23 Budget Balancing	15
2022/23 Current Overspend	19
Unallocated	16
Total	70

Based on current analysis this will be insufficient to enable a balanced budget to be set for 2023/24.

2.17. **Pressures forecast to increase by** Corporate expenditure variations and Portfolio pressures are forecast to increase by **£176m** over the next 4 years. **£109m** of which is for Social Care costs.

£176m over the next 4 years.

Corporate pressures total **£26m (over 4 years)** and are largely the impact of having to absorb the pressure resulting from the non-delivery of the Strategic Review savings during 2022/23, planned to reduce the £15m reserves contribution to the budget. In addition, capital financing costs are due to rise in the coming years as the Council's borrowing requirement increases.

The Strategic Reviews 2023/24 pressure will be offset by income from Government, Business Rates and Council Tax as detailed above. Therefore, any savings delivered as a result of the ongoing Strategic Reviews, will contribute towards the relevant Committee's savings target.

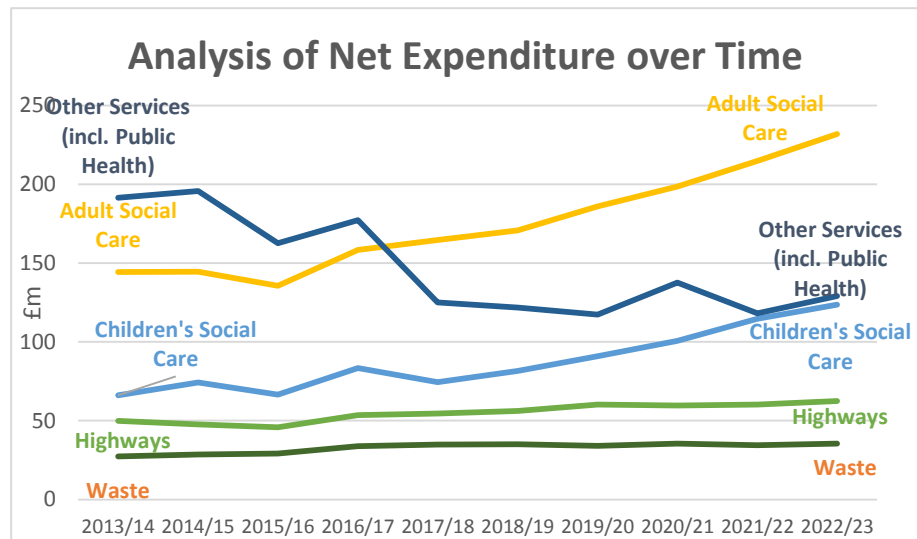
Non Social Care pressure **£40m** are mainly the result of high inflation on RPI linked large contract such as highways and waste, plus forecast pay awards costs. The assumptions around inflation rates are set out in Appendices 1 and 3. They are guided by the Bank of England's anticipation that rates of inflation will remaining high for the next 2 years before returning to the 2% target.

2.18. **Social Care costs are mainly driven by inflation and Fair Cost of Care legislation**

Social Care Pressures at **£109m** are the biggest cause for concern over the medium term and reflect the trend in recent years. As with the other areas of the Council, cost and pay inflation are the major drivers for social care pressures. Adults Social Care services are also forecasting increased pressures as result of; fee uplifts in relation to the Fair Cost of Care legislation, increased transitions costs between children's and adults care and grant reductions from Government such as the Independent Living Fund. For Children's Social Care, additional placements cost resulting from rising demand for higher cost services are being anticipated.

2.19. **Limited resources remain outside of Social Care, so diverting additional funds is no longer feasible.**

Our social care costs are rising at an unsustainable rate putting the financial stability of the Council at risk. The rest of the Council cannot support this level of spend. Our flexibility elsewhere is limited because we have already transferred investment from other services to support social care as highlighted in the graph below:



This disinvestment is not sustainable due to the remaining budgets outside Social Care being insufficient to offset the pressures anticipated within Social Care. A reduction in, or efficiencies within, Social Care spending are the only way the Council can continue to set a balanced budget in the medium term.

2.20. **Mitigations to need to be identified by Committees and should include a review of income.**

The only mitigations identified against pressures and included within the MTFAs assumptions, are taxation income and grants. Any savings or mitigation proposed by Portfolios will need to be agreed by Committees. Any 2023/24 savings will be used to offset the 'savings target by Committee' identified in this report and required to deliver a balanced budget for next year.

These mitigations should include a full review of increased income targets where applicable. Recovery of additional costs via fees and charges needs to be examined and could yield significant increases.

MTFA Summary

2.21. **The Mid case shows that significant action will be needed to ensure**

The mid case shows the need for the delivery of significant efficiencies across all Portfolio's and Committees to avoid unsustainable short to medium-term pressure on the Council's finances.

This task will be made much easier if we are able to agree clear and long-term policy-led priorities with the Administration.

financial sustainability Without firm action, it will be challenging to set a legal budget for 2023/24 onwards.

Sensitivity Analysis

2.22. **Best Case** In contrast, if the Council were able to secure some additional funding from Government, focus its spending on key priorities and constrains pressures, then its financial position becomes more sustainable. It would still require the delivery of £15m of saving / mitigations per annum.

This gap lessens to £60m under more optimistic assumptions This scenario does assume (£13.9m in 2023/24 and £13.4m in 2024/25) additional CG support compared to the Mid case.

Full details of the assumption compared to the Mid-case are set out in Appendix 3.

2.23. **Worst Case** The failure to constrain service delivery pressures, high inflation continuing into the medium term, a fall in local taxation revenues from BR and no additional funding provided by CG, would result in the budget gap worsening to £154m by 2026/27.

The gap grows to £154m by 26/27 under pessimistic assumptions

It is vital Sheffield mitigates against any of these outcomes that are controllable, including lobbying Government for additional funding, in order to reduce the level of saving / service reductions required to set a balanced budget.

Early 2023/24 Budget Assessment & Options

2.24. The 2023/24 budget will require around £53m savings / additional income to balance	Latest 2023/24 Budget Gap	£m
	Unwind of 2022/23 use of reserves	15
	2023/24 Impact of 2022/23 Overspend	11
	2023/24 Pressures	49
	2023/24 Savings / additional income	(23)*
	Total Gap	53

* Council Tax / NNDR, Fair Cost of Care Grant

2.25. **That £53m represents around 11% of the spend we have any control over.** Our net budget, excluding the PFI credits and HRA Income, is around £478m, split by Committee as follows:

2022/23 Gen Fund Revenue Budget	£m	Notes
Adult Health & Social Care	140.5	
Communities Parks and Leisure	40.0	
Economic Development & Skills	3.9	
Education, Children & Families	113.8	
Housing (General Fund)	5.2	
Strategy & Resources	98.4	Debt, FM, Youth, Resources / PPC
Transport, Regeneration & Climate	23.8	Incl PTE Levy
Waste & Street Scene	51.9	Veolia/Amey
Total	477.5	

2.26. There are also some very hard to shift costs – meaning the gap is really closer to 14%

2022/23 Costs	£m
PTE Transport Levy	23
Waste Contract	28
Highways Contract*	21
Historic Debt Costs	39
Total	111

*Net Council contribution excluding PFI grant

2.27. So far, we have identified pressures of £75m and offsetting income / savings of £23m leaving a £53m gap

£m 2023/24 Only	Pressure *	Saving / Income	Net
Corporate	16.7	(16.6)	0.1
People - Adults	24.2	(6.0)	18.2
People – Children’s	14.5	0.0	14.5
City Futures	2.5	0.0	2.5
Operational Services	14.8	0.0	14.8
Resources / PPC	2.7	0.0	2.7
Total*	75.4	(22.6)	52.8

*Pressures include £10.4m carried forward pressure from 2022/23

2.28. By Committee, the net pressures show wide variations with 5 Committees facing pressures over 10% of their 2022/23 budgets.

£m 2023/24 Only	Pressure	Saving / Income	Net	% of 22/23 Budget
Adult Health and Social Care	23.5	(6.0)	17.5	12%
Communities, Parks and Leisure	1.8	0.0	1.8	5%
Economic Dev’t and Skills	0.1	0.0	0.1	4%
Education, Children & Families	14.7	0.0	14.7	13%
Housing (General Fund)	1.2	0.0	1.2	23%
Strategy and Resources	20.6	(16.6)	4.0	4%
Transport, Regen & Climate	4.5	0.0	4.5	19%
Waste and Street Scene	9.0	0.0	9.0	17%
Total	75.4	(22.6)	52.8	11%

Details of the assumptions applied by Committee are reported in **Appendix 3**

2.29. In addition to General Fund, there are net pressures of £5.3m for DSG and £20m HRA

To date, £20m of Housing Revenue Account pressures and £5.3m of Dedicated Schools Grants pressures have been identified. These pressures will need to be addressed by the relevant Committees in addition to the General Fund budget gaps. Details of the HRA pressures are set out in the attached appendix 3 for the Housing Committee.

Balancing Committee Budgets

2.30. Committees should first address their own pressures

Committees are set a target of cash stand-still, broadly reflecting the Council’s overall position, and asked to identify savings / income to bridge any gap.

In the first iteration, this keeps the task within each Committee, with no cross-committee trading of budgets and means that Committees will need to examine their services and come up with options for income / savings that they are able to agree on.

It also means that any changes in assumptions / pressures will stay within each Committee rather than affecting others or the corporate position.

This approach should mean that a balanced budget position for each Committee and the Council can be arrived at by the 12 October Strategy and Resources meeting.

The Strategy and Resources Committee would then be able to assess the consequences of each Committee's proposals and decide whether a further iteration of the process is needed. This could involve asking one or more Committees to remove savings whilst requiring others to find more savings to bridge any gap.

Any iteration would start and end with a balanced budget, protecting the Council's overall position. Any additional government funding announced late in the process could be invested in Member priority areas.

How Does This Decision Contribute?

3. This report sets out an early view of the medium-term financial position to support Council wide strategic planning to ensure long term sustainability. The recommendations in this report will also ensure that the Council has a robust budget process for 2023/24 and that each Policy Committee undertakes any work required to balance their 2023/24 budget.

Has There Been Any Consultation?

4. There has been no consultation on this report, however, it is anticipated that the budget process itself will involve significant consultation as the Policy Committees develop their budget proposals

5. Risk Analysis And Implications Of The Decision

Equality Implications

- 5.1. There are no direct equality implications arising from this report. It is expected that individual Committees will use equality impact analyses as a basis for the development of their budget proposals in due course.

Financial and Commercial Implications

- 5.2. There are no direct financial implications from this report.

Legal Implications

- 5.3. Under section 25 of the Local Government Act 2003, the Chief Finance Officer of an authority is required to report on the following matters:
- the robustness of the estimates made for the purposes of determining its budget requirement for the forthcoming year; and
 - the adequacy of the proposed financial reserves.
- 5.4. There is also a requirement for the authority to have regard to the report of the Chief Finance Officer when making decisions on its budget requirement and level of financial reserves.
- 5.5. By the law the Council must set and deliver a balanced budget, which is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term. This can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves. However, a budget will not be balanced where it reduces reserves to unacceptably low levels and regard must be had to any report of the Chief Finance Officer on the required level of reserves under section 25 of the Local Government Act 2003, which sets obligations of adequacy on controlled reserves.

Climate Implications

- 5.6. There are no direct equality implications arising from this report. It is expected that individual Committees will consider climate implications as they develop their budget proposals in due course.

Other Implications

- 5.7. No direct implication

Alternative Options Considered

6. The Council is required to both set a balance budget and to ensure that in-year income and expenditure are balanced. No other alternatives were considered.

Reasons For Recommendations

7. The majority of the recommendations are asking Members to note the assumptions applied to, and the unsustainable financial position highlighted by, the medium-term financial analysis. The aim is to set out the scale of the challenge ahead, the limited resources and timescales in which to deliver change and some of the difficult decisions that will need to be taken.

The main decision for Members set out within the recommendations is the preferred approach to tackling the forecast budget gap for 2023/24. Policy Committees will be asked to develop savings / additional income options that cover their own pressures – in effect cash standstill. This approach is deemed to

be the most equitable and likely for ensuring a balanced budget is delivered for 2023/24.

Appendix 1 – Underlying 4 -Year MTFA Assumptions

Key Assumptions / Scenario - Mid Case

	Income Variations
RSG and Fair Funding	RSG funding normally rises with CPI which is currently running at around 8%, we have assumed the Government will cap this at 3% in 2023/24, 2024/25 and 2025/26 and then reduce to the target 2% in 2026/27. We are prudently assuming SCC is neither a significant gainer nor loser from the long-awaited Fair Funding reforms. There is no certainty if or when these reforms will happen, with 2024/25 the earliest possible date.
Social Care funding	We are not anticipating any further funding announcements in relation to specific Social Care funding.
Business rates	<p>Business Rates income is expected to show a steady decline over the course of the MTFA of around £0.5m per annum. This is partly due to the impact of Covid and the ongoing effects on the high street.</p> <p>We have assumed the Business Rates multiplier will be frozen for businesses and the funding for Local Authorities capped at 3%, returning to 2% from 2026/27 onwards.</p> <p>Business ratepayers can seek an alteration to the rateable value of a property by appealing to the VOA. However, because of the large volume of appeals, decisions by the VOA can take several years. A prudent provision has been taken for the appeals and as such this should not impact on the MTFA.</p> <p>There are a number of reliefs against business rates liability, including small business rates relief, charitable relief, and deductions for empty properties and partly occupied premises. The total value of these reliefs and deductions was £68.2m for 2022/23.</p> <p>Top-up Grant is forecast to rise in line with Government announcements but will be used to offset reduction in rates income.</p>
Council tax	<p>A planning assumption of a 2% per annum rise in Core Council Tax and a 1% per annum rise in the Social Care Precept from 2023/24 to 2026/27, although the actual levels will be set by members each year.</p> <p>The tax base for Sheffield is forecast to continue growing and provides us with enough confidence to forecast an increase of 1,300 new Band D equivalent properties for 2023/24 onwards.</p> <p>We are assuming that the number of properties claiming discounts, reliefs and/or the Local Council Tax Support Schemes, will increase in the short term due to Covid 19 and the cost of living crisis, but they will recover during the MTFA period. Any reductions in income as a result of the above schemes or due to properties falling into arrears, will be managed via the collection fund and associated reserves.</p>

Local Council Tax Support Scheme stays the same. The current CTSS in Sheffield which was introduced in 2013 requires council tax payers of working age to pay a minimum of 23% of their council tax bills. For financial planning purposes, it has been assumed that the scheme will not be altered in the medium term. However, this will be an issue for Members to consider alongside the savings proposals for 2023/24 onwards.

Collection Fund surplus/ deficit	The Collection Fund is more unpredictable than ever as we come out of the Covid pandemic and into a cost of living crisis. However, any gains or losses are expected to be smoothed through the use of the Collection Fund reserve and so are not anticipated to affect the MTFS.
Specific grants	No additional specific grants are forecast.
Other Income	Rental income from the Heart of the City Development of approximately £0.8m for 2023/24. This increases again in 2024/25 and 2025/26 as further phases of the development are completed.
Public Health	The public health grant will remain at 2022/23 levels for the period of MTFS.
Expenditure Variations	
Pay inflation	4% per annum for 2023/24 and 2% thereafter, to be absorbed by Committees
Pension Contributions	Due to healthy returns on investment over recent years and the fund now being in an overall surplus position, we anticipate no increases in contributions for the MTFA period.
Streets Ahead Contract Inflation	The Council investment in the Streets Ahead contract will result in the required amount increasing by £4.1m in 2023/24, £3.2m in 2024/25 and £1.9m per annum in 2025/26 and 2026/27, totalling £11.1m over the MTFA period. This is high due to RPI running at, and expected to continue at, a significantly higher than normal rate.
Council Tax Hardship Fund	Hardship Fund increases by £0.2m per annum.
Heart of the City Capital Financing Costs	The Capital Financing Budget is expected to be sufficient to fund the MRP and Interest on borrowing for the city centre development. This is also partly offset by the additional rental and business rates income the scheme is anticipated to generate.
Capital Financing Costs	SCC has been operating with an artificially low capital financial budget due to being under borrowed as a result of high cash balances. The level of cash available to SCC is anticipated to fall in the coming years with SCC having to therefore borrow to fund its capital spending. Costs are expected to increase by £3.5m in 2023/24 and an additional £1.0m in 2025/26 and 2026/27.
Major Sports Facilities	An anticipated £0.5m budget uplift in 2023/24.
ITA Levy	An anticipated additional £0.5m per annum over the course of the MTFA to offset costs inflation on the levy.

Portfolio pressure	Are the best estimates of the future costs in relation to demand for services, contract inflation cost pressures and national & Local Government pay awards.
Savings / Mitigations	No savings are included at this stage and are for Committees to identify and agree before inclusion in the MTFA update later this year
Strategic Reviews	Any savings delivered under the ongoing Strategic Reviews will be to the benefit of the relevant Committee but at this stage are not included in the MTFA analysis.

Appendix 2 – Assumptions adjustments applied to the Best, Worst and Mid cases

Area	Mid Case	Best Case	Worst Case
Business Rates Income	Multiplier capped at 3% then returns to 2% from 26/27 onward. A steady decline of £0.5m per annum in base.	Multiplier at 10% for 23/24, 5% for 24/25 and 2.5% for 25/26 & 26/27. No decline in base.	Multiplier capped at 2%. A steady decline of £1.0m per annum in base
Council Tax Income	1300 new Band D properties per year. A 1.99% rise in Council Tax bills each year.	1500 new Band D properties per year. A 1.99% rise in Council Tax bills each year.	1300 new Band D properties per year. A 1% rise in Council Tax bills each year.
RSG / Fair Funding	CPI capped at 3% until 2025/26 when reduces to target 2%.	CPI at 8% for 23/24, 3% for 24/25 and 2% for 25/26 & 26/27. Fair Funding Review results in £10m of additional funding for SCC in 24/25.	No Increase
Heart of the City	£13.0m additional rental and NNDR income over the MTFA period.	£13.0m additional rental and NNDR income over the MTFA period.	£6.1m additional rental and NNDR income over the MTFA period as project delayed.
Highways PFI (Streets Ahead)	RPI at 10% for 23/24, 5% for 24/25 and 2.5% for 25/26 & 26/27.	RPI at 10% for 23/24, 5% for 24/25 and 2.5% for 25/26 & 26/27.	RPI at 10% for 23/24, 7.5% for 24/25, 5% for 25/26 and 2.5% 26/27.
ITA levy	Increase of £0.5m per year.	Increase of £0.5m per year.	Increase of £1.0m per year.
Portfolio Pressures (excluding ITA and HW PFI)	As forecast for each portfolio	Services can constrain Pressures by 10% per year below current forecast	Pressures are greater than current forecast by 20% per year

APPENDIX 3 – Detailed Assumptions by Committee for 2023/24

Strategy and Resources Policy Committee

This is intended as a brief overview into how the Strategy and Resources pressures have been derived and what mitigations towards those pressures exist:

Pressures in Strategy and Resources	<p>Generally, pressures fall into five main categories in Strategy and Resources.</p> <ol style="list-style-type: none"> 1. Government Funding 2. Business Rates and Council Tax Income 3. Other Corporate Items 4. Resources Service Pressures 5. Direct Services Pressures
RSG -£1.2m	RSG funding normally rises with CPI which is currently running at around 8%, we have assumed the Government will cap this at 3% in 2023/24.
Business rates -£4.6m	<p>Business Rates income is expected to show a steady decline over the course of the MTFAs of around £0.5m per annum. This is partly due to the impact of Covid and the ongoing effects on the high street.</p> <p>We have assumed the Business Rates multiplier will be frozen for businesses and the funding for Local Authorities capped at 3%.</p>
Council tax -£9.2m	<p>A planning assumption of a 2% per annum rise in Core Council Tax and a 1% per annum rise in the Social Care Precept, although the actual levels will be set by members each year.</p> <p>The tax base for Sheffield is forecast to continue growing and provides us with enough confidence to forecast an increase of 1,300 new Band D equivalent properties for 2023/24.</p>
Heart of the City -£1.2m	Rental income & BR growth anticipated from the Heart of the City Development of approximately £0.8m for 2023/24.
Council Tax Hardship Fund £0.2m	Hardship Fund increase by £0.2m per annum.
Strategic Reviews Reverse of Reserves £14.5m	£14.5m will be required in 2023/24 to remove the ongoing contribution from reserves required to deliver a balanced budget in 2022/23. The Reserves contributions were due to be substituted by savings delivered by Strategic Reviews. However, these savings have slipped and will now contribute towards relevant Committee targets.
Risks in the MTFs	<ol style="list-style-type: none"> 1. RSG may not increase. 2. The Business Rates Multiplier could be capped at 2%. 3. NNDR income could decline more than forecast. 4. Council Tax rises may not always be taken at the maximum 1.99%. 5. Heart of the City project and anticipated rental / NNDR income could be delayed. 6. RPI could be higher than forecast affecting Highways PFI payments.

