

Strategy and Resources Policy Committee

Tuesday 30 August 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 working 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
30 AUGUST 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 - 26)
To approve the minutes of the last meeting of the Committee held on 5th July, 2022
 - 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
 - 7. Retirement of Staff** (To Follow)
Report of the Executive Director, Resources
 - 8. Work Programme** (Pages 27 - 48)
Report of the Director of Legal and Governance
- Formal Decisions**
- 9. Overview of Performance Management Arrangements and Progress Against the One Year Plan** (Pages 49 - 60)
Report of the Director of Policy, Performance and Communications.
 - 10. Council Delivery Plan** (Pages 61 - 156)
Report of the Director of Policy, Performance and Communications.
 - 11. Becoming an Anti-Racist City: Sheffield City Council initial response to the Race Equality Commission** (Pages 157 - 168)
Report of the Director of Policy, Performance and Communications.

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| 12. Ombudsman Final Report and Transitions Update and Improvement Programme
Report of the Executive Director, People | (Pages 169 -
180) |
| 13. Bid for the Department for Education Children's Home Capital Fund
Report of the Executive Director, People | (Pages 181 -
192) |
| 14. Capital Approvals for Month 03 2022/2

Report of the Executive Director, Resources | (Pages 193 -
208) |

For Information

- | | |
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| 15. Minutes of the Strategy and Resources Urgency Sub-Committee held on 8 August 2022 | (Pages 209 -
210) |
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NOTE: The next meeting of Strategy and Resources Policy Committee will be held on Wednesday 12 October 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 5 July 2022

PRESENT: Councillors Terry Fox (Chair), Julie Grocutt (Deputy Chair), Angela Argenzio, Douglas Johnson (Group Spokesperson), Shaffaq Mohammed (Group Spokesperson), Joe Otten, Mick Rooney, Martin Smith, Richard Williams and Paul Wood

1. APOLOGIES FOR ABSENCE

1.1 An apology was received from Councillor Bryan Lodge.

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 Councillor Julie Grocutt wished to state for openness and transparency that she had been involved with residents regarding Clough Dike item stated on the forward plan.

4. MINUTES OF PREVIOUS MEETING

4.1 Minutes of the previous meeting were agreed to be a true record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 Ibrar Hussain submitted an electronic petition containing 63+ signatures, requesting a surcharge for taxis in Sheffield due to the rising fuel prices and cost of living.

5.2 A verbal response was provided from Councillor Joe Otten who stated that a proposal was being worked on surrounding the surcharge and recommended for the petitioner/s to provide some calculations on a proposed surcharge to be considered.

5.3 Nigel Slack attended the Committee and asked the following question which was answered by the Chair:

5.4 Q: I have asked many questions of Council over the last 12 years and have always tried to pitch these in a positive and helpful way. This is therefore one of the most difficult questions I have ever laid before you.

Recent events around the actions and the disciplinary disposition of

the Chief Executive of this Council have been deeply troubling to colleagues in the community and to many others.

The actions for which the Chief Exec was recently called to account drove a coach and horses through the Nolan Principles of Public Life. The fact that City Councillors and 'so-called' business leaders in the city were prepared to ignore those principles for the sake of expediency is a stain on the reputation of this city and of this Council.

There is an implicit precedent being set that the Nolan Principles are somehow malleable and can be ignored by any member of this Council, elected or employed in the right circumstances.

Adherence to the Principles should not be a matter of expediency, not a matter of what suits either the power brokers of the business world or the political leaders within the administration.

They are a definition of a moral way of working and behaving in public life and an ethical framework for this Council. Sheffield has now lost its moral compass.

We are all of us human and we all make mistakes but, the deliberate flouting of any one element of the Nolan Principles diminishes them all and, in choosing to be loyal to the diktat of the Cabinet Office rather than being honest and open with her current employer does not reflect well on her judgement or her loyalty to the city.

Questions need to be asked but the cloak of secrecy around the issues and the investigations in this matter make it almost impossible to get the answers needed. Rumours abound and are problematic and trust in the Council is once more being lost.

I do not see a way in which the Chief Exec can reclaim her integrity, her reputation or the city's trust and I believe her position will only become more and more untenable, unless there is greater transparency over the report and the disciplinary decision.

Will this Committee therefore reinforce this Council's commitment to the Nolan Principles as the ethical framework for the Council?

Will this Committee call on the Chief Exec to reconsider her position and take the step she should have taken in the first instance by resigning?

A: Thank you for your question. The CEO has apologised publicly and has faced questions from the media, Members, staff and public. The council formed a Committee which followed a process that would in any other employment rights be followed. The Committee considered many issues, including the Nolan Principles and came to a decision which I respect and that is the decision of which I release my public

statement. The Committee was made up of experienced and senior Members of the council and I would like to take the opportunity to thank those Members. We will now move forwards and the CEO has stated to Members across the council that if they wish for a 1 to 1 meeting then she is happy to do this. I stand by my statement, the CEO's statement and our joint statement. Thank you very much for your question.

5.5 Robin Hughes attended the Committee and asked the following questions which were answered by the Chair:

5.6 Q: This committee will consider a proposal to demolish the former John Lewis car park. This may seem premature, as the Council's application for a Certificate of Immunity from Listing has not yet been decided. It could be misunderstood as second-guessing that decision, even though it may be sensible to secure a budget. The claim that clearing a site attracts development is also questionable. Rushing to demolition has often left unsightly vacant plots for many years, for example Sheaf House, Dyson House and the Castle Market buildings.

The Council benefits from professional and expert officers, but years of savage cuts have depleted the resources available to assess historic and architectural significance. The very limited assessment of the John Lewis building is a recent illustration: the Council does not seem to have realised the significance of what it had. There are experts in the city, including the Council's own Conservation Advisory Group, ready to support officers on a voluntary basis and help to ensure that the city makes the most of its rich and varied historic environment.

Q1: If this committee approves the demolition proposal, will you require that any planning application or other preparation for demolition occurs only after the listing status of the building has been determined, and after there is a firm and financed proposal for whatever will replace it;

Q2: How best can local expert volunteers help the Council to assess the historic and architectural significance of assets in advance of proposals being made.

A: No decision has been taken to demolish the John Lewis car park. At this stage the committee is being asked to consider an outline business case only to allocate funding to enable tendering, survey and feasibility work to be undertaken. A full business plan will be developed should the survey work identify that demolition is possible/feasible/desirable. The full business plan will be brought to committee for decision at this point.

If it is decided to proceed with demolition of the car park, a planning application will be submitted. In assessing the planning application,

consideration will be given to the buildings historic character, significance and setting drawing on expertise from the Council's conservation and urban design teams and consultation with any statutory consultees such as Historic England.

Thank you for the questions and we will note those points.

5.7 Ruth Hubbard submitted the 5 questions in advance of the meeting but was not present at the meeting itself. The Chair stated that a written response would be provided to Ruth and highlighted that a response to Q4 may be out of time. The questions submitted were as follows:

5.8 Q1. Given the strategic and coordinating role of the Strategy and Resources Committee, what information or suggestions have been fed back so far from either policy committees, outside organisations (or the couple of LAC meetings there have been since the last report) to help flesh out the council's approach to the cost-of-living crisis. (I know the governance arrangements are new for everyone, so my question is about effective coordination, connections and avoiding silos in developing strategies and action plans)?

Q2. There is a lot in the report (and the previous one) by way of commentary, organisational arrangements, inputs and activities. There is less that brings clear strategic focus or ambition in terms of targets or outcomes (that would then help flesh out relevant activities and outputs, and the evidence, monitoring, and data that goes with these). Would it be helpful to identify clear outcomes or targets as a starting point, even if these are amended or shaped by others in an iterative process? At the moment things seem a little 'muddy' eg the risk analysis (and mitigations) is necessarily limited as it's not clear what it's analysing, and an EIA seems to still be in preparation so can't be integrated into targets or actions as yet. Or am I somehow reading the report wrong, or expecting too much at this stage?

Q3. Given the clear links with health (and mention of 'prevention'), has anyone suggested an outcome/target to at least maintain community health and wellbeing through the cost-of-living crisis? Or a potential target/outcome in relation to the council using its influence to support larger businesses in the city to identify and take appropriate cost of living crisis actions under things like corporate social responsibility policies?

Q4. An early test of council action on the cost-of-living crisis seems to be potentially unfolding in Hillsborough in relation to Tramlines. There has been an outcry from local (residents and) businesses - some of whom say they are right on the edge of crisis anyway - because Tramlines has decided to allow no-one who attends the festival to leave and re-enter the site. So whilst on-site (and likely over-priced) festival traders will benefit from a captive audience, local businesses

in Hillsborough say their trade will be decimated through the festival period and as people understandably avoid the whole area - Hillsborough businesses will not benefit from Tramlines. There is not even a guarantee that it will be Sheffield local businesses that are on site at Tramlines - Lidl, for example, is on the festival site, not a Sheffield or Hillsborough local grocer. So it appears that under pressure Hillsborough local businesses will suffer for the benefit of corporate profits (and the benefit and convenience of Tramlines?). Far from using the leverage that the council has through its interpretation of Licensing, and through the Safety Advisory Group (leverage that the cost of licensing strategy says will be used), the council appears to be backing Tramline's business decision and is doubling down (citing public safety but with no apparent evidence), instead of pursuing a win-win solution that includes supporting struggling local Hillsborough traders. Other cities, for example Portsmouth, have recognised the importance to local businesses of ensuring re-admissions to its Victorious music festival in the city. Will the council now make its cost-of-living strategy meaningful by taking immediate action to protect struggling Hillsborough local businesses and the impact of Tramlines?

Q5. The language of Gold and Silver Command seems to add nothing. It only sounds, unhelpfully, a little macho and, of course, also resurrects terms that were in use during the worst part of the street tree scandal. Can these be dropped?

5.9 Bridget Ingle submitted 1 question in advance of the meeting but was not present at the meeting itself. The Chair stated that a written response would be provided to Bridget.

5.10 Q1: 'Would the committee consider a street art project for the Barkers Pool car park prior to demolition?

Phlegm's 2019 Mausoleum of the Giants installation in the Eye Witness Works on Milton Street (prior to redevelopment) was phenomenally successful. It attracted 12,000 visitors who queued for up to 4 hours with people travelling from as far away as New York, Italy and Norway.

This pilot project could redefine how Sheffield City Council engages with its street artists by reducing graffiti tagging which is expensive to remove.

6. RETIREMENT OF STAFF

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

6.2 **RESOLVED UNANIMOUSLY:** That the Strategy and Resources 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;

City Futures		
Alan Williams	Project Officer, Culture and Environment	32
Martin Wood	Asset Strategy and Performance Team Manager	37
Operations		
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
People Services		
Susan Billard	Primary School Assistant, Lydgate Junior School	24
Sandra Hope	Assistant Headteacher, Angram Bank Primary School	22
Resources		
Kath Greenwood	Personal Assistant to Director of Human Resources and Customer Services	21
Angela Hall	Trade Union Convenor	55

- 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.

7. WORK PROGRAMME

7.1 The Chair introduced the item and asked the Committee if there were any questions surrounding the Work Programme detailed in the report. None were raised.

7.2 **RESOLVED UNANIMOUSLY:** That the Strategy and Resources Committee note that:-

1. With reference to issues raised in the report, consideration be given to any further additions or adjustments to the work programme presented at Appendix 3.
2. The committee's work programme as set out in Appendix 3 of the report be agreed.

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.

8. PRIORITIES FOR THE YEAR AHEAD

- 8.1 The Director of Policy and Performance presented the report which set 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.

A package of reports will be submitted to the next meeting of the Committee to look at organisation performance. This would include a first draft of the Corporate Plan and form the basis for Policy Committee's to look at areas of improvement in more detail.

- 8.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy 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.

8.3 Reasons for Decision

- 8.3.1 The recommendations are designed to ensure the council has a clear strategic direction and focus for the immediate period, as well as forming a solid foundation for the ongoing development of the Corporate Plan, a first draft of which is due to be considered by Strategy and Resources Committee on 30 August. By approving these priorities, the committee will also ensure that the work of the organisation is focused on those policies and activities that will help to deliver for the people and communities of Sheffield.

8.4 **Alternatives Considered and Rejected**

- 8.4.1 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.

9. **MEDIUM TERM FINANCIAL ANALYSIS AND COMMITTEE BUDGET RECOMMENDATIONS**

- 9.1 The Director of Finance and Commercial Services presented the report which provided the committee with an overview and set out the medium term financial position for the Council and proposed how individual Policy Committee budget targets for 2023/24 are set.

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

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.

9.3 **Reasons for Decision**

- 9.3.1 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 Page 59 Page 16 of 33 be the most equitable and likely for ensuring a balanced budget is delivered for 2023/24.

9.4 **Alternatives Considered and Rejected**

- 9.4.1 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.

10. **MONTH 2 BUDGET MONITORING AND 2021/2 OUT-TURN**

- 10.1 The Director of Finance and Commercial Services presented and spoke on the Outturn element of the report, which provided the outturn monitoring statement on the City Council's Revenue and Capital Budget Outturn as at the end of Month 12, 2021/22. The report also provided an update of the Council's Treasury Management activity in 2021/22 and set out expectations for the coming of the year.

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

1. Note the updated information and management actions provided by the report on the 2021/22 Revenue Budget Outturn as described in the report;
2. Approve carry forward requests for 2 items in the People portfolio
 - a. £700k underspend for Local Area Committees and
 - b. £972k unspent grant monies to support Clinically Extremely Vulnerable individuals.
3. Note the updated information and management actions provided by the report on the 2021/22 Capital Programme Monitoring as described in Appendix 1 of the report.
4. Note the annual Treasury Management Outturn report for 2021/22 as described in Appendix 2 of the report.

10.3 **Reasons for Decision**

10.3.1 To record formally changes to the Revenue Budget and the Capital Programme.

10.4 **Alternatives Considered and Rejected**

10.4.1 Several 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.

11. **COST OF LIVING CRISIS STRATEGY AND ACTION PLAN**

11.1 The Director of Policy and Performance presented the report which provided the Strategy and Resources Committee with an update on Sheffield's response to the cost-of-living crisis.

Following the decisions made at the S&R Committee meeting on 31st May 2022, incident-style response arrangements have been established with the first citywide Cost of Living (CoL) Crisis Strategy Group meeting on 23rd June.

The CoL Crisis Strategy Group developed a draft action plan for S&R Committee to consider which outlines the actions we are and will take as a city to support communities across Sheffield. This will continue to develop over the coming months based on evidence and insight from our Page 51 Agenda Item 12 communities about the support they need and to ensure we prepare as best we can for additional cost of living pressures in the winter.

Finally, the paper provided an outline of the Food Access Plan for Sheffield, which will focus on the themes of responding to immediate need, responding to underlying causes of food poverty and coordination and capacity building. The Food Access Plan will ultimately form part of the city's new Food Strategy (expected Sept 2022) but S&R Committee are asked to agree the outline focus and initial investments.

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

1. Notes the work that has been done to establish an incident response-type 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 group chaired by the Leader of the Council and a tactical partner group led by a senior SCC officer.
2. Endorses the strategic aims, objectives, principles and draft action plan that have been developed in response to this work, as set out in Appendix 1 and Appendix 2 of the report which will be developed further in collaboration with partners.
3. Agrees the outline Food Access Plan and proposed funding allocations

as set out in paragraphs 21-24 and Appendix 3 of the report.

4. To the extent that further decisions reserved to this Committee will be required in order to finalise and implement the action plan, delegates authority to take those decisions to the Director of Policy, Performance and Communications, in consultation with the chair of the Strategy and Resources Committee following discussion with the Cost-of-Living Crisis strategic group.

11.3 Reasons for Decision

- 11.3.1 The recommendations build on the commitments made by the Strategy and Resources Committee on 31st May to support Sheffielders through the cost of living crisis. Working with communities and partners across the city, the recommendations ensure that SCC will play a leading role through the strategic and tactical incident-type response.
- 11.3.2 The recommendations also propose investments in supporting food access in the city in line with the developing Food Access Plan.

11.4 Alternatives Considered and Rejected

- 11.4.1 Focus the Food Access Plan purely on immediate need and allocate the full £200k to purchase food. This would support food banks in the short term but would not address any of the systemic issues or underlying causes of food poverty. The approach proposed seeks to strike a balance between addressing underlying causes, building capacity within the current system and ensuring that food banks and food relief projects are able to cope with anticipated increase in demand.
- 11.4.2 Focus the Food Access Plan and resource purely on prevention and addressing the underlying causes of food poverty. There is consensus that prevention should be a priority and that in an ideal world there would be no need for food banks to exist. However, the reality of the current cost of living crisis means this is no short term prospect of eliminating poverty and there is a very real need for emergency food support that cannot be ignored. These proposals mean that we can provide real support to food banks in the short term so that emergency food provision is accessible to those who need it, but where possible can also try to continue to shift away from a dependency model of emergency food provision to one of prevention.
- 11.4.3 Do nothing. The cost of living crisis affects those on the lowest incomes the most as they have the least amount of disposable income. As food is often one of the more flexible items in a household's budget (compared to rent or utility bills for example) this often leads to food poverty and households being unable to purchase sufficient nutritious food for their needs. This has both physical and mental health consequences.

12. CAPITAL APPROVALS FOR MONTH 2 2022/23

12.1 The Finance Manager presented the report which provided details of proposed changes to the existing Capital Programme as brought forward in Month 02 2022/23.

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

1. That the committee approve the proposed additions and variations to the Capital Programme listed in Appendix 1 of the report.
2. That the committee approves the council entering into agreements to provide funding to 3rd parties as identified in Appendix 2 of the report; and
3. In connection with the South-West Bus Corridors Scheme, requests the Transport, Regeneration and Climate Policy Committee to consider the concerns expressed at this meeting in relation to the impact on businesses of introducing 12-hour bus lanes within that Scheme.

12.3 **Reasons for Decision**

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

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

12.4 **Alternatives Considered and Rejected**

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

13. CONTINUED SUPPORT FOR VOLUNTEER RUN LIBRARIES 2022 - 2023

13.1 The Chair introduced the report and asked if there were any questions. Councillor Richard Williams asked for the word 'urgent' to be added to the distribution matter outlined in recommendation 2, this was agreed.

The purpose of the 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.

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

1. Notes that the funding for the proposed grant payments in this report were included in the Council's budget report in March 2022.
2. Approves the establishment of a fund and the **urgent** 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 the report.
3. 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 the report.

13.3 **Reasons for Decision**

- 13.3.1 The current arrangements for Associate and Co-delivered libraries expired on 31st March 2022.
- 13.3.2 Continued support will increase the likelihood of all the volunteer run libraries remaining open and vibrant for the year 2022-2023.
- 13.3.3 The Libraries, Archives and Information service is undertaking a Full Service Review, and any implications of this review for Associate and Co[1]delivered libraries will be the subject of future reports and recommendations.
- 13.3.4 Continued support for Associate libraries will give added confidence to trustees and volunteers, at a point they are taking on board lease responsibilities.
- 13.3.5 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.
- 13.3.6 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.

- 13.3.7 The proposal will ensure the standards and controls relating to the operation of the Council's Library Management System by volunteer libraries are maintained.

13.4 **Alternatives Considered and Rejected**

- 13.4.1 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 option

- 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.

- 13.4.2 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 – i.e. reduced access to training, governance support, ensuring compliance with data protection, equalities.

- 13.4.3 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.

14. HOUSING SUPPORT FUND

14.1 The Director of Housing Services presented the report to update the Committee of the latest and future allocation of funding received from the Department of Work and Pensions (DWP) known as the Household Support Fund (HSF).

The purpose of the report was to seek approval from the Strategy and Resources Committee to spend the Housing Support Funding from DWP in line with the spending plan detailed in this report and, following the same spending priorities that have been previously undertaken through Housing Support funding.

The report also informed the Committee of a new requirement, to deliver at least one third of the fund to households, to pension age individuals.

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

1. Approves delivery of a programme of support funded from the Household Support Funding for the period 1 April 2022 to 30 September 2022 in line with the report from the allocations totalling £5.204m from the Department for Work and Pensions (DWP).
2. Subject to the Department of Work and Pensions guidance and grant eligibility of spend remaining the same for the period from 1 October 2022 to 31 March 2023, approves delivery of a programme of support funded from the Household Support Fund for that period in line with the report from the allocations for that period in the same proportions as outlined in the report.

14.3 Reasons for Decision

14.3.1 The recommendations presented to the Strategy and Resources Committee will enable Sheffield City Council to provide the funds to support vulnerable households in the city to meet immediate needs and help those who are struggling to afford food, energy and water bills, and other related essentials through the cost of living crisis.

14.4 Alternatives Considered and Rejected

- 14.4.1 This report provides a detailed proposal and delivery that officers, in consultation with elected members, believe to be the best way of delivering the Household Support Fund



Report to Strategy & Resources Committee Insert date

Report of: Gillian Duckworth, Director of Legal and Governance

Subject: Committee Work Programme

Author of Report: Craig Rogerson, Principal Democratic Services Team Manager

Summary:

The Committee's Work Programme is attached at Appendix 1 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.

Recommendations:

1. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
2. That consideration be given to the further additions or adjustments to the work programme presented at Part 2 of Appendix 1;
3. That Members give consideration to any further issues to be explored by officers for inclusion in Part 2 of Appendix 1 of the next work programme report, for potential addition to the work programme; and
4. that the referrals from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed responses set out be agreed.

Background Papers: None

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 1 due to the discretion of the chair; or
- within the body of this report accompanied by a suitable amount of information.

2.0 References from Council or other Committees

2.1 Any references sent to this Committee by Council, including any public questions, petitions and motions, or other committees since the last meeting are listed here, with commentary and a proposed course of action, as appropriate:

Issue	Community Safety Incident Protocol
Referred from	Resolution of Council on 20 July 2022
<i>Details</i>	(k) resolves, therefore, to request that the Strategy and Resources Policy Committee should consider developing a clearly defined Community Safety Incident Protocol, within the next three months, and review the current community safety support structures;

<i>Commentary/ Action Proposed</i>	A Community Safety Incident Protocol was considered and agreed by the Community Safety Partnership Board, including the Chair of the Communities, Parks and Leisure Policy Committee, South Yorkshire Police and partners on 15 July 2022. Proposed Action: Note that a protocol is now in place.
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Issue	Pride in Sheffield
Referred from	Resolution of Council on 20 July 2022
<i>Details</i>	<p>A link to the full resolution is available here: (Public Pack)Resolutions passed at the meeting of the Council held on 20th July 2022 Agenda Supplement for Council, 20/07/2022 14:00 (sheffield.gov.uk)</p> <p>Extract in respect of this Policy Committee:</p> <p>(i) supports the health and wellbeing of LGBTQ+ Sheffielders by asking the Policy Committees, in considering Public Health functions, to have regard to:- (i) supporting existing and new spaces, clinics, and pop-up clinics that support LGBTQ+ Sheffielders' physical, mental, and sexual health;</p> <p>(ii) providing information about sexual health, housing, and support for LGBTQ+ people, with specific information about support available for LGBTQ+ people of colour and those who are HIV+;</p> <p>(iii) including information and support for those who have been sexually assaulted or experienced domestic violence as a result of their sexual or gender identity;</p> <p>(iv) existing established health services needing to ensure staff are trained in supporting LGBTQ+ Sheffielders who have sadly gone through sexual assault or domestic violence as a result of their sexual and/or gender identity;</p> <p>(v) investigating ways this Council can help the HIV+ community access support and the support around the wide variety of other issues faced by the LGBTQ+ community and raised within this motion; and (vi) our belief that good services supporting young LGBTQ+ people, such as SAYiT, that provide them with a safe space and the ability to make lifelong friends in the community, are critical;</p> <p>(k) believes that Sheffield Council, as an inclusive organisation:- (i) should include a gender-neutral toilet facility whenever possible in Council buildings, separate to disabled toilets so as to not impact or restrict on disabled</p>

	<p>toilet access for disabled people, with private and safe locking cubicles for all, and therefore asks the Strategy and Resources Policy Committee to consider this as and when they consider any policy or capital decisions on our corporate estate or future capital works;</p>
<p><i>Commentary/ Action Proposed</i></p>	<p>The Council via the Equalities and Engagement Team, has supported a range of events in the past year including relating specifically to the LGBTQ+ community in Sheffield, this will be outlined in our Annual Equality Report 2021/22 which will go to the Strategy and Resources Committee in 2022.</p> <p>We currently grant fund LGBT Sheffield, as part of the Equality Partnership for its engagement work in the city. The People Portfolio also grant fund Sayit to support LGBTQ+ young people. We gave small grants in 2021/22 to and supported Pinknic does Pride an event held in the city centre in July, Trans Day of Remembrance and IDAHOBiT. We also support a range of awareness days & months such as LGBT History Month and Pride Month.</p> <p>In June 2021, in collaboration with LGBT Sheffield, set up and supported an LGBT+ survey about experiences in COVID, which also asked about general facilities for LGBT+ people. Through this survey and the wider work through the Equality Partnership it has helped in establishing what support and facilities people in Sheffield said they would like to see.</p> <p>Within the next year we will continue to work with Members and via the Strategic Equality and Inclusion Board to take forward the elements of this resolution relating to our LGBTQ+ staff, residents, and visitors and embed them as appropriate within our Equality Objectives and Equality and Engagement delivery plan including our work on Awareness Days. Also, we produce an internal and external equality newsletter that people can sign up to if you want to read about work across all areas of equality, contact the Equality and Engagement team to find out equalitiesandinvolvement@sheffield.gov.uk</p> <p>Action: That the resolution of Council and the range of activity currently being undertaken be noted and officers be requested to continue to work with Members and via the Strategic Equality and Inclusion Board to take forward the elements of this resolution relating to our LGBTQ+ staff, residents, and visitors and embed them as appropriate within our Equality Objectives and Equality and Engagement delivery plan including our work on Awareness Days.</p>

Issue	Pension Divestment
Referred from	Petition referred from Council 20 July 2022
<i>Details</i>	Joint electronic and paper petition containing 197 signatures, requesting action on pension divestment.
<i>Commentary/ Action Proposed</i>	That, due to the nature of this matter, it is more appropriate that the Finance Sub-Committee be requested to consider this matter. Action: Agree that Finance Sub-Committee consider this matter.

3.0 Member engagement, learning and policy development outside of Committee

3.1 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

Appendix 1 – Work Programme

Part 1: Proposed additions and amendments to the work programme since the last meeting:

New Items	Proposed Date	Note
Race Equality Commission Report – Council Response	S&R October 2022	Initial council response to S&R on 30th August. More detailed response, allowing us to reflect and take time to consider a comprehensive response, including action plan, to the REC recommendations as a whole organisation to be submitted to S&R in October.
Substance Misuse	S&R October 2022	The decision to accept grant approval will be taken at Finance Sub on 6/9. This additional item is to agree the strategic objectives on Substance Misuse.
Local Plan	Special S&R in mid November	Special committee in order to progress the draft Local Plan through its SCC internal approval process in Oct/Nov before public consultation. Special TRC Policy Cttee to also be arranged for early November. To Full Council on 14 December
Amended Items	Proposed Date	Note
Stocksbridge Towns Fund	S&R October 2022	Moved from Finance Sub-Cttee on 6/9.
Budget Monitoring Month 4 including Month 3 Collection Fund Report	Finance Sub 6 Sept 22	Item to be considered by Finance Sub- Committee to allow S&R Committee to spend time on the Delivery Plan and on the longer-term planning items
Capital Approvals Month 4	Finance Sub 6 Sept 22	As above
Council Tax Support Scheme Review	Finance Sub 6 Sept 22	As above
Appropriation of the former Bole Hill View Older Persons' Residential Home for housing purposes.	Finance Sub 6 Sept 22	As above
Disposals Framework – Policy on disposal of Council Property	Finance Sub 6 Sept 22	As above
Accommodation Strategic Review	Finance Sub	Item moved from September Finance Sub-Committee to November meeting

	7 November	
Customer Experience (and Contact Centre Improvement)	Removed from Work Programme	Removed as now to be picked up as a strand of the proposed Delivery Plan to be considered by S&R.
Substance Misuse Services – Investment & Strategy	Finance Sub 6 Sept 22	To accept the allocation of funding from the Office of Health Improvement and Disparities (OHID) to further develop the local drug and alcohol treatment and recovery system.

Part 2: List of other potential items not yet included in the work programme

Issues that 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	
Description	
Lead Officer/s	
Item suggested by	<i>Officer, Member, Committee, partners, public question, petition etc</i>
Type of item	<i>Referral to decision-maker/Pre-decision (policy development/Post-decision (service performance/ monitoring)</i>
Prior member engagement/ development required <i>(with reference to options in Appendix 2)</i>	
Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 3)</i>	
Lead Officer Commentary/Proposed Action(s)	

Part 3: Agenda Items for Forthcoming Meetings

Meeting 4	Wednesday 12 October	Time				
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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
Budget Monitoring Month 5		Ryan Keyworth / Jane Wilby	Decision			This Committee
Capital Approvals Month 5		Ryan Keyworth / Damian Watkinson	Decision			This Committee
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
City Strategy		James Henderson / Diana Buckley	Referral to decision-maker		Significant engagement activity with partners and communities underway	Full Council?

Approach to Engagement and Involvement		James Henderson	Decision			
Decision on Occupational Health Contract		Mark Bennett	Decision			
Race Equality Report – Sheffield City Council’s response	Initial council response to S&R on 30th August. This is the detailed response, allowing us to reflect and take time to consider a comprehensive response, including action plan, to the REC recommendations as a whole organisation.	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
Stocksbridge Towns Fund	To accept and spend the funding associated with the Stocksbridge Towns Fund ahead of formal approval by Government	Ben Morley	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 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 (with reference to options in Appendix 1)	(re: decisions) Public Participation/ Engagement approach (with reference to toolkit in Appendix 2)	Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer
Treasury Management 6-monthly report		Ryan Keyworth / Jane Wilby	Decision			This Committee
Budget Monitoring Month 7		Ryan Keyworth / Jane Wilby	Decision			This Committee
Capital Approvals Month 7		Ryan Keyworth / Damian Watkinson	Decision			This Committee
2023/24 Budget – Final Sign-off		Ryan Keyworth / Liz Gough	Referral to decision maker	Requires Policy Committee budget proposals to be complete – Includes		Full Council on 1 March (Budget Council)

				the HRA Business Plan		
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 6	Tuesday 24 January	Time				
Topic	Description	Lead Officer/s	Type of item	(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"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 			<ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Budget Monitoring Month 8		Ryan Keyworth / Jane Wilby	Decision			This Committee
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> 					
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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
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> 					

	<ul style="list-style-type: none"> [any other committee-specific standing items eg finance or service monitoring] 					
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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	Tammy Whitaker/N	Pre- decision policy development	All Committee briefing		

	future management and use and retention/disposal of associated properties	athan Rodgers				
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 and optimisation of Council's operational property portfolio. Decision on future management use/disposal and investment in locality property	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		
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, Environment, Highway benefits, Strategic Mandate likely to be required	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 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)
Stocksbridge Towns Fund	To accept and spend the funding associated with the Stocksbridge Towns Fund ahead of formal approval by Government	Ben morley	Decision			Finance 6 Spetember
Confirm System Re-contract		Jessica Kavanagh				
Appropriation of the former Bole Hill View Older Persons' Residential Home for housing purposes.	With the site and building declared surplus to requirements, it is proposed that the site be appropriated. It is intended that the site will be used for the provision of new affordable homes as part of the Council's Stock Increase Programme.	Michael Hellewell	Decision			S&R or Finance September 2022

Continuing funding for volunteer run libraries 2022 2023		Nick Partridge	Decision			
Budget Items						
Budget Monitoring Reports		Jane Wilby	Monitoring			
Committee Budget Proposals		Liz Gough	Pre decision – budget development			
Budget Sign Off		Liz Cough	Decision			
Ombudsman Annual Report (1/7/22)						
HR System - Renewal of contract (September?)		Mark Bennett				
Organisational Health Update/Position Statement		Mark Bennett				
Workforce Strategy		Mark Bennett				

(from 6-9 months time)						
Future of Finance Systems		Ryan Keyworth				
Future of Revs and Bens System		Ryan Keyworth				
Digital Strategy (from 6-9 months time)		Mike Weston	<ul style="list-style-type: none"> Pre-decision (policy development) 			This Committee
Funding of Legal Services (6 months time)		Gillian Duckworth				
Change Programme (including review of 4 Change Projects)		Gillian Duckworth				
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 Luge for the delivery of Regional visitor Attraction at Parkwood Springs	Alan Seasman	Decision	Written briefing	TBC	This Cttee
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	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration

	matched by SCC funds. Highway and Parks collaboration needed					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

Appendix 2 – Menu of options for member engagement, learning and development prior to formal Committee consideration

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 3.

