

Strategy and Resources Policy Committee

Wednesday 15 March 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 Dawn Dale
Councillor Douglas Johnson
Councillor Bryan Lodge
Councillor Shaffaq Mohammed
Councillor Joe Otten
Councillor Martin Smith
Councillor Richard Williams
Councillor Paul Wood

PUBLIC ACCESS TO THE MEETING

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

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

Meetings are chaired by the Leader of the Council.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda. Members of the public have the right to ask questions or submit petitions to Policy Committee meetings and recording is allowed under the direction of the Chair. Please see the Council [website](#) or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Policy Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last on the agenda.

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

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

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

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

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

If you require any further information please email committee@sheffield.gov.uk.

FACILITIES

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms. Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

**STRATEGY AND RESOURCES POLICY COMMITTEE AGENDA
15 MARCH 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 - 30)
To approve the minutes of the meeting of the Committee held on 24 January, 7 February and 21 February, 2023.
 - 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
 - 7. Retirement of Staff** (Pages 31 - 34)
Report of the Acting Director, Legal and Governance
 - 8. Work Programme** (Pages 35 - 68)
Report of the Acting Director of Legal and Governance
- Formal Decisions**
- 9. Response to the Peer Review** (Pages 69 - 108)
Report of the Director of Policy, Performance and Communications
 - 10. Transport Review** (Pages 109 - 134)
Report of the Executive Director, City Futures
 - 11. Purchasing Electricity from Renewable Sources** (Pages 135 - 148)
Report of the Executive Director, Operational Services
 - 12. Capital Approvals - Month 10 2022/23** (Pages 149 - 184)

Report of Director of Finance and Commercial Services

- 13. Conversion Practice Position Statement** (Pages 185 - 214)
Report of Director of Adult Health and Social Care
- 14. King's Coronation and Eurovision Cultural Celebrations** (Pages 215 - 250)
Report of the Executive Director, City Futures
- 15. Local Authority Housing Funding (LAHF)** (Pages 251 - 298)
Report of the Executive Director, Operational Services
- 16. Updates on the Review of Housing Related Support** (Pages 299 - 336)
Report of the Executive Director, Operational Services
- 17. Update on Marketing of the Former Cole Brothers Building** (Pages 337 - 342)
Report of the Chief Executive

NOTE: The next meeting of Strategy and Resources Policy Committee will be held on Wednesday 19 April 2023 at 2.00 pm

*(NOTE: Appendix C to the report at item 14 in the above agenda is not available to the public and press because it contains exempt information described in paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended))

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its Policy Committees, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest** (DPI) relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
 - under which goods or services are to be provided or works are to be executed; and
 - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
 - the landlord is your council or authority; and
 - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
 - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
 - (b) either -
 - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Standards Committee in relation to a request for dispensation.

Further advice can be obtained from David Hollis, Interim Director of Legal and Governance by emailing david.hollis@sheffield.gov.uk.

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Strategy and Resources Policy Committee

Meeting held 24 January 2023

PRESENT: Councillors Terry Fox (Chair), Julie Grocutt (Deputy Chair), Angela Argenzio, Dawn Dale, 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 There were no apologies for absence.

2. EXCLUSION OF THE PRESS AND PUBLIC

2.1 It was noted that (a) the report to item 13 on the agenda is not available to the public or press because the information contained therein is subject to a Government embargo and (b) the appendix to item 15 on the agenda is not available as it contains exempt information. If Members wish to discuss the information in these reports/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 There were no declarations of interest made.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of the previous meetings held on 5, 12 and 19 December 2022 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 Clara Cheung attended the meeting and presented a petition: "We request the council to terminate Sheffield's sister city relationships with Anshan and Chengdu in China. The Chinese Communist Party (CCP) government has been violating human rights and universal values, and do not adhere to international rules of conduct. From the 1989 Tiananmen Square Massacre, the ongoing Uyghur genocide, the demise of Hong Kong's autonomy, the persistent military threat against Taiwan, to its support of Putin's invasion in Ukraine, the CCP completely displays its totalitarianism nature.

The establishment of the sister city agreement was intended to be a diplomatic strategy to promote economic activities and cultural exchange, based on genuine exchanges for mutual benefits. However, the CCP has manipulated this form of diplomacy to spread its hegemonic propaganda. This has triggered a wave of closures of the Confucius Institutes across Europe, America, and recently a debate on education bill in the UK parliament. Besides, nearly half of the Swedish cities

have already terminated their sister city agreement with China over the past 5 years.

With all these evidences of China spreading totalitarianism, we shudder to continue the “sister city” relationship between Sheffield and Anshan & Chengdu in China. This is a matter of safeguarding human rights and aligning with the values of Sheffield as a City of Sanctuary”.

Response: Sheffield has a history of relationships with other cities in countries across the globe and has formal relationships with at least 13 cities spread around the world, some of which have been in existence for over 70 years. We are currently in the process of reviewing our international relationships. Your petition and any comments you make at today’s meeting will be considered as part of this review.

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:-

<u>Name</u>	<u>Post</u>	<u>Years’ Service</u>
<u>Operational Services</u>		
Kevin Woods	Enforcement Officer - Food	46
<u>People</u>		
Michelle Bennett-Pitts	Senior Business Support Officer	43
Julie Bothamley	Monitoring Officer	20
Janice Hall	Planning and Co-ordination Officer	31
Lorraine Warrilow	Senior Teaching Assistant Level 3, Beighton Nursery and Infant School	23
Nick Williams	Information Systems Consultant	21
<u>Resources</u>		

Brendan Lloyd- Human Resources Manager
Hughes

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(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 consideration and discussion. The agenda items for this committee, other committees and their work with and for the Committee. Members input to it was invaluable

7.2 RESOLVED UNANIMOUSLY:

1. That the Committee's work programme including the additions and amendments

2. That Members give consideration to the potential addition to the work programme

3. That the referrals from Council (petition) be noted and the proposed resolution

8. CAPITAL APPROVALS - MONTH 8 2022/23

8.1 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 08 2022/23.

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

(i) approves the proposed additions and variations to the Capital Programme listed in Appendix 1 to the report; and

(ii) approves the acceptance of grants as detailed in appendix 2.

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.

8.4 Alternatives Considered and Rejected

8.4.1 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.

9. CORPORATE PERFORMANCE REPORTING 2022

9.1 The Director of Policy, Performance and Communications presented a report setting 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. Members emphasised the need for Policy Committees to consider performance information and data on a regular basis, as appropriate.

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

1. notes the performance update on Sheffield City Council key performance priorities, as set out in the report;

2. agree to continue to receive regular reports providing an overview of performance against the organisation's key priorities, which should describe performance challenges, interventions taken, and the results of changes made; and

3. requests 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

9.3 Reasons for Decision

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

9.4 Alternatives Considered and Rejected

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

10. DIRECT SERVICES – CONTRACT PROCUREMENTS

10.1 The Director of Direct Services submitted a report seeking 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.

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

1. approves 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. approves 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; and

3. approves 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

10.3 **Reasons for Decision**

10.3.1 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.

10.4 **Alternatives Considered and Rejected**

10.4.1 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.

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

10.4.3 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.

11. **STEP UP TO SOCIAL WORK POST GRADUATE DIPLOMA COHORT 8**

- 11.1 The Interim Director of Children's Services presented a report on the Step Up to Social Work programme. The 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).

- 11.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy 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); and

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.

- 11.3 **Reasons for Decision**

- 11.3.1 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.

- 11.3.2 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.

11.3.3 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

11.4 **Alternatives Considered and Rejected**

11.4.1 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.

11.4.2 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.

11.4.3 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.

12. **CONTAINER PARK COMPLETION AND COSTS**

12.1 The Executive Director Operational Services presented a report providing options for decision on the future use of the Fargate Container Park once it has been relocated from its temporary location, in line with the decision made at Strategy and Resources Committee on 12 December 2022, detailed in section 1.15 of that report.

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

1. that the Executive Director for Operational Services be authorised to implement removal of the containers (option 1) from Fargate to a storage location, and utilise the containers for a different purpose, such as, but not limited to, usage by community groups, or to improve facilities in Sheffield's parks or other outdoor

activity centres;

2 that the future use of the containers be reported back to this Committee for approval, following the consideration of community submissions and having assessed opportunities for outdoor facility improvements;

3. that the large screen is retained for future use by the Council; and

4. that the Director of Legal Services in consultation with the Executive Director for Operational Services be authorised, if necessary, to negotiate and agree all legal documentation to implement recommendation 1 and 3.

RESOLVED: that a review of the container park on Fargate project be carried out by Internal Audit, involving the auditing of the end-to-end process from decision through to delivery and highlight lessons for future learning and the governance implications be considered by the Governance Committee. The need for any further review be considered after internal audit and Governance Committee consideration.

(NOTE: (a) The result of the vote on the above resolution in respect of the review of the container park was FOR - 7 Members; AGAINST - 4 Members; ABSTENTIONS – 0 Members; (b) an amendment was proposed, seconded and discussed by the Committee “That the final review report be subject to independent external oversight”. This proposed amendment was not passed. The result of the vote on the proposed amendment was FOR - 4 Members; AGAINST - 7 Members; ABSTENTIONS – 0 Members).

12.3 **Reasons for Decision**

12.3.1 Storing the containers for a short period while a process is finalised to offer to a community group, or improve outdoor facilities, ensures we can remove the containers in line with the required Future High Street Fund redevelopment timeline.

12.3.2 Interest from several community groups has been indicated. Interest from several council services to reutilise the containers in a different way has also been received. By moving the containers into storage while these expressions of interest are firmed up, it ensures the assets have a long-term use that is beneficial to Sheffield’s communities.

12.3.3 Option one is the least costly of the four options, yet still provides opportunities for improved community facilities from reutilising the containers, rather than the loss of assets through re-sale.

12.3.4 The decision on 12 December 2022 committed to learning from the project to ensure improved delivery in the future. The proposal sets out an option that is appropriate in terms of openness and governance arrangements, while ensuring the containers can be an asset to Sheffield and its residents.

12.4 **Alternatives Considered and Rejected**

12.4.1 Option 2: Move to Homes England development site on Sheaf Street next to Sheffield Station but configure as a single storey building.

In order to mitigate some of the outstanding building costs to complete access to the first floor, namely the fire engineering works and access to the first floor for people who would need to use a lift, the land at the station would allow for a single ground floor design.

Discussions have taken place with Homes England who have indicated they would consider leasing the land to the council for a period of approximately 24 months. Any final commitments have been paused until the outcome of this decision report.

An indicative timeline to ensure adequate feasibility work is completed on the site, prior to any build commencing, and the relevant approvals process that would be required, means that it could be May 2024 before the site was fully operational, impacting on the commercial trading period available. Although this option has been in discussion for several months it has not yet been possible to complete the terms of agreement that would enable the relevant approvals to have taken place to give a longer period of trading.

Although significant costs can be mitigated by providing a single storey building, costs to dismount and reinstall, plus resolve other outstanding remedial issues from the current build, put indicative costs in the region of £315-£375,000. These costs don't include any operating costs for utilities, waste, security etc.

As the indicative timeline is 12 months to develop the new site and with a maximum of 24 months being available, the short period of confirmed operating time would make it highly unlikely that these additional costs could be recouped from a commercial model in the remaining 12 month period following the build.

As any shortfall from the financial model would need to be underwritten by the council, this carries the most significant cost and risk of the options investigated and therefore isn't recommended.

12.4.2 Option 3: Move to a second development site owned by a third party near Sheffield Station.

In early discussions with the third party, they have expressed an interest in developing a container park on a development site.

The site is currently being utilised as storage depot for building works. The site is unavailable while this work is taking place and isn't envisaged to be available until autumn 2023. This means there would be a need to store the containers until the site was available. The site would provide a longer term location of 5 years or more to develop and operate the container park.

However, the containers would need to be stacked in a two story configuration, as they currently are on Fargate. This increases costs to complete outstanding works that haven't been resolved in terms of fire engineering reports, and access to the

first floor for customers who need to use a lift.

A commercial arrangement between the Council and the third party would need to be agreed to understand the true cost and benefit to the council of progressing this site, but initial assumptions indicate that the cost to the council would be less than operating the Homes England site. The expectation is there would be at least £180,000 of new costs to the council. The longer usage period of 5 years or more would improve the opportunities to recover some or all of that cost.

This option provides an opportunity to increase vibrancy, as well as provide a facility to be used by visitors and residents in a high profile and high footfall area of the city, increasing the chances of success. However, the discussions are still at an early stage, and the true cost and benefits can't be known at this point. For that reason this isn't the recommended option.

- 12.4.3 Option 4: Sell the assets. The option to sell the containers would be subject to agreement with the South Yorkshire Mayoral Combined Authority and if this was to be considered further, consultation would take place with SYMCA and relevant approvals sought.

The resale market for the containers is unknown, and highly unlikely to recoup the costs of developing the whole project, particularly as the project hasn't reached completion on the first floor.

Indicative costs to store the containers while negotiations for sale take place are in the region of £55,993. The income for sale is unknown and it is difficult to compare this in the current market as incomplete/single units.

Public grants have been utilised to purchase the containers and utilising the assets for the good of Sheffield's community is a more appropriate way of re-use, rather than sale. For that reason, this option isn't recommended.

13. HOMES UPGRADE GRANT (HUG) 2

- 13.1 The Executive Director Operational Services submitted a report setting out detail of grant funding offer secured by the Council, through the Gov't's Homes Upgrade Grant (HUG) 2 scheme. This funding would be used to deliver energy improvement measures to private sector homes across the city that are off-the-gas-grid, targeting low-income households and thermally poor/ inefficient dwellings (EPC D-G).

This project directly supports Sheffield's strategies and ambitions centred on net zero carbon by 2030, tackling fuel poverty and providing affordable warmth. The associated government funding is time limited. To not access this would be a missed opportunity delivering improvements across the city.

The purpose of this report is therefore to seek approval for the Council becoming the accountable body for HUG 2 grant funding from BEIS and the commissioning of a service provider to deliver the scheme.

During consideration of this item of business, and in order for Members of the Committee to ask questions on Part B of the report, it was:

RESOLVED: That the public and press be excluded from the meeting and the webcast be paused before further discussion takes place on the grounds that, in view of the nature of the business to be transacted, if those persons were present, there would be a disclosure to them of exempt information as described in paragraph 3 of Schedule 12A to the Local Government Act 1972, as amended.

The meeting was re-opened to the public and press, and the webcast was recommenced, prior to the decision being taken by the Committee.

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

1. approves the Council becoming the accountable body in respect of the HUG 2 scheme; and

2. approves the commissioning of a service provider to deliver the HUG 2 scheme

13.3 **Reasons for Decision**

The recommendations as set out in the report will enable the Council to deliver improved energy efficiency, more affordable warmth, and carbon reduction measures to off-gas homes in the private housing sector across the next two years. The HUG 2 project provides an excellent opportunity to retrofit some of the least efficient stock across the city and will contribute towards measurable changes and improvements towards the city's net zero carbon 2030 ambitions.

13.4 **Alternatives Considered and Rejected**

The alternative is not to accept the funding. The city would not benefit from the funding and homes will miss out on important energy improvement measures, contributing to a reduction in carbon emissions and more affordable warmth

14. **FAMILY HUB & START FOR LIFE PROGRAMME**

14.1 **RESOLVED:** That the public and press be excluded from the meeting and the webcast be paused before further discussion takes place on the grounds that, in view of the nature of the business to be transacted, if those persons were present, there would be a disclosure of embargoed information containing confidential information under Section 100A of the Local Government Act 1972 (as amended).

It was agreed that consideration of this item be deferred to the Extraordinary Strategy and Resources Policy Committee to be held in the week beginning 6 February 2023.

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SHEFFIELD CITY COUNCIL

Strategy and Resources Policy Committee

Meeting held 7 February 2023

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

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors Angela Argenzio, Dawn Dale, Shaffaq Mohammed and Paul Wood.

2. EXCLUSION OF THE PRESS AND PUBLIC

2.1 It was noted that the report to item 7 on the agenda (Family Hubs and Start For Life Programme) is not available to the public or press because the information contained therein is subject to a Government embargo. 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 There were no declarations of interest.

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

4.1 There were no petitions or public questions.

5. HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN AND HRA BUDGET 2023-24

5.1 The Executive Director, Operational Services, submitted a report providing the 2023-24 update of the Housing Revenue Account (HRA) Business Plan, including revised priorities and capital improvement plans for 2023-24, and the 2023-24 HRA revenue budget and revenue contribution to capital for the Council housing stock in Sheffield.

5.2 The HRA Business Plan for 2023-24 had been considered at the meeting of the Housing Policy Committee on 2nd February 2023 and that Committee had identified four matters which it had requested be considered by the Strategy and Resources Policy Committee when it makes its recommendations to the full Council in relation to the approval of the Housing Revenue Account. Those four matters were – (1) maintaining the Stock Increase Programme (SIP); (2) looking again at how to invest in order to decrease the repairs bill; (3) looking at the possibility of further investment into retro-fitting; and (4) increasing tenant involvement, exploring the option of tenant-led local housing advisory panels and reporting arrangements with

LACs.