7. The ITA Levy may need to increase further.

Resources and PPC Service Pressures

The pay award has been calculated at 4% for 23/24 (£1.85m)	To calculate the 23/24 impact, the 22/23 salary budget has been uplifted by 2% to account for a potentially higher pay award of 4%, and then a further 4% has been added to calculate the 23/24 budget pressure.
In Democratic Services a pressure has been included to reflect the additional cost of the structure to support the Committee System.	Temporary funding was made available in 22/23 to cover the cost of the Democratic Services structure introduced to support the new committee system. This cost has been included as a pressure for 23/34 onwards. (£550k). In addition, a pressure has been included to reflect increases members' allowances (£160k).
In BCIS, pressures have been included to reflect increases in Microsoft costs and indexation of 2% on application costs	The total pressure included for increased costs of applications and licenses is £241k. This will be refined further over the next few weeks to ensure the 2% uplift calculated last year is still a reasonable reflection of the potential cost increase. There are also some reversals proposed on one-off 22/23 pressures that were added to the budget (£247k).
In HR pressures have been included for the TU convenor budget.	A pressure of £176k has been included to reflect the current month 1 forecast overspend.

Direct Services Pressures

Pay Award £357K	Given the cost of living crisis, the 2324 pay award pressure has been calculated at 4% or £357K . Services will be expected to absorb the impact of any increments within their existing budgets.
Energy costs £885K	Energy costs are being mitigated by provision in 2223 but are expected to continue at a similar level into 2324, giving rise to a total pressure of £885K (£579K of which is Howden House)
Wood Lane Countryside Centre £50K	10. 2223 BIP that is now thought to be unachievable. Discussions as to the future of the site are ongoing.
Previously proposed or known pressure mitigations (savings plans) -£610K	Howden Housing refinancing gain better than 2223 BIP £110K Sponsorship prior year approval £300K. Corporate Mail prior approval £200K (requires resource to deliver the saving)

Adult Health and Social Care Policy Committee

This is intended as a brief overview into how the pressures for Adult Social Care have been derived and what level of mitigations towards those pressures exist from previous business planning rounds:

Pressures in Adult Social Care Generally pressures fall into three main categories in Adult Social Care.

1. Fee increases to providers
2. Growth in package sizes for clients
3. Pay Awards to staff

1. Fee Pressure Calculation This is a complicated methodology and different assumptions are made depending on the type of care delivered.

£13.9m

For Care Providers operating in their own premises, we assume that 71% of the fee rate covers the cost of salaries to their staff and 29% covers their running costs for buildings, insurance, meals and overheads.

For Care Providers operating in the homes of the clients we assume that 85% of the fee rate covers the cost of salaries with only 15% covering their running costs for their offices, insurance and overheads.

The actual fee increase percentage is derived by looking at the anticipated change in National Living Wage (NLW) which is currently £9.50 up to £9.97 per hour which represents a 4.95% pay increase (£0.47/£9.50). This is applied to 71% of the fee for care homes 71% * 4.95% means the wage element increase needs to be 3.51%. For other care types like Supported Living it would be applied to 85% of the fee which equates to 4.2%.

For all provision types we have assumed a 9% inflationary rate on the non-staffing element of the fee so 9% * 29% for Care Homes equates to 2.61% and 9% * 15% for Supported Living equates to 1.35%.

The overall increases are included in the table below:-

Inflation Increases - Care Homes/Day Care	23/24	
	Increase	Weighted
60% Front Line Staff at or close to NLW levels	4.95%	2.97%
11% Staff at higher pay levels	4.95%	0.54%
29% non-staffing costs	9.00%	2.61%
		6.12%

Inflation Increases - Supported Living	23/24	
	Increase	Weighted
75% Front Line Staff at or close to NLW levels	4.95%	3.71%
10% Staff at higher pay levels	4.95%	0.49%
15% non-staffing costs	9.00%	1.35%
		5.56%

The assumption in the Fee Pressures for Homecare Services is that the hourly rate goes up to £21 per hour per the Form 2 tabled at Committee 15th June 2022.

2. Growth Pressure Calculation Each year we look at the current cost of delivering care across all cohorts and we convert that cost into a twelve-month view ie the cost of every persons'

£6.4m	care for a whole year. We also apply the same principle to the amount of client contribution we achieve currently.
	We try to make educated predictions about growth in package sizes based on the two-year history of each cohort type and we apply a demographic growth figure based on POPPI data.
3. Pay Award / Increment Pressure £2.3m	Given the cost of living increases we are currently assuming 4% Pay Award across the piece and that services will consume the cost of any increments staff may be entitled to.
Other Pressures on the MTFS £0.9m	Minor amounts for assumed loss of income and Investment/Recovery Plans agreed in 2022/23 business planning. It is currently assumed that all ASC 2022/23 BIPS will be fully delivered by the end of the financial year so no on-going pressure is on the Medium-Term Financial Strategy (MTFS) allowing for under-delivery.
Pressure Mitigations £6m	Potentially there is an offset for fee increase, there is a specific Government grant for implementing the “Fair Cost of Care”. We have assumed Sheffield City Council normally receive about 1% of Government funding which would equate to £6m. It should be noted however that decisions about how this money will be distributed have not been made at a national level and that we could see more or less than this number once those announcements are made. There is a view that authorities already paying a <i>Fair Cost of Care (FCoC)</i> don't need additional funding and may receive nothing whilst authorities the farthest behind on paying a FCoC may benefit to a greater extent.
Risks in the MTFS	The biggest risk we can foresee is that the Low Pay Commission are lobbying government for the rise in National Living Wage to be £10.32 per hour. A further 35p per hour on top of the already calculated 47p would increase our pressures by a further circa £5m. This would also impact on the decision taken about raising Homecare rates to £21 per hour as this does not take into account the level of increase needed to that sector and further analysis would need to be done to establish what the rate of pay would need to be for that sector. If the Low Pay Commission succeed in lobbying the government about the NLW that also impacts on SCC's ability to move towards the Foundation Living Wage (FLW) which I would assume will raise above the £10.20 it is currently forecast to be next year, at a rate that would put this further out of the Council's reach from a budget perspective. We have assumed 9% as an adequate inflation rate but given that forecasts last year predicted April would see an inflation of 3%, it is clear this could be inadequate to meet the rising cost of fuel particularly for the Care Home sector running their premises and for the Home Care sector paying employees higher mileage rates to cover the cost of fuel in their vehicles. These numbers assume that by the end of 2022/23 all the BIPS will have been delivered in full and there will be no carry over pressure into 2023/24 financial year.

Future Years

The table below shows the predicted increase in pressures against Adult Social Care in both £'000s and assumed % increases against fees, growth and pay inflation.

	2023/24 £'000s	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s
Pay Award & Increments	2,301	939	958	977
Fees	13,869	10,161	9,149	7,392
Growth	6,391	6,666	6,842	7,646
Investments	394	0	0	0
Recovery Plans	316	0	0	0
Loss of Income/Other	208	78	78	78
	23,479	17,845	17,026	16,093

	2023/24 %	2024/25 %	2025/26 %	2026/27 %
Pay Award & Increments	4%	2%	2%	2%
Care Home/Day Care Fee Pressures	6.12%	4.05%	3.28%	2.55%
Home Care (2024/25 onwards)/Supported Living Fee Pressures	5.56%	4.18%	3.55%	2.66%

The assumption in the above fee increases is that we can move towards FLW but from a base of £9.97 NLW so whether these assumptions are valid depends on the outcome of the Low Pay Commission. These percentages would get us to a wage rate of £11.10 per hour by 2026/27.

The non-staffing element also assumes a return to much lower levels of inflation in the 2024/25-2026/27 period.

Education, Children and Families Policy Committee

This paper summarises the planning assumptions that have been made in production of the first Children and Families MTF for 23/24 onwards. This paper excludes the Direct Schools Grant (DSG), as this will be reported/presented separately.

Planning Assumptions for Demand Increases

Demographic Changes

An allocation of £1.25m is included in the Children's MTF to account for demographic changes that will affect service demand. This is a historical calculation and will be reviewed over the next few weeks.

Placement Demand in Children's Social Care results in a pressure of £2.86m

A further provision of £2.86m has been included to mitigate the potential impact of an increase in service demand caused by poverty and the economic impact of the Covid pandemic.

This allocation has been calculated using a model developed in 21/22 and provides for a 3% growth in placements and 3% growth in social work caseloads.

Planning Assumptions for Staff Costs

The pay award has been calculated at 4% for 23/24 and 2% pa thereafter.

To calculate the 23/24 impact, the 22/23 salary budget has been uplifted by 2% to account for a potentially higher pay award of 4%, and then a further 4% has been added to calculate the 23/24 budget pressure.

Results for Children, Families and Education are as follows:

Service Area	£000
Children and Families	2,300
Education and Skills	405
Commissioning	348
Youth Services	125
Total General Fund Pressure	3,178

Services will be expected to consume the cost of any increments staff may be entitled to.

Other Staffing Pressures consider the use of agency, the levels of sickness and whether cover is required and areas where demand for service has increased establishment requirements.

Provision has been included within Children and Families, to reflect staffing pressures forecast at month 1 in several service areas. Overspends are being forecast largely because staffing levels are over budgeted establishment. This may be because agency is being used to cover long-term sickness or because demand means additional staffing resources are required.

Work will be undertaken over the next few months to refine these pressures which may be mitigated by actions this financial year, and thus reduce future costs.

Services in this position include Edge of Care, Family Time, QAIS, children's residential homes, Commissioning, and the Disability Service. The total pressure included is £1.4m.

Planning Assumptions for Non-Staffing Costs

Fee Uplifts have been calculated for independent placement providers, based on knowledge about regular requesters. April 22 CPI rate has been used.

Provision has been included for fee uplifts requested by independent placement providers – this may be Independent Fostering Agencies; Specialist SEND providers and Universal and Short-break Clubs.

Fee uplifts are only applied if a provider specifically requests one, and so a blanket pressure has not been calculated. Instead, an assumption has been made that a similar number of providers will request an uplift each year. The April CPI rate of 7.9% has been used to calculate the value of the pressure.

Further work is required to verify whether this pressure is already covered within the growth pressures explained above.

Fuel prices increases affect Social Care transport costs.

Social Care transport costs will be affected by fuel price increases as well as increases in demand – the current forecast overspend as at month 1 22/23 has been included as the pressure (£160k).

Other General Fund pressures (£830k)

The month 1 forecast overspend for Unaccompanied Asylum-Seeking Children has been included as a pressure for 23/24. Some current placements have no agreed government funding and in some cases the grant received is less than the placement costs, creating a pressure on the service budget.

There is also a forecast overspend for Direct Payments at month 1, which is included as an initial pressure. This will be reviewed and refined over the next few weeks.

Assumptions for 22/23 BIP Delivery

As at Month 1 of the monitoring cycle, Children and Families Services was forecast non-deliver of £4.64m of approved savings.

If full delivery of the 22/23 agreed savings is not achieved by the end of the financial year, an on-going pressure is created on the Medium-Term Financial Strategy (MTFS).

For Children and Families, this is forecast to be £4.64m of savings. It is assumed that BIPs for Education and Skills and Commissioning will be fully delivered.

Housing Policy Committee

This paper summarises the planning assumptions that have been made in production of the first MTFA for 23/24 onwards.

Housing General Fund – Total 23/24 pressures of £1.1m

Planning Assumptions for Staff Costs

The pay award has been calculated at 4% for 23/24 and 2% pa thereafter	Staffing costs for 22/23 included provision for 2% pay award – the actual award is expected to be 4%. To calculate the 23/24 impact, the 22/23 salary budget has been uplifted by 4% and then a further 4% has been added to calculate the 23/24 budget pressure. This is £340k for 23/24.
Housing Growth Delivery Team (£800k)	Removal of CIF funding for the team in 23/24, per approved CIF profile. There may be some carry forward CIF funding available as a one-off in 23/24, but this has not been assumed available to the team at this stage.

Housing Revenue Account – Total 23/24 pressures of £20m

Planning Assumptions for Staff Costs

The pay award has been calculated at 4% for 23/24 and 2% pa thereafter.	Staffing costs for 22/23 included provision for 2% pay award – the actual award is expected to be 4%. To calculate the 23/24 impact, the 22/23 salary budget has been uplifted by 4% and then a further 4% has been added to calculate the 23/24 budget pressure. This is £1.2m for 23/24
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Planning Assumptions for Non-Staffing Costs

Disrepair Claims (£2.6m)	Assumed that the current number of disrepair claims continues, with costs being incurred for legal fees, expert witnesses etc. A pressure of £2.6m has been included based on the current forecast overspend in 22/23.
Fuel and Utilities (£1.5m & £1m)	A pressure of £1.5m has been included for increased gas and electricity costs for communal areas. This is based on the latest information available about energy costs and is 118% increase. A further £1m has been included for energy increases for District and Communal Heating, due to increases in gas and electricity prices, this is based on the latest forecast position for 22/23.
Void Rent Loss (£3m)	Assumed that the current rent loss due to vacant properties of £3m continues.
Council Tax on voids (£1m)	Assumed that the current overspend of £1m on council Tax on vacant properties continues into 23/24, this is based on the forecast for 22/23.
Council Housing Repairs (23/24 £8.1m)	Assumed that the current overspend on repairs to Council Housing continues in 23/24, this is currently forecast to be £6m. Have assumed further pressures from 23/24 due to pay award and inflationary increase on material costs. For 23/24 have assumed 13.6% for 23/24, 5.3% for 24/25 and 5.5% for 25/26 for inflation on materials, this is based on current RPIX forecast plus an additional increase for

	specific repairs and maintenance inflation. These rates need to be reviewed, based on building specific estimates.
Other Pressures	<p>Assumed the following specific pressures:</p> <ul style="list-style-type: none"> • £800k for additional block cleaning. • £200k in 23/24 and £200k 24/25 agreed contribution to Community Safety Team • £300k in 23/24 as an increase to the Hardship Fund, to help tenants pay for their rent in the current cost of living crisis.
Planning Assumptions for Mitigations	
Rent Increase	<p>Rents are usually increased by September CPI + 1%, based on April CPI at 9%, this would increase rents by 10%.</p> <p>This has not been built into the planning assumptions at the moment.</p>
Other Mitigations	The service has some plans for mitigations which total around £2.1m, these have not been built into the MTFA at this stage, until further details have been discussed and Members have discussed.
District Heating price increase	<p>The service are looking at the options of introducing a mid-year price increase from October, for district heating, this may mitigate the £1m increase in energy costs, but this has not yet been built in to the MTFA.</p> <p>There is a further risk, that the £400 energy discount, announced by Government, does not apply to district heating customers.</p>
22/23 BIP Savings	It is assumed that the BIP savings for 22/23 are delivered in full.

Waste & Street Scene Policy Committee

This paper summarises the assumptions used to calculate the pressures contained in the draft 2324 MTF for the Waste and Street Scene Committee and details the savings and mitigations that were put forward to, or have arisen since, the prior year Business Planning cycle:

2324 pressures can be summarised into two categories	Generally, pressures fall into four main categories: 1) Inflation pressures 2) Other pressures
Inflationary pressures are significantly higher than in previous years, at a total of £8.9m and are by far the biggest pressure for this committee.	<p>Inflationary pressures are expected to be significantly higher than in previous years, reflecting the challenging economic environment in the UK.</p> <p>The Council investment in the Streets Ahead contract will result in the required amount increasing by £4.1m in 2023/24. This is high due to RPI running at a significantly higher than normal rate.</p> <p>The waste contract increases by the RPIX rate prevalent in January on an annual basis. The current SCC assumption is that this will be 9.4% or £2.64m.</p> <p>Energy costs are being mitigated by provision in 2223 but are expected to continue at a similar level into 2324, giving rise to a total pressure of £2m (£1.8m of which is street lighting)</p> <p>Given the cost of living crisis, the 2324 pay award pressure has been calculated at 4% or £0.2m. Services will be expected to absorb the impact of any increments within their existing budgets.</p> <p>Inflation on other costs is expected to be absorbed within existing budgets.</p>
Demand & other pressures are £0.1	Counter Terrorism workstream post £75K - Funding for a post to carry out work on the Protect Duty and Publicly Accessible Locations workstream
Other risks	<p>If inflation increases beyond the rates used to calculate the assumptions the pressures will increase.</p> <p>Ongoing high energy costs in the Markets service may not be fully recoverable from traders which will further increase SCCs costs.</p> <p>There is a risk that the 2223 BIP for Kennelling will not be fully achieved, which will increase the 2324 pressures.</p>
Previously proposed or known pressure mitigations (savings plans)	<p>Markets – Explore alternative uses to reduce the cost of the service.</p> <p>Streets Ahead – Revise standards to realise a saving</p> <p>Fees & Charges – Agree annual increase and introduction of new charges.</p>

Transport, Regeneration and Climate Change Policy Committee

This paper summarises the assumptions used to calculate the pressures contained in the draft 2324 MTF A for the Transport, Regeneration and Climate Change Committee and details the savings and mitigations that were put forward to, or have arisen since, the prior year Business Planning cycle:

2324 pressures can be summarised into three categories	Generally, pressures fall into four main categories: Approved 2223 BIP that is now considered to be partly or wholly unachievable. Inflation pressures Demand & other pressures
£2.1m 2223 BIP now considered to be unachievable	Net CAZ revenue was approved as a BIP saving in 2223. Subsequent detailed work to understand the restrictions around the potential use of the revenue has determined that it cannot be used to displace General Fund budget and therefore alternative savings will need to be found.
Inflationary pressures are significantly higher than in previous years	Inflationary pressures are expected to be significantly higher than in previous years, reflecting the challenging economic environment in the UK. Given the cost of living crisis, the 2324 pay award pressure has been calculated at 4% or £1.2m . Services will be expected to absorb the impact of any increments within their existing budgets. The pressure on road fuel costs is expected to carry forward into 2324. Inflation on other costs is expected to be absorbed within existing budgets
Demand & other pressures	City Regeneration Team funding £0.2. The team is currently partly funded by income generation, however increasingly the team is working on pre delivery work (bid work, business cases and master planning), which does not generate income and requires core funding. This cost was covered from the Flexible Development Fund in 2223. Electric Works £0.4m. Current occupancy is 15% lower than budget and there are increased cost pressures including energy and management fees. The remaining reserve is insufficient to cover these shortfalls in addition to providing for building lifecycle costs.
Other Risks	The current year ITA Levy pressure is currently being covered by a Corporate reserve . The reserve remaining is £0.4m . Any costs above this will further increase the pressures. Legacy Park Ltd – SCC has agreed to underwrite income shortfalls up to £120K p.a. Should the pay award settlement be higher than 4% this will increase the pressure
Previously proposed or known pressure mitigations (savings plans)	Parking Services - Residents parking scheme expansion, Carver Lane new car park, Connecting Sheffield & Highways Enforcement. Plans and associated savings to be reviewed. Fees & charges – new charges and annual increases to be determined. To note the Corporate RPIX assumption is 9.4%.

Economic Development & Skills Committee

This is intended as a brief overview into how the Economic Development & Skills pressures have been derived.

Pressures in Economic Development & Skills

The revenue budgets for this Committee are mainly comprised of staffing costs. To date other than the annual pay award increase, no other specific pressures have been identified.

Pay Award £140K

Given the cost of living crisis, the **2324 pay award pressure** has been calculated at **4% or £140K**. Services will be expected to absorb the impact of any increments within their existing budgets.

Risks in the MTFS

Should the pay award settlement be higher than 4% this will increase the pressure.