Appendix 3 – Public engagement and participation toolkit

Public Engagement Toolkit

On 23 March 2022 Full Council agreed the following:

A toolkit to be developed for each committee to use when considering its 'menu of options' for ensuring the voice of the public has been central to their policy development work. Building on the developing advice from communities and Involve, committees should make sure they have a clear purpose for engagement; actively support diverse communities to engage; match methods to the audience and use a range of methods; build on what's worked and existing intelligence (SCC and elsewhere); and be very clear to participants on the impact that engagement will have.

The list below builds on the experiences of Scrutiny Committees and latterly the Transitional Committees and will continue to develop. The toolkit includes (but is not be limited to):

- a. Public calls for evidence
- b. Issue-focused workshops with attendees from multiple backgrounds (sometimes known as 'hackathons') led by committees
- c. Creative use of online engagement channels
- d. Working with VCF networks (eg including the Sheffield Equality Partnership) to seek views of communities
- e. Co-design events on specific challenges or to support policy development
- f. Citizens assembly style activities
- g. Stakeholder reference groups (standing or one-off)
- h. Committee / small group visits to services
- i. Formal and informal discussion groups
- j. Facilitated communities of interest around each committee (eg a mailing list of self-identified stakeholders and interested parties with regular information about forthcoming decisions and requests for contributions or volunteers for temporary co-option)
- k. Facility for medium-term or issue-by-issue co-option from outside the Council onto Committees or Task and Finish Groups. Co-optees of this sort at Policy Committees would be non-voting.

This public engagement toolkit is intended to be a quick 'how-to' guide for Members and officers to use when undertaking participatory activity through committees.

It will provide an overview of the options available, including the above list, and cover:

- How to focus on purpose and who we are trying to reach
- When to use and when not to use different methods
- How to plan well and be clear to citizens what impact their voice will have
- How to manage costs, timescales, scale.

There is an expectation that Members and Officers will be giving strong consideration to the public participation and engagement options for each item on a committee's work programme, with reference to the above list a-k.



Report to Policy Committee

Author/Lead Officer of Report: *Nicola McHugh, Business Intelligence & Performance Manager*

Tel: 0114 205 6597

Report of: *James Henderson, Director of Policy, Performance and Communications*
Report to: *Strategy and Resources Committee*
Date of Decision: *30th August 2022*
Subject: *Corporate Performance Reporting 2021/22*

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? N/A				
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:- N/A				

Purpose of Report:

Report describes the approach to corporate performance reporting, an overview of performance against the One Year Plan during 2021/22 and an overview of the transition to performance monitoring of the Delivery Plan.

Recommendations:

That Strategy and Resources Committee receive regular reports providing an overview of performance against the organisation's key priorities. This should describe performance challenges, interventions taken, and the results of changes made.

That all policy committees including Strategy and Resources Committee should receive performance reports about services within their remit and should consider undertaking more detailed scrutiny of any areas of identified under-performance. In line with the Delivery Plan, it is recommended that Strategy and Resources Committee requires setting of appropriate targets for all performance measures.

Background Papers:

Appendix 1 – One Year Plan Measures Performance Measures, and Action and Progress Commitments

Appendix 2 – Q4 2021/22 Performance Report

Lead Officer to complete:-	
1	<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>Gillian Duckworth – Director of Legal and Governance</i></p> <p>Equalities & Consultation: <i>Laurie Brennan – Head of Policy and Partnerships</i></p> <p>Climate: <i>Will Stewart – Director of Investment, Climate Change and Planning</i></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	<p>SLB member who approved submission: <i>Kate Josephs, Chief Executive</i></p>
3	<p>Committee Chair consulted: <i>Cllr Terry Fox, Strategy and Resources Committee Chair</i></p>
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> <p>Lead Officer Name: <i>Nicola McHugh</i> Job Title: <i>Business Intelligence & Performance Manager</i></p> <p>Date: <i>19th August 2022</i></p>

PERFORMANCE MANAGEMENT REPORTING

1. This report sets out an overview of our approach to corporate performance management and our ambitions for the longer term in becoming a more performance-focused organisation to ensure that the activities of the Council are improving outcomes for the city of Sheffield.
2. It also sets out how our approach has been applied to the One Year Plan, with the aim of providing assurance to the Committee that performance is being effectively monitored, reported and challenged in a timely way.

IMPORTANCE OF PERFORMANCE MANAGEMENT TO SHEFFIELD CITY COUNCIL

3. We want SCC to have a strong sense of purpose, focused on making Sheffield a brilliant city, delivering our Strategic Goals and a prioritised set of outcomes that will be set out in our Corporate Plan. Having a robust performance culture at every level of SCC – from Members and the senior leadership team to every single member of SCC staff – is a vital component in ensuring that we are one team in which everyone knows their role, knows how they are performing and can be supported by their manager to be high achieving employees for the city
4. Performance management plays a critical role both in longer term strategic planning but also in day-to-day operational delivery. It should help us to understand our progress in delivering Member priorities and services to citizens by spotting and understanding issues of underperformance and what is causing them and most importantly, enable Sheffielders and Councillors to hold SCC to account for delivering for the city.
5. We have a corporate performance framework in place that assures organisational performance against our priorities but this should not be the only vehicle by which assurance is undertaken. If we are to truly create a performance culture that is embedded throughout the organisation, performance must be collectively and individually owned from Members through to services and down to individual officers.
6. We recognise that there is more work to be done in improving the ownership and management of performance and our focus over the next 12 months will be to ensure that performance management is embedded throughout the organisation and at all levels; from the Delivery Plan, to individual Committees through the Performance and Delivery Leadership Board, service plans and individual employee performance development plans.
7. We want to use performance information to assure ourselves on those holistic organisational outcomes that cross service boundaries and make sure that there is clear accountability for achieving those. As part of this we need to ensure cohesion with other performance frameworks that are in use such as the Public Health Outcomes Framework (PHOF).
8. We recognise the importance of including qualitative measures that reflect the voices and lived experiences of our citizens. We will capture and measure these through consultation and engagement, and the work of our Local Area Committees.

BACKGROUND TO PERFORMANCE MANAGEMENT FRAMEWORK

9. The full performance cycle extends beyond simply measuring and reporting, to encompass a process of assurance and continuous improvement. The Corporate Performance Framework has followed this 'plan, measure, report and review' approach (Figure 1). A successful Corporate Performance Framework provides good quality information and insight to describe how well services are being delivered in respect to timeliness, targets and the quality of the service provided. This provides assurance, facilitates and informs mature performance conversations at the appropriate level and identifies, and monitors actions to sustain and improve performance.



Figure 1: The Performance Management Cycle

10. The current Corporate Performance Framework was developed during late 2021 and has been in active use since February 2022. It has two elements; the Corporate Performance Report and the One Year Plan Progress Tracker. Both are structured around the themes, objectives and actions set out in the One Year Plan making it possible to track key performance indicators and progress against these commitments. The framework reaches council-wide, bringing together a large proportion of service delivery and activity undertaken by SCC, and it is therefore a central means by which the organisation is held to account. However, where functions and services do not feature strongly in the One Year Plan more detailed performance information continues to be monitored and reviewed by individual services, this should be reported to, and monitored by the relevant policy committee.

ROLE OF COMMITTEES IN PERFORMANCE MANAGEMENT

11. This is the first-time corporate performance has been brought to the Strategy and Resources Committee. It is anticipated that going forward regular reporting schedules

will be established. Performance reporting for Strategy and Resources Committee should go hand-in-hand with detailed service specific reporting and deeper dives into performance challenges provided for each of the individual policy committees.

MEASURING AND REPORTING OF THE ONE YEAR PLAN

12. The One Year Plan identified what we wanted to achieve (outcomes), it ensured there was focus on those activities and resources required to progress towards those outcomes and performance monitoring enabled us to measure and review this progress.
13. An overview of performance against the One Year Plan in 2021/22 is set out and includes both challenges and successful delivery of outcomes and achievements.
14. A set of 128 performance measures and 80 action and progress commitments have been developed to give the full understanding of organisational performance against the One Year Plan. These are shown in the attached document (Appendix 1). To measure progress against the One Year Plan there are two linked reporting tools: the Corporate Performance Report and the One Year Plan progress tracker. These are described below:

CORPORATE PERFORMANCE REPORT

15. This report maintains a focus on key performance indicators linked to broader strategic outcomes set out in the One Year Plan. Underpinning the key performance indicators are a set of 'foundational' measures designed to provide a more rounded view of organisational performance covering workforce; business processes, e.g. information governance, complaints, health and safety; and customer services. All measures should be high quality, with baselines, targets, trends and comparative information to determine 'what good looks like' and to assess progress against this. Whilst significant progress has been made to put these elements of the performance measures in place some aspects, such as targets for every measure are incomplete, therefore, this remains an area of continued focus during the coming year. Where possible, progress should be assessed at city-wide level and by individual Local Area Committee. Information should also be available for different groups of people (e.g. disabled people or people from black or minoritised ethnic backgrounds).
16. Measures included in the Corporate Performance Framework have been assessed for their quality against six areas:
 1. Relevance - How well does the measure relate to the statement in the One Year Plan?
 2. Timeliness - Is the measure updated frequently and/or in a timely enough fashion to provide useful insights for decision-makers?
 3. Data quality - To what extent can the data be relied upon to represent the true situation?
 4. Accountability - Is there an identified person or team responsible for delivering the measure?
 5. Comparability - Is it possible to compare performance on the measure with other local authorities or to previous years?

6. Control - To what extent do we have the ability to impact the measure performance?
17. The Corporate Performance Report brings together the performance measures, targets, comparators, metadata, and data quality information. Each measure is updated monthly or quarterly as appropriate and is published through Microsoft Power BI to ensure it is readily available to officers. All measures are reviewed at least once a quarter providing a frequent opportunity to highlight performance challenges, data and/or measure gaps, and performance successes and areas of good practice.

ONE YEAR PLAN PROGRESS TRACKER

18. To track actions and commitments (as opposed to service performance) from the One Year Plan, we have also developed a progress tracker report, which should be read alongside the Corporate Performance Report. Commitments included in this range from single actions through to those that are multi-faceted and cross-thematic, e.g. the development of a climate action plan. Quarterly updates are collated for each commitment from Directors and Heads of Service this is then BRAG (blue, red, amber, green) rated to enable progress to be tracked and summarised. The Progress Tracker is published through Microsoft Power BI and shows the latest performance position. Commitments delivered and those yet to be fully achieved are highlighted and the detailed position can be accessed. Snapshots of the Progress Tracker are taken at each quarter to enable retrospective review. In future, we intend to adopt a unified approach to performance reporting against the new Delivery Plan, incorporating both the corporate performance reporting and progress tracker.

REVIEW OF PROGRESS AGAINST ONE YEAR PLAN OBJECTIVES

19. The 'review' of progress against the One Year Plan objectives using the performance monitoring approach described enables a systematic understanding of where services and actions are being delivered and good progress has been made. It also allows the identification of those service activities where there are performance challenges and commitments are yet to be achieved. Once identified, challenges can be understood and plans developed for improvement.
20. Performance is reviewed regularly by officers at director, portfolio leadership team, and whole organisation levels. This includes a quarterly review of the whole performance management framework at the Performance and Delivery Board, which is used to identify specific areas for closer review during the quarter. Starting from this report to Strategy and Resources Committee, there will also be regular reporting of organisational and service performance to policy committees in future. A wider range of organisational performance reporting, including; finance, risk and HR is also carried out with regular reporting at the Strategy and Leadership Board, Performance and Delivery Board, Corporate Risk Management Group and portfolio and director levels.
21. The ongoing performance delivery challenges identified through the performance monitoring arrangement during 2021/22 have been taken forward along with a few additional delivery and development challenges as the focus of the Delivery Plan, so completing this performance management cycle and establishing the next.

OVERVIEW OF PERFORMANCE IN 2021/22

22. The following table shows the major performance challenges discussed at Performance and Delivery Board for the period covering Quarter 3 and Quarter 4 of 2021/22, arranged by One Year Plan theme. Challenges were identified through trends in the performance measures, variance from targets and by the Performance and Delivery Board. The Quarter 4 performance report is attached as Appendix 2 and provides more detail about the issues highlighted below.

Communities and Neighbourhoods	
Performance Area	Actions and Follow-up
Housing and Homelessness Number of homes acquired or built for council housing Number of households in temporary accommodation or B & B Homelessness presentations, relief outcomes and acceptances	Enquiries with responsible director(s), Service-led in-depth report for Performance & Delivery Board, identification of specific challenges for inclusion in the Delivery Plan
Repairs and Maintenance Service Backlog and proportion of repairs completed in time Average tenant satisfaction with overall Repairs and Maintenance Services and ease of reporting repair	Service-led in-depth report for Performance & Delivery Board, planning with responsible director to identify specific challenges for inclusion in the Delivery Plan
Education, Health & Care	
Performance Area	Actions and Follow-up
Children's Social Care Number of allocated cases Average social worker caseload Number of Children in Need	Update to be provided to Performance & Delivery Board following forthcoming review within service, planning with responsible director to identify specific challenges for inclusion in the Delivery Plan
Adult Social Care Timescales (median number of days) Proportion of ASC users who have had an annual review Total no. ASC users Average weekly cost of ASC package	Update to be provided to Performance & Delivery Board following forthcoming review within service, planning with responsible director to identify specific challenges for inclusion in the Delivery Plan
Adult safeguarding Proportion of Section 42 enquiries completed within 28 days	Service provided more detailed information to provide assurance
Climate Change, Economy & Development	
Performance Area	Actions and Follow-up
Number of apprenticeship starts	Service provided more information including how this is being considered in relevant Strategy
Our Council	
Performance Area	Actions and Follow-up

Contact centre Proportion of calls answered and average call waiting times	Service-led in-depth report for Performance & Delivery Board including detailed actions and monitoring of impact, planning with responsible director to identify specific challenges for inclusion in the Delivery Plan
Workforce Proportion of SCC workforce who have had a Personal Development Review in the past 12 months Required learning completion rates for all employees and managers Return to work interviews Agency spend	Keeping this under review

23. There were also some areas of particular strength noted and discussed at Performance and Delivery Board. In Education, Health & Care, these included; New Education, Health and Care Plans issued within 20 weeks and Proportion of eligible two- to four-year-olds benefiting from free early learning. Improvements in these areas have been significant and/or sustained despite taking place against a challenging background. In Climate Change, Economy & Development, strong performance was also evident in Business Sheffield engagement with businesses, and support provided around growth and transition to low carbon.
24. The following table summarises the progress made to actions and commitments and reported through the Progress Tracker to June 2022. Greater detail is provided for the Amber and Red rated commitments. Ratings across the One Year Plan indicate the majority of commitments are complete or underway: 59% of commitments are rated Blue or Green, 39% rated Amber and only 3% rated Red.

	Rating			
	Blue	Green	Amber	Red
Communities and Neighbourhoods	6 (32%)	8 (42%)	5 (26%)	-
Education, Health & Care	-	6 (33%)	11 (61%)	1 (6%)
Climate Change, Economy & Development	1 (5%)	15 (68%)	5 (23%)	1 (5%)
Our Council	2 (9%)	9 (43%)	10 (48%)	-
Blue	Commitment completed. Work has been undertaken that is over and above the commitment			
Green	Commitment completed			
Amber	Commitment not completed but work is in progress towards completion			
Red	Commitment not completed and no work currently planned to achieve commitment			

25. Commitments which were Amber or Red as of June 2022 are shown in the table below. A number of these commitments have a longer delivery period than one year or are multifaceted in nature and are therefore partially complete but on track to be delivered within timescale. Work is underway with the services to ensure a plan is put

in place to deliver the activities enabling the commitments which are currently red and amber to move through to be green and blue.

Communities and Neighbourhoods	
	<p>We will make it easier for our tenants to report issues and book repairs, ensuring the process from reporting the issue to it being resolved is transparent and seamless, and reducing our backlog of repairs by early 2022. To drive continuous improvement for residents, we will peer review our housing repairs service in autumn 2021.</p> <p>Support people with routes out of homelessness and rough sleeping with emergency and temporary accommodation in Sheffield</p> <p>Continue to work with communities on plans to regenerate Gleadless Valley and Page Hall</p> <p>Keep our neighbourhoods clean and tidy, giving LACs dedicated budgets to tackle fly tipping and graffiti.</p> <p>We will invest £2m per year over the next two years into Youth Services in Sheffield, working with Local Area Committees and young people to identify locally tailored opportunities.</p>
Education, Health & Care	
	<p>Work with schools to design a programme for children and young people whose education has been disrupted due to Covid-19, focusing particularly on where gaps have widened</p> <p>Work with schools, Further Education and youth services to ensure that young people have post-16 educational, employment and training opportunities.</p> <p>We will respond to the increasing numbers of vulnerable children, children in need of protection and Children Looked After by taking action to reduce the caseloads of children's social workers.</p> <p>Support more children and families at an earlier stage to prevent issues escalating.</p> <p>Be an exemplar corporate parent by taking a whole organisation approach to giving our Children Looked After the opportunities to reach their potential.</p> <p>We will deliver a long-term workforce plan which empowers and values our social care workforce and sets out how we will implement the Foundation Living Wage for all social care workers in the City.</p> <p>Invest in Occupational Therapists, Social Workers and Enablement Support, and Commissioning Support to enable people to live more actively and independently.</p> <p>Review our homecare services that we are delivering support that enables people to live independently at home in Sheffield.</p> <p>Improve our approach to transition of young people from children services to adult services.</p> <p>We will launch a city-wide drive to improve the attendance of our children and young people in early years, schools and post-16 settings.</p> <p>We will build better relationships with parents, deliver EHCPs within timescales, increase SEND places across the city and improve the transition to adulthood for more learners.</p>
	<p>Working with schools to reduce exclusions and delivering rapid improvements to inclusion</p>
Climate Change, Economy & Development	
	<p>Take some practical steps to address the climate emergency, retrofitting homes, promoting low carbon transport systems such as cycling and walking, decarbonising SCC buildings and supporting businesses to invest in low carbon.</p> <p>Assess every key decision we make for its impact on climate change.</p> <p>We will finalise our approach to the proposed Clean Air Zone as part of a wider package of interventions to improve air quality in Sheffield.</p> <p>Set out a long-term vision for the Supertram, ensuring essential maintenance of the network and developing plans to extend the network across Sheffield / South Yorkshire in partnership with the South Yorkshire Mayoral Combined Authority.</p> <p>We will develop an ambitious strategy for future skills, working in partnership with the region and linking to our status as a centre of excellence in innovation and advanced manufacturing</p>
	<p>We will support our buses and trams to recover from Covid so that people are able to confidently return to using the city's public transport network.</p>

Launch a whole city conversation on decision making in LACs and the new Committee System to give everyone a voice in the city's democratic future.

We will implement priority recommendations of the Race Equality Commission as a City Council to become a fair, inclusive organisation that reflects the diversity of the city we serve, and that tackles discrimination and prejudice wherever it is found.

Review how Covid funding from Government might be targeted to help people in the city through the financial 'cliff-edge', including by providing hardship payments to those affected by Covid and grants to community organisations who are helping those who are struggling.

Hold a city summit on poverty in Sheffield by end of October 2021, engaging all partners and stakeholders in agreeing the key actions we need to take to tackle poverty in Sheffield

We will be a strong, trusted partner, working with Sheffield's public institutions, the city's partners and communities to lead the city's recovery from Covid and create a shared plan for Sheffield's future. We will reset the way we work with our voluntary, community and faith sector partners, building a new strategic relationship.

Agree a plan by Autumn 2021 to manage the Council's land and physical assets to unlock resources and maximise the use of physical assets for communities.

We will establish a robust performance approach and culture in the organisation to drive improvement, accountability and deliver better services for Sheffielders.

Improve the ways in which people can get in touch with the council and improve the experience that they have when they do.

Ensure every member of staff has, as a minimum, an annual conversation with their manager on their performance, development needs and goals for the year and require senior managers to lead more cross-council pieces of work and commit time to talking to people and communities from across the city.

Have an LGA Peer Review in late 2021 [scheduled for November 2022].

TRANSITION TO PERFORMANCE MANAGEMENT OF DELIVERY PLAN

26. Performance management is essential to the success of Sheffield City Council delivering the priorities and ambitions set out in the Delivery Plan, which will be considered by the Strategy and Resources Committee on this agenda. Current performance baselines, targets and measures of success have been used in the preparation and development of the Delivery Plan. In part, this is about ensuring that the measures monitored at a corporate level relate to those managed within services, creating a hierarchy of measures through the organisation that are meaningful, appropriate and support delivery of the Delivery Plan. It is equally important that going forwards we continue to look at performance in a holistic way, drawing on insight from wider performance information, including but not limited to finance, risk and portfolio and service insight. Providing a way for relevant performance information to be brought together systematically and transparently assists the organisation to take decisions based on shared evidence and analysis. A refreshed Corporate Performance Framework will be put in place as part of the Delivery Plan reflecting the importance of both ongoing service delivery activity and the identified priority areas, ensuring continual visibility of up to date and pertinent performance information for decision-making.

RISK ANALYSIS AND IMPLICATIONS OF DECISIONS

27. The recommendations in the report do not of themselves have equality, financial and commercial, legal or climate implications. The information contained in the performance reports will enable further decisions to be taken which may have implications for the authority, at which point the implications will be fully considered.

ALTERNATIVE OPTIONS CONSIDERED

28. There were no appropriate alternatives to consider in the course of the work described and the recommendations that are made.

REASONS FOR RECOMMENDATIONS

29. To ensure that Strategy and Resources Committee contributes to the Performance Management process and drives improvement across the organisation.

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Report to Strategy & Resources Committee

Author/Lead Officer of Report:

Laurie Brennan, Head of Policy and Partnerships

Tel: 0114 2734755

Report of: *Chief Executive*

Report to: *Strategy and Resources Committee*

Date of Decision: *30th August 2022*

Subject: ***Our Sheffield: Delivery Plan 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 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 a proposed 2022/23 Delivery Plan for Sheffield City Council which is the first phase of a four-year improvement journey for the organisation. Over the next four years, we will make continuous improvements to our services and how we operate to make us ready to deliver our ambitious longer-term goals for the city.

The 2022/23 Delivery Plan identifies urgent performance challenges that SCC will prioritise and intensively focus on in the coming year to improve services for Sheffields. It also includes other key areas that we will continue to develop and support in the coming year, such as the development of our city centre or the working on a draft Local Plan.

The improvement journey will form the foundations to our new Corporate Plan which will give SCC a shared sense of purpose and priorities for the longer term.

Recommendations:

It is recommended that the Strategy and Resources Committee:

1. Agree the proposed Delivery Plan as the first phase of a four-year improvement journey for Sheffield City Council.
2. Ask Policy Committee Chairs to take ownership of the issues in the 2022/23 Delivery Plan that are aligned to their policy areas, overseeing performance and delivery of the milestones agreed in the Plan.
3. Agree to support the development of a new Corporate Plan for Sheffield City Council based on the administration’s strategic goals.

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>

Our Sheffield: Administration Priorities, Strategy and Resources Committee, 5th

July 2022, [https://democracy.sheffield.gov.uk/documents/b25924/Our Sheffield - Administration Priorities Tuesday 05-Jul-2022 14.00 Strategy and Resources Policy .pdf?T=9](https://democracy.sheffield.gov.uk/documents/b25924/Our%20Sheffield%20Administration%20Priorities%20Tuesday%2005-Jul-2022%2014.00%20Strategy%20and%20Resources%20Policy.pdf?T=9)

Lead Officer to complete:-					
1	<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> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Finance: <i>Liz Gough, Head of Service: Finance & Commercial Business Partnering</i></td> </tr> <tr> <td style="padding: 2px;">Legal: <i>Andrea Simpson, Corporate Governance Lawyer</i></td> </tr> <tr> <td style="padding: 2px;">Equalities & Consultation: <i>Adele Robinson, Equalities and Engagement Manager</i></td> </tr> <tr> <td style="padding: 2px;">Climate: <i>n/a</i></td> </tr> </table>	Finance: <i>Liz Gough, Head of Service: Finance & Commercial Business Partnering</i>	Legal: <i>Andrea Simpson, Corporate Governance Lawyer</i>	Equalities & Consultation: <i>Adele Robinson, Equalities and Engagement Manager</i>	Climate: <i>n/a</i>
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Climate: <i>n/a</i>					
<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	EMT member who approved submission:	<i>Kate Josephs, 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>Laurie Brennan</i>	Job Title: <i>Head of Policy and Partnerships</i>
	Date: 19th August 2022	

Purpose of report

1. This paper sets out Sheffield City Council's 2022/23 Delivery Plan which is the first phase of a four-year improvement journey for the Council.
2. The four-year improvement journey is vital to ensure that the services we deliver meet the expectations and needs of Sheffields and service users. We need to get the basics right and establish strong foundations if SCC is to become a high performing, good council for the city that then has the capability to achieve citizens' and Members' longer-term ambitions for Sheffield.
3. The Delivery Plan is the first step on that improvement journey. It identifies urgent performance challenges that SCC will prioritise and intensively focus on in the coming year alongside ongoing strategic issues (eg. climate change, city centre development) that SCC will continue to progress in the year ahead.

A four-year improvement journey to become a good, high performing council which delivers for Sheffields

4. On the 5th July 2022, Strategy and Resources Committee agreed a new draft set of strategic goals for Sheffield City Council which will form the basis of our new Corporate Plan. As part of the progress on the Corporate Plan and the delivery plan, we have revised and clarified the draft goals so that there are now six strategic goals that are underpinned by our ambitions to be a good council that delivers high quality services for all our citizens.



5. Building on the progress made in the One Year Plan, the strategic goals will become a fundamental part of the development of SCC as a council that is fit for purpose and is able to deliver for Sheffields. We need to put in place these key building blocks for SCC that will be vital to being a good, high-performing council:

- **Strategic goals** – describe SCC’s ambitions for the city and Sheffielders, giving the organisation a clear sense of purpose for what we are trying to achieve in everything we do
 - **Values** – our committed and skilled employees have together developed a new set of values for the organisation which describe what we stand for and guide how we do things, both individually and collectively, in every part of SCC:
 - People are at the heart of what we do
 - Openness and honesty are important to us
 - Together we get things done
 - **Corporate Plan** – aligned to our strategic goals, the Corporate Plan will reflect our city's strengths and challenges and echo the aims and ambitions of our communities. It will set out to Sheffielders, council staff, public institutions and businesses what we are going to do in the coming years, so that we can be publicly held to account for doing those things in a way that works for Sheffield (draft expected in Nov 2022).
 - **Improvement journey** – we know that we have to make concerted, continuous improvements to our services and how we operate if we are to be able to deliver ambitious longer-term goals for the city. This is about becoming a good council for Sheffield; for citizens and customers, partners, our employees, and Members.
6. We will shortly set out a longer-term Corporate Plan for Sheffield that better focuses SCC’s leadership and resources on the things that matter to Sheffielders and that make the most of the assets that our brilliant city has. But, as part of that, we need to modernise and renew how we work as an organisation, better connect to communities and tackle a number of service challenges which simply are not meeting the expectations of our customers.
 7. Over the next four years, we will transform SCC through with a phased programme of improvement, focusing on a small number of issues and challenges to make us a better council.
 8. Each phase of the journey will build upon the last to ensure that SCC becomes a high-performing council that continuously improves and can deliver for and with Sheffielders.
 9. The improvement journey will have four phases:
 - **STABILISE** (2022/23) - this is the focus of this year’s plan. In the coming year, we will build solid foundations, getting the basics right and doing the things that Sheffielders expect of us well. This means focusing on improving key services for the people of Sheffield; bringing stability to the council’s

budget with a sound financial plan; and making some rapid changes to our organisational design to ensure we are fit for the future.

- **EMBED** (2023/24) - focusing on improving service effectiveness and delivery across the organisation and a robust long-term financial plan.
- **GROW** (2024/25) - when we expect to have a stable financial position and a suite of highly effective services with a real focus on improving outcomes for the city’s people and communities.
- **FLOURISH** (2025/26) - when we intend to be the modern, high-performing council that the people of Sheffield deserve, delivering increasingly ambitiously for the city.



10. We will track progress during each phase through our performance framework, ensuring that Members through our Policy Committees can challenge and hold officers to account for delivering each phase of the improvement journey.
11. Approaching our planning in this way will enable us to stay focused on our longer-term ambitions and provide much needed stability for the organisation whilst allowing us to be fleet of foot to respond to emerging issues and new opportunities.

2022/23 Delivery Plan – stabilisation and targeted service improvement

12. As set out to S&R Committee in the ‘Our Sheffield: The Year Ahead¹’ report on the 31st May 2022, we are facing a number of immediate in-year challenges that we need to address, including:

¹ SCC (2022) *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>

- **Financial position** - our financial situation is incredibly challenging. We have a gap of around £53m for 2023/24 and this follows an overspend of £20m last year and a predicted £22m overspend this year.
- **Service performance** - we have some immediate performance and delivery challenges (as well as some areas of good performance). For example, despite recent improvements we have ongoing challenges in the performance of the contact centre, and with our Housing Repairs and Maintenance service. Homelessness will continue to be another area of ongoing performance challenge.
- **Structure and leadership** - our organisational shape design is not fit for purpose, with a need for stronger focus on delivery; ownership of cross-cutting strategic priorities (eg. prevention); and our senior leadership team has undergone significant change.
- **Decision making and governance** - the new governance of the organisation is still bedding in, with Members and officers learning how to operate within it.
- **Challenging context** – we are operating in a complex and challenging context in which our city and communities are experiencing significant financial strain due to rising energy and food costs and incomes not keeping up with the rate of inflation. We need to ensure that we have the focus and capacity to support communities who are most exposed to the cost-of-living crisis.

13. The 2022/23 Delivery Plan in Appendix 1 identifies **urgent performance challenges** that SCC will prioritise and intensively focus on in the coming year to improve services for Sheffielders. These areas of performance challenge have been identified using the performance data we analyse for our services and where Sheffielders have told us that the services they are using are not meeting the standard that they expect.

14. For each of these challenges, the Delivery Plan provides an honest picture of current performance with a description of the underpinning issues before setting out clear commitments for change in the coming year. These commitments to change are things that citizens and service users should be able to see and feel.

15. The Delivery Plan recognises that there are other areas that are vital Sheffield's and SCC's future which need longer term focus and continuous activity. These are either: **areas in which we need to develop and grow in the year ahead** (eg. the development of Local Area Committees or Youth Services); or **areas of ongoing and sustained focus** (eg. the ongoing reimagining of the city centre; or the redesign of the sport and leisure offer in the city).

16. Specifically, the Delivery Plan sets out the following commitments which align with our Strategic Goals.

17. As the table below demonstrates, there is not an urgent performance challenge identified for each strategic goal. This is because we are prioritising the areas where we need to make rapid progress this year, based on performance data and customer feedback, as part of our improvement journey. We need to quickly improve service delivery for citizens in a number of key areas, respond to the cost-of-living crisis and bring stability and sustainability to the Council's finances, adult care and children's social care.