5.3 Members of the Strategy and Resources Policy Committee asked questions of the Director of Housing in relation to the HRA Business Plan and Budget, including in relation to the matters identified by the Housing Policy Committee. The Committee made no decisions in respect of those matters but during the debate it was noted that amendments may be submitted for consideration by Full Council in relation to the HRA Business Plan and Budget which may make proposals concerning those matters.

5.4 **RESOLVED UNANIMOUSLY:** That the Strategy and Resources Policy Committee approves for submission to the meeting of the City Council on 20 February 2023:-

- (1) the HRA Business Plan report for 2023-24, as set out in the Financial Appendix to the report;
- (2) the HRA Revenue Budget 2023-24, as set out in the Financial Appendix to the report;
- (3) rent increases for council dwellings by 7% from April 2023, in line with the Regulator of Social Housing's Rent Standard;
- (4) rent increases for temporary accommodation by 7% for 2023-24;
- (5) garage rent increases for garage plots and garage sites by 7% from April 2023;
- (6) the sheltered housing charge increase by 7% for 2023-24;
- (7) the burglar alarm charge increase by 7% for 2023-24;
- (8) the furnished accommodation charge increase by 7% for 2023-24;
- (9) the Hardship Fund increase by a further £300,000 for 2023/24, to £450,000; and
- (10) no increase to the community heating charge at this time.

5.5 **Reasons for Decision**

5.5.1 This report and its recommendations, set out the scale of the challenge ahead, the limited resources available and the difficult decisions that now need to be taken to deliver a balanced HRA budget for 2023/24. The delivery of a balanced HRA budget is dependent on setting a 7% rent increase for Council tenants as set out in this report. The proposed recommendations:

- optimise the number of good quality affordable council homes in the city
- maximise the financial resources to deliver key outcomes for tenants and the city in the context of a self-financing funding regime

- ensure that tenants' homes continue to be well maintained and to optimise investment in estates; and
- assure the long-term sustainability of council housing in Sheffield.

5.6 Alternatives Considered and Rejected

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

6. FAMILY HUBS AND START FOR LIFE PROGRAMME

- 6.1 **RESOLVED:** That the public and press be excluded from the meeting and the webcast be paused before discussion takes place on this item of business on the grounds that, if the public and press were present during the transaction of such business, there would be a disclosure of embargoed confidential information under Section 100A of the Local Government Act 1972 (as amended).

- 6.2 The Director of Public Health submitted a report providing an overview of the national Department for Education (DfE) Family Hub and Start for Life Programme in Sheffield and sought approval to commence the delivery of the programme. The programme included the delivery and expansion of the Empowering Parenting Communities Programme (EPEC), Perinatal Mental Health Programme (PNMH) including peer support, and the Parent and Infant Relationship Service (PAIRS).

- 6.3 The report sought approval to allocate £1.5m of Department of Education grant funding to enhance and develop the services provided by Sheffield Children's NHS Foundation Trust and the Sheffield Health and Social Care Trust in order to deliver the programme.

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

1. approves the commissioning strategy and grant awards, as set out in this report, which will allow the Council to spend funding in line with terms of the signed Memorandum of Understanding; and
2. delegates authority to the Director of Public Health to make any otherwise reserved commissioning and grant award decisions in relation to the Delivery Plan.

6.5 Reasons for Decision

- 6.5.1 A requirement of the national DfE grant is to ensure adherence to the clinical models to support perinatal mental health and in line with the agreed delivery plan approved by DfE. This requires SCC to contract directly with NHS Trusts at Sheffield place level in order to fulfil these requirements and to meet allocation of the grant spend within appropriate financial year timeframes.

6.6 Alternatives Considered and Rejected

- 6.6.1 No alternative options have been considered. The Memorandum of Understanding is prescriptive about how the funding can be spent. The method of commissioning of these services were specified during the grant application process.

SHEFFIELD CITY COUNCIL

Strategy and Resources Policy Committee

Meeting held 21 February 2023

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

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillor Paul Wood.

2. EXCLUSION OF THE PRESS AND PUBLIC

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

3. DECLARATIONS OF INTEREST OR INABILITY TO VOTE ON THE SETTING OF THE COUNCIL TAX CHARGE

3.1 There were no declarations of interest.

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

4.1 There were no public questions or petitions relating to the issues to be discussed.

5. REVENUE BUDGET AND CAPITAL PROGRAMME 2023-24

5.1 The Interim Director of Finance and Commercial Services submitted reports containing proposals with regard to the Council's Revenue Budget for 2023-24 and the Capital Strategy for 2023-2053.

The purpose of the Revenue Budget report is to:

- approve the City Council's revenue budget for 2023/24, including the position on reserves and balances;
- approve a 2023/24 Council Tax for the City Council; and
- note the levies and precepts made on the City Council by other authorities.

The purpose of the Capital Strategy and Budget Book 2023-2053 is to provide a snapshot of the City Council's capital programme for the period 2023-2028, together with the background and context for our capital investment over this period.

5.2 **RESOLVED UNANIMOUSLY:** That the Strategy and Resources Policy

Committee:-

1. As regards the Revenue Budget , approves for submission to the meeting of the City Council on 1st March 2023, the recommendations in the Revenue Budget report, as set out below:-

(i) To approve a net Revenue Budget for 2023/24 amounting to £500.762m;

(ii) To approve a Band D equivalent Council Tax of £1,840.69 for City Council services, i.e. an increase of 4.99% (2.99% City Council increase and 2% national arrangement for the social care precept);

(iii) To note that the Section 151 Officer has reviewed the robustness of the estimates and the adequacy of the proposed financial reserves, in accordance with Section 25 of the Local Government Act 2003. Further details can be found in **Appendix 4** and within the Section 25 Statutory Statement on Sustainability of Budget and Level of Reserves from paragraph 2;

(iv) To note that, if overspends against the agreed budgets emerge, then Executive Directors and Directors will be required to develop and implement plans to mitigate fully any overspend, within 2023/24, in consultation with elected Members;

(v) To approve the savings as set out in **Appendix 2**;

(vi) To approve the revenue budget allocations for each of the services, as set out in **Appendix 3a**;

(vii) To note that, based on the estimated expenditure level set out in **Appendix 3** to this report, the amounts shown in part B of **Appendix 5** would be calculated by the City Council for the year 2023/24, in accordance with sections 30 to 36 of the Local Government Finance Act 1992;

(viii) To note the information on the precepts issued by the South Yorkshire Police & Crime Commissioner and of South Yorkshire Fire & Rescue Authority, together with the impact of these on the overall amount of Council Tax to be charged in the City Council's area;

(ix) To note the precepts issued by local parish councils which add £660,954 to the calculation of the budget requirement in accordance with Sections 31 to 36 of the Local Government Finance Act 1992;

(x) To approve the Treasury Management and Annual Investment Strategies set out in **Appendix 6** and the recommendations contained therein;

(xi) To approve the Minimum Revenue Provision (MRP) Policy set out in **Appendix 6**; which takes into account the revisions proposed for 2023/24 onwards;

(xii) To agree that authority be delegated to the Interim Director of Finance &

Commercial Services to undertake Treasury Management activity, to create and amend appropriate Treasury Management Practice Statements and to report on the operation of Treasury Management activity on the terms set out in these documents;

(xii) To approve a Pay Policy for 2023/24 as set out in **Appendix 7**; and

(xiv) To (a) agree that the Members allowances scheme introduced in 2022/23 be implemented for 2023/24 and (b) note that the Independent Remuneration Panel will review the Scheme after the committee system has been in operation for 12 months, to make sure the scheme supports the new governance structure and the roles and responsibilities of elected members;

2. As regards the Capital Strategy, approves for submission to the meeting of the City Council on 1st March 2023, the recommendations:-

(a) To approve the contents of the Capital Strategy and the specific projects included in the years 2023/24 to 2027/28; that block allocations are included within the programme for noting at this stage and detailed proposals will be brought back for separate Member approval as part of the monthly monitoring procedures; and

(b) To approve the proposed Capital Programme for the 5 years to 2027/28 as per **Appendix C2** of the Capital Report.

5.3 **Reasons for Decision**

The City Council on 1 March 2023 meets to consider the Revenue Budget for 2023/24 and to determine the Council Tax for that year. The report provides information to enable the Council to set a budget and determine the Council Tax. The proposals set out in this report provide for a balanced budget to be recommended to Full Council.

5.4 **Alternatives Considered and Rejected**

A number of alternative courses of action are considered as part of the Business Planning process undertaken by Officers before options are recommended to individual policy committees. 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.

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Report to Policy Committee

Author/Lead Officer of Report:

Craig Rogerson,
Principal Democratic Services Officer Team
Manager

Tel: 474 3355

Report of: *Acting Director, Legal and Governance*
Report to: *Strategy and Resources Policy Committee*
Date of Decision: *15 March 2023*
Subject: *Staff Retirements*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				

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:

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: <i>N/A</i>
		Legal: <i>N/A</i>
		Equalities & Consultation: <i>N/A</i>
		Climate: <i>N/A</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	EMT member who approved submission:	<i>David Hollis</i>
3	Committee Chair consulted:	<i>Terry Fox</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Mark Bennett</i>	Job Title: <i>Director of HR and Customer Services</i>
	Date: <i>15 March 2023</i>	

1. PROPOSAL

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

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>Operational Services</u>		
Janet Billard	Ward Team Leader	40
<u>People</u>		
Jacqueline Ball	Primary Admissions Officer	40
Linda Bareham	Out of Hours Co-ordinator	35
Linda Holme	Social Worker, Adult Health and Social Care	44
Surinder Kaur	Senior Practitioner (Approved Mental Health Practitioner)	24
<u>Resources</u>		
Gerard Higgins	Procurement and Supply Chain Manager	22

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Report to Strategy & Resources Committee

15 March 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	Driving Forward the Heritage Strategy for Sheffield
Referred from	Council – 20 February 2023
<i>Details</i>	Relevant Minute extract: (q) resolves, therefore, to ask the Strategy and Resources Policy Committee to add the Heritage Strategy for Sheffield to its work programme and request that, within the next 3 months, the Committee calls upon the Sheffield Heritage Partnership Board to report on progress and co-develop a programme of actions which will drive forward the implementation of the Heritage Strategy for Sheffield; (r) believes that the recently listed John Lewis building is another critically important Heritage asset, believes that it is

	<p>incredibly important to ensure that the right decision is taken on its future and to avoid poor project outcomes such as those seen in the Fargate Container project, and requests that the Strategy and Resources Policy Committee considers whether public consultation on any proposal would be beneficial to achieve this;</p> <p>(w) requests that whichever committee is responsible for heritage considers establishing a cross-party task and finish working group to work with Sheffield Heritage Partnership Board, and make recommendations to the relevant Policy Committees or to this Council on the implementation of the grassroots Joined Up Heritage Sheffield Heritage Strategy;</p> <p>(x) recommends that if a task and finish working group is established, that its programme of work includes looking at the possibilities for:- (i) providing financial and organisational support for the work of the Sheffield Heritage Open Days volunteers who, with over 130 free walks, talks, tours and exhibitions across the Sheffield region between 9 – 18 September 2022, have made the festival one of the biggest and best in the country; and (ii) employing additional SCC conservation staff, community heritage officers and planning enforcement officers to support the implementation of the heritage strategy;</p>
Commentary/ Action Proposed	Agree that the motion be noted and officers be requested to prepare a response for consideration by this Committee.

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
NOTE: Additional S&R Meeting 19/4/23	19/4/23	Following discussions with the Chair, it is proposed that an additional S&R meeting be held on 19 April 2023. This is to allow the timely consideration of capital approvals that require a decision and to help manage the high volume of items pencilled in for the meeting on 15 March. (This meeting falls in the PERP period and the agenda will be managed accordingly).
NEW: Conversion Practice – Position Statement	S&R 15/3/23	The Sheffield Adult Safeguarding Partnership Board is seeking endorsement on its proposal to produce a position statement on Conversion Practice and to note its direction of travel. We are asking our Council members and wider organisations to endorse the position statement which condemns this harmful and unethical practice.
NEW: Updates on the Review of Housing Related Support	S&R 15/3/23	To update on the findings of the Housing Related Support Review project and to describes proposals for the redesign of the provision to better align with strategic priorities delivering better outcomes for customers. Outlining the principle and components for the future operating and delivery model that will focus on the positive outcomes, providing Housing support and services that allow individuals to have the support, skills and tools to live independently within their own tenancies
NEW: Local Authority Housing Funding	S&R 15/3/23	To approve accessing the Local Authority Housing Fund.
NEW: King’s Coronation and Eurovision Cultural celebrations	S&R 15/3/23	To mark two diverse events in UK history, which bookend one week in May 2023, in an inclusive way.
NEW: City Goals	S&R 19/4/23	To update on the development of Sheffield City Goals, and set out the proposed activity for the project over the next 3-4 months.
NEW: Annual Equality Report including the Workforce report	S&R 19/4/23	Our Annual Equality Report gives an overview of how we are meeting our Public Sector Equality Duty. This summarises our actions and progress on improving equality, in the way we serve the people of Sheffield and how we behave as an employer. The report includes more detailed information about some of our areas of work and highlights areas of persistent inequality.

NEW: Equality Awareness Days Report	S&R 19/4/23	To identify the awareness days SCC will commit to 2023-2024. The paper will propose a strategic plan for awareness days and will look for agreement.
NEW: Sheffield's Mental Health and Emotional Wellbeing Strategy	S&R 19/4/23	This strategy seeks to provide strategic direction and focus for all city partners seeking to improve and support Sheffield people's mental health and emotional wellbeing
NEW: All Age Autism Strategy	S&R 19/4/23	To meet the requirements of the Adult Social Care strategy delivery plan with the overarching aim of improving the quality of life and health outcomes for autistic people in Sheffield.
NEW: Progress with Transitions Improvement Plan	S&R 19/4/23	Awaiting details
NEW: Director of Public Health Report 2023	S&R May/June 2023	To agree the recommendations of the DPH report 2023
NEW: Commission of Revenues, Benefits and Finance Systems	Finance Sub 22/3/23	A commissioning decision is required in advance of the expiry of our contracts for Capita One (Revs and Bens), Pay360 and Integra.
NEW: Centre for Childhealth Technology	Finance Sub June 2023	Moved from March Meeting
NEW: Local Authority Domestic Abuse Duty: 2023 to 2024 and 2024 to 2025 funding allocation for Sheffield	Finance Sub 22/3/23	Sheffield City Council has been awarded £1,356,134 for 23/24 and £1,381,721 for 24/25 by the Department of Levelling Up Housing and Communities in order to provide support for people living in safe accommodation because of domestic abuse. This is the third and fourth year of new burdens funding relating to Part 4 of the Domestic Abuse Act 2021.
NEW: Sheffield Museums Support	Finance Sub 22/3/23	To approve the funding proposals for Sheffield Museums.
NEW: Acceptance of City Region Sustainable Transport Settlement Revenue Grant	Finance Sub 22/3/23	Approval to accept a revenue grant offer from SYMCA as part of the CRSTS Fund to enable the progression to the next stages of delivery of the CRSTS programme, which, if appropriate, will then be approved through the Council's capital approval process.
NEW: South Yorkshire Mayoral Combined Authority Grant Funding Agreements	Finance Sub 22/3/23	Awaiting details
Amended Items	Proposed Date	Note

MOVED: Essential Compliance and Maintenance Asset Management Plan	Finance Sub 22/3/23	Moved from February Meeting
MOVED: Rural Estates Management Plan	Finance Sub 22/3/23	Moved from February Meeting
MOVED: Sale of Land at Junction Road Woodhouse	Finance Sub June 2023	Moved From March Meeting
MOVED: Fargate and High Street, Future High Streets Fund – Front Door Scheme Update	Finance Sub June 2023	To update on progress with delivery of the Front Door Scheme intervention funded by Future High Streets Fund (FHSF) and seek approval to grant awards to landowners to deliver access and refurbishment works.
MOVED: Heart of the City Update	Finance Sub June 2023	Moved From March Meeting
MOVED: Parkwood Springs	Finance Sub June 2023	Moved From March Meeting

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

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

Topic	
Description	
Lead Officer/s	
Item suggested by	<i>Officer, Member, Committee, partners, public question, petition etc</i>
Type of item	<i>Referral to decision-maker/Pre-decision (policy development/Post-decision (service performance/ monitoring)</i>
Prior member engagement/ development required <i>(with reference to options in Appendix 2)</i>	

Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 3)</i>	
Lead Officer Commentary/Proposed Action(s)	