Communities, Parks & Leisure Committee

This is intended as a brief overview into how the Communities, Parks & Leisure pressures have been derived and what mitigations towards those pressures exist:

Pressures in Communities, Parks & Leisure	Generally, pressures fall into four main categories in Communities, Parks & Leisure. Inflationary Pressures Other cost increases New pressures
Pay Awards £941K	Given the cost of living crisis, the 2324 pay award pressure has been calculated at 4% or £941K . Services will be expected to absorb the impact of any increments within their existing budgets. The breakdown between services is as follows: Parks, Libraries & Leisure £603K Communities Prevention (DSG) - £243K Community Services Management Area - £22K Community Safety – £73K
Local Area Committee Staffing £267K	Staffing level above original plan
Energy Costs £419K	Energy costs are being mitigated by provision in 2223 but are expected to continue at a similar level into 2324, giving rise to a total pressure of £419K in Parks, Leisure & Libraries.
Shortbrook Funding gap £220K	Loss funding for Services
Fuel costs £35K	The current year pressure on road fuel costs is expected to carry forward into 2324.
Transport costs £156K	Increased cost of Transport in Parks & Bereavement Services
Business Applications Officer £55K	Pressure for post that transferred into Operational Services Business Applications team from the Planning service. The Planning service is funding this post for 2223, after which time the post will be unfunded.
Risks in the MTFS	If inflation increases beyond the rates used to calculate the assumptions the pressures will increase. There is a risk that Bereavement services fees and charges increases may not be sufficient to cover the service cost increases in 2324.
Previously proposed or known pressure mitigations (savings plans)	Better Parks (prior approval) £500K– second half of the £1m saving approved in 2223 Fees & charges – new charges and annual increases to be determined. To note the Corporate RPIX assumption is 9.4%.

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Report to Policy Committee

Author/Lead Officer of Report:

Damian Watkinson,
Finance Manager

Tel: 0114 273 6831

Report of: Director of Finance and Commercial Services

Report to: Strategy and Resources Committee

Date of Decision: 5th July 2022

Subject: Capital Approvals for Month 02 2022/23

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

This report provides details of proposed changes to the existing Capital Programme as brought forward in Month 02 2022/23.

Recommendations:

- (i) That the committee approve the proposed additions and variations to the Capital Programme listed in Appendix 1
- (ii) That the committee approves the council entering into agreements to provide funding to 3rd parties as identified in Appendix 2

Background Papers:

(Insert details of any background papers used in the compilation of the report.)

Appendix 1, Appendix 2,

Lead Officer to complete:-	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: <i>Liz Gough</i>
	Legal: <i>Nadine Sime / Sarah Bennett</i>
	Equalities & Consultation: <i>N/A</i>
	Climate: <i>N/A</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>
2	EMT member who approved submission: <i>Ryan Keyworth</i>
3	Committee Chair consulted:
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.

	Lead Officer Name: <i>Damian Watkinson</i>	Job Title: <i>Finance Manager</i>
	Date: <i>17/06/22</i>	

1. PROPOSAL

- 1.1 The proposed changes to the Capital programme will improve the recreational leisure facilities, schools, roads and homes used by the people of Sheffield, and improve the infrastructure of the city council to deliver those services.

2. HOW DOES THIS DECISION CONTRIBUTE ?

- 2.1 By delivering these schemes the Council seeks to improve the quality of life for the people of Sheffield.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 Any appropriate consultation was carried out at the original approval of the schemes included

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 Any Equality implications are the responsibility of the service area under which the approval falls.

4.2 Financial and Commercial Implications

- 4.2.1 A number of schemes have been submitted for approval in line with the Council's capital approval process during the Month 02 reporting cycle. This report requests the relevant approvals and delegations to allow these schemes to progress.

- 4.2.2 Below is a summary of the number and total value of schemes in each approval category:

- 6 additions of specific project to the capital programme creating a net increase of £7.344m
- 14 variations to specific projects and allocations in the capital programme creating a net decrease of £4.569m
- 4 reprofiles of budgets with no overall impact on value

- 4.2.3 Further details of the schemes listed above can be found in Appendix 1.

4.3 Legal Implications

- 4.3.1 Any specific legal implications are identified on a per scheme basis in appendix 1 in relation to schemes to be delivered and Appendix 2 in relation to grants to be issued.

4.4 Climate Implications

- 4.4.1 Any specific Climate implications are identified on a per scheme basis in appendix 1

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 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.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The proposed changes to the Capital programme will improve the services to the people of Sheffield
- 6.2 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.

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Scheme name / summary description		Value £'000									
A	Transport, Regeneration & Climate Change										
	New additions										
Page 97	<p>Barkers Pool Car Park Demolition</p> <p>Why do we need the project?</p> <p>This project is for the proposed demolition of the former John Lewis car park at Barkers Pool in advance of development proposals for the overall site. The car park is currently in a poor condition with numerous elements of cracking and spalling of the concrete plus steel beams that show signs of corrosion.</p> <p>How are we going to achieve it?</p> <p>The car park is almost certainly redundant and difficult to convert to any other use than a car park therefore the proposed solution is demolition to make development of the overall site more viable by creating a new building development plot/area of open space, which provides some cross subsidy to the rest of the site.</p> <p>The cost of these works is currently estimated at £1,288k and will be funded by Prudential Borrowing with the revenue impacts of this mitigated via the lease surrender payment received.</p> <p>What are the benefits?</p> <ul style="list-style-type: none"> • site de-risked and made more attractive to prospective developers. • avoids the completion of disruptive work later once the new hotel adjacent to the site is opened. • reduces number of private vehicles entering the city centre (by removing the car park). <p>When will the project be completed?</p> <p>2022-23</p>	+1,288									
	<table border="1"> <thead> <tr> <th>Funding Source</th> <th>Prudential Borrowing</th> <th>Amount</th> <th>Status</th> <th>Approved</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>1,288k</td> <td></td> <td></td> </tr> </tbody> </table>	Funding Source	Prudential Borrowing	Amount	Status	Approved			1,288k		
Funding Source	Prudential Borrowing	Amount	Status	Approved							
		1,288k									
	<p>Advisory School 20mph Limits</p> <p>Why do we need the project?</p>	+76									

Page 98	<p>Through recent consultations such as the ‘big city conversation’ and the ‘transport vision’, it is clear that local communities value the impact of transport improvements from both a movement and safety perspective. In addition, these consultations recognised the environmental, health and aesthetical opportunities as transport investment delivers wider improvements.</p> <p>This project is for the installation of part-time advisory 20mph speed limits outside schools.</p> <p>How are we going to achieve it?</p> <p>It is proposed to spread the sites across the city and pilot different types of school and location, seven schools will be chosen initially. The schools have been selected and prioritised using a scoring system based on the number of pupils, lack of existing pedestrian facilities (both roadside and crossing) and number of collisions in the last 5 years.</p> <p>The provisional list of locations is as follows: -</p> <ol style="list-style-type: none"> 1. Bradfield Secondary School 2. Lound Infant and Junior School 3. Ecclesfield Secondary School 4. Handsworth Grange Community Sport College (also covers Ballifield Primary as on same road) 5. Bradfield Dungworth Primary School 6. St Marie’s Catholic Primary school (also covers Notre Dame High School as on same road) 7. Limpsfield Junior School <p>The full cost of the project is £76.4k and will be funded from Road Safety Fund.</p> <p>What are the benefits?</p> <ul style="list-style-type: none"> • Improve road safety for all by reducing the number and severity of road traffic collisions • Reduction in traffic speeds • Promote a more pleasant local environment • Improve air quality <p>When will the project be completed?</p> <p>2022-23</p>							
	Funding Source	Local Transport Plan	Amount	£76.4k	Status	Ringfenced for Transport Projects	Approved	
Variations and reasons for change								
Heart of the City – Block I								
Scheme description								+130

	<p>The former John Lewis Store in Sheffield was returned to the Council in January 2022. Recently approval has been given to appoint a specialist contractor to deal with the Asbestos Containing Materials (ACMs) and ensure the hazardous materials are removed and disposed of in an environmentally friendly manner and also to include feasibility studies and market testing to help identify suitable options for the site.</p> <p>The project budget was increased accordingly for the proposed works</p> <p>What has changed?</p> <p>During the above budget increase, £130k was omitted. Approval is being sought to increase the budget by £130k to reflect the actual cost of the project.</p> <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase 			
	<table border="1"> <tr> <td data-bbox="210 606 349 654">Funding</td> <td data-bbox="349 606 1982 654">Prudential Borrowing</td> </tr> </table>	Funding	Prudential Borrowing	
Funding	Prudential Borrowing			
<p>Page 99</p>	<p>Handsworth 20 mph zone</p> <p>Scheme description</p> <p>Through the City’s Transport Strategy, the Council has a corporate objective to increase participation in active modes of transport. 20mph area schemes contribute to the creation of a safer residential environment, which will allow easier access to local facilities for all. This in turn promotes healthier lifestyles whilst encouraging vibrancy in local areas and supports access to public transport. The Corporate Plan states that the aim is for all residential areas to have a 20mph speed limit by 2025.</p> <p>Slower speeds will contribute to the creation of a safer residential environment and may also bring about a reduction in the number and severity of traffic collisions.</p> <p>This project has previously been approved to conduct feasibility works for the Introduction of a sign only 20mph area Handsworth, Sheffield 13</p> <p>What has changed?</p> <p>The feasibility works have now been completed and the project will progress to full detail design stage. The full cost of the scheme is £109.8k with an estimated commuted sum cost of £30k and is fully funded from Local Transport Plan. The budget has been increased by £97.8k</p> <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase 	<p>+97.8</p>		
	<table border="1"> <tr> <td data-bbox="210 1361 349 1409">Funding</td> <td data-bbox="349 1361 1982 1409">Local Transport Plan</td> </tr> </table>	Funding	Local Transport Plan	
Funding	Local Transport Plan			
	<p>Manor Park 20 mph zone</p> <p>Scheme description</p>	<p>+96</p>		

	<p>Through the City’s Transport Strategy, the Council has a corporate objective to increase participation in active modes of transport. 20mph area schemes contribute to the creation of a safer residential environment, which will allow easier access to local facilities for all. This in turn promotes healthier lifestyles whilst encouraging vibrancy in local areas and supports access to public transport. The Corporate Plan states that the aim is for all residential areas to have a 20mph speed limit by 2025.</p> <p>Slower speeds will contribute to the creation of a safer residential environment and may also bring about a reduction in the number and severity of traffic collisions.</p> <p>This project has previously been approved to conduct feasibility works for the Introduction of a sign only 20mph area at Manor Park, Sheffield 2.</p> <p>What has changed?</p> <p>The feasibility works have now been completed and the project will progress to full detail design stage. The full cost of the scheme is £108k with an estimated commuted sum cost of £30k and is fully funded from Local Transport Plan. The budget has been increased by £96k</p> <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase 			
	<table border="1"> <tr> <td data-bbox="208 738 349 778">Funding</td> <td data-bbox="349 738 1989 778">Local Transport Plan</td> </tr> </table>	Funding	Local Transport Plan	
Funding	Local Transport Plan			
	<p>93145 Crosspool 20 mph</p> <p>Scheme description</p> <p>Through the City’s Transport Strategy, the Council has a corporate objective to increase participation in active modes of transport. 20mph area schemes contribute to the creation of a safer residential environment, which will allow easier access to local facilities for all. This in turn promotes healthier lifestyles whilst encouraging vibrancy in local areas and supports access to public transport. The Corporate Plan states that the aim is for all residential areas to have a 20mph speed limit by 2025.</p> <p>Slower speeds will contribute to the creation of a safer residential environment and may also bring about a reduction in the number and severity of traffic collisions.</p> <p>This project has previously been approved to conduct full detail design works for the Introduction of a sign only 20mph area at Crosspool</p> <p>What has changed?</p> <p>The detail design works have been completed and the project will progress to the build stage. The cost of the scheme is now calculated at £176k which is a £72k increase on the outline business case [OBC] estimate which was based on a similar scheme of similar size. Subsequently the annual indexation and new non-core rates have now been agreed and applied and there has also been a 25% increase in the cost of steel [sign posts etc].</p> <p>The project budget has been increased accordingly and is fully funded from Local Transport Plan</p> <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase 	<p>+72</p>		

	Funding	Local Transport Plan	
Page 101		<p>Transforming Cities Fund: South West Bus Corridors</p> <p>Scheme description</p> <p>The South-West Bus Corridors scheme was included in the public transport package identified in the Transforming Cities Tranche 2 programme. The scheme forms an important part of Connecting Sheffield’s plans for supporting the shift towards sustainable transport in and around the city with the corridors connecting large residential areas to the south-west of Sheffield with employment opportunities, retail and leisure in the city centre.</p> <p>The proposal aim was to improve public transport connectivity within the Abbeydale Road and Ecclesall Road corridors in South West Sheffield both to and from the city centre.</p> <p>The scheme will give buses priority at junctions, enhanced enforcement of illegal parking, along with infrastructure improvements at junctions and bus stops which will deliver increased accessibility to the city centre as well as to local centres and other destinations along the route from large residential areas including Millhouses, Brincliffe and Parkhead.</p> <p>What has changed?</p> <p>The project is to progress to full detail design stage to fully design the proposed scheme. To enable this, the project budget has been increased to £1,102k which also includes advanced statutory work orders. The project is funded from Transforming Cities Fund.</p> <p>The outputs are expected to be: -</p> <p>Ecclesall Road</p> <ul style="list-style-type: none"> • Pre-Signal for buses on approach to Moore Street Roundabout. • Removal of Outbound Bus Lane (Hunters Bar to Rustlings Road) to assist Bus journey times at the roundabout and up the hill towards Rustling Road. • Improved pedestrian crossing facilities in and around Rustlings Road / Park entrance. • Lining adjustments between Rustlings Road and Hunters Bar Roundabout. • Ecclesall Bus Stop Improvements • Signal Detection Improvements • Implementation of red routes <p>Abbeydale Road / London Road</p> <ul style="list-style-type: none"> • Improvements to pedestrian facilities (upgrade to signal controlled crossings) at Bannerdale Road / Abbeydale Road junction. • Bus bypass of Tesco junction (through segregated bus gate / 24-hour bus lane). • Lining changes and removal of short sections of bus lanes on approach to Abbeydale Road / Springfield Road junction (in conjunction with improved signal detection improvement works). • Lining changes and removal of short section of bus lane on approach to the Abbey Lane / Abbeydale Road South junction. • Minor Lining adjustments throughout the corridor. 	+439

	<ul style="list-style-type: none"> Abbeydale Road / London Road / Abbeydale Road South Bus stop improvements (mainly bus box extensions / changes to boarding points, 33 number of stops in total). Signal Detection Improvements (every signal junction and crossing between Abbey Lane and Moore Street). Rationalisation of stops between Bannerdale Road and Springfield Road (to enable the changes to layouts described above). Implementation of red routes <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase 	
	Funding	Transforming Cities Fund
B	Communities Parks & Leisure	
Page 102	New additions	
	None	
	Variations and reasons for change	
Page 102	<p>Play Improvements Project Phase 7 – Cardwell Drive</p> <p>Scheme description Local residents on the Cardwell housing estate have drawn attention to the Cardwell Drive greenspace and its' current lack of equipment for younger children. The children's play equipment was removed from the site over 10 years ago and never replaced. There is now a local need to provide play for toddlers and young school age children as the parkour equipment that was recently installed (2019) does not meet all the community's needs.</p> <p>Local councillors have been consulted and are supportive of this project being progressed. The Local Area Committee is also supportive of the project hence the £2K contribution from the Ward Pot towards play equipment.</p> <p>What has changed? This is an extra site being added to the Play Improvements Project as there is an urgency from the community and Councillors to improve this space.</p> <p>Variation type: Budget increase</p> <p>Budget Current 22/23 Budget £509.9K + £30.7K = £540.6K</p> <p>Funding</p>	+31

	<p>S106 Agreement 294 £6.7K S106 Agreement 919 £19.9K S106 Agreement 1109 £2.1K Total S106 from Block Allocation £28.7K</p> <hr/> <p>South East Ward Pot £2.0K Total Funding £30.7K</p>	
Funding	S106 and Ward Pot	
Page 103	<p>94564 Skye Edge Landscape Improvements</p> <p>Scheme description Skye Edge is in a poor state of repair. The site does not meet the minimum Sheffield Standard score and suffers from significant antisocial behaviour. There are persistent problems with 4 x 4 vehicles accessing the site, fly tipping and fire starting. The paths maintained by Highways have all been resurfaced and edged last autumn, but the paths maintained by Parks and Countryside have significant encroachment by the adjacent turf, they are thought to be of reasonable condition beneath though.</p> <p>What has changed? Following completion of the feasibility it has been decided to deliver boundary and entrance improvement works. There were wider options considered but they would need more funding than is available.</p> <p><i>Outputs</i></p> <ul style="list-style-type: none"> • Security boulders along site boundaries • K-frames to entrances • Completion of a loop path around the playing field, creating a 1/3 mile, overlooked, safe-feeling, mud-free circuit in all weathers. • Some emergency boundary control works agreed with Councillors has already taken place to open up sight lines and secure the boundary at Skye Edge Avenue from vehicle access. This work cost £11.4K <p><i>Outcomes</i> Securing the boundaries and improving entrances will reduce the accessibility for vehicles to enter the site illegally and reduce the locations for easy fly-tipping.</p> <p><i>Benefits</i></p> <ul style="list-style-type: none"> • Less illegal access by vehicles will result in: <ul style="list-style-type: none"> ○ A safer and less intimidating environment for existing and new visitors. ○ Less damage, leading to a decrease in maintenance and repair costs. • Neater entrances, more secure against fly-tipping will create a site that feels better cared for and maintained resulting in: <ul style="list-style-type: none"> ○ A safer and less intimidating environment for existing and new visitors. ○ Less fly-tipping to remove, leading to a decrease in maintenance costs 	+155

<p>Variation type: Budget increase</p> <p>Budget Previous Years Actuals £15.8K £15.8K Current 22/23 Budget £-4.5K* + £154.6K = £150.1K Total Project Budget £11.3K + £154.6K = £165.9K</p> <p>Funding S106 available on Block Allocation £29.3K S106 from Block Allocation <u>used</u> £14.7K S106 from Block Allocation remaining £14.6K</p> <p>Other S106 funding £36.6K Public Health funding £60.0K <u>Great Places Contribution</u> £40.0K Remaining Funding £151.2K</p> <p>Total Funding £165.9K</p>		
Funding	See above Funding Section	
<p>Forge Dam Heritage & Wildlife Improvements (Stage 3)</p> <p>Scheme description The restoration of Forge Dam has reached a significant milestone with de-silting of the millpond and installation of new infrastructure to partition the Porter Brook from pond substantially complete. The work has transformed the appearance of Forge Dam, transporting 5000m3 silt off site for use as remediation material at Linley Bank Closed landfill site in Beighton.</p> <p>What has changed? The final stage of works was always to cover accessibility and signage improvements, and updating of the Porter Valley Conservation Management Plan, but now also includes repairs to path surfaces around the pond, and repairs to a collapsed section of wall on the north bank of the pond.</p> <p><u>Repair of the collapsed north bank</u></p> <ul style="list-style-type: none"> The north bank path, which is a public right of way is currently closed for safety reasons following the collapse of a section as a result of the de-silting works exposing a blocked land-drain. When completed the repairs will match the appearance of the rest of the historic pond wall but will meet current design standards. Repairs will be carried out to 13m of embankment, allowing the path to re-open 		+141