Strategic goals	Urgent performance challenge	Develop and grow	Ongoing and sustained focus
1. Fair, inclusive and empowered communities		<ul style="list-style-type: none"> • Local Area Committees • Community Empowerment 	
2. Strong and connected neighbourhoods which people are happy to call home	<ul style="list-style-type: none"> • Housing Repairs • Street and Neighbourhood Environment 	<ul style="list-style-type: none"> • Community Safety 	
3. Tackling inequalities and supporting people through the cost-of-living crisis	<ul style="list-style-type: none"> • Cost-of-living crisis • Homelessness 		<ul style="list-style-type: none"> • Becoming an anti-racist city
4. Healthy lives and wellbeing for all	<ul style="list-style-type: none"> • Adult Health and Social Care 	<ul style="list-style-type: none"> • Public Health • Safeguarding Adults • Preventing the need for care and support • Improving Outcomes and Tackling Inequalities through partnership • Valuing our social care workforce 	<ul style="list-style-type: none"> • Redesigned sport and leisure offer for the city
5. Happy young people who have the start they need for the future they want	<ul style="list-style-type: none"> • Children's social care • SEND multi-agency transitions 	<ul style="list-style-type: none"> • Youth Services 	
6. Clean economic growth		<ul style="list-style-type: none"> • Levelling-up Accelerator Programme 	<ul style="list-style-type: none"> • Sheffield Local Spatial Plan • City centre redevelopment and investment • City goals

			• Climate Change Route Map
A Good Council with high quality services for all	<ul style="list-style-type: none"> • Financial Stability • Customer Services • Freedom of Information and Subject Access Requests • Workforce Development 	<ul style="list-style-type: none"> • Assets and backlog maintenance 	

18. The Delivery Plan 2022/23 has been produced at pace and given the explicit intention to pursue in-year change, the Plan has to be treated as a live document. There are some small gaps in the appended version (eg. some performance data) but these will be completed and updated to enable Policy Committees to oversee the performance and improvement of the issues that align to their responsibilities.

How does this decision contribute?

19. We are committed to producing a new Corporate Plan based on our strategic goals which will provide medium-term focus for SCC. This 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.
20. But we need to ensure that SCC is a high-performing, modern organisation that is financially sustainable and can deliver the core services to a consistently high standard for all Sheffielders. This Delivery Plan is the first phase of a four-year journey that aims to do that; tackling areas of under-performance in key services while continuing to grow and develop as an organisation and as a city.

Has there been any consultation?

21. There has been no consultation on the contents of this report but the focus of the Delivery Plan this year is based feedback from customers, citizens, our staff and Elected Members about where improvement needs to be rapidly made.
22. As part of the further development of the Corporate Plan, 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

23. We have considered our obligations under Section 149 of the Equality Act and undertaken an initial impact assessment but at this stage we do not feel a full equality impact assessment is required in relation to the delivery plan.
24. However, Equality, Diversity and Inclusion (EDI) has to be central to the improvement activity that we so we can understand if there is any disproportionate impact on any communities of for example poor service delivery. We will ensure that we are undertaking early and thorough impact analysis and assessments on all areas within the delivery plan and that we have the appropriate equality monitoring information and data is available to make rigorous decisions.
25. We also need to undertake appropriate equality analysis when monitoring performance in relation to different customer groups including but not limited to protected characteristics in the Equality Act.
26. We will ensure that we are effectively engaging and involving people who are likely to be impacted by any proposals in the improvement programme by providing the information they need in a timely way so that they can consider their response. EDI has to be central to the improvement activity - understanding if there is any disproportionate impact on any communities of poor service delivery.

Financial and Commercial Implications

27. This delivery plan will need to be delivered within the existing resources as will be set out in the 2023/24 budget. Any development of strategies and future plans will need to be assessed for financial and commercial implications as they developed and agreed.

Legal Implications

28. There are no direct legal implications arising from this report. The proposals set out in the Delivery Plan describe how the Council will meet statutory duties or efficiently exercise statutory powers. To the extent that any proposal does not directly contribute to any function of the Council it is permitted by the subsidiary powers under s111 Local Government Act 1972 to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of its functions.

Climate Implications

29. 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

30. There are no other implications of this report.

Alternative Options considered

31. Two alternative options were considered:

- a. *Do nothing* – this was discounted as there are clear areas of underperformance in SCC which need to be addressed to improve the services that we deliver to customers and the scale of the financial challenge facing SCC this year requires urgent focus.
- b. *Only develop a Corporate Plan* – this was discounted as while SCC needs a longer-term plan which provides purpose and priorities for the whole organisation, there are improvements that SCC needs to undertake now and over the coming years to ensure that we are fit for purpose, financially sustainable and geared to deliver the city's ambitions.

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Our Sheffield

Delivery Plan 2022/23

Our improvement journey: why we need this plan

Our Sheffield

Sheffield is a brilliant city – resourceful, inventive, welcoming – a place rooted in its history and ambitious for the future. We are proud to serve the city of Sheffield. As we set out in last year’s One Year Plan, our guiding purpose is to put Sheffield first; to support its residents, communities and businesses to thrive; to deliver the very best public services that we can; and to lead alongside city partners, with ambition, openness and purpose, towards a bright future for our city and our region.

Sheffield has many strengths but is also facing challenges. The national economic picture is difficult, with the cost of living crisis adding to this. We know Sheffield is an unequal city, with nearly 140,000 Sheffielders (almost a quarter of the population) living in areas that are in the 10% most deprived nationally^[1]. The services we deliver to those communities, and all our communities, will be vital to supporting them through the coming months. This gives us an even greater responsibility to get what we do right.

Progress in the last year

Over the last twelve months Sheffield City Council has made **significant and sustained progress** – in everything from delivering innovative new youth services to introducing the committee system, from helping hundreds of Ukrainian and Afghan refugees settle in our City of Sanctuary to securing major investment in the city as part of our Levelling Up pilot status. We have played host to the Lionesses on their way to European Championship glory, staged the global film premiere of Everybody’s Talking About Jamie, and we are making massive progress towards reimagining our city centre.

We set our ambitious One Year Plan^[1] last August and have made huge progress in delivering it. This has included agreeing a Ten Point Plan to support our commitment to net zero by 2030, developing a new strategy for Adult Social Care, the introduction of a new Leisure Strategy for the city, starting the development of a new Sport and Physical Activity strategy for the city to be fully launched later this year, and making substantial progress towards

agreeing a Local Plan for Sheffield to help shape and safeguard the city’s built and natural environment for decades to come.

Working with staff from across the council, we have introduced **new values for the organisation**, and are determined to ensure that the findings of the recently launched [Race Equality Commission](#) report are fully embedded across the council.

We are **seeing real improvements in areas where services were not performing well enough for Sheffielders**. This includes almost all new Education, Health and Care Plans for children with Special Educational Needs or Disabilities being issued within 20 weeks, up from 16% in early 2021.

The power of having a plan is plain to see. We have evidence that the One Year Plan has focused the whole organisation on the most important issues and provided a clear sense of direction.

What's next and where does this plan fit in?

We now need to build on the progress of the One Year Plan and put in place a solid foundation for the future. We will make sure that we are clear on where we want to get to in the coming years and how we are going to get there.

We will do this through the following four steps, all of which are underway:

1. Clear strategic goals which show what we want to achieve for this city
2. A new set of values for a good council
3. A new Corporate Plan to help us all see how we can deliver on our goals and live our values
4. A four-year improvement journey to help us to quickly respond to our challenges and grasp opportunities - *this Delivery Plan will set out the first phase of that journey.*

1. Our Strategic Goals

The Chairs of our Policy Committees (through Strategy & Resources Committee)

Fair, inclusive and empowered communities
Sheffielders contribute to and shape the issues that matter to them in their communities and their city.

Strong and connected neighbourhoods which people are happy to call home
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.

Tackling inequalities and supporting people through the cost-of-living crisis
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 our city work better for everyone.

Happy young people who have the start they need for the future they want
Young Sheffielders are happy, safe and have the opportunities they need to be fulfilled and reach their potential in a changing world.



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.

Clean economic growth
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.

A good council
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.

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.

have set out six strategic goals³ which demonstrate our ambitions for this city and its people.

These are underpinned by our primary goals to be a **good council** and **ensure high quality services for all** – because we want and need our organisation to be in the best possible position to deliver for the Sheffielders.

2. Our Values

People are at the heart of what we do

Openness and honesty are important to us

Together we get things done

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We are proud to have fantastic, skilled and dedicated staff who love Sheffield and our communities. SCC staff have created this new set of values which describe why they come to work and are the glue that binds the council together.

Our values are what we stand for - they guide how we do things, both individually and collectively. If we all apply these values, the citizens and communities of Sheffield will benefit, and so will we. The values apply to everyone working for Sheffield City Council, whatever our role or level.

3. Our Corporate Plan

A good council needs a good plan: it should reflect our city's strengths and challenges and echo the aims and ambitions of our communities. It will set out to Sheffielders, council staff, public institutions and businesses what we are going to do, so that we can be publicly held to account for doing those things in a way that works for Sheffield.

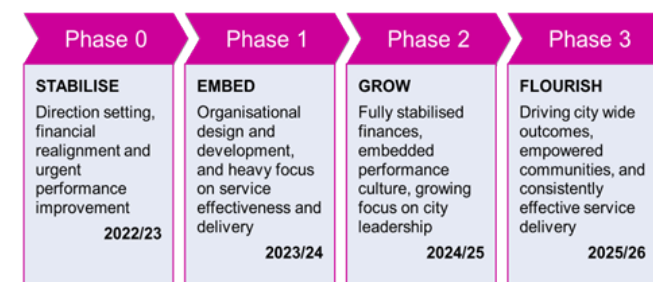
Our goals and values will become the basis for our new Corporate Plan. We will have an initial draft Corporate Plan by November 2022 but there are significant challenges that SCC needs to address if we are going to be focused and fit to deliver these goals for our citizens. Therefore, these goals frame the new Corporate Plan but also a four-year improvement journey to transform services.

4. Our Improvement Journey

To create the right foundations for our Corporate Plan, we need to improve how SCC does business and the services it provides. We know there are significant challenges to overcome if we are going to deliver these goals for our citizens and so

we are also initiating a four-year improvement journey to transform the services we provide and become a better Council.

There will be four phases in our improvement journey, starting with this Delivery Plan, which will help us to stabilise (Year 0).



Over the next four years, we will implement these phases, and each year we will look at a small number of key issues which we know will help us to make SCC a better council for our city. This approach will drive improvements that Sheffielders can see and feel in the standard of services we provide and how we listen and respond to our communities. Each phase will build upon the last to ensure that SCC becomes a good, high performing council that continuously improves and can deliver for and with Sheffielders.

We will track progress during each phase through our performance framework and we will report progress against the previous year's delivery plan before we set the new

plan for the next year. Approaching our planning in this way will enable us to stay focused on our longer-term ambitions and provide much needed stability for the

organisation whilst allowing us to be fleet of foot to respond to emerging issues and new opportunities.

Our Sheffield Delivery Plan 2022/23

We have developed this 2022/23 Delivery Plan to support the 'Stabilise Phase' of our four-year improvement journey. It will help us to identify the things we need to grapple with in the here and now and set us on a clear path for achieving our wider goals for a flourishing city and council.

In order for us to achieve those strategic goals in the longer-term, there are some significant challenges that we must first address, as well as opportunities we will need to quickly grasp to build the foundations for future success.

To start with, we know that we need to be focused on the following:

- **Ensuring SCC's financial stability and sustainability** – our financial situation is incredibly challenging. We have a gap of around £53m for 2023/24, following an overspend of £20m last year and with a predicted £22m overspend this year with rising inflation increasing costs.
- **Demonstrating clear, visible and measurable change** – addressing the areas of underperformance which matter most for Members and citizens,

including immediate (and in some cases longstanding) performance and delivery challenges (as well as some areas of good performance). For example, despite recent improvements we have ongoing challenges in the performance of the contact centre, and with our Housing Repairs and Maintenance service. Homelessness will continue to be another area of ongoing performance challenge.

- **Putting SCC resources into specific areas which need intensive support and addressing urgent challenges** – we are also operating within a changing external environment which we need to be able to respond positively to. This includes responding to the Cost-of-Living crisis, the changes to NHS governance in the city, the increased regulatory requirements around key services including Adult Social Care and Housing, and the need to act on the recommendations of the recently launched Race Equality Commission report.

- **Making sure our organisation is able to deliver our goals** – our organisational design is not fit for purpose, with an insufficient focus on delivery grip; unclear ownership of key strategic priorities that cut across organisational siloes – (such as work on prevention and early intervention; how we work with our communities, and our approach to customer service); and a need to reset our approach to professional services that support the mission of the Council off the back of successive years of cuts. We also have **some immediate leadership gaps** in key statutory posts that we must fill and a need to tighten accountability for children and adults given the huge budget and reform challenges in each. In addition, we have a new governance system which is still bedding in, with Members and officers learning how to operate within the committee system. The learning curve will continue to be a steep one.
- **Capitalising on Sheffield's opportunities and assets to support the city's long-term success** – as part of our longer-term goals and ambitions,

there are several important ongoing areas of work – such as our commitment to addressing Climate Change and the work that we are doing on the Local Plan – where we need to accelerate our progress over the year ahead.

1.	An urgent performance challenge where we need to make rapid progress
2.	An area for development and growth over the year ahead
3.	An ongoing area of focus where we need to make sustained progress over the coming year.

The sections below set out each goal in turn, explaining what the ambition will mean for the council and the city, and providing a detailed overview of the 2022/23 commitments which will help us to lay the groundwork for achieving them.

It should be noted that this plan is a work in progress; this is a live document that will be updated and developed as we move forward through this stabilise phase. For each commitment, we have worked with Directors to identify the issues that need to be addressed and to establish what our current performance picture looks like based on the data and insight we have. The information we have included here gives a snapshot of the performance across these areas, but it is not comprehensive – this will be further developed over the coming months as we focus in on the challenges and solutions.

With these issues in mind, we have identified a number of commitments which we will need to deliver on throughout the year ahead. Each of these commitments falls into one of the following three categories:

These commitments reflect what we want to achieve during this ‘stabilise phase’ based on the key issues identified during the first [Strategy and Resources Committee meeting](#) in May, but they are not just about the short-term – we have also identified how each of the commitments will ultimately contribute to our Strategic Goals and we have structured this plan to reflect that.

^[1] Sources: Annual Small Area Population Estimates, Office for National Statistics © Crown Copyright 2021 and IMD: Ministry of Housing, Communities & Local Government, 2019

^[2] SCC (2021) *Our Sheffield: one-year plan*, <https://www.sheffield.gov.uk/sites/default/files/docs/your-city-council/our-plans%2C-policies-and-performance/one-year-plan.pdf>

^[3] Strategy and Resources Committee (2022), *Our Sheffield: Administration Priorities*, <https://democracy.sheffield.gov.uk/documents/b25924/Our%20Sheffield%20-%20Administration%20Priorities%20Tuesday%2005-Jul-2022%2014.00%20Strategy%20and%20Resources%20Policy%20.pdf?T=9>

Building the foundations: a good council

Why is this important?

As an employer and leader in the city, we aspire to be an outstanding organisation; a council that all Elected Members, staff and citizens can be proud of.

We have a clear set of values, developed by and agreed with our staff that guide everything we do as an organisation:

- People are at the heart of what we do
- Openness and honesty are important to us
- Together we get things done

This priority is about us as an organisation and how we make sure that we are equipped to seize the opportunities and rise to the challenges of the coming years. But we know that not everything we do as an organisation works as well as it needs to. We have some big challenges ahead of us over the next year to make the organisation work more effectively; to provide a stable financial base for the future, and to make

sure that the services that support our front-line delivery work are the best they can be.

Our people are our greatest asset, they have risen to the challenge of the last few years and they have pride in their city and a huge commitment to support the communities of Sheffield. We need to empower and enable our people to be the best they can be, to learn and grow and to innovate. Investing time and effort to strengthen the culture of our organisation is not a nice to have or an add on, it is a critical step on our journey towards being the organisation we want and need to be.

The year ahead

This chapter sets out what we will do over the coming months to begin that journey to become the organisation that we need to be for the future. As with all the other chapters it is focused on stabilisation:

- Urgently stabilising our financial position

- Improving the support that we provide to our workforce
- Developing our digital capabilities, business change, data analysis and ICT functions so that these are fit for the future and work for the whole organisation
- Improving our performance on responding to freedom of information and subject access requests.



Urgent Performance Challenge: Financial Stability

Strategic Goal: A good council

Issue summary: The Council needs to return to a long term financially sustainable position. We have identified £70m of reserves that can be used to support that transition, but almost £60m are already spent or spoken for. We need to make challenging decisions about what we do and how we do it if the council is to be financially sustainable in the long term.

Accountable Officer: Director of Finance and Commercial Services
Accountable Committee: Strategy and Resources

Performance picture	Baseline	Current	Target	Direction of travel	RAG
2021/22 Out-turn	n/a	£20m over	n/a	n/a	Red
2022/23 Forecast	£15m over without reserves (budget)	£40m over without reserves (£25m with reserves)	No more than £40m total on a one-off basis	Red – worsening each month	Red
2023/24 Budget	n/a	Work in progress	Balanced without reserves	n/a	Amber

What are the issues underlying current performance (summary)?

Local government as a whole is facing an unprecedented financial strain, due to a combination of the ongoing impact of a decade of austerity, the additional costs imposed by the pandemic response, and the impact of inflation. This is not limited to Sheffield. Councils legally have to set a balanced budget but many councils across the country are under significant financial pressure and at risk of being unable to set a balanced budget.

In this context, the Council overspent by £20m in 2021/22, used £15m of reserves to set a balanced budget for 2022/23 and, subject to the 2022/23 pay award is forecasting a £22m overspend for the 2022/23 year above the reserves already used to balance. The historic delivery of budget implementation plans is mixed and this year we are seeing timing and delivery slippage of almost £19m as part of the overall £25m forecast overspend.

There is an increasingly urgent need to reset our financial performance and approach to budgetary compliance. To become a high-performing organisation we need both good financial performance and quality service delivery, which has not always been the case in the past. We will also need to make difficult decisions about what areas of activity and approaches to service delivery are sustainable within the funding we have available.

What does success look like in 2022/23?

We will ensure that all planned savings, or approved alternatives, are delivered in full run-rate effect by 31/3/2023.

We will set a balanced budget, without reliance on reserves, for 2023/24 that is balanced after taking any timing or delivery risks into account

Key milestones	Milestone/action	By when	RAG
1	2022/23 Overspend is contained to within £40m excluding reserves and is all one-off in nature (ie no roll-forward into 2023/24)	March 2023	Red
2	Committees each present a balanced budget for 2023/24	Throughout September	Amber
3	Strategy and Resources are able to confirm / adjust Committee proposals	12 October	Amber
Page 82	Committees finalise their budgets after any S&R adjustments	Throughout November	Amber
	Strategy and Resources confirm the 2023/24 Budget	5 December	Amber
	Final political approval at Full Council meetings in February and March 2023	March 2023	Amber

Risks	Other issues
<ul style="list-style-type: none"> • Impact of Government funding settlement for SCC – will make challenge better or worse (around end Dec 2022). • Inflationary pressures are uncontrollable within a fixed funding envelope that was set before current inflation levels emerged. • Impact of final pay settlement. • Senior officer turnover causes delays which cannot be accommodated in a fixed timetable. • Focus on longer term planning distracts from the immediate task of balancing the 2023/24 budget. • This year is the first time that we have set a budget through the new Committee System. 	



Urgent Performance Challenge: Customer Services

Strategic Goal: A good council

Issue title: Customer Services

It is too difficult for our customers to get through to the Council by phone and we resolve too few calls at first contact. Our focus has to be improving our whole customer experience and our services being accessible to everyone

Accountable Officer: Director of HR and Customer Services

Accountable Committee: Strategy and Resources

Performance picture	Baseline (for year 2021/22)	Apr 21 - July 21	Apr 22 - July 22	Direction of travel/Commentary	RAG
Total number of calls received	899110	331531	267253	Number should reduce based on current approach due to channel shift and better right first-time solutions.	N/A
Total number of calls answered	585484	209333	177489	For calculation / illustration only	
Age Percentage of calls answered (target 85%)	65%	63%	66%	Some sense of improvement – more action required to move to a sustained improvement we can be confident about. We particularly need to drive improvement in Revs & Bens response times.	
Average time of wait	00:14:16	00:10:59	00:16:23	Customers are waiting longer than the previous year's period	
Longest time of wait	02:46:41	02:46:16	02:46:42	Customer waited so long mobile phone provider terminated call.	

What are the issues underlying current performance?

- **Customer contact centre** – there is an ongoing challenge with the high number of calls being received by the contact centre meaning wait times are unacceptable. All call wait times need to be reduced but we have particular problems with calls relating to Revenue and Benefits. This all means customer satisfaction with the contact centre is worsening. The performance information is showing slight improvement, the milestones below need focused effort and challenge to make sure we choose that improvement in sustained improvement.
- **Customer services** – the customer contact centre only handles around 40% of SCC's customer contact, the other 60% is direct to services. We need to better understand customer experience outside of the contact centre to improve citizens' experience of our services. This also means reducing repeat calls to the contact centre by solving the issue first time and ensuring colleagues across the Council are customer focused. This includes the implementation of the projects that are part of the improving customer access programme; improving our customer web capabilities including developing webchat and livechat facility, online forms, natural language, corresponding with the Council and introducing MyAccount.

What does success look like in 2022/23?

- Customers can resolve more of their queries digitally, allowing our customer services team to be there for those who need to speak to us in person or on the phone.
- Build on the development of the [digital rent balance checking](#) (online, SMS) so that people can access services and information they need 24/7 where appropriate.
- More of our end-to-end customer journeys are designed across the organisation – customers should not have to worry about the process, they should just get the service they need.
- How customers interact with and transact with the council better meet their needs and expectations – whether that be online, by phone, in person or email and webchat.
 - 85% of calls answered (as a starting point, corporate expectation)
 - Sustained improvement in the proportion of calls answered and average wait time
 - Quality of calls meaning we get it right first time and people don't have to call back or make complaints
 - Improved online functionality to reduce call volumes

Key Milestone	Milestone/action	By when	RAG* Related to improvement not call centre KPIs above
Page 84	8 additional Revs and Bens staff in place agreed (x5 in post by beginning August). Recruited, trained, operational from late August.	Sept 2022	
	Define additional impact measures for example what impact on performance will each milestone deliver	Sept 2022	
2	End-to-end service changes implemented in: <ul style="list-style-type: none"> • ensuring that our outgoing letters do not drive demand • repairs and maintenance appointments are managed in a customer focused way • rehousing process customer journey redesign • a single call centre performance dashboard 	Oct 2022	
3	Launch 4 or 5 new end-to-end redesigns of customer experience journeys, for example, pest control services.	From end Oct 2022	
4	Contact Centre Improvement Plan ready for Strategy & Resources Committee	Dec 2022	
5	Improving Customer Access Programme: improving our digital customer services including developing webchat and live chat facility, online forms, natural language, corresponding with the Council, introducing MyAccount.	March 2023	
6	Agree a Cross Cutting Customer Experience Strategy so all local and programmed work is aligned and delivers on the overarching Strategy	March 2023	
7	Agree Customer Service Standards to support council wide improvement	March 2023	

8	Customer Strategic Review (including customer contact points) to decide what we want from our physical customer contact offer.	December 2023	
Risks <ul style="list-style-type: none"> • Delivery - customers continue to not get the services they need in a timely way. • Reputational – impact on how the council is seen by people and businesses. • Financial – financial consequences of poor service delivery – duplication, not collecting full incomes, problems getting worse. 		Issues <ul style="list-style-type: none"> • Contact Centre turnover of staff, recruitment, and grading. Staff come in on a low grade and receive good training so progress quickly making retention difficult. Current jobs market means there are fewer people applying for the roles. • Programme delivery structure and key Strategic Documents (Standards and Strategy) needed to pull other activity into a coherent delivery piece. 	



Urgent Performance Challenge: Freedom of Information and Subject Access Requests

Strategic Goal: A good council

Issue summary: Freedom of Information (FoI) and Subject Access Requests (SARs) are not meeting statutory response times, meaning that people are not getting access to information that they are entitled to and increasing the risk of regulator intervention.

Accountable Officer: Director of Legal and Governance

Accountable Committee: Strategy and Resources

Performance picture	Baseline	Current	Target	Direction of travel	RAG
FOIs responded to within statutory timescales	95%	80%	95%	Positive	Amber
SARs responded to within statutory timescales	90%	63.7%	95%	Negative	Red

What are the issues underlying current performance (summary)?

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FOIs – largely moving in positive direction following intensive effort to tackle the backlog. The underlying challenge is the large amount and level of data that SCC retain, our information governance, FOI Team capacity and the extent to which FOI response is prioritised within portfolios and they have the capacity to respond within statutory timescales.

SARs – there is a significant backlog and response times are getting worse. The backlog mainly relates to People’s portfolio, specifically children’s and in housing and analysis suggests it would take a team of 12 people a year to clear the backlog. Children’s SARs in particular, by their very nature, involves upwards of 10,000 pages of very sensitive information for the team to redact. Data Subjects are using their right of access to information (SAR) to obtain personal information better placed to be delivered by other services, such as leaving care, or tribunals.

There are also wider issues of capacity in the IM Team, in portfolios, and greater public awareness of SARs.

- The delay in responding to both FOIs and SARs has increased the number of complaints (Internal Reviews). An Internal Review is a request for the entire data request to be reviewed again, in full, to determine if data is missing/redactions applied improperly etc. In effect doubling the workload for one request, which takes these officers away from other tasks.

What does success look like in 2022/23?

- Fols – hitting the 95% statutory target by Dec 2022. This would likely require a x2 FTE increase in FoI Team capacity but also offering dedicated support to services with large FoI backlogs and supporting them to improve their information governance. There is a 10% saving proposal against FoI Team so resolving will require overspend on this budget.
- SARs – we are unlikely to hit the statutory 95% target this year but will focus on tackling the backlog and restoring public confidence:
 - clearing the backlog to get the organisation back to balance by end March 2023 – suggested option is to contract external support to do this (circa £100k-150k cost).
 - work with services (CYP, housing) to improve approaches to Information Governance (IG) and reduce causes of SAR demand
- IG and data management needs to be part of organisational change, including in every part of the Strategic Reviews.

Key milestones	Milestone/action	By when	RAG
1	Commence recruitment for additional x2FTE for FoI Team	End Aug 2022	
2	Procurement of external support for SARs backlog	End Aug 2022	
3	FoI response times within statutory requirements	End Dec 2022	
4	SARs backlog cleared	End March 2023	
5	IG and data management: Tech2020 is supporting this, creating a retention schedule, sharepoint, automated deletion of records	End March 2023	
Risks <ul style="list-style-type: none"> • SCC is on the Information Commissioner's watch list • Reputational risk of under performing. • Impact of delays on vulnerable people. • Workload of backlog affecting employee morale/absence. 		Other issues <ul style="list-style-type: none"> • Increased investment and capacity should be premised on wider plans to improve SCC organisational Information Governance and specific service-level interventions to improve customer experience and reduce demand. 	



Urgent Performance Challenge: **Workforce Development**

Strategic Goal: A good council

Issue summary: Our people are our most important asset as an organisation. We must make sure that we are thinking about the workforce we will need for the future as the demands and expectations on the organisation change. Ensuring the Council is a place where diversity of experience and background is valued, where people feel safe to be themselves and to have the impact that they want to. It is deeply frustrating for our employees when the organisation makes it hard for them to have the impact they want and need to have for the city.

Accountable Officer: Director of HR and Customer Services **Accountable Committee:** Strategy and Resources

Performance picture	Baseline	Current	Target	Direction of travel	RAG
Percentage of working time lost due to sickness	-	5.97%	3.5%	Increasing	Amber
Percentage of workforce who have had a Personal Development Review in last 12 months	-	21.4% (May 2022)	95%	Decreasing	Red
Monthly spend on agency staff	-	£1.17m	-	Decreasing	Red
Percentage of staff completing required learning	-	Range from 92.7% (data protection) to 61.0% (inclusion essentials)	85% for all courses	Stable	Amber

What are the issues underlying current performance?

- Where the basics do not work or are not being applied, we are going to focus on fixing those issues so that we can better support our current employees and to help make sure we have a workforce fit for the longer term.
- As described by the Race Equality Commission report, our workforce generally is not representative of the city that we serve, particularly at senior levels, and this is an area that we need to make rapid progress on.
- We have an aging workforce profile, which means we have a wealth of experience and knowledge to draw on, but this also means we need to plan for a more sustainable mix of ages.
- Our workforce must become more representative of our communities, increasing diversity in our workforce will support better decision making, better engagement and increased innovation and make the Council a great place to work.
- In some parts of the organisation, we have
 - issues around recruitment and retention
 - higher than expected levels of sickness
 - low morale

- poor confidence that unacceptable behaviour and discrimination will be challenged

What does success look like in 2022/23?

Leadership Development

- Support and develop leadership throughout the organisation. Confident leadership that demonstrates our Values and is not restricted to the senior team will drive improvement and performance in all areas. Leadership is a behaviour not status.

Realigned Staff Development

- Staff Development meets the needs of the organisation, covers the basics well, is delivered in a way that suits the workforce and is utilised well by services and individuals.

Focus on Performance Management

- Organisational performance starts with individual performance and clear expectations. All staff should have local, meaningful conversations about performance and understand their own and their services performance. Senior managers lead the way and model the right behaviour.

Recruitment and Talent

- Recruiting talented staff who match our Values and bring diversity of experience and approach will help us be an ambitious organisation that has varied routes into its services at varied levels. Apprenticeships, supported internships, graduate schemes and targeted recruitment will all contribute to a vibrant diverse workforce.

Workforce Planning

- All Directors have a workforce plan for their services that is own by the service and has been produced with the service. Workforce plan feed and drive a clear Organisational Workforce Strategy.

Workforce Change

- Our approach to workforce changes means resources are best used where change is significant and small change happens more easily. Workforce change is own by all senior leaders and delivered in partnership with HR.

Health, Safety and Wellbeing

- Our workforce is safe, well and resilient, there is a clear system in place to manage Health, Safety and Wellbeing and this is owned by the organisation.

Equalities, Diversity & Inclusion

- Equality Diversity and Inclusion is embedded in all we do, action plans are clear, have accountable leads and are performance managed. Response to the Race Equality Commission report is established and is delivering its outcomes and work against the Public Sector Equality Duty and targets is visible and making progress.

HR Policy and Advice

- We have a framework of HR policies and advice that supports the development of good people managers, empowered staff, gives staff avenues to challenge behaviour they can have confidence in. Low level resolution and a restorative approach is evident in approach and outcomes.

Staff Engagement			
<ul style="list-style-type: none"> Increasing opportunities for staff to be engaged in what is important to them, important to our customers and communities and give them real opportunities to shape their world of work. Values are used Council wide to support the engagement and involvement of the workforce. 			
	Milestone/actions	By when	RAG
1	Delivery of 2 council wide leadership conferences to focus delivering for our customers Delivery of T3 Leadership Programme to all Directors, Senior Statutory Officers and Exec Leaders	June2023	
2	Workforce Action plan to respond to Race Equality Commission recommendations to be developed with accountable leads and action owners identified. Performance tracking against Action plan to be in place and reported to Sheffield Equality and Inclusion Board	TBC	
3	Develop and implement a Performance Framework for Senior Leaders	March 2023 (pilot Jan)	
Page 90	95% of staff will have completed a PDR	March 2023	
	Develop a new Induction process		
	Market and Promote Employee Wellbeing Offer in new wellbeing hub, bringing together all existing staff wellbeing support and resources	December 2022	
	Learning and Development Content developed in new system around Equality Diversity and Inclusion, Continuous Improvement and Coaching for Managers – supporting the basics	March 2023	
	85% of all staff to complete all required learning	March 2023	
9	Agree the priority order for the 1 st 5 Policies and procedures to be put through the new framework of development and review	Dec 2023	
10	Introduce a new Staff Survey to support frequent, focused opportunities to engage with and get feedback from staff	Jan 2023	
11	Increase opportunities for staff to engage on what is important to the city, but also what matters to them	June 2023	
12	Delivery action plan to embed the Values in all we do and agree maintenance programme	Mar 2023	
Risks		Other issues	
<ul style="list-style-type: none"> Capacity is a challenge if these success factors are not seen as being owned by the organisation, this is not an HR plan. Having impact at a workforce level is not achieved through any one of the milestones above but through the collective impact of all, delivery has to be across all areas. 		<ul style="list-style-type: none"> Recruiting differently will not on its own lead to a more diverse workforce. We must create the market conditions, build the pipeline of skills and ensure SCC is a destination employer to make us truly representative of our communities. 	