Part 3: Agenda Items for Forthcoming Meetings

Meeting 7	Wednesday 15 March	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer
Capital Approvals Month 10		Tony Kirkham / Damian Watkinson	Decision			This Committee
Strategic Transport 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	Tom Finnegan-Smith	Decision			This Committee/Proposal to TRC Policy Committee

	review by the TRC Policy Committee on how the implementation of these schemes may be improved in the future					
Response to the Peer Review		James Henderson	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
NEW: Conversion Practice – Position Statement	The Sheffield Adult Safeguarding Partnership Board is seeking endorsement on its proposal to produce a position statement on Conversion Practice and to note its direction of travel. We are asking our Council members and wider organisations to endorse the position statement which condemns this harmful and unethical practice.	Janet Kerr/Jeanette Munday	Decision/Position Statement	AHSC Members briefed 23.11.22 and 30.11.22	The Council has engaged and consulted on this proposal with: The Safeguarding Adults Partnership Equalities and Human Rights UK Limited Children’s Services The Diocese of Sheffield LGBTQ+ members of the community and a survivor of Conversion Therapy. The work thus far has been well received and supported; it continues to attempt	This Committee

					to further engage other multi-faith groups in Sheffield and individuals or organisations who may wish to support this development. Benchmarking and research has also been undertaken as part of this development to promote learning and ongoing development.	
NEW: Updates on the Review of Housing Related Support	To update on the findings of the Housing Related Support Review project and to describes proposals for the redesign of the provision to better align with strategic priorities delivering better outcomes for customers. Outlining the principle and components for the future operating and delivery model that will focus on the positive outcomes, providing Housing support and services that allow individuals to have the	Suzanne Allen/ Sam Martin	Endorsement	Cabinet Members from Housing and Social Care were part of the Housing Related Support Project Board Engagement with Councillor Douglas Johnson on 22nd November 2022 (Housing Related Support was discussed as part of the task & finish group) Further engagement / briefing with	The Housing Related Support Project Team undertook a consultation process with various stakeholders in June-August 2021. The proposal of the new delivery model of housing related support will require a further consultation process with providers, especially those directly affected by the new approach. This consultation	This Committee

	support, skills and tools to live independently within their own tenancies			Members is planned to be held on 21st Feb 2023	process is planned to take place on 24th February 2023. The feedback from that consultation will be incorporated in the final version of the committee report.	
NEW: Local Authority Housing Funding	To approve receipt and spend of Local Authority Housing Fund (LAHF) grant and approve capital spend to acquire a minimum of 30 homes using LAHF funding.	Janet Sharpe/ Jonathon South	Decision	The Director of Housing has briefed lead members and senior officers on the LAHF. A validation form was submitted to DHLUC with an outline proposal to use the fund. Acceptance of this proposal has now been received from DHLUC along with a Memorandum of Understanding (MoU). The Authority is not committed until the MoU is returned signed and thus committee is asked to approve entering into an agreement with DHLUC to use the	None	This Committee

				£2.8m LAHF funding offered.		
NEW: King's Coronation and Eurovision Cultural celebrations	To deliver a 'Lord Mayor's Coronation Party' to celebrate the Coronation of King Charles III in the Peace Gardens and provide small grant funding via Local Area Committees to support community activity and then to deliver a cultural festival which celebrates and supports the city's Ukrainian community and concludes with a celebration of the Eurovision Song Contest and the associated communities in Sheffield.	Gary Clifton/Wendy Ulyett	Decision	Initial discussions and proposals have taken place with Leader and cross party elected members; Chair, Vice Chair & Group spokespersons of S&R committee have been briefed; senior officer informal briefings have been held	Formal and informal discussions continue to take place with Ukraine community	This Committee
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> 					

	19 April 2023	Time				
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Topic	Description	Lead Officer/s	Type of item <i>Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring)</i>	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision- maker (& date) This Cttee Another Cttee (eg S&R) Full Council Officer
Capital Approvals Month 11		Tony Kirkham / Damian Watkinson	Decision			This Committee
Budget Monitoring Month ?		Tony Kirkham / Jane Wilby	Decision			This Committee
NEW: Annual Equality Report including the Workforce report	Our Annual Equality Report gives an overview of how we are meeting our Public Sector Equality Duty. This summarises our actions and progress on improving equality, in the way we serve the people of Sheffield and how we behave as an employer. The report includes more detailed information about some of our areas of work and highlights areas of persistent inequality.	Adele Robinson/ Bev Law	Decision	None currently	None	This Committee

NEW: Equality Awareness Days Report	To identify the awareness days SCC will commit to 2023-2024. The paper will propose a strategic plan for awareness days and will look for agreement.	Adele Robinson/ Homaira Ibrahim	Decision	Paper will have previously been to SEIB and discussed with members as part of the Board.	None	This Committee
NEW: Sheffield's Mental Health and Emotional Wellbeing Strategy	This strategy seeks to provide strategic direction and focus for all city partners seeking to improve and support Sheffield people's mental health and emotional wellbeing	Alexis Chappell/Louis a King	Decision	Members have been engaged with this strategy up to this point already, but it has been agreed to hold a joint briefing session with members from both the Adults' and Children's committees prior to this item going to the Adults' committee. The report is also to be submitted to the ECF Policy Committee.	A range of public engagement events and consultation were carried out prior to the development of this strategy	This Committee
NEW: All Age Autism Strategy	The Autism Strategy summarises the responsibilities of the Council under the Autism Act (2009) and the activities the Council plans to carry out to ensure	Alexis Chappell/ Nicola Rust	Decision	Joint Committee member briefing – AHSC and EDU, C&F – 22nd Feb	The Autism Strategy has been developed by engaging with the Autism Partnership Board, Sheffield Voices,	

	these responsibilities are met.				and SAPAN over the past 6 -12 months. The Council has engaged with a range of people with lived experience, family carers and those working with autistic people to identify the key issues and concerns. We have also worked with ICB colleagues to share information and feedback from autistic people about their health care experiences and considered an engagement exercise completed by Disability Sheffield in summer 2022. A workshop was held on November 2022 where participants	
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					discussed local strategic aims that reflected the 6 themes in the national strategy. The local priorities and our actions for the next 3 years have been included in the proposed strategy and endorsed by the Autism Partnership Board. The intention is that we will continue to engage with the Board and sub-groups, measuring progress against the 6 themes and agreed priorities.	
NEW: City Goals	Strategy and Resources will be asked to note the progress of the project delivery so far, note the plans for the engagement part of the process in the coming months and endorse the approach to developing the City Goals	Laura White/Catherine Pritchard	Decision	All Committee Chairs and Party Leaders have been offered a briefing. An item on City Goals was included in the Members Newsletter. An update is going to	As part of the project public engagement will be occurring over the next few months in locations throughout the city. The work is being carried out in	This Committee

	during the next phase of the project.			the Economic Development and Skills Committee in February at the request of the Chair.	conjunction with partners including the VCF and will continue to develop including engagement with members and representatives of partners too.	
NEW: Endorse Progress with Transitions Improvement Plan	Awaiting details	Jo Horobin				
Standing items	<i>Public Questions/ Petitions Staff Retirements Work Programme [any other committee-specific standing items eg finance or service monitoring]</i>					

Meeting 1 (23/24)	TBC May/June 2023	Time				
Topic	Description	Lead Officer/s	Type of item • Decision	(re: decisions)	(re: decisions)	Final decision-maker (& date)

			<ul style="list-style-type: none"> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/monitoring)</i> 	Prior member engagement/development required <i>(with reference to options in Appendix 1)</i>	Public Participation/Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	<ul style="list-style-type: none"> • 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
NEW: Director of Public Health Report 2023	To agree the recommendations of the DPH report 2023	Greg Fell/ Chris Gibbons	Decision	Members to be briefed separately with advance copies of the report prior to publication.		This Committee
MOVED: Local Plan ahead of submission to Government		Michael Johnson/Simon Vincent	Decision	Member Working Group/Sub Committee & full committee briefings	<i>This stage will be post public consultation.</i>	Full Council
Civic Honours	To bring forward a further paper for decision.	James Henderson/ Jason Dietsch	Decision			This Committee
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> 					

	<ul style="list-style-type: none"> [any other committee-specific standing items eg finance or service monitoring] 					
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Meeting 2 (23/24)	TBC August/September 2023	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) 	(re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	(re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer
Budget Monitoring Month		Tony Kirkham / Jane Wilby	Decision			This Committee
Capital Approvals Month		Tony Kirkham / Damian Watkinson	Decision			This Committee
Standing items	<ul style="list-style-type: none"> Public Questions/ Petitions Staff Retirements Work Programme [any other committee-specific standing items eg finance] 					

	or service monitoring]					
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Finance Sub-Committee

Meeting 7	Tuesday 22 March	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) 	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer
Budget Monitoring Month 10	Latest Revenue and Capital Monitoring	Tony Kirkham/ Jane Wilby	Decision			This Committee
MOVED: 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	Tom Smith	Decision			This Committee

	issues are resolved in a timely manner and funds are allocated in accordance with the prescribed framework.					
NEW: Centre for Childhealth Technology	Agreement for the development of the Centre for Childhealth Technology	Alan Seasman/ Neil Jones	Decision	Written Briefing	TBC	This Committee
NEW: South Yorkshire Mayoral Combined Authority Grant Funding Agreements	Awaiting details	Neil Jones	Decision	TBC	TBC	This Committee
NEW: Local Authority Domestic Abuse Duty: 2023 to 2024 and 2024 to 2025 funding allocation for Sheffield	Sheffield City Council has been awarded £1,356,134 for 23/24 and £1,381,721 for 24/25 by the Department of Levelling Up Housing and Communities in order to provide support for people living in safe accommodation because of domestic abuse. This is the third and fourth year of new	Greg Fell/Sam Martin	Decision	Briefing to chairs of finance sub committee (decision maker), briefing to chairs of Adult Health and Social Care Committee (for information)	Spending plans will be discussed at the Domestic and Sexual Abuse Strategic Board (statutory local partnership board for DA safe accommodation) which has representation from key providers. Consultation has already been conducted in 2021/22 members of	This Committee

	burdens funding relating to Part 4 of the Domestic Abuse Act 2021.				the Domestic and Sexual Abuse Provider Consultation Group. Updated plans will be shared with this group again and the Violence Against Women and Girls Forum in March.	
MOVED: Rural Estate Management Plan	Agreement of Estate Management Plan for Council's rural land holdings	Tammy Whitaker	Decision	All Committee Briefing	TBC	This Committee
NEW: Commission of Revenues, Benefits and Finance Systems	A commissioning decision is required in advance of the expiry of our contracts for Capita One (Revs and Bens), Pay360 and Integra.	Tim Hardie/Jon West	Decision	tbc	n/a	This Committee
NEW: Sheffield Museums Support	Assessment of SCC support required alongside current Arts Council England funding.	Diana Buckley / Rebecca Maddox	Decision	Approach has been discussed on several occasions and subsequently approved by the Chairs of the Economic Development and Skills Committee.	n/a	This Committee

				Also being discussed at a Leader's Board.		
NEW: Supporting People through the cost of living via Citizens Advice Sheffield	Additional one-off monies to support Citizens Advice Sheffield to support people leading to more money in people's pockets	Emma Dickinson	Decision	Consultation with Leader and Chair of Finance Sub-Committee	None	This Committee
NEW: Acceptance of City Region Sustainable Transport Settlement Revenue Grant	Approval to accept a revenue grant offer from SYMCA as part of the CRSTS Fund to enable the progression to the next stages of delivery of the CRSTS programme, which, if appropriate, will then be approved through the Council's capital approval process.	David Whitley / Matthew Reynolds	Decision	Briefings with Leader at development stage. Engagement on the CRSTS programme with ward members and LACs including walkthroughs, workshops and business case updates. Transport, Regeneration and Climate Change Committee approved programme report on 8th February 2023.	Consultation routes likely to include issue-focussed workshops with stakeholders, use of online engagement channels and co-design events on specific challenges.	This Committee

Meeting 1 (23/24)	TBC June 2023	Time				
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Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Budget Monitoring Month		Tony Kirkham / Jane Wilby	Decision			This Committee
Capital Approvals Month		Tony Kirkham / Damian Watkinson	Decision			This Committee
MOVED: Sale of Land at Junction Road Woodhouse	Following the publication of an open space notice, two written responses were received from local residents. These are to be treated as objections to the sale of an open space. Given this they are now to be considered by Finance Sub Committee.	Tammy Whitaker/ James Dibaj	NEW: Sale of Land at Junction Road Woodhouse	Approved by ICM on 12/11/2021 see: click here	The proposed sale of land (which constitutes open space) was published in the Sheffield Telegraph on 3rd February 2022 (week one) and 10th February 2022 (week two) and the Councils website: click here and generated the attached objections.	This Committee

MOVED: Heart of the City Update	Update on the progress and financing of the Heart of the City Programme	Tammy Whitaker	Decision			This Committee
MOVED: Fargate and High Street, Future High Streets Fund – Front Door Scheme Update	To update on progress with delivery of the Front Door Scheme intervention funded by Future High Streets Fund (FHSF) and seek approval to grant awards to landowners to deliver access and refurbishment works.	Richard Eyre/Matt Hayman	Decision	Briefing on this proposal given to Members of the Finance Sub Committee (Chair, Deputy Chair and Group Spokesperson) on 26th September 2022.	Extensive public and stakeholder consultation was undertaken throughout 2019 and 2020 to inform the strategic case and final business case approved by Government. Officers have and will continue to meet with retailers, businesses, landowners and wider stakeholders to keep them updated and receive feedback to inform any review of the interventions.	This Committee
MOVED: Parkwood Springs	Decision on redevelopment of the former ski village	Tammy Whitaker/ Alan Seaman	Decision	Written briefing	TBC	This Committee
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> 					

	<ul style="list-style-type: none"> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> 					
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Items which the committee have agreed to add to an agenda, but for which no date is yet set.						
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
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'	Response to Council Resolution of 14/12/22	James Henderson/ Adele Robinson	Referral from Council			

Definition of Islamophobia						
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			
Driving Forward the Heritage Strategy for Sheffield	Response to Council Resolution of 20/2/23 to be submitted within 3 months.		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 investment in locality property	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		
Community Buildings and concessionary lettings	Policy for Community Buildings operated by SCC and let to third party groups including sessional lettings	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		
UDV Phase 1, Loxley, "adoption" of Flood Defences (Early 2023)	On completion of Loxley scheme we will inherit a number of flood walls in the public highway, these will need to be	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and

	integrated into Amey's contracts					Climate Committee
Blackburn Brook, Ecclesfield/Whitley Brook Flood improvements works OBC (Spring 2023)	On SYMCA Priority Flood Programme. OBC for works around flood risk areas in Ecclesfield Park. Collaboration with Parks over improvements to park, potential habitat and amenity benefits. Highway works to culverts. Partnership funding: Flood Risk Grant, SCC, Environment, Highway benefits, Strategic Mandate likely to be required	Tom Finnegan-Smith / James Mead	Pre-decision	Facilitated policy development workshop	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee which Committee gets briefed/involved in the policy development?
Sheaf & Porter Flood Defence Project OBC (Summer 2023)	On SYMCA Priority Flood Programme. Potentially contentious options of parkland flood storage including Endcliffe park and Beauchief Golf Course, consultation in advance of OBC will	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

	be required. To be scoped Summer 2022, likely to need to brief committee late 2022?					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	<ul style="list-style-type: none"> <i>Pre-decision (policy development)</i> 			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
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, Regeneratio n and Climate Committee
Carbrook, Capital maintenance, Business	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

cases (SCC & Env Agency)						in Transport, Regeneration and Climate Committee
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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.

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Report to Policy Committee

Author/Lead Officer of Report: James Henderson, Director of Policy, Performance and Communications

Tel: 0114 2053126

Report of: *Chief Executive*

Report to: *Strategy and Resources Committee*

Date of Decision: *15 March 2023*

Subject: *Local Government Association Corporate Peer Challenge report and SCC response*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Purpose of Report:

The recent LGA Corporate Peer Challenge of Sheffield City Council was undertaken by a team of officer and Member peers from other authorities and was based on discussions with over 170 people (Elected Members, staff, representatives of partner organisations and other stakeholders), and involved over 50 meetings over the four days the team were on-site. The peer team's report focuses on the corporate governance and leadership of the organisation and highlights a number of areas of strength, as well as some areas for improvement.

This report asks Strategy and Resources Committee to consider the findings of the peer challenge and to note and accept the recommendations made. The report also sets out a suggested SCC response to the recommendations and an action plan, which the committee is asked to consider and agree to.

Recommendations:

Members of the Strategy and Resources Committee are recommended to:

- a. Note and welcome the Corporate Peer Challenge report and its recommendations
- b. Thank the Corporate Peer Challenge team for their work in undertaking the review and producing the report
- c. Agree the council's response and accompanying action plan and to delegate authority to the Chief Executive, in consultation with the chair of the Strategy and Resources Committee, to take the steps required for its implementation.
- d. Note that the peer team will undertake a follow-up visit to Sheffield approximately 6 months after the initial review to provide a stocktake on initial work towards the recommendations
- e. To request an update to the Strategy and Resources Committee on progress towards the action plan within 12 months.