	<p><u>Access and signage improvements</u></p> <ul style="list-style-type: none"> Improved accessibility, safety, and ease of maintenance to be achieved through repairs and re-surfacing to tarmac path surfaces, handrail replacement, updated signage and new bow top rail installation at the spillway drop. Improvement to circulation of visitors around the pond by the creation of a newly surfaced footpath link and surfacing improvements to the connecting routes into wider countryside. Better communication with visitors about the history and wildlife value of the site via a welcome sign, and interpretation panel. <p><u>Post completion ecological surveys and updated conservation management plan</u></p> <ul style="list-style-type: none"> Understanding of impacts of the project via post project surveys, including re-establishment of Local Wildlife Site status. Clearer, agreed direction for future conservation management, updated conservation management plan. Biodiversity improvements, including new hedge planting and wildflower seeding as guided by the new plan. Leaky dam installation, as guided by the new plan. <p>Variation type: Budget increase due to increase in pond works actual build costs due to adverse weather delays and other cost increases related to the extension of time on site, and due to repairs required to collapsed embankment wall.</p> <p>Budget</p> <table border="0"> <tr> <td>Previous Years Actuals</td> <td>£437.0K</td> <td>£437.0K</td> </tr> <tr> <td>Current 22/23 Budget</td> <td>£213.7K + £141.0K =</td> <td>£354.7K</td> </tr> <tr> <td>Total Project Budget</td> <td>£650.7K + £141.0K =</td> <td>£791.7K</td> </tr> </table> <p>Funding Stage 3</p> <table border="0"> <tr> <td>Green Recovery Grant</td> <td>£22.5K</td> <td></td> </tr> <tr> <td>Facilities Management RCC</td> <td>£120.0K</td> <td></td> </tr> <tr> <td>Closed Landfill Sites RCC</td> <td>£20.0K</td> <td></td> </tr> <tr> <td>Friends of Porter Valley</td> <td>£62.3K</td> <td>(+£130K to fund outstanding payments on Stage 2)</td> </tr> <tr> <td>Total</td> <td>£224.8K</td> <td></td> </tr> </table> <p>Total Funding Used/ Available £791.7K</p>	Previous Years Actuals	£437.0K	£437.0K	Current 22/23 Budget	£213.7K + £141.0K =	£354.7K	Total Project Budget	£650.7K + £141.0K =	£791.7K	Green Recovery Grant	£22.5K		Facilities Management RCC	£120.0K		Closed Landfill Sites RCC	£20.0K		Friends of Porter Valley	£62.3K	(+£130K to fund outstanding payments on Stage 2)	Total	£224.8K		
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	<p>S106 Block Allocation for Parks Improvement Programme</p> <p>Scheme description Block allocation of S106 funding for various park improvement schemes.</p>	<p>-39</p>																								

	<p>What has changed?</p> <ol style="list-style-type: none"> 1. After balancing the S106 on the Programme used to fund the appropriate schemes at the end of 21/22 the budget available in Qtier needs £7.8K adding back in due to errors in calculating previous draw downs 2. An Initial Business Case for feasibility at Frecheville has been brought forward, incorporating S106 allocated to that site as the funding. £3.4k to be drawn down 3. A Final Business Case for Play Improvements Phase 7 has been brought forward, incorporating S106 in the Programme reallocated to Cardwell Drive. S106 therefore needs drawing down from the Block Allocation. See separate entry above for Play Improvements Phase 7 – Cardwell Drive’. 4. An Outline Business Case for Skye Edge has been brought forward, incorporating the rest of the allocated S106 in the Programme. That S106 therefore needs drawing down from the Block Allocation. See separate entry above for Skye Edge Landscape Improvements’. <p>Variation type: Budget decrease</p> <p>Budget Current 22/23 Budget £483.0K + £7.8K - £3.4K - £28.7K - £14.6K = £444.1K</p>	
	Funding	S106
C	Waste & Street Scene	
	New additions	
	None	
	Variations and reasons for change	
	None	
D	Adult Health & Social Care	
	New additions	

	None											
	Variations and reasons for change											
	None											
E	Housing											
	New additions											
Page 107	<p>Council Housing New Build Acquisition - Handsworth</p> <p>Why do we need the project?</p> <p>The Council has an ambition to provide 3,100 additional council house properties as part of its Stock Increase Programme. This scheme provides an opportunity to purchase a new build block of 28 apartments (8 x 1-bed, 20 x 2-bed, inc. 10 wheelchair accessible units) for use as general needs accommodation as part of this programme. The site falls within the South-East HMA. The latest HMA profile identifies affordable 2-bedroom flats as a priority. The development has no gas services to the premises, relying solely on electricity for its heating, hot water, and power requirements. This has reduced the demand for fossil fuels used across the development.</p> <p>PV solar panels will be installed contributing towards the communal power and lighting requirements.</p> <p>7 electrical vehicle charging points will be installed in the carpark.</p>	+4,733										
	<table border="1"> <tr> <td> <p>Agreed purchase price for completed development (freehold)</p> <ul style="list-style-type: none"> Property Services have reviewed the developer’s revised appraisal and considered the current comparative market rents and sales in the surrounding area. The Chief Property Officer has confirmed that the revised offer price meets the value for money assessment criteria. </td> <td>£4,500,000</td> </tr> <tr> <td>Contingency - 1% to cover the additional cost of specification changes which have yet to be finalised.</td> <td>£45,000</td> </tr> <tr> <td>Stamp Duty Liability Tax (with Multiple Dwelling Relief) - estimated at 3%</td> <td>£155,500</td> </tr> <tr> <td>Property Services / Legal fees (based on 0.5% of purchase price)</td> <td>£22,500</td> </tr> <tr> <td>Capital Delivery Service fees (pre-acquisition inspections and CoW support at handover)</td> <td>£10,000</td> </tr> </table>	<p>Agreed purchase price for completed development (freehold)</p> <ul style="list-style-type: none"> Property Services have reviewed the developer’s revised appraisal and considered the current comparative market rents and sales in the surrounding area. The Chief Property Officer has confirmed that the revised offer price meets the value for money assessment criteria. 	£4,500,000	Contingency - 1% to cover the additional cost of specification changes which have yet to be finalised.	£45,000	Stamp Duty Liability Tax (with Multiple Dwelling Relief) - estimated at 3%	£155,500	Property Services / Legal fees (based on 0.5% of purchase price)	£22,500	Capital Delivery Service fees (pre-acquisition inspections and CoW support at handover)	£10,000	
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	Capital Delivery Service fees (pre-acquisition inspections and CoW support at handover)	£10,000										

Total Capital Costs	£4,733,000
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How are we going to achieve it?

Purchase of the development prior to final completion of the works is required to secure the properties

What are the benefits?

- Additional 28 units of general needs accommodation delivered within the 2022/23 financial year.
- Increased accessibility with 10 units meeting wheelchair accessible standards (CAT3) and 3 x lifts providing access to all floors.

When will the project be completed?

As a nearly completed development, Handsworth Road provides an opportunity to secure 28 units which could be let to council tenants by Dec 2022 helping to provide much need affordable housing within the 2022/23 financial year.

Funding

The project will be 70% (£3.278m) funded through HRA borrowing, with 30% (£1.405m) funding through existing RTB 141 receipts.

An application to the Homes England Affordable Housing Programme 2021-26 will be made for 30% grant funding which will displace the Right To Buy receipts but may not have been approved prior to exchange of contracts or completion.

Key Residual Risks

- Exchange of contracts prior to practical completion therefore unable to confirm works to required specifications
 - Mitigation – Purchase Contract to be drafted to ensure SCC only liable for purchase if all specifications met
- Risk of Right-to-Buy applications by council tenants after 15-year cost floor rule
 - Mitigation – Potential loss of income built into viability assessment
- Level of rents charged will affect viability / payback period of the scheme
 - Mitigation – Recommendation will be to charge Local Housing Area Rents in order to minimise payback period and reduce pressure on the HRA

<p>- Following this purchase, increased costs of construction mean that it is estimated the current Stock Increase Programme budget allocation will fall short of achieving the 3,100 target by approximately 66 units</p>							
Funding Source	See above	Amount	£987.4K	Status	Bid for funding submitted 13.04.22 Underwritten by HRA	Approved	Homes Board 18.05.22
Page 109	<p>Council Housing New Build Phase 26 – Rough Sleeper Accommodation Programme, Fraser Road</p> <p>Why do we need the project? Sheffield has recorded a significant increase in the number of rough sleeper placements to temporary accommodation. Homelessness presentations are projected to rise further nationwide due to the wider economic impact of both the COVID-19 pandemic and the cost-of-living crisis. The Council has analysed demand and identified a significant shortfall of ‘move on’ accommodation, current estimates are that Sheffield needs around 50 units of accommodation. Without dedicated ‘move on’ accommodation, people are typically placed in provision which does not deliver the housing/ dedicated support required to enable a positive outcome. For example, people are placed in hotels/ bed and breakfast accommodation which is or in dispersed one-bed general needs homes across the city which are in high demand. These types of provision are also difficult to manage operationally.</p> <p>The Council has strategic and operational responsibilities to ensure no vulnerable person in the city is without a place to stay or the support they need. The implication of not addressing this increase in presentations with genuine housing solutions could lead to the Council being unable to fulfil its legal duty under the Homelessness Reduction Act 2017.</p> <p>How are we going to achieve it? Direct delivery/ provision of ‘move on’ homes by the Council is one way of meeting this demand. This project will provide high quality homes on an existing Housing site, exact number to be confirmed once a designer reviews the options, but currently estimated at 6 units. The viability of this number will be validated through the design process and established.</p> <p>The plan is to use Modern Methods of Construction (MMC)/ Offsite Construction (OSC). The primary drivers for utilising this construction type are the pace of delivery required and it will also limit construction related disruption in the local area.</p> <p>What are the benefits? <i>Objectives</i></p> <ul style="list-style-type: none"> • Deliver 6 self-contained, high-quality homes that provide ‘move on’ accommodation which meets the requirements of the Governments Rough Sleeper Accommodation Programme (RSAP) <p><i>Benefits</i></p> <ul style="list-style-type: none"> • During the first 10 years of operation, to support 30 rough sleepers in to a sustainable, permanent tenancy • The homes will be delivered to the same high-performance standard as all our new build Council homes • The regeneration of a brownfield site in HRA ownership at Fraser Road. The site is unlikely to be suitable for the development of traditionally constructed Council homes, so this project provides an opportunity to retain the existing informal green space alongside the delivery of new homes 						+987

<p>When will the project be completed? Anticipated Completion: June 2023 Move on' homes available for allocation: July 2023</p> <p>Costs CDS Fees £70.4K Internal Fees £2.0K Surveys £16.3K Construction £780.0K <u>Contingency £118.7K</u> Total £987.4K</p> <p>Budget 22/23 Budget £679.8K <u>23/24 Budget £307.6K</u> Total Budget £987.4K</p> <p>Funding To be underwritten by the HRA but a bid was submitted to the RSAP ahead of the 13th April 2022 deadline. The bid included several strands of activity, including a bid for this project, seeking c50% of the eligible scheme costs.</p> <p>If the bid is unsuccessful other avenues of funding will be explored e.g. Homes England's Affordable Homes Programme.</p>							
Funding Source	HRA £507.4K <i>Grant £480.0K</i>	Amount	£987.4K	Status	Bid for funding submitted 13.04.22 Underwritten by HRA	Approved	Homes Board 18.05.22
Variations and reasons for change							
<p>Interim Temporary Accommodation (TA) – Knowle Hill</p> <p>Scheme description The Accommodation and Support Service has identified a shortfall in suitable Temporary Accommodation (TA) facilities over the coming years. It has been agreed that sufficient, purpose built, council owned, and managed accommodation is the preferred solution, but it has taken longer than anticipated to secure appropriate sites. Therefore, a programme of interim acquisitions and refurbishments was approved to provide 50 additional 1-bed units in the shorter-term at an estimated budget of £3.7m.</p> <p>This project is for the appropriation and refurbishment of the former Knowle Hill Care Home considered suitable for low-risk TA customers with a potential capacity for up to 25 self-contained 1-bed units plus office space and meeting room facilities to enable the provision of intensive housing management services on-site.</p>							+57

Page 111	<p>What has changed? There is still a demonstrable need for this project, but the scope has been expanded to consider new build options for the site as well as refurbishment options after the initial feasibility work looking at refurbishment has identified several potential risks and issues. Option 1: Dispose of building Option 2: Refurbishment of existing building Option 3: Demolition and new build (traditional methods of construction) Option 4: Demolition and new build (modern methods of construction)</p> <p>Variation type: Change of scope</p> <table border="0"> <thead> <tr> <th style="text-align: left;">Costs</th> <th style="text-align: left;">Original</th> <th style="text-align: left;">Revised</th> </tr> </thead> <tbody> <tr> <td>CDS/ Delivery Partner Fees</td> <td>£19.2K + £56.3K =</td> <td>£75.5K</td> </tr> <tr> <td>Surveys</td> <td>£5.0K + £1.0K =</td> <td>£6.0K</td> </tr> <tr> <td>Total Costs</td> <td>£24.2K + £57.3K =</td> <td>£81.5K</td> </tr> </tbody> </table> <p>Budget The budget will be set at £81.5K and the rest of the already approved budget (approx. £3.6m) will be returned to the block allocation for the Stock Increase Project pending the outcome of this feasibility. See separate entry below for Interim TA Budget Adjustment.</p>		Costs	Original	Revised	CDS/ Delivery Partner Fees	£19.2K + £56.3K =	£75.5K	Surveys	£5.0K + £1.0K =	£6.0K	Total Costs	£24.2K + £57.3K =	£81.5K	
	Costs	Original	Revised												
CDS/ Delivery Partner Fees	£19.2K + £56.3K =	£75.5K													
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Total Costs	£24.2K + £57.3K =	£81.5K													
Funding	HRA														
	<p>Interim Temporary Accommodation Budget Adjustment</p> <p>Scheme description The Accommodation and Support Service has identified a shortfall in suitable Temporary Accommodation (TA) facilities over the coming years. It has been agreed that sufficient, purpose built, council owned, and managed accommodation is the preferred solution, but it has taken longer than anticipated to secure appropriate sites. Therefore, a programme of interim acquisitions and refurbishments has been approved to provide 50 additional 1-bed units in the shorter-term.</p> <p>What has changed? A total budget was allocated from the existing Acquisitions and Repairs budgets to allow quick movement on any TA unit opportunities identified. The project is now focussed on the appropriation and either refurbishment or demolish and new build of the former Knowle Hill Care Home site, which is still in the feasibility stage. This now single project will need both budgets merging as well as some extra from the Stock Increase Programme, already earmarked. It is therefore proposed that the existing budget over and above what is required for the feasibility at Knowle Hill be returned to the Block Allocation for the Stock Increase Programme</p> <p>Variation type: Budget Decrease to the Business Units but no change to the overall Programme</p>		-3,642												

	<p>Budget</p> <p><u>BU 97497</u> Current 22/23 Budget £473.8K - £392.2K = £81.5K (feasibility budget)</p> <p><u>BU 97498</u> Current 22/23 Budget £3,250.0K - £3,250.0K = £0.0K</p> <p><u>Block Allocation for Stock Increase Programme</u> £392.2K + £3,250.0K = £3,642,2K See separate entry below for Q0087 Stock Increase Programme</p>			
	<table border="1"> <tr> <td data-bbox="185 579 349 643">Funding</td> <td data-bbox="349 579 2011 643">HRA</td> </tr> </table>	Funding	HRA	
Funding	HRA			
<p>Page 112</p>	<p>Council Housing Stock Increase Programme Block Allocation</p> <p>Scheme description Block allocation of funding for Stock Increase Programme schemes.</p> <p>What has changed?</p> <ol style="list-style-type: none"> 1. A Business case for the Rough Sleeper Accommodation Programme has been submitted (see entry for Council Housing New Build Phase 26 – Rough Sleeper Accommodation Programme above), Fraser Road and therefore the funding of £987.4K to be drawn down from the allocation. At this stage the grant hasn't been awarded so 100% of the funding will be drawn down as HRA Borrowing. 2. It is proposed that the current approved budget for Interim TA not needed for the feasibility at Knowle Hill of £3,642.2K be returned to the Block allocation until it's needed (see entry Interim Temporary Accommodation Budget Adjustment entry – above) 3. A Final Business Case for purchasing units at Handsworth Road has been submitted and therefore the funding of £4,733K needs drawing down from this Block Allocation. (See entry for item Council Housing New Build Acquisition - Handsworth – above) 4. A variation for Adlington OPIL and LD has been brought forward to increase the budget and therefore the funding due to the increase costs in relation to Switch 2 meters and equipment of £750K needs drawing down from this Block Allocation. <p>Variation type: Budget decrease</p> <p>Budget Current 22/23 Budget £14,818.0K - £4,733.0K = £10,085.0K Current 23/24 Budget £35,038.7K - £0.0K = £35,038.7K Current 24/25 Budget £84,974.7K + £1,904.8K = £84,224.7K Current 25/26 Budget £49,561.3K - £0.0K = £49,561.3K</p>	<p>-2,828</p>		

	<p>Current 26/27 Budget £54,393.1K - £0.0K = £54,393.1K Total 22-37 Budget £238,785.8K - £2,828.2K = £235,957.6K</p>	
Funding	Various i.e. HRA, S106, Capital Receipts, Grant	
Page 113	<p>Council Housing Capitalised Repairs 2022/23</p> <p>Scheme description A mechanism where the Repairs and Maintenance Service can undertake work on a responsive basis in circumstances where the capital programme delivery teams are unable to immediately include works in a programme. For qualifying works, Repairs and Maintenance Service can carry out the repair or replacement and charge it to the Capital Programme via this budget.</p> <p>What has changed? There is an allocation held in the Block Allocation for Council Housing Essential Works for the 22/23 Capitalised Repairs. The allocation is £501.9K and this will be communicated to the Repairs and Maintenance Service as a limited budget.</p> <p>Variation type: Budget increase</p> <p>Budget Current 22/23 Budget £0K + £501.9K = £501.9K</p>	+502
	Funding	HRA via Block Allocation for Essential Works
	<p>Council Housing Other Essential Work</p> <p>Scheme description Block allocation of funding for essential work on the Council Stock.</p> <p>What has changed? A paper has been brought forward to draw down the allocated Capitalised Repairs budget for 22/23 and therefore this allocation requires adjustment accordingly. See separate entry above for Capitalised Repairs 2022/23'</p> <p>Variation type: Budget decrease</p> <p>Budget Current 22/23 Budget £756.9K - £501.9K = £255.0K Total 22-26 Budget £6,072.0K - £501.9K = £5,570.1K</p>	-502

	Funding	HRA																			
Page 114	<p>Council Housing New Build Phase 4 – Adlington Older Persons Independent Living (OPIL) & Learning Disabilities (LD) Accommodation</p>		+750																		
	<p>Scheme description OPIL; to improve the quality and choice of appropriate accommodation for older people with new purpose-built accommodation which offers a range of support which can be tailored to individuals’ changing needs.</p> <p>LD: to improve the quality and choice of accommodation for people with learning disabilities through new purpose-built accommodation</p> <p>What has changed? Since approval in February22 for an increase in budget of £753K, the total cost of the scheme is anticipated to increase by an additional £750K as a result of:</p> <ul style="list-style-type: none"> • Increase costs in relation to energy meters and equipment, and costs in relation to the extension to the programme as a result of these. This is inclusive of further potential delays to the installation of meters by Switch2 - £363K • Delays to installation of the landlord’s gas meter and subsequent requirement for temporary heating - £33K • Increase costs, materials and provisional sums including catering kitchen and external works - £228K • IT infrastructure and access controls to meet operational requirements and soft landscaping - £82K • Requirement for construction contingency to meet any unforeseen events during the remaining period - £44K <p>Variation type: Budget increase</p> <p>Costs</p> <table border="0"> <tr><td>Fees</td><td>£300.8K</td></tr> <tr><td>Client Directs</td><td>£195.5K</td></tr> <tr><td>Construction</td><td>£24,659.1K</td></tr> <tr><td>Contingency</td><td>£44.0K</td></tr> <tr><td>Total</td><td>£25,199.4K</td></tr> </table> <p>Budget</p> <table border="0"> <tr><td>Previous Years Actuals</td><td>£22,268.7K</td><td>£22,268.7K</td></tr> <tr><td>Current 22/23 Combined Budget</td><td>£2,180.7K + £750K =</td><td>£2,930.7K</td></tr> <tr><td>Total Project Budget</td><td>£24,449.4K + £750K =</td><td>£25,199.4K</td></tr> </table>		Fees	£300.8K	Client Directs	£195.5K	Construction	£24,659.1K	Contingency	£44.0K	Total	£25,199.4K	Previous Years Actuals	£22,268.7K	£22,268.7K	Current 22/23 Combined Budget	£2,180.7K + £750K =	£2,930.7K	Total Project Budget	£24,449.4K + £750K =	£25,199.4K
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Total Project Budget	£24,449.4K + £750K =	£25,199.4K																			
	Funding	HRA 70% + 1-4-1 Receipts 30%																			
<p>Council Housing Stock Increase Programme Block Allocation</p> <p>Scheme description</p>			-2,828																		