Area for development: **SCC asset investment programme**

Strategic Goal: A good council

Context: we need to invest in our assets to ensure they are maintained and fit for the future. We will repurpose and resize our estate to meet our strategic outcomes.

Accountable Officer: Exec. Director for Operational Services

Accountable Committee: Strategy and Resources

- City Centre – Town Hall, Moorfoot, Central Library, Howden House
- Major depots – inc. Staniforth Road and Manor Lane
- Non city centre office accommodation (links to hybrid working policy)
- Community buildings
- Hybrid working

Where do we want to get to in 2022/23?

- We will have made a decision to progress investment in SCC strategic assets
- Major depots – kickstart a depot modernisation programme to improve service delivery
- We will outline a plan to review our community buildings and start a conversation with users and communities about the community assets that matter to them

Key milestones	Milestone/action	By when	RAG
1	Develop initial business cases for the key projects	March 2023	Yellow
2	Assessment of investment needs of SCC city centre accommodation	March 2023	Green
3	Assessment of investment needs for major depots	End Dec 2022	Green
4	Community buildings <ul style="list-style-type: none"> • Set policy for community assets • Centralise the booking system 	March 2023 End March 2023	Green
5	Hybrid working: interim position complete Decide future hybrid working policy	Sept 2022 End March 2023	Green

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Risk	Issues
<ul style="list-style-type: none">• Risk of not progressing this work will lead to building closure and potential enforcement (HSE, Fire) – essential maintenance urgently required.• Resourcing risk – especially sourcing Property skillsets.• Risk that we are unable to afford this work, given the current financial climate.	

Goal One: fair, inclusive and empowered communities

Why is this important?

We know from the findings of the Race Equality Commission report¹ and the work undertaken with SCC by Involve² that currently, communities in Sheffield don't feel fair, inclusive or empowered and not everyone in the city is included. There are stark differences in outcomes for people who live in different parts of the city, come from different backgrounds, or who share different characteristics, such as being disabled, on almost every indicator imaginable from health to education to employment to access to green space. Those inequalities hold everyone and every part of the city back because it means that people aren't able to fulfil their potential.

¹ Sheffield Race Equality Commission Report (2022) https://www.sheffield.gov.uk/sites/default/files/2022-07/rec-final-report_1.pdf

² Involve (2022) *Strengths and weaknesses in Sheffield City Council's approach to public participation in decision-making*, <https://democracy.sheffield.gov.uk/documents/s50863/Appendix%203.pdf> and further, here: <https://democracy.sheffield.gov.uk/documents/b25906/Item%209%20-%20Engagement%20Update%20Thursday%2030-Jun-2022%2014.00%20Governance%20Committee.pdf?T=9>

Our long-term goal is to reduce this gap but we know that part of the problem is that very many people in the city have a voice that isn't heard by those in positions of power. We want to change that so that everybody in the city can help shape the future of their community. Active participation in decision-making where everyone has the opportunity to have their voice heard is a critical first step if every community in the city is to be able to thrive. And in the longer term it needs to be about more than just participation in decision-making: we want people to play an active role in their communities and having the capability, opportunity and motivation to do so.

The year ahead

During 2022/23 we will focus our efforts on the groundwork we need for empowered communities. That means fully embedding our Local Area Committees, which we set up last year, and supporting them to deliver on their ambitious community plans, resetting our relationships with the voluntary, community and faith sectors and developing jointly with them how we want to work together. It will also include improving

our approaches to community involvement and engagement including launching new digital tools to help more people connect with the things that matter to them in their communities. And it will mean rethinking more of our services and how they operate so that they are able to better respond to the needs of different neighbourhoods and communities right across the city. This will involve trying out different ways of working alongside people and organisations that are rooted in communities, to find and co-design new shared approaches to address some of Sheffield's longstanding challenges.



Area for development: **Local Area Committees**

Strategic Goal: Fair, inclusive and empowered communities

Context: LACs have become a fundamental connecting point with communities with community-led plans and devolved powers and resources

Accountable Officer: Director of Communities

Accountable Committee: Full Council

Activity of LACs	Impact (Metric where available)	Outcome
Delivery of infrastructure for public meetings including live webcasting.	Increased attendance (virtual and in person) at LAC meetings particularly in areas where attendance/engagement is historically low; metric meeting attendance data.	Increased participation in and influence over the decision making process.
Delivery of the actions arising from the 7 community plans.	Local priorities Community Plans addressed (metric to be developed).	Visible 'improvements' to issues raised through the LAC survey and LAC meetings.
Support the development of local projects.	More local groups are enabled leading to an increase in community activity.	Greater depth of engagement through local projects and local groups.

Where do we want to get to in 2022/23?

- Successfully hold a minimum of 4x public meetings per LAC (28 in total) during 2022/23;
- Roll out hybrid meetings across all 7 LACs;
- Deliver the main priority actions detailed in the each of the LAC Community Plans.
- Deliver the expenditure of LAC and ward devolved budgets.
- Increased engagement with local people including seldom heard communities and young people.
- Establish Neighbourhood Action Groups (NAGs) in every LAC where the issues meet the TOR for the establishment of a NAG. If the issues do not meet the NAG TOR then a Community Action Group (CAG) will be established to deal with the issues in the LAC area.

- Influence over delivery of operational services so the services we deliver focus on the things that matter to our communities.
- Local people are more involved in decision making.
- Future opportunities for influence and devolved powers.

Key milestones	Milestone/action	By when	RAG
1	7 Delivery plans produced with communities focusing on the issues most important to communities in the LAC area.	Completed	
2	28 public meetings held and issues raised resolved or passed to partners/service providers for resolution.	On track	
3	Multiple performance measures linked to the corporate performance framework.	Part of the development of the Corporate performance framework. Amber as not aware of the completion of this.	
4	Budget monitoring to ensure appropriate spend of public money and ensuring that priorities and outcomes are funded and achieved.	Current budgets monitored and spend is on target.	
5	Further devolution of budgets and powers locally as per the Cabinet report	Dependant on political decision makers	
6	Establish a Neighbourhood Action Group (NAG) in every LAC where the issues meet the TOR for the establishment of a NAG. If the issues do not meet the NAG TOR then a Community Action Group (CAG) will be established to deal with the issues in the LAC area.	Dec 2022	

<p>Risks</p> <ul style="list-style-type: none"> • We need to ensure that we further emded the LACs approach in how we operate as an organisations in order for services/partners to respond to local need/priorities. 	<p>Other issues</p> <ul style="list-style-type: none"> • There have some difficulties with SCC services not being able to respond to the asks of communities and therefore the LAC's, given their resources available of contract restrictions.
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- Not meeting citizens expectations for further devolution to LACs
- LACs currently funded for 2022/23 and is part of budget planning for 2023/24.
- LACs do not engage with the silent majority including hard to reach communities.

- There is an ambition to move SCC to an organisation being 'in and of' its communities. This will require a cultural and structural shift.



Area for development: **Community Empowerment**

Strategic Goal: Fair, inclusive and empowered communities

Context: We need to renew and enhance our relationships with Sheffield's VCF sector, and develop a co-designed plan for citizen participation and involvement in Sheffield.

Accountable Officer: Director of Communities and Director of Policy, Performance and Communications

Accountable Committee: Strategy & Resources

Where do we want to get to in 2022/23?

Empowering Citizens and communities

- Citizens and communities have greater control over the issues that matter to them
- Enable, engage, empower people in co-producing solutions, leading to stronger and more engaged communities

VCF relationships

- working together with VCF partners to connect to communities across the city
- renewing our strategic partnership with Sheffield's VCF – maximising our collective and respective strengths.
- Better alignment with health in and around VCF arrangement and relationship

Key milestones	Milestone/action	By when	RAG
1	SCC services and staff focused on the neighbourhood lens	TBC	
2	Development of new engagement and involvement strategy by March 2023, working with Involve and building from the analysis they have undertaken with communities	March 2023	
3	Develop a shared action plan with the VCF to shape relationships and ways of working on priority areas that empowers and enable community organisations	March 2023	

Risks	Other issues
<ul style="list-style-type: none"> • Reputational – ensuring that we can achieve the commitments in the Community Plans 	<ul style="list-style-type: none"> • Following One Year Plan work to reshape the Councils Relationship with the VCF has been started and needs to continue, but move to being done with the wider VCF community and other partners.

- Communities of interest – challenge of ensuring we are connecting to, resourcing and focusing on communities of interest and geography.

- VCF sector is primed to work with us differently but there remains some scepticism about what action will follow.
- Opportunity to work with Health and achieve greater system shift by being aligned.

Goal Two: strong and connected neighbourhoods which people are happy to call home

Why is this important?

Everyone in the city should live in clean, vibrant and caring communities where people feel safe and are treated with respect. We want more people have access to good homes, reliable transport, and the local amenities they need to live their day-to-day lives. Despite this, not all our communities are yet communities of choice. So many parts of the city suffer from poor quality housing, often in specific parts of the private rented sector, while others don't have access to a home at all. We are building more housing, in particular more social housing, but waiting lists remain long and it can be difficult for people to get the housing that they need and can afford. We

also know that our tenants are often waiting too long for basic repairs to be done to their homes.

People living in some parts of the city experience anti-social behaviour, live near local centres that don't provide what the community needs, and find that access to jobs, skills or education is difficult. Beyond this we have specific, linked challenges across all tenures of housing stock around cold homes, energy efficiency and the need for decarbonisation; issues that are likely to become worse with the cost-of-living crisis. We also know that there are likely to be significant reductions to our transport networks as a result of the ending of Government funding for our buses which will place an even greater premium on high

quality local centres and providing safe routes for people to walk and cycle.

The year ahead

During the coming months we will focus our work in this area on the following:

- Significantly improving the performance of our housing repairs service
- Focused work to improve the quality and appearance of our roads, pavements and neighbourhood centres across the city
- Taking forward our ambitions to further improve community safety including delivering on our jointly agreed Community Safety Plan



Urgent Performance Challenge: Housing Repairs

Strategic Goal: Strong and connected neighbourhoods which people are happy to call home

Issue Summary: We have a stubborn backlog of repairs, meaning the time tenants have to wait for repairs and the time needed to bring empty properties into use are both too long, leading to poor tenant satisfaction.

Accountable Officer: Director of Direct Services

Accountable Committee: Housing

Performance picture	Baseline (Q4 2021/22)	Current (Q1 2022/23)	Target	Direction of travel	RAG
% Repairs completed on time:					
Responsive repairs	89.3%	74.9%	90%	Declining	Red
Planned repairs	72.8%	89.0%	90%	Improving	Green
Tenant satisfaction with repairs service (%)	81%	84%	90%	Improving	Green
Backlog of repairs (no. repairs):					
Gas inspections	320	58	TBC	Improving	Yellow
Fire stopping	593	442			Yellow
Responsive repairs	727	588			Yellow
Planned repairs	3,817	3,556			Yellow
Time taken to bring voids back into fit to let condition (days)	56	72	20	Declining	Red

What are the issues underlying current performance?

- Our **Backlog** is made up of different elements:
 - Compliance issues resulting from being constrained to emergency repairs while Covid restrictions were in place, and due to new post-Grenfell requirements on fire safety, with a particular issue around the availability of appropriately qualified joiners.

- Planned and responsive repairs have also been affected by Covid restrictions, and the connected reduction in tenancy management has meant that some properties are in poorer condition that might have been the case. We are currently seeing a 30-40% increase in demand for repairs compared to pre-Covid and repairs are larger and more expensive.
- Bringing empty properties back into use is an existing issue that has been made worse by Covid restrictions, and as with other repairs the average cost of bringing a property back into use has increased, reflecting that more work is required per property than previously.
- Size and complexity of repairs: there is an increasing number of multi-trade repairs, which increases the amount of resource and time needed to undertake repairs.
- Capacity/skilled resource: more complex repairs require more skilled trades, which impacts on the time taken to resolve issues, especially where multiple trades are needed at the same time (with a particular issue around appropriately qualified fire-stopping joiners). This issue extends beyond the Council, so although we have brought in additional sub-contractors to support delivery of work and reduce the backlog, they have mobilised more slowly than expected.
- The cost-of-living crisis contributes to this issue because people can't afford to sufficiently heat, ventilate or maintain their homes, and may also be leading to tenants not letting inspectors into their properties to undertake gas safety checks because they are concerned about not having credit on meters.

What does success look like in 2022/23?

- Reducing and removing the backlog of works with a focus on areas of compliance and greatest financial impact: gas safety, fire stopping, and empty properties.
- Improved timescales for bringing empty properties back into use.
 - Improving tenant satisfaction levels through embedding customer focus through the Housing Repairs service – focusing on performance management and continuous improvement.
 - Being thoughtful and customer focused.

Key milestones	Milestone/action	By when	RAG
1	New service structure implemented to drive customer focus	July 2022	Green
2	Urgent compliance repairs backlog cleared	December 2022	Amber
3	Increase the speed at which empty properties are brought back into use by December 2022	December 2022	Amber
4	Responsive maintenance backlog cleared	March 2023	Amber
5	Planned repair backlog cleared	Summer 2023	Amber

Risks <ul style="list-style-type: none">• Safety, health and wellbeing – of tenants in poor quality homes;• Health and wellbeing - managers and staff.• Financial – the scale of the backlog and weekly demand pressures mean that service may not be sustainable within current budget which will impact on the wider HRA budget and delivery of the capital programme.• Reputational – for SCC as a service provider	Other issues <ul style="list-style-type: none">• N/A
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Urgent Performance Challenge: Street and Neighbourhood Environment

Strategic Goal: Strong and connected neighbourhoods which people are happy to call home

Issue summary: Resident satisfaction with the roads is no longer improving and there are a number of challenges with good service standards across the city. From the LAC community engagement it matters to residents across our localities about the environment of their neighbourhoods, importance of safe roads raised and effective transport.

Accountable Officer: Director of Street Scene and Regulations

Accountable Committee: Waste and Street Scene

Performance picture	Baseline	Current	Target	Direction of travel	RAG
Highway condition (satisfaction)* sample size 1,110 residents	20% (2012)	44% (2021)	60%	Decreasing	Red
Cleanliness of pavements (satisfaction)*	45% (2012)	48% (2021)	60%	Decreasing	Red
Cleanliness of roads (satisfaction)*	47% (2012)	57% (2021)	60%	Decreasing	Red
Reduction in complaints in relation to the Highway Maintenance Contract	1,523 (2021/22)	443 (to July 2022)	<1200	Increasing	Amber

What are the issues underlying current performance (summary)?

- Failures against the contract specification (service points) for carriageway and footway works. Amey are developing plans to present to SCC on how they will achieve contract compliance by March 2023.
- Resident satisfaction at around 56% (stable since 2018) but plateaued since the initial increases. Small sample size at 1,110. Work underway to widen this out to more residents in 2023.

What does success look like in 2022/23?

For contract compliance by the end of March 2023

Key milestones	Milestone/action	By when	RAG
1	Agree Recovery Plan with Amey to drive up standards across the city	Aug 2022	
2	Monitor Amey performance to the contract specification	Monthly	
3	Contract compliance and recovery of standards	31 st March 2023	

4	Flytipping: Targeting hotspots with new CCTV, increased enforcement and target hardening. Working alongside LACS.	March 2023	Green
5	Pest enforcement: Additional resource in capacity and enforcement to ensure a more sustainable approach can be developed in 2023/24 following on from increased pest issues during the pandemic with higher	March 2023	Green
6	Litter: strong education campaign and materials alongside the increased clean up, enforcement and project work	March 2023	Green
7	Graffiti- Deep clean hotspot areas throughout 22/23 and target hardening/enforcement with city wide multi agency action plan	March 2023	Green
8	Environmental Volunteer Strategy implemented with increased numbers of participants, easier access and improved support	March 2023	Green
9	Sheffield Street Scene and Waste Community Charter so that residents know exactly what standards to expect and hold us to account published	March 2023	Green

<p>Risks</p> <p>Contract compliance isn't met. To mitigate this there will be monthly monitoring of the plan including milestones, Head of Service, Director and Executive Director reporting to Waste & Street Scene Committee when appropriate for accountability.</p> <ul style="list-style-type: none"> Partial delivery of Environmental Improvement Project-Small team to deliver with delays in approving spend and funding only live until 31 March 23. Project board in place to monitor. 	<p>Other issues</p> <ul style="list-style-type: none"> Previously accepted cost savings (BIPs) have resulted in contract standards being reduced in some areas such as street cleaning (i.e. district streets cleaned once every 17 weeks). Areas such as Kelham Island are still reflected in the contract as industrial despite increased footfall and regeneration. Work is ongoing with planning and city regeneration teams to include uplift of standards and associated budgets in any master planning and development of local plans (eg. applying commuted sums from developers etc). Parks, Housing and Amey Highways Delivery. Delay in approving Environmental Improvement Project (June) and recruitment issues could impact output of project. Option to extend past 31st March 23. Monthly Project Board to monitor. Longer term we will need to look at the joining up of services between Parks, Housing and Amey Highways Delivery.
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Area for development: **Community Safety**

Strategic Goal: Strong and connected neighbourhoods which people are happy to call home

Context: Community Safety: Leading on the delivery of the city's statutory and strategic partnership priorities for reducing crime and disorder. The service has been affected by years of financial pressures with a significant number of unfunded vacancies in the structure. The development of the service was affected by the pandemic and the need to review the structure transferred across to ensure it met service needs and ambitions around development and improvements. Further investment was agreed for the service which saw an increase in the establishment of Sustainable Communities Officers (wardens). However due to increased financial pressures for SCC budget in this area was reduced in 22/23. There was a need to develop the Safer Sheffield Plan for the city for 2021 - 2024 and reset the performance criteria and reporting against the outcomes and priority areas in the Plan.

Accountable Officer: Director of Communities

Accountable Committee: Communities, Parks and Leisure Committee

Activity	Impact (Metric where available)	Outcome
Anti-Social Behaviour casework management	Casework volumes / Type data	Impact of ASB casework management understood and success / trends monitored and reported.
Anti-Social Behaviour casework management	Customer Satisfaction data	Satisfaction with ASB casework management
Produced area profiles to better identify neighbourhood issues, using them as a guide to coordinate problem-solving resources	The right resources in the right place at the right time.	More efficient/effective use of resources
Lead and coordinate problem-solving meetings in priority areas	Action plans produced and agreed at local level.	Anti-social behaviour and other crime is reduced
Lead on partner activity to reduce criminal exploitation and disrupt organised crime groups	Action plans produced and agreed through the Fortify governance structure.	Organised crime/exploitation reduced
Implementing monthly Channel Panel meetings to assess individuals at risk of being drawn into terrorism and put in place tailored support plans to address vulnerability.	Twelve multi-agency Channel Panels held in the year to assess risk and provide tailored support (Number of panels).	Risk of radicalisation is reduced

Providing universal and targeted support (staff training, project activity and curriculum resources) to the education sector (from Early Years to HE institutions).	School leaders, staff and students receive Prevent awareness and training inputs (number of settings and participants)	School leaders, staff and students have an improved understanding of vulnerability to radicalisation and local risks, staff are confident in making appropriate referrals for safeguarding support and young people are more resilient to extremist narratives.
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Where do we want to get to in 2022/23?

- Working closely with the LACs to ensure that people in Sheffield have the opportunity to contribute to the reduction of crime and anti-social behaviour.
- Working to safeguard the most vulnerable people and communities.
- Engaging with communities and partners to safeguard individuals at risk.
- Coordinate partnership working at a strategic and operational level with communities, VCF sector and statutory agencies - to put in place positive solutions to key challenges.
- Demonstrate successes in resolving anti-social behaviour issues.
- Produce a citywide anti-social behaviour strategy.
- Improved communication with key stakeholders to quickly resolve issues relating to community tension.
- Review membership of the Community Safety Partnership Board to ensure it effectively manages its responsibilities to tackle and reduce crime and disorder.

Key milestones	Milestone/action	By when	RAG
1	Area profiles produced to better identify area-based issues and coordinate the right resources in the right place at the right time.	March 2023	Green
2	Produce the annual Joint Strategic Intelligence Assessment to review progress against Partnership priorities	March 2023	Yellow
3	Publish an anti-social behaviour policy for Sheffield	March 2023	Yellow
4	Establish the ASB Theme Group linked to the Safer Sheffield Partnership	March 2023	Green
5	Develop and implement a performance management framework	March 2023	Yellow

Risks	Other issues
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- Insufficient resources available to deliver on Safer Sheffield Partnership Plan priorities leads to dissatisfaction with the service.
- Budget pressures on capacity.

- Difficulties recruiting and retaining Sustainable Communities officers leads to lack of resource to deal with citywide priorities.

Goal Three: tackling inequalities and supporting people through the cost-of-living crisis

Why is this important?

Sheffield is an unequal city. There are stark differences in outcomes for people who live in different parts of the city or come from different backgrounds or who share different characteristics (such as being disabled) on almost every indicator imaginable – from health to education to employment to access to green space. Those inequalities hold everyone and every part of the city back because it means that people are not able to fulfil their potential. And the inequality in the city has become worse over time; there are more children in poverty now than there were before the Covid-19 pandemic for example. Over the last year, the independent Race Equality Commission has published its final report, which sets out a stark picture of the effects

of racism in our city; it is also a rallying cry for the city to come together and to stand up as a place that actively works to combat racism and discrimination.

As the cost-of-living crisis bites over the coming months, we can expect every household to feel its effects – from significantly higher energy prices to double-digit inflation for food and other essentials to rising rents and mortgage costs. We will need to work together as a city to provide support for people who are most affected by the crisis, and we already know that is likely to be those who struggled most before the crisis began.

The year ahead

Over the next twelve months we will work with partners from across the city to do what we can to support people affected by

the cost-of-living crisis, using learning from the Covid-19 pandemic to focus our efforts on the things that will really make a difference. Within this, we will have a particular focus on homelessness which has become a more acute challenge since the beginning of the pandemic and is likely to be exacerbated by the cost-of-living crisis. We will publish the council's response to the findings of the Race Equality Commission and work with the legacy body to take action with our partners so that we become an anti-racist city. We will also make sure that we don't lose sight of our longer-term plans to reduce poverty in the city, following last year's Anti-Poverty Conference, and we will continue our work to make sure that Sheffield is a tolerant, inclusive city, where everyone feels welcome.



Urgent Challenge: **Cost-of-living crisis**

Strategic Goal: Tackling inequalities and supporting people through the cost-of-living crisis

Issue title: Cost of Living Crisis

Context: The cost-of-living crisis is beginning to have a significant impact on people in every part of our city. Price rises driven by energy price inflation, alongside additional taxation, are having an impact on most households in the city. Poverty was already increasing in Sheffield before Covid hit – and the pandemic has exacerbated inequalities and disproportionately affected the city’s poorest communities.

Right now, we are seeing real incomes reducing, costs increasing with inflation at 9.1% – this is affecting energy, food, and rent. We are also seeing an increase in illegal money lending, with people increasingly using them for essentials.

The city needs to come together, with partners and communities, to focus our efforts and take the steps we can take as a city to alleviate the effects of the crisis, and in particular, the impact that it is having on routine day-to-day income and expenditure decisions for households.

Accountable Officer: Director of Policy, Performance and Communications / Director of Communities

Accountable Committee: Strategy and Resources Committee

Where do we want to get to in 2022/23?

A Cost-of-Living Crisis Strategy Group has already been established to oversee an incident management response. Alongside a tactical group to co-ordinate delivery, the remit of this groups is to: · Take co-ordinated action where we can now while planning for autumn and winter · Set collective strategic direction for operational actions and interventions · Harness and gather shared intelligence and community insight · Get ahead of the challenge and give vital structure and focus through an emergency-style response · Use our networks of influence, for example in lobbying central Government.

This work is underpinned by an Action Plan which has put in place the following workstreams:

- Communications and information sharing – guidance and promoting the support available.
- Providing direct and indirect access to emergency support – Council Tax energy rebate, making access to financial support easier, support for foodbanks, small grants delivered using the Housing Support Fund.
- Supporting people to move away from crisis towards longer-term financial stability – welfare rights advice, employment support, food ladders.
- Data and Intelligence – harness data and insight from all partners, national data and evidence, citizen voice and insight.
- Response as a landlord and creditor – support for tenants (for example, Council Housing).
- Response as employers – support for vital frontline staff in the city exposed to cost increases in their work.

- Responding to what matters to specific groups – responding to needs and impacts on different communities (this includes communities of interest and also geography, incorporating the vital role of Local Area Committees in co-ordinating responses in their areas).

We are anticipating that the crisis will worsen during Autumn/Winter 2022/23, impacting more people, more deeply and the aim is that this emergency response will have helped us to plan for this and respond in the most effective way.

Throughout 2023 we should be focused on embedding the ways of working being fostered by the Strategy and Tactical Groups and delivering across all areas of the Action Plan. This should also provide the basis for a longer-term focus on tackling poverty and its impacts.

Key milestones	Milestone/action	By when	RAG
Page 11	Payment of £150 Council Tax Energy Rebate. The remaining few £150 payments to be made by end of July. Discretionary scheme will make automatic payments to people in properties E-H who are in receipt of certain benefits. Additional application discretionary scheme will be available from 1st July 2022.	Main energy rebate completed by end September 2022; Discretionary scheme completed by end November 2022	
	The ‘One Route In’ project to review SCC hardship schemes is underway. This project aims to simplify access to SCC crisis support (creating a ‘one route in’) and to direct people towards schemes that maximise their income beyond their immediate crisis. ‘One Route In’ pilot due to start mid-July to run for 3 months, which will test the concept of managing schemes side-by-side. Learning from this pilot will inform next steps.	Due to start Mid-July but has been delayed by need to find savings that were not part of original project plan	
	Ensure that support and effort is co-ordinated across the city so that we are maximising our shared resources for the benefit of the people most impacted: <ul style="list-style-type: none"> • Strategic Group set up • Tactical group in process of being set up. • Action plan agreed 	Autumn/Winter 2022	
	Develop a Winter Plan for the city which sets out how we will respond and support communities over the winter as energy bills continue to rise and temperatures drop. This will include looking at a network of Warm Places.	Sept/Oct 2022	
	Food Access Plan £200,000 identified in Budget Council:	Autumn/Winter 2022	

	<ul style="list-style-type: none"> • Responding to immediate need: donation to SYCF Cost of Living fund; food purchasing fund for food banks • Responding to underlying causes of food poverty: provision of advice in reach of food banks • Coordination and capacity building: development of comprehensive network of food support and community food spaces; development fund. 	<p>SYCF fund is established</p> <p>Additional food for food banks, additional advice in reach and food coordination role to all be in place by Autumn 2022</p> <p>Development fund est. by Jan 2023</p>	
<p>Risks</p> <p>The crisis is growing but we don't yet know what the full scale of the impact will be on people in the city.</p> <p>Ensuring that the organisation is able to maintain focus on delivering the complex range of activities and interventions required to deliver the workstreams – for example, there will be a significant impact if work such as One Route In project to review SCC hardship schemes is not able to succeed in simplifying access to crisis support.</p>	<p>Other issues</p> <ul style="list-style-type: none"> • We know that we already have increased demand and decreased resources and capacity across the system, and this will only get worse. Our co-ordinated response will need to be very effective in order for us to mitigate the impact of the crisis. • We also need to balance our immediate response with a strategic approach to addressing the long-term issues. 		



Area of ongoing focus: **Becoming an anti-racist city**

Strategic Goal: Tackling inequalities and supporting people through the cost-of-living crisis

Context: The Race Equality Commission report contains a series of recommendations and actions to become an anti-racist city. We need to respond positively and at pace to these, demonstrating leadership for the city, our residents and for staff.

Accountable Officer: Director of Policy, Performance and Communications

Accountable Committee: Strategy and Resources

Where do we want to get to in 2022/23?

SCC are determined to respond to the recommendations of the REC to tackle the prejudice and discrimination that the Commission has identified. This means taking action within our own organisation and alongside communities and city partners in the city as a whole. There are some actions that we can deliver immediately which deliver practical, real impact but others involve sustained activity to achieve longer term change.

Alongside anchor institution partners, we will:

1. Endorse and agree to implement the recommendations
2. Facilitate the establishment of an effective legacy body
3. Become an antiracist organisation within 24 months (as defined by the criteria set out by the commission)
4. Aim to meet the recommendations of the report within 36 months

This means that there needs to be an immediate and sustained focus on responding to the Commission during 2022/23. In terms of in year deliverables, we have already endorsed and agreed to implement the recommendations (1) and are working on establishing the legacy body with our partners (2). We also need to use this year to lay the groundwork for delivering on points 3 and 4 by 2024/25. We recognise that this will take time but need to start with the short-term actions for both the Council and the City, but as an organisation we need to take a role in leading the response.

Key milestones	Milestone/action	By when	RAG
1	Organisational response – support the establishment of a multi-agency long-term legacy delivery group to support action and share learning (including securing adequate resource to underpin this)	Autumn 2022	
2	Organisation response – review and monitor funding and distribution strategies, and the impact of equitable funding allocations to ethnic populations	Spring 2023	

3	City leadership – increase the diversity of the city partnership boards we support and work with partners to support a city-wide approach to increasing diversity of governing bodies	Early 2023	
4	City leadership – work with partners to develop a system for collecting, sharing and analysing data	Spring 2023	
5	Empowering employees – supporting an inclusive culture including engaging, listening and responding to employees through, employee engagement including staff networks, trade unions, team meetings and managers.	Ongoing	

<p>Risks</p> <ul style="list-style-type: none"> • Whole city impacts – if we fail to meet these commitments this will represent a significant risk in terms of our effectiveness as an organisation, we need to look like and truly represent Sheffield in order to deliver for the city, and our ability to maintain and build trusted relationship with communities, Capacity and capability – need to ensure that we are adequately resourcing the organisational response; we also need to ensure our systems are set up to be able to collect, measure and analyse data across equality characteristics. Collective resource and buy-in – we will only be able to deliver the city leadership and legacy recommendations if we are able to secure resource from key organisations, • Equality, diversity and inclusion – ensuring that we are taking account of intersectional needs across different protected characteristics. 	<p>Other issues</p> <ul style="list-style-type: none"> • Need to build on the connections and conversations made during covid on engaging with and listening to diverse communities and safeguarding this • It is proposed that council response should be led through the Sheffield Equality and Inclusion Board, with reports to Strategy and Resources on progress.
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Urgent Performance Challenge: Homelessness

Strategic Goal: Tackling inequalities and supporting people through the cost-of-living crisis.

Issue summary: Increasing numbers of people are threatened with or experiencing homelessness. The most common reasons are being asked to leave by family/friends, domestic abuse and ending of private tenancies. The new homelessness prevention duties from 2018 increased demand for services with inadequate funding from Government. The pressures on vulnerable residents have become more acute during the pandemic and have been further exacerbated by the cost-of-living crisis. Backlogs of work have built up and services are reactive rather than proactive in preventing homelessness. Prior to the pandemic in 2019/20 homelessness acceptances were only 396 households for the whole year.

