Public Document Pack

Strategy and Resources Policy Committee

Tuesday 24 January 2023 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

Sheffield City Council

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
24 JANUARY 2023

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 - 34)
To approve the minutes of the previous meetings of the Committee held on 5, 12 and 19 December 2022.

6. Public Questions and Petitions
To receive any questions or petitions from members of the public

7. Retirement of Staff (Pages 35 - 38)
Report of the Executive Director, Resources

8. Work Programme (Pages 39 - 60)
Report of the Interim Director of Legal and Governance

Formal Decisons

9. Capital Approvals - Month 8 2022/23 (Pages 61 - 90)
Report of Director of Finance and Commercial Services

10. Corporate Performance Reporting 2022 (Pages 91 - 110)
Report of the Director of Policy, Performance and Communications

11. Direct Services – Contract Procurements (Pages 111 - 122)
Report of the Executive Director, Operational Services

12. Step up to Social Work Post Graduate Diploma Cohort 8 (Pages 123 - 136)
Report of the Interim Director of Children's Services

13. Family Hub & Start for Life Programme (To Follow)
Report of the Director of Public Health

14. Container Park Completion and Costs (To Follow)
Report of the Executive Director, Operational Services

15. Homes Upgrade Grant (HUG) 2 (To Follow)
Report of the Executive Director Operational Services

NOTE: The next meeting of Strategy and Resources Policy Committee will be held on Wednesday 15 March 2023 at 2.00 pm

This page is intentionally left blank

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 David Hollis, Interim Director of Legal and Governance by emailing david.hollis@sheffield.gov.uk.

This page is intentionally left blank

SHEFFIELD CITY COUNCIL

Strategy and Resources Policy Committee

Meeting held 5 December 2022

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

.....

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillor Julie Grocutt.

2. EXCLUSION OF THE PRESS AND PUBLIC

2.1 It was noted that the appendix 4 to item 17 on the agenda is not available to the public or press because it contains exempt information. If Members wish to discuss the information in the appendices, the Committee will ask the members of the public and press to kindly leave for that part of the meeting and the webcast will be paused.

3. DECLARATIONS OF INTEREST

3.1 Councillor Angela Argenzio declared a personal interest in relation to items 12 and 13 on the agenda as a Trustee of City of Sanctuary.

4. MINUTES OF PREVIOUS MEETINGS

4.1 The minutes of the previous meetings held on 12 October, and 15 November 2022 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 Simon Ogden attended the meeting and asked the following questions to which the Chair responded:

The report suggests that several projects within the programme are now likely to be ‘paused’ due to budget limitations ‘possibly leading to their demise’ ;- a potentially fatal set-back for most - but does not reveal which ones they are or by what criteria they have been selected. However their identity could possibly be deduced as those not mentioned in Appendix 1 namely:

- Skills and Education Post 16 Hub
- Improved Access and Wayfinding
- Cycling and Walking Trails
- River Don Improvements

We think this committee and the public should be more fully informed on this significant decision, its rationale and implications.

a) Can officers clarify which projects may be put forward by them for pausing and possible abandonment as described in para 1.2.5 and why there has been no stakeholder engagement to explain or possibly avoid this situation through cost savings?

Answer: The Towns Fund Board are responsible for commissioning and prioritising the Towns Fund projects. The Council will provide information on costs, deliverability and outline implications for the programme of activity so that the Board can develop and implement an affordable delivery plan.

The Board are a stakeholders group and have involved both interested and impacted parties from Stocksbridge, along with interest groups from outside the Town, throughout the development stage of each project. When funding and approvals are confirmed the Board will need to determine how best to engage with the community and wider stakeholders should changes to the Programme need to be made.

b) What criteria will be used to assist the Towns Fund Board in deciding which projects are to be 'paused'? Will more recent public consultation results and Stakeholder views on these proposals be sought and reported to the December Board?

Answer: The Board will be provided with information in respect to costs, deliverability and benefit-cost ratios to help them make programme decisions. No further consultation is planned at this time but will take place in due course.

c) How for example has the Trails Project gone from 'within budget and locked down' (as reported by the Programme Manager in the June Stakeholder notes) to ' circa £1m over its budget, mainly due to the requirement to provide for long term maintenance ' reported to the meeting in July without further explanation or dialogue? Can you share the makeup of the increased costs and any alleged 'scope creep'with stakeholders?

Answer: The funding submissions to Government earlier this year required the development of outline project specifications and cost estimates. More recent cost estimates been finalised that have identified cost pressures against a number of projects. The Towns Fund Board have been briefed throughout the process and will determine the engagement approach going forward.

d) If as we believe this increase is mainly due to the cost of a particular commuted sum relating to Holmes Farm Bridge, why has the option of omitting the bridge from the project scope not been considered as suggested by stakeholders? The bridge is already part of a long-established public footpath on the Councils Definitive Rights of Way Map. It also provides an occasional but essential operational vehicle access for Network Rail, Forestry England and Holmes Farm who should at least share any future maintenance costs?

As with all regeneration programmes changes to projects might have to be considered to manage budgets and outcomes. Any such removal changes for the

Trails project need to be considered by the Board in due course.

e) Have all the in principle wayleaves negotiated by the Trust with Wharncliffe Estates, Liberty Steel and Forestry England been secured formally by the Council and if so why has this not been reported?

As the projects are awaiting funding confirmation and approval, they remain at concept stage. Therefore no agreements or works have progressed on any projects and won't until funding is confirmed and all approvals are achieved.

f) Has the possibility of additional funding for the Trails project from SYMCA or SUSTRANS been considered in light of its substantial contribution to active travel, road safety and the future visitor and tourist economy of Stocksbridge?

Answer: No additional funding for the trails project has been sought to-date.

g) Has an Outline Business Case been completed for the Trails project, will that be available to the December Towns Fund Board and can it also be shared with the Stakeholder Group in advance?

Answer: An Outline Business case has not been completed for the Trails project.

h) As the Accountable Authority for the funding should not the Council's Strategy and Resources Committee also have some more information and say in this critical decision process?

Answer: As Accountable Body the Council is responsible for the correct use of public funds and compliance with associated guidance issued by Government. As part of this role the Council will support the Board in making decisions in respect to its Programme. The Council has representation on the Board and has the ability to contribute to the decision making through this route.

6. RETIREMENT OF STAFF

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

6.2 RESOLVED UNANIMOUSLY: That Strategy and Resources Policy Committee:-

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

Name	Post	Years' Service
Operations		
Malcolm Hobson	Team Leader	41
People		
Lisa Allen	Care Manager	38

Susan Barker	Social Worker Approved Mental Health Practitioner	41
Margaret Black	Social Worker Fostering	29
Angela Flynn	Senior Teaching Assistant Level 3, Lydgate Junior School	20
Stephanie Goddard	Senior Teaching Assistant Level 3, Springfield Primary School	26
Kim Kennedy	Support Worker	20
Kay Tabor-Hall	Senior Teaching Assistant Level 3, Watercliffe Meadow Community Primary School	39
Lorna Wild	Higher Level Teaching Assistant, Shortbrook Primary School	26

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

7.2 **RESOLVED UNANIMOUSLY:** That:-

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

2. 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

3. 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.

8. STOCKSBRIDGE TOWNS FUND

8.1 The Executive Director City Futures submitted a report providing the context for a recommendation to accept the government grant from the Department for Levelling Up, Housing and Communities ('DLUHC') of £24.1m, as part of the Towns Fund, and for the Council to act as the accountable body for this grant. This will fund the Stocksbridge Programme through further feasibility, design and delivery.

The report seeks an approval for the proposed additions and variations in the Capital Programme for Stocksbridge projects listed in Appendix 1. The report also outlines the strategy for the Stocksbridge Programme, and provides an update on the programme's progress.

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

1. Accepts £24.1m Towns Fund grant from DLUHC and approves for the Council to act as the accountable body for this grant; takes note of the terms and conditions of this grant, and the financial implications of this decision included within the section 4.2 of the report;

2. Notes that an application for South Yorkshire Mayoral Combined Authority ('SYMCA') Gainshare grant of up to £3m has been submitted for Manchester Road Placemaking (£2m) and Community Hub (£1m) projects of which £1.8m has been approved in principle to date (subject to a formal approval of Strategic Business Case in 2022/23 and Final Business Case by SYMCA Board in 2023/24). Section 4.2 sets out the risks if SYMCA Gainshare grant is not secured;

3. Approves the proposed additions and variations in the Capital Programme listed in the Appendix 1; and

4. Notes the strategy and delivery plans for the Stocksbridge Programme, included within the section 1.3.

8.3 **Reasons for Decision**

8.3.1 The Stocksbridge Town Deal provides a major opportunity to fund significant interventions to address current and future issues and challenges within the Town. The requirement on the Council to accept and manage the potential revenue implications of developing the new Library and Community Hub, and the ability to use CPO powers as a last resort, if negotiations cannot be concluded, are essential to deliver £24.1m investment programme in Stocksbridge.

8.4 **Alternatives Considered and Rejected**

8.4.1 Do nothing The Council could choose not to accept the Towns Fund funding from DLUHC. This would be a missed opportunity to regenerate one of City's neighbourhoods. Fundamentally this is a once in a generation opportunity to address some key infrastructure problems faced by Stocksbridge with its unique geography and challenges, compounded by the pandemic.

9. RACE EQUALITY REPORT – SHEFFIELD CITY COUNCIL'S RESPONSE

9.1 The Committee received a report of the Director of Policy, Performance and Communications setting out Sheffield City Council's (SCC) proposed response including its action plan, to Sheffield's Race Equality Commission's recommendations (July 2022). This is part of a three-year improvement plan to help the Council, and more widely the city, to become an anti-racist city.

Over the next three years, SCC will commit to making continuous improvements, develop racial literacy and eradicate racial inequalities which exist within the Council and the services it delivers, across the diverse communities it serves. The report identifies advancements which will have to be realised internally and externally to improve life chances and outcomes for people of colour who either work for the Council and or live in the city of Sheffield.

The report outlines the urgent performance challenges that SCC will prioritise and focus on over the coming year, as well as identifying longer term goals for the Council's work. It includes key areas which need rapid improvement within the infrastructure of the Council, so racial equality and equality more widely, can become embedded through our work. This in turn will benefit Black, Asian and Minoritised groups working and living within the city

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

1. Agrees Sheffield City Council's proposed detailed response to the Race Equality Commission, including:

a. Committing all Members, Senior Leaders and staff to lead and contribute to SCC becoming an anti-racist and inclusive organisation through everything they do for the city and how they do it.

b. Committing to real actions that will eradicate racism within the Council's practice rather than actions which are performative and unsustainable;

2. Acknowledges that Sheffield City Council has to improve practice for its employees and its communities if the goal of becoming an antiracist city is to be realised; and

3. Agrees that in our role as a Civic Leader we should work with anchor institutions, partners and communities to champion equality and lead the city in tackling racism and racial inequality as we work towards our goal of becoming an anti-racist city.

9.3 **Reasons for Decision**

9.3.1 As with many places in the UK, Sheffield continues to experience significant levels of inequality, poverty and discrimination and findings from the Sheffield Race Equality Commission (REC) in July 2022, indicate that Black, Asian or Minoritised

Ethnic Communities face additional racial prejudices, and racism which impacts on their health, wellbeing, life chances and outcomes stopping them from reaching their full potential.

9.3.2 The publication of the REC report is part of a journey for the whole city as well as for SCC as an organisation, as an employer, as a service provider and as a city leader. We will need to plan, sequence, and implement short term and long-term actions to make improvements and bring about powerful change thoughtfully and consistently. We need to do this with and alongside our communities, who rightly should hold us to account for achieving that change.

9.3.3 Although we are 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.

9.4 **Alternatives Considered and Rejected**

9.4.1 Do nothing. The do nothing option was discounted as the Commission's recommendations are actions to address the very entrenched inequalities around race, to not follow through on the work already undertaken by supporting the Commission will pose a reputational risk to SCC and further undermine trust and confidence

9.4.2 Embed the recommendations in wider EDI work. There is a possibility however that other protected characteristics with similar intrenched 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.

10. PRIMARY CARE CAPITAL PROGRAMME - GP HUBS

10.1 It was agreed that consideration of this item be deferred to the Extraordinary Strategy and Resources Policy Committee on 12 December 2022.

11. GRANT AID PROGRAMME WITH VOLUNTARY AND COMMUNITY STRATEGIC PARTNERS 2023-2025

11.1 The Head of Commissioning presented a report outlining that the Council has a strong history of grant investing in voluntary and community organisations (VCS). The report seeks to collate together in one place and provide an overview of much of that grant investment activity. It also seeks approval to continue this grant investment for a further period of time. The breadth of the investment is £3,507,436 per year with 56 VCS partners and over 20 lunch clubs. The grant agreements for the organisations listed in the report are due to expire in March 2023.

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

Voluntary and Community Sector Grant Aid Programme
1. Approves the continuation of the Voluntary and Community Sector Grant Aid Programme as detailed in this report at a cost of £1,467,104 per year for the next five years (2023-2028) including where required under the Constitution:

I. the extension of the grant agreements currently funded from the Voluntary and Community Sector Grant Aid Fund, as detailed within this report, for five years until March 2028; and
II. the grant funds detailed in this report.

2. Authorises the use of the Tackling Inequalities Fund and any underspend in the funding for the Voluntary and Community Sector Grant Aid Programme as a whole to support the impending Cost of Living Crisis which will include new approaches to community development and social eating and to the extent not already delegated by the Constitution delegate authority to the Director of Integrated Commissioning to determine any necessary eligibility criteria and award any necessary grants from this funding for this purpose;

People Keeping Well Programme
3. Approves the continuation of the People Keeping Well Programme as detailed in this report at a cost of £1,518,268.53 per year for the next five years (2023-2028) including the extension of the People Keeping Well grant agreements detailed within this report for five years until March 2028;

Equality Partnerships Programme
4. Approves the continuation of the Equality Partnerships Programme at a cost of £71,250 per year for the next three years (2023-2026) as detailed within this report including where required under the Constitution the extension of the Equality Partnerships Programme grant agreements detailed within this report for three years until March 2026;

Associate Libraries Programme
5. Approves the continuation of the Associate Libraries Programme enabling direct grants totalling £135,213 for the next year (2023-2024) as detailed within this report;

Supporting Vulnerable People Programme
6. Approves the continuation of the Supporting Vulnerable People Programme at a cost of £139,300 per year for the next five years (2023-2028) as detailed within this report, including the extension of the Supporting Vulnerable People agreements detailed within this report for five years until March 2028;

Working with communities in Sheffield's Green Spaces Programme
7. Approves the continuation of the Sheffield Green Spaces Programme including where required under the Constitution:

I. the extension to Sheffield's Green Spaces grant agreements with Green Estate, Sheffield Countryside Conservation Trust and Steel Valley Project, detailed within this report, for 1 year until March 2024 at a cost of £156,300; and

II. the extension of the Sheffield and Rotherham Wildlife Trust grant agreements detailed within this report for 5 years until March 2028, at a cost of £20,000 per year; and

General management and approval of grants
8. Where no such authority already exists under the Constitution delegate authority to the relevant Director for each grant programme to:

I. award new grants from any programme underspend (returned or unpaid funding); and
II. withdraw funding as necessary and in line with this report and the conditions of the grant funding agreements

11.3 **Reasons for Decision**

11.3.1 Voluntary and Community Sector Organisations were at the forefront of helping people throughout the covid pandemic and are now supporting people with the dual crisis of poor mental wellbeing and increasing poverty / cost of living rise (expected to continue for 3 years). The city and residents are more than ever reliant on VCS organisations enabling and walking alongside them.

11.3.2 We have long standing relationships of over 10 years with many of the organisations and they continue to support the outcomes need for people and our communities, green spaces to thrive.

11.3.3 As outlined in the One Year Plan and new Delivery Plan, we are committed to working with the VCS and continuing to fund our strategic partners at the same level through the modest Grant Investment Programme outlined in this Report helps to demonstrate that commitment whilst recognising the financial constraints the Council is under.

11.4 **Alternatives Considered and Rejected**

None. The Do Nothing option was discounted as to cut or change grant funding support would be detrimental at this time to the organisations, the people they work with and ultimately Council services.

12. ASYLUM DISPERSAL GRANT

12.1 The Director of Communities presented a report stating that the government have made provision for an Asylum Dispersal Grant to be paid to Local Authorities, along with additional funding to ‘recognise the existing contribution and longstanding support’ of local authorities accommodating asylum seekers.

The purpose of the report is to seek endorsement by the Committee of the proposed allocation of funding from the grant to support development of capacity to promote strong city leadership, a stepping-stone towards growth within the VCFS and strategic work to ensure a good quality, consistent and effective response to those seeking asylum and refuge in the city.

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

1. endorses the use of the Asylum Dispersal Grant and Asylum Dispersal funding to be utilised as detailed in this report, with the purpose of:

- Providing funding for the continuation of the current Communities Asylum & Migration team function to continue beyond March 2023.
- Supporting identified partners to provide strategically important, good quality services known to benefit those seeking asylum and sanctuary and approves grants in line with this report.
- Provide an Open Grant Pot for bids from a broad range of organisations working for the benefit of the asylum and refugee community.

2. where no such authority exists under the Constitution delegates to the Director of Integrated Commissioning, in consultation with the Director of Communities and Director of Culture and Environment, authority to agree the amounts, purposes and recipients of any individual grants awarded in year from the Grant Funds including any additional sums received, returned or unpaid; and

3. agrees the ringfence and carry forward all Asylum Dispersal money received into the 2023/24 financial year

12.3 **Reasons for Decision**

12.3.1 Given what we know about current numbers in the national, and local asylum estate, retention of refugees in the city and the importance of developing support for refugees to achieve socio-economic success, it is vital that we look beyond short-term demand regarding placement and care of asylum seekers in the city.

12.3.2 This funding is an opportunity to think not only operationally, but strategically to maximise impact for the city in the longer term. This funding will be significant to enable systemic change and an important step in placing the foundations for an integrated, prosperous, inclusive city.

12.3.3 The recommendation will support development of capacity to promote strong city leadership, a stepping-stone towards growth within the VCFS and strategic work to ensure a good quality, consistent and effective response to those seeking asylum and refuge in the city.

12.4 **Alternatives Considered and Rejected**

12.4.1 The Asylum Dispersal Grant will enable Sheffield to begin to address systemic inequality between asylum seekers and those who have sought refugee status and sanctuary via other routes of entry, including provision of wrap support for this vulnerable group. Given the clear benefit, other potential action e.g. to decline the funding, was rejected.

13. CIVIC HONOURS FOR SHEFFIELD

13.1 The Committee received a report of the Director of Policy, Performance and Communications and Interim Director of Legal and Governance aiming to relaunch the existing civic honours so that we have an open, accessible and clearly understood way of honouring people in Sheffield who have made a significant contribution to the city and its communities. This includes Civic Awards, Sheffield Legends and the Freedom of the City.

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

1. Agrees the outline proposals and actions to enable the re-launch of the civic honours as set out in the report;

2. Notes and approves the outline awards criteria for the different types of honour as set out in the appendix, including the principle of public nominations for Sheffield Legends and Civic Awards;

3. Notes and approves the principle of a representative panel to:
a. Make recommendations to the Lord Mayor on Freedom of the City awards; and
b. approve Sheffield Legends and Civic Awards

4. Requests that a further report be submitted to the Committee which provides more detail for approval about the awards criteria, timetable, public nomination process and composition of and recruitment to the independent panel for the awards and honours; and

5. Notes the proposals in respect of the employee awards.

13.3 **Reasons for Decision**

13.3.1 The activity around civic honours has lost momentum in recent years and we deal with potential nominations e.g., for Freedom of the City as necessary rather than in reference to an annual programme, clearly understood criteria, our values and the contribution of people in the city to life in our communities.

13.3.2 The proposals will allow us to achieve the following objectives using the established honours and awards:
• To have an active and a clear way for people to nominate someone who has made a special contribution to life in our city and to celebrate their achievements.
• Agree clear criteria and a decision-making process about who receives a civic honour.
• Define a range of awards through which we can recognise and celebrate people from all walks of life in Sheffield.

13.4 **Alternatives Considered and Rejected**

13.4.1 Option 1: Re-launch existing honours as a set of awards, each with a clear purpose and to redefine criteria, reinstate activity and improve what we already have, which are the:
Civic Awards
Freedom of the City

Sheffield Legends

And to develop an employee awards scheme

13.4.2 Option 2: to take no action. However, the current process is not working, and we believe that a widely understood and simple awards process is important to recognise and celebrate the outstanding effort and achievements of many people in the city and to say, 'thank you'

14. BUDGET MONITORING AND FINANCIAL POSITION MONTH 7, 2022/23

14.1 The Director of Finance and Commercial Services presented a report bringing the Committee up to date with the Council's financial position as at Month 7 2022/23 including General Fund revenue position and Capital Programme Monitoring (Appendix 1)

14.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee notes the Council's financial position as at the end of October 2022 (month 7).

14.3 **Reasons for Decision**

14.3.1 This paper is to bring the committee up to date with the Council's current financial position as at Month 7 2022/23 including the Capital Programme.

14.4 **Alternatives Considered and Rejected**

14.4.1 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.

15. CAPITAL APPROVALS - MONTH 7 2022/23

15.1 The Director of Finance and Commercial Services presented a report providing details of proposed changes to the existing Capital Programme as brought forward in Month 07 2022/23.

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

(i) Defer the Capital Programme addition listed in Appendix 1, section A - Transport Regeneration and Climate Change - Arundel Gate Bus Gate to the 12th December 2022 Extraordinary Strategy and Resources Policy Committee meeting and it was agreed to be dealt with as an urgent item ; and

(NOTE: The result of the vote on the resolution was For – 8, Against – 2, Abstentions 0).

RESOLVED UNANIMOUSLY: That Strategy and Resources Policy Committee:-

(ii) Approves the proposed additions and variations to the Capital Programme listed in Appendix 1 (*excluding the deferred item referred to above);* and

(iii) Approves the acceptance of grants as detailed in appendix 2. 2

15.3 **Reasons for Decision**

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

15.3.2 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.

15.4 **Alternatives Considered and Rejected**

15.4.1 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.