Page 115	<p>Block allocation of funding for Stock Increase Programme schemes.</p> <p>What has changed?</p> <ol style="list-style-type: none"> 1. A Business case for the Rough Sleeper Accommodation Programme has been submitted (see entry for Council Housing New Build Phase 26 – Rough Sleeper Accommodation Programme above), Fraser Road and therefore the funding of £987.4K to be drawn down from the allocation. At this stage the grant hasn't been awarded so 100% of the funding will be drawn down as HRA Borrowing. 2. It is proposed that the current approved budget for Interim TA not needed for the feasibility at Knowle Hill of £3,642.2K be returned to the Block allocation until it's needed (see entry Interim Temporary Accommodation Budget Adjustment entry – above) 3. A Final Business Case for purchasing units at Handsworth Road has been submitted and therefore the funding of £4,733K needs drawing down from this Block Allocation. (See entry for item Council Housing New Build Acquisition - Handsworth – above) 4. A variation for Adlington OPIL and LD has been brought forward to increase the budget and therefore the funding due to the increase costs in relation to Switch 2 meters and equipment of £750K needs drawing down from this Block Allocation. <p>Variation type: Budget decrease</p> <p>Budget</p> <table border="0"> <tr> <td>Current 22/23 Budget</td> <td>£14,818.0K - £4,733.0K =</td> <td>£10,085.0K</td> </tr> <tr> <td>Current 23/24 Budget</td> <td>£35,038.7K - £0.0K =</td> <td>£35,038.7K</td> </tr> <tr> <td>Current 24/25 Budget</td> <td>£84,974.7K + £1,904.8K =</td> <td>£84,224.7K</td> </tr> <tr> <td>Current 25/26 Budget</td> <td>£49,561.3K - £0.0K =</td> <td>£49,561.3K</td> </tr> <tr> <td>Current 26/27 Budget</td> <td>£54,393.1K - £0.0K =</td> <td>£54,393.1K</td> </tr> <tr> <td><u>Total 22-37 Budget</u></td> <td><u>£238,785.8K - £2,828.2K =</u></td> <td><u>£235,957.6K</u></td> </tr> </table>		Current 22/23 Budget	£14,818.0K - £4,733.0K =	£10,085.0K	Current 23/24 Budget	£35,038.7K - £0.0K =	£35,038.7K	Current 24/25 Budget	£84,974.7K + £1,904.8K =	£84,224.7K	Current 25/26 Budget	£49,561.3K - £0.0K =	£49,561.3K	Current 26/27 Budget	£54,393.1K - £0.0K =	£54,393.1K	<u>Total 22-37 Budget</u>	<u>£238,785.8K - £2,828.2K =</u>	<u>£235,957.6K</u>	
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<u>Total 22-37 Budget</u>	<u>£238,785.8K - £2,828.2K =</u>	<u>£235,957.6K</u>																			
Funding	Various i.e. HRA, S106, Capital Receipts, Grant																				
	<p>New Build Phase Council Housing – Hemsworth Older Persons Independent Living</p> <p>Scheme description</p> <p>The site is a former Primary School (demolished in 2005). The site is to being developed to provide 81 accommodation units and associated communal areas for residents who fit in the Older Persons Independent Living genre. The 81 units consist of 25 x 2 bed 3 person flats and 56 x 1 bed 2 person flats. Within these numbers there are also 7 x specialist Category 3 Wheelchair accessible dwellings.</p> <p>To embed the new facility in the local community it will provide a café that will serve both the residents and the surrounding public. This facility is located centrally in the development between the 2 accommodation blocks and will share amenities with the scheme's community hall facility which will also be available for hire by the wider community.</p>	<p>22/23 -15,482</p> <p>23/24 +4,570</p> <p>24/25 +10,828</p> <p>25/26 + 84</p>																			

	<p>What has changed? The scheme is being delivered as a Two stage Design and Build programme: The stage 1 Tender complete and a preferred contractor has been appointed to develop the design of the scheme. Reaching this stage has provided more clarity on the likely timescales for delivery and expenditure on the project resulting in a reprofiling of the scheme expenditure</p> <p>At the end of the design stage, forecast to be January 23, the fixed price construction sum will be agreed.</p> <p>Variation type: Reprofile</p> <p>Costs Update</p> <table border="0"> <tr><td>CDS Fees</td><td>£885.3K</td></tr> <tr><td>Other Fees</td><td>£165.5K</td></tr> <tr><td>Client Directs</td><td>£144.5K</td></tr> <tr><td>Construction</td><td>£18,868.1K</td></tr> <tr><td>Contingency</td><td>£110.2K</td></tr> <tr><td>Total</td><td>£20,173.6K</td></tr> </table> <p>Budget</p> <table border="0"> <tr><td>Previous Years Actuals</td><td>£503.8K</td><td>£503.8K</td></tr> <tr><td>Current 22/23 Budget</td><td>£16,114.3K - £15,577.3K =</td><td>£537.0K</td></tr> <tr><td>Current 23/24 Budget</td><td>£3,555.5K + £ 4,665.3K =</td><td>£8,220.8K</td></tr> <tr><td>Current 24/25 Budget</td><td>£0.0K + £10,828.5K =</td><td>£10,828.5K</td></tr> <tr><td>Current 25/26 Budget</td><td>£0.0K + £83.5K =</td><td>£83.5K</td></tr> <tr><td>Total Project Budget</td><td>£20,173.6K +</td><td>£0.0K = £20,173.6K</td></tr> </table>	CDS Fees	£885.3K	Other Fees	£165.5K	Client Directs	£144.5K	Construction	£18,868.1K	Contingency	£110.2K	Total	£20,173.6K	Previous Years Actuals	£503.8K	£503.8K	Current 22/23 Budget	£16,114.3K - £15,577.3K =	£537.0K	Current 23/24 Budget	£3,555.5K + £ 4,665.3K =	£8,220.8K	Current 24/25 Budget	£0.0K + £10,828.5K =	£10,828.5K	Current 25/26 Budget	£0.0K + £83.5K =	£83.5K	Total Project Budget	£20,173.6K +	£0.0K = £20,173.6K	
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Total Project Budget	£20,173.6K +	£0.0K = £20,173.6K																														
	<p>Funding HRA £17,655.8K + S106 £1,783.5K + HRA Capital Receipts £734.3K</p>																															
	<p>Newstead Council Housing General Needs, Older Persons Independent Living, & Enabling Works</p> <p>Scheme description</p> <ul style="list-style-type: none"> To build approximately 77 new Council homes through a well-defined, time limited project which will diversify the existing housing stock. To provide 141 accommodation units and associated communal areas for residents who fit in the Older Persons Independent Living genre. Deliver the enabling works for the whole site to mitigate the risk of unknown ground conditions having an impact on the main contracts. <p>What has changed?</p>	<p>22/23 -9,702</p> <p>23/24 -3,118</p> <p>24/25 +7,039</p> <p>25/26 +5,780</p>																														

	<p>A number of issues have been found onsite as a result of the enabling works, increasing both the cost and the time taken to ready the site for development. This was the purpose of the Enabling Works to identify and remediate adverse ground conditions to de-risk and give more certainty on the build phase of the development. Therefore, a more realistic budget profile is now proposed.</p> <p>Variation type: Reprofile</p> <p>Budget Total Current 22/23 Budget £13,374.1K - £9,701.8K = £3,672.3K Current 23/24 Budget £19,400.4K - £3,117.6K = £16,282.8K Current 24/25 Budget £10,437.3K + £7,039.4K = £17,476.7K Current 25/26 Budget £354.3K + £5,780.0K = £6,134.3K Total Project Budget £43,566.1K + £0.0K = £43,566.1K</p>	
	<p>Funding HRA Borrowing £36,254.9K + 1-4-1 Receipts £4,713.7K + S106 £2,597.5K</p>	
	<p>New Build Council Housing – Gaunt Road General Needs</p> <p>Scheme description Deliver approximately 30nr additional units as part of the Stock Increase Programme.</p> <p>What has changed? The scheme has already encountered delays in obtaining planning permission and the need for Ecology bat surveys. Costs as a result of the tender exercise are higher than anticipated, discussions ongoing on how to take this forward. As a result start on site will be delayed and therefore a more realistic budget profile is now proposed.</p> <p>Variation type: Reprofile</p> <p>Budget Current 22/23 Budget £5,076.6K - £4,073.1K = £1,003.5K Current 23/24 Budget £1,220.0K + £4,073.1K = £5,293.1K Total Project Budget £6,296.6K + £0.0K = £6,296.6K</p>	<p>22/23 -4,073 23/24 +4,073</p>
	<p>Funding HRA Borrowing £5,803.3K + S106 £493.3K</p>	
	<p>New Build Phase Council Housing – Bole Hill View</p> <p>Scheme description</p>	<p>22/23 -2,561</p>

Page 118	<p>To deliver approximately 36nr additional units as part of the Stock Increase Programme.</p> <p>What has changed?</p> <p>Design and planning issues have delayed the commencement of the scheme. In addition inflation impact and ground conditions now including piling are now impacting on potential total costs of the scheme which need to be reviewed.</p> <p>As a result start on site date has moved from 22/23 to 23/24 and a more realistic budget profile is now proposed.</p> <p>Variation type: Reprofile</p> <p>Budget Current 22/23 Budget £2,921.6K - £2,560.6K = £361.0K Current 23/24 Budget £2,442.5K + £2,220.2K = £4,662.7K Current 24/25 Budget £0.0K + £340.4K = £340.4K Total Project Budget £5,364.1K + £0.0K = £5,364.1K</p>		23/24 +2,220 24/25 +340
	Funding	HRA Borrowing with the possibility of a Homes England Grant	
F	Education Children & Families		
	New additions		
	<p>Greenhill Primary School Integrated Resource</p> <p>Why do we need the project?</p> <ul style="list-style-type: none"> ○ There is a growing demand for Special Educational Needs and Disability (SEND) placements across the city and the southwest. As part of the sufficiency response, several interventions have already been put in place and the growth of Integrated Resources has been identified as a key approach for provision of places. Having an Integrated Resource located at Greenhill Primary will alleviate the pressure on the system. ○ Steel City Schools Partnership will provide a 12 place Integrated Resource provision for pupils of primary age. The proposed primary needs for the Integrated Resource are Communication and Interaction, for all children on at least level 4 of the Sheffield Support Grid for primary need. Proposed likely secondary/contributory needs are Cognition and Learning and/or Social, Emotional Mental Health ○ The main risk is whether the refurbishment and alterations to the classroom will be completed on time ready for the September 2022 opening. To mitigate the risk the team will hold a detailed meeting with Steel City Schools Partnership and the Headteacher of Greenhill Primary. This meeting will set out the requirements and expectations for the project which will require regular monitoring throughout the duration of the contract. 		+160

<p>How are we going to achieve it?</p> <ul style="list-style-type: none"> ○ The project is to be delivered by the Academy and managed by a Funding Agreement, capped to a maximum SCC contribution of £160k <p>What are the benefits?</p> <ul style="list-style-type: none"> ○ Refurbishment and classroom alteration works to provide facilities for 12 pupils with the above outlined SEND Primary and Secondary needs. ○ The development of Integrated Resource provision will support the SEND strategy across the city. <p>When will the project be completed?</p> <ul style="list-style-type: none"> • The Integrated Resource is intended to open in September 2022. 							
Funding Source	High Needs Capital Allocation	Amount	Max. £160k (with ongoing revenue cost of £14.4k pa)	Status	to be delivered by the Academy	Approved	
<p>Acres Hill School Integrated Resource</p> <p>Why do we need the project?</p> <p>There is a growing demand for SEND placements across the city. Locality C in the east/southeast of the city, where Acres Hill is located, is an area of high need. As part of the sufficiency response, growth of Integrated Resources has been identified as a key approach for provision of places. These places enable more complex children to continue to access mainstream schools with their friends and peers, whilst also receiving specialist support. The Acres Hill IR will help alleviate pressure on the system.</p> <ul style="list-style-type: none"> ○ The proposed primary needs for the Integrated Resource are Communication and Interaction, for all children on at least level 4 of the Sheffield Support Grid for primary need. Proposed likely secondary/contributory needs are Cognition and Learning and/or Social, Emotional Mental Health. ○ The main risk is whether the refurbishment and alterations to the classroom will be completed on time ready for opening in October half-term. A letter of comfort has been provided to the Trust to support their engagement of the contractor, to help ensure works are delivered on time over the summer break. Part of the rationale for opening from October half-term is to also provide some slippage time. To further mitigate this risk, the commissioning team are in regular dialogue and holding meetings with the school and Trust to manage the overall progress of the project and the expectations in relation to delivery dates. 							+100

<p>How are we going to achieve it?</p> <ul style="list-style-type: none"> The project is to be delivered by the Academy and managed by a Funding Agreement, capped to a maximum SCC contribution of £100k <p>What are the benefits?</p> <ul style="list-style-type: none"> Sheffield South East Trust (SSET) will provide a 10 place Integrated Resource provision for pupils in key stage 2 at Acres Hill. This will work in partnership with the Manor Lodge IR, also part of SSET, which provides for foundation stage 2 and key stage 1 pupils. The development of Integrated Resource provision will support the SEND strategy across the city. <p>When will the project be completed?</p> <ul style="list-style-type: none"> The Integrated Resource will open for placements from October half-term 2022, activity from September 2022 to October will involve bedding in staff, working with potential placements etc. 							
Funding Source	High Needs Capital Allocation	Amount	Max. £100k (with ongoing revenue cost of £15.5k pa)	Status	to be delivered by the Academy	Approved	
Variations and reasons for change							
<p>King Ecgberts Expansion (Revised budget)</p> <p>Scheme description</p> <p>As approved by Co-operative Executive in March 2022. Sheffield City Council will deliver a new stand alone teaching block on the King Ecgberts site which will provide increased the capacity of 1517 places including:</p> <ul style="list-style-type: none"> creation of 47 mainstream places per year group Y7 through to Y11 (235 total mainstream places), increasing the total Y7-Y11 capacity to 1200 places creation of 10 IR places Y7 through to Y11, increasing the IR provision to a total of 30 places creation of 76 post 16 places, increasing the post 16 provision to a total of 287 places <p>What has changed?</p> <ul style="list-style-type: none"> The estimated scheme costs have increased by £300k due to: <ul style="list-style-type: none"> £30k addition for solar panels (not previously included) – to be funded by the Trust £130k additional inflation allowance <ul style="list-style-type: none"> Fuel Costs – this will affect all costs as everything relies upon some level of fuel for manufacture of transport Steel – raw cost increasing Windows – both the raw cost of aluminium and the components to glazing have been affected by world events 							+300

	<ul style="list-style-type: none"> ○ £25k additional contingency due to the volatility of the market ○ £115k additional construction following ground investigation <p>Variation type: -</p> <ul style="list-style-type: none"> • Budget increase: as above. 			
	<table border="1"> <tr> <td data-bbox="210 403 349 453">Funding</td> <td data-bbox="349 403 1984 453">DfE Basic Need Allocation (existing £5.5m plus £270k) with an additional contribution from Mercia Learning Trust (£30k)</td> </tr> </table>	Funding	DfE Basic Need Allocation (existing £5.5m plus £270k) with an additional contribution from Mercia Learning Trust (£30k)	
Funding	DfE Basic Need Allocation (existing £5.5m plus £270k) with an additional contribution from Mercia Learning Trust (£30k)			
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 121</p>	<p>Primary Maintenance Emergency Works</p> <p>Scheme description</p> <p>The council receives a School Condition Allocation from the Education and Skills Funding Agency each year to fund major repairs to educational establishments in Sheffield. The amount of the allocation is based on the pupil numbers and is reduced year on year to reflect the movement of LA schools moving between responsible bodies i.e., those becoming Academy's.</p> <p>For the financial year 2022/23 the School Condition Allocation for Sheffield is £3.56m.</p> <p>This funding is targeted at the most urgent priority condition issues across the maintained education estate. These issues are identified via the Facilities Management service, using.</p> <ul style="list-style-type: none"> • Condition surveys • Fire Risk Assessments • Servicing Records • Officer knowledge and specialist advice <p>For the financial year 2022/23 it is recommended that the allocation is targeted at.</p> <ul style="list-style-type: none"> • Fire Risk Assessment Project Works • Planned Mechanical (Heating) Works • Major Structural Repairs • Window Replacement • Roof Renewal • Emergency Works <p>Each year a small amount from the School Condition Allocation is set aside to assist schools to cover the costs of emergency works. Due to the deteriorating condition of the estate, sudden failure of a significant building element e.g., roof collapse, is a real possibility. Whilst schools will have an element of Devolved Capital Formula (DFC) funding available to them, it is often insufficient to fund major works.</p> <p>What has changed?</p> <ul style="list-style-type: none"> • The allocation from the previous year is now spent and it is proposed to add £150k to cover the cost of emergency works that may occur during year 2022/23. <p>Variation type: -</p>	<p style="text-align: right;">+150</p>		

	<ul style="list-style-type: none"> Budget increase: as above 			
	<table border="1"> <tr> <td>Funding</td> <td>Funding is to be taken from the DfE School Condition Allocation for the financial year 2022-23</td> </tr> </table>	Funding	Funding is to be taken from the DfE School Condition Allocation for the financial year 2022-23	
Funding	Funding is to be taken from the DfE School Condition Allocation for the financial year 2022-23			
Page 122	<p>Silverdale School Expansion</p> <p>Scheme description</p> <p>The city-wide picture for secondary school places is of a tight system until 2023/24, after which a reduction in pupil population will start to create a citywide surplus.</p> <p>However, within the southwest of the city, the deficit that currently exists is forecast to continue until the end of the decade.</p> <p>LA officers have been working with the Secondary Heads Partnership group to identify appropriate interventions both in the short and longer term to address the increasing demand in school places.</p> <p>The demand for places in the southwest is forecast to peak in 2023/24 and 2027/28.</p> <p>Additional places are to be offered from September 2023.</p> <p>What has changed?</p> <ul style="list-style-type: none"> The estimated scheme costs have increased by £80k due to: <ul style="list-style-type: none"> Fuel Costs – prelim rates are generally rising for plant, waste, and bulk transport (a 20% rise in these areas has been included). Fuel will affect all costs as everything relies upon some level of fuel for manufacture of transport to site. Steel – an uplift in costs for the raw cost of steel Windows – both the raw cost of aluminium and the components to glazing have been affected by world events. <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase: as above 	+80		
	<table border="1"> <tr> <td>Funding</td> <td>Funded from DfE Basic Need Allocation</td> </tr> </table>	Funding	Funded from DfE Basic Need Allocation	
	Funding	Funded from DfE Basic Need Allocation		
<p>Pipworth Primary Structural Works</p> <p>Scheme description</p> <ul style="list-style-type: none"> Structural cracks were originally identified on the rear wall of the dining hall in August 2018. Emergency propping and bracing was installed to stabilise the wall and ensure it was safe while further investigation and monitoring took place. However, evidence of further movement was then found. Pipworth Primary School has a capacity of almost 630 pupils. It is imperative that we ensure continued access to kitchen and dining facilities that meet the needs of these pupils. An options appraisal was carried out which resulted in the proposal to replace the existing kitchen/dining 	+191			

	<p>facilities with a new modular/pod type structure on the current car park of the school site. The existing kitchen/dining facilities would then be demolished to enable the reinstatement of the car park.</p> <p>What has changed?</p> <ul style="list-style-type: none"> This request is to cover increased costs for additional excavations arising from poor ground conditions, obtaining suitable ground levels, and Yorkshire Water’s requirement for attenuation drainage & contractor’s time <p>Variation type: Budget Increase – To be funded from School’s Building Condition Allowance. Overall, there was an increase on the previously authorised budget of £253,054, but with £61,765 being funded as an over-spend as part of the year-end closure/funding process and additional £191,289 further uplift is now requested.</p> <p>Budget Increase in value of scheme from £1,076,766 to £1,268,055</p>			
	<table border="1"> <tr> <td>Funding</td> <td>School Condition Allowance</td> </tr> </table>	Funding	School Condition Allowance	
Funding	School Condition Allowance			
Page 123				
	<table border="1"> <tr> <td>Funding</td> <td></td> </tr> </table>	Funding		
Funding				
	Strategy & Resources			
	New additions			
	None			
	Variations and reasons for change			
	None			
H	Economic Development & Skills			
	New additions			
	None			
	Variations and reasons for change			
	None			

	Scheme name / summary description of key terms	Recipient	Value £'000
A	Transport Regeneration & Climate Change		
	None		
B	Communities Parks & Leisure		
	None		
C	Waste and Street Scene		
	None		
D	Adult Health & Social Care		
	None		
E	Housing		
	None		
F	Education Children & Families		
	91006 Greenhill Primary School Integrated Resource Background See Appendix 1 Section F Legal Implications	Steel City Schools Partnership Academy Trust	160

	<ul style="list-style-type: none"> • The Project is described in brief and in more detail in the opening section and the Schedule ensuring clarity for project management and monitoring. • Payment is to be made upon defrayal and overseen by both a dedicated recipient project manager and a nominated council project officer. • Any project re-profiling is subject to Council approval / veto. The Project will be subject to close monitoring and all records will be maintained and retained by the Grant Recipient – including for capital assets - to ensure an auditable process. • The grant is subject to compliance with subsidy control rules and the grant recipient must confirm compliance to the satisfaction of the Council. • There are standard insurance and indemnity provisions and clawback provisions where breach of the agreement / failure to deliver arises. • There are standard terms dealing with equal opportunities; publicity; observance of the law; assignment and subcontracting being regulated; warranties; information management; certain activities being prohibited; exclusion of third party rights; default provisions; variation provisions; severability; and enforcement and waiver - all standard council provisions. • The terms and conditions are sufficiently robust given the risk profile of the proposed project and sufficiently protect the council's interests and ensure adequate financial monitoring. 		
	<p>91005 Acres Hill School Integrated Resource</p> <p>Background See Appendix 1 Section F</p> <p>Legal Implications</p> <ul style="list-style-type: none"> • The Project is described in brief and in more detail in the opening section and the Schedule ensuring clarity for project management and monitoring. • Payment is to be made upon defrayal and overseen by both a dedicated recipient project manager and a nominated council project officer. • Any project re-profiling is subject to Council approval / veto. The Project will be subject to close monitoring and all records will be maintained and 	Sheffield South East Trust	100

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G	Strategy & Resources		
	None		
H	Economic Development & Skills		
	None		

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Report to Policy Committee

Author of Report: *(Lynne Richardson, Libraries Strategy & Development Manager)*

Tel: *(0114 2053149)*

Report of: *Executive Director, Operations*

Report to: *Strategy & Resources Committee*

Date of Decision: *5th July 2022*

Subject: *Continued Support for Volunteer Run Libraries 2022 - 2023*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? 1178				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

The purpose of this report is to recommend the continuation of the grant and support package for Associate Libraries for the year April 2022 to March 2023, and continued support for Co-delivered libraries. This is an interim measure pending a strategic review of library services.