Accountable Officer: Director of Housing

Accountable Committee: Housing

Performance picture	Baseline (2021/22)	Current (Quarter 1)	Target (Annual)	Direction of travel	RAG
Presentations	3512	932	N/A	Quarterly trend improving	Amber
Percentage of presentations threatened with homelessness within 56 days (prevent duty owed)	20%	26%	50%	Negative quarterly trend	Red
Successful Homeless preventions	27%	24%	60%	Quarterly trend improving	Amber
Successful Homelessness reliefs	37%	35%	60%	Quarterly trend improving	Amber
Full Homeless Duties Accepted	968	269	650	Quarterly trend improving	Amber
Temporary accommodation occupancy (inc. B&B)	430	415	310	Quarterly trend improving	Amber
Rough Sleepers	18	20	9	Negative quarterly trend	Red

What are the issues underlying current performance (summary)?

- Cost of living increases are driving up private rents and other expenses for households such as food and fuel which makes the risk of homelessness greater. It is hard for people in poverty to be able to support other household members who they may ask to leave.

- The Council and its partners are struggling to keep pace with demand and therefore focus on reacting to crisis rather than on earlier help and prevention. There are service gaps for some groups particularly those with more complex needs.
 - Compared to other Core Cities, Sheffield has a relatively low number of cases that are resolved at the prevention stage. Homelessness presentations and referrals from partner agencies are mostly at the stage a crisis has occurred rather than when earlier help could have been offered to keep the current home.
 - The statutory homelessness service budget has been reduced by 60% due to reductions in government funding and relies on bidding for government grants for 40% of its income. Caseloads are high, which means there can be delays in providing services and opportunities for prevention are missed.
 - Plans to build new Temporary Accommodation have been delayed, some supported housing has been decommissioned and therefore we use hotels and dispersed general needs housing for people who are owed a temporary accommodation duty. This has a negative impact on individuals and communities and contributes to budget overspends.
 - When people do need to move, there is a shortage of suitable housing options of both supported/specialist housing and permanent homes.
 - Sheffield relies heavily on its own council housing and registered housing providers to meeting housing needs for vulnerable groups. But due to Right to Buy national government policy and limited new build there is a shortage of affordable social housing. There are 3,000 bids a week for Social Housing and we only advertise 70 properties each week. There are 1,000 people with an urgent priority to move at any one time.
- We need to ensure the Allocations Policy is effectively prioritising people in the greatest housing need and is helping us to make the most efficient use of available stock.
- The backlog on housing repairs means properties are not always being brought back into use as quickly as they could be, reducing available accommodation for those who need it for both permanent and temporary housing.
- More access to good quality private rented housing is needed to build on our successful Private Rented Solutions service, but this is also limited in supply and demand is high from other residents also.
- Sheffield has relatively low numbers of people sleeping rough compared to other Core Cities due to a very strong partnership approach but numbers have been increasing. The last official count was 18 in 2021, but our monthly monitoring shows on occasion this has been up to 30 individuals. We aim to reduce this to 9 in this year.
 - Our commissioned Supported Housing provides positive outcomes for 70% of service users but needs to be improved for people with more complex and enduring support needs. Budgets for housing support have also more than halved in the last 12 years.
 - Council Teams with partners across all sectors have also delivered new services including Everyone In, Covid Hardship Funds and support to Refugees from Afghanistan and Ukraine. This has placed an increased demand on overstretched services.

What does success look like in 2022/23?

- The Council is responsible for producing a statutory Homelessness Prevention Strategy and is developing this currently with our network of partner organisations. This will respond to the current pressures and focus on multi-agency prevention earlier, increasing housing options and support to the most vulnerable.
- A greater number of homelessness preventions achieved, with fewer people placed in emergency accommodation and a reduction in the use of hotels with no families placed in this type of provision.
- Securing access to a larger number of good quality private rented homes.
- Working in collaboration with registered housing providers to develop new specialist and general needs housing for vulnerable groups.

- Putting in place more accommodation with support for rough sleepers for emergency provision and move on Accommodation.
- Implement the findings of the Housing Related Support Review to improve outcomes for people who need supported housing and make the most effective use of resources.
- Following completion of feasibility work, agree and develop sites for 100 units of Temporary Accommodation and identify sites for a further 50 units.

Key milestones	Milestone/actions	By when	RAG
1	Homelessness Prevention Strategy presented to Housing Committee and implemented	November 2022 Jan 2023 implementation	
2	Rough Sleeper Action Plan Implemented	September 2022	
3	Implement New Floating Support Service for Council Tenants at risk of homelessness	October 2022	
4	Private Rented Solutions Project completed to expand access	March 2023	
5	Produce Final Business Case and implement findings of Housing Related Support Review	November 2022	
6	Decision made on sites for Temporary Accommodation – included in Stock Increase Programme	September 2022	
7	Allocations Policy Review presented to Housing and Policy Committee	November 2022 (implement April 2023)	

<p>Risks</p> <ul style="list-style-type: none"> • Homelessness services are currently financially unsustainable – overspend on B&B budget and pay award pressures. Reliance on temporary funding compounds issues. • Capacity of services at crisis point to transform is limited. • Budget reductions in other areas of housing services may impact on quality and safety of stock (eg. Private Rented Sector standards.) • Pressures on other SCC budgets lead to reductions in services that cause increased demand for homelessness services. 	<p>Other issues</p> <ul style="list-style-type: none"> • National issues outside of control of services that are increasing demands for services. • Capacity of partners in statutory and non-statutory sectors impacted by reduction in public funding and increased costs – wrap around support not available to prevent crisis or sustain housing.
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Goal Four: healthy lives and wellbeing for all

Why is this important?

There are significant health inequalities across the city, with people from some parts of Sheffield enjoying up to 20 years less of healthy life expectancy than those from other parts of the city.

We want everybody in Sheffield to have the opportunity to lead long, healthy, active and happy lives and to be able to connect to the right health and wellbeing support at the right time.

As set out in Sheffield's Joint Health & Wellbeing Strategy, that means ensuring people have the best start in life, providing them with opportunities to be fit and active throughout their lives, supporting them to make healthy life choices, such as stopping smoking, and addressing some of the other things that can lead to poor health (such as low-quality housing, or low incomes). We want to try to help people prevent problems before they arise, but also make sure that people can get access to support tailored to

their needs and circumstances, when they need it.

But, as in the rest of the country, we face a significant and unresolved crisis in both adults' social care, with the complexity and demand for services increasing, an increasingly stretched workforce, and a decade-long underfunding of services by central Government. We are working hard, including with the NHS, to ensure those services continue to be effective and sustainable.

The year ahead

During 2022/23 our core focus in this area will be on establishing the foundations to improve wellbeing outcomes and experiences of people and their family members and carers across Sheffield and ensure all adults and carers can easily access to excellent quality social care services. As part of this, we will focus on co-designing with people we support and families, a Citizens Voice as way of

ensuring citizens voices are at the core of how develop and deliver social care services. We have plans in place to do this, working closely with our partners in the health, housing, VCSE and social care providers.

We will also review our core public health services – some of these are highly effective, such as our stop smoking services, but in others we believe we can make improvements, including in our work on substance misuse. And we will also use this year to launch our new Sport and Leisure Strategy and to develop plans for a complete overhaul of our sports and leisure facilities in the future from 2024, helping to ensure that Sheffield remains a healthy and active city for years to come.



Urgent Performance Challenge: Adult Health and Social Care

Strategic Goal: Healthy lives and wellbeing for all

Issue Summary: Our vision is that 'everyone in Sheffield lives in a place they can call home, in communities that care, doing things that matter to them, celebrated for who they are - and when they need it, they receive care and support that prioritises independence, choice, and recovery.

We need to focus on improving wellbeing outcomes and quality of care and support for Adults and their families and carers across Sheffield and delivering accessible, excellent quality services to do that. We also need to address the financial sustainability of social care and are making progress on this aim, with £7.8m of savings delivered in the first quarter of 2022/23.

Accountable Officer: Director of Adult Health and Social Care

Accountable Committee: Adult Health and Social Care

Performance picture	Baseline July 2022	Current	Target [need date]	Direction of travel	RAG
Proportion of ASC users who have had an annual review	44% (July 22)	As baseline	75%		
ASC timescales median no. of days to determine if support needed	34 days (July 22)	As baseline	28		
ASC timescales median no. of days to put support in place	14 days (July 22)	As baseline	28		
Gross current expenditure on long and short term care for adults aged 65 and over, per adult aged 65 and over	1,023.59 (2020/21 for Sheffield)	As baseline	1,120.18 (2019/20 Mean for Core Cities)		
Gross current expenditure on long and short term care for adults aged 18-64, per adult aged 18-64	228.22 (2020/21 for Sheffield)	As baseline	237.45 (2019/2020 Mean for Core Cities)		
Sickness absence: % time lost due to sickness – last 12 months	7.5% (12 months to end June 22)	As baseline	<6% across service		
% of Regulated Care – Care Homes - rated good or outstanding	89%	As baseline	Y&H Q1 22/23: Care homes 77%		
% of Regulated Care - Homecare – rated good or outstanding	79%	As baseline	Y&H Q1 22/23: Homecare 84%		

% Safeguarding Adults Outcomes Met: % expressed outcomes fully met (S42 enquiries)	66% (Q1 22/23) (29% partially met)	As baseline	64% (Y&H Q1 22/23 average)		
Safeguarding Adults Impact on Risk: % risk removed or reduced (S42 enquiries)	91% (Q1 22/23)	As baseline	93% (Y&H Q1 22/23 average)		
Overall satisfaction of carers with social services: % Extremely or very satisfied	35% (21/22)	As baseline	39% (National Average)		
Overall satisfaction of people who use services with their care and support: % Extremely or very satisfied	59% (21/22)	As baseline	64% (National Average)		

What are the issues underlying current performance?

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As we emerge from the pandemic, we need to embed our strategy for improving outcomes and experiences of Adults and their Families and Carers, and ensure implementation of this is collectively owned across the system.

We need to embed co-production and co-design as core to development of social care services and build better, stronger multi-agency relationships with our partners, provider colleagues and VCSE so we are working better together to improve outcomes and our social care services for Sheffielders. Shared governance arrangements need to be strengthened to support ongoing focus on improving quality of care and setting joint standards improvement.

- We need to address recruitment and retention across the care system by developing a strategy to make care an attractive, rewarding and long-term career. This is a national challenge which all areas are facing and its important as this creates foundations for delivering continuity of care and support.
- We need to build capacity in markets for care and redesign our commissioning to focus on improving outcomes for people, using this and a longer-term approach to contracting to build sustainability in care providers and support our recruitment and retention aims.
- We need to review support provided during the pandemic to ensure they are appropriate to people's ongoing needs, and address waiting lists that we could not undertake while Covid restrictions were in place.
- We need to work within the constraints of the local government financial context and build long term financial sustainability.

What does success look like in 2022/23?

- Strategic Direction and improvement of Wellbeing Outcomes
 - ASC Strategy Delivery plan approved and programme of delivery agreed at Committee in June 2022.
 - Market Position Statement and Sustainability Plans approved at Committee in September 2022 to support creation of sustainable provider market which is clear on demand, quality and workforce expectations and focussed on enablement and outcomes.
 - Joint health strategic commissioning plans approved at Committee - Older people and People with Dementia, People with a Learning disability, Autistic People, Unpaid Carers, People experiencing mental health.
- Improving quality and outcomes

- Joint Health and Wellbeing Outcomes Framework approved at Committee in November 2022 to support implementation thereafter.
- Implementation of a new operating model focusing on strengths based, enablement focused practice and which will reduce failure demand in the system, improves the interconnection with NHS and other partners (working as multi-disciplinary teams that align to primary care networks, removing duplications, clear roles and responsibilities for different parts of the system, working together earlier to enable outcomes to be met more quickly and first time).
- New model for Safeguarding and protecting people – implementing new requirements of new safeguarding legislation around Liberty Protection Safeguards (LPS). We will be introducing a multi-agency safeguarding hub (MASH), improve thematic learning through governance arrangements and bring back line management of mental health social workers so that we can focus on improving mental health and wellbeing of population of Sheffield.
- Workforce Sustainability
 - New pan-system workforce strategy to improve recruitment and retention in Sheffield with high-profile marketing campaign, robust career pathways, supporting the wellbeing of employees and encouraging learning and development; new contractual requirements for providers to value and invest in employees via longer term contracts.
 - Deliver in partnership with unions an approach to promoting attendance and improving wellbeing in the adult social care workforce.
- Addressing Waiting Lists and delivering sustainable services
 - Reducing waiting lists across safeguarding, Equipment and Adaptations, Reviews, Hospital Discharges, Continuing Health Care (CHC), Transitions and direct payments.
 - Developing new ways of working as part of our operating model design so that we build sustainable approaches to delivering these services in the future.
 - Implementing recovery plans to reduce waiting lists by June 2023.
- Sustainable models of care
 - Implement a tender for a new outcomes and enablement focussed care and wellbeing (homecare) services and use learning from a 2 year test for change for the new Homecare service in Uppertorpe started in May 2022 to take forward a transformation of how we deliver homecare across the City and improve people's experiences of care.
 - Review care homes has just started, and market reshaping will follow in future years.
 - Review of care homes and care provision for adults with disabilities and people experiencing mental health issues so that we can enable people to live more independently.
 - Embed strengths based and enablement approaches across the care system and will develop preventative approaches that improve outcomes and reduce need for care and support.
 - Building upon our model of quality improvement so that all care services are rated as good or better across Sheffield.
- Financial sustainability
 - Implementing our Financial Recovery plan and Governance framework – ensuring Effective Use of Resources Framework to set out AHSCs approach to sustainably managing our Adult Health and Social Care resources and financial recovery. Reports are provided to each Committee on progress and briefings with members in place.
 - Prepare for implementation of new reforms which increase the charging cap.
 - Improving our online Information, advice and guidance offer to increase take up of community-based support and increase self-service where appropriate, i.e. equipment and adaptations.

Key milestones	Milestone/action	By when	RAG
1	Deliver a new Target Operating Model for Adult Social Care which enables delivery on our strategy and vision and creates the foundations for long term sustainability of social care to improve outcomes and quality.	March 2023	
2	Deliver a Market Position Statement and Market Sustainability and Oversight Plan.	Sept 2022	
3	Deliver a Joint Health and Wellbeing Outcomes Framework which sets out the impact health and care services are having in Sheffield.	Nov 2022	
4	Deliver a Sheffield Adult Social Care Workforce Strategy.	April 2023	
5	Deliver a new model for residential care with implementation over the following year.	Feb 2023	
6	Deliver an Unpaid Carers Strategic Delivery Plan with implementation over the following year which sets out how we will improve experiences and supports to unpaid carers in the City.	Feb 2023	
	Deliver a Direct Payments and Personalisation Strategy and Strategic Delivery Plan setting out how we will improve choice and control for people with a disability across Sheffield.	April 2023	
	Deliver a new model for safeguarding Adults in Sheffield supported by a new Safeguarding Delivery Plan.	April 2023	
10	Deliver a new model for Mental Health Social Care Services in Sheffield with implementation in the following year to improve outcomes of people experiencing mental ill health in need of care and support.	April 2023	
11	Deliver a new transformational Homecare Contract which enables a more people to live independently for longer.	June 2023	
12	Deliver and implement the national government funding reforms	Oct 2023	

Risks

- Introduction of new CQC Assurances alongside responding to local and national drivers. National policy of funding for local government and social care is currently unclear, with uncertainty about the future of the health and social care levy and concern about the impact of inflation on costs.
- Delivering significant change while services are continuing to respond to the pandemic could impact on the pace of change.

Other issues

- National issues outside of control of services that are increasing demands for services.
- Capacity of partners in statutory and non-statutory sectors impacted by reduction in public funding and increased costs.
- Balancing our immediate response and operational pressures with a strategic approach to addressing the long-term issues.

- Winter pressures will affect priorities and could impact on work to address backlogs.



Area of ongoing focus: **Redesigned sport and leisure offer for the city**

Strategic Goal: Healthy lives and wellbeing for all

Context: We want to maximise the benefits of our leisure and entertainment services for our residents and recognise their contribution towards wider objectives, such as reducing the burden on the NHS and social care, lowering levels of obesity and cutting carbon emissions. We know that these ageing facilities are hampering our efforts to meet net zero targets and this must be addressed as part of our efforts to tackle the climate emergency. This transformation can only happen if there is a long-term invest-to-save plan to support the development of our services. The end of our current leisure facility operator arrangements with Sheffield City Trust in 2024 provides a major opportunity to review what our communities will need from our facilities and services in the future, and design new, more efficient and impactful solutions to help our communities to be active and stay healthier for longer, alongside other investments we plan to make with partners during 2022/23.

Accountable Officer: Director of Parks, Leisure and Libraries

Accountable Committee: Communities, Parks and Leisure

Where do we want to get to in 2022/23?

We are working on a new 10-year Sport and Leisure Strategy that will set out our vision for placing Sheffield at the forefront of sport, physical activity, leisure and wellbeing in the UK. We will launch this in the Autumn of 2022, providing the framework for all our forthcoming work.

Between 2019 and 2021 we undertook a detailed review that set out how the city's Leisure, Entertainment and Events facilities will be redeveloped to become as close to self-funding as possible through investment and appointment of a new operator to manage the facilities. Following publication of our Strategy, we will take the next step in response to this review, in launching the tender process to run our facilities.

We will also work with key partners to make a range of other specific investments across the city as we develop a sport and leisure offer that delivers considerably more social, economic and environmental benefits and supports long term recovery from COVID-19.

Key milestones	Milestone/action	By when	RAG
1	Launch our new 10-year Sport and Leisure Strategy	Autumn 2022 (likely October)	
2	Launch the tender opportunity for the new Sport and Leisure facilities operator, with the preferred bidder being appointed in January 2024.	January 2023	

3	Launch partnership with the Football Foundation and the National Football Trust to develop Woodbourn Road as a fourth community football hub site, including significant investment and development of the site.	Autumn 2022 (likely November)	
4	Deliver the Parkwood Springs regional country park including the partnership with British Cycling and National Centre for Sport and Exercise Medicine for the Places to Ride world class mountain bike trail and community activity hub.	Spring / Summer 2023 (likely March / April)	
5	Deliver the Hillsborough Tennis Hub and spoke project in partnership with the newly appointed operator and the Lawn Tennis Association, including the activity hub and café in Hillsborough Park, alongside improved facilities in Hollinsend and Ecclesfield Parks.	Summer 2023 (likely June)	
6	Using our successful project development funding, we will develop a successful bid to the Football Foundation PlayZones Grant programme to create new or refurbished mini-pitches in communities with the greatest need.	Final bid submission winter 2023. Final outcome Spring 2023	

<p>Risks</p> <ul style="list-style-type: none"> • Review of our leisure facilities is a significant project with multiple, interdependent risks, including: <ul style="list-style-type: none"> ○ The way the facilities are run (management model) has a significant impact on the overall cost to operate the services which directly impacts on the level of investment available for the facilities and in turn the quality of the facilities we can offer. ○ Should a suitable operator not be appointed to run the facilities, this will impact the long term financial model. It will impact on the ability to generate revenue that will pay back council reserves and prudential borrowing that will be investment to improve and redevelop the facilities. It will also impact the allocation for ongoing lifecycle investment to ensure that facilities are kept in good condition and don't fall into disrepair in the future. 	<p>Other issues</p> <ul style="list-style-type: none"> • The level of activity in sport, leisure, health and green spaces is significant and with only a small team to deliver, there is a risk that we cannot deliver all our ambitions. We are looking to factor revenue fees into grant and funding bids to cover the additional resources required to deliver these priorities.
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Area for development: **Public Health**

Strategic Goal: Healthy Lives & Wellbeing for All

Context: The Public Health Grant funds a wide range of services, such as interventions to reduce smoking prevalence, and to increase access to nutritious food, delivery of health visiting and school nursing, drug and alcohol support, debt and other advice services, and support to prevent homelessness. Responsibility for these services is spread across the Council as part of our approach to fully embedding public health in the way we work, though overall accountability for the way the Grant is spent rests with the Director of Public Health.

While each individual service is performing well, spreading the funded services across the organisation has meant that we are less able to have a clear overview of what services funded by the Grant are delivering in total, and whether all the activity funded in this way hangs together coherently. We also know that many of the services funded by the Grant can make a difference to people facing pressure on their incomes, whether that is through helping them reduce the amount they spend on things like tobacco, or by providing support in relation to some of the impacts of the increase in the cost of living.

Accountable Officer: Director of Public Health

Accountable Committee: Strategy & Resources

Where do we want to get to in 2022/23?

We have two challenges for the year ahead: first, to establish a clearer picture of the services funded by the Public Health Grant and the outcomes they deliver, to ensure we get the most out of every pound we invest in this work and to help us ensure we have the right model for public health in Sheffield; second, to take steps forward in a number of key areas that support Sheffield to be a healthier place for people, reduce inequalities, and help with the cost of living challenge.

Key milestones	Milestone/action	By when	RAG
1	Produce an overview of spend against the Public Health Grant, including a Public Health Contract List identifying all areas where Public Health Grant is allocated, to provide the basis for a review of Public Health delivery focused on outcomes.	November 2022	
2	Lead the review of the Health and Wellbeing Strategy, to be agreed by the Health and Wellbeing Board, restating the city's aim to improve overall health and to narrow the health inequality gap, and set out how this will be done.	Interim report to HWBB in September 2022 Final report in December 2022	
3	Implement and commission service elements of the Sheffield Tobacco Control Strategy, protecting and raising awareness amongst the public of tobacco as commercial driver of health and industry profit, developing smokefree policy to positively influence social norms, action on cheap and illicit tobacco and underage sales of tobacco and vapes to	Launch commissioning in October 2022 Services in place in April 2023	

	children and young people, communication campaigns, stop smoking services provision and harm reduction.		
4	<p>Drugs and Alcohol</p> <ul style="list-style-type: none"> development and implementation of an all-age commissioning strategy to achieve the ambitions of the new national drug strategy 'from harm to hope' to include prevention, treatment and recovery review of Drug and Alcohol Strategic Board to ensure appropriate governance structures are in place to provide oversight of local strategy and new investment development of local alcohol strategy which has the specific intention to prevent and reduce alcohol related harm 	<p>December 2022</p> <p>November 2022</p> <p>March 2023</p>	
5	<p>Sexual and reproductive health</p> <ul style="list-style-type: none"> Recovery of services post the Covid-19 pandemic to achieve expected levels of activity and access Evaluation of new service model to make an assessment of anticipated impact on outcomes to inform future commissioning intentions Refresh of local teenage pregnancy strategic objectives 	<p>November 2022</p> <p>March 2023</p> <p>March 2023</p>	
	Implement the new Office of Health Improvement & Disparities (OHID) national modernised Healthy Child Programme Framework, working with Sheffield Children's Hospital Foundation Trust to review what our Sheffield 0-19 Healthy Child Programme provides and how the funding is used, and working to ensure that Sheffield children and families have an accessible universal, targeted and specialist service that is delivered within local communities.	<p>Review to commence in September 2022</p> <p>Implementation in March 2022</p>	
7	<p>Support delivery of a review of investment into Early Intervention & Prevention work and use this to inform future investment plans to ensure Public Health Grant funds are delivering public health outcomes with a focus on:</p> <ul style="list-style-type: none"> Multi Agency Support Teams Early Intervention and Support for Adults 	<p>October 2022</p> <p>December 2022</p>	
8	Complete a review and refresh of the Sheffield Infant Mortality Strategy ready for Spring 2023. This will build on the existing successes seen in reducing infant mortality rates across the city. The review will include assessing our current approach and services, carry out a gap-analysis of current provision, evaluate impact and value for money, and reprioritise areas of greatest impact drawing on best practice and current evidence. The refreshed strategy will then set out the updated aims and approach going forwards.	<p>April 2022</p>	

9	Agree and then implement a refreshed Food Strategy for the city, based on the national Dimbleby review and including financial food access, protecting people from commercial influence to unhealthy food where we can act locally, and a view of long term food security for the city.	December 2022	
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<p>Risks</p> <ul style="list-style-type: none"> • Cost of living crisis will worsen citizens’ health on average and this will be deeply felt in some communities. • NHS workforce and demand crisis will limit its institutional ability to invest in anything beyond acute models of response. • SCC financial position may lead us to reduce spend in what might be termed as “prevention”. • The Stop Smoking Service will be jointly funded in 2023 and there is a risk that funding could be withdrawn. We are working with SCC legal and NHS ICB in Sheffield to develop a memorandum of understanding and get out clauses within the contract. • Drugs & Alcohol – SCC’s ability to meet strict timescales and deadlines set nationally against the new investment. Potential limiting factors include: procurement processes, inability to recruit a skilled substance misuse work force across the treatment and recovery system. • Sexual & Reproductive Health – Potential for required outbreak response to further impact on displaced activity within sexual and reproductive health services. • Healthy Child Programme Framework – publication of the new national framework was expected in Summer 2022 but has been delayed. Continued delay may impact on our review timescales. 	<p>Other issues</p> <ul style="list-style-type: none"> • Public Health services as a whole are a well-functioning machine, but lack of resource, both in terms of services funded by the Grant, and all other service and policy areas of the council, have implications for the health of the people of Sheffield. • The Early Intervention and Prevention Review links strongly to other areas of work in this plan, in particular Children’s Social Care and Adult Social Care.
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Area for development: **Safeguarding Adults**

Strategic Goal: Healthy Lives & Wellbeing for All

Context: Effective safeguarding is a critical part of delivering excellent social care services. It is our collective responsibility to prevent abuse and neglect and improve outcomes for Adults and Carers across Sheffield, and it is our ambition that Adults in need of Care and Support can live safely and well, free from abuse and neglect. The Sheffield Adult Safeguarding Board leads the partnership planning and oversight of Safeguarding across Sheffield, aiming to ensure that Adults in need of care and support are safe and well, while the Adult Social Care Policy Committee also has a strategic and scrutiny role.

Accountable Officer: Director of Adult Health and Social Care

Accountable Committee: Adult Health & Social Care

Where do we want to get to in 2022/23?

During 2022/23 our primary focus will be on prevention of abuse and neglect of vulnerable adults, with a secondary emphasis on making safeguarding personal for vulnerable adults in Sheffield. Working with the people we support, carers and partners, we will deliver improvements across four key areas: Leadership & Governance, working together to deliver continuous improvement; Outcomes and Experiences for adults and carers; ensuring our staff are able to develop Confident Practice; and ensuring are effective for Providing Support. This is an ongoing journey but we will take a number of key steps during the year ahead.

Key milestone	Milestone/action	By when	RAG
1	Waiting list of referrals for Safeguarding at First Contact and Deprivation of Liberty reduced	March 2023	Yellow
2	Establish a Customer Forum to support and enable co-production and engagement with people who use our services and their families and carers	March 2023	Green
3	Establish enhanced assurance and learning and development framework for Adult Safeguarding, with regular self-evaluation a core part of our safeguarding offer.	March 2023	Green
4	Transfer of mental health staff from Sheffield Health and Social Care Trust to SCC to support recording and monitoring of mental health safeguarding	March 2023	Green
5	Develop a multi-agency safeguarding hub to support improved screening of safeguarding cases	March 2023	Yellow
6	Gain cross-departmental and inter-agency agreement for introduction of Liberty Protection Safeguards	March 2024	Green

Risks

- Winter pressures will affect priorities and could impact on work to address backlogs.

Other issues

<ul style="list-style-type: none">• In establishing a Customer Forum we will need to consider equality, equity and representation issues.• Transfer of staff raises risks in relation to staff retention, and potentially in turn around recruitment.• Successful delivery of the multi-agency safeguarding hub, and Liberty Protection Safeguards will be dependent on the support of the rest of the organisation and our partners.	<ul style="list-style-type: none">•
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Area for development: Improving Wellbeing Outcomes and Tackling Inequalities Through Early Intervention, Integration and Partnership Working

Strategic Goal: Healthy Lives & Wellbeing for All

Context: We want to ensure that people experience seamless services and have positive experiences of support; to deliver this, we need to develop joined up approaches with our NHS, housing, VCSE and wider partners and through this enable delivery of individuals and carers wellbeing outcomes, tackle inequalities and improve the opportunities and inclusion of people with a disability in Sheffield. Our benchmarking shows that we need to do more to increase Adults opportunities to live longer, healthier lives.

Accountable Officer: Director of Adult Health and Social Care

Accountable Committee: Adult Health & Social Care

Where do we want to get to in 2022/23?

We need to build on our Target Operating Model to develop coherent pathways for care and support for people with primary care and community partners, and work with all our partners, and citizens of Sheffield and Carers, to establish joint approaches to quality, and improving outcomes for the people of Sheffield. We want to develop ways of working that recognises individuals' strengths and assets and enables and supports people to live independently in their home to create the future foundations for managing demand and enabling people to self-manage through access to the right information and advice.

Key Milestone	Milestone/action	By when	RAG
1	Build on agreed Target Operating Model and align with Primary Care Networks to develop multi-disciplinary team-based ways of working and a shift towards early intervention and prevention.	April 2023	
2	Implementation of a Joint Health & Wellbeing Outcomes Dataset which tells us the impact we are having on people of Sheffield and areas for development.	December 2022	
3	Implementation of Joint Health and Social Care Quality Framework and Board which sets standards about health and care and ensure individual voices and experiences inform how we ensure excellent quality of health and care in the city.	February 2023	
4.	Delivery of a new information and advice platform and model which provides greater information and advice about supports available and builds a foundation for greater use of digital technology and self-assessment to improve access to social care.	April 2023	
5.	Deliver a new Adults Early Intervention and Help Model which enables people to live independently and healthier at home for longer	June 2023	

6.	Delivery of Joint NHS and Social Care Financial and Strategic Plan, so that we can evidence how we are using our joint funding effectively to achieve best outcomes for people of the City	March 2023	
7.	Delivery of a joined up approach across Social Care and Housing to support people to live independently and well across communities	April 2023	
8.	Delivery of a joined up approach to tackling inequalities across Sheffield	June 2023	
9.	Development of innovative partnership arrangements to enable early action to support people to live independently, working with statutory and voluntary sector partners	Ongoing	

Risks

- Winter pressures will affect priorities and could impact on work to improve our offer.
- In establishing all joined up activity we will need to consider equality, equity and representation issues.

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Other issues

- This work will build on the review of Early Intervention and Prevention set out in the Public Health area for development of this plan.
- National issues outside of control of services that are increasing demands for services.
- Capacity of partners in statutory and non-statutory sectors impacted by reduction in public funding and increased costs.
- Balancing our immediate response and operational pressures with a strategic approach to addressing the long-term issues.



Area for development: Valuing our social care workforce

Strategic Goal: Healthy Lives & Wellbeing for All

Context: We made a commitment in the One Year Plan to valuing the social care workforce, recognising that we need parity of esteem with health colleagues and that this is a key aspect of addressing workforce sustainability. Our priority is to take forward actions that deliver on that promise for our workforce in Sheffield.

Accountable Officer: Director of Adult Health and Social Care

Accountable Committee: Adult Health & Social Care

Where do we want to get to in 2022/23?

We want to develop a clear vision and direction for our workforce, developed with our workforce and partners, to set us up for delivery in the following years. This will be critical in developing a workforce that is representative of, and sustainable, to meet the needs of the people of Sheffield.

Key milestone	Milestone/action	By when	RAG
1	Build on agreed Target Operating Model and complete an organisational review which ensures clear progression routes, learning and development and career pathways for social workers, occupational therapists and social care professionals	March 2023	
2	Delivery of a social care workforce strategy with implementation throughout 2023/24	March 2023	
3	Implementation of a joint Health and Social Care Workforce Board and Workforce Forum to establish foundations for delivering a joined up approach to workforce development across health and social care and involvement of our workforce and unions in improving the offer to our social care workforce.	December 2022	
4	Submission of Fair Cost to Care Outcomes to Government and development of plan to implement.	February 2023	
5	Launch of marketing strategy to promote health and social care as a career choice and improve recruitment and retention with social care.	November 2022	
6	Delivery of a joint health and social care learning and development and career pathways offer across whole social care sector	June 2023	
7	Agree an approach with unions and workforce that promotes attendance and wellbeing and enables our staff to feel valued	April 2023	

Risks

Other issues

<ul style="list-style-type: none">• Winter pressures will affect priorities and could impact on work to improve our workforce offer.• In establishing a Workforce Forum and Board we will need to consider equality, equity and representation issues.	<ul style="list-style-type: none">• National issues outside of control of services that are increasing demands for services.• Capacity of partners in statutory and non-statutory sectors impacted by reduction in public funding and increased costs.• Balancing our immediate response and operational pressures with a strategic approach to addressing the long-term issues.
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Goal Five: happy young people who have the start they need for the future they want

Why is this important?