16. 2023/24 BUDGET

16.1 The Director of Finance and Commercial Services presented a report updating the Strategy & Resources Committee on the progress of the 2023/24 budget process. The appendix contains specific budget proposals that the Committee are asked to endorse.

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

1. Notes the update on the Council's 2023/24 budget position, as set out in the report;

2. Endorses the budget proposals set out in the appendices and notes that the formal budget report be brought to the Strategy & Resources Committee on the 24th January 2023; and

3. Note that works continues towards balancing the 2023/24 budget including implementing the proposals agreed in this report.

16.3 **Reasons for Decision**

16.3.1 The Council is required by law to set a balanced budget each year. This report is pursuant to that objective and is in line with the process and timetable agreed by the Strategy and Resources Committee on 31 May 2022 and 5 July 2022.

16.4 **Alternatives Considered and Rejected**

16.4.1 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.

This page is intentionally left blank

S H E F F I E L D C I T Y C O U N C I L

Strategy and Resources Policy Committee

Meeting held 12 December 2022

PRESENT: Councillors Angela Argenzio, Douglas Johnson (Group Spokesperson), Shaffaq Mohammed (Group Spokesperson), Joe Otten, Martin Smith, Richard Williams and Paul Wood

.....

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors Julie Grocutt, Bryan Lodge, Terry Fox and Mick Rooney.

2. ELECTION OF CHAIR

2.1 In the absence of the Chair (Councillor Terry Fox) and the Deputy Chair (Councillor Julie Grocutt), Councillor Shaffaq Mohammed was elected Chair for the duration of the meeting.

3. EXCLUSION OF THE PRESS AND PUBLIC

3.1 The Committee noted that the report relating to item 7 on the agenda for the meeting (Fargate Shipping Containers) included an appendix containing exempt information as described in paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended. However, the Committee did not discuss the details of exempt information provided within the appendix and did not resolve to exclude the press and public from the meeting for that item of business.

4. DECLARATIONS OF INTEREST

4.1 There were no declarations of interest.

5. PUBLIC QUESTIONS AND PETITIONS RELATING TO THE ISSUE TO BE DISCUSSED

5.1 There were no petitions or public questions received for this meeting of the Committee.

6. BUDGET 2023/24 UPDATE AND DELIVERY OPTIONS

6.1 The Committee received a verbal update from the Director of Finance on the budget 2023/24 and delivery options.

6.2 **RESOLVED:** That Strategy and Resources Policy Committee notes the update given by the Director of Finance and further notes that the Committee will consider a report on the Budget 2023/24 update and Delivery Options at an Extraordinary Meeting of Committee to be held on 19 December 2022.

6.3 **Reasons for Decision**

6.3.1 The Committee will receive a written report at its Extraordinary meeting on 19 December 2022.

6.4 **Alternatives Considered and Rejected**

6.4.1 No other alternatives were considered.

7. FARGATE SHIPPING CONTAINERS

7.1 The Executive Director, Operational Services submitted a report concerning options to agree the approach to completion and relocation of the shipping container development which was temporarily sited at the top of Fargate.

7.2 The report set out the current position as regards the operation of the containers. The ground floor of the containers, comprising three food outlets, three retail units, two offices, a temporary bar, toilets and big screen was operating. However, the covered bar with seating on the first floor and the terracing with lift access had not yet been completed. There was outstanding information required to complete and operate the bar on the upper terracing to secure building safety and health and safety compliance.

The partial completion of the development, with no confirmed end date, and with relocation due in Spring meant there were a number of options that could be considered.

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

7.3.1 Approves the recommendations set out in **Option 1** of the report of the Executive Director – Operational Services, as follows:

- To pause further work to complete the first-floor bar, balcony and lift access until an options appraisal can be developed setting out the choices for the future of the container development.

- To fund, from revenue, the operational costs required to continue operating the retail, food, screen and temporary bar on the ground floor until at least 1 January 2023.

- To support the current tenants with advice and guidance to continue trading in January or find alternate retail units in the city centre if desired.

- To bring forward a further paper for decision in January once an options appraisal has been produced with proposals on the use of the containers after removal from Fargate

- In line with good reflective practice, a review is undertaken on the container project outlining learning for future projects.

7.4 **Reasons for Decision**

7.4.1 This approach will enable the current tenants to maximise the opportunities for sales due to the Christmas shopping period, and ensure they aren't put at financial disadvantage from circumstances beyond their control.

7.4.2 It allows time for discussion with tenants about the period after Christmas and enables the council to support them with advice regarding options to continue trading in January or in the search for new premises.

7.4.3 It will support the Christmas Market and permanent retail offer in Orchard Square and Fargate at the busiest trading period of the year.

7.4.4 It allows further work to be undertaken to develop full costs and timeline to complete the upper level and allow this to be assessed against proposals for the next site of the container, without committing to further expenditure at this stage.

7.4.5 The ambitions and outcomes expected at the outset of the project haven't been realised. As well as acknowledging this fact we need to learn what went wrong and how to ensure the same mistakes aren't made again. Recommending a review will support improvement in process and decision making in future.

7.4.6 Developing an options appraisal before committing to the next site of the project is part of the learning from the project so far. We will mitigate the risk of unforeseen delays and costs in the future site of the project by learning the lessons from the challenges at the Fargate site

7.5 **Alternatives Considered and Rejected**

7.5.1 **Option 2:** Continue with the operation of the ground floor and continue the build work to open the first-floor bar and terrace with Steelyard.

This option would support the tenants in the lead up to and post-Christmas, as does the recommended proposal. However, as Steelyard currently cannot provide a confirmed timeline of completion or estimated cost, it introduces more uncertainly and cost risk for both the council and Steelyard. The council also have reduced assurance about deliverability.

7.5.2 **Option 3:** Continue with the operation of the ground floor and continue the build work to open the first floor bar and terrace with other contractors

This option would support the tenants in the lead up to and post-Christmas, as does the recommended proposal. It would enable the council to utilise its current

contracts with construction contractors which would introduce more control over setting timescales and forecasting costs. It is unlikely that alternative contractors would be in place before Christmas.

It also commits more capital costs without understanding the preferred option for moving sites, which will be presented in an options appraisal for decision in January.

7.5.3 **Option 4:** Cease operation of the ground floor and pause building work on the first floor while options for the next site are reviewed.

This would financially harm the independent small businesses trading from the first floor. It would negatively impact the footfall and vibrancy on Fargate in a key trading period for city centre retail. It would introduce further operational costs for the council as security barriers and patrols would be needed while the containers were still located at Fargate.

(Note: Prior to the consideration of this item of business, it was moved by Councillor Douglas Johnson, seconded by Councillor Paul Wood, that the item of business concerning Fargate shipping containers be deferred. On being put to the vote, the motion to defer the matter was lost. The result of the vote on the motion to defer the item was For – 3, Against – 4, Abstentions 0).

8. URGENT ITEM - CAPITAL APPROVALS, ARUNDEL GATE BUS GATE

8.1 The Director of Finance and Commercial Services presented a report providing details of the proposed addition to the existing Capital Programme as brought forward in Month 07 2022/23 and as listed in Appendix 1, section A - Transport Regeneration and Climate Change - Arundel Gate Bus Gate.

The matter was deferred from the meeting of the Committee on 5 December to the Extraordinary Meeting 12th December 2022 where it was agreed to be dealt with as an urgent item of business on the recommendation of the Chair. The Chair explained that (as set out in Council Procedure Rule 26) an item of business may be considered at a meeting of the Council, a Committee or Sub-Committee as a matter of urgency, where it has not been possible to give five clear working days' notice, on the recommendation of the Chair. The reason for urgency was that Arundel Gate Bus Gate project must be included in the Capital Programme at this time to enable the necessary work to start in January 2023.

The Head of Strategic Transport and Infrastructure gave a presentation on the proposals for the Arundel Gate Bus Gate which was a critical part of the Connecting Sheffield City Centre scheme and would reduce traffic, improving local air quality. The presentation provided analysis and an implementation timeline.in relation to the clean air plan. Members of the Committee asked questions concerning the detail of the scheme and responses were provided by the officers present.

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

1. Approves the proposed additions to the Capital Programme listed in Appendix 1 section A - Transport Regeneration and Climate Change - Arundel Gate Bus Gate; and

RESOLVED That Strategy and Resources Policy Committee:

2. Refers any future consideration of the time of operation of the Bus Gate and further detailed modelling of the Arundel Gate Bus Gate project to the Transport, Regeneration and Climate Policy Committee.

(NOTE: The result of the vote on the resolution was For – 4, Against – 2, Abstentions 0).

8.3 **Reasons for Decision**

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

8.3.2 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.

8.3.3 The Arundel Gate Bus Gate intervention is one of many measures being implemented across the city centre, which when considered collectively, build upon the great work already completed and in the pipeline. The purpose of the bus gate is to remove through traffic in the northbound direction on Arundel Gate, which in turn will not only act a measure within the Clean Air Plan, but also allows the carriageway to be redesigned, to create a high-quality public space and drive investment and redevelopment of the existing Arundel Gate frontages. Access to all the businesses and properties are retained with the scheme being designed around the servicing requirements of the St Pauls complex and the Novotel Hotel. This will be further explored through the Traffic Regulation Order.

8.4 **Alternatives Considered and Rejected**

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.

9. PRIMARY CARE CAPITAL PROGRAMME - GP HUBS

9.1 An item of business concerning the Primary Care Capital Programme – GP Hubs was to be considered as an urgent item of business at this meeting of the Committee, having been deferred from the meeting held on 5 December 2022. This matter was now to be included on the agenda for the Extraordinary Meeting

of this Committee on 19 December 2022.

9.2 **RESOLVED:** to note that an item of business concerning the Primary Care Capital Programme – GP Hubs is now included on the agenda for the Extraordinary Meeting of this Committee on 19 December 2022.

S H E F F I E L D C I T Y C O U N C I L

Strategy and Resources Policy Committee

Meeting held 19 December 2022

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

.....

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillor Mick Rooney.

2. EXCLUSION OF THE PRESS AND PUBLIC

2.1 It was noted that the appendix to item 7 on the agenda is not available to the public or press because it contains exempt information. If Members wish to discuss the information in the appendices, the Committee will ask the members of the public and press to kindly leave for that part of the meeting and the webcast will be paused.

3. DECLARATIONS OF INTEREST

3.1 Councillors Dougals Johnson and Terry Fox declared a personal interest in item 6 on the agenda (Primary Care Capital Programme - GP Hubs) on the grounds that they were patients at affected surgeries.

4. PUBLIC QUESTIONS AND PETITIONS RELATING TO THE ISSUE TO BE DISCUSSED

5.1 There were no public questions or petitions.

5. PRIMARY CARE CAPITAL PROGRAMME - GP HUBS

5.1 The Committee received a report of the Director of Public Health updating the Committee on an NHS England funding bid for the development of a number of new health care facilities in the city and to set out how the Council can facilitate these developments in order to secure the investment.

It was confirmed that negotiations on the terms of the agreement were ongoing but that this would be on the basis of no financial risk to the Council. Members discussed the potential location of the centres and emphasised their wishes that the new buildings be built in an environmentally friendly way, on the basis of ‘net zero’. The need for the centres to feed into the Council’s own vision for the City and to link to Council services was emphasised. The investment into the City was welcomed however, members highlighted the need to have regard to the issue of

travel to the new centres by patients.

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

1. notes the work undertaken to develop the proposals for new health care facilities in the city;

2. approves, on the basis set out in this report, the Council being the Integrated Care Board's delivery partner for the health care facilities;

3. approves, on the basis set out in this report, the Council entering into an agreement with South Yorkshire Integrated Care Board (SYICB) to be their delivery partner for these capital schemes;

4. approves, on the basis set out in this report, the Council being Accountable Body for the funding from NHS England;

5. delegates authority to the Director of Finance and Commercial Services in consultation with the Chair of Strategy and Resources Policy Committee to take any further reserved grant aid decisions necessary to implement the proposals and achieve the outcomes set out in this report;

6. delegates authority to the Chief Property Officer in consultation with the Chair of Strategy and Resources Policy Committee to take any further reserved property decisions necessary to implement the proposals and achieve the outcomes set out in this report; and

7. notes that individual development proposals will progress via the Council's established capital approval process.

5.3 **Reasons for Decision**

5.3.1 The funding that is being made available presents an opportunity to improve facilities for local people that may not present itself again in the foreseeable future.

5.3.2 The proposals set out in this Report secure the funding for Sheffield and ensure that the buildings it funds remain in public ownership.

5.3.3 The proposals set out in this report support the delivery of the City's Health and Wellbeing Strategy – specifically with regard to ensuring the availability of appropriate and accessible health and care.

5.4 **Alternatives Considered and Rejected**

5.4.1 Do nothing and do not build the new health centres. However, this funding from Government is an opportunity to improve health care facilities for local people.

5.4.2 Other locations were considered but these were discounted either at feasibility stage or in consultation with GP practices.

6. BUDGET 2023/24 UPDATE AND DELIVERY OPTIONS

6.1 The Director of Finance and Commercial Services presented a report updating the Strategy & Resources Committee on the progress of the 2023/24 budget process. The appendix contains specific budget proposals that the Committee are asked to endorse

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

1. notes the update on the Council's 2023/24 budget position, as detailed in the report;

2. endorses the budget proposals set out in the Appendix and notes that the formal budget report be brought to the Strategy and Resources Committee on the 24th of January 2023; and

3. approves the commissioning strategy of external change capacity, as set out in Appendix 2.

6.3 **Reasons for Decision**

6.3.1 The Council is required by law to set a balanced budget each year. This report is pursuant to that objective and is in line with the process and timetable agreed by the Strategy and Resources Committee on 31 May 2022 and 5 July 2022.

6.4 **Alternatives Considered and Rejected**

6.4.1 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.

This page is intentionally left blank

Report to Policy Committee

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

Tel: 474 3355

Report of:	*Executive Director, Resources*
Report to:	*Strategy and Resources Policy Committee*
Date of Decision:	*24 January 2023*
Subject:	*Staff Retirements*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes		No	X
If YES, what EIA reference number has it been given? *(Insert reference number)*				
Has appropriate consultation taken place?	Yes		No	X
Has a Climate Impact Assessment (CIA) been undertaken?	Yes		No	X
Does the report contain confidential or exempt information?	Yes		No	X

If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-

*"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)."*

Purpose of Report:

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

Recommendations:

To recommend that Strategy and Resources Policy Committee:-

(a) place on record its appreciation of the valuable services rendered to the City Council by the members of staff in the Portfolios stated;

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

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

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

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: *N/A*
		Legal: *N/A*
		Equalities & Consultation: *N/A*
		Climate: *N/A*
	Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.	
2	**EMT member who approved submission:**	*Eugene Walker*
3	**Committee Chair consulted:**	*Terry Fox*
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: *Mark Bennett*	**Job Title:** *Director of HR and Customer Services*
	Date: *24 January 2023*	

1. PROPOSAL

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

Name	Post	Years' Service
Operational Services Portfolio		
Kevin Woods	Enforcement Officer - Food	46
People Portfolio		
Michelle Bennett-Pitts	Senior Business Support Officer	43
Julie Bothamley	Monitoring Officer	20
Janice Hall	Planning and Co-ordination Officer	31
Larraine Warrilow	Senior Teaching Assistant Level 3, Beighton Nursery and Infant School	23
Nick Williams	Information Systems Consultant	21
Resources		
Brendan Lloyd-Hughes	Human Resources Manager	32

This page is intentionally left blank

Report to Strategy & Resources Committee

24 January 2023

Report of: 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	Adopting the All-Party Parliamentary Group (APPG) on British Muslims' Definition of Islamophobia
Referred from	Council 14/12/22
Details	Minute Extract: (3) the Strategy and Resources Policy Committee should consider if this definition of islamophobia, and the supporting guidelines, is incorporated as part of its on-going work into the Race Equality Commission; and (I) requests that the Strategy and Resources Policy Committee considers whether to add to its work programme consideration of:-

	(1) working with schools, transport companies, the police force, and other public and private bodies, to tackle Islamophobia at a local level; (2) collaborating with the local Muslim community to challenge Islamophobia and to meet their needs such that they are encouraged and safe to participate in public life; (3) taking further steps to tackle and raise awareness of Islamophobia, such as organising Islamophobia training, holding local events on the issue of Islamophobia, etc.; and (4) working with other local stakeholders such as local MPs to raise awareness of Islamophobia in Parliament and urge the UK Government to adopt the APPG definition of Islamophobia.
Commentary/ Action Proposed	It is recommended that a report on the issues raised be submitted to a future Strategy and Resources Policy Committee meeting.
Issue	Moving Towards An Ethical Debt Collection Policy and Ending The Use Of Bailiffs
Referred From	Council 14/12/22
Details	Minute Extract: (u) requests that the Strategy and Resources Policy Committee considers whether to add to its work programme consideration of what an ethical debt collections policy could mean in Sheffield, including, but not limited to:- • Payment Flexibility • Greater discretionary support • Identifying Vulnerable households and data sharing between departments • Establishing whether or not residents can afford repayments • Ensuring everyone in debt is given free local debt advice • Removing in year collections targets • Having an irrecoverable debt policy which mitigates for that fact that a percentage of debt will not be recovered • Ending Bailiff use • Starting open communication with Hammersmith and Fulham Council to get feedback on how their policy is having a positive effect on the council's finances and the wellbeing of their residents • Creating a targeted approach to tax collection, as has been trialled in Lewes District Council and Eastbourne Borough Councils, to identify residents who are genuinely struggling to pay their debts versus those who have the ability to pay

	• Working closely with mental health services to provide additional assistance to people with mental health needs who are in council tax arrears • Working with the Citizens Advice Bureau to re-establish self-referral and face to face support for complex debt • Fully implementing the Stop the Knock campaign's "Six Steps for Local Authorities", which consist of:- (i) making a clear public commitment to reduce the Council's use of bailiffs over time; (ii) reviewing the Council's signposting to free debt advice, including phone/online channels; (iii) adopting the Standard Financial Statement to objectively assess affordability; (iv) putting in place a formal policy covering residents in vulnerable circumstances; (v) exempting Council Tax Support recipients from bailiff action; and (vi) signing the Council Tax Protocol and reviewing the Authority's current practice against the 'Supportive Council Tax Recovery' toolkit.
Commentary/ Action Proposed	The Strategy and Resources Policy Committee will commission a review of the matters raised by the resolution of Full Council on 14th December 2022. The findings of that review and any recommendations for operational and/or policy changes will be reported back to the Committee for consideration and approval.

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
None to report		

Appendix 1 – Work Programme

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

New Items	Proposed Date	Note
Essential Compliance and Maintenance Asset Management Plan	Finance Sub-Committee 21/2/23	To make members aware of the issues being faced across the estate and the associated risks, such as non-compliance with legal standards and possible building closures due to unsafe conditions. To allow investment in our estate to be prioritised in such a way as to minimise disruption and ensure issues are resolved in a timely manner and funds are allocated in accordance with the prescribed framework.
Purchasing Electricity from Renewable Sources	S&R 15/3/23	Proposal that the Council consider its policy of purchasing certificates through the Renewable Energy Guarantees of Origin (REGO) scheme.
Direct Services – Contract Procurements	S&R 24/1/23	Proposal to engage with external contractors to provide services in support of internal services within Direct Services
Further Report on Fargate Shipping Containers	S&R 24/1/23	To bring forward a further paper for decision in January once an options appraisal has been produced with proposals on the use of the containers
Family Hub & Start for Life Programme	S&R 24/1/23	Over the next 3 years Sheffield will receive around £5million to transform and align its current Family Centre model with the Family Hub model framework, improve the universal Start for Life offer (0-2yrs) and transform family support (0-19 – 25 SEND).
Amended Items	**Proposed Date**	**Note**
Centre for Child Health Technology	Finance Sub-Committee 21/2/23	Moved from 4/1/23 to 21/2/23 meeting.
Response to the Peer Review	S&R 15/3/23	Moved from 24/1/23 as LGA report only recently received.
Low Traffic Neighbourhood Schemes Review	S&R 15/3/23	Moved from 24/1/23

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

Part 3: Agenda Items for Forthcoming Meetings

Meeting 6	**Tuesday 24 January**	Time				
Topic	**Description**	**Lead Officer/s**	**Type of item** • *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)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Further Report on Fargate Shipping Containers	To bring forward a further paper for decision in January once an options appraisal has been produced with proposals on the use of the containers	Ben Brailsford ,	Decision			This Committee

Capital Approvals Month 8		Tony Kirkham / Damian Watkinson	Decision			This Committee
Council Budget 2023/24		Tony Kirkham	Decision			
Corporate Performance Report	Six monthly overview of performance against the organisation's key priorities	James Henderson/ Nicola McHugh	Decision	None	None	This Committee
Direct Services – Contract Procurements	Proposal to engage with external contractors to provide services in support of internal services within Direct Services	Tom Smith	Decision	None	None	This Committee
Family Hub & Start for Life Programme	Over the next 3 years Sheffield will receive around £5million to transform and align its current Family Centre model with the Family Hub model framework, improve the universal Start for Life offer (0-2yrs) and transform family support (0-19 – 25 SEND).	Helen Lomas/Greg Fell	Decision	Communities Parks and Leisure Committee decision to apply for Trailblazer Status for Family Centres and Start for Life (June 2022.) Update at Communities Park & Leisure committee – Oct 22 The sign-up application was then completed	We will facilitate necessary changes in branding, ensuring virtual marketing and physical signage and resources will be updated reflecting our involvement with the Family Hub programme in readiness to publish our Start for Life Offer. We will develop parental participation opportunities in the 7 Locality Areas (in alignment with LAC	This Committee

				by key Chief Officers and identified Elected Members MOU signed 13th October 2022	geographical boundaries) and set up our Parent Carer Panel function, providing clear and enhanced opportunities for families to be involved in the design of Family Hubs and the services they deliver.	
Standing items	• *Public Questions/ Petitions* • *Staff Retirements* • *Work Programme* • *[any other committee-specific standing items eg finance or service monitoring]*					

Meeting 7	**Wednesday 15 March**	Time				
Topic	**Description**	**Lead Officer/s**	**Type of item** • *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)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer

Budget Monitoring Month 10		Tony Kirkham / Jane Wilby	Decision			This Committee
Capital Approvals Month 10		Tony Kirkham / Damian Watkinson	Decision			This Committee
Local Plan ahead of submission to Government		Michael Johnson/Simon Vincent	Decision	Member Working Group/Sub Committee & full committee briefings	*This stage will be post public consultation.*	Full Council
Low Traffic Neighbourhood Schemes Review	Report setting out current and recently completed Low Traffic Neighbourhood Schemes with a brief overview of any delivery issues (including local resident engagement) and recommending scope for a review by the TRC Policy Committee on how the implementation of these schemes may be improved in the future	Tom Finnegan-Smith	Decision			This Committee/Proposal to TRC Policy Committee
Response to the Peer Review		James Henderson	Decision			This Committee
Civic Honours	To bring forward a further paper for decision.	James henderson/ Jason Dietsch	Decision			This Committee

Purchasing Electricity from Renewable Sources	Proposal that the Council consider its policy of purchasing certificates through the Renewable Energy Guarantees of Origin (REGO) scheme.	Tom Smith	Decision	None	None	This Committee
Standing items	• *Public Questions/ Petitions* • *Staff Retirements* • *Work Programme* • *[any other committee-specific standing items eg finance or service monitoring]*					

Meeting 1 (23/24)	**TBC May/June 2023**	Time				
Topic	**Description**	**Lead Officer/s**	**Type of item** • *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)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Budget Monitoring Month		Tony Kirkham / Jane Wilby	Decision			This Committee

Capital Approvals Month		Tony Kirkham / Damian Watkinson	Decision			This Committee
Standing items	• *Public Questions/ Petitions* • *Staff Retirements* • *Work Programme* • *[any other committee-specific standing items eg finance or service monitoring]*					

Finance Sub-Committee

Meeting 6	**Tuesday 21 February**	Time				
Topic	**Description**	**Lead Officer/s**	**Type of item** • *Decision* • *Referral to decision-maker* • *Pre-decision (policy development)* • *Post-decision (service performance/ monitoring)*	*(re: decisions)* **Prior member engagement/ development required**	*(re: decisions)* **Public Participation/ Engagement approach**	**Final decision-maker (& date)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Budget Monitoring	Latest Revenue and Capital Monitoring	Tony Kirkham	Decision			This Committee
Capital Approvals		Damian Watkinson	Decision			This Committee
Centre for Childhealth Technology	Agreement for the development of the Centre for Childhealth Technology	Alan Seasman/ Neil Jones	Decision	Written Briefing	TBC	This Committee

Essential Compliance and Maintenance Asset Management Plan	To make members aware of the issues being faced across the estate and the associated risks, such as non-compliance with legal standards and possible building closures due to unsafe conditions. To allow investment in our estate to be prioritised in such a way as to minimise disruption and ensure issues are resolved in a timely manner and funds are allocated in accordance with the prescribed framework.	Tom Smith	Decision			This Committee
Levelling Up Fund Round 2	Decision to accept Grant Funding (subject to outcome of bid)	Tammy Whitaker	Decision	Written briefing	TBC	Finance Sub (referenced in Transport, Regeneration and Climate Committee)
Land at Allen Street	Decision for the disposal of Land at Allen Street	Tammy Whitaker	Decision			This Committee

Rural Estate Management Plan	Agreement of Estate Management Plan for Council's rural land holdings	Tammy Whitaker	Decision	All Committee Briefing	TBC	This Committee
Vehicle Replacement Programme		Tom Smith/ Michael Hague	Decision			This Committee

Meeting 7	**Tuesday 22 March**	Time				
Topic	**Description**	**Lead Officer/s**	**Type of item** • *Decision* • *Referral to decision-maker* • *Pre-decision (policy development)* • *Post-decision (service performance/ monitoring)*	*(re: decisions)* **Prior member engagement/ development required**	*(re: decisions)* **Public Participation/ Engagement approach**	**Final decision-maker (& date)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Budget Monitoring	Latest Revenue and Capital Monitoring	Tony Kirkham	Decision			This Committee
Capital Approvals						
Parkwood Springs	Decision on redevelopment of the former ski village	Tammy Whitaker/ Alan Seasman	Decision	Written briefing	TBC	This Committee
Heart of the City Update	Update on the progress and financing of the Heart of the City Programme	Tammy Whitaker	Decision			This Committee

Meeting 1 (23/24)	**TBC June 2023**	Time				
Topic	**Description**	**Lead Officer/s**	**Type of item** • *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)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Budget Monitoring Month		Tony Kirkham / Jane Wilby	Decision			This Committee
Capital Approvals Month		Tony Kirkham / Damian Watkinson	Decision			This Committee
Standing items	• *Public Questions/ Petitions* • *Staff Retirements* • *Work Programme* • *[any other committee-specific standing items eg finance or service monitoring]*					

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 • *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)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Moving Towards An Ethical Debt Collection Policy and Ending The Use Of Bailiffs	Response to Council Resolution of 14/12/22	Tin Hardie	Referral from Council			
Adopting the All-Party Parliamentary Group (APPG) on British Muslims' Definition of Islamophobia	Response to Council Resolution of 14/12/22	James Henderson/ Adele Robinson	Referral from Council			
Tackling the Stigma of Menopause and Period Poverty	Response to Council Resolution of 2/11/22 to be submitted within 3 months.	James Henderson/ Adele Robinson	Referral from Council			
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			
Serviced Tenancies	Policy for the ongoing use of serviced tenancies and decision on future management and use and retention/disposal of associated properties	Tammy Whitaker/ Nathan Rodgers	Pre- decision policy development	All Committee briefing		
Operational Depot Strategy	Strategy for optimisation of Council's operational depots and decision on future management and use and retention/disposal of associated properties	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		
Locality Accommodation	Accommodation Strategy for locality based working and optimisation of Council's operational property portfolio. Decision on future management use/disposal and	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		

	investment in locality property					
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	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?**

	benefits, Strategic Mandate likely to be required					
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	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
Confirm System Re-contract		Jessica Kavanagh				
Continuing funding for volunteer run libraries 2022 2023		Nick Partridge	Decision			

Workforce Strategy (from 6-9 months time)		Mark Bennett				
Future of Finance Systems		Tony Kirkham				
Future of Revs and Bens System		Tony Kirkham				
Digital Strategy (from 6-9 months time)		Mike Weston	• *Pre-decision (policy development)*			This Committee
Funding of Legal Services (6 months time)		David Hollis				
Change Programme (including review of 4 Change Projects)		David Hollis				
Castlegate	Disposal of Market Tavern and Mudfords	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, Regeneratio n and

						Climate Committee
Land at Allen Street	Disposal of land at Allen Street	Alan Seasman	Decision	Written Briefing	TBC	This Cttee
Clough Dike, Deepcar, capital works, strategic mandate for direct SCC contribution	Currently significant ongoing revenue cost of emergency pumping, permanent capital solution a priority. OBC to Env Agency for Flood Risk GiA will be required to be matched by SCC funds. Highway and Parks collaboration needed	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee
Carbrook, Capital maintenance, Business cases (SCC & Env Agency)	Env Agency & SCC business cases for partnership funding to be submitted	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee

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:
Damian Watkinson,
Finance Manager

Tel: 0114 273 6831

Report of:	*Tony Kirkham*
Report to:	*Strategy and Resources Committee*
Date of Decision:	*24th January 2023*
Subject:	*Capital Approvals for Month 08 2022/23*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes		No	✓
If YES, what EIA reference number has it been given? *(Insert reference number)*				
Has appropriate consultation taken place?	Yes	✓	No	
Has a Climate Impact Assessment (CIA) been undertaken?	Yes		No	✓
Does the report contain confidential or exempt information?	Yes		No	✓

If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-

*"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)."*

Purpose of Report:

This report provides details of proposed changes to the existing Capital Programme as brought forward in Month 08 2022/23.

Recommendations:

(i) That the committee approve the proposed additions and variations to the Capital Programme listed in Appendix 1

(ii) 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: *Liz Gough*
		Legal: *Rahana Khalid*
		Equalities & Consultation: *N/A*
		Climate: N/A
	Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.	
2	**SLB member who approved submission:**	*Tony Kirkham*
3	**Committee Chair consulted:**	*Cllr Brian Lodge*
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	

Lead Officer Name: *Damian Watkinson*	**Job Title:** **Finance Manager**
Date: *21/12/22*	

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 05 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:

- 3 additions of specific project to the capital programme creating a net increase of £0.130m
- 14 Variations to schemes creating a net increase of £12.980m
- 1 Reprofile of expenditure with no impact on cost

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. A Climate Impact Assessment was submitted with each Business Case

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.

This page is intentionally left blank

	Scheme name / summary description	Value £'000
A	**Transport Regeneration & Climate Change**	
	New additions	
	None	
	Variations and reasons for change	
	Little Kelham Bridge **Scheme description** This project was previously approved in 2020-2021 for the construction of new pedestrian/cycleway Bridge over the goyt at Kelham Island, between Kelham Island Museum and the Little Kelham housing development (Green Lane) which was to be constructed by the developers of the Little Kelham site, CITU with Sheffield City Council will be contributing £212.5k [subject to signed legal agreement]. **What has changed?** Both CITU and the Upper Don Rivers Trust are now of the opinion that there is no longer a need for the Little Kelham Bridge. Due to the reasons stated below:- • The establishment of the Low Traffic Neighbourhood has reduced vehicle movements on Green Lane/Alma St and established a much safer cycle route between Kelham Square and Ball St Bridge, which is also now closed to vehicles. These initially temporary measures are now to be made permanent. In addition there will also be closures of part of Neepsend Lane and two new controlled crossings of Rutland Road, all of which are on the current route of the Upper Don Trail • Citu have completed two housing units in Horseman Square and have 'knocked through' the wall between their development and the existing riverside walk adjoining Brooklyn Works thus completing a second mainly walking/slow cycling route through Little Kelham As a result, the project has been removed from the capital program. **Variation type: -** • Budget decrease	-219
	Funding Section 106	
	Approval Route N/A	

	Clean Bus Technology **Scheme description** The Government's Joint Air Quality Unit has previously awarded the Council funding through the Clean Bus Technology Fund to improve the emissions of Sheffield buses in order to improve Sheffield air quality. The funding was used to retrofit buses with Selective Catalytic Reduction Technology (SCRT) which reduces emissions of buses selected for having frequent services on routes with high pollution, bringing them up to Euro 6 standard. **What has changed?** The project was progressed in in two phases from 2018 to 2022 and is now complete. It delivered 292 vehicle retrofits using Selective Catalytic Reduction Technology (SCRT). Despite exceeding the project targets for the number of vehicle retrofits to be carried out a funding underspend of £258,147 exists at project close. The Joint Air Quality Unit have agreed that this underspend can be used to top up Sheffield's Clean Air Fund (CAF) retrofit programme (see below). **Variation type: -** • Budget decrease **Funding** Clean Bus Technology Fund **Approval Route** N/A	-258
	Clean Air Zone – Buses and Coaches **Scheme description** In 2018, Sheffield and Rotherham, along with a number of other UK urban areas, were legally instructed by central government to deliver a Clean Air Plan to ensure that levels of Nitrogen Dioxide (NO_2) are brought within legal limits in the shortest possible time. This project has recently been approved for providing grants for bus upgrades on non-scheduled buses operating within Sheffield and scheduled buses operating within Sheffield and Rotherham. **What has changed?** The project budget has been increased by £258k Clean Bus Technology funding for the purpose of funding an additional 16 upgrades. **Variation type: -** • Budget increase **Funding** Clean Bus Technology Fund	+258

	Approval Route	Decision to implement Clean Air Zone approved by Co-op Exec. Oct 21	
	Levelling Up Fund – Castle Site **Scheme description** Sheffield City Council has successfully bid for 'Levelling Up Funding' to invest in three projects that focus on the heritage, culture, natural environment and public realm of the Castlegate area. This project aims to provide a setting for future investment and development of the derelict former Sheffield Castle site. This will be achieved by improving the site by installing a high-quality scheme of public realm, consisting of; new accessible walking routes, hard and soft landscaping, events spaces, substantial planting of trees and shrubs, sustainable urban drainage features and several development plots in a new landmark open space in the city centre. There will be a heavy focus on the heritage of the site and a key proposal is to excavate and put on display several areas of remains of the former castle. **What has changed?** The project has recently received approval for the procurement and delivery of site investigation works across the site, as well as the design development of the wider site masterplan. These works are complete and detailed design works will now be undertaken. The proposed project outputs are as follows:- • Regeneration of a brownfield site through the creation of 11,900sqm of high-quality public realm • De-culverting and re-naturalisation of the River Sheaf • Revealing key areas of Castle ruins and putting these on public display through carefully designed public realm • Creation of several development-ready land plots (a number of which of which have received significant interest) • Enabling highway works to ensure appropriate vehicular access to the site It is proposed to deliver the scheme via a 2-stage procurement approach. This will allow early contractor engagement at stage 1 and an early start on site to complete enabling works to a value of approx. 10% of the main contract works that will commence later. This method will allow early discussion and mitigation of site issues to reduce likelihood of delays when main contract starts and maintain confidence of Central Government in delivery of the scheme and ability to meet the spend deadline. Delivery of the main contract works will follow pricing of the scheme at stage 2 of the procurement process There is pressure from DHLUC to finalise expenditure of the grant by March 24, it will not be possible to complete the project in this timescale. However, the Memorandum of Understanding governing the funding allows for expenditure up to March 2025 Discussions are ongoing with DHLUC to clarify this situation. At this stage, the project is estimated to cost £13.4m and will funded from Levelling Up Funding. The Castle site was awarded a total LUF allocation of £15.8m the remaining £2.4m is for the creation of development plots which is excluded from this business case and		+12,838

	will be brought forward subject to further decision and approval This business case will increase the project budget will be increased by £12.8m from the £0.6m approved for the initial site investigation and archaeological works. **Variation type: -** • Budget increase		
	Funding	Levelling Up Fund	
	Approval Route	Principle of Levelling Up programme approved with acceptance of grant Feb 22	
	Heart of the City – Block D Grosvenor House **Scheme description** Heart of the City 2 seeks to transform Sheffield city centre with an improved retail, working, leisure and living environment. Block D comprises of a purpose built multi storey office, retail and leisure development located within the heart of the city centre, completed in January 2019. **What has changed?** Delays have occurred in securing tenants and reconfiguring some of the vacant units and as a result, £845k of funding is to me moved into 2023-24. **Variation type: -** • Slippage		2022-23 -845 2023-24 +845
	Funding	Prudential Borrowing	
	Approval Route	N/A	
	Deerlands 20mph **Scheme description** Through the City's Transport Strategy, the Council has a corporate objective to increase participation in active modes of transport. 20mph area schemes contribute to the creation of a safer residential environment, which will allow easier access to local facilities for all. This in turn promotes healthier lifestyles whilst encouraging vibrancy in local areas and supports access to public transport. The Corporate Plan states that the aim is for all residential areas to have a 20mph speed limit by 2025. This project is for a 20mph sign only area in Deerlands, Sheffield 5.		-56

	What has changed? The project has previously been approved to undertake full design, which is now complete. The full cost has been calculated at £78.8k which is a £56k reduction on the initial estimate. The project is fully funded from Road Safety Funds. **Variation type: -** • Budget decrease	
	Funding Local Transport Plan	
	Approval Route Sheffield Local Transport Plan Report - TRC Committee 15.06.22	
	Sheaf Valley Cycle Route **Scheme description** The provision of a strong cycling and walking network is a key part of the transport strategy and the Southwest area of Sheffield provides an excellent opportunity to capture an increase in cycle movements. This full project is to provide a 3.36km cycle route between Norton Hammer and Sheaf Quay and will be delivered over two phases and currently has approval to complete the detail design phase and part construction of phase 1. The interventions along the corridor have been designed based on local vehicle flows and speeds. What has changed? Approval is being sought to include the design and construction of the 20mph sign-only area in Highfield (Sheffield 2) as part of phase 2. The cost of this element is £47k and will be funded from Active Travel Fund **Variation type: -** • Budget increase	+47
	Funding Active Travel Fund	
	Approval Route Phase 1 approved Co-operative Executive April 2022	
B	**Communities Parks & Leisure**	
	New additions	
	Rolling Acres Playground	+67

Why do we need the project?

- Many pieces of play equipment have been removed as they came to the end of their lifetime, but haven't been replaced
- What equipment is left is dated, uninspiring and does not provide adequate provision for the different age groups within the local community
- Consultation completed by Friends of Rolling Acres Park has established a community desire to see the playground rejuvenated

How are we going to achieve it?
Design, supply, and installation on play carpet of new and additional playground equipment

Outputs
Mountain Brandon Multi Play Unit, Nattertube Talk Tube, Delta Seesaw, Thunder Inclusive Roundabout, Cone Climber, Whirlwind Rotator, Basket Seat Swing, Tango Seat Swing, Rubber Steppingstones, Incline Beam, Overhead Rings, Tyre Crossing, Chain Walk, Burmah Bridge

What are the benefits?
- Virtually fully externally funded design, supply, and installation on play carpet of new and additional playground equipment
- New play equipment will require less maintenance than the existing equipment
- Reputational, through effective partnership working with local Friends of group
- Improved public health outcomes due to more engaging outdoor playground

When will the project be completed?
June 2023

Funding

Veolia Landfill Tax	£61.8K	grant accepted 31.10.22
Friends of Rolling Acres Park	£3.0K	confirmation received 30.11.22
Revenue Contribution to Capital*	£2.5K	
Total	£67.3K	

**Revenue Contribution to Capital to underwrite the gap in funding while Local CIL and Ward Pot possibilities are explored*

Funding Source	See above	**Amount**	£67.3K	**Status**	All Funding Confirmed/Accepted	**Approved**	CPL Programme Group 19.12.22
Approval Route		Briefing to Committee leads					

	Variations and reasons for change	
	General Cemetery **Scheme description** In June 2018, SCC was successful in securing a National Heritage Lottery Fund (NHLF) to address the Health & Safety / repair liability, our Statutory obligation to a site of national historic importance, and the open space deficit in the area. A Final Business Case for the construction phase of the scheme was submitted in November 2021 for £3,398.0K, excluding revenue costs which had previously been transferred from the capital to revenue. **What has changed?** a) An element of works previously identified as revenue are now to be capitalised. b) Since the commencement of works on site in March 21 a number of challenges have presented themselves in relation to the original construction of the structures included in the scope. As a result of the measures which have had to be taken to address these previously unknown challenges, there has been an increase in programme and associated capital costs to deliver the NLHF agreed project grant award conditions. In addition to these costs, there has been increased material costs/inflation and a shortage of labour resource as a result of the pandemic /worldwide events which have had impacted on project costs. The project team have completed a value engineering exercise try to address the funding shortfall; however, it has not been possible to make the required savings and deliver on the NLHF outcomes and leaves a shortfall of approx. £70K. **Variation type:** Budget Increase **Funding** £66.6K of Section 106 has been identified as available in this area and together with the £35.2K transfer back from Revenue would be used to ensure the accessibility outcomes of the grant can be delivered, these being: • Repair and conservation work to listed structures. • Handrails to steep routes, lighting to main entrances and for the whole of the through route between the Gatehouse and Cemetery Road. • Benches, rest points, tactile maps at entrance points & wayfinding within the site. • Access improvements and visitor welcome signage across Montague Street Open Space to direct people from Cemetery Road to the entrance into the Cemetery. **Budget** Current 22/23 Budget £2,443.0K + £30.0K = £2,473.0K Current 23/24 Budget £246.7K + £71.3K = £318.0K Total 22-24 Budget £2,689.7K + £101.3K = £2,791.0K	+101

	Funding	S106 Agreement 599 £50.0K + S106 Agreement 379 £16.1K + Restore Lottery Fund from Revenue £35.2K = £101.3K	
	Approval Route	Scheme originally approved Cabinet April 2019	
	High Hazels Park Shelter FEASIBILITY **Scheme description** The original feasibility was approved to establish the costs for the future of the shelter and the demolition of the toilet blocks. **What has changed?** As a result of the initial feasibility a High Hazels Shelter Feasibility' Report was produced with various recommendations, and a wide community consultation was carried out resulting in some broad priorities by the community. A cost options appraisal is therefore required for the area in High Hazels Park where the large shelter currently sits, the aim being that the shelter will be part/fully demolished and new facilities placed in that location. **Variation type:** Budget Increase/ Change of Scope **Budget** Actuals 21/22 £5.3K £5.3K Current 22/23 Budget £2.6K + £9.7K = £12.3K Total Project Budget £7.9K + £9.7K = £17.6K		+10
	Funding	Public Health up to £100K	
	Approval Route	Original feasibility approved Leaders Decision August 21	
	Skye Edge Landscape Improvements **Scheme description** Improvements to the site including: • To secure boundaries, preventing access by 4 x 4s, reducing instances of motorcycle use, and reducing opportunities for fly tipping and fire starting • To create more attractive and welcoming entrances, boundaries, and signage, creating a sense of place and a safer, cleaner greenspace • To add a length of path to create a loop around the playing field, creating an accessible, overlooked 1/3-mile loop, mud-free circuit in all weathers, including a viewpoint just off the path • To add signage		+31

What has changed?
Due to the start of the new measured term contract for these works being delayed, finalised costs are more than were estimated at Outline Business Case. More funding has therefore had to be secured.

Variation type: Budget Increase

Budget

Actuals 21/22	£15.7K		£15.7K
Current 22/23 Budget	£150.1K -	£105.8K =	£44.3K
Current 23/24 Budget	£0.0K +	£136.6K =	£136.6K
Total Project Budget	£165.8K +	£30.8K =	£196.6K

Funding	Extra Funding of £30.8K is Local CIL Manor Castle confirmed 04.10.22
Approval Route	Principle of scheme approved Co-operative Executive Jan 2022

Frecheville Park Improvements +128

Scheme description
Increase the use of Frecheville Park by the local community with the aim of improving public health outcomes by:
- Returning disused courts to public access; scoot track for young children, seating area, informal natural area
- Improve the dated and uninspiring playground
- Retain or replace areas of lost biodiversity, elsewhere within the park

What has changed?
Following completion of the feasibility the scope, objectives and estimate costs have now been agreed.