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: <i>Tony Kirkham</i>
		Legal: <i>Sarah Bennett</i>
		Equalities & Consultation: <i>Adele Robinson</i>
		Climate: <i>Jessica Rick</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Chief Executive</i>
3	Committee Chair consulted:	<i>Cllr Terry Fox</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>James Henderson</i>	Job Title: <i>Director of Policy, Performance and Communications</i>
	Date: 6 March 2023	

Sheffield City Council response to the LGA Corporate Peer Challenge report

1. Sheffield City Council invited the Local Government Association (LGA) to undertake a Corporate Peer Challenge (CPC) of the authority in November 2022. Peer Challenge is a process by which a team of Members and officers from other local authorities, supported and facilitated by the LGA, spend time in a council gathering evidence and providing an independent view of the strengths and areas for development.
2. CPCs are an important part of the local government sector-led approach to improvement and support councils to learn and improve. Challenges are not inspections, and do not result in scored assessments, but councils are expected to reflect on the recommendations set out by the CPC peer team, and to develop an action plan setting out their response to them.
3. The LGA's Corporate Peer Challenge process is focused on a number of themes that are critical to all councils' overall performance and improvement. These themes are:
 - a. Local priorities and outcomes - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
 - b. Organisational and place leadership - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
 - c. Governance and culture - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
 - d. Financial planning and management - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
 - e. Capacity for improvement - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

Additionally Sheffield City Council asked the peer team to provide feedback on *'how impactful the steps taken by the Council to improve community engagement, involvement and empowerment are? What improvements can be made?'*

4. The CPC team was led by Deborah Cadman, Chief Executive of Birmingham City Council, working alongside Cllr Eamonn O'Brien (Leader of Bury MBC and leader of the Labour Group) and Cllr Howard Sykes (Leader of the Liberal Democrat Group on Oldham MBC) and a number of officer peers, along with an external peer (Emily Morrison from the Young Foundation/Institute of

Community Studies). The peer team gathered information and views from over 50 meetings, in addition to further research and reading and spoke to over 170 people including a range of council staff together with elected members and external stakeholders.

5. The Council has now received the peer team's final report following the on-site visit in November. That report is included as Appendix 2. It includes 10 over-arching recommendations and a number of subsidiary recommendations.
6. Since the CPC report was received, Sir Mark Lowcock has also published his report into the Sheffield street trees dispute. That report draws a number of conclusions and makes a series of recommendations about the council's wider culture and governance (recommendations 8-12 of that report). The council will respond in full to Sir Mark's report in due course, but there is overlap between some of the recommendations he makes and those from the CPC, and where this is the case we will look to take those forward as set out below.

CPC Report key findings and recommendations

7. The CPC team were impressed with the strong affinity and connection that both Members and officers have to the city and the progress that has been made in beginning to develop a long-term vision for the city through the City Goals work. They highlighted the importance of establishing this long-term vision and also, building on the Delivery Plan agreed by Strategy and Resources in August 2022, the need for a longer-term corporate plan for the organisation, with an integrated and aligned performance framework to enable officers, Members and the public to have more timely and detailed information available to support service improvement.
8. By doing this, the CPC team suggested that the council would be able to deliver more effective place-based leadership for the city, setting a new strategic direction for Sheffield, and, together with our partners, letting our future, not our past, define our place in the world. They recommended that we engage strategic partners to build an ethos of 'Team Sheffield' – where the Council will be one partner in conjunction with the Anchor institutions network, the Voluntary, Community and Faith (VCF) sector, the health and care sector, and the private and business sector. The team suggested that doing this will create "a strong and visible connection between the regeneration of the 'place' to meet the needs of the 'people' the Council can create greater social value and demonstrate the tangible impact it is making on improving the quality of life of residents. Enabling local people to connect into those

opportunities through clear pathways to new skills, jobs and business opportunities will ensure local jobs and business opportunities are more likely to be better accessible to local people.”

9. This is likely to necessitate a review of our partnership structures to ensure that they remain effective and fit for purpose for the future. Furthermore, the team suggested that by setting a clear vision for the future of the city and undertaking more place leadership, the council would be able to step up and play its leading role as the core city in the region, to support the MCA in its ambitions, and to play a more effective role nationally through networks such as the Core Cities.
10. The team found that the formal implementation of the committee system was undertaken effectively and had enabled the council to make sound and compliant decisions. However, they also highlighted the importance of the 6-month review of governance to fully embed and realise the opportunity of the committee system, including in terms of enabling greater public engagement in the process. The peer team have recommended that we develop clear processes and protocols about how business is transacted, and decisions made (both formally and informally) when no political party has a majority, in addition to clear guidance for officers, Members and the public on how committee systems work, and revisiting and clarifying expectations about effective Member-officer relations in a committee system.
11. As part of the work being taken forward through the six-month review of governance, the peer team indicated that the Council should think through where effective scrutiny and challenge in the system comes from and the process through which elected members scrutinise public services on behalf of residents, and also to further consider the purpose, role and decision-making powers of the Local Area Committees. They also recommended that the council should develop a broader approach to community engagement and empowerment which encompassed the work of the LACs but also considered other routes to community voice and involvement.
12. They also found that the council’s overall approach to the management of its financial situation was prudent. The peer team recognised however that the council is entering a challenging period of financial change and that there are significant pressures ahead including growth in the demand for services, inflation, and changes in government funding and the council’s changing priorities as it develops its strategic plan. In recent years, the council has used its reserves to help balance the budget but this is unsustainable as a long term strategy and therefore the peer team recommended that the council ensure that its use of reserves to support the revenue budget is minimised in future. The council also has a substantial set of savings to deliver and the

team recognised that this would require budget discipline and accountability for the achievement of those savings targets.

13. They recognised that the council has a number of high-performing services that deliver good outcomes for the people of Sheffield, but that there are also a number of services that are not yet performing as well as they should. The CPC team reinforced the need for a bold organisational development and transformation plan to enable the Council to become a fit for the future organisation that has capacity and capability to lead the delivery of the city vision and provide strong place leadership.

Responding to the report

14. The City Council's proposed response to the recommendations made and an accompanying action plan detailing how we intend to take forward the activity required to implement those recommendations are set out in [Appendix 1](#).

HOW DOES THIS DECISION CONTRIBUTE?

15. The findings and recommendations from the CPC will help to support and accelerate the journey of change that the council has already embarked upon. As set out in the Delivery Plan agreed by Strategy and Resources Committee in August, the council is in the middle of a four-year improvement journey, with an ambition of being a flourishing organisation by 2025/26. The recommendations contained within the CPC report reinforce the need for organisational transformation (as part of the Future Sheffield programme) over the next few years to ensure that the council is able to deliver effectively for the people and communities of Sheffield.

HAS THERE BEEN ANY CONSULTATION?

16. There has been no formal consultation on the City Council's response to the peer review. However, the peer review report itself was based on an extensive set of conversations and discussions with Elected Members, officers, partners and other stakeholders (including Trade Unions). In total, the peer team attended over 50 meetings while they were in Sheffield and spoke to over 170 people, as well as reading a large number of documents.

RISK ANALYSIS AND IMPLICATIONS OF THE DECISIONS

Equality Implications

17. There are no direct equality implications arising from this report. A number of the recommendations and actions set out in the appendix will have equality implications associated with them – these will be considered as part of the decision-making process for the implementation of those actions. The peer review recommended in particular that the council should: “implement the recommendations of the Race Equality Commission and rapidly strengthen the culture and commitment of the organisation on equalities, diversity and inclusion.” The action plan describes in more detail how this specific recommendation will be taken forward.

Financial Implications

18. There are no additional financial implications arising from this report. Activity arising from the action plan will be contained within existing budgets. Should there be a need for additional unbudgeted spend in relation to any of the actions, this will be brought forward for decision in the normal way.

Legal Implications

19. There are no direct legal implications arising from this report. The legal implications of any of the specific actions set out in the action plan will be considered in the normal way as part of the individual decision-making process for these.

Climate Implications

20. There are no direct climate implications arising from this report. The newly established Climate Oversight Board in SCC will have a vital role in ensuring that our climate ambitions are fully aligned to the actions set out in the action plan below, particularly in the developing City Goals and the Council’s strategic and regeneration plans.

ALTERNATIVE OPTIONS CONSIDERED

21. As a condition of undertaking the peer review, the council agreed that the final report should be considered in a public meeting, alongside a proposed response to the recommendations made.

22. Therefore, the other options open to Members are not to accept some or all of the recommendations made by the peer team. The recommendations made were based on evidence gathered from over 50 meetings, and discussions with more than 170 people from within and outside the council. There is strong alignment between the recommendations and other pieces of work, such as the 6 month review of governance, work on the Delivery Plan, City Goals development, and the Future Sheffield transformation programme. As

such, the option of rejecting some or all of the recommendations is not advised.

REASONS FOR RECOMMENDATIONS

23. The recommendations will strongly support the Council's ongoing improvement journey as set out in the strategic goals paper and Delivery Plan agreed by Strategy and Resources Committee in June 2022 and August 2022 respectively.

RECOMMENDATIONS

24. Members of the Strategy and Resources Committee are recommended to:
- a. Note and welcome the Corporate Peer Challenge report and its recommendations
 - b. Thank the Corporate Peer Challenge team for their work in undertaking the review and producing the report
 - c. Agree the council's response and accompanying action plan and to delegate authority to the Chief Executive, in consultation with the chair of the Strategy and Resources Committee, to take the steps required for its implementation.
 - d. Note that the peer team will undertake a follow-up visit to Sheffield approximately 6 months after the initial review to provide a stocktake on initial work towards the recommendations
 - e. To request an update to the Strategy and Resources Committee on progress towards the action plan within 12 months

APPENDIX 1 - Response and Action Plan

Recommendation	SCC Response	Action(s)	Timescale	Responsible Officer Owner	Lead Committee
1. Build on the commitment and willingness of local partners to develop the place vision and City Goals so that they are co-owned and have clear lines of responsibility and accountability for delivery - with the Council as one partner albeit with a leading role.	SCC fully agrees with this recommendation. The City Goals work is fundamental to our aspirations for the city.	Continue to develop City Goals in line with the agreed approach Ensure that sign-off, governance and accountability routes are clear and put in place measures to enable all partners to endorse the City Goals once developed	Report to Strategy and Resources Committee on this agenda. Draft version of city goals to be produced for the early summer of 2023 with sign-off and endorsement during the autumn of 2023	Director of Policy and Democratic Engagement Director of Economic Development and Culture	Strategy and Resources
<p>In implementing this recommendation, we will bear in mind these additional points made by the peer team:</p> <ul style="list-style-type: none"> • “[SCC should] engage strategic partners to build an ethos of ‘Team Sheffield’ – where the Council will be one partner in conjunction with the Anchor institutions network, the Voluntary, Community and Faith (VCF) sector, the health and care sector, and the private and business sector” • “This may mean critically evaluating current partnership structures to ensure they are fit for the future.” 					
2. Continue to embed the newly formed organisational values through the development and delivery of a new corporate plan and engage the workforce in the development of the	SCC fully agrees with this recommendation. It is planned to develop a new Corporate Plan during the course of 2023. The organisational values have been agreed	Following the local elections in May 2023, work with the administration to develop the new Corporate Plan for the organisation. Undertake detailed	Corporate Plan to be in place by October 2023 (at latest) Service planning	Director of Policy and Democratic Engagement Interim Programme	Strategy and Resources

vision for the city and Council.	and begun to be embedded but more work is needed.	service planning during spring 2023, fully involving managers and staff in this to help inform the new Corporate Plan Continue existing work to further develop and embed the values including through our wider employee engagement strategy, within the Corporate Plan and our service planning work	completed by May 2023 Ongoing	Director – Organisational Strategy, Performance and Delivery	
<p>In implementing this recommendation, we will bear in mind these additional points made by the peer team:</p> <ul style="list-style-type: none"> • “It is therefore essential for the leadership team to model and demonstrate the values and behaviours that the Council has agreed upon.” • “These values now need to set the framework for a new organisational culture that should be embraced by all.” 					
3. Continue at pace with the work that has been started to develop the vision, narrative and strategic priorities for the Council and the city - building on the City Goals, the Local Plan and the emerging Corporate Plan.	SCC fully agrees with this recommendation	This work will be taken forward within the existing workstreams around City Goals, Corporate Plan and the Local Plan. However, it is acknowledged that there is a need to ensure coherence and alignment between these different pieces of work and to develop an overarching vision and	During the summer of 2023	Chief Executive	Strategy and Resources

		narrative for the city and council			
<p>In implementing this recommendation, we will bear in mind these additional points made by the peer team:</p> <ul style="list-style-type: none"> • “Establishing a strong place identity, self-belief and confidence that is articulated through a shared vision and turning that into a powerful and punchy elevator pitch capturing the ambitions for the future development of the city is critical for Sheffield. • “Sheffield should step up and embrace its leading role as a core city to deliver on the potential of the South Yorkshire Mayoral Combined Authority (SYMCA) for the city and region.” 					
<p>4. Expand the thinking and vision around the regeneration of the city so that it goes beyond economic development to also include climate, public health, a skilled and enterprising population, and community empowerment – with a particular focus on inclusive clean growth to help bring coherence.</p>	<p>SCC fully agrees with this recommendation. Work to date has sought to encompass a wider definition of regeneration than just economic development but it is acknowledged that this needs now to go further.</p>	<p>Aligned to the city goals work will take place to recalibrate the city’s approach to regeneration thinking and set this out in a new integrated regeneration strategy for the city, alongside the forthcoming Investment Strategy which will set out how the council aims to attract new investment to the city.</p>	<p>By the end of 2023</p>	<p>Executive Director of City Futures</p>	<p>Transport, Regeneration and Climate Change</p> <p>Economic Development and Skills</p>
<p>In implementing this recommendation, we will bear in mind these additional points made by the peer team:</p> <ul style="list-style-type: none"> • “A clear strategy [is called for] on how the Council will attract additional funding and investment into the city as well as the City Council. This, together with an acquisition and investment strategy, should be a priority for the new City Futures portfolio that was created in Spring 2022. • “Embracing the private and business sector is critical in attracting more private sector investment to help deliver the physical and economic regeneration that has begun in Sheffield. Going forward, it will be important to ensure that: the right type of investment and the right type of partners (i.e. those who are aligned with the overall vision and ambitions for the city) are attracted; and success in regenerating the place is linked to the wider social and environmental objectives of the Council such as tackling the challenges of deprivation, health and social inequality and climate change.” • “By making a strong and visible connection between the regeneration of the ‘place’ to meet the needs of the ‘people’ the Council can 					

<p>create greater social value and demonstrate the tangible impact it is making on improving the quality of life of residents. Enabling local people to connect into those opportunities through clear pathways to new skills, jobs and business opportunities will ensure local jobs and business opportunities are more likely to be better accessible to local people.”</p>					
<p>5. Use the 6-month review of governance to determine further work that is needed to enable the effective implementation and operation of the committee system and ensure:</p> <p>a) Wide understanding of how the committee system works</p> <p>b) Clarity through processes and protocols on how business is transacted, and decisions made in a no overall control context</p> <p>c) The right behaviours and culture are fostered to enable the effective operation of the new system of decision making within Sheffield’s political context</p>	<p>SCC fully agrees with this recommendation which aligns with the findings of the first phase of the 6 month review of governance, as presented to the February meeting of the Governance Committee.</p>	<p>The process of embedding the committee system will be an iterative one with a focus on continuous improvement and development of our committee system. The 6-month review is the first phase under which the Governance Committee will be asked to consider three sets of actions:</p> <ul style="list-style-type: none"> - Constitutional changes to be made at the May 2023 AGM - Non-constitutional improvements to the system (including new processes and protocols) that can begin to be implemented before the AGM - Longer term improvements to culture and 	<p>Ongoing but with key constitutional changes being recommended for the May AGM</p>	<p>Director of Policy and Democratic Engagement</p> <p>General Counsel</p>	<p>Governance</p>

		behaviour			
<p>In implementing this recommendation, we will bear in mind these additional points made by the peer team:</p> <ul style="list-style-type: none"> • “The Council should therefore develop clear processes and protocols about how business is transacted, and decisions made (both formally and informally) when no political party has a majority, in addition to clear guidance on how committee systems work.” • “As part of this [culture and behaviours for effective decision making], the Council needs to think through where effective scrutiny and challenge in the system comes from and the process through which elected members scrutinise public services on behalf of residents.” • “setting out clearly how officers and elected members work together around formal decision making, and investing in new ways of working will help to reset and modernise the Council into a more cohesive unit with a clear sense of purpose and direction” 					
6. Build a comprehensive community engagement, involvement and empowerment programme with the LACs and neighbourhood working at its heart; and develop an approach that enables culture change and improves relationships with the VCF sector.	<p>SCC fully agrees with this recommendation.</p> <p>Our strategic approach is based on putting neighbourhood working at the heart of what we do, giving people opportunities to develop and shape the decisions that affect them and building strong local areas.</p>	<p>Take forward phase 2 of the Future Sheffield programme focused around neighbourhood working and community empowerment</p> <p>Undertake review of Local Area Committees to consider how they could be further developed and become vital local engagement, decision making and accountability routes on issues that matter most to local communities.</p> <p>Publish the Involve report on community involvement and engagement commissioned as part of the development of the committee system and develop implementation proposals</p>	<p>Phase 2 of Future Sheffield in place by end 2023</p> <p>Review of Local Area Committees during summer 2023</p> <p>By August 2023</p>	<p>Executive Director of City Futures</p> <p>Director of Communities and Director of Policy and Democratic Engagement</p> <p>Director of Policy and Democratic Engagement</p>	<p>Strategy and Resources working with LAC chairs and Communities, Parks and Leisure Policy Committee</p>