Every young person in our city deserves the opportunity to be happy, safe and to have the opportunities to lead a fulfilling life and reach their potential in a rapidly changing world. A high quality education (starting from early years and going through to apprenticeships and further and higher education) is a critical element of this and working hand in hand with schools and colleges, we want to make sure that every young person gets the education that they need to help them succeed. But it's about more than education – it's about making sure that young people are safe and happy. We are proud that our Children's Services

are rated good, but they are under significant financial and demand pressure. Compared to other core cities we have lower numbers of looked after children, but we could do more to help children and their families earlier.

The Council has also made significant investment in Youth Services to provide a new creative and ambitious model that will help young people to thrive.

The year ahead

Our core focus in this area over the next year is on the stabilisation of our Children's Services. We are putting in place a rapid improvement plan to ensure that the service is financially robust whilst ensuring

that children and young people get the help and support they need. We will also complete our evidence-informed review of early intervention and prevention work to ensure that we are focusing on the things that have most impact in preventing children becoming looked after.

We are also continuing our work to embed the new model of community-based youth work to ensure that this is meeting the needs of the children and young people that the service works with.



Urgent Performance Challenge: Children's social care

Strategic Goal: Happy young people who have the start they need for the future they want

Issue summary: We need to ensure that we maintain at least a 'good' OFSTED rating for our Children's Services and do so in a financially sustainable way

Accountable Officer: Director of Children's Services

Accountable Committee: Education, Children and Families

Performance picture	Baseline	Current	Target	Direction of travel	RAG
Page 1 Number of children placed in high-cost independent fostering placements	120	141	120	Do we want this to decrease to 120	
Page 1 Annual cost of Children Looked After Placements	£20.6m (2019/20)	£28.6m (forecast 2022/23)	-	Stable	
Social workers with caseload above or well above expectations	19% (March 2020)	32% (March 2022)	10%	Do we want this to decrease to 10%	
Number of Children Looked after in placements outside Sheffield	227 (March 2018)	238 (March 2022)	-	Stable	-

What are the issues underlying current performance?

- **Placement sufficiency**

- in 21/22 26 fostering families were approved, which fell short of our ambition to recruit 40 in house foster carers; in the same year 7 fostering families also left the service, resulting in net increase of 19 families.
- The lack of in-house cares has resulted in the increased use of external placements, both independent foster care and residential which are significantly more expensive than our own carers.

- The market in 'care placements' has become increasingly 'broken'. There is a shortage of appropriate places in children's homes and with foster carers. This placement shortage has resulted in placement providers increasing costs (Competition and Markets authority report 2022, and independent review of children's social care 2022)
- **Recruitment and retention**
 - There is a recognised national challenge which is impacting on the ability for Sheffield to recruit permanent social workers. This is coupled with a highly competitive market for agency social workers which is pushing up hourly rates beyond what we can afford (eg. £36 per hour in Sheffield vs £50 per hour in some neighbouring authorities)
- **Budget**
 - challenges delivering existing savings proposals; savings that have multi-year pay back; placements and workforce are the greatest drivers of budget pressure.
- **The demand for children's care has increased –**
 - the numbers of children looked after in Sheffield has increased (but still low compared to Core Cities);
 - new referrals have increased beyond pre-Covid levels
 - we have seen an increase in child protection places to similar level to our comparators
 - with a full establishment we can hold 3,400 cases but in the last few months, we are running at full capacity / beyond (av. 22 case per social workers)
- **Improvement programme**
 - Continued reduction in staff and incoming achieving change will impact on the project capacity to support children and families services to achieve the improvement plan priorities
 - Thresholds document review with our partners to ensure that the right referrals are made to social care.

What does success look like in 2022/23?

- **OFSTED**
 - A successful inspection with at least a 'good' rating and no identified areas of concern. Positive annual engagement meeting with Ofsted (expected around Feb 2023 following submission of self- assessment Sept 2022).
- **Placement sufficiency**
 - 40 carers will be approved in year and the number of carers leaving the authority will reduce
 - We will have an effective internal residential care service that improve outcomes for children
 - we work effectively with external private placement providers with block purchase contracts that manage availability and costs
- **There will be a fit for purpose permanent establishment in our residential care services that meet the needs of the children and improve their outcomes**
 - Including recruitment of qualified social workers, international recruitment continues, step up to social work,
 - Our Social care establishment is stable and we have a mixture of experienced and newly qualified workers in post that provide high quality help and protection to children across Sheffield.
- **Recruitment and retention - We have an experienced, skilled and supported workforce that do the work they need to do**

- There will be a fit for purpose permanent establishment in our residential care services that meet the needs of the children and improve their outcomes
- Including recruitment of qualified social workers, international recruitment continues, step up to social work,
- Our Social care establishment is stable and we have a mixture of experienced and newly qualified workers in post that provide high quality help and protection to children across Sheffield
- **The demand for children's care**
 - Case holding capacity is managed and qualified social workers hold 22 cases with ASYEs holding 16 cases. This will result in the delivery of high-quality social care services
 - We effectively manage case through put, case closure and step down of cases ensuring that the right children and families receive the right service at the right time
 - Our Edge of Care services continue to work intensively with families keeping children at home where it is safe to do so, improving outcomes for children and families earlier and prevent the need for care,
 - Phase Two of the Early Intervention and Prevention Review continue to reduce demand for children's social care and reduce pressure on children's statutory services.
 - The Y&H memorandum of understanding is agreed and social worker pay is sufficient and capped

Key milestones	Milestone/action	By when	RAG
Ofsted	OFSTED Self-assessment submission Sept 2022	Sept 2022	
Placement sufficiency	Decision on whether to progress Aldine House 2	March 2023	
Placement Sufficiency	Permanent recruitment to the residential workforce to provide stability and resilience in the workforce. This will reduce the need for additional use of agency staffing	March 2023	
Placement Sufficiency	<ul style="list-style-type: none"> - Permanent recruitment to the residential workforce to provide stability and resilience in the workforce. This will reduce the need for additional use of agency staffing - Launch proactive advertising campaign in Sept 22, will increase the number of SCC in-house foster carers in the year and work towards a target of 40 fostering families approved in the year. - Based on previous years retirement of foster cares this target would mean that approx. 33 placements would be available in the city to provide, care from short breaks to permanence, avoiding the use of costly placements. 	Sept 22	

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Placement Sufficiency	Developing a targeted foster care recruitment strategy	Dec 2022	
Placement Sufficiency	Joint work with commissioning to increase in Sheffield-based providers offering good quality and value care within the city.	Dec 2022	
Recruitment and retention	Continue to implement and embed the recruitment and retention strategy to reduce the use of agency workers.	September 2022	
Recruitment and retention	All local authorities to sign Memorandum of Understanding for agency pay in Y&H (need to detail this financially)	March 2023	
Recruitment and retention	Continue to bring in new talent into social work (international recruitment, apprenticeships, Step Up to Social Work)	Ongoing	
Budget	Future budget savings targets are agreed and delivered	Sept 2022	
Budget	DfE bid for new facilities	Sept 2022	
Budget	Review current spend on legal advice and provision	Sept 2022	
Demand Management	Review of threshold	Jan 2023	
Demand Management	Work with the EI&P Phase to review, alongside commissioning to identify good practice and targeted interventions	Autumn 2022	

<p>Risks</p> <ul style="list-style-type: none"> • A lack placement sufficiency results in high-cost placements, which are not in accordance with the plans of children and young people. • Inability to recruit and retain high quality workers leads to an unstable workforce and increasing caseloads impacting on the ability to deliver services in line with our statutory obligation. • Inability to manage caseloads will impact on staff morale and increase the number of staff leaving the service. 	<p>Other issues</p>
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Area for development: Youth Services

Strategic Goal: Happy young people who have the start they need for the future they want.

Context: Our vision is to offer safe, creative, ambitious Community Youth Services where all young people in Sheffield can thrive. In March 2020 SCC agreed to not renew the Youth Services contract and therefore take the youth service back in house in October 2020. The report submitted set out the conclusions of the Leader of the Council's Review of Youth and Young People Services. It outlined future strategic ambitions to support the young people of Sheffield through a new integrated delivery model. This was supported by additional investment of £2m in resources in 2020-21 with an ambition to identify additional mainstream funding through the Council's budget process in future years. However, this was in the middle of the pandemic and was an area that had seen major national and local disinvestment over the years of austerity. This resulted in a lack of qualified youth workers and establishments providing the necessary courses for these qualifications and youth provision that needed development for the purpose of delivering a modern, contemporary community youth offer which is the ambition. Due to severe budget pressures the Youth Budget was reduced by £500k in 2022/23.

Accountable Officer: Director of Communities

Accountable Committee: Communities, Parks and Leisure Committee

Activity

Impact (Metric where available)

Outcome

Provisions such as Youth Clubs, Detached Youth Work, Groupwork for all young people to access.

Number and location of sessions including attendance numbers

More young people accessing youth provision in all areas of the city

Referral based or statutory delivery such as Information, Advice and Guidance; multi-disciplinary support program to young people acknowledging signs of support before the need to consider specialist engagement

Number of young people receiving 1-1 support or small group work from targeted services.

Number of young people who are NEET receiving support.

Number of who are not in education employment (NEET) or training or are not known (NK)

Number of young people receiving information advice or guidance to access education training or Employment

Young People provided with the support they need earlier reducing the need for specialist intervention/engagement

Young people will be supported into Education Employment and Training (ETE), with good quality advice and guidance through trusted relationships.

We know where our young people are in relation to their NEET/ETE status and have high quality support and opportunities available to them.

<p>High need and statutory requirements such as young people who go missing, involved in Sexual Exploitation or being harmed. This work also forms the Child Sexual Exploitation work for the Amber Service.</p>	<p>Young people who go missing must receive a return home interview within 72 hours of their return (% achieved)</p> <p>Number of young people receiving support for child sexual exploitation</p> <p>Number of young people supported on out of court disposals</p>	<p>Young people protected from harm, reduced 'repeat' missing cases.</p> <p>Young people who go missing receive a return home interview within 72hours and are offered support and signposting in good time.</p>
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Where do we want to get to in 2022/23?

Over the past 2 years work has been ongoing to meet the challenges of providing the ambitious youth services that SCC and young people want in our city. For example:

- Increase the number of Community Youth sessions to a minimum of three in each ward per week.
- Invest in youth facilities across the city to make them safe, secure, modern, contemporary, welcoming spaces.
- Commissioned specialist speech and language services and SAYIT LGBTQIA+ work.
- Invest in digital inclusivity and support digital access including 'open access digital provision' e.g. safe gaming networks, podcasting and online youth clubs.
- Investment in a comprehensive, cross-service training and development programme for SCC staff and voluntary sector youth workers.
- Seek out additional external funding that ensures every young person will have access to regular out of school activities, adventures away from home and opportunities to volunteer.
- Develop a city-wide approach through partnerships with key stakeholders including young people themselves, VCF partners and statutory partners such as the NHS and the Police.
- Allocate a named Youth Worker and a budget for each Local Area Committee for community led design and partnership development.
- Embed provision in communities so that it is responsive to and driven by local needs and the diversity of our city, and co-produced with young people themselves

Key milestones	Milestone/action	By when	RAG
1	Access to youth provision in all areas of the city with a minimum of 3 sessions across all wards of the city.	March 2023 dependent on successful recruitment of qualified or apprentice youth workers	
2	Youth facilities are safe, welcoming and secure and have the right equipment	Capital funding is available for new kitchen facilities to tackle food insecurity for young	

		people, improve social interaction and involvement. Also submitted bids to government re Youth Investment Fund for capital improvements and new facilities in across Sheffield. Amber due to reliance on a successful bid.	
3	Youth workers in the city are appropriately trained to national standards	Preparing to commission substantial level 2 and 3 Youth work qualifications validated by National Youth Agency and closely working with NYA validated universities to explore pathway into degree level courses for to become professionally qualified youth workers	
4	Stakeholders (including young people) and partners are fully engaged and involved in the design & delivery of youth services	Round table meetings taking place re the development of the Community Youth offer. Review of the TOR for the Youth partnership including the membership to be inclusive of all voices in this area including those of young residents.	
5	CYS are strongly linked to local communities through the LACs	Each LAC will be allocated 10K and a Senior Youth Worker aligned to them re small grants for community youth work and development in the area. Members of the Youth Cabinet attend LAC meetings and give feedback re issues for young residents in the areas.	
6	Pilot a new play work offer with VCF Partners and Family Centres to be reviewed April 2023	October 2022 - March 2023	
Risks		Other issues	
<ul style="list-style-type: none"> Severe lack of qualified youth workers and no NYA validated Youth Work Degree Courses/Apprenticeships available in Sheffield. Unsuccessful bid to the YIF and therefore a lack of sustained investment in Youth buildings which will impact provision re contemporary, modern settings. 		<ul style="list-style-type: none"> The community youth service has been commissioned for the past 20 years and therefore has not been part of SCC during that time. Reintegration of the service into the council and realisation of some of the expected benefits will take time. Whilst there has been a commitment to additional investment in the service until this year this hasn't been able to be utilised as required due to a number of factors outlined above especially the lack of qualified youth workers. 	

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|--|--|
| <ul style="list-style-type: none">• Further reduction in funding that makes the current ambitions and service development unsustainable. | |
|--|--|



Urgent Performance Challenge: SEND multi-agency transitions

Strategic Goal: Happy young people who have the start they need for the future they want

Issue Summary: SEND (Special Educational Needs and Disabilities) is on an improvement journey. We are working closely with partners to improve how we identify and meet children and young people’s special educational needs.

Seven areas of significant weakness were identified in our 2018 local area SEND inspection. Our February 2022 local area inspection revisit found we had made “sufficient progress” in six of the seven areas of weakness. But we had not made “sufficient progress” in multi-agency transitions.

We are working to a 12 month Accelerated Progress Plan to make rapid, significant, and meaningful improvement felt by children, young people, and their families in transitions

Accountable Officer: Director of Integrated Commissioning

Accountable Committee: Education, Children and Families

Performance picture

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Baseline	Current	Target	Direction of travel	RAG	
Multi-agency transitions	Transition is poor at post-16, post-18 and beyond. Parents and carers describe post-16 and post-18 transitions as cliff edges for their children and young people. Information about transition is not readily and easily accessible for young people with SEND and their families.	We are three months into our Accelerated Progress Plan. We are working collaboratively across education, health, and care to address issues.	Full delivery of Accelerated Progress Plan in 2023. Children, young people, and families report positively on the changes made, and their feedback is used to inform further improvement work.	Amber	
Percentage of Annual Reviews audited evidencing good practice in preparation for adulthood		13%	25%		

What are the issues underlying current performance?

- The number of children and young people with special educational needs and disabilities is increasing and needs are becoming more complex. Schools and services are struggling to keep pace with the rising demand for support and services.
- Our multi-agency transitions support for children and young people has not been sufficient or joined-up enough. This has impacted on the experiences of children, young people and families (as described above under the baseline).

Transitions is a complex area with many different services and agencies involved. This means we need to work more closely with children, young people, and families and with partners across education, health, and care to find solutions and better identify and meet children and young people’s needs in transitions.

What does success look like in 2022/23?

- Children and young people with SEND, and their families, feel better supported through transition periods.
- There is improved multi-agency transitions support for children and young people with SEND – through the delivery of the Transitions Accelerated Progress Plan.
- Evidence of positive impact delivering for young people, families, carers and the workforce

Key milestones	Milestone/action	By when	RAG
1	Transitions – increased number of children under Children with Disabilities service supported from Year 9 onwards	May 2023	Amber
2	Transitions – more effective preparation for adulthood planning, including through EHC Plan reviews	May 2023	Amber
3	Transitions – increased number of supported internship placements for young people with SEND	May 2023	Green
4	Transitions – reduced number of young people with EHC Plans who are not in education, employment or training (NEET) or for whom this information is not known	May 2023	Green
5	Transitions – increased number of young people with a learning disability who take part in an annual health check	May 2023	Amber
6	Transitions – improved information about SEND transitions including on the Local Offer website.	May 2023	Amber
7	Transitions – training rolled out on the 247 grid which is increasingly used to support young people with complex needs transition into adulthood	May 2023	Amber

Risks	Other issues
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<ul style="list-style-type: none">• Capacity and the volume of work.• Capacity to work differently across organisations to achieve multi-agency improvement and change.	<ul style="list-style-type: none">•
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Goal Six: clean economic growth

Why is this important?

A flourishing, sustainable, and inclusive economy is critical both now and for the future of Sheffield. It is the foundation for the wellbeing of our people and communities today and tomorrow, and is the platform for the city's ambitions for the future.

We want Sheffield to be a thriving, sustainable and inclusive city economy which creates opportunity, good jobs and better jobs for Sheffields. As a strong partner alongside businesses, we want a city with a dynamic environment for enterprise with a culture of businesses able to start-up, scale up and innovate. We have an ambition to be a net zero carbon city by 2030 and last year published our Ten Point Plan which set out a roadmap for how we will achieve this. Sheffield is a fantastic city with world leading economic assets, global companies, and a transforming city centre within reach of the stunning Peak District National Park.

We know we have challenges – the city's economy is still recovering from the pandemic and we know that there were a number of weaknesses even before Covid, such as the strength and pervasiveness of our culture of enterprise, the number and quality of jobs we are generating as a city, and productivity that is below the national average: these must still be addressed. And that challenge will be exacerbated by the likelihood of higher prices and a sustained recession. And we have emerging issues, such as the forthcoming reductions in the size of the city's bus network when current Government subsidies end in the autumn.

We want Sheffield to punch its weight and raise the profile of the city nationally and internationally, capitalising on the city's assets to attract new business and investment to the city. We have been successful in securing national investment, including through the Levelling Up Fund for the city centre and Attercliffe, and have

been named by Government as one of the first two Levelling Up Accelerator pilots.

The year ahead

Our focus for 2022/23 is maintaining momentum on a number of critical pieces of work, including the publication of our new Local Spatial Plan for the city, our ambitious regeneration of the city centre, and accelerating our work on climate change.

We will also use this year to maximise the opportunity of being named as a Levelling Up pilot, and, critically, we will also work with our partners from across the public, private and voluntary and community sectors, as well as with the public to set out a series of longer-term shared city goals that will help set the direction of travel for the city for the decades to come.



Area for development: **Levelling-up Accelerator Programme**

Strategic Goal: Clean Economic Growth (with links to Fair, Empowered Communities, Healthy Lives & wellbeing for All)

Context: Sheffield was announced in the LU White Paper (February 2022) as a LU Partnership area for government acceleration support

Accountable Officer: Executive Director of City Futures

Accountable Committee: Transport, Regeneration and Climate plus cross-cutting Committees as programme requires.

Where do we want to get to in 2022/23?

Continue to work with Government (DLUHC, BEIS, Homes England) to develop Sheffield's levelling priorities and have a single conversation with Whitehall departments.

Key milestone	Milestone/action	By when	RAG	
Page 148	Set up of Team Sheffield Meetings with Govt Depts and inception. Resource to PMO .	Complete - February = April 22		
	Mapping Cases for Change for Sheffield – key workstreams Housing Growth, Sustainable Communities, Transport & Regeneration, Innovation, Economy and Skills	Complete		
	3	Submission to DLUHC Partnership Programme resource ask (enabling support)	Complete – July 2022	
	4	Govt dept visits to Sheffield inc DLUHC, Homes England etc	Complete – April – June 22	
	5	LUF 2 Capital Bid submissions to DLUHC/BEIS submit by national deadline with MP support	Complete – July 2022	
	6	Establish new Sustainable Growth Partnership Board that will set direction and scope for LU Programme for Sheffield with DLUHC and partners, oversee policy, performance, risks, partnerships, strategic funding opportunities and coordinate strategic communications.	Dec 2022	

Risks

- Resourcing ask (enabling funding) from DLUHC not committed to date.

Other issues



Area of ongoing focus: **Sheffield Local Spatial Plan**

Strategic Goal: Clean Economic Growth

Context: We do not have a Spatial Local Plan formally adopted with government approval, running the risk of intervention and/or unwanted or unsuitable developments in our city

Accountable Officer: Director of Investment, Climate Change and Planning

Accountable Committee: Transport, Regeneration and Climate / Planning & Highways Committee

Where do we want to get to in 2022/23?

1. Draft Local Plan agreed by Members in principle in 2022.
2. Public consultation launched in Jan 2023 and consideration of public feedback in early 2023.

Key milestones	Milestone/action	By when	RAG
Page 149	Final drafting and senior management sign-off	Late Aug/Sept/early Oct	
	TRC Policy Committee (special meeting) considers Publication Draft Plan	w/c 31st October	
	S&R Policy Committee (special meeting) considers Publication Draft Plan	w/c 14th November	
	Full Council considers Publication Draft Plan	14th December	
	Public consultation on the Publication Draft Plan	Jan 2023	

Risks

- Tight timescales between producing final draft for SCC internal circulation in Autumn and first Policy Committee at end of October. Being mitigated by close Member and senior officer engagement as work progresses over the summer.
- Reception of proposed specific sites.

Other issues

- Consultation on Local Plan sites list.
- Government changes to planning legislation, guidance or targets, such as increasing housing target for the City.
- Sheffield is a Housing Growth Accelerator (35%) national city area.



Area of ongoing focus: **City centre redevelopment and investment**

Strategic Goal: Clean Economic Growth

Context: We have some big, urgent city centre and wider city decisions that will unlock our assets and send a message to the world that we mean business: Moorfoot, Town Hall, Graves, investment corridors and the former John Lewis site.

Accountable Officer: Director of Development & Regeneration

Accountable Committee: Transport, Regeneration and Climate

Where do we want to get to in 2022/23?

1. Progressing delivery of the City Centre Vision and Investment Prospectus
 2. Make key decisions and continue progress on the city centre:
 - o Heart of the City 2
 - o Fargate
 - o Investment Corridors including Attercliffe
 - o Strategic Asset Management Plan
 - o Castlegate
- Acceleration of housing delivery in the new city centre neighbourhoods
Build on and catalyse city centre vibrancy

Key milestones	Milestone/action	By when	RAG
1	Decision on the Barkers Pool building	December 2022	
2	Continue delivery of Heart of the City 2 – including opening of Radisson Blu Hotel, completion, completion of Block B and C, and opening of Pound’s Park	March 2023	
3	West Bar – building work on site (completion in 2024)	Summer 2022	
Fargate			
4	Opening of new container park on Fargate	Sept 2022	
5	Agree operator for Event Central - Future High Street Fund	Dec 2022	
6	Commence work on public realm – Future High Street Fund	March 2023	
Castlegate			
7	Complete archeology of the Sheffield Castle site	September 2022	
8	Agree the masterplan	January 2023	

9	Outline plans for Harmony Works and S1 Artspace	January 2023	
Housing Delivery and city centre neighbourhoods			
10	Agree new neighbourhood frameworks for 5 neighbourhoods of the city centre (place shaping)	October 2022	
11	Delivery Plan for 3 catalyst housing regeneration sites in partnership with Homes England	December 2022	
SCC Assets (+see Good Council section)			
13	Finalise options study for Gallery of the North	Dec 2022	
Risks <ul style="list-style-type: none"> Capacity – team is income funded so there is a capacity risk associated with the failure to secure funding to resource the team. Can also stifle pipeline development, innovation, blueprint development. Succession planning is also a key risk. Delivery of city centre work is reliant on continuing to secure external funding. Majority of funding is capital, ongoing discussions with Homes England and DLUHC. Cost escalation facing the construction sector– impact of inflation, availability of labour, cost of raw materials and power (impacts key city regeneration schemes – steel etc) impacts on viability. Landowners – releasing land and interplay with Local Plan. 		Other issues <ul style="list-style-type: none"> Levelling Up Funding Round 1 and 2 deliver by March 2025. 	



Area of ongoing focus: **City goals**

Strategic Goal: Clean Economic Growth

Context: At the moment, we do not have a clear set of shared City Strategy goals to work towards with our partners or a clear story of what the people of Sheffield want for the future of our city. This makes it difficult to mobilise collective capacity and resources from across the city and to present a clear united ambition to national and global partners. Feedback from partners and community representatives through the Sheffield City Partnership and other networks has demonstrated that many share this sense that we need shared goals and recognise the need for us to work together on this now.

Accountable Officer: Director of Economy, Skills and Culture/
Director of Policy, Performance and Communications

Accountable Committee: Strategy & Resources

Where do we want to get to in 2022/23?

By the end of the year we will have undertaken a thorough and city-owned process which builds on a solid evidence base about the issues and opportunities we face, engages stakeholders and reaches into communities.

The work is being led by a partner Task and Finish Group. We have already developed a strong economic evidence base and a project to gather community voice and insight is underway. We are also seeking strategic support through an external organisation who can help us define and develop our approach to agreeing the goals and co-ordinate the activity.

By Spring/Summer 2023, this process will have given us a set of goals which we can all unite behind. In the months that follow this will be underpinned by more detailed delivery plans creating a blueprint for how we work in partnership to reach these goals. The city goals will have been agreed and adopted by Strategy & Resources and through the relevant governance process of the partner organisations on the Sheffield City Partnership. They will provide a hook for partnership work in the city and the development of future strategies.

Key milestones	Milestone/action	By when	RAG
1	Securing the right support – strategic partner organisation in place to support us with the process	September 2022	
2	Development phase – city-wide conversation about the goals, collating and analysing the evidence, workshops to co-ordinate and utilise the expertise and capacity in the city	September – November 2022	
3	Drafting – draft set of city goals in place	December 2022	

4	Testing and consulting – trying out the draft goals with partners and experts and engaging across the city	January – March 2023	
5	Agreeing and embedding – final set of goals agreed and launched with council and partners signed-up	March – May 2023	

<p>Risks</p> <p>The main risks are around reputation and delivering impact:</p> <ul style="list-style-type: none"> • Process – the process must foster collective ownership from the outset and we need to ensure that this is inclusive of a wide-range of partners and communities. If this doesn't happen we will have missed the opportunity to develop a better understanding of the issues we face across the city and find the real opportunities we have to address these. • Product – the goals must be shared with and tangible for partners, having an impact on how we work together in the city. They need to be widely adopted and understood. There is a risk that we create something which the city cannot unite behind. <p>Delivery – we will need a clear set of goals under which we can develop delivery plans and measurable outcomes. If we do not put those in place there is a risk that we cannot deliver meaningful progress.</p> <p>There is also a risk around capacity:</p> <ul style="list-style-type: none"> • It is important that we secure the right organisation to work with us to ensure that we deliver a process and product which delivers what we need and meets the expectations of the city. We do not currently have the internal capacity to co-ordinate and deliver on this scale and we want to ensure that this is a city, not council-owned, piece of work. 	<p>Other issues</p> <ul style="list-style-type: none"> • Once the City Goals are in place we will need to ensure that they provide strategic direction for a range of activity in the city – there should be clear links with ongoing work and key agendas, and they should inform the development of future policies and strategies.
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Strategic Goal: Clean Economic Growth			
Context: Having agreed our 10 Point Plan for Climate Action, we now need to urgently progress actions to enable a sustained transition to decarbonisation and meet our climate change ambition to achieve Net Zero by 2030.			
Accountable Officer: Director of Investment, Climate Change and Planning		Accountable Committee: Transport, Regeneration and Climate	
Where do we want to get to in 2022/23?			
Drive forward the delivery of our Decarbonisation Routemaps to define the immediate and medium-term actions we will need to take across key sectors to achieve our ambition of Net Zero by 2030. We will undertake significant engagement within the Council and across the city to ensure that our actions are collaborative, coproduced and ensure that our transition to net zero is just and fair. We will continue to make changes to ensure that climate action is at the centre of our decision making.			
Key milestones	Milestone/action	By when	RAG
1	Developing agreed decarbonisation route maps and commence engagement	March 2023	Yellow
2	EV Delivery Plan completed	November 2023	Green
3	Local Renewable Energy Generation Fund – Programme agreed and delivery commenced	November 2022	Yellow
4	Successful conclusion of the BEIS Heat Network Zoning Pilot	September 2022	Green
5	Establish Climate Oversight Board	January 2023	Yellow
Risks		Other issues	
<ul style="list-style-type: none"> Capacity – the Climate Change and Sustainability Team is a small team of 5 and has limited capacity to work across the organisation in a Hub and Spoke model. There is a significant risk that the cross cutting and systemic focus on influencing action is not embedded in the timescales required. Additional resource will be required. Engagement - The development of the Routemaps will require significant internal and external engagement. There is currently no budget to support this activity. A lack of sufficient 		<ul style="list-style-type: none"> Infrastructure to deliver the climate mitigation and resilience that the city requires will need to form a core part of the proposed 'place-based investment plan'. 	

engagement will limit the success in delivering and influencing the changes required. A budget to undertake engagement on Climate Action across our priority areas is needed.

- Resources to achieving the outcome of a Net Zero Council by 2030 – To achieve our ambitions climate action must be a key driver of our activity across the whole Council. Changes to how and what we deliver will require us to reconsider existing costs and budgets and additional investment will be required. The funding and financing for action will need to be secured from a range of sources

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Report to Strategy & Resources Committee

Author/Lead Officer of Report:

Bashir Khan - Senior Equality and Engagement Officer

Tel: 0114 2735861

Report of: Chief Executive

Report to: Strategy and Resources Committee

Date of Decision: 30th August 2022

Subject: Becoming an Anti-Racist City: Sheffield City Council initial response to the Race Equality Commission

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? 1228				
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:-				

Purpose of Report:

This report sets out Sheffield City Council's initial response to the key findings of the Independent Sheffield Race Equality Commission Report, which was launched in July 2022.

Through its evidence gathering and hearings, the Sheffield Race Equality Commission has painted a detailed picture of racism and racial inequality in Sheffield, laying down a challenge that city leaders, anchor institutions and communities must respond to. Prejudice and inequality on this scale impacts on the whole city, stopping people from achieving their potential.

This paper sets out the initial steps that we will take at SCC to implement immediate and longer-term actions to bring about powerful change.

This is an initial response to the REC and a further, detailed paper and action plan will be presented to S&R Committee on 12th October 2022.

Recommendations:

It is recommended that the Strategy and Resources Committee:

1. Welcome the publication of the Sheffield Race Equality Commission Report.
2. Recognise the commitment, dedication and time that REC Commissioners have given to the city, including SCC Members and officers who served as Commissioners. Working alongside Prof. Kevin Hylton, the REC has produced a comprehensive report that details the change we need to see in Sheffield to become an anti-racist city.
3. Agree the initial Sheffield City Council response, recognising that we need to produce a detailed, action-focused response that is fully owned by Members and officers in the organisation.
4. Agree to receive the detailed Action Plan in response to the Commission's report for agreement at the October 2022 meeting of the Committee.