Scope
Disused basketball court:
- Remove fence along park path to allow free-flowing access
- Create a scoot track aimed at 3–10-year-olds
- New modular seating, social area
- Ecological ‘buffer strip’ to the rear of the court to create corridor for wildlife through area of hard surfaces

Disused tennis court:
- Remove fence along park path to allow free-flowing access
- Construct a crushed brick path that winds through and links with the scoot track area
- Retain the current ecological value as a brown field nature garden

Playground:
- 2.4m high Swing with four Pod Seats (green frame)

- Pirate Ship bouncer
- Lifeboat climb and play unit inc. slide
- 2 Bay Swing with two Bumper Seats & one rubber Nest Seat (green frame)
- Inclusive Roundabout (with seat and scooter)
- Carriage, installation on Play Carpet, and ancillaries

Benefits

- A significant proportion of a small and busy park will be returned to public access
- The seating area will create a safe space separate to sports and play activities as well as providing views over Frecheville pond
- The scoot track will provide an activity area for younger children being identified as the group most in need of better play provision
- The overall ecological value will be retained and extended to other areas of the park
- The path will allow public access and an opportunity to explore the more natural and informal area
- New play equipment will rejuvenate the playground, leading to increased visits by the community, and balance the provision between age groups
- Increase in the Sheffield Standard score for the site
- New play equipment will require less maintenance than the existing equipment

Variation type: Budget Increase

Budget

Current 22/23 Budget	£3.4K +	£12.8K =	£16.2K
Current 23/24 Budget	£0.0K +	£115.4K =	£115.4K
Total Project Budget	£3.4K +	£128.2K =	££131.6K

Funding

Section 106 (Agreement 1068)	£7.3K
Public Health	£30.0K
Local CIL (confirmed 23/06/22)	£30.0K
Additional CIL (confirmed (20/10/22)	£7.3K
Friends of Group (confirmed 28/04/22)	£7.0K
Viridor Grant (accepted 04/11/22)	£50.0K
Total Funding	£131.6K

Funding	See Section above
Approval Route	Part of Parks improvement plan

C	**Waste and Street Scene**	
	New additions	
	None	
	Variations and reasons for change	
	None	
D	**Adult Health & Social Care**	
	New additions	
	None	
	Variations and reasons for change	
	None	
E	**Housing**	
	New additions	
	None	
	Variations and reasons for change	

+273

Knowle Hill Council Housing Temporary Accommodation (TA)

Scheme description
Ambition to deliver up to 25 self-contained 1-bed units on the site, reducing reliance on the use of expensive and unsuitable emergency hotel and B&B accommodation for TA.

What has changed?
The project will now be delivered in 2 phases; Phase 1 - demolition to facilitate the early clearance of the site. Therefore, allocated budget needs drawing down from the Council Housing Stock Increase Block Allocation (currently £6.7m including in the Stock Increase Programme for this scheme).

Repeated vandalism and water ingress has resulted in significant deterioration of the building. It has therefore been identified as a priority to clear the existing site in preparation for the new development.

Requirements and options for staff facilities will be developed through the next phase and cost options for the accommodation building construction to follow.

Variation type: Budget Increase

Budget

Previous Yrs Actuals	£49.5K	£49.5K
Current 22/23 Budget	£32.0K	£32.0K
Current 23/24 Budget	£0.0K + £273.0K =	£273.0K
Total 22-24 Budget	£81.5K + £273.0K =	£354.5K

N.B the appropriation of the site to the HRA is scheduled for approval at Finance Sub-Committee 4th January 2023

Funding	100% HRA Borrowing for the Demolition
Approval Route	Principle approved Finance Sub Committee June 22

Council Housing New Build Phase 26 – Move on Provision Fraser Road +435

Scheme description

Sheffield has an overall shortfall of affordable homes. The delivery of an ambitious Stock Increase Programme includes supported accommodation in the form of 'Move On' homes. In the context of Sheffield this is general needs housing with support.

This project will deliver six high-quality, net zero carbon in operation, 'Move On' homes.

What has changed?
Several factors have driven the higher costs of this project:

- volatile market conditions,
- additional costs associated with delivering 'net zero in operation homes',
- the requirements of Government/ Homes England for quick delivery which has in turn driven both the construction method (small scale Offsite Construction or MMC projects are typically more expensive) and the choice of procurement method (direct award, which removes competition and the potential to reduce costs).

Given current market conditions and that the project is being delivered via a two-stage process, the contingency needs to remain high at this stage to manage the identified risks.

Variation type: Budget Increase

Budget

Current 22/23 Budget	£987.4K	- £143.3K	=	£844.1K
Current 23/24 Budget	£0.0K	+ £560.8K	=	£560.8K
Current 24/25 Budget	£0.0K	+ £17.6K	=	£17.6K
Total Project Budget	£987.4K	+ £435.1K	=	£1,422.5K

Funding

HRA Borrowing	£637.5K
Move On HE Grant	£480.0K
S106 Affordable Housing	£305.0K
Total	£1,422.5K

Funding	See Section above
Approval Route	Original Scheme approved Strategy & Resources Committee July 22

Council Housing Stock Increase Programme Block Allocation -708

Scheme description
Block allocation for schemes to increase SCC's Housing stock.

What has changed?

1. An Outline Business Case for the demolition of Knowle Hill has been brought forward and therefore needs £273K of its allocation in the Programme drawing down to cover these costs. See separate entry above for Knowle Hill TA.

2. A Final Business Case for the delivery of the Move On provision has been brought forward and therefore needs £435.1K drawing down to cover these costs from the contingency in the refreshed Stock Increase Programme.

Variation type: Budget Decrease

Budget

- Knowle Hill £273K will be drawn down from 2023/24
- Move On Provision £435.1K will be brought forward from the 2028/29 contingency,

Funding	Various including HRA Borrowing, HE Grant, S106, HRA Capital Receipts
Approval Route	N/A

F Education Children & Families

New additions

St Catherine's Adaptations (feasibility) +6.7

Why do we need the project?

Adaptation needed to install a ceiling track hoist in order to meet obligations under the Equalities Act. Target date for delivery is September 2023.

- It is anticipated that any ensuing post-feasibility works will be completed by the school, with Sheffield City Council funding by way of a contribution.

How are we going to achieve it?

- Desktop and intrusive surveys

What are the benefits of feasibility?

- Preferred option developed to RIBA2

When will the project be completed?

	28/02/2023 (Feasibility); September 2023 (full installation by school)							
	Funding Source	High Needs Capital	**Amount**	£6.7 k	**Status**		**Approved**	
	Approval Route		Statutory Duty					
Page 81	**Manor Lodge Primary School Expansion (feasibility)** **Why do we need the project?** • There is increasing pressure on Manor Lodge Primary school for places due to the regeneration of the area and the development of houses. **How are we going to achieve it?** ○ It is recommended that Capital Delivery Service undertakes a full feasibility study to investigate and identify opportunities or other options available within the school site to create additional mainstream places to meet growing demand in the area. Expand Manor Lodge Primary from 45PAN to 60PAN. No other site options are feasible as the places are needed at Manor Lodge **What are the benefits?** The benefits of this feasibility will be a full costed plan to deliver the required number of places. **When will the project be completed?** 30/04/2023 (Feasibility); September 2024 (Main works)							+55.8
	Funding Source	Basic Need	**Amount**	£55.8k	**Status**		**Approved**	
	Approval Route		Provision of sufficient school places part of Statutory Duty					
	Variations and reasons for change							
	None							
G	**Strategy & Resources**							
	New additions							
	None							

	Variations and reasons for change	
	Non-Highways Resurfacing Measured Term Contract (MTC) **Scheme description** • Over recent years, the programme of statutory compliance surveys and assessments have been undertaken to identify hazards and risks within the estate. A list of sites has been produced by Parks and Countryside and Bereavement services teams to undertake footpaths resurfacing works. The Contract for this programme of works is now in the second year and a further list of sites has been agreed with Bereavement Services and Parks and Countryside to be undertaken. **What has changed?** • A programme of condition surveys and assessments was undertaken across all footpaths and roads contained within the sites managed by Bereavement Services and Parks and Countryside. The results recommending that footpath enhancements are made to improved the safety and accessibility of sites. **Variation type: -** • Budget increase: extra £100k in total: (+£60k in 22/23 and +£40k in 23/24)	+100
	Funding Revenue Contribution To Capital	
	Approval Route Principle of ongoing programme of enhancement works authorised Leader's Decision April 20	
H	**Economic Development & Skills**	
	New additions	
	None	
	Variations and reasons for change	
	None	

	Scheme name / business unit / summary description of key terms	Funder	Value £'000
A	**Transport Regeneration & Climate Change**		
	Transforming Cities Fund: South West Bus Corridors The South-West Bus Corridors scheme was included in the public transport package identified in the Transforming Cities Tranche 2 programme. The scheme forms an important part of Connecting Sheffield's plans for supporting the shift towards sustainable transport in and around the city with the corridors connecting large residential areas to the south-west of Sheffield with employment opportunities, retail and leisure in the city centre. The proposal aim was to improve public transport connectivity within the Abbeydale Road and Ecclesall Road corridors in South West Sheffield both to and from the city centre. **Financial & Commercial Implications** The Grant /Project Manager will need to read, understand and comply with all of the grant terms and conditions and ensure that there are no ongoing unfunded costs when the grant has ended. • Grant only for Eligible Costs and not to be used otherwise without prior agreement • Grant is for capital expenditure and to be treated as funded by a capital receipt to reflect section 25(1)(b) of The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. • No project change without funder permission. • Comply with monthly monitoring, reporting, claims requirements • Cannot recover more than salary+35% on-costs annually for internal administration • Approval to proceed to Full Business Case	South Yorkshire Mayoral Combined Authority	381

	• Ensure delivery of the Outputs by the Submission Date • For Qualifying Expenditure defrayed by the Recipient • Grant excludes VAT and financial claims quarterly in arrears • Exclude costs being claimed from any other body • Maintain records for the project which demonstrate Outputs for a minimum of six years following project completion • Eligible Costs (see Schedule 3.2) Grant is subject to clawback in the following circumstances (not exclusive-see details): • Using the Grant for other than project purpose; significant Change to the Project; not made satisfactory progress with Project delivery (as per Schedule 2); failure to deliver the Outputs by the Submission Date. Schedule 1 – Project Development Works • Improvements to bus detection which will give buses priority at junctions to beat congestion, along with infrastructure improvements at junctions and bus stops which will deliver increased accessibility to the city centre as well as to local centres • Start, end and review dates: 23rd March 2020 to 29th February 2023 Schedule 2 – Key Dates Commencement Date 23/03/2020 Submission Date 30/12/2022 Closure Date 31/03/2023 Commercial Implications. • All public sector procurement is governed by and must be compliant with both the Grant Agreement, UK National Law and where relevant EU law. In addition, all procurement in SCC must comply with its own Procurement Policy, and internal regulations known as 'Contracts Standing Orders' (CSOs)		

	• CSO requirements will apply in full to the procurement of services, goods or works utilising grants. All grant monies must be treated in the same way as any other Council monies and any requirement to purchase / acquire services, goods or works must go via a competitive process **Legal Implications** The Transport Act 2000 ('the 2000 Act') places a duty on local authorities to develop policies which will create a safe, efficient, integrated, and economic transport system that meets the needs of persons living or working within the city. The 2000 Act also imposes a duty on local authorities to carry out their functions to implement those policies and, in doing so, secure a more efficient use of their road network. The proposals in this report are considered to implement said policies pursuant to the aforementioned duty. The Council has the powers under Part V of the Highways Act 1980 and the Road Traffic Regulation Act 1984 to implement the improvements likely to be progressed. The Council has a general power under Section 1 of the Localism Act 2011 to do anything that an individual may generally do provided it is not prohibited by other legislation and the power is exercised in accordance with the limitations specified in the Act which enables the Council to accept the grant of £381,300 from the South Yorkshire Mayoral Combined Authority (SYMCA) The grant will be accepted on the terms of a grant agreement with SYMCA.		
B	**Communities Parks & Leisure**		
	None		
C	**Waste and Street Scene**		

	None		
D	**Adult Health & Social Care**		
	None		
E	**Housing**		
	97586 New Build Phase 26 – Move on Provision Fraser Road (RSAP) <u>Background</u> Sheffield has an overall shortfall of affordable homes of c902 per annum. As part of the response to this Sheffield City Council has committed to the delivery of an ambitious Stock Increase Programme (SIP). This includes supported accommodation in the form of 'Move On' provision; in a Sheffield context this is essentially 'general needs homes with access to floating support'. This project makes use of grant funding from the Government's RSAP to deliver six high-quality 'Move On' homes, with the additional benefit of delivering Sheffield's first Council homes to achieve 'net zero carbon in operation'. <u>Financial Implications</u> This new round of funding is now as a capital grant and applies the same Grant Agreement as the previous round as confirmed by Homes England (email 22/7). This new capital allocation of £480,000 is now added to the HE contract (as per clause 5) as a change to the Approved Capital Bid. This particular round of capital funding is to be accounted for as capital unlike the previous round. The Homes England (HE) Funding Agreement is a lengthy, detailed, and technical document that the Portfolio Grant Manager will need to read, understand and comply with to ensure that there are no unfunded costs during after the project has ended. Key features (not exclusive) of the Funding Agreement terms are summarised below):	Homes England Rough Sleeper Assistance Programme	480

	• Grant for rough sleeper's emergency accommodation and to prevent return to sleeping rough. • Comply with UK Competition Requirements as per EU-UK TCA and/or other Legislation regulating Subsidy • Must achieve the objectives set out in the Funding Agreement • Grant subject to clawback if the terms/conditions are not complied with • SCC must comply with the applicable requirements of the Capital Funding Guide, the Recovery Determination and the information submitted/approved • Affordable Rent not to exceed 80% of the market rent (inc. service charges) • Capital Firm Scheme (CFS) Delivery Timetable as agreed by HE (via IMS) • Comply with and/or legally enforcing Subsidy or UK Competition Requirement or otherwise authorised to recover any Unlawful Subsidy • Grant paid when Practical Completion achieved/recorded on IMS; and each RSAP Dwelling (CFS) is in accordance with required Standards • Compliance Audit required by External Auditor (see Section 11) • Milestones - Delivery of CFS as per IMS (inc. as a minimum: Acquisition Date, Start on Site Date and a CFS Completion Date) • SCC to complete the CFS by the Completion Date • Follow Grant Claim Procedures (17.7) before submitting a claim • Provide RSAP Dwellings as per the terms/conditions of this Agreement. • SCC to ensure the CFS: - is delivered as per the CFS Delivery Timetable and consistent with the Submitted Standards. - has no Public Sector Funding other than in CFS details • Comply with all requirements of Capital Funding Guide re: the CFS • No Site is a Social Housing Dwelling, already owned by SCC/Affiliates. • Any proposed changes to CFS via IMS and must be approved by HE and may result in a recalculation of grant (see full details) • If Milestones are not hit, HE may consider an extension (not guaranteed see full details)		

	• For each CFS, SCC to carry out site acquisition, procure and pursue works completion: CFS delivered as per Delivery Timetable and to standard to Procurement Law. • Comply fully with monitoring/reporting, claims requirements (see Section 15) • SCC must retain records for ten 10 years from the start of the CFS Grant <u>Commercial Implications</u> • All public sector procurement is governed by and must be compliant with both the Grant Agreement and UK National Law. In addition, all procurement in SCC must comply with its own Procurement Policy, and internal regulations known as 'Contracts Standing Orders' (CSOs). • CSO requirements will apply in full to the procurement of services, goods or works utilising grants. All grant monies must be treated in the same way as any other Council monies and any requirement to purchase / acquire services, goods or works must go via a competitive process. <u>Legal Implications</u> • The Council has successfully secured further RSAP (Rough Sleeping Accommodation Programme) grant funding, with additional allocation of £480,000, in order to secure six additional 'move on' homes as part of that programme. • Under the existing agreement that SCC entered into with Homes and Communities Agency (Homes England) dated 22 May 2022, there is flexibility to vary the capital amounts (as defined as Capital Firm Scheme within the Agreement) as a result of a variation to the delivery of the number of RASP Dwellings. <u>Additional Grant</u> Given the increase in the project costs since the OBC stage, Homes England have been approached about the possibility of additional grant funding, at this time this request is unlikely to be supported. However, should further costs be identified as the project moves into delivery, and the Council can evidence that these are		

	exceptional costs/ events that couldn't have been foreseen at the time of the bid (e.g. poor ground conditions which were not evident from survey undertaken), a formal request for additional grant funding could be made. Any additional grant funding would need to be accepted quickly to keep the delivery of the project on target. It is therefore requested that as well as approval to accept the offered grant of £480K, approval is given to accept any further grant as soon as this is made available with both the Homes Programme Group and CPG being informed retrospectively.		
F	**Education Children & Families**		
	None		
G	**Strategy & Resources**		
	None		
H	**Economic Development & Skills**		
	None		

This page is intentionally left blank

Sheffield City Council

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 Policy Committee*
Date of Decision:	*24th January 2023*
Subject:	*Corporate Performance Reporting 2022*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes		No	X
If YES, what EIA reference number has it been given? N/A				
Has appropriate consultation taken place?	Yes	X	No	
Has a Climate Impact Assessment (CIA) been undertaken?	Yes		No	X
Does the report contain confidential or exempt information?	Yes		No	X
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:

This report sets out an overview of the corporate performance framework and provides a corporate performance update concentrating on the six month period from summer 2022. Progress towards key priorities defined as Urgent Performance Challenges in the Our Sheffield - Delivery Plan are reported alongside actions underway for each priority to sustain and improve performance.

It is recommended that the Strategy and Resources Policy Committee:

1. note the performance update on Sheffield City Council key performance priorities
2. agree to continue to 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.
3. Consider, and ask all other policy committees to consider, if issues raised in this performance report should have further scrutiny through the scheduling of time on the appropriate committee work programme

Background Papers:

Appendix 1 – Urgent Performance Challenges Measures

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*: Jane Wilby – Head of Accounting*
		Legal: *Sarah Bennett – Assistant Director of Legal and Governance*
		Equalities & Consultation: *Ed Sexton – Senior Equalities and Involvement Officer*
		Climate: *Jessica Rick – Sustainability Programme Officer*
	Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.	
2	**SLB member who approved submission:**	*James Henderson – Director Policy, Performance and Communication*
3	**Committee Chair consulted:**	*Cllr Terry Fox, Strategy and Resources Policy Committee Chair*
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: *Nicola McHugh*	**Job Title:** *Business Intelligence & Performance Manager*
	Date: *13th January 2023*	

PERFORMANCE REPORTING TO COMMITTEES

1. This report is part of the regular twice-yearly reporting of performance to Strategy and Resources Policy Committee with the aim of ensuring the Committee are kept up to date with performance of the organisation and have the opportunity to see and discuss the approach to identifying performance challenges, actions and responses put in place to address emerging challenges and progress towards good performance and key milestones.

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

PERFORMANCE MANAGEMENT OF THE DELIVERY PLAN

1. Performance management is essential to the success of Sheffield City Council delivering on its priorities and ambitions. 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).

2. Baselines, targets and measures of success were used in the preparation and development of the Delivery Plan in order to set out a determined and ambitious way forward for the city. The eleven Urgent Performance Challenge areas where we need to make rapid progress form the focus of current monitoring.

3. This approach is aligned with the first, 'Stabilise' phase of the four-year improvement journey – where the emphasis is on direction setting, financial realignment and urgent performance improvement.

4. The Delivery Plan established for each commitment:
   - the issues that needed to be addressed
   - what our current performance picture looked like based on data and insight available.

PERFORMANCE MANAGEMENT FRAMEWORK

1. The Performance Management Framework was developed in September 2022 and has been in active use since October 2022. It is structured around the eleven Urgent Performance Challenges. For each challenge area the Delivery Plan sets out:
   - the issue
   - accountable officer
   - performance picture
   - issues underlying the current performance
   - what success looks like in 2022/23

- key milestones and actions
- risks and issues

2. Key performance measures have been confirmed with officers leading each priority, the baseline, trend and targets have been put in place. The measures in each section when considered together allow progress against the performance challenge to be established.

3. Rounded performance monitoring cannot be achieved with just quantitative measures. The approach taken here has been to jointly value measures and context to enable understanding of progress, emerging challenges, how these challenges are being addressed and when impacts will be seen.

    - The key performance measures and charts provide a way in to understand trend, trajectory towards targets and comparators. There are 74 performance measures assigned to the 11 Urgent Performance Challenges, these are shown in the attached document (Appendix 1). Metadata and measure quality information is being put in place for each measure and will provide quality assurance of the process and data.

    - The companion narrative provides more detail about the context of the service or area of work, what actions are being taken to improve performance, what approaches will deliver the outcomes sought and what internal and external factors are impacting on the current position.

OVERVIEW OF PERFORMANCE 2022

1. Performance has been reviewed regularly by officers at director, portfolio leadership team, and whole organisation levels. This includes a quarterly review of the performance management framework at the Performance and Delivery Board, which is used to identify specific areas for closer review and follow up. 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.

2. A performance summary is provided for each Urgent Performance Challenge area set out in the Delivery Plan. The current performance position including reference to performance measures and targets is given, followed by an overview of actions which speak to the improvement or sustainment of performance, or which are required in response to a challenging performance position. Relevant performance data is also provided to illustrate the summary.