<p>In implementing this recommendation, we will bear in mind these additional points made by the peer team:</p> <ul style="list-style-type: none"> “The purpose, role, and decision-making powers of Local Area Committees (LACs) need to be agreed and widely communicated to bring clarity in the system.” “This provides an opportunity for the Council to develop a partnership approach with the VCF sector to work on issues around prevention, early intervention and around some of the current challenges resulting from the cost-of-living-crisis.” “The Council clearly wants to put strong and sustainable arrangements in place to engage, involve and empower communities in a meaningful way. The LAC model has limitations in terms of achieving this, and the Council needs to develop an approach to engaging, involving, and empowering communities that invests more in partnership working so that there is more co-design and co-production of solutions and services with partners.” 					
<p>7. Align organisational development and transformation, corporate resources, organisational capacity, workforce development and performance management to the new corporate plan.</p>	<p>SCC fully agrees with this recommendation.</p> <p>The Future Sheffield programme is creating a new Director of Organisational Strategy, Performance and Delivery who will help to lead and align these critical functions for the future success of the organisation.</p>	<p>Interim Programme Director recruited and in post to lay the foundations for the changes required.</p> <p>Future Sheffield Achieving Change launched, which will align identified functions under the new Director. Recruitment to permanent Director post to commence</p>	<p>Already complete</p> <p>Consultation closes in March 2023 with changes made shortly after.</p>	<p>Head of Human Resources</p> <p>Interim Programme Director</p>	<p>Strategy and Resources</p>
<p>In implementing this recommendation, we will bear in mind these additional points made by the peer team:</p> <ul style="list-style-type: none"> “The current one-year delivery plan has supported good working including an aligned performance management framework and reporting. There is recognition within the Council that this now needs to be expanded and continued as part of the development of its new corporate plan. (...) easy to digest performance data which elected members, partners and residents can readily access, 					

understand and see the difference the Council is making”

- “there are areas where performance and the quality of services provided needs to improve as a matter of urgency, for example, customer services, housing repairs, homelessness, SEND, etc.”
- “The model provides an opportunity for increasing leadership capacity and empowerment in the organisation, but they are not fully embedded or functioning as intended yet. It was not clear how the interdependencies across the Boards (which have different memberships) are co-ordinated and managed.”
- “The process of collaboration used recently to develop the values has been appreciated and should be used more broadly. The approach to change should be led and modelled by the corporate leadership team and empower middle managers to deliver change within their service areas – their leadership and ownership of change will be critical in ensuring long-lasting cultural shift.”
- “There appears to be a shortage of human resource capacity and an absence of a workforce strategy to service an organisation the size of Sheffield City Council and this is playing out in the way people are feeling”
- “There are huge opportunities for it to make better use of available new technologies to drive efficiencies within the organisation, deliver more effective services and improve communications internally and externally. This is ‘low hanging fruit’ and can be progressed at speed to inject a sense of change in the organisation.”
- “To deliver the transformation needed, the Council needs to have sufficient capability and capacity in the right places. This is currently not there at the scale required given the size of the transformation challenge, and the Council should think about bringing in external support and expertise to put the building blocks in place.”

<p>8. Implement the recommendations of the Race Equality Commission and rapidly strengthen the culture and commitment of the organisation on equalities, diversity and inclusion with consistent and coordinated senior political and officer leadership to bring about measurable improvements.</p>	<p>SCC fully agrees with this recommendation.</p> <p>Strategy and Resources Committee agreed SCC’s response and action plan to the REC report in December 2022, available at: SCC REC response</p>	<p>The December report committed SCC to three areas of priority focus for the year ahead:</p> <p>Our Staff: empowering, developing and educating our staff; diversifying our workforce and leadership; and tackling racism and discrimination in our organisation.</p> <p>Our Services: enhancing activity on debiasing</p>	<p>Full action plan with timescales available as part of the December report.</p>	<p>Director of Policy and Democratic Engagement</p> <p>Director of HR and Employee Engagement</p>	<p>Strategy and Resources</p>
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		<p>systems and decision-making; maximising data and intelligence to drive out inequality and discrimination in service delivery; connecting with and reflecting communities in everything we do.</p> <p>Our role as a city leader: working with anchor institutions to deliver whole-place change and challenge each other to improve; support and coinvest in a REC Legacy Body to hold the city to account for delivery against the REC recommendations.</p>			
<p>9. Continue to develop the strategy to balance the budget without the use of reserves by the end of 2023/24, backed up by tight financial control and mitigation of adverse issues. Ensure the budget strategy follows the priorities of the corporate plan and that there is robust challenge and scrutiny at a corporate and</p>	<p>SCC fully agrees with this recommendation</p>	<p>Updated Medium Term Financial Strategy published</p> <p>New processes to be established to ensure effective delivery of agreed savings</p> <p>Budget approach to be aligned to Corporate Plan priorities once agreed, enabling a priority-based budgeting</p>	<p>August 2023</p> <p>By June 2023</p> <p>By end 2023</p>	<p>Director of Finance and Commercial Services</p>	<p>Strategy and Resources and Finance Sub-Committee</p>

political level to make sure savings are delivered.		approach to be adopted			
10. Continually revisit financial assumptions and due diligence of the business cases relating to major projects.	SCC fully agrees with this recommendation	Programme of business case re-appraisal to be established	Autumn 2023?	Director of Finance and Commercial Services	Finance Sub-Committee

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LGA Corporate Peer Challenge

Sheffield City Council

22nd – 25th November 2022

Feedback report





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1. Executive summary

Sheffield has a rich industrial heritage that served it well during the 18th, 19th and much of the 20th century. This legacy and tradition of hard work and enterprise should give Sheffield a powerful platform to become the 21st century city that it aspires to be. As the fourth biggest city in England with a diverse population of over half a million, enviable green spaces and a great location at the heart of the country, it has some big strategic advantages and unique natural assets to draw upon.

There are many strengths and positives within the Council to build on. There is a strong affinity to the place among both elected members and officers and there are some well performing services in some critical areas (as well as some that are not yet performing as well as they should). Recent changes of leadership at political and managerial levels are viewed positively by staff and partners. This came across loud and clear and the common interest among stakeholders to transform the city and the Council to become modern, consistently high performing and forward-looking is clear. This has raised expectations for transformational change that the Council needs to follow through on.

The Council has recently embarked on an improvement journey to transform the organisation and position it to better respond to the needs of the city and its citizens. It has started the process of developing a long-term vision for the city through a set of 'City Goals' and has developed six strategic goals for the organisation to give it a new direction, which are being delivered through the 'Sheffield Delivery Plan 2022/23'.

All these positives provide a huge opportunity to set a new direction and a fresh strategic template for its future success and prosperity. However, to do this the Council needs to be less risk averse and let the future, and not the past, define its place in the world. This means letting go of things that have not worked so well and outlining clearly, with its communities, where and what it aspires to be in the future.

There has not been a corporate plan or a long-term strategic vision in place since 2018 though the Council has now taken early steps to address this through the One Year Plan in 2021/22 and the Delivery Plan in 2022/23. Nevertheless, the absence of a cohesive long-term strategic vision and direction for the city and the Council risks

reinforcing a sense of insularity and constraining the ability of the organisation to provide bold and confident place leadership. An aspirational and forward-looking city-wide strategic vision backed up with a compelling shared narrative that injects confidence and positivity among elected members, staff, partners, and citizens is needed.

This city vision should be supported by a comprehensive council corporate plan with a clear set of priorities for the Council. It should also articulate a bold organisational development and transformation plan to enable the Council to become a fit for the future organisation that has capacity and capability to lead the delivery of the city vision and provide strong place leadership.

The Council has rightly acknowledged that a medium and longer-term vision and priorities for both the city and the Council will provide a basis for engaging with citizens, collaborating with partners, promoting the inclusive growth of Sheffield, and spearheading the continued transformation of the organisation. The work it has already started on City Goals, the Local Plan, and the six strategic goals are critical elements of this which need progressing at pace.

There is potential in Sheffield for clean inclusive growth that can support new skills, jobs and business opportunities. To realise this potential there needs to be an unrelenting focus and commitment to maximising the potential of all sections of the local population, strengthening and maximising partnership working and exercising bold and influential place leadership at local, regional and national levels. By adopting a more collaborative approach and building an ethos of 'Team Sheffield' to help develop, promote and deliver the shared ambitions and inclusive growth, the Council can promote the city more positively to the outside world, better influence regional decision making, and attract greater levels of inward investment.

Following the governance referendum in 2021 significant changes to the Council's governance arrangements have been implemented. This has included the introduction of a committee system of governance which built on the Local Area Committees (LACs). The Council recognises the need to further embed the new model of governance. This includes more work to ensure understanding, to develop the culture and behaviours that support the effective operation of the committee system and decision-making in a no overall control context, and to clarify the purpose

of the LACs and their role in community engagement, involvement and empowerment.

The Council has exercised prudent financial management to date. However, the heavy reliance on reserves in recent years and significant future savings requirements does present a potential risk and will need robust management and delivery. The Council is developing a plan to address this and in doing so should not let complacency creep in or underestimate the challenge.

2. Key recommendations

There are several observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the Council:

2.1. Recommendation 1

Build on the commitment and willingness of local partners to develop the place vision and City Goals so that they are co-owned and have clear lines of responsibility and accountability for delivery - with the Council as one partner albeit with a leading role.

This will provide an opportunity for deep engagement with the local community, help build a 'Team Sheffield' ethos and inform thinking about refreshed partnership structures to make an impact.

2.2 Recommendation 2

Continue to embed the newly formed organisational values through the development and delivery of a new corporate plan and engage the workforce in the development of the vision for the city and Council.

This will be a good way of engaging with the workforce in a completely different and authentic way to help to strengthen communication lines in the Council, facilitate more cross-organisational working and embed the desired organisational culture.

2.3 Recommendation 3

Continue at pace with the work that has been started to develop the vision, narrative and strategic priorities for the Council and the city - building on the City Goals, the Local Plan and the emerging Corporate Plan.

Getting these basics in place will provide the Council with the strategic framework for engaging with citizens, collaborating with partners, fuelling the inclusive growth of Sheffield, facilitating the transformation of the organisation, and enable everybody to better understand their place and role in delivering for Sheffield.

2.4 Recommendation 4

Expand the thinking and vision around the regeneration of the city so that it goes beyond economic development to also include climate, public health, a skilled and enterprising population, and community empowerment – with a particular focus on inclusive clean growth to help bring coherence.

This will help to connect the physical regeneration of ‘place’ with the social and economic needs of ‘people’ to help create greater social value and demonstrate the tangible impact the investments are making on improving the quality of life of residents.

2.5 Recommendation 5

Use the 6-month review of governance to determine further work that is needed to enable the effective implementation and operation of the committee system and ensure:

- a) Wide understanding of how the committee system works*
- b) Clarity through processes and protocols on how business is transacted, and decisions made in a no overall control context*
- c) The right behaviours and culture are fostered to enable the effective operation of the new system of decision making within Sheffield’s political context*

This will help to facilitate better understanding and separate out the two issues of operating within the committee system of governance and decision-making when no political party has an overall majority.

2.6 Recommendation 6

Build a comprehensive community engagement, involvement and empowerment programme with the LACs and neighbourhood working at its heart; and develop an approach that enables culture change and improves relationships with the VCF

sector.

This provides an opportunity for the Council to ensure its services can respond effectively and in a joined-up way to the needs of different communities and neighbourhoods. It will also provide an opportunity to develop a partnership approach with the VCF sector to boost capacity and work on issues around prevention, early intervention and around some of the current challenges resulting from the cost-of-living-crisis.

2.7 Recommendation 7

Align organisational development and transformation, corporate resources, organisational capacity, workforce development and performance management to the new corporate plan.

This will strengthen the link between policy and delivery and provide a clear corporate line of sight on what is desired, how resources are being deployed, what is being achieved and how the organisation is feeling.

2.8 Recommendation 8

Implement the recommendations of the Race Equality Commission and rapidly strengthen the culture and commitment of the organisation on equalities, diversity and inclusion with consistent and coordinated senior political and officer leadership to bring about measurable improvements.

This is important for a diverse city like Sheffield and is non-negotiable. The city benefits from a diverse population with the potential to make significant contributions to its future prosperity, as well as the effective and efficient workings of the Council, and this capacity and capability must be utilised in the most effective way.

2.9 Recommendation 9

Continue to develop the strategy to balance the budget without the use of reserves by the end of 2023/24, backed up by tight financial control and mitigation of adverse issues. Ensure the budget strategy follows the priorities of the corporate plan and that there is robust challenge and scrutiny at a corporate and political level to make sure savings are delivered.

This will help to ensure the Council moves forward on a secure financial footing and is able to deliver the ambitions it has for the city and the transformations that are needed within the Council.

2.10 Recommendation 10

Continually revisit financial assumptions and due diligence of the business cases relating to major projects.

This will help to mitigate against financial risks associated with big capital projects during times of changes in global markets, rising inflation, and the cost-of-living crises. Financial scenario planning and due diligence now will help the Council in the long run.

3 Summary of the peer challenge approach

3.1 The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- **Deborah Cadman OBE** (Chief Executive, Birmingham City Council)
- **Councillor Eamonn O'Brien** (Leader of the Council, Bury Council)
- **Councillor Howard Sykes MBE** (Leader of the Liberal Democrat Group, Oldham Council)
- **Emily Morrison** (Head of the Institute for Community Studies, The Young Foundation)
- **John Turnbull** (Strategic Director - Finance & Governance [S151 Officer], London Borough of Waltham Forest)
- **Kathryn Rees** (Director of Strategy, Stockport Metropolitan Borough Council)
- **Lauren McCann** (General Counsel and Monitoring Officer, The Royal Borough of Kingston Upon Thames)
- **Paul Clarke** (Director of Programmes, Performance and Improvement, Birmingham City Council)

- **Satvinder Rana** (Senior Regional Adviser, Local Government Association)

3.2 Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

In addition to these questions, the Council asked the peer team to provide feedback on *'how impactful the steps taken by the Council to improve community engagement, involvement and empowerment are? What improvements can be made?'*

3.3 The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The

team then spent four days onsite at Sheffield City Council, during which they:

- Gathered information and views from over 50 meetings, in addition to further research and reading.
- Spoke to over 170 people including a range of council staff together with elected members and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and elected members.

3 Feedback

4.1 Local priorities and outcomes

The Council's long-term vision for Sheffield and the outcomes it wants to achieve are being developed. It is engaging partners and has plans in place to engage citizens to produce a new set of 'City Goals'. The Council has also developed six strategic goals for the organisation which are being delivered through the 'Sheffield Delivery Plan 2022/23' and has embarked on a four-year improvement journey to '*stabilise, embed, grow and flourish*' the organisation. However, it is still early days for these to provide a long-term strategic framework for how the Council defines, enables, influences and delivers its core objectives. Currently there are disparate visions across directorates and the city, and these are potentially pulling resources and capacity in different directions. A focus on 'inclusive clean growth' could help bring greater coherence.

As engagement and work continues to develop the longer-term priorities, the Council will need to ensure it clearly distinguishes between the development of a much-needed coherent *place vision* and a clear set of priorities for the city (the 'City Goals'); and the development of the corporate plan with a clear set of priorities, which should spell out the Council's contribution to the delivery of the *place vision*. This will help to bring greater consistency in the organisation.

Sheffield is a large and diverse place and there are a number of key stakeholders and organisations that will have a legitimate role and responsibility in delivering (or helping to deliver) the *place vision* and the 'City Goals'. Whilst the *place vision* and the 'City Goals' are being developed with local partners, it will be essential for local partners to own these and have clear lines of responsibility for delivery. The Council

cannot deliver everything by itself, and therefore its operating approach will need to engage strategic partners to build an ethos of 'Team Sheffield' – where the Council will be one partner in conjunction with the Anchor institutions network, the Voluntary, Community and Faith (VCF) sector, the health and care sector, and the private and business sector.

Developing the ethos of 'Team Sheffield' does not necessarily mean setting up a new forum or another organisation but fostering a sense of 'oneness' with everybody pulling together around an agreed agenda for the city. The Council will be pushing at an open door as there is real appetite, willingness and clear expectation from all external partners spoken to for the Council to engage and involve them in delivering for Sheffield. They are willing to play a bigger part in elevating Sheffield and are keen for the Council to lead in that space.