Background Papers:

Equality Objectives 2019-23

[Equality Objectives 2019-23 | Sheffield City Council](#)

Annual Equality Report

[Sheffield City Council Equalities Report](#)

Annual Workforce Report

[Sheffield City Council Workforce Data 2020 -21](#)

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>

Sheffield Race Equality Commission, Independent Report 2022:

https://www.sheffield.gov.uk/sites/default/files/2022-07/rec-final-report_1.pdf

Lead Officer to complete:-	
1	<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>Nadine Wynter, Legal Services Manager</i></p> <p>Equalities & Consultation: <i>Adele Robinson Equalities and Engagement Manager</i></p> <p>Climate: <i>n/a</i></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	<p>EMT member who approved submission: <i>Kate Josephs, Chief Executive</i></p>
3	<p>Committee Chair consulted: <i>Cllr Terry Fox, Chair of Strategy and Resources Committee</i></p>
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 EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</p> <p>Lead Officer Name: Bashir Khan</p> <p>Job Title: Senior Equality and Engagement Officer Equalities and Engagement Team</p> <p>Date: 19th August 2022</p>

Becoming an Anti-Racist City

Sheffield City Council Initial Response to the Race Equality Commission

Purpose

1. This report sets out Sheffield City Council's initial response to the key findings of the Independent Sheffield Race Equality Commission Report, which was launched in July 2022.
2. The paper outlines SCC's initial response to the REC's report and the approach we will take to deliver it's recommendations in SCC, through the services we deliver and in our work alongside communities and partners in the city.
3. This initial response will be followed by a more detailed action plan which will be presented to the Strategy and Resources Committee in October 2022.

Background

4. Sheffield is a vibrant, diverse city. Our diversity is part of what makes our city a fantastic place to live and work for people from all backgrounds with hundreds of languages spoken in communities across the city and students from all over the globe coming to our universities. Diversity is a proud part of our heritage, our values and is critical to our future.
5. But, as with many places in the UK, Sheffield experiences significant levels of inequality and discrimination which particularly impacts on the lives of people from Black, Asian or Minoritised Ethnic backgrounds. This level of inequality has a negative impact on the whole city, holding people back, impacting on their health and wellbeing and stopping them reaching their full potential.
6. The Sheffield Race Equality Commission was established in Summer 2020 by the Council in response to the killing of George Floyd in the United States, the Public Health England Health Report into the impact of COVID 19 on BAME communities, other reports on racial disparities and racism nationally, as well as local knowledge about communities in the city who were under significant pressures and experiencing inequality.
7. The independent Commission was tasked with undertaking a strategic assessment of the nature, extent, causes and impact of racial inequality in Sheffield and to make recommendations for tackling them.
8. The Commission was led by an Independent Chair, Professor Emeritus Kevin Hylton from Leeds Beckett University who was supported by 24 Commissioners who were chosen following expressions of interest from communities across Sheffield. The REC also had cross-party involvement by Members from the Labour, Liberal Democrat and Green parties. The REC was supported by a small secretariat team from Sheffield City Council who reported to the REC Chair to maintain the Commission's independence.
9. The Commission's focus was on the whole city. Over 50 key organisations endorsed the Commission including the city's anchor institutions such as NHS organisations in Sheffield, South Yorkshire Police, the University of Sheffield, Sheffield Hallam University and Sheffield City Council.

10. The Commission took written and oral evidence from people and organisations, looking at what has worked well in tackling racial inequalities both in Sheffield and elsewhere to develop a strategic assessment of racial equality and disparities in the city. The REC focused on six key themes:
- Business and Employment
 - Civic life and Communities
 - Crime and Justice
 - Education
 - Health
 - Sports and Culture
11. It received over 150 pieces of evidence, and it spoke with over 165 witnesses through public and closed hearings as well as Focus Groups. Witnesses to the Commission spanned a diverse range of individuals and organisations. All of the Commission's evidence is available to view online here:
<https://www.sheffield.gov.uk/your-city-council/race-equality-commission>

REC themes and recommendations – an anti-racist city

12. The Commission makes seven overarching recommendations, covering 39 action points with a large number of lower-level points, giving a total of over 100 actions. The first recommendation is identified by the report as fundamental to everything that follows. The recommendations are:
- Sheffield: An Antiracist City - (Governance, Leadership & Workforce)
 - Educating Future Generations and Showing Leadership in our Educational Institutions
 - Inclusive Healthy Communities: Wellbeing and Longevity for All
 - One Sheffield in Community Life: Inclusion, Cohesion, and Confidence
 - Celebrating Sheffield Through Sport and Culture: Past, Present and Future
 - Proportionality and Equity in Crime and Justice
 - Equal and Enterprising: Supporting Black, Asian and Minoritised Ethnic Business and Enterprise
13. Theme one is becoming an anti-racist organisation and whilst there is no legal definition of what this constitutes, the Commission helpfully outlines what it notes organisations need to do to progress to become fully anti-racist, within 36 months. These qualities are:
- **Culture:** Zero tolerance policies (with severe sanctions for proven) harassment, bullying and discrimination,
 - **Leadership:** Line managers hold specific responsibilities (and incentivised) to ensure EDI is well managed in their areas,
 - **Debiased Systems:** Robust equality, diversity and inclusion (EDI) controls and processes in place to ensure that ethnically diverse employees (and prospective applicants via the use of anonymous CVs and guaranteed interviews) are well supported in their career progression (inc. mentoring, training, 'deputy' opportunities, ethnicity pay gap reporting),
 - **Empowered Staff:** Have 'safe spaces' available for employees to voice ideas, share suggestions and raise concerns informally with specific hubs (chaired by an appropriate race inclusion ally) for different ethnic groups and other protected characteristics (e.g., LGBTQ+),

- **Governance:** A strong diverse membership that includes a designated board member role with specific expertise on EDI and race,
- **Data Gathering and Reporting:** Accurate data and metrics (segmented by grade / pay band / gender / department / location / specific ethnicities) regularly captured and reported to identify EDI performance (inc. benchmarking) and prioritised issues (as early indicators of racism and racial disparities),
- **Transparency and Accountability:** Operates an EDI policy with specific intersectional ‘joined up’ race content (with EDI performance regularly assessed and published, e.g., annual report and accounts) which sets robust standards of good practice that apply across the organisation end-to-end (inc. procurement, funding criteria, customers) and extends throughout the supply chain (with equivalent standards also binding upon any third party which does business for or on behalf of that organisation)

Sheffield City Council – our role in leading the change

14. The REC’s report has demonstrated that Sheffield and Sheffield City Council have much to do if we are to genuinely root out racism and racial inequality. The City Council is hugely grateful the REC Commissioners for their commitment and dedication to the city and the courage that they have shown in the Commission, often hearing traumatic evidence of racism which may have triggered reflections on their own experiences.
15. The publication of the REC report is the start of a journey for the whole city and for ourselves as an organisation, as an employer, as a service provider and as a city leader. As an organisation, we need plan, sequence and implement short term and long-term actions to make improvements and bring about powerful change. We need to change with and alongside communities who rightly should hold us to account for achieving that change.
16. Becoming an inclusive, antiracist city should be a central goal for Sheffield’s future as inequality undermines life chances and undermines the ability of people to play a full and active role in the city and its communities. The scale of change needed to address long-established structural racism in our city will take time and that means we need a robust and resolute approach to change with bold actions and collaborative leadership with civic institutions and communities in the city.
17. SCC have a vital role in leading the charge against racial inequality – driving out discrimination and championing inclusion in our organisation and through our services; and standing shoulder-to-shoulder with city partners to embed more systemic progress.
18. In a challenging financial time both within SCC and in communities following the impacts of the pandemic, now more than ever before it is essential to ensure the widest range of voices are heard in all we do to help shape the future of the city and its diverse communities.

The approach we will take to respond to the REC

19. We are proposing to focus on three critical areas in our delivery of the REC recommendations:

Our staff

- Empowering and educating our staff
- diversifying our workforce and leadership,
- tackling racism and discrimination within our organisation to be an inclusive workforce that reflects the city we serve

Our services

- Debiasing systems and decision making
- Maximising data and intelligence to drive our inequality and discrimination in our service delivery
- Connecting and being genuinely in and of our communities in everything we do

Our role as a city leader

- Working with anchor institution partners to drive whole-place change and challenge each other to improve
- Support and coinvest in Legacy Body to provide independent challenge and hold us to account for delivering the REC recommendations

20. Sheffield City Council (SCC) employs over 8,000 employees of whom 1,200 are from a Black Asian or Minoritised Ethnic background (BAME). We want to ensure that Sheffield City Council is a great place to work, that staff feel valued for who they are and empowered to make the best contribution they can to the organisation.

21. In SCC, the lead responsibility for developing our action plan to respond to the REC will sit with our Strategic and Inclusion Board (SEIB). The SEIB has recently been refreshed following a review and is chaired by the Chief Executive, with the Executive Director of Operational Services being the Deputy Chair. At the Board's August meeting, it was recommended that each of the three main parties in the Council nominate a Member to attend the Board. The SEIB has a critical role internally with the overview of monitoring progress, but also to hold the organisation to account as required.

22. Focusing on the recommendations and the key areas above, the SEIB will lead the production of a draft action plan to be presented to the S&R Committee on 12th October. This will ensure that staff, trade unions, senior leaders and Members have time to engage in the development of a comprehensive response to the REC, reflecting the scale and significance of the commitments we want to make.

23. The development of the Action Plan will gather inputs from all the Portfolios across the Council as well as the senior leadership team in relation to the key issues within their services and communities. The key overarching areas already identified for issues we need to focus on include:

- Workforce diversity and senior leadership diversity
- Reviewing commissioning and funding arrangements and distribution
- Education leadership and exclusions
- Business development and support
- Reducing health inequalities
- Improving data collection, sharing and analysis
- Building trust and improving staff and community engagement
- City leadership and governance

24. The SEIB will also propose to S&R that the REC recommendations become part of our Strategic Equality Objectives¹ (becoming a fifth objective), thus ensuring that the REC response has clear alignment with our strategic commitments to equality, diversity and inclusion.
25. The REC report and its recommendations sets out a directive approach on race as a standalone characteristic for action as a method to address the very entrenched inequalities around race, but also recognises intersectionality which is important in addressing wider inequalities. People have multiple identity intersections, for example race and sex, race and faith/no faith, race and sexual orientation etc. Intersections of identity are also where some of the conflict fracture lines continue to occur. We need to ensure that intersectionality is embraced, supported, and nurtured to enable every individual to thrive in our organisation.
26. The Staff Race Equality Network is taking a leading role in ensuring that staff voice is heard in the Council's response to the findings of the Commission's report through a series of Network meetings that include BAME officers only as well as meetings with Chief Officers and Members taking place over August-September 2022.
27. We plan to undertake a comprehensive staff survey to help us to capture a wide range of staff insight and raise awareness and knowledge of the REC report and are encourage staff to actively participate in the organisation's response and drive for change.
28. The development of the Action Plan will gather inputs from all the Portfolios across the Council as well as the senior leadership team in relation to the key issues within their services and communities.
29. The key overarching areas outlined so far for further work are:
 - Workforce diversity and senior leadership diversity
 - Reviewing commissioning and funding arrangements and distribution
 - Education leadership and exclusions
 - Business development and support
 - Reducing health inequalities
 - Improving data collection, sharing and analysis
 - Building trust and improving staff and community engagement
 - City leadership and governance

Governance and Legacy Arrangements

30. The REC recommendations include the establishment of a Legacy Delivery Group to monitor, review, and publish the progress of race equality in the city and a requirement that the group is long-term, sustainable, and initially steered the city's key anchor institutions, partners, third sector and community stakeholders.
31. After the successful REC report launch on 14 July 2022, we are now in a period of transition looking ahead towards the establishment of an effective Legacy Group. The aim of the Group is to help build communities' voice, collate race equality data, identify good practice and highlight areas for improvement and hold

¹ SCC Equality Objectives 2019-23, <https://www.sheffield.gov.uk/campaigns/equality-objectives>

key institutions across the city (including the Council) accountable in their drive towards making Sheffield an Anti-racist city.

32. For the Legacy Group to work effectively, efficiently and maximise impact, careful planning and consideration needs to be given to its structure in its infancy. There is currently an interim working party consisting of eight Commissioners and a Member with Secretariat support provided by the Equality and Engagement Team. This is currently meeting weekly to establish the best model for this Legacy Group moving forward.
33. The Legacy Group will operate independently of the Council and other anchor organisations in the city.
34. The aim is to formalise a proposal in September and present a finalised plan via the report to this Committee in October. The proposal will outline a sustainable model and a full breakdown of the costs involved. Currently the group are looking for an indicative longer term financial support commitment of 5-10 years once the optimum model has been decided upon. The expectation is that the financial support to the Legacy Group will come from a range of anchor organisations in the city including the Council.
35. The Race Equality Action Plan for the Council will also require resources over its lifetime. The more detailed report in October will outline any resources including financial that are required to ensure that the Action Plan is fully implemented.

How does this decision contribute?

36. Responding to the Race Equality Commission is one of the Council Delivery Plan 2022-23 priorities. As a Council we are determined to respond to the expectations of the Commission for key anchor institutions to deliver the following
 - Endorse and agree to implement the recommendations.
 - Facilitate the establishment of an effective legacy body.
 - Become an antiracist organisation within 24 months
 - Aim to meet the recommendations of the report within 36 months.
37. We will therefore need an immediate and sustained focus on responding to the Commission during 2022/23. We have started the work across the Council to develop an action plan and are already working on establishing the Legacy Group. We will also need to use this year in order to become an anti-racist organisation by 2025.
38. The work also feeds into meeting the Public Sector Equality Duty (Section 149 of the Equality Act 2010) in relation to race and also some of the other protected characteristics where actions, for example on monitoring data and hate incidents will benefit other protected characteristics.

Has there been any consultation?

39. The Race Equality Commission itself provided BAME communities as well as organisations in all sectors in Sheffield an opportunity to feed in their views into the Commission. There has been internal consultation/information with Members, Chief Officers, BAME and other employees in relation to the Commission. The Staff Race Equality Network are gathering the views of BAME staff. There will be feedback from the consultation in the report that comes to the October Committee.

Risk Analysis and Implications of the Decisions

Equality Implications

40. The Public Sector Equality Duty (PSED - Section 149 of the Equality Act 2010) covers Councils and other public sector organisations. It also applies to organisations that we contract with who are carrying functions on our behalf. The Equality Act 2010 does not give any one protected characteristic a greater weighting over another.
41. Understanding intersectionality is highlighted in the Commission Report and a vital component part of practicing inclusion, promoting equality, and reducing discrimination. Intersectionality identifies how different facets of one's identity contribute to a unique perspective as well as the ways in which different layers of one's identity overlap with one another. Everyone has some of the protected characteristics as defined by the Equality Act, and we all share at least 5, therefore the Act protects everyone against unfair treatment. It is also worth noting that although people share characteristics people's experiences are not the same and there can be conflicting views between and within protected characteristics.
42. Decisions need to take into account the requirements of the PSED. This is the General Duty to have due regard to the need to:
- Eliminate discrimination, harassment, victimisation
 - Advance equality of opportunity
 - Foster good relations between persons who share a relevant protected characteristic and those who do not
43. The Equality Act 2010 identifies the following groups as a protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. There are also other equality implications outside of the Equality Act that the Council commits to responding to such as socio-economic disadvantage.
44. The Race Equality Commission report in itself can be deemed as an equality analysis of Sheffield, specific to race as a protected characteristic, with some of the findings and recommendations intersecting with other characteristics, for example those on better data or dealing with hate incidents.
45. The existing internal performance management mechanisms on equality, diversity, and inclusion, for example the Annual Equality Report and Annual

Workforce Profile are tools that can be readily realigned to enable comprehensive reporting of progress against the Commission's recommendations.

46. An initial Equality Impact Assessment using the Council's procedure has been carried out and highlights impact across protected characteristics and therefore a more detailed Equality Impact Assessment will accompany the second report and Action Plan which to the Committee in October 2022.

Financial and Commercial Implications

47. This report is to note the initial findings of the REC and as such does not have any specific financial implications beyond what has already been agreed. There will however be financial implications in relation to the action plan which will be detailed in the report which comes to the next S&R Committee in October.

Legal Implications

48. This report is to note the initial findings of the REC and as such does not have any specific legal implications beyond what has already been agreed in relation to the Commission. There may however be legal implications in relation to the action plan which will be detailed in the report which comes to the next S&R Committee in October.

Climate Implications

49. This report is to note the initial findings of the REC and as such does not have any specific climate implications. There may however be climate implications in relation to the action plan which will be detailed in the report which comes to the next S&R Committee in October. For example, evidence submitted to the Commission included the impacts of air pollution in areas in the city with a high BAME population.

Alternative Options Considered

50. Carrying out the recommendations helps enable the Council to meet the needs of its ethnically diverse residents, visitors and employees as well as its employees. This work feeds into the S149 Public Sector Equality Duty requirements on the Council across 9 protected characteristics, of which race is one.
51. However, the Commission's recommendations recognise intersectionality in its actions and its recommendations will also help to address wider inequalities. However, we will need to continue to ensure that no one of the other characteristics protected by S149 of the Equality Act 2010 are overlooked.
52. There is a possibility that other protected characteristics with similar entrenched inequalities will not receive the same level of commitment and resource as a result of the specific time and focus on race. An alternative option is to embed the recommendations into the work the Council undertakes across equality and engagement more broadly and to address those areas specific to race only separately but combine the other actions, such as workforce diversity.

53. As the Commission's recommendations are actions to address the very entrenched inequalities around race, to not follow through on the recommendations will pose a reputational risk.



Report to Policy Committee

Author/Lead Officer of Report: Joe Horobin

Tel: *(Insert contact number of author)*

Report of: *Andrew Jones Director of Children's Services*

Report to: *Strategy and Resources Committee*

Date of Decision: *30th August 2022*

Subject: *Ombudsman report and improvements to the support and services for young people as they become adults including social care, education and multi agency support including health*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? <i>An initial EIA has been undertaken and a more detailed assessment will be undertaken through the development and delivery of improvements and changes as described below.</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:-				
<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:

- To provide a briefing to the Committee regarding the Ombudsman's report issued on public interest grounds' that resulted from the Council's failure to support a young person through their transition to adulthood.
- To provide an update to the Committee on progress made to improve transitions to adulthood for children and young people in response to the Ombudsman report and the improvements that the Council committed to in the One Year Plan 2021/22.

Recommendations:

- *That the Committee note the content of the report.*
- *That the Committee give due consideration to the findings in the Ombudsman's report .*
- *That the Committee note the progress made to date to improve the Council's approach to supporting young people to adulthood and the next steps for this work.*

Background Papers:

- [Link to the Ombudsman report](#)
- [Link to the One Year Plan](#)
- [SEND APP Plan and Overview](#)

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 Wynter</i>	
	Equalities & Consultation: <i>Adele Robinson</i>	
	Climate:	
	<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>Alexis Chappell</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 SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<table border="1"> <tr> <td>Lead Officer Name: <i>Joe Horobin</i></td> <td>Job Title: <i>Director of Integrated Commissioning</i></td> </tr> </table>	Lead Officer Name: <i>Joe Horobin</i>
Lead Officer Name: <i>Joe Horobin</i>	Job Title: <i>Director of Integrated Commissioning</i>	

Date: 17 August 2022

1. PROPOSAL

1.1 Background:

This report sets out the findings of the May 2022 Local Government Ombudsman Investigation and Public Interest Notice regarding a complaint it upheld about the support to a young person with SEND over the period 2017 to 2021.

The report also provides an update on the actions undertaken by the Council over the last 18 months to improve our approach to the transition of young people from children services to adult services: the development of a rapid improvement plan for SEND multi agency transitions; the investment in and reshaping of children and adults social care teams; and the next steps to ensure the best outcomes and experience for young people as they become adults.

1.1.1 **Ombudsman Findings:** The complaint upheld by the Ombudsman was that Sheffield City Council's Education and Children's Services failed to provide appropriate support to meet the young person's care and support needs following problems with their care provider. Because of the problems with care services, and lack of appropriate support, the young person (referred to as Ms C in the Ombudsman report) could not attend college due to her anxiety and depression. The complaint was that SCC failed to properly review her Education, Health and Care plan between 2016 and 2021 and that it did not provide her with education from September 2017 to 2021, as it failed to consider alternative provision.

1.1.2 The Ombudsman has required the Council to take remedial action and published a public interest notice on their website in July 2022. One of the requirements is that the report be considered at a high decision-making level such as full Council, Cabinet or another Committee with delegated authority.

1.1.3 The Ombudsman's summary as published in July 2022 states:

The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council, Cabinet or other appropriately delegated committee of elected members and we will require evidence of this. (Local Government Act 1974, section 31(2), as amended)

In addition to the requirement above and the actions it is already taking, to acknowledge the significant impact on Ms C and Mrs B, we recommend the Council:

- *refund £605.12 which Ms C wrongly paid towards her care support, plus interest on this amount based on the retail price index;*
- *pay both Mrs B (Ms C's mother) and Ms C £1,500 each to recognise their distress, and the time and trouble Mrs B has had trying to get the Council to put things right over many years;*
- *pay Ms C £500 a month for every month where the Council failed to provide her with education, from September 2017 until the current provision was put in place;*
- *consider any discretion to provide educational support to Ms C beyond the age of 25, to support her completing any course she is undertaking. Write to Ms C to explain what it has decided in terms of post-25 support and its reasoning. If the Council cannot provide this from its education budget, perhaps it can from its adult social care budget; and*
- *provide us with evidence of the actions it has taken to improve its services following the learning from this complaint.*

1.2.1 **Corporate Plan Commitment:** The Council set out its commitment to improving the experience of children and young people in the Sheffield Council One Year Plan 2021/22. The plan set out the following specific priorities for the year:

- *We will improve the transition to adulthood for all our learners.*
- *We will improve our approach to transition of young people from children services to adult services.*

1.3.1 **Ofsted SEND Revisit:** Ofsted revisited Sheffield in February 2022 to review the Council's progress against 7 areas of weakness identified at the 2018 inspection. This inspection revisit identified that while sufficient progress had been made against six of the areas, there was insufficient progress in improvements to the multi-agency approach to SEND transitions in the city. The Department for Education reinspection outcome letter stated that:

Securing effective multi-agency transition arrangements for children and young people with SEND: transition is poor at post-16, post -18, and beyond. Information on transition is not readily and easily accessible for young people with SEND and their families. Little progress has been made to address this area of significant weakness.

1.3.2 Sheffield was asked to complete an accelerator progress plan setting out:

- Governance and accountability structures and processes that will support the next phase of improvement
- The actions we are now taking (and have taken since the inspector's revisit) to respond to their outstanding concerns
- The impact measures and milestones to which we are working, being clear on the improvements we will deliver in the next 3, 6 and 12 months.

1.4.1 ***CQC Inspection Adult Health and Social Care:*** The Care Quality Commission is currently developing a new national inspection framework for Local Authorities and Health. It is anticipated that this framework will include outcomes relating to our response to transitions in adult services.

1.5 **Update on Ombudsman Actions:**

The Head of Lifelong Learning and the Assistant Director of Children and Families Fieldwork met with Mrs B and Ms C to offer a full apology and have agreed to meet again to talk through the findings of the report and the internal investigation.

The payments recommended by the Ombudsman will be made by the Council (from Education and from Adult Social Care budgets) by mid September.

Ms C will continue to be supported by the Council's Sheaf Training (SEND College) and the team that have supported her this year, the cost of this will be borne by Sheaf from core funding.

1.6 **Update on Improvement Actions in Adults and Children's Social Care:**

1.6.1 ***Increased investment and reshaping of services:*** Additional investment and reshaping of resource was agreed by the Lead Member for Children and Families, and the Lead Member for Adult Health and Social Care in October 2021 to support a step change in the approach to transitions. It was clear that support was required earlier in a young person's journey to adulthood to shift the approach from crisis intervention triggered by insufficient support and planning, to longer-term, person-centred support and planning for adulthood. It was acknowledged that there was an opportunity to change the culture and practice surrounding transitions for young people from the age of 14 to 25 years by placing transitions planning at the heart of a young person's support planning rather than leaving it too late and as an 'add on'.

1.6.2 Investment in adult and children's services will enable the Preparation for Adulthood team to focus on pro-actively working with young people aged

14-18 years to promote autonomy and independence. To do this a new tool called a 247 grid is currently being introduced to enable families, young people, professions (across children's and adults) and non-social care professionals such as teachers, to have a shared approach to understanding and tracking goals and aspirations. At each annual review the 247 grid is reviewed and, because of the shared focus on key goals by all people working with the family, each year there should be visual improvement in levels of independence and autonomy.

- 1.6.3 Investment was also made to commission the license for the 247 grid and the necessary bespoke training for staff across Children's, Adults and Schools to monitor the effectiveness of new ways of working with families and service delivery partners.
- 1.6.4 Investment was also agreed to recruit a new team of 7 social workers and care managers able to accept transitions cases into adult services at the age of 18. This Transitions team will continue to develop the independence and autonomy of young people up to the age of 25. They will also be able to review and assess young people at the age of 25 who may have finished an extended time at college and potentially need adult social care provisions.

1.7 **Progress so far:**

- 1.8.1 **Recruitment in Social Care:** The new Transitions Team and the Preparation for Adulthood Team (PAT) are almost fully recruited to. From September 2022 the PAT team will be able to start to work with people under 18. This will initially be with 17 year olds, then 16 year olds then younger, as capacity allows. There are still a significant number of cases allocated to the PAT that are over 18 compared to the number under 18 years but this balance will shift as current allocated cases move to either the Adult Transitions Teams, the Adult Locality Teams or the Adults Future Options Team. Newly allocated cases to the PAT will be under 18 years from that point onwards.
- 1.8.2 **Social Care Practice:** Service managers in both adults' and children's services, across health, social care and education, will proactively identify and plan for young people in their locality with transition support needs. The worker who co-ordinates this won't always be in the PAT as many of the children that will need support with transition will not necessarily require adult social care. The Transitions Team will be using the adult decision-making tool when supporting a young person to ensure that they and their families are aware of the support and opportunities that they will be eligible for as they transition into adulthood.
- 1.9 **Progress of SEND Accelerator Progress Plan:** The SEND Accelerator Progress Plan was signed off by DfE in May 2022 and sets out the actions designed to lead to rapid improvement for multi agency transitions to adulthood. The Accelerator Progress Plan action plan is
- 1.9.1

driven by a multi-agency SEND Transitions Group and sponsored by the Director of Integrated Commissioning (Sheffield Council) and the Director of Planning (Sheffield Place Integrated Care Board – formerly Sheffield CCG). The SEND Transitions Group reports to the Inclusion Improvement Board under the oversight of the Sheffield Health and Wellbeing Board and the Joint Commissioning Committee.

- 1.9.2 The actions are grouped into workstreams aligned to the Council's Inclusion Strategy:
- Planning for Adulthood
 - Post 16 Opportunities
 - Transition Processes
 - Coproduction, Communication and Information
 - Workforce Development
- 1.9.3 Each workstream has clear milestones for 3,6, and 12 months and KPIs to track delivery. The focus during the first 3 months of delivery has been on establishing new multi agency working relationships through the SEND Transitions Group and its workstreams and driving the actions identified in the plan. The first monitoring meeting with the DfE was held in July with positive feedback about the level of commitment and the progress made.
- 1.9.4 The next phase of the SEND Accelerator Plan focuses on the impact of the changes and new ways of working and how this is evidenced through effective coproduction, engagement and the voice of young people, their families and carers and the workforce.
- 1.9.5 Sheffield will receive a 6 month summative review which is expected to take place in November 2022. We will be expected to demonstrate significant progress and impact on the actions within the plan. If sufficient progress is deemed to have been made, then the APP will progress to a second six month phase of 'sustainability'. Regular review meetings with our DfE and NHS England advisors will be held throughout the life of the plan.
- 1.10 **Next Steps:**
- The remedial payments will be completed in line with the Ombudsman's requirements by mid September.
 - The changes to practice and reshaping and investment in social care resources for children's and adults' services will be embedded and monitored to ensure that young people experience significantly improved and timely support as they transition to adulthood, whether they will go on to have adult social care or not.
 - The SEND Multi Agency Accelerator Plan will continue to deliver the agreed actions with a focus on evidencing the positive impact for young people and their families and carers.
 - A report on progress following the six month summative review of

the SEND APP can be brought to the relevant Policy Committee and include further updates on the progress in social care.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 This update report ensures that the Ombudsman findings are given appropriate consideration and that the Council's Strategy and Resources Committee have oversight of the remedial actions required and also the progress in improving the Council's approach to transitions for young people and next steps in ensuring improvements are embedded and sustained.
- 2.2 This update report also describes the contribution made to the ambitions within the One Year Plan in relation to improving the experience of transition to adulthood for children and young people with SEND and/or moving from children to adults' services.
- 2.3 The improvements to date and the next steps described in section 1 of this report contribute to ensuring that every person in Sheffield can achieve their full potential. The improvements address educational inequalities and support people to stay fit and healthy, so fewer people reach crisis point and families can thrive.

3. HAS THERE BEEN ANY CONSULTATION?

(Clearly indicate the degree and character of public engagement and participation which has been undertaken on the issue. *Refer to the Consultation Principles and Involvement Guide. Indicate whether the Council is required to consult on the proposal, and provide details of any consultation activities undertaken and their outcomes.*)

- 3.1 The senior field work manager in the PAT has an ongoing programme to visit the various training providers and the special schools to speak with the young people to get their views as to what opportunities they would like to see. The SFM has also met with the parent carer forum.
- 3.2 The SEND Transitions Group is fully committed to coproduction across each of its workstreams and has parent carer representation on the group and within workstreams. As the plan progresses, the emphasis will increasingly be on ensuring that the voice of young people and their carers are at the centre of our evidence about whether the actions are improving the experience and outcomes. The consultation will be via a range of channels, opportunities, forums etc. and in collaboration with a range of partners to ensure the broadest range of voices are heard including those of people with communication support needs and from communities that our services historically have sought the voices of.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 The work described above contributes to tackling inequalities for children and young people moving from children's services to adults services. An initial assessment of equality impact has been undertaken and a further in depth assessment will be made and regularly reviewed through the course of the SEND Accelerator Plan delivery.

4.2 Financial and Commercial Implications

4.2.1 The cost of the remedial payments recommended by the Ombudsman will be met through Education, Children's and Adults budgets. There are no financial or commercial implications beyond the remedial payments.

4.3 Legal Implications

4.3.1 **Ombudsman legal implications:** Section 30 of the 1974 Act requires the Council to place two public notices in local newspapers and/or newspaper websites and also make copies of the report available free of charge at one or more of our offices. The Ombudsman's finding was that of maladministration and injustice. Since the Ombudsman has found that the person suffered injustice as a result of the Council's fault, under Section 31(2) of the 1974 Act, the Council must formally consider their report.

4.3.2 There are a number of statutory requirements in relation to supporting children through to adulthood as set out below. The improvements to children and adults social care and the multi agency approach to SEND transitions will support the Council to ensure it is compliant with these and the duties set out in the Children and Families Act 2014.

4.3.3 When a child reaches 18 years of age, they are legally an adult and responsibility for meeting their needs moves from the council's children services to its adult services. The legal basis for assessing their needs changes from the Children Act 1989 to the Care Act 2014. However, councils can decide to treat a children's assessment as an adult assessment and can also carry out joint assessments.

4.3.4 Sections 9 and 10 of the Care Act 2014 require councils to carry out an assessment for any adult with an appearance of need for care and support. They must provide an assessment to everyone regardless of their finances or whether the council thinks the person has eligible needs. The assessment must be of the adult's needs and how they impact on their wellbeing and the results they want to achieve. It must also involve the individual and where suitable their carer or any other person they might want involved.

4.3.5

The Care Act 2014 gives councils a legal responsibility to provide a care and support plan (or a support plan for a carer). The care and support plan should consider what needs the person has, what they want to achieve, what they can do by themselves or with existing support and what care and support may be available in the local area. When preparing a care and support plan the council must involve any carer the adult has. The support plan must include a personal budget, which is the money the council has worked out it will cost to arrange the necessary care and support for that person.

4.3.6

Section 27 of the Care Act 2014 says councils should keep care and support plans under review. Government Care and Support Statutory Guidance says councils should review plans at least every 12 months. Councils should consider a light touch review six to eight weeks after agreeing and signing off the plan and personal budget. They should carry out reviews as quickly as is reasonably practicable in a timely manner proportionate to the needs to be met. Councils must also conduct a review if an adult or a person acting on the adult's behalf makes a reasonable request for one.