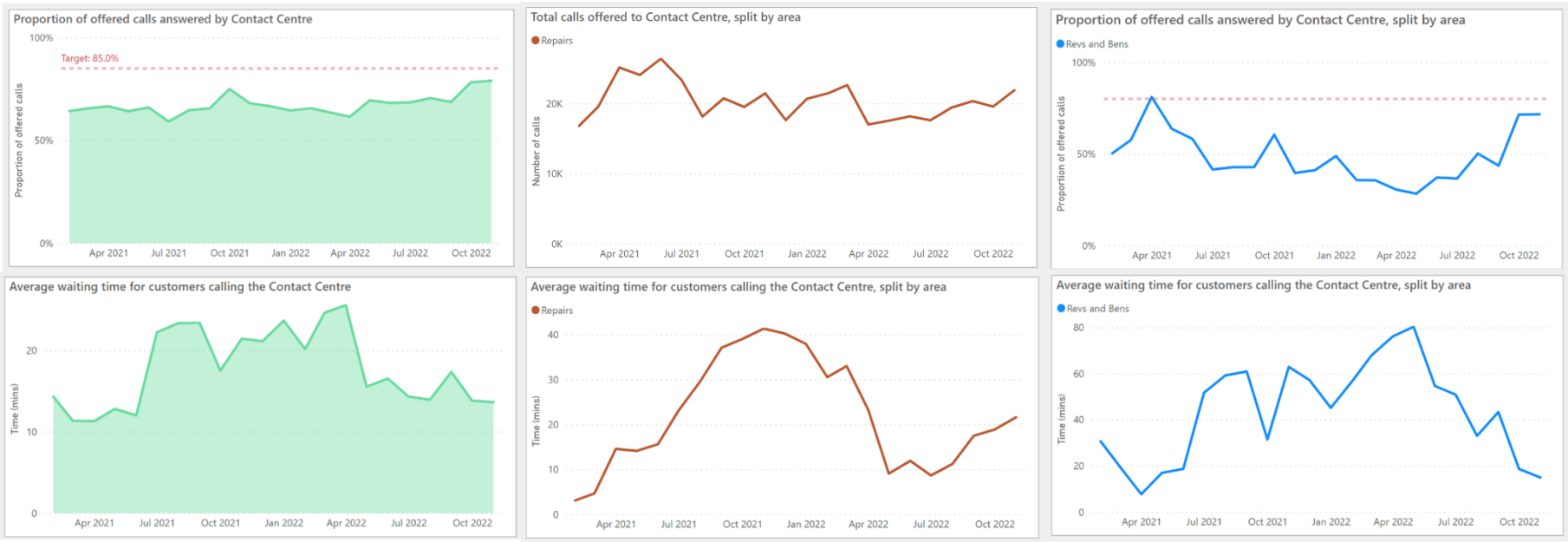
Customer Services

Performance Improvements	**Increased proportion of calls answered and reduced average waiting times, particular improvement in Revenue and Benefits calls**
Performance Challenges	**Increased call demand and staff vacancies in Repairs team leading to reduced calls answered and longer waiting times**

Overall Contact Centre performance has improved with average waiting times reducing and the proportion of calls being answered increasing. Notable and rapid improvements can be seen in the Revenues and Benefits Team performance since the summer, across all measures. Contact Centre areas already at or close to the key performance indicator targets (Out of Hours, Housing and Corporate) have remained so. The Repairs Team has seen a seasonal rise in calls, which – allied to vacancies in the team, is having an impact on call answering and average waiting time but to date this has not led to the higher call waiting times seen in the early part of 2022.

A number of actions have been put in place to address performance challenges, the impacts of these are starting to show through and would expect to continue to have an impact on performance in 2023;

- Filling of vacancies particularly in the Revenues and Benefits team (where an increase in resources was agreed in the summer) is showing positive impact
- Trial of a new approach enabling an increased range of calls, e.g. Free School Meals, Child Travel Passes, Blue Badges, to be answered by the Fulfilment team rather than via the Contact Centre means almost three quarters of calls were answered at first contact
- Reduced manual call handling by the Housing Team by use of interactive voice response to assist with automatic directing of the call to the appropriate person
- A new online Repairs form launched in autumn 2022 leading to some initial issues, additionally tenants became able to re-arrange appointments themselves, whilst a positive customer focus, this is resulting in additional demand coming through.



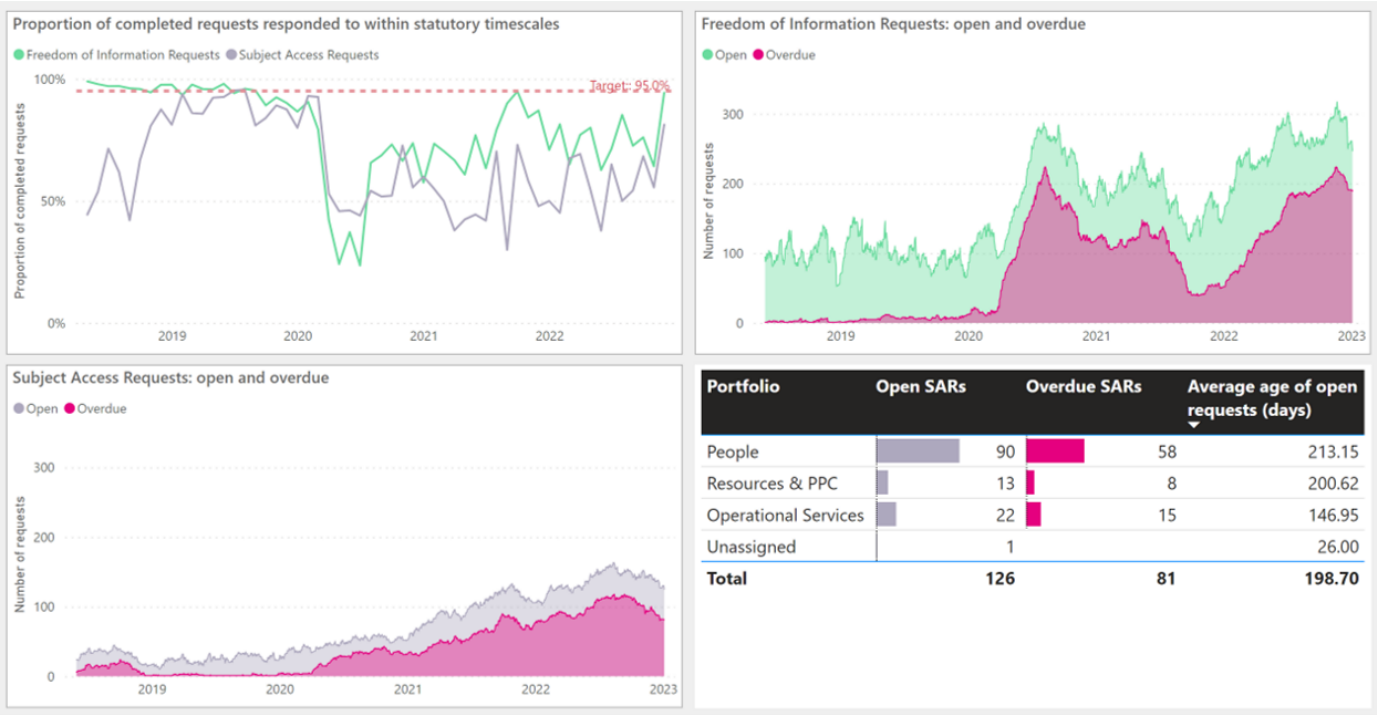
Freedom of Information Requests and Subject Access Requests (FOIs and SARs)

Performance Improvements	**Revised approach and focused resources are reducing backlog of overdue SARs**
Performance Challenges	**Responding to sustained high numbers of new FOIs and SARs continues to be difficult alongside reducing backlogs of overdue requests**

The scale of the response required to meet FOI requests and SARs coming forward is significant. The number and size of SARs are increasing and the Information Commissioner states that caseloads are stretched across the public sector. Currently the proportion of requests of each type completed within statutory timescales is below target but has recently shown substantial improvement. To date improvements have been difficult to sustain for longer than a few weeks at a time owing to resource pressures, clear plans and actions described below indicate a positive change to this trend at the end of 2022. Although the number of open and overdue SARs remains high overall, the actual number of requests that are overdue has been decreasing slowly since August 2022. Given the subject of FOI requests and particularly SARs the majority of the requests are to Adults, Children and Families and Operational Services.

A number of actions have been put in place focused on working through case backlogs and process improvements:

- A review and prioritisation approach has been taken to the SARs backlog in order to improve provision of information and response rates. This includes making contact with requestors, confirming exact requirements, ensuring information gathered is relevant, and considering how best to provide the response. Additional resource is being put in place to focus on SARs backlog to ensure day-to-day SAR request processing can also continue and current and new requests can be delivered to meet statutory timescales.
- Additional resource is now in place focused on FOIs. Work is focused on late FOIs and clearing backlog cases with strong initial results suggesting a good pace of work is being achieved on responses and closures.
- Further process reviews are underway to improve communication with customers and to ensure clear approaches to extensions, clarifications and customer updates, and improved caseload management approaches.



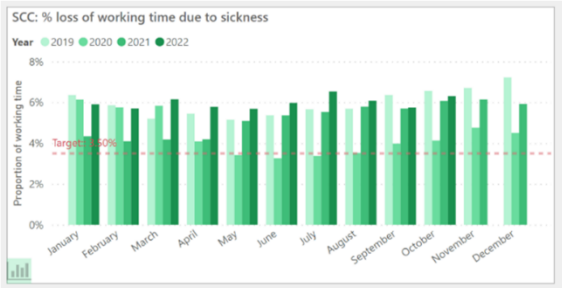
Portfolio	Open SARs	Overdue SARs	Average age of open requests (days)
People	90	58	213.15
Resources & PPC	13	8	200.62
Operational Services	22	15	146.95
Unassigned	1		26.00
Total	**126**	**81**	**198.70**

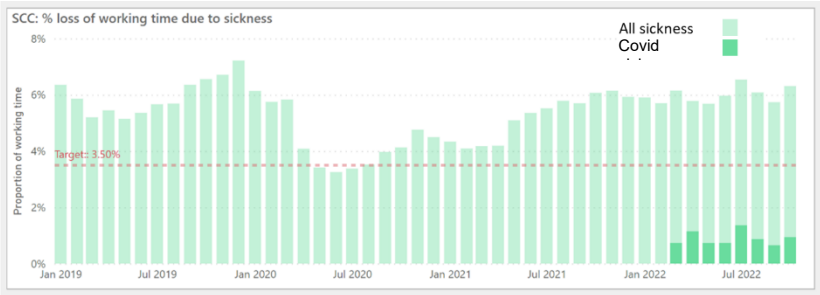
Workforce Development

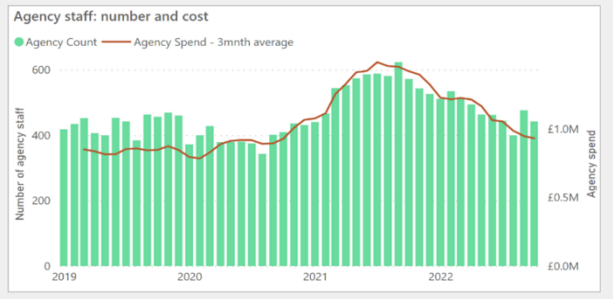
Performance Improvements	**Spend on agency workers continues to reduce**
Performance Challenges	**Working time lost to sickness remains high, low personal development review completions continues to be a challenge**

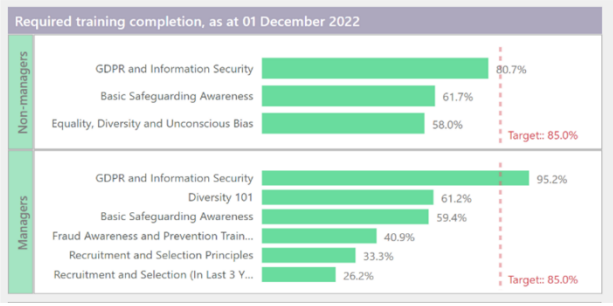
Performance monitoring has focused on staff availability to work and resourcing for the organisation, staff development and individual performance. Time lost due to sickness is currently rising as would be expected seasonally, however, Covid continues to be one of the top three reasons for absence. Higher sickness rates are reported in operational and customer facing services partly reflecting the limited flexibility in delivering these roles remotely. Spend on agency workers has continued to reduce and is now at levels comparable to October 2020. Staff development and performance monitoring indicates increasing completions of some key training: GDPR; safeguarding; and equality, diversity and unconscious bias, but the majority of completion rates are below target, with completion being strongly linked to sanctions. The Personal Development Review (PDR) process continues to have a longstanding trend of very low completion, less than 10% of staff complete a PDR and 20% start the process.
A range of actions and activity is underway to improve key areas of workforce development:

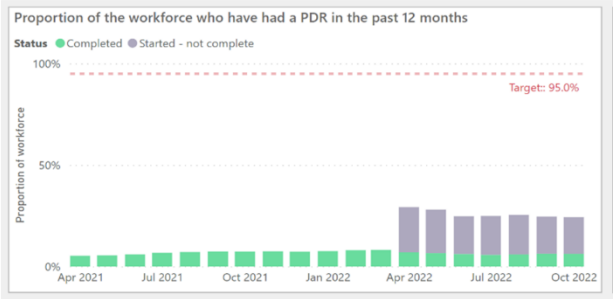
- Workforce health and wellbeing resources and services have been enhanced through an updated Employee Assistance Programme offer, development of an SCC Health and Wellbeing Strategy and commissioning of a new Occupational Health contract.
- Improving reporting and availability of sickness, learning, PDR and agency spend information for managers is underway. Initially focused on required training completion rates and low compliance, this provides managers with the up-to-date information needed to take appropriate action. A new employee learning platform, Go Learn, has been in place since October 2022 enabling increased flexibility and more opportunities around learning and development.
- New support and guidance has been put in place to support staff in delivering a quality PDR process and further work is underway to consider options to simplify the process around PDRs. Together these approaches aim to begin to move completion rates towards targets.











Housing Repairs

Performance Improvements	**Compliance repairs backlogs are reducing, responsive repairs are being carried out to timescale, void properties are being brought back to let condition in a shorter time**
Performance Challenges	**Planned maintenance is performing less well whilst resource is prioritised to high risk areas**

Performance improvements are evident in a number of areas of Housing Repairs since summer 2022; compliance repairs, timely responsive repairs completions and bringing void properties back into letting condition. Each job is given a target date for completion based on priority; the proportion of responsive repairs completed on time against target date continues to steadily increase. Time taken to bring void properties back into fit-to-let condition is also showing steady improvement since summer 2022, moving towards the target and milestones set out in the Delivery Plan. An approach to prioritise resources to the highest risk and most financially challenging areas, i.e. gas safety, fire stopping, void properties and ensuring the backlogs in priority areas are reduced as a matter of urgency has had good results including significant improvements in gas compliance, which is now at 98%. However, this approach also leads to trade-offs, with short-term worsening performance in planned maintenance now seen.
The approach to improving Housing Repairs performance is a clear set of ordered priorities and actions in the Delivery Plan, specific actions include:

- Urgent compliance repairs continue to be prioritised, focused on clearing the backlog. Specific trades required to achieve this and sub-contractors have been identified. Process and policy development is underway by Repairs and Housing focused on gaining access to properties to enable gas compliance work, including legal action where necessary.
- The time taken to bring void properties back to letting condition is reducing, however the scale of repairs required impacts on cost and resources. Significant work is taking place with Housing Services to review approaches to void properties, improving the speed of repaired and relet, the budget position from rent, and benchmarking and sharing information with other Local Authorities.
- A new service structure is in place with training and development enabling performance to be managed for both operational delivery and customer service. The complaints approach will be reviewed to streamline the process and provide a faster, better-quality response.

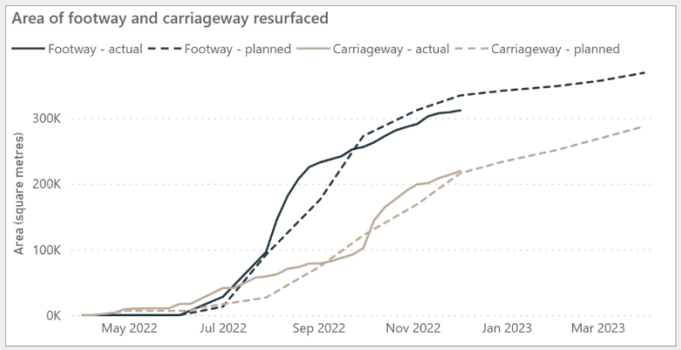
Street and Neighbourhood Environment

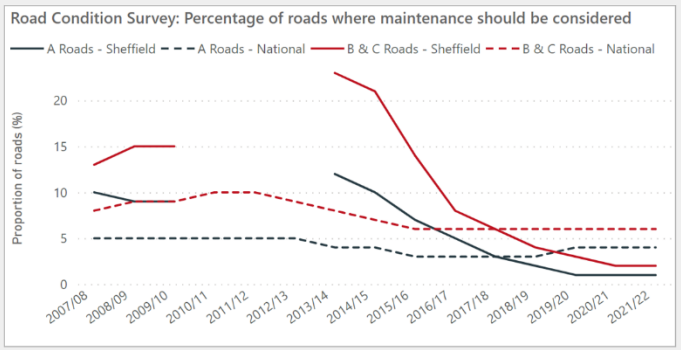
Performance Improvements	**Carriageway and footway resurfacing continues near target with road condition in Sheffield comparing well nationally**
Performance Challenges	**Understanding customer experience and meeting customer satisfaction continues is now a clear focus**

Streets and Neighbourhoods performance focus includes highways resurfacing contract performance, road condition, and a range of measures which are part of the developing Customer Charter. Road condition in Sheffield is good and continues to be better than the national comparator with only 1% of A-roads and 2% of B/C Roads in Sheffield where maintenance should be considered, less than half the national level. The planned highway and footway resurfacing programme continues to be delivered to contract with footway resurfacing tracking slightly below target and highways resurfacing slightly above target. Seasonal variation in the targets mean that work will begin to slow over the winter period. Tracking a small range of Waste and Street Scene Customer Charter measures provides insight into performance in areas important to Sheffield residents; highway fly-tipping and hazardous pothole repairs have consistently excellent performance of at least 99%, some variability is seen in litter bin emptying (currently returned to high level performance) and timely resolution of complaints (currently dropped to 95%).

A strong focus of the actions in Streets and Neighbourhood Environment is to improve understanding of customers experience and develop better and more responsive ways to capture customer satisfaction.

- A new SCC customer satisfaction survey has been launched for Highways Maintenance and runs initially until February 2023; response rates so far have been positive. This survey asks about satisfaction with highways maintenance as delivered by the Amey contract. It is planned to adopt a rolling survey approach to allow customer views to be captured throughout the year rather than as a single snapshot, allowing satisfaction with the seasonal differences in highways maintenance activity to be understood.
- The National Highways and Transport Network survey which covers customer attitudes and perceptions to transport, such as bus use, commuter behaviours etc. continues to be run and enables us to benchmark Sheffield with other local authorities.
- A new Waste and Street Scene Customer Charter has been developed to improve awareness of service standards and delivery against these. The charter will be launched at December Waste and Street Scene Policy Committee.





Customer Charter Measures

Metric	July 2022	August 2022	September 2022	October 2022
Proportion of complaints resolved within 3 working days, or 28 days where further investigation is required	99.0%	99.8%	100.0 %	95.0%
Proportion of reported fly-tipping on the highway removed within 5 working days	99.9%	99.9%	99.7%	100.0%
Proportion of reported full litter bins emptied within 1 working day	99.4%	95.8%	93.1%	98.4%
Proportion of reported hazardous potholes repaired within 24 hours	100.0%	100.0%	99.2%	100.0%

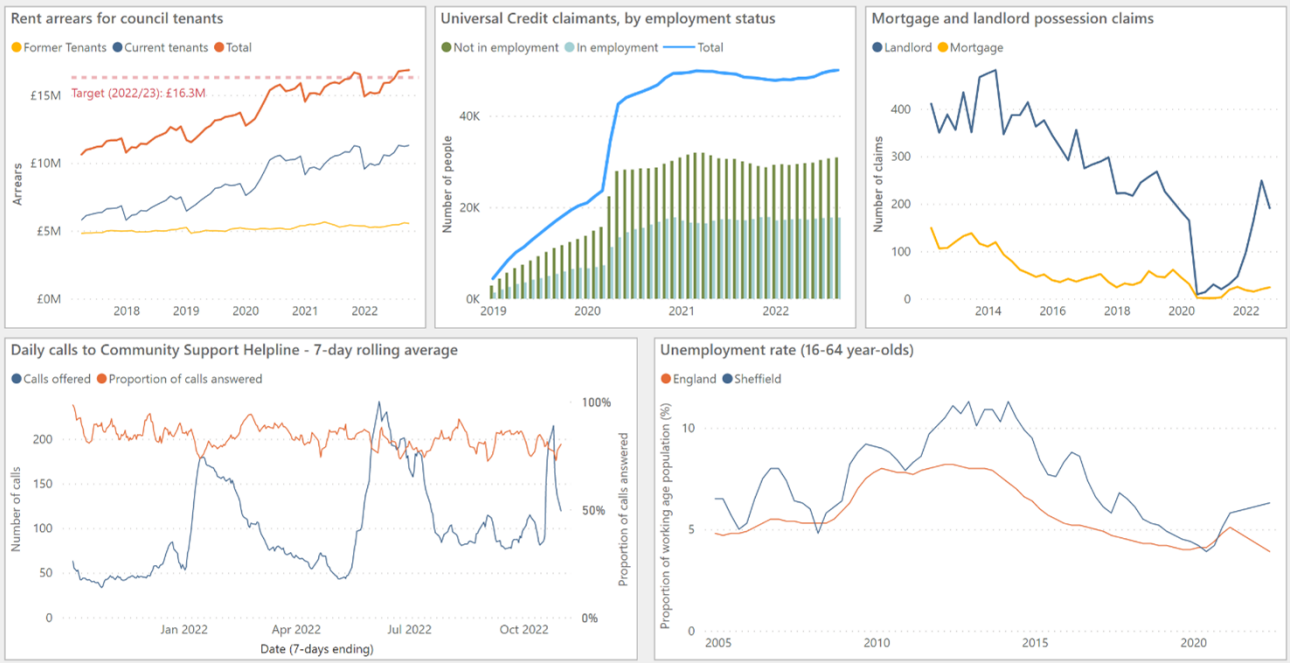
Cost of Living Crisis

Performance Improvements	Strategic cross-city response and range of support in place including Welcome Places and frontline worker toolkit
Performance Challenges	Continuing to identifying and reaching individuals, communities an business in need of support

The significant impacts of the Cost of Living Crisis on individuals, communities and businesses are becoming increasingly evident in Sheffield as they are across the UK as a whole. Call volumes to the dedicated Community Support Helpline are usually around 90 per day, but appeared to peak in response to increases in energy costs over summer 2022 and following Government announcements. The overall trend is of increasing call volumes through 2022, the proportion of calls answered remains stable at over 80%. An increasing number of landlord possession claims are now being seen, and are back to 2019 levels, there are smaller but increasing numbers of mortgage possession claims coming through. Council tenants have greater protection from significant rent increases than households in the private rented sector, however, levels of rent arrears are now slightly above what would be expected at this time of year. The unemployment rate in Sheffield is showing an upward trend at over 6% compared to the national level of almost 4%, with a corresponding increase in the number of people not in employment now claiming Universal Credit.