Developing a shared *place vision* through a strong story and narrative about the future of Sheffield and communicating this through clear and consistent messaging, engagement and communication with residents, businesses, and strategic partners will help to consolidate the Council's place leadership role and secure both awareness and sustained buy-in to its ambitions and priorities. This will mean promoting, sharing and agreeing with key stakeholders how the city is being developed, the kind of economy it wants to foster, and the outcomes people can expect to see in the short, medium, and long terms.

In addition, the delivery of the 'City Goals' and resulting *place vision* will need a clear governance 'home' that has both council and partner membership and long-term community involvement to deliver lasting impact. This may mean critically evaluating current partnership structures to ensure they are fit for the future.

The strategic priorities for the *place vision* and the corporate plan should then align existing resources and capacity and build a framework to attract inward investments and additional funding. This will call for a clear strategy on how the Council will attract additional funding and investment into the city as well as the City Council. This, together with an acquisition and investment strategy, should be a priority for the new City Futures portfolio that was created in Spring 2022.

The current one-year delivery plan has supported good working including an aligned performance management framework and reporting. There is recognition within the

Council that this now needs to be expanded and continued as part of the development of its new corporate plan. Strengthening outcome targets and performance measures against ambitions will help demonstrate how the vision, priorities and projects are delivering real outcomes for local communities. It will also mean demonstrating how the investments being made are translating into local areas and into the lives of local communities through easy to digest performance data which elected members, partners and residents can readily access, understand and see the difference the Council is making.

4.2 Organisational and place leadership

There is clear passion and desire to deliver for Sheffield among elected members, officers, staff and partners. This came across strongly through the discussions the peer team had with the people they spoke to. This is an asset and one that should be recognised, celebrated and used to drive forward the vision for the city and the priorities of the Council.

The Chief Executive is assembling a new leadership team and building clear officer leadership capacity in the Council. This is an opportunity to develop a consistent approach to change and transformation to help deliver the new ambitions for the organisation. The leadership team is the conduit through which key messages about the priorities of the Council, its values and approaches will need to be communicated into the organisation and among partner organisations. It will also be the key mechanism through which conditions will need to be created to facilitate the delivery of the *place vision* and priorities for the Council and the city to succeed. It is therefore essential for the leadership team to model and demonstrate the values and behaviours that the Council has agreed upon.

Strong place leadership for a core city such as Sheffield is essential. There is a powerful story to be told not just about Sheffield's history and heritage but about the present and future which injects a sense of belonging and aspiration. This is currently missing not only in documentation but also in people's conversations. Establishing a strong place identity, self-belief and confidence that is articulated through a shared vision and turning that into a powerful and punchy elevator pitch capturing the ambitions for the future development of the city is critical for Sheffield.

Progress towards the adoption of the Local Plan and the development of 'City Goals'

are opportunities to promote and start the conversation around this. The City of Sheffield is important to the prosperity of the region and ultimately the country; and people should think, act and talk with that in mind. Having a compelling story, backed up with an investment strategy, that they can articulate with pride to 'sell' Sheffield to the outside world will be essential to its success.

There are ambitious and impressive regeneration schemes in place, such as the Heart of the City 2 project and various other residential, retail, business, and transport schemes. The Council has been successful in securing two Levelling Up Fund bids. All these interventions can act as a magnet for further inclusive growth through the development of innovative partnerships arrangements, including with the private sector.

Embracing the private and business sector is critical in attracting more private sector investment to help deliver the physical and economic regeneration that has begun in Sheffield. Going forward, it will be important to ensure that:

- a) the right type of investment and the right type of partners (i.e. those who are aligned with the overall vision and ambitions for the city) are attracted; and
- b) success in regenerating the place is linked to the wider social and environmental objectives of the Council such as tackling the challenges of deprivation, health and social inequality and climate change.

By making a strong and visible connection between the regeneration of the 'place' to meet the needs of the 'people' the Council can create greater social value and demonstrate the tangible impact it is making on improving the quality of life of residents. For example, investments in skills development, employment support, local and sustainable procurement, focused planning policies, etc should complement the investment and opportunities being created through the new buildings and office spaces in the city centre. Enabling local people to connect into those opportunities through clear pathways to new skills, jobs and business opportunities will ensure local jobs and business opportunities are more likely to be better accessible to local people.

To do this, Sheffield should step up and embrace its leading role as a core city to deliver on the potential of the South Yorkshire Mayoral Combined Authority (SYMCA) for the city and region. This calls for the Council to strengthen its role and

engagement and align its ambitions with those of the region so that it can deliver on the skills, employment support and business development agenda in partnership with SYMCA. This kind of alignment can help to both influence investment decisions and position the city to benefit from them. There is a lot of potential in the region and Sheffield's ambitions and interests should feature widely in debates, discussions and decisions around investments and funding allocations from regional and national bodies.

Whilst the Council delivers a good standard of core services and is performing at around average in many areas in comparison to all English single tier local authorities, there are areas where performance and the quality of services provided needs to improve as a matter of urgency, for example, customer services, housing repairs, homelessness, SEND, etc. The Council has identified these areas for rapid improvement within its Delivery Plan. There are also some high performing services, particularly social care services for children and adult, and the Council should be rightly proud of these. The OFSTED Inspection of children's social care services in July 2019 determined Children's services in Sheffield to be 'Good'. An OFSTED focused visit to Sheffield children's services in October 2022 determined that: *"There is strong corporate and political support for children's services and a commitment to 'doing the right thing' for children in the city."*

4.3 Governance and culture

In May 2021 the Council became no overall control. At the same time a governance referendum, following a successful petition signed by over 5% of the city's voters, required the Council to change its decision-making model from the Leader and Cabinet model to a committee system. The new Constitution was implemented at the Annual General Meeting of the Council in May 2022. Since then, the Council has implemented the committee system of governance consisting of eight policy committees with proportionate political representation, building on the seven Local Area Committees (each one made up of four wards) implemented in Spring 2021.

The move to the committee system was implemented successfully even though it represented a fundamental new way of working for elected members and staff at Sheffield. Inevitably there are teething problems in making a new system work to enable timely and quality decisions to be made. The Council is aware the new

system needs to be further developed and embedded within the organisation and a six-month review of the arrangements is underway. The review provides an opportunity to address current confusion and frustrations across the Council about where and how difficult decisions are made.

The peer team's observations are that some of the issues causing frustrations are more to do with operating in a no overall control context and these are being confused and conflated with the operation of the committee system. The absence of clear processes and protocols informing how business is transacted and decisions made when no overall political party has a majority is adding to the confusion and frustrations. The Council should therefore develop clear processes and protocols about how business is transacted, and decisions made (both formally and informally) when no political party has a majority, in addition to clear guidance on how committee systems work. The Local Government Association can support the Council in this work.

This will need to be complemented with work to develop the required culture and behaviour to enable the system to deliver effective governance. Any resulting guidelines and training should be produced in partnership with elected members, setting out how officers and elected members will work together to build confidence in the new arrangements and to support the committees to deliver decisions and ensure an element of consistency. As part of this, the Council needs to think through where effective scrutiny and challenge in the system comes from and the process through which elected members scrutinise public services on behalf of residents.

Similarly, the purpose, role, and decision-making powers of Local Area Committees (LACs) need to be agreed and widely communicated to bring clarity in the system. At present there is a question about whether the LACs are considered part of the democratic decision-making process or a form of community engagement, or whether they are intended to do elements of both. If the latter is what is intended, then the balance between the two objectives needs to be agreed and more clearly set out and communicated.

The Council has established a core set of values for the organisation through an impressive range of activities to engage and involve staff. These values now need to set the framework for a new organisational culture that should be embraced by all. At

times the Council seems to be straddling between the old ways of working and the new ways – this is because people sometimes revert to familiar and safe territory when under pressure or when things are not clear. Bringing more clarity to the long-term plans of the organisation, setting out clearly how officers and elected members work together around formal decision making, and investing in new ways of working will help to reset and modernise the Council into a more cohesive unit with a clear sense of purpose and direction. The peer team picked up a real desire among people to make the new governance system work and for the Council to succeed.

The Council has started to develop new officer governance arrangements and a three-board leadership structure (Strategy, Our Sheffield, Performance and Delivery). The model provides an opportunity for increasing leadership capacity and empowerment in the organisation, but they are not fully embedded or functioning as intended yet. It was not clear how the interdependencies across the Boards (which have different memberships) are co-ordinated and managed. There is potential for these boards, Our Sheffield Board in particular, to drive forward transformation and improvements within the organisation with board members leading on and visibly championing corporate and cross-council initiatives and projects. Change and transformation needs to happen at pace and all the officer boards can help to deliver this – *“change takes a lot of time in Sheffield and then people lose interest”, “things are often left in limbo”, “ownership is missing so people disengage from the process”*.

The increased focus on internal communication and engagement has been welcomed by the workforce, but more needs to be done. The process of collaboration used recently to develop the values has been appreciated and should be used more broadly. There was a lot of buy-in to the method used to develop the values of the organisation and this provides an opportunity to replicate the approach to developing the Council’s corporate plan and the organisational development and transformation plan. The approach to change should be led and modelled by the corporate leadership team and empower middle managers to deliver change within their service areas – their leadership and ownership of change will be critical in ensuring long-lasting cultural shift.

The culture and commitment of the organisation on equalities and diversity must be strengthened rapidly with consistent and coordinated senior leadership to bring about measurable improvements and impact. This is important for a diverse city like

Sheffield and is non-negotiable. Although the Council has done a lot of work on this over recent years, real measurable impact has not materialised and some of the shortfalls flagged up by the recent Race Equality Commission need to be followed through with pace and relentless focus. Going forward it is paramount that equalities and diversity objectives are visible and recognisable components of the Council's organisational development and transformation plan; and that they are backed up with measurable targets to enable people to see how much progress is being made and what else needs to be done to maximise the potential of all sections of the workforce and community. As part of this work the Council may need to go back to the basics and regain the trust and confidence of staff and communities and work with them to develop a fresh approach to achieving the desired outcomes.

4.4 Financial planning and management

The financial forecast for 2023-24, as reported in September 2022, identified £80m of budget pressures. There has been a significant effort across the Council to identify options to resolve the budget gap, but the implementation will be crucial. Clearly, like all councils there has been a continual need to reduce budgets and manage pressures for more than a decade and therefore achieving savings in the future will not be an easy task.

The Council enters a challenging financial period of change with relatively resilient finances in terms of reserves. This should help the Council move its financial position to where it needs to be in the short term. The Council will appreciate reserves can only be spent once - so it is important that it uses them wisely.

The Council has a gap of around £53m for 2023/24, following an overspend of £20m last year and with a predicted £22m overspend this year. Furthermore, there are significant financial pressures ahead including growth in the demand for services, impact of inflation, changes in government funding, and the Council's changing priorities and ambitions as it develops its strategic plan. All that will come at a cost which needs to be planned for now.

There has been a significant, but planned, use of reserves over a short period of time to manage the budget. It had earmarked £70m reserves to support its budget position and has used £20m of this to fund overspend in 2021/22, £15m to set a balanced budget for 2022/23 and is expecting to use another £19m to fund its

2022/23 overspend. This leaves £16m to cover the 2023/24 budget without drawing on the risk reserves. The Council acknowledges the use of reserves as a strategy to balance the budget is not sustainable going forward and has started its planning earlier in the cycle than normal. This is commendable and should increase the chances of success.

A new strategy must be agreed on how the Council will finance its operations in the medium to long term, as part of its Medium Term Financial Plan. The strategy must include the delivery of significant savings – which is no different to what many other councils are having to do – but the delivery of savings at the scale and pace required in Sheffield will be challenging and any approach adopted will be untested. Budget management complacency must therefore be avoided, and financial prudence continued to be exercised moving forward.

There are several significant capital projects that will inherently contain financial risk as the global markets change, as inflation takes hold, and as the recession really begins to have an impact. This will require the Council to exercise due diligence on the financial risks with these projects and carry out scenario planning by asking fundamental questions around the ‘what ifs’.

Going forward, the Council should develop financial planning to incorporate priority budgeting so that it is seen as a priority-led and policy-led organisation and not just a budget-led organisation. However, it will be important to strike a balance between the two approaches. Adhering to the current plans must be used as a platform for shifting resources towards the new priorities emerging as the strategic plan develops.

4.5 Capacity for improvement

The Council is evidently on an improvement journey with ambitions to transform itself into a ‘flourishing organisation’ that is driving city-wide outcomes, empowering communities and consistently delivering effective services. It has articulated four phases of transformation which communicates a clear pathway to get to a position where it desires to be. However, organisational change and transformation will only be successful if there is clarity of purpose and direction and organisational-wide buy-in to it. This clarity and buy-in is not visible consistently across the organisation at present but is essential in making an impact – *“not everyone in the organisation is yet aligned to the same vision and priorities”*.

There is a lot of work to be done to develop and modernise the Council through consistent policies, processes and a culture that allows it to act and operate as one organisation. The peer team heard about dissatisfactions among employees about what they felt was *'unequal treatment in the application of policies such as flexible working, lack of training and development opportunities for progression, high levels of silo working, slow decision-making, and personal agenda driven activities.'* There appears to be a shortage of human resource capacity and an absence of a workforce strategy to service an organisation the size of Sheffield City Council and this is playing out in the way people are feeling – *"the pillars of the organisation do not exist to hold the organisation up"*.

The Council appears to be lagging in the digital era and there are huge opportunities for it to make better use of available new technologies to drive efficiencies within the organisation, deliver more effective services and improve communications internally and externally. This is 'low hanging fruit' and can be progressed at speed to inject a sense of change in the organisation. There are numerous examples of Councils using technologies creatively and innovatively to draw upon.

Once agreed, the new priorities of the Council will need a systematic process for delivery and a robust corporate performance management framework to track progress. This means underpinning the priorities and actions in the new corporate plan with visible targets, identified resources, and key milestones to track progress. It will be important to align and integrate the performance management framework with the new corporate plan and the budget planning process to enable the Council to move to priority-led budgeting. Furthermore, it will be critical to ensure that the performance management framework provides a clear line of sight on progress to senior management and leading elected members through easy to digest dashboards, as well as providing the right level of information and in the right format to resident, partners, and staff at all levels. The current delivery plan approach, and the performance reporting against it, provides a good basis for this.

To deliver the transformation needed, the Council needs to have sufficient capability and capacity in the right places. This is currently not there at the scale required given the size of the transformation challenge, and the Council should think about bringing in external support and expertise to put the building blocks in place, particularly if it aspires to move at pace and start delivering its ambitions and priorities for the people

of Sheffield.

4.6 Community Engagement, Involvement and Empowerment

Community engagement, involvement and empowerment is important to Sheffield City Council and there is a palpable desire to improve relationships with communities. Local Area Committees (LACs) have been developed as a mechanism to help do this and there is recognition that more work is needed to define their role and purpose.

Whilst LACs are a great structure and provide a good framework for the Council to get closer to the public, they are not going to be enough to deliver community engagement, community involvement or community empowerment in a meaningful way. Furthermore, structures to engage communities of interest are underdeveloped although there are examples of good practice for service-level involvement. All these need to be built upon and developed to enable them to make an impact.

The Voluntary, Community and Faith (VCF) sector welcomed the strengthened relationships that emerged during covid and enjoyed working with the Council to deliver for the community but felt opportunities to build on this had been lost by some parts of the Council. During the peer team's discussions with them they demonstrated a strong appetite to work with the Council to deliver services at the community and neighbourhood levels. This provides an opportunity for the Council to develop a partnership approach with the VCF sector to work on issues around prevention, early intervention and around some of the current challenges resulting from the cost-of-living-crisis.

To build trust and confidence with local people, it is important for the Council to get the basics right e.g. better customer experience through reduced waiting times at the contact centre, timely responses to the public's enquiries and dealing with their complaints in a professional manner. If these basics (which are essential to a better customer experience) are not in place, then the public and their representative/support organisations will not have trust or confidence in the Council to do the big things.

Overall, there is the opportunity to think about community engagement, involvement and empowerment more broadly and build a long-lasting legacy through the delivery

of the City Goals and the development of the *place vision* and corporate plan.

The Council clearly wants to put strong and sustainable arrangements in place to engage, involve and empower communities in a meaningful way. The LAC model has limitations in terms of achieving this, and the Council needs to develop an approach to engaging, involving, and empowering communities that invests more in partnership working so that there is more co-design and co-production of solutions and services with partners - utilising the key strengths of others to lead where appropriate - particularly at community and neighbourhood levels. There is appetite among partners to contribute to this area of work and to the work of the LACs.

5 Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month check-in meeting. This will be a short, facilitated session which creates space for the Council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Mark Edgell, Principal Adviser for East Midlands, Yorkshire & Humber and North-East, is the main contact between Sheffield City Council and the Local Government Association. Mark is available to discuss any further support the Council requires. His contact details are Email: mark.edgell@local.gov.uk Tel: 07747 636 910.