This grant was originally going through the interim decision making process in October/November 2021. However, it was withdrawn at that time so it could be considered alongside a strategic review of library services. In March 2022 it was clear the strategic review of library services would not happen in the timescale required to ensure the volunteer run libraries continued to be solvent. Therefore, the decision making process was re-started and now subject to the new committee decision making process.

The funding for this grant and support package being £209k was contained in the Council's March 2022 Budget report. However, an urgent decision is now needed

to enable the grants to be issued.

Recommendations:

It is recommended that the Strategy and Resources Policy Committee:

- a) Notes that the funding for the proposed grant payments in this report were included in the Council’s budget report in March 2022.
- b) Approves the establishment of a fund and the distribution of such funds to continue support for Associate libraries until 31st March 2023 and assist their viability and stability by providing a support package up to the value of £209k as set out in this report.
- c) Approves the continued support for Associate and Co-delivered libraries by LAIS and other Council services is continued until 31 March 2023, as set out in this report.

Background Papers:

(Insert details of any background papers used in the compilation of the report.)

Appendix 1
Appendix 2

Lead Officer to complete:-	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: James Lyon Assistant Finance manager Finance Business Partner - PLACE
	Legal: <i>Richard Marik</i>
	Equalities & Consultation Louise Nunn, Equality and Inclusion Officer, PLACE
	Climate: Jessica Rick
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>
2	SLB member who approved submission: <i>Ajman Ali</i>
3	Committee Chair consulted: <i>Cllr Terry Fox</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.

	Lead Officer Name: <i>Nick Partridge</i>		Job Title: <i>Head of Library, Archive & Information Service</i>	
	Date: <i>22nd June 2022</i>			

1. Proposal

Introduction

- 1.1 The proposal in this report is to continue the £209k package of support for the eleven Associate libraries over the next year to enable them to plan their recovery and re-establish their sustainability.
- 1.2 In February 2014 Cabinet approved a proposal for the future of Sheffield's Library services. This led to the creation of 11 Council run Hub libraries, and along with the Home library service and Central library this constitutes the Council's Statutory duty to provide a comprehensive and efficient library service (Library and Museums Act 1964).
- 1.3 The Council wished to keep as many libraries open as possible beyond the core service, and with support from the communities of Sheffield, five Co-delivered libraries and eleven Associate libraries have been established, and are run by volunteers.

Key Challenges

- 1.4 The grant funding and support package from the Council since 2014 has meant that no volunteer run libraries have closed. However, it has always been the intention for them to develop their financial sustainability to invest in the building and the community. Since 2014 good progress has been made with the introduction of new and innovative ways to fundraise. However, the Covid-19 pandemic over the past 18 months has neutralised this progress, together with the increasing cost of utilities (which could increase up to 80 percent), this leaves the volunteer run libraries again vulnerable to closure.
- 1.5 There are challenges facing the Co-delivery model, as some of the groups running these libraries may prefer to lease the building rather than a tenancy at will, increasing running costs of the buildings which is funded directly by SCC, and the effectiveness of the Memorandum of Understanding is very limited. Therefore, work will be undertaken during the next year to examine this model further and make recommendations in 2023.
- 1.6 This report therefore seeks the approval for the following:

Resources & Support funded by the £209k fund

- 1.7 It is recommended the funding is sourced from Council revenue funds and will cover the following support and associated resources:

A Grant pot of funding:

- 1.8 Allocated from Council funds, £135,700 where the grant is not competitive and will be allocated for 2022 to 2023 financial year under the existing arrangements from 2021 to 2022.

Provision of new books:

- 1.9 The eleven Associate libraries will receive approximately £1000 per library, per year for new books stock (Total = £11,000).

Remaining on the Library Management System:

- 1.10 This will cover the additional operational costs, to the Library, Archives & Information service, of the Associate libraries remaining on the Library Management System. As a support package this would cost £62,300 and would include:

- A Volunteer Officer who supports the development and sustainability of the volunteer run libraries through advice, guidance, and hands on support in relation to governance, policy development, training, information governance and library standards.
- I.T. upgrades and associated software charges.
- Staff support to administer the purchase and processing of new books for Associate libraries and enable donated books to go onto the Library Management System where requested.
- Van deliveries for reserved books and other materials.
- Training commissioned internally and externally for all volunteer run libraries on data protection and other compliance training, management of voluntary organisations and good governance.
- Materials for participation in city wide initiatives

- 1.11 The Council intends to enter into funding agreements and a Memorandum of Understanding which will govern the payment of the grant and set out its conditions.

- 1.12 **Support for Associate & Co-delivered Libraries from within existing resources**

It is recommended that support for Associate and Co-delivered libraries by LAIS and other SCC services is continued through the financial year 2022/2023. This is in addition to the support and resources described above and is necessary to ensure compliance, co-ordination and compatibility.

1.13 Running costs and resources for Co-delivered Libraries

As per the description of the co-delivery model in the cabinet report “The Future of Sheffield’s Library Services” 2014, The Five Co-delivered libraries will continue to benefit from all the services and resources of a SCC run hub library, but without the staffing.

1.14 Website

The library service will continue to include information on the volunteer run libraries on the Council webpages including social media such as the Library Service Blog, Facebook and Twitter, with links to the Volunteer libraries in Sheffield webpage and other appropriate webpage links.

1.15 Training

Volunteers will continue to be offered training on the Library Management System from LAIS and SCC. Training sessions and standards will include data protection and safeguarding processes. Hub libraries may be offered as a free venue for volunteer library groups engaging in training organised by the Library service.

1.16 I.C.T. assistance

LAIS staff will support the volunteer libraries with technical queries relating to the operation of the Library Management System and The Peoples Network. Where appropriate volunteers will be able to contact the BCIS helpdesk directly to resolve IT issues.

1.17 Compliance

SCC, LAIS and other relevant departments will work with and support the volunteer run libraries to enable them to comply with their legal obligations.

1.18 Benefits of the option include:

- A period of continued stability as the region moves out of the Covid-19 pandemic.
- Enables capacity to be rebuilt, following the significant impact of Covid-19 on library operations.
- Maintain delivery standards across the Volunteer libraries.
- Improved community cohesion due to stable service provision and volunteering opportunities.
- Volunteering opportunities will support community mental health and

wellbeing, which has been exasperated by the pandemic.

- Improved community empowerment through participation and strong community links of the volunteer libraries.
- Continue to develop the independence and sustainability of the volunteer run libraries .

1.19 Risks of the option include:

- Due to changes in volunteering levels, income generation opportunities and external funding, some volunteer libraries may still struggle to continue operation.
- Cost pressures are increasing, particularly utilities which could increase up to 80 percent, the grant was originally set at 2013/2014 level running costs and has since been reduced by 30 percent, therefore the grant level may not be sufficient.
- If there is a budget reduction in future years for the Libraries and Archives Service, it may not be affordable for the service to continue to pay for all of the Co-delivered libraries from its core budget.

2. HOW DOES THIS DECISION CONTRIBUTE?

Communities and Neighbourhoods

2.1

A library often serves as the cultural core of a community providing a wide range of activities, events and information. Volunteer run libraries are particularly adept at providing for community needs, able to respond quickly to new developments and changing requirements. Community run libraries also provide a feeling of ownership to a community, involving them in what it delivers, and the benefits of the resource are recycled back into the community.

2.2

Community libraries whether Council or volunteer run, provide a pleasant and safe place in the community which anyone can access, and membership is not required. In recognition of this, all volunteer libraries (as well as SCC libraries) in Sheffield are part of Sheffield Safer Places and provide

- Police surgeries
- Access to council services via the Peoples Network computers.

2.3 Education, Health and Care

Libraries provide centres of learning for all people and volunteer libraries have the additional benefit of a wide range of volunteer positions available. It has been shown that volunteering is of significant benefit to people's health and wellbeing.

- Volunteering has a positive effect on a range of health factors including cardiovascular disease, hypertension, mental well-being, self-rated health and life satisfaction.
- An association has been documented between volunteering and a reduction in mortalityⁱ, reduced pain, and muscular strength.
- A survey by the British Household Panel Survey found higher well-being in those who volunteer 'frequently' compared with those who have never volunteered. They also found 'potentially beneficial connections between volunteering and mental well-being during the middle stages of the life course, while these same benefits were not seen in young adults.

2.4

All volunteer libraries provide educational activities for a wide range of age groups, it has been shown that early engagement with reading can significantly improve young people's educational outcomes. Each library contributes to this by hosting regular activities for families with young children and babies, this helps to improve their engagement with reading, but also increases opportunities for engagement with other services including:

- Dental health
- Road/fire safety
- Family learning

2.5

Libraries also provide a safe environment for carers, that are both free and increasingly accessible. They are a place where carers can get information and

2.6 signposting to support services and also to meet people.

Volunteering can significantly improve a person's employment prospects. Volunteers gain valuable experience in a vibrant and varied customer service environment where they can learn new skills both on the job and by training courses provided.

2.7 Climate change, Economy and Development

Libraries are a source of information and learning in the community where tools of research and space to research and learn can be freely accessed. They provide books as a non-disposable resource to learn about climate change and can act as community rally points in emergencies as seen during the covid 19 pandemic where libraries acted as vital distribution points for food parcels.

2.8 Our Council

Volunteer libraries sit at the heart of our communities, working closely with Sheffield Library Service empowers them to communicate with the council and how local services are delivered.

2.9

With local people operating their library they are empowered to make decisions that benefit their neighbourhood leading to better engagement and vibrancy within their local area.

2.10

Please see Appendix 1 for a breakdown of how libraries work towards the Sheffield One Year Plan.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 Consultation has taken place with the Volunteer run libraries about their sustainability and support needs in 2016 and 2019 and 2021.

Consultation Overview 2021

3.2 In 2021 the volunteer run libraries were sent a survey to complete by the Library, Archives and Information Service and this focused on 3 key areas:

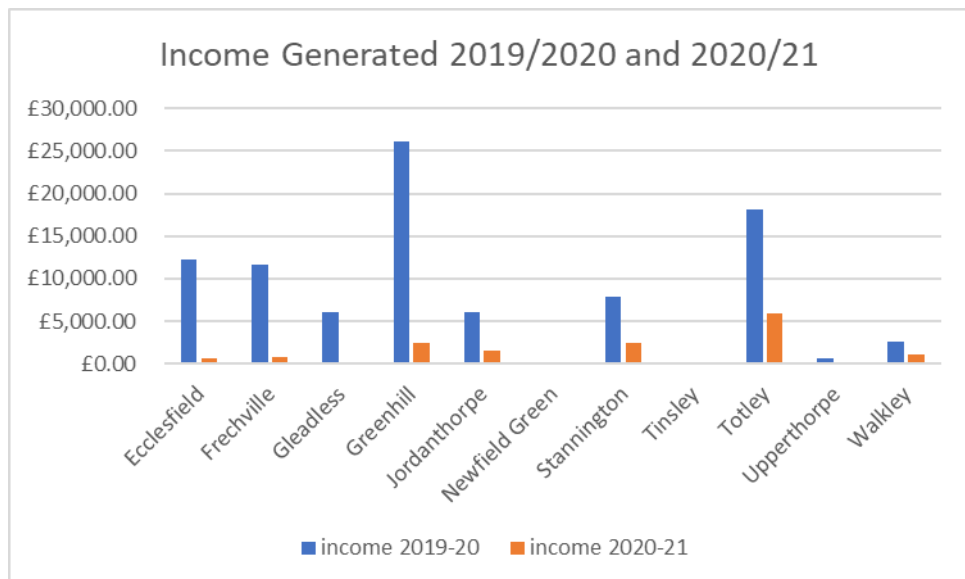
- The fundraising activity they have done
- The key challenges for the volunteer run libraries
- The support that they need

3.3 Each set of questions was designed to identify the level and type of support needed to ensure the volunteer run libraries are viable and sustainable and that we understood the impact of the Covid 19 Pandemic. The full results can be found in Appendix 2 'Review of the support needs of Volunteer Run Libraries and survey results, 2021'.

3.4 In general the results of the survey show that the model of operation and the

level and type of support provided to Associate and Co-delivered libraries continues to work effectively.

- 3.5 Fundraising activity throughout most of 2020 and 2021 was extremely limited, and has had a major impact on reserves, library development and investment. As many library volunteers are of retirement age and clinically vulnerable, the Pandemic has meant the loss of lots of volunteers. Where volunteers have been retained, they now require significant re-training.
- 3.6 The grant value was based on the running costs of the volunteer run libraries in 2013/2014 before the handover, and the grant level was reduced by twenty percent over 3 years between 2018 and 2020. With increasing fuel and running costs, the level of the grant may not be sufficient to cover the running costs for 2022/2023 and would need to be supplemented by reserves or by additional fundraising. However, it was always anticipated the volunteer run libraries would be required to do additional fundraising to improve their sustainability and develop their service offer. Consultation indicates that a further ten percent reduction before the libraries have had sufficient time to recover from the Pandemic, could result in a number of library closures.



- 3.7 The above graph demonstrates the significant impact of the Covid-19 Pandemic on income generation (excluding SCC grant). Until post Pandemic levels of activity are restored, most of the Associate Libraries are entirely dependent on the grant from Sheffield City Council.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

- 4.1.1 As a Public Authority we need to take into account the requirements of the

Public Sector Equality Duty contained in Section 149 of the Equality Act 2010.

- 4.1.2 An Equality Impact Assessment has measured the impact of the proposal on the protected characteristics within the Equality Act, and where possible mitigations will be put in place.
- 4.1.3 The proposal will help to keep all libraries in Sheffield open and maintain a range of services and support for the citizens of Sheffield, including people with protected characteristics. Therefore, the proposal maintains an overall positive impact, and there would be an overall negative impact if the proposal was rejected.
- 4.2 Financial and Commercial Implications
 - 4.2.1 The Council continues to face significant financial challenges and must make difficult decisions about services that the people of Sheffield care deeply about.
 - 4.2.2 A decade of cuts has resulted in the Government measure of the Council's spending showing Sheffield has had a £211m (29%) real terms reduction in its core spending power (i.e., the amount it can spend) since 2010, representing a fall of £828 per dwelling.
 - 4.2.3 Core spend power calculations include income generated from Council Tax and therefore masks the true scale of Central Government funding cuts. For Sheffield this equates to approximately a 50% cut in real terms since 2010 and has deepened the Council's reliance on local taxation.
 - 4.2.4 The Council requires £52.7m of savings schemes to be delivered in 2022/2023 to balance its budget and deliver services.
 - 4.2.5 Funds will be identified from Council funds to cover a support package to the value of £209k for the financial year 2022/2023.
 - 4.2.6 The library service has supported Associate and Co-delivered libraries within its existing budget and resources as far as this has been possible. The support proposed by the Library, Archives and Information service with existing resources is outlined in section 4.2, There are four financial risks for the Library, Archives & Information Service associated with this support.

- (1) If there is a budget reduction for the Library, Archives and Information Service between 1st April 2022 and 31st March 2023, it may not be possible to deliver all the support described in section 4.2 for Associate and Co-delivered Libraries. It may be possible to continue support, principally relating to the delivery of the Library Management computer System at a fee to the Associate libraries.
- (2) The grant for the Associate libraries was based on the out turn expenditure for 2013/14 (the last financial year that they were under the control of the Library, Archives and Information service). If each of the 5 Co-delivered libraries decides to become an Associate library, the grant pot would need to increase by £96,500 per annum if the allocation is

made on the same basis (made up of £58,400 current LAIS budget for all 5 Co-delivered libraries, plus the budget for cleaning in the region of £38,000, which is now sat with Transport and Facilities Management service). Although it is anticipated that some of the Co-delivered libraries will seek Associate library status, it is unlikely this will be requested by all 5.

- (3) If SCC Library staff who support the Associate and Co-delivered libraries leave the service, it may take time for the service to adjust and upskill new or different staff. This means the Associate and Co-delivered libraries (as well as the library service) could experience several months with limited support.
- (4) If there is a funding cut to the Library, Archives & Information Service, the continued funding of Co-delivered libraries could be at risk. Although Co-delivered libraries may become Associate libraries, it may not be possible to transfer the budget for Co-delivered libraries into the Associate grant pot.

4.3 Legal Implications

The Council has a general statutory duty to provide a comprehensive and efficient library service to its constituents under s7 Public Libraries and Museums Act 1964. This duty includes the requirement to:

- Keep adequate stocks of books, records, films etc for borrowing or referencing purposes; and
- Encourage both adults and children to make full use of the library service.

The distribution of the fund is permitted under s9 PLMA 1964, which allows the Council to make contributions towards the expenses of any other person providing library facilities for members of the public.

There are no subsidy control implications arising from this proposal.

4.4 Climate Implications

This decision to continue the funding for volunteer libraries will mean that all the climate impacts of running these services, both positive and negative, will continue. In order to not delay the approval of the funding, it is proposed that a full Climate Impact Assessment is conducted as part of the forthcoming strategic review of the service, and will consider the following:

- The continued use of the buildings as a community asset, review of condition and potential for retrofit and improvement of building performance;
- The impact of service location on transport emissions, including

- consideration of demand reduction, decarbonisation and active travel;
- The potential for volunteer libraries to benefit from the forthcoming Local Renewable Energy on Community and Council Buildings programme, as well as the importance of improving the energy efficiency of activities which use energy;
- How libraries could contribute to the development of the green economy, including supporting green jobs and skills;
- What role libraries could play in influencing the conversation on climate change action, working with stakeholders to increase positive climate action in the city;
- Whether or not opportunities exist to improve the sustainable consumption of resources, to ensure libraries are minimising resource use and production of waste;
- Identifying any contributions libraries can make towards increasing biodiversity, carbon storage capacity and flood management through sustainable use of land;
- The contribution libraries can make to a just and fair transition to a low carbon world, recognising that we do not all contribute equally to climate change and we will not all be impacted equally by its effects.