The Cost of Living Crisis is being approached in the same way as other major incidents in the city:

- A strategic, tactical and operational level structure is in place. The strategic group has cross party membership and representation from key partners in business, voluntary and health sectors and is focussed on the key objectives defined in the cost of living action plan. The tactical level group works with our partners in the emergency services, health and the voluntary community sectors, and oversee the council's response. The operational group has focused workstreams led by people who are experts in their own service areas, this is where the delivery activity takes place and is most crucial in getting the support to where it is needed.
- Joined up activity across the city is helping to raise awareness of the financial support available to people in Sheffield, with expected spend this year of around £15m through Council Tax Support, Council Tax Hardship Scheme, Discretionary Housing Payments, Local Assistance Scheme and the Household Support Fund.
- A network of over 80 Welcoming Places across the city signed up to support people with somewhere safe, warm and friendly to go. A frontline worker toolkit and training package is in place to support our frontline teams to get advice to people they are working with on a daily basis.



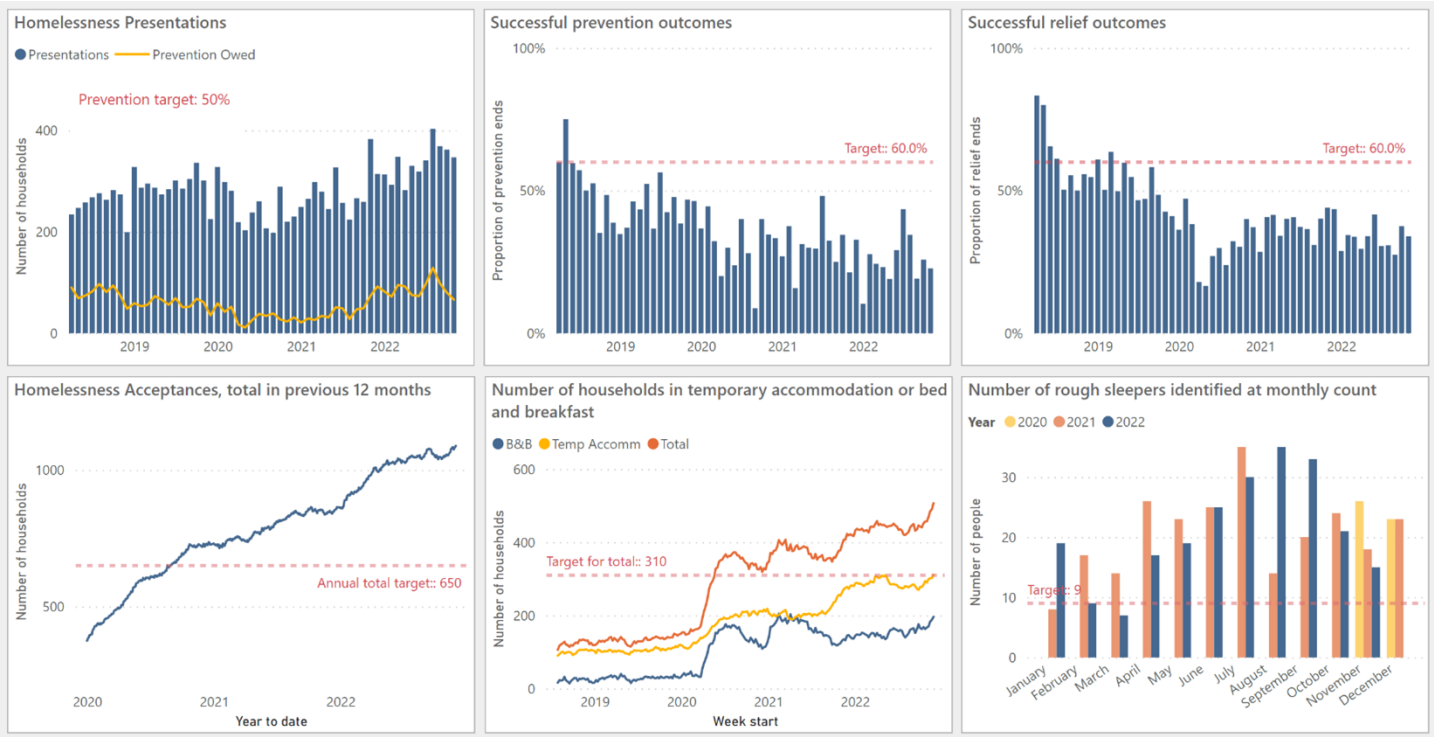
Homelessness

Performance Improvements	**Reducing numbers of rough sleepers, some improvement towards prevention target**
Performance Challenges	**Increased demand at the point of crisis exacerbated by cost of living crisis, continued increased use of temporary accommodation**

There have been large increases in demand for services in 2022, with individuals often seeking advice at the point of crisis which limits the ability to prevent homelessness and increases demand for temporary accommodation and rehousing. The cost of living crisis is driving up private sector rents, household food and fuel costs and making it harder for people to support others including household members, increasing the risk of homelessness. During summer 2022 there was a trend towards the prevention target, however this has since fall back to a lower level, in turn impacting on the successful prevention outcomes target. Successful relief outcomes remain in a stable but lower than target position having not rebounded to 2019 levels since the pandemic. The number of rough sleepers, whilst being strongly seasonal is falling and is lower than in previous years but remains above target in November. The number of families in temporary accommodation is now higher than single people, the target is zero families in hotels, but it is a struggle to find suitable alternatives. The shortage of affordable permanent housing remains a significant issue to both prevent homelessness and provide suitable move-on accommodation to those owed rehousing duties. There are fewer supported housing units and there is low utilisation of the private rented sector. There are 3,000 bids a week for Social Housing compared with just 70 properties advertised. There are 1,000 people with an urgent priority to move at any one time.

A number of key actions are underway to address these challenges both strategically and operationally:

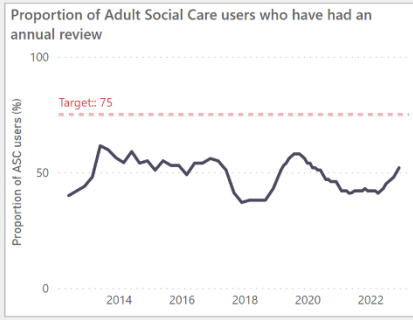
- The Homelessness Prevention Strategy has been developed with partners. It is focused on earlier prevention work and sustainable solutions, and was agreed at Housing Policy Committee in December 2022.
- A Prevention Action Plan and a small team is in place to increase prevention work and recruitment is underway to increase staffing.
- 16 new units of Temporary Accommodation have opened with nine for families and seven for single men
- A Void Improvement Programme to reduce relet times is currently underway
- In the longer term the Stock Increase Programme will increase the number of homes for permanent housing

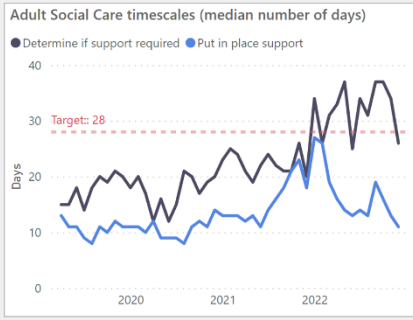


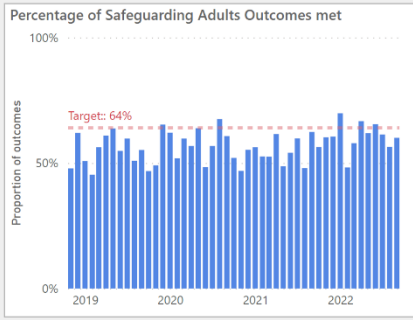
Adult Health and Social Care

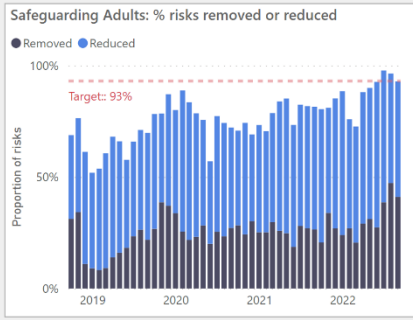
Performance Improvements	Improved safeguarding risks removed and reduced, on track to meet targets on reviews, initial assessments and support plans in place
Performance Challenges	Continuing to improve satisfaction rates of carers and service users

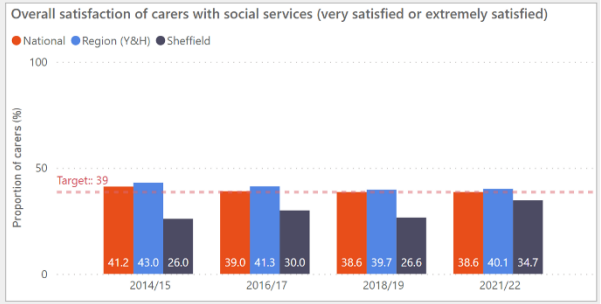
There has been growth in demand for Adult Social Care during 2022, with increases experienced in community referrals (13%), safeguarding (68%), hospital discharge (20%) and for equipment and adaptations. Updates are provided to the Adult Health and Social Care Policy Committee with the Local Account Performance Statement 2021/ 2022 approved in November 2022 and latest updates on 2022/ 2023 performance noted at Committee in December 2022 through the DASS and Council Delivery Plan Update, Financial Recovery Update and Improving Outcomes and Tackling Inequalities Update. Annual reviews are on track to reach the 75% milestone, with 51% delivered at end of year and on track to deliver and maintain the 28-day target in relation to initial assessment and implementation of support plans by June 2023. The proportion of homecare services and care homes rated as "good" or "outstanding" has been steadily increasing, although the measure for homecare services remains below target. Despite an increase in the volume of contacts, high standards of safeguarding have been maintained as indicated by the increase in the proportion of risks removed or reduced. There was an improvement in the levels of satisfaction with social services from carers in 2021/22, but rates remain below the national and regional average, as do those that reflect the views of service users.











Bring 2022, the priority has been to clear backlogs and establish the foundations for long term sustainable performance improvement, aligned to the Adult Social Care Strategy and Delivery Plan through:

- Delivering a new design of adult social care services, recommissioning of all community-based support (Homecare/ Care and Wellbeing, Support for Working Age Adults and for people experiencing Mental Ill Health), a Market Shaping Statement and Sustainability Plan, Care Governance Strategy, a Carers Delivery Plan and Direct Payments Strategy to improve the quality of support and the outcomes and experiences of adults and unpaid carers across the city. These are now being implemented by September 2023.
- Increasing capacity for reviews through practice development, process improvement, increasing the range of workforce who can undertake reviews and through our recommissioning exercises to achieve more capacity and flexibility in the care market.
- Focus on improving attendance at work by promoting wellbeing and reducing long-term sickness absence, facilitated by improved data for senior managers and development of a social care workforce strategy and plan.
- Implementation of the Safeguarding Adults Delivery Plan agreed by the Adult Health and Social Care Policy Committee in September 2022. This aims to strengthen our approach to Safeguarding in collaboration with partners and the Safeguarding Board.

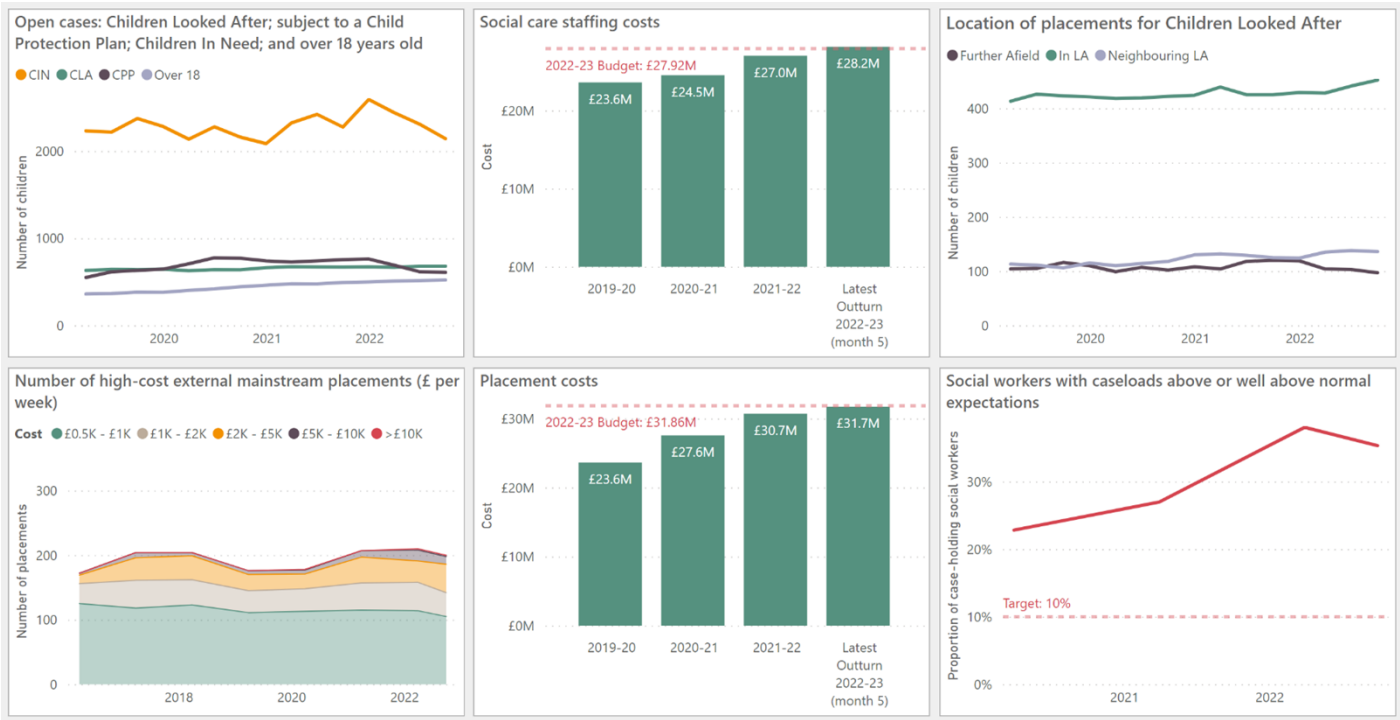
Children's Social Care

Performance Improvements	Reduction in open cases alongside improved quality assurance
Performance Challenges	High cost placement costs and number of children placed outside of the city, social worker caseloads above/well above expectations

Performance monitoring in this area focuses on demand, cost and capacity. The six months to September 2022 saw decreases in the number of Children in Need and those subject to a Child Protection Plan. Over the same period the number of people over 18 years old with an open Children's Social Care case continued to slowly increase as did the number of Children Looked After, although the rate for this remains significantly lower than the national and statistical neighbour averages. The proportion of Children Looked After who are placed outside the city remains at around 35%, however the ambition is that this option should only be used in exceptional circumstances. Placement costs have continued to rise this financial year, with more high-cost placements of over £2,000 per week. These are also impacted by the numbers of children placed outside Sheffield, which tends to be more expensive. Despite these increasing costs, the service forecasts that they will not exceed their allocated placements budget this financial year. There is a small projected overspend on social care staffing costs but capacity is still an issue, as demonstrated by the proportion of social workers with caseloads above or well above normal expectations.

The following is a summary of some of the activity underway to improve key areas of Children's Social Care:

- A new Initial Child Protection Case Conference process has been implemented to provide additional quality assurance.
- The Council have been successful in a DfE match funding bid to build a new children's home in the city, helping to increase capacity and reduce reliance on external placements in the longer term.
- A significant change was made to the locality model for Children's Social Care fieldwork in September 2022 with the previous three localities replaced with a North/South model. This has allowed the allocation cycle to be extended, providing additional time for social workers to assess and support families and is expected to reduce caseloads.



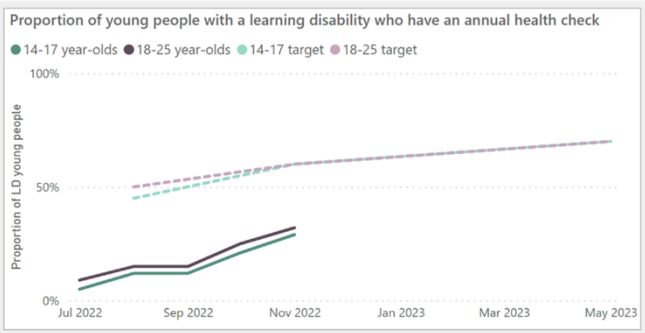
SEND Multi-Agency Transitions

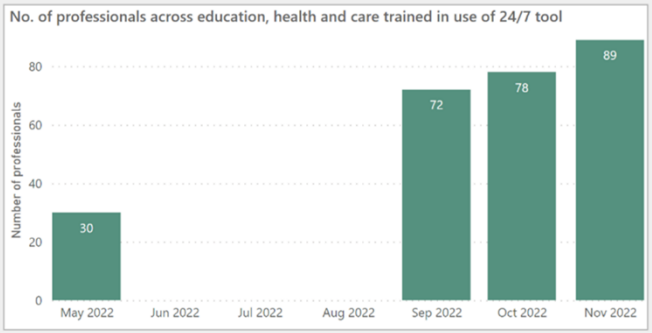
Performance Improvements	Increases in young people having an annual health check
Performance Challenges	Capacity and support to work across education, health and care alongside increase demand for EHCPs, specialist placements and pressures on health and social care services

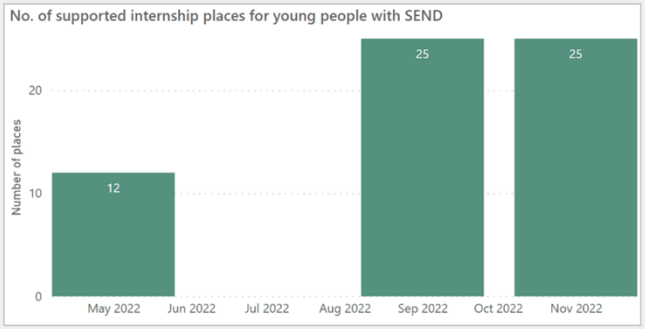
Further development is expected in this area in terms of the measures and targets used to assess performance. The delivery of the Accelerated Progress Plan is ongoing and making progress but the targets in the plan were overly ambitious and are not being met. Delivery has been affected by a difficulty in securing change support, low capacity within services across education, health, and care, and the culture change needed to ensure shared priorities to focus on improving SEND transitions, followed through into service / practice. Additionally, there are pressures in the form of: increasing demand for specialist education placements; an increase in requests for Education, Health and Care Plans and increasing pressure on health and social care services. Progress continues to be made to increase the proportion of young people with a learning disability who have an annual health check, although this remains well below target levels. The number of young people (aged 16-18) with an Education, Health and Care Plan who are Not in Education, Employment or Training (NEET) or whose status is unknown has remained stable since March 2022. Although the number of those with 'unknown' status is currently high this will fall throughout the academic year, providing a more accurate assessment of progress.

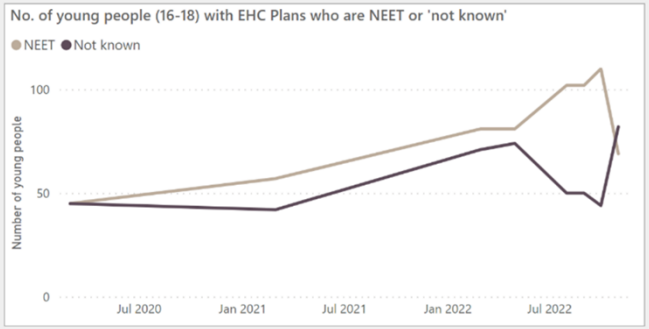
There has been some progress made towards increasing capacity and providing assurance around SEND Multi-Agency Transitions:

- Two new temporary project managers were recruited in October 2022 to help increase the capacity to deliver the Accelerated Progress Plan.
- Monthly monitoring meetings are held with Department for Education and NHS England to discuss progress and performance against targets.









Financial Stability

Performance on Financial Stability is reported through Monthly Monitoring Reports to Finance Sub-Committee and Strategy and Resources Policy Committee (most recently Month 8 budget monitoring), this overview is contemporary to the other urgent performance challenge updates reported here.

The 2022/23 budget uses £14.5m of reserves to balance the position. In addition, it requires the delivery of £52.7m of savings schemes to balance. In practice some of these schemes will prove difficult to implement in whole or part following consultation, and a number are unlikely to deliver a full year of savings during 2022/23. These challenges mean that further reserves will almost certainly be needed to balance the 2022/23 financial position. It is therefore imperative that robust action is required to deliver planned savings and contain financial pressures over the next year. This action includes Strategic Reviews of key areas of Council operations such as early intervention, hardship support and libraries. If this action is not taken successfully, the Council's position will become financially unsound from 2023/24 onwards. Consequently, if overspends emerge, then Executive Directors and Directors will be required to develop and implement plans to mitigate fully any overspend, within 2022/23, in consultation with elected members.

Month 7 performance

The Council is forecasting an £18.7m overspend against the 2022/23 budget as at month 7. This overspend is due to a combination of agreed Budget Implementation Plans ("BIPs") not being fully implemented and ongoing cost / demand pressures that are partially offset by one-off savings. In 2021/22, the Council set aside £70m of reserves to manage the financial risks associated with delivering a balanced budget position. In 21/22, the Council overspent by £19.8m which was drawn from this pool, a further £15m was used to balance the 22/23 budget and current forecast overspend at M7 is set to be £18.7m leaving a remaining risk allocation of £16.5m.

There is an £11.6m overspend in the Adult Health and Social Care Committee which is mostly attributable to the delayed delivery of savings. Almost £16m savings out of a total of £25m will be delivered in 22/23 rising to £24m by end 23/24. The savings in year are partly due to elevated short term demand pressures post Covid, and partly due to national challenges around recruitment and retention. The other significant element of the forecast overspend (£11.6 in M1 and £11.6 in M8) is growth in the Learning Disabilities purchasing budget. Major changes are now in place to address this including a new operating model with dedicated Working Age Adults service (from Spring 23) and new design care services Working Age people (committee decision September 2022).