Satvinder Rana
Senior Regional Adviser, LGA

(On behalf of the peer challenge team)

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Report to Policy Committee

Author/Lead Officer of Report: Matthew Reynolds, Transport Planning and Infrastructure Manager

Tel: 0114 474 3051

Report of: Kate Martin, Executive Director of City Futures

Report to: Strategy and Resources Committee

Date of Decision: 15 March 2023

Subject: Transport Review

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				

Purpose of Report:

To provide an update on the transport policy environment, Sheffield's role in achieving regional objective, meeting carbon zero targets and the related investment programmes designed to deliver transformational connectivity.

Recommendations:

That the Strategy and Resources Committee:

- 1) Note the initial update on the Sheffield Transport Strategy and Programme, and the success achieved in securing significant investment into Sheffield and the progress being made to deliver the City's transport objectives.
- 2) Note that the Transport, Regeneration, and Climate Policy Committee will:
 - i. Provide oversight to the scope of the refresh of the Sheffield Transport Strategy, and development of the associated delivery plans, ensuring that the city's commitment to Net Zero is fully reflected;
 - ii. Support officers to review the professional capacity required to support the successful development, delivery and influence of policy, programmes and initiatives to support Sheffield's ambitions; and,
 - iii. Review the approach to communications, consultation and engagement at a programme and project level and determine the level of appropriate resources required.

Background Papers:

Appendix A – Supporting Presentation

Sheffield Transport Strategy 2019 - [Transport Strategy 2.pdf \(sheffield.gov.uk\)](#)

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: Damian Watkinson
		Legal: Richard Cannon
		Equalities & Consultation: Ed Sexton
		Climate: Jessica Rick
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Kate Martin Executive Director of City Futures</i>
3	Committee Chair consulted:	<i>Councillor Terry Fox, Chair of Strategy and Resources Committee</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Matthew Reynolds	Job Title: Transport Planning and Infrastructure Manager
	Date: 1 st March 2023	

1. PROPOSAL

Background

- 1.1. In autumn 2017 Government announced the £2.45bn Transforming Cities Fund (TCF) with the key aim to improve access to good jobs within English cities and encouraging an increase in journeys made by low-carbon and sustainable modes of transport. The TCF funding opportunity was a competitive fund released by the Department for Transport and signalled a step change in the levels of funding for walking, cycling and public transport infrastructure to support the social, economic and environmental ambitions of successful cities. Sheffield City Council, alongside other SY partners, bid for and received £166m in 2020 to implement an ambitious programme of sustainable transport improvements.
- 1.2. This step change in sustainable transport funding has subsequently been reinforced through further competitive funding opportunities including the Active Travel Fund (rounds 1-4), the City Region Sustainable Transport Settlement and a number of others. All of these funds aim to deliver on the Governments updated policy ambitions particularly those set out in the national cycling strategy 'Gear Change', the national bus strategy 'Bus Back Better' and the national transport decarbonisation plan 'Decarbonising Transport: A Better, Greener Britain'.
- 1.3. Given the scale of projects being developed and delivered across the city, which propose changes in line with local and national policy, and where required include new design standards, the Strategy and Resources Committee have requested an update on the current programme and an understanding of how these align to the existing Sheffield Transport Strategy and other key strategic policy objectives.
- 1.4. This report should be read alongside a presentation that will be provided to S&R Committee meeting (attached at Appendix A) and together they aim to present the initial outcomes of a review into:
 - the current status of the Sheffield Transport Strategy adopted by the Council in March 2019
 - the alignment of the different programmes SCC will need to deliver to meet its sustainable transport objectives following successful funding bids, and
 - the challenges/issues that the step change in the scale of sustainable transport programmes in Sheffield has so far presented
- 1.5. This report now sets out a number of conclusions from the initial review.

Sheffield Transport Strategy (2019)

- 1.6. Having reviewed the Sheffield Transport Strategy (2019-34)¹ against current and emerging regional and national policy, officers consider that the core aims and objectives of our strategy are still relevant, but the strategy needs to be supported with specific delivery plans.
- 1.7. The current strategy aligns with regional and national ambition and funding programmes, with a trajectory towards investment in active modes and public transport improvements to enable and encourage people to consider these as attractive, efficient, accessible, safe and affordable options in Sheffield.
- 1.8. It is important to note that the Supertram system remains a clear strategic priority for the city, with its connectivity to key employment locations, future growth areas and the role it plays in integrating the park and ride network. The strategy acknowledges the need for the major maintenance of the current tram network, and progress has been made on this with £100m secured for the first phase, but also the importance of further expansion of mass transit in the city.
- 1.9. The current strategy also acknowledges the importance of policy-based interventions, such as the use of demand management techniques like parking charges and more innovative solutions to promote and accelerate modal shift and support road safety, such as through better enforcement of poor user behaviour, via changes to the Traffic Management Act Part VI legislation.
- 1.10. It also acknowledges the role of the ring road and the importance to provide a balanced improvement to the highway infrastructure, to support the Department for Transport's Major Road Network ambitions and to provide capacity where longer distance and goods trips are necessary. Ensuring that our highway network is managed and designed to accommodate efficient access into and out of the city centre in order to minimise delay to public transport is essential.
- 1.11. The Sheffield Transport Strategy looks towards 2034 and acknowledges that without a rapid change to more sustainable travel, the scale of growth forecast in the city will lead to significant detrimental economic, social and environmental impact, as a result of a worsening in transport conditions for people travelling in Sheffield.
- 1.12. The current strategy has allowed the development of a pipeline programme of investment, with a clear link to a policy rationale and justification. It has allowed the city to successfully bid in competitive rounds of funding. On a city basis, this equates to over nearly £1bn in the next five years, covering funding allocations held by Sheffield City Council and the South Yorkshire Mayoral Combined Authority (SYMCA). This shows the council's ambitions for the city, and where it must get to, to ensure a well-connected, inclusive and sustainable growth agenda for the city and the wider regional economy.

¹ [Sheffield Transport Strategy 2018](#)

- 1.13. Notwithstanding this, there have been changes since 2019. The outcomes and changing travel behaviours and pressures on public transport following the coronavirus is one area for further consideration. But also, the push towards carbon reduction and innovation are two other policy areas which must be acknowledged at a strategic city level. This includes emerging technologies like autonomous vehicles, mobility hubs and the updated design guidance around cycle and bus investment. A refresh or update of the Transport Strategy has not been taken forward due to significant pressures in the current workload and the historic lack of a dedicated revenue budget for transport planning.
- 1.14. There are challenges in delivery, related to the resourcing in the current structure. The current structure of the policy team, the design teams and delivery are not sufficiently resourced for the scale of capital programme necessary and related policy development. Ultimately, more resource is needed to support delivery if the council is to meet the ambitions set down in the adopted Transport Strategy. This is challenging given that there is currently a shortage of suitable people with the required knowledge, skills and experience in the market. This means that capacity will need to be sourced from a range of providers and importantly that we 'grow our own' experts. In late 2022 the Strategic Transport, Sustainability and Infrastructure Service (STSI) appointed 3 apprentices to start this approach.
- 1.15. Clearer delivery pipelines across key transport programmes would assist in presenting a transparent ambition for the city but also in resource planning and competitive funding bids. It is recommended that alongside any updates to the Sheffield Transport Strategy that city delivery plans are developed where this is most appropriate.

The SCC Climate Declaration and ARUP Pathway Report

- 1.16. In February 2019, Sheffield City Council was a trailblazer in its commitment to carbon reductions. In declaring our Net Zero ambitions by 2030 the Council then started to further develop and define the scale of action and change required to deliver on this commitment.
- 1.17. The Transport Strategy (2019) confirmed that if we achieve our ambition for growth without addressing the transport challenge, by 2035, traffic on the ring road will increase by 20%, meaning longer queues into the city. There would be a 35% increase in delay within the city centre meaning resilience of the network would be severely compromised. As buses use the same highway space, there would be an estimated 20% increase in bus delay. This demonstrates the case that the modal shift towards non-private car modes is urgently needed, to reduce the related externalities of motor journeys.
- 1.18. As a result the strategy set out that we need to hold private car trips at baselined 2015 levels, with a substantial increase in public transport,

walking and cycling but this was primarily just to manage the capacity for growth that was forecast in the city.

- 1.19. The ARUP Pathways Report, and later the council's adopted 10 Point Plan, defined the scale of change over four objectives; increase active travel by 257%, a huge uptake in electric vehicles, consolidation of freight operations and increase public transport use by 15%. Wrapping around all of this is a reduction in car trips by 67%. This is the scale of the change required to manage the capacity and carbon impact of our transport network.
- 1.20. A shift to new technology alone (electric or hydrogen) will be insufficient to meet our net zero target by 2030 and we need to reduce the use of private vehicles as well as supporting a transition to lower emission vehicles, for those journeys where private car is still required. Fundamentally we need to make other modes more attractive, and this starts with the provision of the correct infrastructure and the behavioural messages and incentives to support this transition. But in providing the 'carrots' to encourage a change there is also a need to consider the potential for appropriate 'sticks' to motivate change and manage demand as indicated at section 1.9.
- 1.21. The dependence on private cars is causing severance in the local neighbourhoods, such as parking, speeding, congestion, inability to cross the road and the more pressing issue for the city is the road safety statistic that places Sheffield as the worst performing metropolitan area in the country for Killed and Seriously Injured collisions. Having a safer and more sustainable transport system that addresses these problems will provide real benefits to people across Sheffield.
- 1.22. The other consideration is the fact that 29% of residents and households of Sheffield do not have access to private cars in their household². In certain parts of Sheffield this increases significantly with Darnall c.39%, Burngreave 48% and Norfolk Park and Heeley at 41%. They rely on the buses, trains, trams and active travel. Supporting improvements to these modes and enabling greater uptake will create a more sustainable, stable and financially viable transport network to the benefit of all users.

Refine Messaging and Communication

- 1.23. Recent project delivery has outlined the limitations of our strategic messaging and engagement platforms. The projects have suffered from stop/start consultation processes due to many factors, and this has highlighted some deficiencies in existing processes and messaging.
- 1.24. To tackle this, an emphasis on the community input, at an early stage in the process is of paramount importance for a robust collaborative and co-design approach. There are some significant lessons learnt from the

² https://www.nomisweb.co.uk/sources/census_2021/report?compare=E08000019#section_6

Active Travel Neighbourhood implementation as well as the platforms used during the pandemic that are not suitable in isolation.

- 1.25. A need for a citywide conversation on the need to change has been recognised along with the rationale, the issues facing the city and the benefits of why change is important. The scale of change is significant as outlined previously and that needs to be easily digestible for everyone we engage with. To assist with this, a Toolkit for engagement is being developed, which will define a series of actions that need to be evidenced and completed, to ensure that the right channels are being used and the feedback can be properly incorporated.
- 1.26. At a local level, discussions have been held with a number of Ward Members as part of the most recent communications on Active Travel Neighbourhoods with the opportunity to inform and co-design materials used. Workshops have been held with local ward councillors to understand how communications can support positive behaviour change.

A Strong Political Framework and Regional Exemplar

- 1.27. We need to recognise Sheffield's position as a Core City and as an exemplar for the South Yorkshire region. Sheffield will play a key role in implementing national policy direction and as a result will influence regional policy and the capital pipeline. To make this happen, a strong political framework to secure transformational decisions is needed to maximise investment and delivery.
- 1.28. This is not something that can be achieved as a City alone. Other Core Cities do not function independently, and work closely with their respective regional structures and statutory authorities to achieve successful outcomes.
- 1.29. We have a desire for greater collaboration with SYMCA. Part of this is to ensure that our priorities are clear and consistent with the region's policy direction. It is also important that Sheffield's strengths as a Core City are reflected in the emerging Local Transport Plan 4 update process, including supporting action plans, associated funding allocations and progress reporting. As the Local Highway Authority, we will have direct, statutory responsibility to a significant part for the realisation of these policy objectives if the core outcomes are to be delivered.
- 1.30. With this greater collaboration, there is greater potential to harness the funding opportunities that this brings and ensure that our ambitions are reflected in regional policy. In turn, this will be represented in ongoing communication with service providers and Government departments, mainly, the Department for Transport.
- 1.31. The scale of change is challenging but working in a robust and coherent political framework can ensure that the opportunity to deliver transformational change is achieved. Other Core Cities are leading the way in making radical steps towards transport changes, with major

investment in public transport, active travel and supporting policies to promote a shift to sustainable travel solutions for their metropolitan areas. With the right messaging, and a supporting policy framework, Sheffield can sit alongside other progressive UK and global cities and secure a transition to low carbon, healthy and accessible transport solutions.

2. HOW DOES THIS DECISION CONTRIBUTE?

2.1. The principles contained in this report contribute towards;

- Contributes towards protecting public health and making a positive impact on those who are vulnerable to roadside pollution.
- Contributes positively towards net-zero targets by enabling safer walking and cycling. It also contributes to the Council achieving its aim of increasing cycling levels from 1.4% to 6.6% in peak hours, and from 0.9% to 4.2% across the 12-hour day (2017 base) as outlined in the Sheffield Transport Strategy.
- Contributes towards achieving the corporate objectives within a number of emerging and adopted corporate plans and strategies, including and not limited to the Draft Local Plan, One Year Plan, through the promotion of sustainable transport and the City Centre Plan.
- Contributes to bus network reliability and increased patronage, linked to the emerging objectives of the South Yorkshire Bus Service Improvement Plan and Enhanced Partnership.

3. HAS THERE BEEN ANY CONSULTATION?

3.1. The information contained in this report is for reporting purposes with no direct decision being requested. Consultation has taken place on the paper in respect of briefing with elected members. Any further discussion will include Members of the relevant Policy Committee, currently Transport, Regeneration and Climate.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1. Equality Implications

4.1.1. There are no immediate implications related to this report.

4.2. Financial and Commercial Implications

4.2.1. There are no direct financial implications arising from this report.

4.3. Legal Implications

4.3.1. There are no immediate legal implications arising from this report.

4.4. Climate Implications

- 4.4.1. These are no direct implications arising from this report although as noted transport is one of the most significant contributors towards carbon emissions in the city and it is recommended that the review of the strategy and preparation of associated delivery plans should reflect the commitment to Net Zero. Any further related decision will be brought forward through the relevant Policy Committee, on a specific decision basis.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1. Alternative options are not considered applicable. The information contained in this report is for reporting purposes with no direct decision being requested. Any further related decision will be brought forward through the relevant Policy Committee, on a specific decision basis.

6. REASONS FOR RECOMMENDATIONS

- 6.1. As outlined in the report, given the changes in central government policy with regard to transport investment and a focus on carbon reduction, it is becoming apparent that updating the local transport policy will be a key part of the strategic narrative around the changes being developed as part of the Transforming Cities Fund and Active Travel Fund. It is also relevant to the future capital allocations, such as, the City Region Sustainable Transport Settlement.
- 6.2. An update on a local level is therefore considered beneficial and will be brought forward, subject to agreement by this Committee and the Transport, Regeneration and Climate Policy Committee.