5. ALTERNATIVE OPTIONS CONSIDERED

Option 2

- 5.1 This option provides no funding for the Associate libraries and removes all support packages beyond which can be provided at no cost to Sheffield Library Service or the Council.

Strength of this option

- This option would save £209k

Weaknesses of this options

- Consultation with the volunteer run libraries shows a slip in their financial sustainability due to the Pandemic, and therefore reliance on fundraising and reserves is unlikely.
- A high probability that a number of libraries would close immediately
- A high probability of further closures in the subsequent months after library reserves are depleted, unless they find an alternative source of funds.
- Having a grant from the Council provides Trustees and volunteers with a sense of stability and confidence of Council support. Without the grant, the volunteer run libraries may lose volunteers and struggle to recruit.
- As this option would result in some library closures, this would have a negative impact on the health, wellbeing and prosperity of the communities where libraries would close.

Option 3

- 5.2 In this option the Associate libraries would still receive a grant but the support package would be reduced or cut altogether. This means they would not have access to any SCC library book stock and resources, the Library Management System/I.T, and the Peoples' Network (computer access) or any SCC staff support.

Strengths of this options

- This option would save the Council £62k
- The financial sustainability of the volunteer libraries would be maintained

Weaknesses of this option

- The quality of the service would reduce as they would not have access to the city wide book stock and resources, and would need to buy significant amounts of new books to retain a viable library service.
- Without guidance and support from SCC staff, the quality of the library offer is likely to reduce – ie reduced access to training, governance support, ensuring compliance with data protection, equalities/

Option 4

- 5.3 This option would be to continue with the grant and the support package, but with a ten percent reduction on the grant.

Strengths of this option

- This option would save the Council £13,570

Weaknesses of this option

- A ten percent reduction in grant, plus the weak financial position of the libraries due to the Pandemic, plus rising energy costs, could mean some libraries can no longer cover their basic running costs.

6. REASONS FOR RECOMMENDATIONS

- The current arrangements for Associate and Co-delivered libraries expired on 31st March 2022.
- Continued support will increase the likelihood of all the volunteer run libraries remaining open and vibrant for the year 2022-2023,
- The Libraries, Archives and Information service is undertaking a Full Service Review, and any implications of this review for Associate and Co-delivered libraries will be the subject of future reports and recommendations.

- Continued support for Associate libraries will give added confidence to trustees and volunteers, at a point they are taking on board lease responsibilities.
 - By supporting the volunteer run libraries to remain on the Library Management System, all SCC library members can access any library in Sheffield using a single, city-wide library card.
 - Continued support will provide a period of financial stability and growth that will attract more volunteers and trustees, and give them additional time to build capacity and develop external funding opportunities.
 - The proposal will ensure the standards and controls relating to the operation of the Council's Library Management System by volunteer libraries are maintained.
-

Continued support for volunteer run libraries 2022 - 2023

Appendix 1: Link to the One Year Plan

Plans and Strategies	Links to library service provision
Communities and Neighbourhoods	
Engaging, enabling and empowering our residents through Local Area Committees • We will establish Local Area Committees, working with local communities to make positive contributions to the wellbeing and sustainability of local areas so that our neighbourhoods are great places to live and thrive for the people of Sheffield of all ages.	Libraries are well placed to support the role of the LACs, promote local democracy, and offer venues to meet.
High quality, safe homes for all our citizens	
Neighbourhoods that are clean, green, safe and thriving	Contributing to thriving neighbourhoods by: Opportunities for people to get involved in running an Associate or Co-delivered library. <ul style="list-style-type: none"> • Libraries offer a safe and welcoming environment that brings people together. • Room hire enabling community activity to develop and take place. • All libraries are members of Sheffield Safer Places.
Supporting communities as Covid restrictions ease	
Supporting young people in Sheffield to develop and flourish	<ul style="list-style-type: none"> • Offering a safe and welcoming space, open to anyone free of charge. • Free use of computers and internet, and free wi-fi • Free e-books and 24/7 services such as driving test theory. • Access to circa 500,000 books for loan • My work search facility
Investing in our sport and leisure facilities to support better health and wellbeing	
Education, Health and Care	
Give everyone the best start in life	Libraries provide a best start for children and young people: <ul style="list-style-type: none"> • Schools library service • Bookstart • Childrens library service

	<p>Little library van, accessible to all communities including refugees and recent immigrants</p> <ul style="list-style-type: none"> • The spread of libraries across the city when taking volunteer run libraries into account, means that children across the city can access library services • Childrens centre services operating from Highfield and attend Ecclesall. <p>Homework clubs</p>
Support Covid recovery for children and young people	
We strive to be an exemplar in children's services and support our Children Looked After to achieve their full potential.	<p>Libraries have a strong offer in tackling social isolation, they are a safe and welcoming environment for older and vulnerable people, and delivers:</p> <ul style="list-style-type: none"> • Sporting memories • Volunteering opportunities – being active in the community • Coffee mornings • Social Cafes • Room hire enabling community activity to take place
Deliver effective, person-focused SEND services	
Reduce exclusion in all its forms	<p>Libraries help to tackle inequalities by:</p> <ul style="list-style-type: none"> • Offering a safe and welcoming space, open to anyone free of charge. • Free use of computers and internet, and free wi-fi • Free e-books and 24/7 services such as driving test theory. • Access to circa 500,000 books for loan • My work search facility • Room hire that facilities a wide range of community activity.
Enabling adults to live the life that they want to live	<p>Libraries contribute to better health and wellbeing by:</p> <ul style="list-style-type: none"> • Delivering health related events and activities such as Mindfulness and Sporting Memories. • Home library service for people unable to access a library service. • Books on prescription to help people manage their condition. • Volunteering opportunities principally at Associate and Co-delivered libraries that has a positive health impact. • Social cafes

	<ul style="list-style-type: none"> • Room hire that facilitates a range of community events and activities. • Sporting memories • Coffee mornings
Climate change, economy and development	
Set out our Pathway to Net Zero and take immediate steps to reduce carbon emissions in Sheffield	<ul style="list-style-type: none"> • Libraries offer communities information and enable people to become aware of issues such as climate change. • Exhibition space in libraries
Supporting city and local centre recovery and regenerating high streets	<p>Libraries can help businesses to grow, helping people to develop and get jobs, and contribute to the Cities cultural offer.</p> <ul style="list-style-type: none"> • Delivering an exciting programme of events and activities • BIPC (Business and Intellectual Property Centre) • Access to free internet and Wi-fi. • Job search • Newspapers • Book stock and access to knowledge
Tackle harmful pollution and improve the safety of the air we breathe	
Secure a sustainable future for public transport in the city	
Deliver high quality, sustainable homes, working with the best developers	
Vibrant arts and culture for every part of the city	<p>Libraries contribute to the city's cultural offer:</p> <p>Delivering an exciting programme of events including author visits/talks, craft workshops, heritage tours.</p> <ul style="list-style-type: none"> • Library theatre performances • Archives and local history including Picture Sheffield service.
Skills and employment	<p>Access to knowledge and empowering individuals to help themselves.</p> <ul style="list-style-type: none"> • Lending stock of circa 500,000 books • Circa 208,000 reference books • BIPC (Business and Intellectual Property Centre) • 24/7 online services such as driving test theory • Free internet use • Newspapers • Room hire that enables a wide range of community activity

Our Council	
Involve our citizens in the decisions that affect them and their communities	<p>Libraries promote inclusion and involvement in the communities they serve:</p> <p>Libraries are welcoming and accessible. Often used for a wide range of life queries not relating to book borrowing.</p> <ul style="list-style-type: none"> • Libraries offer a safe and welcoming environment that brings people together. • Access information on the community, participate in events. • Opportunities for people to get involved in running an Associate or Co-delivered library. • Room hire enabling community activity to develop and take place. • Free internet and wi-fi • Free to enter and free to use
Support our diverse communities in recovering from the impact of Covid by taking visible action to fight poverty and inequality	
Attract sustainable jobs and more investment to Sheffield by being a confident, outward looking city that punches its weight on a regional, northern and national stage	<p>Helping businesses grow, helping people to develop and get jobs, and contribute to the Cities cultural offer, making it an exciting destination with a programme of events and activities.</p> <ul style="list-style-type: none"> • BIPC (Business and Intellectual Property Centre) • Access to free internet and Wi-fi. • Job search • Newspapers • Book stock and access to knowledge • An exciting programme of events and activities
A city council that is well-run, connected to communities and committed to excellence	<ul style="list-style-type: none"> • Records Management Service
A city council that is ready for the future	

Continued support for volunteer run libraries 2022 to 2023

Appendix 1: Review of the support package

This section outlines the offer contained in the Executive report of 2019, it describes the support provided by SCC subsequent to the report, and evaluates this against the feedback from the volunteer libraries in the recent survey in 2021.

This analysis results in recommended “offers” for future support.

Grant for Associate Libraries

Offer described in the cabinet report 2014:

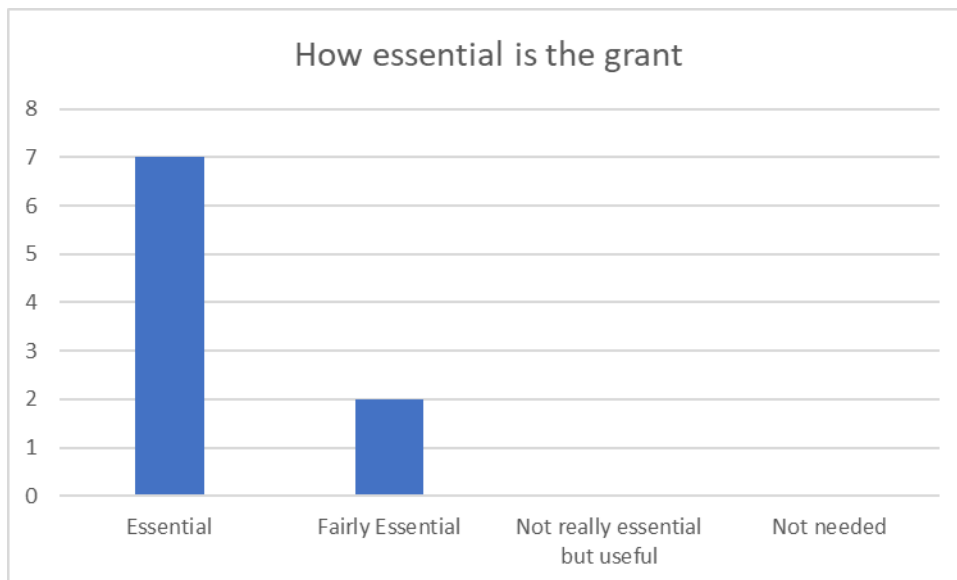
A grant pot allocation of £135,100 a year for 2 years to 31st March 2021 from Council funds linked to a viable (and approved) business plan. Each Associate library can apply for funding (up to the level of the running cost budget for that library as of 2013/14.

What has been provided?

Each of the Associate libraries applied for and received a grant during 2019/20 and 2020/21. The funds are administered and monitored by the Volunteer Liaison team.

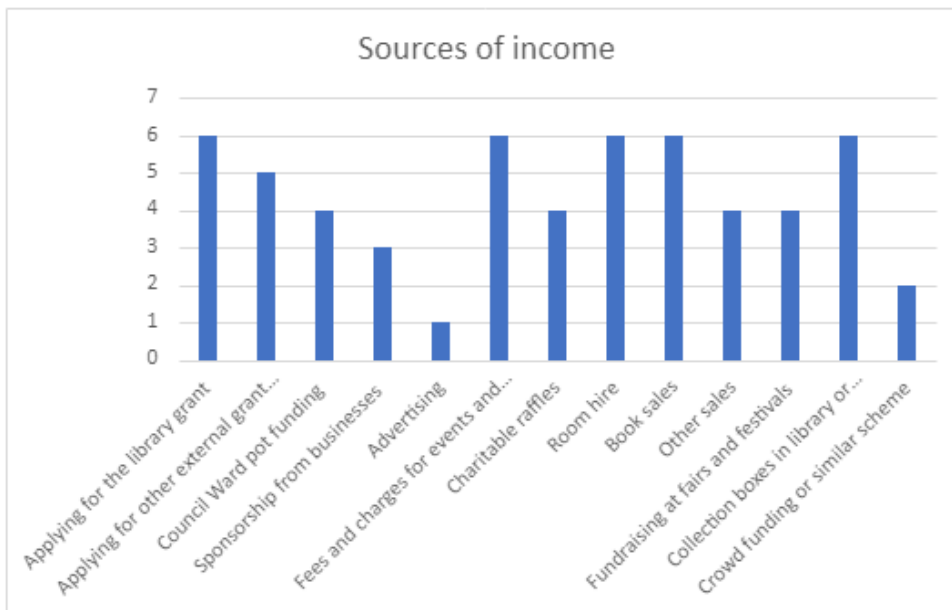
Evaluation of the grant offer

All of the Associate library groups rated the continuation of the library grant as essential.



The reasons given for the continuity of the grant are:

- We need to keep raising enough extra funds to resource a proper library that has a good turnover of new books - the additional costs amount to around an additional £18K pa on top of the grant.
- We had to borrow from our reserves and contingency fund in 20/21 to cover outgoings that were not covered by the council grant but we couldn't do our normal fundraising - so this must be paid back – £4000 on our costs this year.
- A major financial challenge would arise if support from SCC were to be significantly scaled down or withdrawn. Whilst we have built up reserves that would enable us to continue operations for some years lack of support would threaten our longer term viability.
- We are reliant on the council grant to cover a major proportion of our core running costs and will remain so for the foreseeable future; the grant is therefore essential to us.
- Our business plan (drawn up pre-covid) assumed a tapering council grant and predicted long-term financial sustainability. However, the pandemic drastically reduced our income and right now it is difficult to know how well this will recover.
- The grant gives us financial security



All of the groups that responded to the survey raise funding from book sales, room hire, fees and charges and collection box schemes, for some this is a big contributor to their fundraising. Most of the groups have accessed the Ward Pot and CIL grants from the Council, but are concerned about the availability of such funds in future years. The majority of the groups who responded have been successful in gaining external grant funding, this is in the main low level. The groups find it difficult to find volunteers with fundraising skills.



It can clearly be seen that during the financial year 21/22 income has not met expenditure, this is largely due to a large drop off in the capacity for fundraising, many libraries accessed covid support grants, but this was mostly spent on the installation of covid protection equipment.

- We had to borrow from our reserves and contingency fund in 20/21 to cover outgoings that were not covered by the council grant but we couldn't do our normal fundraising - so this must be paid back – £4000 on our costs this year
- We will not get another Covid business support grant, but Covid related costs will carry on
- We are reliant on the council grant to cover a major proportion of our core running costs and will remain so for the foreseeable future

Volunteer library network meetings

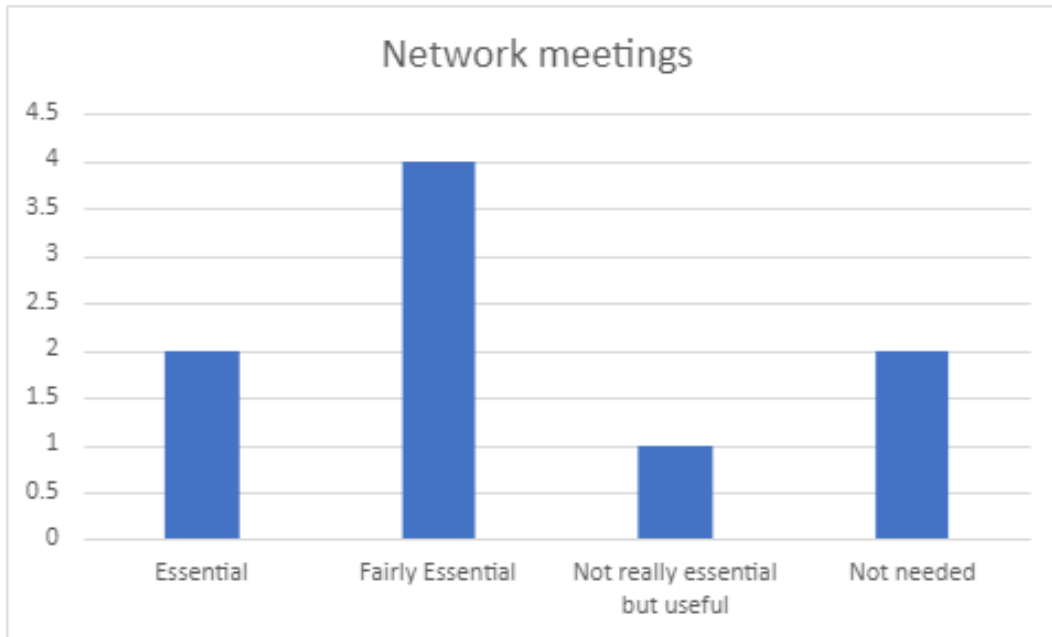
What has been provided:

Representatives from the volunteer library groups meet monthly currently via Zoom, the meeting have carried on throughout the covid pandemic and have been important in sharing information. The SCC Volunteer coordinator attends the meetings, to share information and provide support.

The volunteer library groups made the following comments about the benefit of the network meeting:

- It's helpful to meet with other volunteer libraries to share experience and expertise
- Useful at both the Sheffield and national level to share experience - best practice

- Not sure if they are essential (ie we could survive without them) but they are of course very useful.