There is a £6.4m overspend in the Education, Children and Families Committee. Forecast under-delivery of BIPs in the service are the main cause of overspends; plans to reduce staffing and increase income from Health are looking unlikely and the residential children's home strategy looks unlikely to deliver financial benefits. The committee position improved in M7 by £0.1m due to reductions to staffing forecasts in the Children's Disability Team. The forecast now assumes current staffing levels for the rest of the year.

Most of the full year forecast overspend is attributable to shortfalls in BIPs delivery. Balancing the 22/23 budget was only possible with £53m of BIPs, £32m are reported as deliverable in year, however, £10m of these are rated red, indicating considerable risk that these will not be delivered in full which would increase the existing forecast overspend. Of the £20.6m savings that are forecast to be undelivered this year, some can be delivered next financial year. It is estimated that £12m of this year's undelivered savings will still be unachievable in 23/24. Focus must be on delivering BIPs in 22/23 and preventing the budget gap from widening.

RISK ANALYSIS AND IMPLICATIONS OF DECISIONS

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

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

REASONS FOR RECOMMENDATIONS

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

Performance Measures

Reference	Measure	Urgent Performance Challenge	Portfolio	Service	Reporting Frequency	UPC No
SCC 0556	Full year budget variance	Financial stability	Resources	Finance and Commercial Services	Monthly	1
SCC 0490	Average waiting time for customers calling the Contact Centre	Customer Services	Resources	Customer Services	Monthly	2
SCC 0525	Longest waiting time for customers calling the Contact Centre	Customer Services	Resources	Customer Services	Monthly	2
SCC 0512	Proportion of offered calls answered by Contact Centre	Customer Services	Resources	Customer Services	Monthly	2
SCC 0524	Total calls offered to Contact Centre	Customer Services	Resources	Customer Services	Monthly	2
SCC 0529	Number of open and overdue Freedom of Information Requests	Freedom of Information and Subject Access	Resources	Legal and Governance	Monthly	3
SCC 0531	Number of open and overdue Subject Access Requests	Freedom of Information and Subject Access	Resources	Legal and Governance	Monthly	3
SCC 0528	Number of open Freedom of Information Requests	Freedom of Information and Subject Access	Resources	Legal and Governance	Monthly	3
SCC 0530	Number of open Subject Access Requests	Freedom of Information and Subject Access	Resources	Legal and Governance	Monthly	3
SCC 0526	Proportion of Freedom of Information Requests responded to within statutory timescales	Freedom of Information and Subject Access	Resources	Legal and Governance	Monthly	3
SCC 0527	Proportion of Subject Access Requests responded to within statutory timescales	Freedom of Information and Subject Access	Resources	Legal and Governance	Monthly	3
SCC 0502	Amount spent on agency staff	Workforce development	Resources	Human Resources	Monthly	4
SCC 0500	Loss of working time due to sickness	Workforce development	Resources	Human Resources	Monthly	4
SCC 0503	Number of agency staff employed	Workforce development	Resources	Human Resources	Monthly	4
SCC 0504	Proportion of staff who have completed all of the required learning modules	Workforce development	Resources	Human Resources	Monthly	4
SCC 0489	Proportion of the workforce who have had a PDR in the past 12 months	Workforce development	Resources	Human Resources	Monthly	4
SCC 0437	Average tenant satisfaction with overall Repairs and Maintenance Service	Housing repairs	Operational Services	Direct Services	Monthly	5
SCC 0523	Average time taken to bring voids back into fit-to-let condition	Housing repairs	Operational Services	Direct Services	Monthly	5
SCC 0522	Proportion of repairs completed on time: Planned repairs	Housing repairs	Operational Services	Direct Services	Monthly	5
SCC 0521	Proportion of repairs completed on time: Responsive repairs	Housing repairs	Operational Services	Direct Services	Monthly	5
SCC 0520	Repairs and maintenance backlog: Fire stopping	Housing repairs	Operational Services	Direct Services	Monthly	5
SCC 0519	Repairs and maintenance backlog: Gas	Housing repairs	Operational Services	Direct Services	Monthly	5
SCC 0518	Repairs and maintenance backlog: Planned repairs	Housing repairs	Operational Services	Direct Services	Monthly	5
SCC 0517	Repairs and maintenance backlog: Responsive repairs	Housing repairs	Operational Services	Direct Services	Monthly	5

Reference	Measure	Urgent Performance Challenge	Portfolio	Service	Reporting Frequency	UPC No
SCC 0533	Area of carriageway resurfaced	Street and neighbourhood	Operational Services	Street Scene and Regulations	Monthly	6
SCC 0532	Area of footway resurced	Street and neighbourhood	Operational Services	Street Scene and Regulations	Monthly	6
SCC 0534	Proportion of complaints resolved within 3 working days, or 28 days where further investigation is required	Street and neighbourhood	Operational Services	Street Scene and Regulations	Monthly	6
SCC 0535	Proportion of reported fly-tipping on the highway removed within 5 working days	Street and neighbourhood	Operational Services	Street Scene and Regulations	Monthly	6
SCC 0536	Proportion of reported full litter bins emptied within 1 working day	Street and neighbourhood	Operational Services	Street Scene and Regulations	Monthly	6
SCC 0537	Proportion of reported hazardous potholes repaired within 24 hours	Street and neighbourhood	Operational Services	Street Scene and Regulations	Monthly	6
SCC 0563	Road Condition Survey: Proportion of roads where maintenance should be considered	Street and neighbourhood	Operational Services	Street Scene and Regulations	Financial years	6
SCC 0561	Community Support Hotline - number of calls offered	Cost-of-living crisis	Operational Services	Street Scene and Regulations	Monthly	7
SCC 0562	Community Support Hotline - proportion of calls answered	Cost-of-living crisis	Operational Services	Street Scene and Regulations	Monthly	7
SCC 0560	Landlord repossession claims	Cost-of-living crisis	Operational Services	Street Scene and Regulations	Monthly	7
SCC 0559	Mortgage repossession claims	Cost-of-living crisis	Operational Services	Street Scene and Regulations	Monthly	7
SCC 0557	Rent arrears for council tenants	Cost-of-living crisis	Resources	Finance and Commercial Services	Monthly	7
SCC 0558	Universal Credit claimants, by employment status	Cost-of-living crisis	Operational Services	Street Scene and Regulations	Monthly	7
SCC 0430	Number of homelessness presentations	Homelessness	Operational Services	Housing Services	Monthly	8
SCC 0435	Number of households in bed and breakfast accommodation	Homelessness	Operational Services	Housing Services	Monthly	8
SCC 0434	Number of households in temporary accommodation	Homelessness	Operational Services	Housing Services	Monthly	8
SCC 0384	Number of rough sleepers identified at monthly count	Homelessness	Operational Services	Housing Services	Monthly	8
SCC 0539	Proportion of homelessness presentations owed a prevention duty	Homelessness	Operational Services	Housing Services	Monthly	8
SCC 0431	Proportion of homelessness prevention outcomes with a successful outcome	Homelessness	Operational Services	Housing Services	Monthly	8
SCC 0432	Proportion of homelessness relief outcomes with a successful outcome	Homelessness	Operational Services	Housing Services	Monthly	8

Reference	Measure	Urgent Performance Challenge	Portfolio	Service	Reporting Frequency	UPC No
SCC 0538	Total number of homelessness acceptances in the past 12 months	Homelessness	Operational Services	Housing Services	Monthly	8
SCC 0513	% Care Homes rated good or outstanding	Adult Health and Social Care	People	Adult Health and Social Care	Monthly	9
SCC 0514	% Homecare rated good or outstanding	Adult Health and Social Care	People	Adult Health and Social Care	Monthly	9
SCC 0008	% of people who have had an annual Conversation reviewing longer-term Adult Social Care support	Adult Health and Social Care	People	Adult Health and Social Care	Monthly	9
SCC 0542	Loss of working time due to sickness, 12 month rolling average	Adult Health and Social Care	Adult Health and Social Care	People	Monthly	9
SCC 0006	Median number of days to determine whether a person requires ongoing Adult Social Care support	Adult Health and Social Care	People	Adult Health and Social Care	Monthly	9
SCC 0007	Median number of days to put in place ongoing Adult Social Care support once it has been determined that the person needs it	Adult Health and Social Care	People	Adult Health and Social Care	Monthly	9
SCC 0540	Overall satisfaction of carers with social services	Adult Health and Social Care	People	Adult Health and Social Care	Financial years	9
SCC 0541	Overall satisfaction of people who use services with their care and support	Adult Health and Social Care	People	Adult Health and Social Care	Financial years	9
SCC 0515	Percentage of Safeguarding Adults outcomes met	Adult Health and Social Care	People	Adult Health and Social Care	Monthly	9
SCC 0516	Safeguarding Adults Impact on Risk: % risk removed or reduced (S42 enquiries)	Adult Health and Social Care	People	Adult Health and Social Care	Monthly	9
SCC 0462	Total number of Adult Social Care service users	Adult Health and Social Care	People	Adult Health and Social Care	Monthly	9
SCC 0510	Total weekly cost of an Adult Social Care package	Adult Health and Social Care	People	Adult Health and Social Care	Monthly	9
SCC 0548	Children's Social workers with caseloads above or well above normal expectations	Children's Social Care	People	Children and Families	Monthly	10
SCC 0399	Number of Children In Need	Children's Social Care	People	Children and Families	Monthly	10
SCC 0075	Number of Children Looked After	Children's Social Care	People	Children and Families	Monthly	10
SCC 0545	Number of Children Looked After placed within the LA, in a neighbouring LA or further afield	Children's Social Care	People	Children and Families	Monthly	10
SCC 0398	Number of children subject to a Child Protection Plan	Children's Social Care	People	Children and Families	Monthly	10
SCC 0546	Number of high-cost external mainstream placements	Children's Social Care	People	Children and Families	Monthly	10
SCC 0543	Number of young people over the age of 18 with an open case with Children's Social Services	Children's Social Care	People	Children and Families	Monthly	10
SCC 0544	Social care staffing costs: full year outturn	Children's Social Care	People	Children and Families	Monthly	10
SCC 0547	Total cost of Children's Social Care placements: full year outturn	Children's Social Care	People	Children and Families	Monthly	10

Reference	Measure	Urgent Performance Challenge	Portfolio	Service	Reporting Frequency	UPC No
SCC 0564	Number of professionals across education, health and care trained in use of 24/7 tool	SEND multi-agency transitions	People	Education and Skills	Monthly	11
SCC 0552	Number of supported internship places for young People with SEND	SEND multi-agency transitions	People	Education and Skills	Monthly	11
SCC 0555	Number of youong people (16-18) with EHC Plans who are NEET or 'not known'	SEND multi-agency transitions	People	Education and Skills	Monthly	11
SCC 0551	Proportion of reviews audited showing evidence of good practice in preparation for adulthood	SEND multi-agency transitions	People	Education and Skills	Monthly	11
SCC 0550	Proportion of young people with a learning disability who have an annual health check	SEND multi-agency transitions	People	Education and Skills	Monthly	11
SCC 0549	Proportion of young people within Children with Disabilities Service who are supported from Y9 onwards	SEND multi-agency transitions	People	Education and Skills	Monthly	11
SCC 0553	Transition advice pages: number of hits	SEND multi-agency transitions	People	Education and Skills	Monthly	11
SCC 0554	Transition advice pages: proportion of children, young people and families providing positive feedback	SEND multi-agency transitions	People	Education and Skills	Monthly	11

Report to Policy Committee

Author/Lead Officer of Report: Jason Peck – Contract Manager

Tel: 0114 2735621

Report of: *Ajman Ali*

Report to: *Strategy & Resources Committee*

Date of Decision: *(24th January 2023)*

Subject: *Direct Services Procurement Strategy 2022/23*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	X	No	
If YES, what EIA reference number has it been given? *1337*				
Has appropriate consultation taken place?	Yes		No	X
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	X	No	
Does the report contain confidential or exempt information?	Yes		No	X
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 seeks approval to commission service contracts for the following specialist goods and services for Direct Services through 2023-2027:

- Engineering inspection service
- Water supply service
- Vehicle hire service.

Recommendations:

That the Strategy & Resources Committee:

1) Approve the commission of a 4-year service contract with a provider for the delivery of the engineering inspections service, with an estimated value of £480,000, as set out in this report;
2) Approve the commission of a 4-year service contract with a provider for the delivery of water supply service, with an estimated value of £6,343,720, as set out in this report;
3) Approve the commission of call-off contracts from a compliant public sector framework for a period of 4 years from the date of this decision, with a total estimated value of all call-off contracts being £1.4m for the delivery of the self-drive hire of vehicles service, as set out in this report

Background Papers:

None

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: James Lyon
		Legal: *Richard Marik*
		Equalities & Consultation: Louise Nunn
		Climate: Jessica Rick
	Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.	
2	**SLB member who approved submission:**	*Ajman Ali*
3	**Committee Chair consulted:**	*Terry Fox*
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: *Jason Peck*	**Job Title:** *Contract Manager*
	Date: (13/01/2023)	

1. PROPOSAL

1.1 This report details the proposal to procure three Measured Term Contracts for management and use by Direct Services – including the Repairs & Maintenance Service, Facilities Management and Transport Services.

Background

1.2 Direct Services has a reliance on external providers to deliver specialist goods and services that cannot be delivered by in-house staff as well as providing additional resource to help manage fluctuating workloads in some key areas.

1.3 To meet this responsibility, the service must engage a flexible and sustainable supply chain to help support in-house delivery, thereby ensuring compliance with numerous areas of legislation, keeping building users safe, maintaining service delivery and future proofing the estate.

1.4 To assist with this activity, internal Council functions such as Commercial Design Services (CDS) and Commercial Services are engaged to support the procurement of the following contracts, pending Committee approval:

Contract Title	Contract Type	Details	Decision Date for Next Re-Tender	Value
Engineering Inspections	Services	Statutory inspections of equipment such as boilers, lifts, beds/chairs, hoists, stairlifts etc. The agreement covers corporate buildings, schools and housing buildings across the city. Current contract extended until end of March 2023	2022	£480,000
Water Supply	Utilities	Currently no contract in place.	2022	£6,343,720
Self-Drive - Vehicle Hire	Services	Hire of self-drive vehicles to supplement own fleet	2022	£1,400,000

Current Position

<u>Engineering Inspections</u>

1.5 This service covers statutory testing and inspection of equipment such as boilers, lifts, hoists and stairlifts. The Council has a statutory duty under Health and Safety legislation to ensure these items are tested and inspected on a regular basis to ensure their safe working.

1.6 The main legislation directly relevant to the requirement for Engineering Inspections are the Pressure Systems Safety Regulations 2000 and the Lifting Operation and Lifting Equipment Regulations 1998.

1.7 The Lifting Operation and Lifting Equipment Regulations 1998 places a duty on the Council to regularly inspect lifting equipment to ensure it is in a good condition and safe to use. Lifting equipment and any associated accessories used to lift people must be inspected every 6 months for all other lifting equipment the inspection should be completed every 12 months. The inspection must be carried out by a competent person who has appropriate practical and theoretical knowledge and experience of the lifting equipment to enable them to detect defects or weaknesses and to assess their importance in relation to the safety and continued use of the lifting equipment.

1.8 The Pressure Systems Safety Regulations 2000 (PSSR) require pressure systems to be inspected in accordance with a Written Scheme of Examination. The regulations apply to owners and users of pressure systems containing a relevant fluid including steam, gases under pressure and any fluid kept artificially under pressure and which becomes a gas when released to the atmosphere. There is a legal requirement for thorough examination of pressure vessels and receivers that contain steam, compressed air and refrigerants. Any pressure vessel containing compressed gas over 250 bar / litres capacity requires inspection.

1.9 The Council is responsible for over 1000 items of plant that require a statutory inspection.

1.10 The contract for Statutory Inspections is managed by Facilities Management. The Facilities Management team are responsible for ensuring the asset register of equipment requiring inspection is accurate and up-to date, that the appointed contractor undertakes the required inspections in accordance with the specified schedule, that records of inspections are stored and readily available and that any required remedial action is noted and actioned. Facilities management manage the current contract for Statutory Inspections and will be responsible for managing the proposed contract going forward. Inspections are undertaken throughout the corporate and housing estate. Inspections are also undertaken in schools that subscribe to the council's Services to Schools subscription package. Schools are free to arrange their own inspections of this equipment, subscription to the Council's package is voluntary and taken on an annual basis.

1.11 Items of equipment that require inspection include a variety of equipment covered by the legislation including lifts, hoists, fork-lift trucks, hot water storage boilers, heating boilers, pallet racking, pressurisation units, harnesses, shackles and eyebolts.

1.12 The current contract for these works is with Zurich which commenced

in April 2017 and expires on the 31st of March 2023. This existing contract ensures that the statutory inspections continue whilst procurement of the new contract is completed. The spend on this contract is currently around £100k per annum, but this figure will vary as equipment is added and/or removed from the estate and can be expected to rise in line with current and forecast inflationary pressures within the UK.

1.13 The Service will be looking to maintain continuity of the current inspection regime with all equipment continuing to be inspected through the procurement process and mobilisation period of the new contract. The current contract is considered to be operating well and no significant changes to the service delivery are expected from the new contract arrangements. The Council does not have the necessary internal resources or technically competent staff to undertake the schedule of statutory inspections, therefore an external provider will be required to undertake this legally required work. The new provider will be required to:

- Be formally accredited to undertake inspections to fulfil the requirements of the Council
- Hold UKAS (United Kingdom Accreditation Services) to ISO 17020:2012 (or equivalent). This specifies requirements for the competence of bodies performing inspection and for the impartiality and consistency of their inspection activities
- Hold NQA ISO 45001 (Occupational Health and Safety) (or equivalent). International standard for occupational health and safety
- Be a Safety Assessment Federation (SAFed) member (or equivalent). SAFed is the trade association which represents the UK independent engineering inspection and certification industry
- Be a member of a 3rd party Health & Safety competence scheme
- All engineer surveyors carrying out inspections must be suitably qualified.

1.14 It is therefore proposed that the Council commission a 4-year service contract with a provider for the delivery of the engineering inspections service, with an estimated value of £480,000

Water Supply

1.15 In April 2017 the UK government deregulated the commercial (non-domestic) water market in England by opening the market to competition, and therefore allowing businesses to choose their water supplier. Prior to this date the customer could only purchase water from the dedicated regional supplier for their area (based on the location of

the water supply). Since deregulation, SCC have remained with the incumbent supplier, Business Stream (formerly Yorkshire Water Business Services before it was acquired by Business Stream in January 2019) on their default tariff and have not opened the contract for competition. The newly deregulated market offers minimal savings opportunities; however, the Council is required to procure the services by following a competitive process as set out in the Public Contract Regulations (PCR) 2015.

1.16 The water supply contract will cover both the corporate and housing estate and subscribed schools and the current annual spend on water is £1,585,930. Schools are free to pursue their own contract for the supply of water and are not required to subscribe to the Council's contract.

1.17 The council is looking to appoint a single water retailer for the supply of water and wastewater services. The water retailer will deal with all water related services, irrespective of the wholesaler regions (within which the sites reside) and provide direct liaison on our behalf with water wholesalers.

1.18 The Council is looking for a supplier who will provide all aspects of water retail services including account management, customer service and billing. The supplier will need to be committed to working with us to drive down our water consumption, cut waste and reduce our year-on-year costs. This will include identifying any high or unusual water consumption during the contract.

1.19 Water prices have a level of stability with only single figure increases over the past few years (see below)

April 2019 – 4% increase
April 2020 – 4% increase
April 2021 – 3% increase
April 2022 – 3% increase

Housing - £7,187, p/a
Corporate - £661,997 p/a
Schools – £916,746 p/a

Total - £1,585,930 p/a

1.20 It is therefore proposed that the Council commission a contract of up to 4 years and an estimated value of £6,343,720 for the supply of water services.

Vehicle Hire

1.21 In 2014, SCC set up a Vehicle Hire framework for the provision of Self-Drive Hire of Vehicles including buses and coaches. A Self-Drive hire

agreement is where the Council can hire vehicles to be driven by our own staff. The framework agreement, which included 11 suppliers, enabled the Council's Transport department to call off their requirements for the temporary hire of vehicles.

1.22 Transport Services operates and provides an extensive fleet of vehicles and plant to all Council services, some schools, and academies. This means that there is a requirement for the service to hire external vehicles to cover periods of breakdowns. The Council's contract for vehicle hire has expired and there is still a need for the Council's Transport Service to use external vehicle hire to meet their ongoing transport requirements and for service continuity. Vehicles can be hired for a number of reasons including when peaks in demand outstrip our own fleet resources, to cover vehicles taken out of service due to breakdowns and/or maintenance issues or where a particular vehicle is required for a task that vehicles in our own fleet cannot deliver. It does not make economic sense to maintain a vehicle fleet that can service every aspect of the Council needs, all of the time. The cost of purchasing and maintaining a vehicle for what may be only occasional use, would greatly outweigh the hire cost associated with spot hire as and when required.

1.23 The Councils spend on external vehicle hire for April 2020 - September 2021 through various vehicle hire companies was £568,621.74.

1.24 The Council requires access to a wide range of vehicles to help maintain the many and varied services that it provides to the citizens of Sheffield. Maintaining access to a wide variety of vehicles through the proposed contract will ensure that the service has an efficient and compliant route to access vehicles as and when required, at agreed rates. The service will monitor spend and usage of the contract and, where necessary, will make decisions on whether the purchasing of a vehicle to add to the fleet, rather than long term or repeated hire, would make economic sense.

1.25 The Council intends to call-off self-drive vehicle contracts from a compliant public sector framework for a period of 4 years from the date of this decision for the short-term and long-term hire of self-drive vehicles on behalf of the Council's Transport Services department. The contract will be for the supply of a wide range of vehicles including:

- Cars, People Carriers, 4x4s, Minibuses (12, 15 & 17 seater),
- Vans, Tippers, Luton's with & without tail lifts
- Wheelchair Accessible Vehicles (6, 8, 17, 24 & 28 seater, manual & automatic)

1.26 The total combined value of all the call-off contracts during the 4-year period is forecast to be £1,400,000 (350k per annum).