4.3.7

Improvements through the SEND Accelerator Plan will ensure that the Council and Health partners are compliant with DfE requirements.

4.3.8

Other improvements meet wider statutory duties such as the provision of information and advice regarding, for example, changing funding arrangements and the differing legislative frameworks that apply as young people grow into adulthood. For example, the Mental Capacity Act 2005 that applies to young people at the age of 16, and the National Framework for Continuing Health care 2007 which sets out changes in the availability of Continuing Health Care for children as opposed to adults.

4.4 Climate Implications

4.4.1 There are no climate implications for this report.

4.4 Other Implications

4.4.1 There are no other implications for this report.

5. **ALTERNATIVE OPTIONS CONSIDERED**

(Outline any alternative options which were considered but rejected in the course of developing the proposal.)

5.1 There are no alternative options identified as this work is a requirement of the Ombudsman and to ensure compliance with regulatory frameworks of CQC and Ofsted and the DfE SEND Accelerator Progress Plan.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The report describes the improvements made and reiterates the Council's commitment to continuing to work with children, young people and families as well as our health and independent sector partners to improve the systems and processes that support them through this key journey into adulthood and ensure that there is a wide range of opportunities that they are about to access and which support the fulfilment of young people's needs and aspirations for their future.

Close of Report



Report to Policy Committee

Author/Lead Officer of Report: Victoria Gibbs,
Head Children's Commissioning, Paul
Johnson, Assistant Director, Provider Services

Tel: 0114 4741902

Report of: Joe Horobin, Director of Integrated Commissioning and Sally Williams Interim Director, Children's Services

Report to: Strategy and Resources Committee

Date of Decision: 30th August 2022

Subject: Decision to approve an application to the Department for Education (DfE) Children's Home Capital Fund to develop a children's home and approval to provide 50% match funding of the capital costs

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? 160822				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<small>*note a climate impact assessment will be completed as part of the full feasibility of the building works.</small>				
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:-				

Purpose of Report:

To notify the Strategy and Resources Policy Committee of the intention to submit a bid to the DfE Children's Home Capital Fund and to seek approval for the Council to be the Accountable Body for the grant if the bid is successful.

Recommendations:

The Strategy and Resources Policy Committee is recommended to:

- 1) endorse the submission of a bid to the Department for Education Children’s Home Capital Fund for 50% of the capital costs of building a new children’s home.
- 2) approve the Council being the Accountable Body for the grant if the bid is successful including agreeing to meet the requirement that the Council provide 50% match funding of the capital costs, noting that this equates to a capital commitment to fund £68,000 (initial estimation based on feasibility to date) to be allocated from the Corporate Investment Fund plus the cost of the land valued at £300,000.
- 3) note that if the bid is successful from 2024 the revenue budget will be diverted from the Children’s external placement budget to cover the establishment and running costs of the new children’s home.

Background Papers:

Placement Sufficiency Strategy for Looked After Children and Care Leavers 2021-23.

Sheffield City Council’s Corporate Parenting Strategy 2021 to 2023.

OCH application guidance Wave 2 Final

Children’s social care market study final report - Competition and Markets Authority

The independent review of children’s social care – Josh MacAlister

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>Kayleigh Inman</i>
	Legal: <i>Sarah Bennett and Henry Watmough-Cownie</i>
	Equalities & Consultation: <i>Bashir Khan</i>
	Climate: <i>Jessica Rick</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	SLB member who approved submission:	<i>Andrew Jones, Director for Children's Services</i>
3	Committee Chair consulted:	<p><i>Councillor Terry Fox, Chair of Strategy and Resources Committee 24th August 2022.</i></p> <p><i>Councillor Mick Rooney, Chair of Education, Children and Families Committee, via the People Capital and Growth briefing update on 28th July 2022.</i></p> <p><i>The proposal also forms part of Sheffield City Council's Corporate Parenting Strategy and the Sufficiency Strategy approved by the Corporate Parenting Board Chaired by Cllr Dunn presented to board 25th January 2022.</i></p>
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>	
<p>Lead Officer Name:</p> <p>Victoria Gibbs and Paul Johnson</p>		<p>Job Title:</p> <p><i>Head of Children's Commissioning and Assistant Director, Provider Services</i></p>
<p>Date: <i>15th August 2022</i></p>		

1. PROPOSAL

- 1.1 This report seeks the endorsement to submit a bid to the DfE Children's Home Capital Fund, to build a new two to three bedroom children's home on Council land. The new children's home will provide a smaller group living environment with a trauma informed therapeutic model to meet the needs of young people with additional complexity and vulnerability.
- 1.2 The terms of the bid require the Council to commit to match fund the capital funding.
- 1.3 The bid has to be submitted by 9th September 2022. The bid requires the Council to match fund 50% of the capital costs with the expectation that the capital / construction work should begin in 2023 and be complete by March 2025.
- 1.4 The proposal meets two of the DfE Children's Home Capital Programme strategic priorities;
- it will increase sufficiency for children with the most complex needs and vulnerabilities who are best suited to be cared for in a smaller environment
 - it addresses current shortfalls in the local area. Sheffield does not currently operate any smaller children's homes and over the last 18 months Sheffield has experienced increasing challenge in sourcing and providing placements for young people who present with a higher level of need and who require a smaller residential home environment
- 1.5 This report outlines the 50% match funding capital requirement and also the ongoing revenue requirements for service delivery, should the bid be successful.
- 1.6 This bid forms part of the council's strategy to meet the demand for placements for looked after children as set out in the Sheffield City Council Placement Sufficiency Strategy for Looked After Children, and Care Leavers 2021 – 2023 and The Corporate Parenting Strategy 2021-23; both of which detail the council's approach and ambition to meet the Sufficiency duty under (Section 22G, The Children Act 1989.)
- 1.7 This duty requires that local authorities should provide *'so far as reasonably practical, sufficient accommodation for looked after children [in their local authority area] in order to enable a child to stay at the same school and near to family where contact can easily take place.'*
- 1.8 The Children's Residential Service in Sheffield provides support and

care for some of our most vulnerable children and young people. Sheffield currently operates five of its own children's homes offering nineteen mainstream placements and six placements for looked after children with disabilities. Sheffield City Council also directly provides a further four homes offering overnight residential short breaks to children with disabilities.

1.9 Sheffield has experienced an increase in the number and complexity of our looked after children population. The number of looked after children has increased significantly, from 628 in March 2020 to 675 at the end of March 22. In addition, more young people are being looked after in external residential provision from 16 in March 2020 to 31 in March 22.

1.10 The market for independent residential placements does not provide sufficient placements for the combined needs of local authorities in Sheffield, the Yorkshire and Humber region or nationally, with demand outstripping supply. This results in the potential for more Looked After Children to be placed outside of the City, in independent provisions often at a distance.

1.11 The Competition and Markets Authority (CMA) report, March 22, concluded that the market in care placements has become increasingly 'broken'. It found:

- a shortage of appropriate places in children's homes and with Foster Carers,
- children are not getting the right care from their placement,
- children being placed too far away from where they previously lived,
- children placed in placements that require them to be separated from their siblings,
- placement shortage means that high prices are often being paid by local authorities.
- risk of financial failure with larger providers who carry large levels of debt and the consequence of having to re-provide care
- that currently 83% of the children's residential care market is owned and operated by the private sector.

1.12 The recently published Independent Review of Children's Social Care May 2022 highlights that the market in care placements has become increasingly 'broken', identifying:

- **Weak Oversight** - the Competition and Markets Authority (CMA) has expressed concern about the risk of unmanaged exit by large children's home providers due to their levels of debt and dominance of the market.
- **High cost and Profiteering** - the average operating profit made by private residential children's home providers has increased over time. The CMA found that profits in the children's residential home sector increased from £702 to £910 per child per week, between

2016 and 2020 averaging 22.6%.

- 1.13 Currently, our larger homes do not match the needs of young people with more complex needs and vulnerability. Therefore, the existing children's homes have operated at a reduced capacity to provide a placement that is suitable to meet need.
- 1.14 This proposal will enable the Council to increase its residential provision releasing residential sufficiency in other children's homes.
- 1.15 Over the past eighteen months two out of five of Sheffield City Council's 5-bedroomed homes have operated on a reduced capacity to accommodate a small number of young people in line with their needs. Occupancy levels have fallen from 84% in March 2020 to 58% in March 2022. This has resulted in a reduction in local sufficiency and an increase in unit costs in these homes to £7,000 per week.
- 1.16 The DfE Open Children's Homes fund offers an opportunity to bid for 50% match funding of the capital costs of the build. To provide the match funding, it is proposed that Sheffield City Council invest the land value of £300,000, together with an initial estimated cost of £68,000 based on the feasibility reports undertaken to date from the Corporate Investment Fund.
- 1.17 The bid outlines the total cost of the build including the land value of a total capital cost of £736,000 with a request of £368,000 from the DfE.
- 1.18 The conditions of the funding, stipulate the build must be completed by March 2025, any delays beyond this date are unfunded and will become the responsibility of Sheffield City Council.
- 1.19 A detailed delivery timescale will be developed and overseen by a project management board to ensure that the build will be complete by March 2025, initial indicative timeline indicates completion will be early 2024.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The project supports the priority commitment in the Sheffield One Year Plan 'to be an exemplar in children's services and support our Children Looked After to achieve their full potential and *'be an exemplar Corporate Parent by taking a whole organisation approach to giving our Children Looked After the opportunities to reach their potential'*
- 2.2 This proposal will deliver the following:-
- **it will increase in-city children's homes placements where there is insufficient provision**

Placement analysis shows that Sheffield makes an average of 21 new placements in mainstream residential settings each year. It is expected that this trend will continue and/or see demand increase with 9 placements already made between April and June 22/23.

- **it will increase sufficiency for children with the most complex needs**

A 2-3 bedroomed children's home will meet the needs of some of our most complex and vulnerable young people, often these young people demonstrate response to trauma that is not compatible to larger group living and one that requires a high level of support and enhanced staffing.

- 2.3 It is anticipated that the children's home will care for two young people at a time but will be able to scale up to three young people with careful matching in line with the young people's needs.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 As part of the implementation plan and at the relevant stage in the build, young people will be engaged through the Children in Care Council and Sheffield Care Leavers Union to inform the internal design and appearance of the home.

- 3.2 As part of the location risk assessment local bodies including the police will be consulted in line with the Children's Homes regulations amendments 2014 and the Children's Homes Regulations 2001.

- 3.3 The detailed delivery plan for the build includes a Stakeholder Management Plan which will be developed should the bid be successful. The Plan will identify future engagement and consultation.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 Decisions need to take into account the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010. This is the duty to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- advance equality of opportunity between persons who share a

- relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

4.1.2 The Equality Act 2010 identifies the following groups as a protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

4.1.3 An Equality Impact Assessment has been carried out which highlights that the proposed creation of placements for children with complex needs will provide more placement choice and increase local sufficiency.

4.1.4 This will help to better meet the needs of vulnerable young people locally and support young people to maintain contact and links with their extended family and community in line with the young person's care plan.

4.1.5 In addition, services can respond flexibly to meet the needs of young people to ensure positive transition to independent living.

4.2 Financial and Commercial Implications

4.2.1 The estimated capital costs to build the children's home are £736,000 inclusive of the land and build costs.

4.2.2 The bid to the DfE will therefore be for £368,000.

4.2.3 The 50% capital match funding to be provided by Sheffield City Council is;

- Provision of the land/site valued at £300,000
- Corporate Investment Fund funding £68,000 (initial estimated cost based on the feasibility reports undertaken to date)

4.2.4 The desktop feasibility study for build costs includes a provision for a contingency. The cost of any unforeseen issues arising as the project progresses will be borne by the Council in addition to the existing envisaged contribution. A contingency provision of up to £176,000 will be set aside from the Corporate Investment Fund balances which reflects the early stage of the project development. Any remaining balance at the end of the project will be released back to the CIF.

4.2.5 Should the bid be successful the project and build costs will be overseen by the People Portfolio Capital and Growth Outcome Programme Group.

- 4.2.6 The home will be operational following the completion of the build expected to be early 2024. The anticipated revenue running costs have been calculated based on a model staffing structure which is sufficient to accommodate the needs of complex and vulnerable young people. This will be funded from the Children and Families placement budget.
- 4.2.7 Non-staffing running costs have been incorporated based on the costs incurred by Sheffield City Council's existing children's homes.
- 4.2.8 The total anticipated Year 1 revenue requirement based on current costs is £ 818,309. This is inclusive of overlapping revenue costs likely incurred during the initial set up and operation of the home, Children's Services estimate this cost to be £57,400.

Expenditure	Year 1 £	Ongoing £
Staffing Costs	£688,810	£688,810
Year 1 Revenue Overlap	£57,400	N/A
Non-staffing Costs	£72,100	£72,100
Total Budget	£818, 309	£760,910
Unit weekly cost (2 bed 100% occupancy)	£7,868	£7,316
Unit weekly cost (2 bed 90% occupancy)	£8,742	£8129
Unit weekly cost (3 bed 100% occupancy)	£5,245	£4,877
Unit weekly cost (3 bed 85% occupancy)	£6,171	£5,738

- 4.2.9 Analysis of placements over the last eighteen months shows that on average children presenting with higher level needs have a unit cost £8,311 per week.
- 4.2.10 As a result, the development of in-house provision is likely to operate a cost similar to that of the open market with the potential to create a small budget saving, however, it should be noted that this is reliant on achieving between 90% and 100% occupancy.
- 4.2.11 The children's home will divert a level of spend away from external provision and will mitigate some of the volatility associated with relying on an external market, whilst releasing in house capacity within the larger children's homes that are caring for a small number of young people at a reduced occupancy level.

4.3 Legal Implications

4.3.1 The decision whether or not to submit a bid for grant funding is reserved to officers by the Constitution. However, a decision to be the Accountable Body for a grant of this size is reserved to the Strategy and Resources Policy Committee. The commitment of capital funding is also a decision for this Committee. Given the terms of the grant process and the timescales for acceptance of the grant, it is desirable for the Committee to decide if the Council will become the Accountable Body for this funding and will provide the necessary match funding, if the bid is successful, before the bid is submitted.

4.3.2 The Council needs to note and be satisfied that there will be ongoing expenses (running costs), that will need to be met. It also needs to be aware that, as per the Department of Education Guidance, conditions under any agreement will include:

- agree to match-fund the proposed work.
- agree that if the project runs past March 2025, any additional costs for overruns will be at the expense of the local authority/consortium.
- report the progress of the project throughout its lifecycle by completing monthly project monitoring reports; and
- inform DfE of any changes/delays to planned project milestones and of any project overspends/underspends.
- agree conditions of claw back, payment suspension and early termination clauses in circumstances where monies are not spent for the purposes as set out in the grant or if the programme is unable to be completed.

4.3.3 Sections 22A to 22D of the Children Act 1989 make provision for the accommodation and maintenance of a looked after child. They provide the framework within which decisions about the most appropriate way to accommodate and maintain the child must be considered. The duties and powers of local authorities to provide accommodation under sections 20 and 21 of the 1989 Act are not affected by these provisions.

4.3.4 Section 22G, of the Children Act 1989, the sufficiency duty. This duty requires that local authorities should provide '*so far as reasonably*

practical, sufficient accommodation for looked after children [in their local authority area] in order to enable a child to stay at the same school and near to family where contact can easily take place.

4.3.5 Where accommodation is provided and there is an element of care being given, the provision must be registered and therefore regulated by Ofsted; this is irrespective of the length of the provision provided.

4.4 Climate Implications

4.4.1 The main climate impacts in the project are the building construction specification, including energy efficient design and impact of materials used.

4.4.2 It is proposed to take a fabric first approach to ensure the building envelope is as efficient as possible.

4.4.3 Gas will not be used in the building, instead Air Source Heat Pumps will be used for heating, which will have a significant impact on carbon emissions, especially as grid electricity decarbonises more and more over time.

4.4.4 The embodied carbon of materials used in construction will be investigated further as the design develops and lower embodied carbon materials will be used where possible.

4.4.5 Should the bid to the DfE be successful a more detailed, full assessment specifying suitable mitigation measures will be conducted as the project moves into a more detailed business case and design stage to ensure specific carbon reduction measures and targets are carried through into project delivery.

4.5 Other Implications

4.5.1 This report has detailed the capital and revenue funding required to submit a bid to the DfE Children's Home Capital Fund. There are no other implications arising as a result of the report.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 This proposal is identified as a strong candidate to put forward as a bid to the DfE Children's Home Capital Fund.

5.2 Alternative options that have been considered but are not recommended for progression at this time include;

- refurbishment of an existing council property to provide a 2-bedroom home to meet complex need. This proposal is not recommended at this time as the timescales for the submission of the bid have not enabled a suitable property to be identified with the necessary feasibility undertaken.
- build of a 2-bedroom home for young people with complex disabilities and learning disabilities. This proposal is not recommended due to the revenue model being more expensive than private and independent provision.
- development of a larger children's home offering 4 bedrooms, this proposal has been considered but not progressed as the development of 2- 3 bedroomed home will support the Council in providing care for young people who need a smaller home environment. This will also positively impact on releasing capacity within Sheffield's larger children's homes enabling the larger homes to operate and care for 4-5 young people in line with their Statements of Purpose.

6. REASONS FOR RECOMMENDATIONS

- 6.1 This proposal offers the Council a strong opportunity to bid to the DfE for capital match funding by utilising land value and identified capital funding via the Corporate Investment Fund.
- 6.2 The proposal will enable Sheffield City Council to increase its in-house sufficiency to care for young people with a complexity of need and vulnerability in a smaller group living environment.
- 6.3 The proposal is to deliver a 2 bedroomed property however the design is such that it would allow scaling up to care for three young people subject to careful matching in line with assessed need, creating greater economies of scale for the future.
- 6.4 Delivery of this project will enable capacity to be unlocked in the larger children's homes increasing in-house capacity to provide homes for children and young people in Sheffield.
- 6.5 The proposal is in line with the Council's Sufficiency and Corporate Parenting Strategies.



Report to Policy Committee

Author/Lead Officer of Report:

Damian Watkinson,
Finance Manager

Tel: 0114 273 6831

Report of: *Ryan Keyworth*

Report to: *Strategy and Resources Committee*

Date of Decision: *30th August 2022*

Subject: *Capital Approvals for Month 03 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 03 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 Approve the acceptance of grants as detailed 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>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>29/07/22</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 03 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:

- 2 additions of specific project to the capital programme creating a net increase of £2.584m

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 accepted.

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
Communities Parks & Leisure		
New additions		
Page 199	<p>Woodbourn Road Football Hub</p> <p>Why do we need the project? SCC are now developing the Woodbourn Road Football Facility as the fourth hub site in Sheffield with large scale investment in the site securing its long-term future as a community football facility under the National Football Trust Hub portfolio.</p> <p>The Stadium offers an exciting opportunity to develop a football hub in the heart of the Darnall community, providing new and improved facilities for local people and ensuring a sustainable future and the Football Foundation has identified the site as a national hub for sustainability pilot of 3G pitches.</p> <p>How are we going to achieve it? 3G Pitches: Manufacture, supply and installation of 8 x 3G pitches with performance infill as per the Generic Employers Requirements, AGP's to engineered base level for others to provide surface system solutions; including new fencing, hardstanding and floodlighting</p> <p>Pavilion: Address existing building condition issues, improve environmental performance (Building Regulations), and create an operational building for service use and management of the 3G pitches.</p> <p>What are the benefits? <i>Objectives</i></p> <ul style="list-style-type: none"> • The investment in Woodbourn Road Stadium will act as a catalyst for the improvement of this location, increasing usage and creating a hub site for football, athletics, sport, education and health and wellbeing activities in Sheffield. • The reopening of the football area along with putting in an experienced operator to run the site to ensure the facilities continue to provide equality of provision, providing valuable activities for a key demographic area and deliver positive physical and mental health and wellbeing impacts. • The opening of the football facility will improve accessibility to improved playing pitches and ancillary facilities for all ages. Children and adults of all abilities and backgrounds will have the greatest possible access to outdoor sports and will therefore experience greater activity and sport opportunities • Address condition issues • Develop suitable facilities for the management and operation of the 3G pitches <p><i>Outputs</i></p>	+2,570

Page 200	<ul style="list-style-type: none"> Operational building for service use and management of the 3G pitches Refurbishment of building to allow use and management of the 3G pitches Development of eight small sided floodlit 3G Artificial Grass Pitches <p><i>Benefits</i></p> <ul style="list-style-type: none"> Increase football activity and participation within under-represented groups Woodbourn Road pitches will be brought back into use Increase use of the site <p>When will the project be completed? 3G Pitches October22 Pavilion March23</p> <p>Costs 22/23 – 3G Pitches Total £969.9K</p> <p>Costs 22/23 – Pavilion Total £1,600.0K</p> <p>Total Costs £2,569.9K</p> <p>Funding £2,069.9K Football Foundation Grant <u>£500.0K Prudential Borrowing SCC Match</u> £2,569.9K</p>							
	Funding Source	Football Foundation Grant & Prudential Borrowing	Amount	£2,569.9K	Status	Procurement Strategy and Approval to Tender at Co-Exec 20.04.22	Approved	Communities, Parks & Leisure PG 18.07.22
Education Children & Families								
New additions								
<p>Pipworth Primary School Adaptations</p> <p>Why do we need the project?</p> <p>Access between Infant and Junior areas of the school is currently difficult for users of the site with limited mobility. Improvements to this will support the city’s inclusion strategy and help meet Equalities Act requirements.</p>								+14.7

<p>This is the first in a number of potential adaptations being considered at the site.</p> <p>How are we going to achieve it?</p> <p>Installation of a platform stair lift to the Junior site</p> <p>What are the benefits?</p> <p>Increased accessibility across the site</p> <p>How will this project contribute towards the delivery of 'Net Zero by 2030'?</p> <ul style="list-style-type: none"> N/A <p>When will the project be completed?</p> <p>September 2022</p>							
Funding Source	High Needs Capital Allocation	Amount	£14,698	Status		Approved	

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Scheme name / summary description of key terms	Funder	Value £'000
Transport Regeneration & Climate Change		
<p>Heart Of The City II Palatine Chambers Block</p> <p>Background</p> <p>HoC2 seeks to transform Sheffield city centre with an improved retail, working, leisure and living environment.</p> <p>A lack of depth and quality of hotel provision as other comparable Cities in the UK and wider, limits the ability to attract visitor numbers and spend to Sheffield. This development is to create a boutique style Hotel to be operated under Radisson Blue brand. In addition, the former Gaumont building requires improvement works to the façade and reconfiguration to make it for purpose. The scheme will retain important architectural features across the block.</p> <p>£3m of Gainshare funding has been secured towards this scheme from the South Yorkshire Mayoral Combined Authority</p> <p>Financial & Commercial Implications</p> <p>Key features (not exclusive) of the SYMCA grant terms and conditions:</p> <ul style="list-style-type: none"> • Grant (£3m) to achieve: Project Outputs/ Outcomes, Social Value Outcomes. • Completion Date - date by when Eligible Costs and Project Outputs in Schedule 4, • Comply with subsidy rules: “UK-EU TCA Rules” and “WTO-ASCM Rules” • Grant only for the Eligible Costs / the delivery of the Project and shall not be used for any other purpose without SYMCA approval • Only claim Qualifying Expenditure defrayed from the Commencement Date to the Completion Date. 	South Yorkshire Mayoral Combined Authority	3,000

	<ul style="list-style-type: none"> • Any Qualifying Expenditure claimed outside of these dates will be deemed ineligible for Grant purposes. • When applying for third party funding for the Project, SCC to notify the Authority in advance. • Grant is conditional upon the provision of match funding letters to SYMNCA in advance of Approved Claim Form. • SCC shall not apply for/accept <ul style="list-style-type: none"> ○ duplicate funding in respect of the Project or any related administration costs that the Authority is funding in full under this Agreement. ○ any funding to be applied to the Eligible Costs which would result in a breach of any threshold for funding the Eligible Costs set out in the Subsidy Rules. ○ SCC cannot recover its own internal costs for administration of the Project. ○ SCC shall not make any project change to the Project including those that breach Subsidy Rules without SYMCA approval. ○ Prior to contract execution, SCC to provide a Solicitor’s opinion letter confirming Subsidy Control position. ○ Grant subject to closure of the Special Conditions. ○ Failure of the Recipient to provide satisfactory evidence of these Special Conditions within 90 days of contract may result in Default/termination of the Agreement ○ All required statutory consents including planning enquiries must be satisfied ○ Procure the commencement of the Works within 30 days from the date of this Agreement and procure Practical Completion of the same by the Completion Date ○ Procure all Project Outputs are achieved by the Completion Date 		
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	<ul style="list-style-type: none"> ○ Procure all the Project Outcomes/Social Value Outcomes are fulfilled by the Final Review Date. ○ Grant allocation for a Financial Year is available for that year only and any carry forward is at SYMCA's discretion ● If SYMCA makes Advance Payments of grant in excess of Financial Year allocation then there will be adjustments to allocations in future years ● Grant Retention (2.5%) until completion of Project Outputs (see criteria) ● Remaining 2.5% when Outcomes delivered by Final Review Date (see criteria). ● Statement of grant expenditure must be audited by external auditor. ● Records shall be retained for at least ten years after the end of the Financial Year in which the last payment is made ● Financial claims quarterly in arrears (see full details on monitoring requirements) ● Claims submission covers all Eligible Costs incurred/defrayed on the Project to date. <p>Grant may be reduced or clawed back if (not exclusive – see full details):</p> <ul style="list-style-type: none"> ● A Project Change without prior approval of the Authority. ● SCC fails to comply with the Special Conditions ● Works not commenced within 3 months of execution of Agreement ● Grant not used for the purpose intended ● Not making satisfactory progress with Project delivery as per Sched 2 ● Failure to keep/maintain the records specified in the Funding Agreement ● SCC obtains any form of duplicate funding in relation to the Project 		
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	<ul style="list-style-type: none"> • Grant subject to Subsidy Rules and SCC warrants that the Grant is not prohibited by the Subsidy Rules (see details): • SCC must comply with the Subsidy Rules as required • SCC has informed SYMCA of any other public funding applied for/awarded against the Eligible Costs covered by this Agreement. • SYMCA Grant to achieve Project Outputs/Outcomes and Social Value Outcomes being achieved • Grant subject to 100% Clawback as per clause 11 /Schedule 4 to the extent that Project Outputs/ Project Outcomes and Social Value Outcomes are not achieved. • SYMCA will consider the extent to which Project Outputs/Project Outcomes and Social Value Outcomes have been achieved and consider whether a proportion of the grant needs to be repaid (see full details) • Grant outside the scope of VAT but if any VAT is chargeable the grant shall be deemed to be inclusive of all VAT. <p>Key Dates Commencement Date: June 2021 Completion Date: 31 November 2023 Clawback Review Date: February 2024 Final Review Date: February 2024 Closure Date: May 2024</p> <p>Legal Implications</p> <p>The Council can rely upon the general power of competence under section 1 of the Localism Act 2011 to enter into the Grant Agreement for the provision of this grant funding and incurring expenditure on the project deliverables. Section 1 provides the Council with the power to take reasonable action it needs 'for the benefit of the authority, its area or persons resident or present in its area'.</p>		
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	<p>The grant funding is for a maximum of £3,000,000.00 and is for the purpose of the Council re-shaping Sheffield City Centre as part of the project known as Heart of the City 2, and in particular the work on that part of the project known as “Block A”.</p> <p>The terms and conditions of the grant are reasonably standard for activities such as those covered by this grant. Officers delivering the grant funded activities must be aware of and deliver the Council’s obligations. The grants can be terminated for events of default and SCC could be required to repay part or all of the grant in such circumstances, and there is provision for clawback should the project not meet its planned objectives. Those objectives include Project Outputs, Project Outcomes, and Social Value Outcomes and involve not just an increase in the commercial property floorspace but also an increase in jobs, apprenticeships, and opportunities for small and third sector enterprises. These include obligations:</p> <ul style="list-style-type: none"> • Not to implement any significant change to the project without the prior consent of the Mayoral Authority (the period for agreeing changes is 60 days). The definition of such changes includes changes to completion date. • Only to use the sums provided for the agreed purposes • Not to seek duplicate funding • To notify the Mayoral Authority if SCC does not intend to claim the full amount in total or within a financial year • To find alternative funding if there is shortfall in match funding or is there a cost overrun • To retain invoices, supplier details, and to retain records for 5 years. • For the Chief Finance Officer to provide a statement of grant expenditure at end of each financial year • To allow rights of access, inspection and interview etc to the Mayoral Authority’s internal auditors. • To comply with the timescales e.g. for the works to start within 30 days of the agreement, and to be able to demonstrate achievement of the objectives • To ensure that the Mayoral Authority branding is represented on boards etc, and to provide advance notice of publicity and to invite Mayoral Authority reps where appropriate (the latter obligations continue after the agreement). • To observe standard obligations regarding equal opportunities, promotion of local skills and resources, avoidance of acts which may disrepute etc. 		
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	<ul style="list-style-type: none">• To work with the MA to link the Site into other regeneration and development initiatives.		
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Strategy and Resources Urgency Sub-Committee

Meeting held 8 August 2022

PRESENT: Councillors Julie Grocutt, Douglas Johnson, Shaffaq Mohammed, Mick Rooney (Substitute Member) and Richard Williams (Substitute Member).

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence was received from Councillors Terry Fox and Joe Otten.

2. EXCLUSION OF PRESS AND PUBLIC

2.1 **RESOLVED:** That the public and press be excluded from the meeting before discussion takes place on item 5 on the agenda (item 4 of these minutes) on the grounds that, if the public and press were present during the transaction of such business, there would be a disclosure to them of exempt information as described in paragraph 3 of Schedule 12A to the Local Government Act 1972, as amended.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest made

4. EUROVISION SONG CONTEST 2023

4.1 The purpose of the report is to note the undertaking and seek approval for the submission of the Request for Information to the BBC as Phase 1 of the bidding process for Sheffield to be the host city for Eurovision Song Contest 2023 in collaboration with the South Yorkshire Mayoral Combined Authority (SYMCA) and South Yorkshire local authorities in solidarity with Ukraine.

4.2 **RESOLVED UNANIMOUSLY:** That the Strategy and Resources Urgency Sub-Committee, having regard to the report and the financial implications, approves the Council submitting the Request for Information to the BBC as Phase 1 of the bidding process to become Host City of the Eurovision Song Contest 2023 on the basis of a collaborative bid with SYMCA and South Yorkshire local authorities.

4.3 Reason for Decision

Submitting a Host City bid at the first phase shows the city's intent to be considered a major event hosting destination; there will be other bids submitted from destinations which can more easily meet the minimum criteria but perhaps cannot yet demonstrate the breadth of experience.

Sheffield offers - the speed at which SYMCA has agreed support demonstrates the belief that this event will have a major positive impact across the South Yorkshire region. It demonstrates the strength of the relationship by allowing Sheffield to be the accountable lead body.

Allows Sheffield to demonstrate solidarity with Ukraine

Presents Sheffield on a global stage

Major impact on visitor economy

4.4 **Alternatives Considered and Rejected**

If we do not bid, there would be an opportunity to create a smaller, localised 'fringe' style cultural event to show our solidarity with Ukraine and recognise our twinned city status with Donetsk. There would still be an opportunity of civic Sister City twinning with Khmelnytski in 2023. This 'fringe' event would not be formally affiliated with Eurovision and would bring no international exposure.

(Note: In accordance with Council Procedure Rule 26 this urgent meeting has been called on the recommendation of the Chair, on the basis that the Council must submit a Request for Information to the BBC as Phase 1 of the bidding process to become Host City of the Eurovision Song Contest 2023, by no later than 9 August 2022. It was not possible in the time available to give appropriate notice, and it was considered that the Council would not be able to submit the Request in time if not considered at this meeting).