Training for volunteer library management committees

Evaluation of training for Management Committees:

The feedback from the volunteer library groups focused on what training they would like in the future:

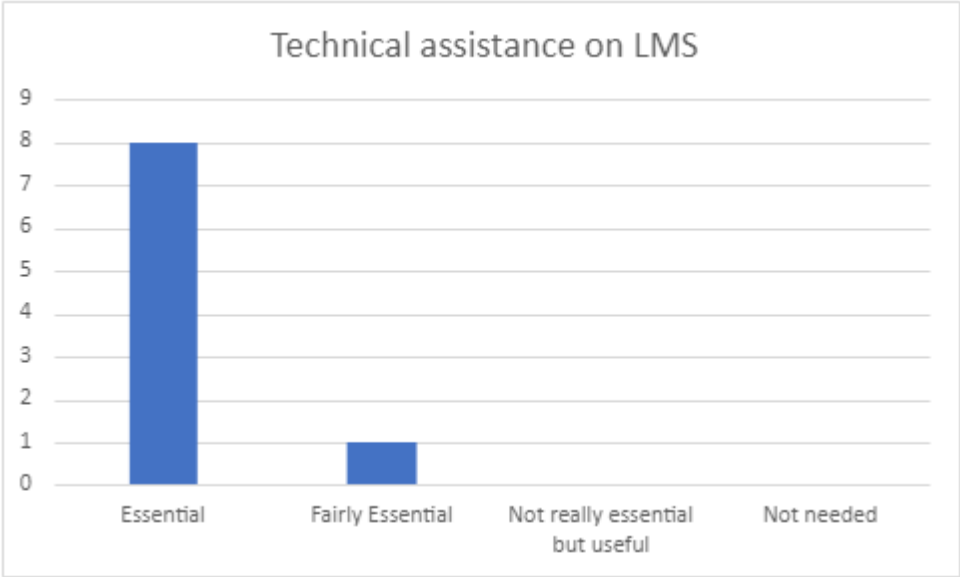
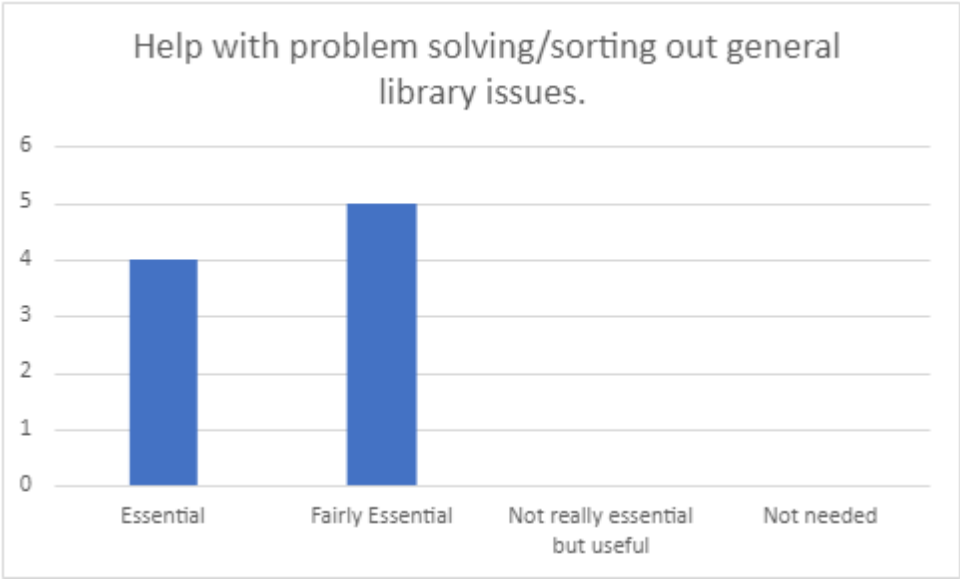
- Book keeping and budgeting training
- “Need refresher training for management committees for new members”



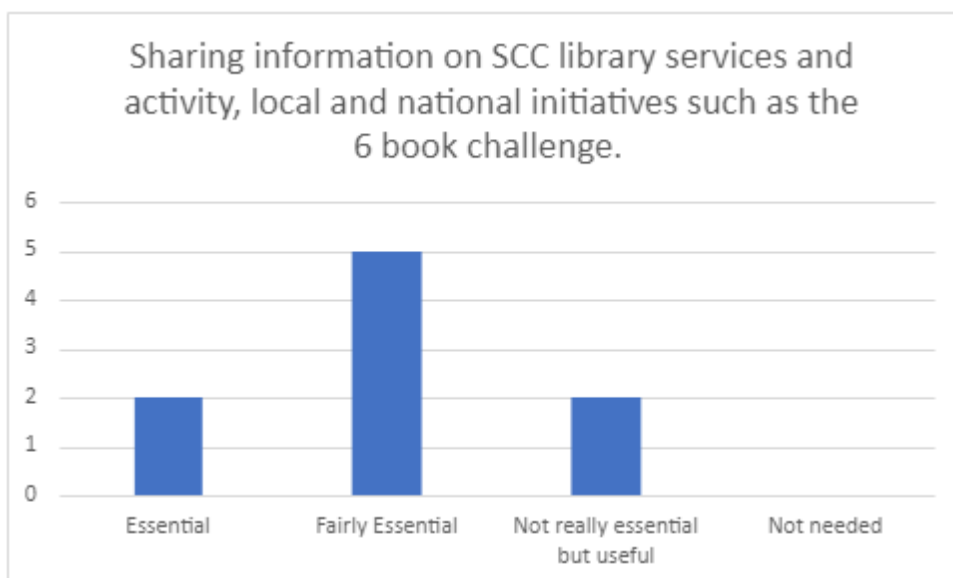
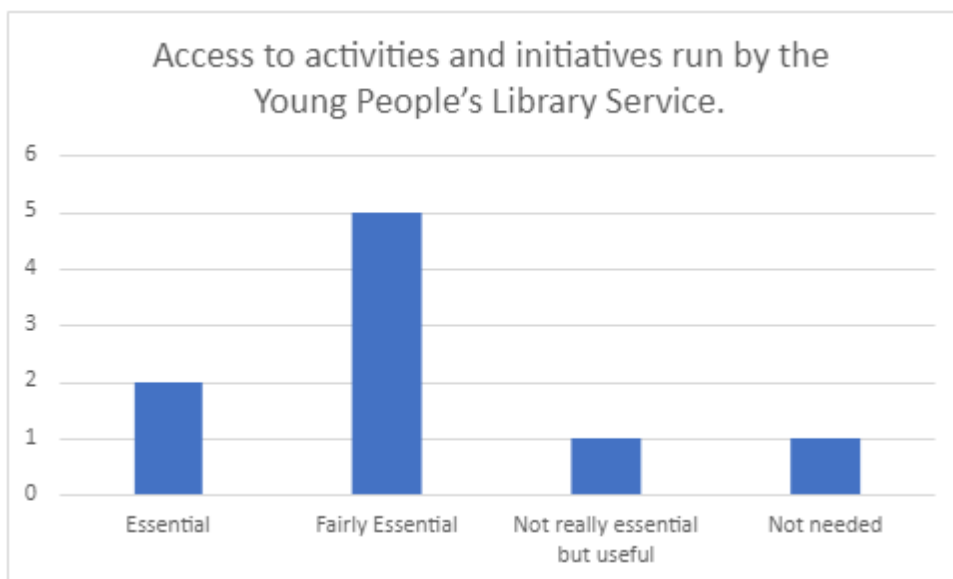
Support from a volunteer co-ordinator and E-Services Officer

Feedback from the volunteer library groups is:

- The support of named dedicated members of staff is vital when we have problems/requests which we have not encountered before. Their availability, knowledge and experience is essential to the smooth running of the library services
- Just about but this resource is very stretched especially since the IT contract returned to being in house. This has led to a worsening of the service leading to Jacqui having to do far more support. Both her role and Darrel's need boosting
- We have been happy with the support provided by SCC especially the direct support from Darrell, Lynne and Jackie.
- Having a dedicated named member of the library service is important for communication



National & Local Initiatives



What has been provided:

The Volunteer run libraries have been encouraged to take part in National library initiatives, i.e.:

- Summer reading Challenge. Have been closely involved with training and support from the Libraries young people team. Materials for the initiative were purchased for the groups in 2015 and again in 2016.
- 1225 children participated in the SRC in 2015 through volunteer libraries alone out of 4918 in total throughout Sheffield Libraries.

- 632 children completed the challenge through volunteer libraries out of 2643 in total for all libraries, this is approximately 52% completion rate with the Sheffield average being 54% for 2015.
- Six Book Challenge/ Reading ahead. Volunteer libraries have been invited to information sharing sessions run in Central Library, they have been provided with materials and support to offer the Six Book Challenge (2015/2016).
- Children's University/Passports to Learning. Volunteer libraries have been provided with materials to offer Passports to Learning and are Children's University venues. The libraries have been provided with help and support where required. Special children's activity sessions linked to the Children's University have been offered to the volunteer libraries free of charge.
- Bookstart. All volunteer libraries are part of the bookstart scheme; we provide bookstart bags that the libraries can offer out to new parents. Volunteer groups are also invited to participate in any Bookstart events we run. We also provide help and support with this scheme.
- Chatterbooks. We will be providing training to run Chatterbooks groups to the volunteer libraries, we will also purchase Chatterbooks materials for the volunteer libraries from the grant (so far they have not run any Chatterbooks sessions).
- World book night. Volunteer libraries have been able to act as suppliers for book givers as part of World Book Night.
- Books on Prescription. Volunteer libraries are part of the books on prescription scheme, though they are not purchased new books as part of this (Associates) they can order the books in.

Local Initiatives

The Volunteer run libraries have been encouraged to take part in local initiatives, i.e.:

- Adult summer reading challenge. Volunteer libraries were included in the adult summer reading challenge which was run for the first time over summer 2015.
- Off the Shelf Festival. The volunteer Libraries are encouraged to participate in the OTS festival and are given support to do this.

- Sheffield Children's Book award. Run by the school library service members from the volunteer libraries will be invited to participate in this prestigious nationally recognised award ceremony.

Some comments:

- reading Challenge, CUP etc / Important to remain part of the Sheffield Library Service
- Share good practice, promote services and activities; and celebrate the best in library provision
- As long as we get the information on time. There can be a lack of sharing information with volunteer libraries.

Support from Transport and Facilities Management (T&FM)

The offer described in the Cabinet report 2014:

Each building will be negotiated individually with Property & Facilities Management. Peppercorn rent subject to conditions.

The Council will explore where any further capital support may be available as part of the Council's capital programme.

What has been provided:

All library buildings, now and prior to the Cabinet report in 2014, are the responsibility of Transport and Facilities Management. Therefore T&FM are responsible for lease negotiations with the Associate library groups.

The lease negotiations have taken longer than envisaged. In the interim, the library buildings have continued to be maintained by Facilities Management and this included:

Gleadless, Greenhill, Jordanthorpe, Stannington and Totley now have leases, leaving Ecclesfield, Frecheville, Newfield Green and Walkley tyet to get a lease.

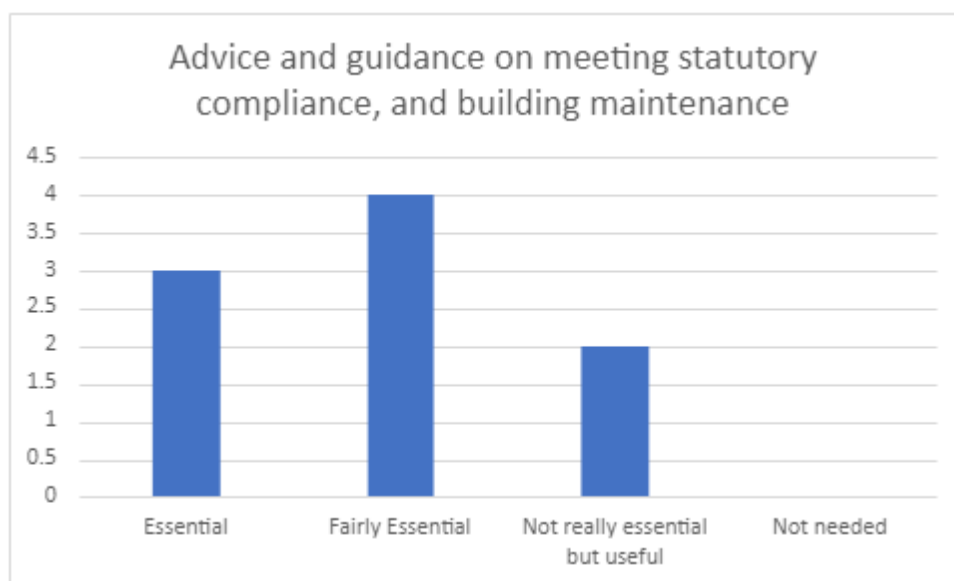
- Compliance checks for fire, asbestos and legionella
- Maintain and repair buildings in line with priorities
- Provide training in fire, asbestos and legionella regulations
- Completed and committed to any essential repairs required to meet compliance standards that were outstanding to April 2015.
- Helpdesk reporting

Facilities Management produced a comprehensive building pack for each library including details of statutory compliance.

Evaluation of support from T&FM:

Comments from the volunteer libraries were very limited, and included the following:

- Certainly until we get the lease, but then still useful.



Once a library has a lease they need less support, though there have been difficulties in libraries gaining landlords consent to work.

Provision of Library Management System (LMS) to volunteer run libraries

What has been provided:

- Use of the Library Management System (LMS) software and I.T. Sirsi Dynix provide the Symphony library management system who contract with Capita who are currently the system administrators.
- Provision of computers and repair/maintenance, and computer accounts by Capita.
- Training in how to use the LMS – by the Volunteer Co-ordinator
- I.T. support for dealing with errors and faults – by the E-Services Officer
- Provision of the Peoples Network (internet) - Capita
- Provision of computers and printers – Capita
- Provision of RFID machines (where they are installed)

The Business Support Unit is the operations team of the Library, Archives and Information Service and provide the following support for the Associate & Co-delivered libraries:

- Ordering and supplying consumables
- Supplying stationary for the Co-delivered libraries.
- Inputting library books found to be not on the system.
- Checking and correcting new borrower records.
- Occasional reporting of IT faults.
- Delivery and collection of books to the volunteer led libraries via a regular van round.

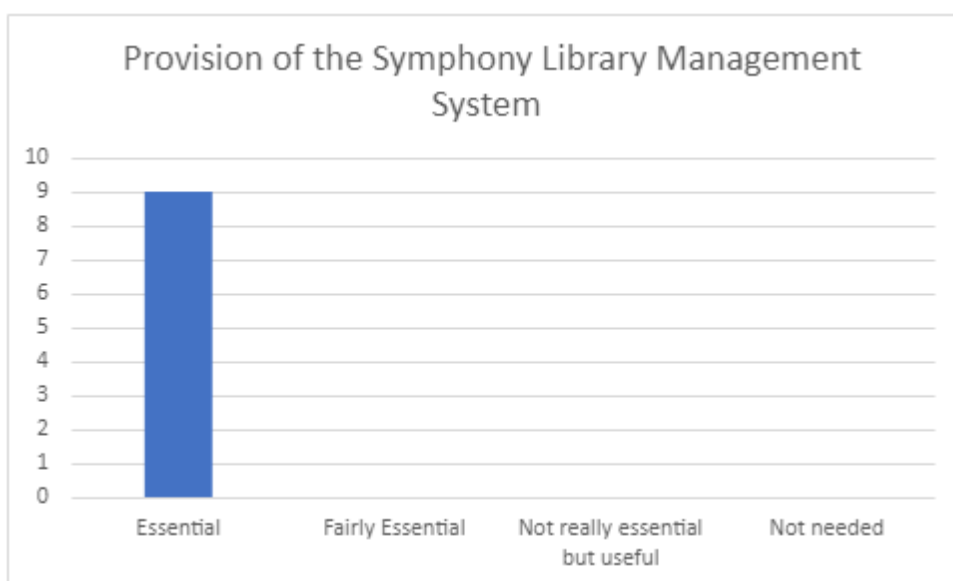
Evaluation of the Library Management system

Many of the volunteer libraries use their own library management system alongside the council system, this brings local benefits to the individual libraries, but does not serve as a city-wide system.

The benefits of the LMS described by the volunteer libraries in the recent survey are:

- Absolutely critical for all the libraries across the city because all the people of Sheffield need access to it via their local library provision
- Essential for the volunteer libraries to be an integrated part of the Sheffield Library Service
- Essential whilst we use SCC books, which is important city wide to provide a strong library service

The chart below shows results from the library group survey in which all of the respondents found the operation of the Councils LMS essential.



Van deliveries

What has been provided:

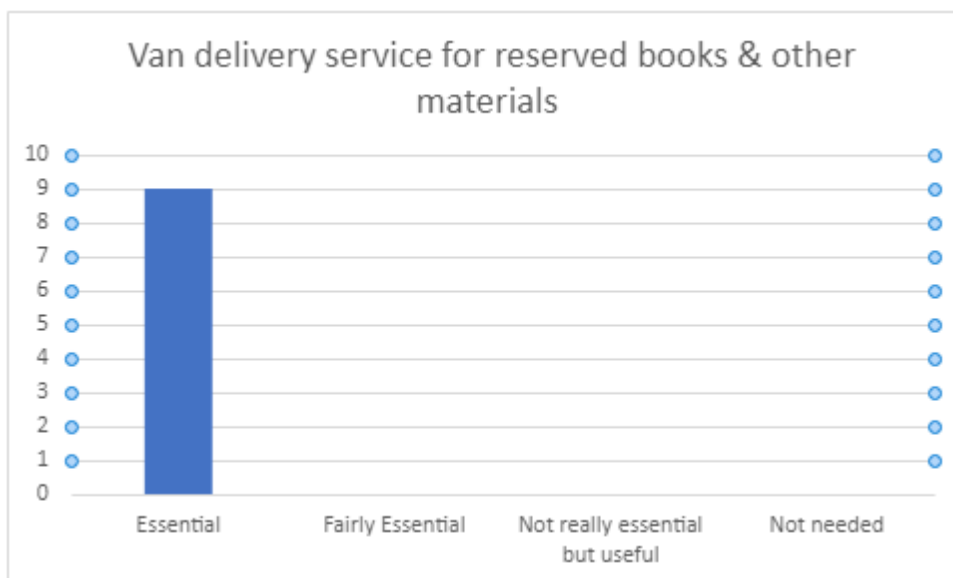
The Associate libraries receive a van delivery/pick up once per week, and Co-delivered libraries twice per week. Deliveries and collections are principally books that have been reserved, enabling users of volunteer run libraries access to the city wide book stock.

Evaluation of the van delivery service

Comments from the volunteer libraries regarding the van deliveries include:

- Absolutely essential
- Being able to fulfil holds from other libraries is essential to remaining part of the Sheffield library service
- Very good service by a friendly and efficient team

The volunteer libraries highlight the importance of the van delivery system to transfer books and other materials between libraries, with each library group rating this service offer as essential.



LMS training

Evaluation of LMS training:

Currently the training room in Central Library is not useable so training is being conducted directly in the volunteer libraries.

The following feedback has been provided by the volunteer library group

- Important to keep the stock looking professional and appropriate
- Discarding of books option- this should only be allocated to an experienced volunteer
- Not needed at the moment but could be valuable in future
- Most basic training now happens in-house, but useful to have any updates.
- Discarding training is important.



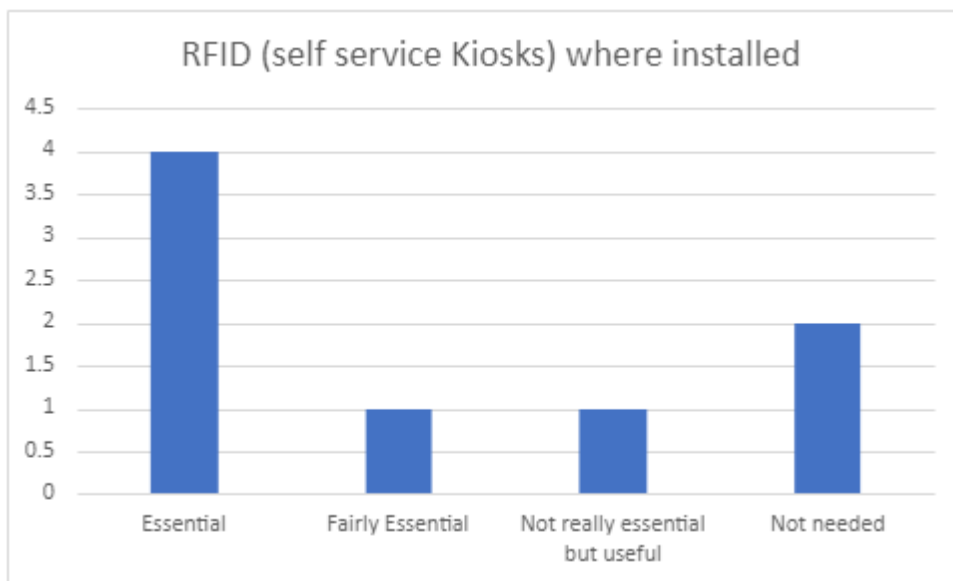
RFID (self service) machines

What has been provided:

11 of the 15 volunteer run libraries have RFID self service machines. When surveyed, of the 10 volunteer groups who responded 4 considered them essential, and 2 considered the RFID machines to be not needed.

In busier libraries the RFID machines help to take pressure off the staff or volunteers by allowing library users to serve themselves. This can have a significant impact on the number of volunteers needed to maintain a library and also impacts the ability for volunteer library's to deliver their own systems as the RFID machines take the pressure off the counter PCs from where the volunteers run their own systems.

- We would get big queues at the front desk if we didn't have these
- Some advantages during lockdown, but many customers want the human contact.



Book stock

Offer described in the Cabinet report 2014:

For Co-delivered libraries the offer is - Book and material stock, and circulation. Associate libraries may remain on the library catalogue system, the book stock will not be transferred to the independent library as the stock may be requested by any library user in the city. Alternatively Associate libraries may prefer to have their own cataloguing system. There is a small annual component of the grant each year for the Associate libraries.



Evaluation of book stock provision:

Feedback from the volunteer libraries in the recent survey includes:

- Duplicates definitely not wanted though – it's a waste of money. Can we influence this please?
- Important for stock control eg discarding old/tatty books /
- Insufficient reference to and involvement with local Staff - should be able to choose own stock relating to area needs /
- Important to demonstrate the strength of public libraries

Associate libraries consider the provision of new books via the grant to be very important and a strong show of support from the Council. Co-delivered libraries would like more say in what books are purchased for them

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