1.27 Transport Services will monitor spend and usage of the proposed contract and will propose decisions on whether the purchasing of vehicles to add to the Council's fleet would make more economic sense than hiring, when this is the case. The Council is also undertaking a program of vehicle replacements which will help reduce the number of breakdowns and consequently reduce the requirement for hire vehicles. The Service will ensure that vehicles are only hired where absolutely necessary and will constantly review the Council's expenditure on hire vehicles to ensure this is minimised, and that our own fleet is added to as and when it makes economic sense to do so.

2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 Strong economy

Local Economic Impact will be assessed as part of the total Social Value offering in line with the Councils award winning Ethical Procurement Policy.

2.2 Better health and wellbeing

Continued statutory inspections of lifting equipment and pressure vessels will help ensure their safe operation and consequently the safety and wellbeing of users of this equipment. The ability to hire self-drive vehicles will ensure that SCC Transport Services will be able to maintain service delivery to service users during peak demand or at times of vehicle breakdowns.

2.3 Thriving neighbourhoods and communities

In delivering good value and quality services, these contracts will contribute towards thriving neighbourhoods and communities.

2.4 Tackling inequalities

The Council's properties are available to all. Ensuring their safe operation means they continue to be so. Transport Services also provide transport to and from school for children with special educational needs.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 No external consultation is required / has taken place as the proposed procurement is for the provision of goods and services for internal Council departments, to support the service in the delivery of its day-to-day services.

3.2 The procurement strategy has been jointly developed in consultation with

relevant stakeholders in Direct Services, Housing, Legal Services and Financial & Commercial Services.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

Overall, there are no significant differential, positive or negative, equality impacts from this proposal. It will also ensure that specialised lifting equipment such as personal hoists in schools are adequately maintained and transport services for children with special educational needs is maintained.

4.2 Financial and Commercial Implications

All the proposed contracts are within existing budgets and will commit the Council to a spending figure of £8,223,720. Forecast spend figures are based on the future projection of spend based on historical spend data. The spend is to be monitored within existing budgets.

4.3 Legal Implications

4.3.1 The Council has a duty under the Pressure Systems Safety Regulations 2000 and the Lifting Operation and Lifting Equipment Regulations 1998 to inspect pressure systems in accordance with a Written Scheme of Examination and regularly inspect lifting equipment to ensure it is in a good condition and safe to use.

4.3.2 The Council has a requirement for water supply to fulfil many of its duties and exercise many of its powers.

4.3.3 The Council has a requirement for replacement vehicles to fulfil many of its duties and exercise many of its powers.

4.3.4 The Council also has a “general power of competence” under the Localism Act 2011, which enables them to do anything that an individual can do as long as the proposed action is not specifically prohibited. A purpose of the Act is to enable local authorities to work in innovative ways to develop services that meet local need.

4.3.5 All of these contracting arrangements are permitted by the Local Government (Contracts) Act 1997 and should ensure the Council can meet their statutory duties and exercise their powers.

4.4 Climate Implications

A Climate Impact Assessment has been completed with the findings

detailed below.

4.4.1 **Engineering Inspections** – The primary impact of this contract will be as a consequence of engineers having to travel around the city to undertake visual inspections of equipment. Tenderers for this contract will be assessed with regards to the measures they have in place (or intended to implement) to minimise the environmental impact of this travel. Consideration of factors such as efficient route planning and the use of electric vehicles or other sustainable transport will be considered in addition to the company's overall policy with regards to managing the environmental impact of their activities.

4.4.2 **Water Supply Contract –** The primary impact of this contract will revolve around the efficient use of water and minimisation of waste. Potential contractors will be assessed with regards to their policies around water conservation and in particular we will be looking for any additionality on this contract with regards to helping the Council manage its own water resources. Such additionality could include assistance and advice on the installation of water meters, ways of reducing usage and waste. In addition to these 'additional' factors the company's overall policy with regards to managing the environmental impact of their activities will be reviewed.

4.4.3 **Commercial Vehicle Hire –** The option of hiring electric vehicles will be explored with potential tenderers for this contract along with a review of their overall policy with regards to managing the environmental impact of their activities. The contract will also ensure all potential hire vehicles comply with current emissions standards.

4.4 Other Implications
(Refer to the decision-making guidance and provide details of all relevant implications, e.g. human resources, property, public health).

None

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 *Do nothing –* this is not an option as the Council has the ongoing requirement and legal responsibility to safely manage equipment within our properties. The option to hire vehicles is required to ensure service delivery by Transport services and central government guidance requires the Council to enter a contract for its water supply.

5.2 *Self-Deliver -* this is not an option; the service has neither the capacity or expertise to deliver these goods and services.

5.3 *Further extend existing contracts –* this is not an option as all available contract extensions have been utilised. As ever, Council must adhere

to the Public Contract Regulations (2015) thus further variations (value and duration) are not deemed easily reconcilable with the provisions set out within PCR.

6. REASONS FOR RECOMMENDATIONS

Preferred option – to commission the procurement of contracts in the manner described in section 1 of this report. This will enable the Council to continue to provide essential services to manage and maintain our properties and vehicle fleet services. The procurement of the contracts will ensure the Council is operating in accordance with the Public Contract Regulations 2015 and achieving best value in its procurement of the services.

This page is intentionally left blank

Report to Policy Committee

Author/Lead Officer of Report: Dorothy Smith

Tel: 07837 413618/0114 2736976

Report of:	*Andrew Jones, Interim Director of Children's Services*
Report to:	*Strategy & Resources Committee*
Date of Decision:	*24 January 2023*
Subject:	*Step up to Social Work Post Graduate degree fast track programme Cohort 8*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	x	No	
If YES, what EIA reference number has it been given? CYP/DS/BK/151122				
Has appropriate consultation taken place?	Yes	x	No	
Has a Climate Impact Assessment (CIA) been undertaken?	Yes		No	x
Does the report contain confidential or exempt information?	Yes		No	x
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:

The Step Up to Social Work programme is a Department for Education (DfE) wholly funded initiative to promote people to change or start their careers in Children and Families social work by funding a 14 month Post graduate degree in social work. Sheffield City Council is the lead authority for the Yorkshire and Humberside Regional Partnership (the Partnership) which consists of 9 local authorities. This programme originally started in 2010 and Sheffield City Council acts as a lead authority for the Partnership and administers the external funding on its behalf. It is proposed that the Council accepts the £1.9m grant funding from the DfE, becomes the accountable body for such funding and enters into a funding agreement with DfE, for the Step Up to Social Work programme. It is also proposed that the Council commission for a further two year period of the Step Up to Social Work programme as set out in this report, in particular that the Council will act as commissioner for the Partnership and that provision will be externally provided, and note that will be by Manchester Metropolitan University (MMU)

Recommendations:

That the Strategy & Resources Committee:

1) Approves the Council becoming the Accountable Body in respect of the grant on behalf of the Yorkshire and Humberside Step up to Social Work Regional Partnership, provided that the funding agreement is not materially different to the DfE's grant funding agreement: terms and conditions, set out on its website
2) Approves the commission for a further two-year period of the Step Up to Social Work programme as set out in this report, in particular that the Council will act as commissioner for the Partnership and that provision will be externally provided, and note that will be by Manchester Metropolitan University (MMU).
3) Delegates authority to the Director of Children's services in consultation with the Director of Finance and Commercial Services and the Director of Legal Services to take any steps where no existing authority exists to achieve the aims and objectives as outlined and detailed within this report.

Background Papers:

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: *Sonya Oates*
		Legal: Richard Marik
		Equalities & Consultation: Bashir khan
		Climate: *not applicable*
	Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.	
2	**SLB member who approved submission:**	*Andrew Jones*
3	**Committee Chair consulted:**	*Cllr Bryan Lodge*
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	

Lead Officer Name: *Dorothy Smith*	**Job Title:** *Senior Manager QAIS and Lead Coordinator for Step up to Social Work Regional Partnership*
Date: 13/01/23	

1. PROPOSAL

1.1 It is proposed that the Council accepts the £1.9m grant funding from the DfE, becomes the accountable body for such funding and enters into a funding agreement with DfE, for the *Step Up to Social Work* programme.

1.2 Approval is sought to be Accountable Body prior to the receipt of the final grant agreement from DfE because it has to be signed by external finance and the Assistant Director of Quality Assurance and Involvement service within 10 days of receipt of the grant agreement.

1.3 It is also proposed that the council approves the commission for a further two-year period (with a value of £508,750) of the Step Up to Social Work programme as set out in this report, in particular that the Council will act as commissioner for the Partnership and that provision will be externally provided, and note that will be by Manchester Metropolitan University (MMU).

Background

1.4 The Yorkshire and Humberside Step up to Social Work Regional Partnership ("Partnership") have successfully bid for 55 students for the Step Up to Social Work Programme and will receive £1.9m of grant funding from the DfE.

1.5 The *Step Up to Social Work* programme provides an accelerated entry route into social work for high-achieving graduates and career changers. *Step Up to Social Work* is delivered through the development of a bespoke work-based 14-month postgraduate diploma programme, led by groups of local authorities working in regional partnerships and contracting with Higher Education Institutes (HEIs). Award of the diploma enables candidates to apply for registration as a qualified social worker.

1.6 The DfE devised the step up to Social Work to encourage people into the social work profession in a bid to address the national shortage of social workers. By providing a bursary and targeting individuals with a degree, it gave candidates the opportunity to re-train in social work for a shorter period, whilst receiving a bursary to do so.

1.7 The step up to social work programme runs every other year and each year the programme runs is called a "cohort". Each partnership can place a "bid" to the DfE for a number of students. The DfE is allocating the grants (detailed below) countrywide. The regional partnership has engaged in this programme since 2010 which was "cohort 2". There have been 6 previous funding agreements for this programme and this will be the seventh. The regional Partnership have successfully bid for 55 students and will receive £1.9m of grant funding from the DfE.

1.8 Sheffield City Council has been the lead authority for the Partnership

since 2010. When each step up to social work programme runs the Partnership can place a bid for a number of students who will undertake their practice placements within one of the Partnership authorities who are referred to as hosts. Within this cohort the regional Partnership have successfully bid for 55 students and will receive £1.9m of grant funding from the DfE.

1.9 The Partnership consists of 9 local authorities: Sheffield City Council, Barnsley MBC, City of Doncaster Council, East Riding of Yorkshire County Council, Hull City Council, North Lincolnshire Council, North East Lincolnshire Council, Rotherham MBC, City of York Council.

1.10 Sheffield City Council is the accountable body in respect of the grant and on behalf of the Partnership.

1.11 Step Up to Social Work is funded via section 14(1) of the Education Act 2002 and section 67(4)(b) of the Care Standards Act 2000. Funding payments will be made on a monthly basis, in arrears, and will be made to the lead local authority within each partnership. The DfE will not issue contracts for this work.

Proposal – grant

1.12 It is therefore proposed that the Council accepts the £1.9m grant funding and enter a grant agreement with DfE and be the Accountable Body for the funding for the Step Up to Social Work Programme.

1.13 The Council is yet to receive the grant agreement with DfE (which is due in January 2023), however it is expected that the terms and conditions of the grant agreement will mirror the DfE's terms and conditions for any discretionary grants that it awards to external organisations for Cohort 7 as set out on Step up to social work - GOV.UK (www.gov.uk)

1.14 The approval to act as Accountable Body is therefore conditional upon such terms and conditions being materially the same as the DfE's terms and conditions for discretionary grants. Should the grant agreement proposed by the DfE be materially different from the DfE's terms and conditions for discretionary grants on its website, further approval to act as Accountable body shall be sought.

Proposal - Higher Education Institution provider

1.15 Manchester Metropolitan University (MMU) were awarded a 2-year service contract to deliver the service and be the Higher Education Institution provider for Cohort 7 by the Partnership in January 2021. MMU deliver a 14 month post graduate diploma in social work degree programme and teach students on a virtual platform with 12 face-to-face teaching days in Sheffield. The Partnership authorities work with MMU and provide practice placements during the programme which validate the degree programme and lead to the student gaining a social work

qualification.

1.16 This contract expires on 31 March 2023 and its provisions (which were approved by ICM on 19th October 2020 (Report: Step up to Social Work Programme Cohort 7)) allow for an extension of 2 years,.

1.17 The Council will exercise its right under the contract to extend the contract by 2 years to allow MMU to continue delivering the service for Cohort 8. The value of this extension is £508,750 (the original contract value being £508,750).

Funding

1.18 *Step Up to Social Work* will run as part of the Programme Grant Agreement between DfE and local authorities, and funding will be distributed monthly. DfE funding will be allocated through the lead local authority of each regional partnership. The funding is paid to the Council as the lead member of the partnership. Each authority within the partnership has an existing agreement on funding in place. Each quarter, the Council pays each of the authority's dependant on the number of students they are hosting.

1.19 The DfE will provide the following funding to cover University fees for cohort 8, which represents the minimum guaranteed funding:

- **£11,667** per trainee
- **£19,833** per trainee as a bursary payment over the 14 month period
- **£1750 per trainee** to cover the supervision and support that hosting authorities provide during the programme.

1.20 This funding will be paid to the Council as the lead in the partnership who will then send the funding to each authority. Each authority in the partnership will send the funding for the bursary and supervision element per student which is paid three months in areas to MMU . The Council will ensure MMU is paid as per the terms and conditions of the contracts with each partner authority.

1.21 In addition to the above, administrative funding is also paid to the Council as follows:

- **£10,000** to each regional partnership for making delivery arrangements with MMU
- **£38,000** to each regional partnership for establishing and administering the regional partnership activity required to support local authorities and MMU to deliver the programme.

1.22 The timeline given by the DfE for the programme is as follows: National advertising February-March, application process live from February 2023

closing March, shortlisting process April, written exercise administered by DfE support contractor in May, assessment centres running for 3 weeks in June/July, academic checks August, Keeping in Touch day October, trainee contract award October, start of programme January 2024, completion of programme March 2025.

2. HOW DOES THIS DECISION CONTRIBUTE ?

2.1 This fast track 14-month programme produces high calibre social work graduates who are able to gain employment into frontline child protection work. Evidence shows that Step up graduates progress through their first year of employment as a social worker at a faster pace than other graduates due to the intensity of the training that they receive on the Step up programme.

2.2 The programme is highly successful on a national level, so much so that the national demand for places frequently supersedes the number that the DfE are able to fund. As a consequence, this year the number of places funded by the DfE has increased nationally to 700.

2.3 This partnership values People with Lived experience engagement and the recruitment admissions process includes interviews with students by foster carers and young people who have been fully trained by officers in Sheffield City Council on behalf of the region. The region is encouraged to support the process by training their own People with Lived Experience to participate in this process and Sheffield City Council use young people from the Children in Care council. People with Lived Experience participation is encouraged throughout the process from the point of student admissions to readiness for practice and again at the employment stage interview process. They enjoy this process as they feel included in the social worker journey and career pathway.

2.4 Foster carers use their interviewing experience in this process for their development portfolios and young people use their interviewing experiences for their own CV's and to develop confidence. Many young people have been assisted in gaining employment and/or travel opportunities as a result of their experience in this process.

2.5 There continues to be supply and demand for frontline children and families social workers. The Step up to Social Work programme encourages those people who are financially unable to leave their jobs to study and qualify in the social work profession. Research shows that candidates with long standing experience of working with vulnerable children, young people and families or similar professions have the emotional resilience that is required by working in frontline child protection.

2.6 Retention is a key factor in social work as the constant turnover in staffing can result in children and families having a high number of

different social workers involved in their lives which is something we wish to lessen. Research undertaken by the DfE shows that the retention rate for Step up to Social Work graduates stands at 84% as opposed to mainstream graduates at 60%.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 The Step up to Social Work programme is a national initiative which has been fully consulted and has been running since its creation in 2010 and this Cohort has gained approval by the Social Work Reform Unit. The DfE website explains the detail of the programme and the entry requirements and selection criteria.
https://www.gov.uk/guidance/step-up-to-social-work-information-for-applicants

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 and highlights that the training programme will increase the supply of high standard social workers across the Yorkshire and Humberside region.

4.2 Financial and Commercial Implications

4.2.1 The University contract will only be valid if DfE funding has been awarded. There have been no material changes to the grant agreement terms and conditions since Cohort 7, subject to decisions.

4.2.2 Key terms and conditions to note:

The programme is wholly funded by the Department for Education. The value of the DFE grant is £2.2 million. It will be paid in equal

instalments in arrears following submission of adequate monitoring information. The grant must be spent by the end of March 2025. Any unspent grant must be repaid to the DFE.

Duplicate funding must not be applied for.

Any variations to the agreed activities must be submitted to the funder in writing for approval.

An exit plan should be maintained for the duration of the grant and this should be reviewed periodically.

A continuity plan should be maintained and implemented in the event that the service choose to continue the programme after grant funding has ended.

The amount of funding offered will be reduced if it is not spent in full by the end of the grant period.

Failure to comply with the terms and conditions of the grant and the DfE General Terms and Conditions will mean that all or part of the grant will have to be repaid.

All public sector procurement is governed by UK National Law. In addition, all procurement in Sheffield City Council must comply with its own Procurement Policy, and internal regulations known as 'Contracts Standing Orders' (CSOs).

Contracts Standing Orders requirements will apply in full to the procurement of services, goods or works utilising grants. All grant monies must be treated in the same way as any other Council monies and any requirement to purchase/acquire services, goods or works must go via a competitive process.

The Project Manager will need to read, understand and comply with all of the grant terms and conditions and the Code of Conduct for Grant Recipients.

4.3 Legal Implications

4.3.1 The Council has a duty to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will—

(a) contribute towards preventing or delaying the development by adults in its area of needs for care and support;

(b) contribute towards preventing or delaying the development by carers

in its area of needs for support;

(c) reduce the needs for care and support of adults in its area;

(d) reduce the needs for support of carers in its area.

4.3.1 The Council also has a duty to take reasonable steps, through the provision of services, to prevent children within its area suffering ill-treatment or neglect.

4.3.2 The receipt and spending of the DfE grant to train social workers will go some way to fulfilling these duties.

4.3.3 The Council must ensure that it complies with the term and conditions of the grant agreement. Key provisions of the grant agreement for Cohort 7 of the programme (which are anticipated to be materially similar to the terms and conditions for Cohort 8) are:

- As the accountable body for the project, the Council shall be responsible for the performance of the obligations under the grant agreement with the department.
- The Council must only use funding for the purposes of the funded activities and not make any material changes to the funded activities without the consent of the DfE.
- The DfE must have agreed to the use of any third-party contractors to deliver any material part of the project.
- The payment of the funding is conditional upon the recipient receiving or committing match funding for the project.
- The Council must ensure that they enter a back-to-back agreement with any sub-contractor mirroring the grant agreement.
- The Council must ensure that when making any grants to third parties, such grants comply with the Subsidy Control Regime.
- If the Council does not comply with terms and conditions of the grant agreement, it may be subject to clawback of the funding.

4.3.4 The Council's agreements with partner local authorities must ensure that it can comply with the funding agreement with the DfE.

4.4 Climate Implications

None

4.4 Other Implications

None

5. ALTERNATIVE OPTIONS CONSIDERED

5.1	Sheffield City Council has been the lead authority for the Step up to Social Work programme since its inception at a pilot stage in 2010. The Regional Partnership is one of the largest in the country and is highly praised by the DfE for its success. The DfE asks Sheffield City Council for expert guidance and seek our advice for new Partnerships and for knowledge of the degree programme.
5.2	Sheffield City Council wishes to continue to act as the lead authority for Step up to Social Work within the Yorkshire and Humberside region as it raises the profile of the authority not only for the workforce across the region but nationally.
5.3	Sheffield City Council continues to be the lead authority for the Trailblazer Teaching Partnership for the South Yorkshire region providing expert advice for new and existing Teaching Partnerships. The South Yorkshire Teaching Partnership allows Sheffield City Council to contribute nationally to the future and raising of standards of social work education which includes Step up to Social Work and the Social Work Apprenticeship degree programme.

6. REASONS FOR RECOMMENDATIONS

6.1	The Step Up to Social Work programme is a national initiative which is wholly funded by the Department for Education by way of a grant. This funding includes a bursary payment for each successful student on the degree programme, funding of the University course, funding for training and supervision of each student whilst they are placed in their host authority across the region and administration of funding by the lead authority.
6.2	The programme has been running since 2010 and has flagship status both regionally and nationally. The Yorkshire and Humberside Regional Partnership is one of the largest of the 22 national partnerships participating in the Step up to Social Work programme. This initiative has produced over 350 high calibre graduates since its initiation and 99% of these graduates have been successful in gaining employment as social workers in authorities across this region. This initiative has proven to be highly successful in resolving recruitment difficulties in social work in children and families and raising standards in social work education. Research undertaken is proven that the retention rates of Step up to Social work graduates is higher than mainstream graduates.

6.3	Sheffield City Council submitted a bid to the DfE on 31st October 2022 for 65 places on behalf of the Yorkshire and Humberside region and notification of success for 55 places has been made by the DfE with a grant agreement due in January 2023. The total amount of funding bid for is £1.9m which is for 55 places across the partnership. Sheffield is the lead authority and acts as the broker for the grant funding with the responsibility of distribution of funding to each authority as directed by the Department of Education and oversees the success of the programme
6.4	The 9 local authorities in the Partnership include: Barnsley MBC, City of Doncaster Council, East Riding of Yorkshire Council, Hull City Council, North Lincolnshire Council, North East Lincolnshire Council, Rotherham MBC, City of York Council and Sheffield. Letters of Commitment from all these authorities were received at the point of submitting the bid and Inter Authority Contracts have been prepared in accordance with the DfE template.
6.5	Sheffield City Council has been the lead authority for the Yorkshire and Humberside Step up to Social Work Regional Partnership since 2010 and this will be the eighth cohort. The Manchester Metropolitan University are the current Higher Education Institution provider and the current contract with them expires at the end of the eighth cohort which will be March 2025.
6.6	The value of the HEI contract will be a maximum of £508k and this forms part of the £1.9m contract.
6.7	The timeline given by the DfE for the programme is as follows: National advertising February-March, application process live from February 2023 closing March, shortlisting process May, assessment centres running for 3 weeks in June/July, academic checks August, Keeping in Touch day October, trainee contract award October, start of programme January 2024, completion of programme March 2025.
6.8	Confirmation of DfE funding has been made with delays due to Ministerial changes and the grant terms and conditions have been outlined in the bidding document. Any underspend by March 2025 will be repaid to the DfE.

This page is intentionally left blank