Strategy and Resources

Transport Review



Introduction

- Leader and S&R Committee requested a review of transport schemes across the city (12 October 2022)
- TRC Policy Committee hold responsibility for refreshing the existing Transport Strategy adopted by the Council in 2019
- Illustrate how transport schemes align with each other, and the wider city strategy
- Provide political cover and oversight for the schemes and expenditure across our strategic transport programme
- Reflect on lessons learnt through scheme implementation in 2020-22
- Opportunity to update our existing policy position and reflect on the emerging new Council cross-party priorities

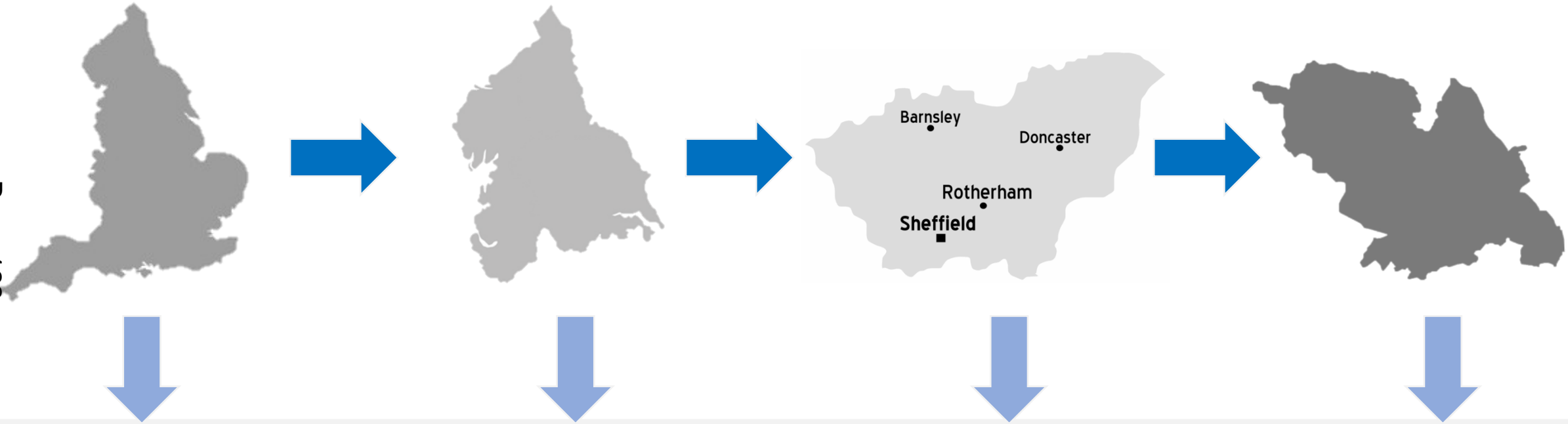
Background and Why

- Addressing Sheffield's **environmental** challenges;
- Improving **local neighbourhoods** by reducing car dominance, a key takeaway from the Local Area Committees and consultation responses;
- Enabling a **growing population** aligned to the Local Plan;
- Reducing **inequality** by improving travel options for those without access to a private motor car; and,
- Enabling a strong and inclusive **economic recovery**.
- A significant benefit to **health** and **wellbeing**, either directly through road safety intervention, or indirectly through healthier travel choice
- **Successful cities have, and continue, to invest in innovative transport solutions; public transport, active travel and place making.**



Strategic Alignment

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Department for Transport
Transport Investment Plan
National Bus Strategy
Gear Change
Various funding streams

Transport for North
Strategic Transport Plan
Northern Powerhouse Rail

South Yorkshire MCA
SCR Transport Strategy
Bus Service Improvement Plan
SCR Economic Plan

Sheffield City Council
SCC Transport Strategy (2018)
SCC Local and Corporate Plan
Economic, Leisure, Housing,
Health Strategies

Policy and Funding – what we can, and what we cant



Core Cities Leading Transformation

- **Birmingham** – All vehicle CAZ, LTNs, Systematic roll out of Bus Improvements
- **Bristol** – All vehicle CAZ, huge investment in Active Travel
- **Leeds** – implemented bus corridors and active travel, including city centre redesign. New train stations.
- **Liverpool** – Electric Vehicle Charging Points and e-Scooter trial
- **Manchester** – Bee Network, Expanded Metro, Bus Franchising
- **Newcastle** – CAZ Cat C, City Centre redesign, LTNs and Bus Corridors
- **Nottingham** – Workplace Parking Levy, Tram Network, Active Travel and Bus Corridors

CORE CITIES UK

**Arguing the
Case for Cities
for 25 Years**

Our Strategy

Local

- Improved and integrated mass transit

Future of Supertram

Inner Ring Road

Regional and National

- Rail connections to the region and Cities
- Sheffield Station and HS2
- Major Road Network

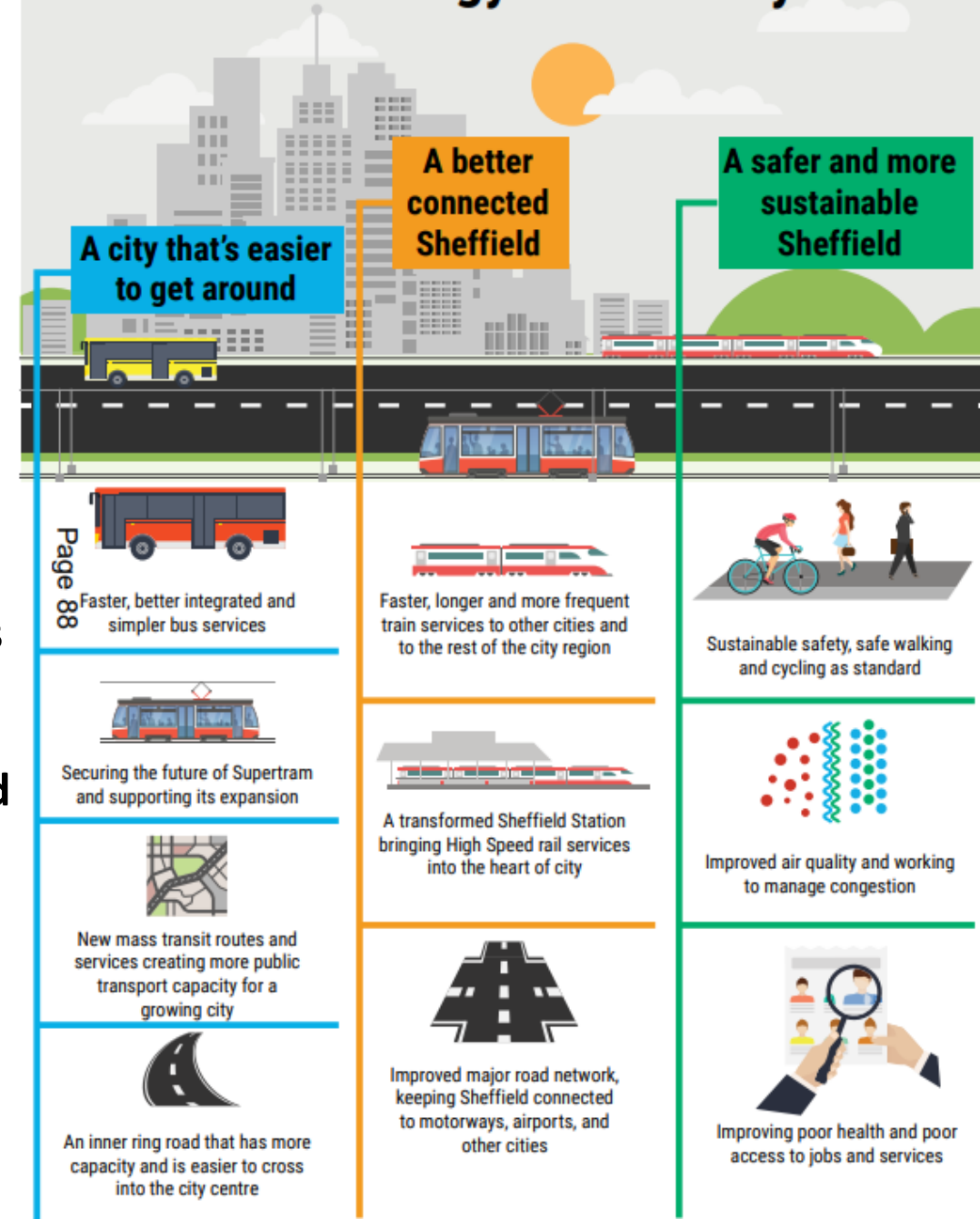
Safety and Sustainability

- Walking and Cycling transformation
- Air quality and congestion management

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Improve health, access to services, education, jobs/skills and regeneration

The Strategy in summary



Current Issues and Pressures

- Bus Services – reduction, quality of service, information, strikes, value
- Tram – reduction, renewal, regional buy in
- Train – local and intercity connections are poor
- Cycle – policy position to do more and faster
- Walking – unsafe roads, walking to school
- Car – speeding, parking, incidents, capacity
- Electric Vehicles – charging network, financial implications
- Public conflict, Road Safety, Integration, Information and Innovation –wraps around everything



Scale of the Change

ARUP Pathway Report

- Increase active travel +267%
- Uptake of electric vehicles
- Consolidate Freight
- Increase public transport +15%
- Reduce Car Use -67%

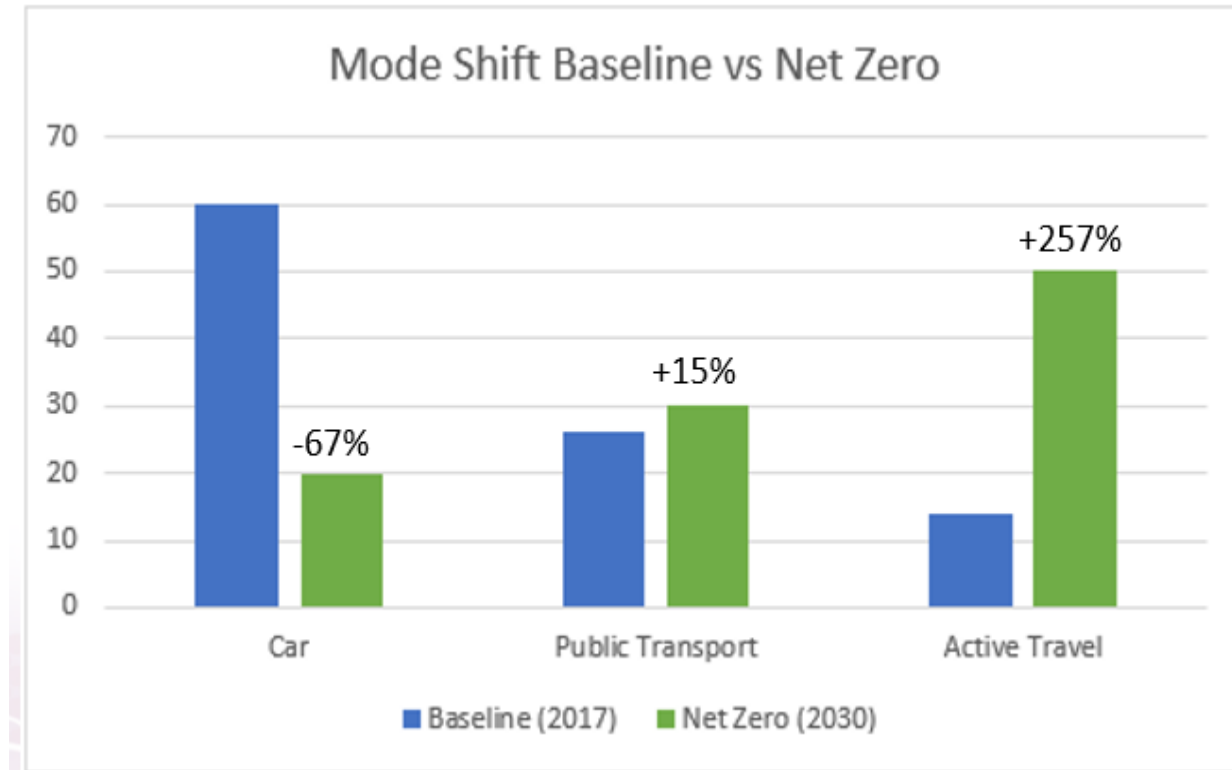
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The 10 Point Plan

- Decarbonising transport (traveling less, increasing the use of public and active travel and zero emission vehicles)

Road Safety

- Sheffield has a worse record than nearly all the other metropolitan areas, worst of all Core Cities



Transport investment will deliver...

- **Jobs** – Supertram and Bus Rapid Transit
- **Health** – Active Travel Routes
- **Local District Centres and Placemaking** – Mini Holland Darnall
- **Climate Change** – Electric Vehicles ambition and material use
- **Investment and Regeneration** – Castlegate and Grey to Green
- **Housing Delivery** – Shalesmoor and City Centre Changes

..and we have the funding to accelerate this



What is Going On

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Funding Source	Owner	Status	Approx. Cost
Active Travel Fund 2, 3 and 4	SCC	Delivery	£6,000,000
Transforming Cities Fund	SCC	Delivery	£50,000,000
LUF - Attercliffe	SCC	Delivery	£2,000,000
Local Transport Plan	SCC	Delivery	£20,000,000
Road Safety Fund	SCC	Delivery	£2,000,000
Major Road Network - Shalesmoor	SCC	Outline	£22,000,000
Local Large Major - Innovation Corridor	SCC	Outline	£170,000,000
City Region Sustainable Transport Settlement	SCC	Outline	£80,000,000
			£352,000,000
Supertram Renewal	SYMCA	Outline	£400,000,000
SYMCA Bus Programme	SYMCA	Outline	£20,000,000
RYR - Don Valley Line	SYMCA	Outline	£100,000,000
RYR - Barrow Hill	SYMCA	Outline	£100,000,000
Waverley Station	SYMCA	Outline	£8,000,000
			£628,000,000

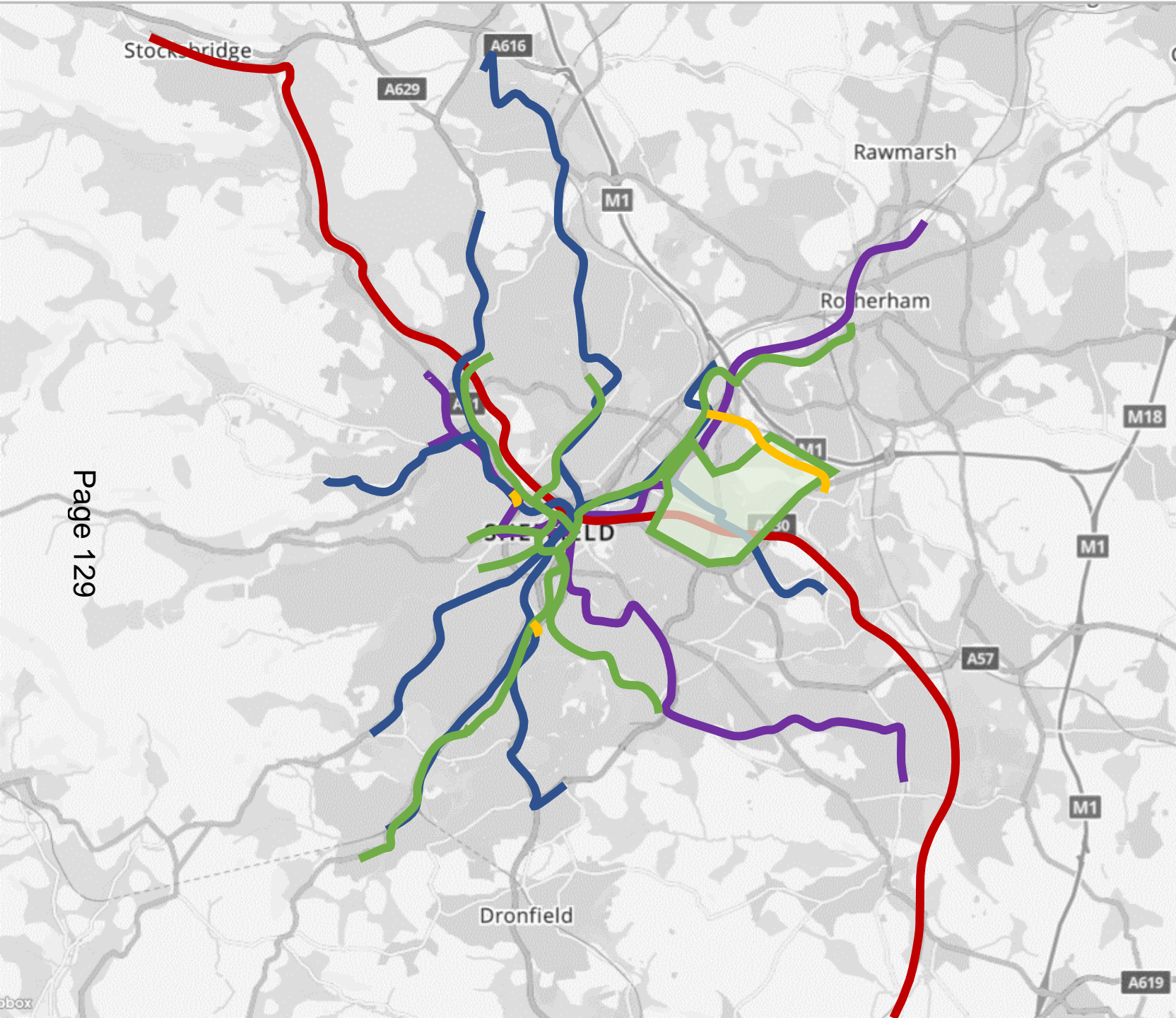
To Note:

All Competitive Bidding

All done with limited capacity (policy, bidding, delivery)

Electric Vehicles, Section 106, Mini Holland and other revenue activity not included (school streets)

Revenue is needed for ongoing policy work and for supporting behavioural change and community engagement



Key

- **Active Travel**
 - Active Travel Fund 2, 3 and 4
 - Connecting Sheffield – Kelham
 - Connecting Sheffield – Attercliffe
 - Connecting Sheffield – Tinsley
 - Connecting Sheffield – Nether Edge
 - CRSTS – Northern Communities
 - CRSTS – City Centre
 - Mini Holland - Darnall

- **Bus**
 - Connecting Sheffield - SW Corridors
 - Connecting Sheffield – Attercliffe
 - Connecting Sheffield – City Centre
 - CRSTS – A61 South
 - CRSTS – Northern Communities
 - CRSTS – A61 North

- **Rail**
 - Barrow Hill Line
 - Upper Don Valley Line

- **Tram**
 - Renewal

- **Network Management**
 - Sheffield City Region Innovation Corridor
 - Shalesmoor Gateway
 - Broadfield Road

How we get there

- Behavioural change is at the centre of transformation
- Step change in our approach Engagement and Communication
- Learning for Active Neighbourhoods Implementation
 - Dedicated communication support
 - Working with Ward Members to co-design the strategy
 - Member Workshops on Transport Narratives
 - Working with LACs to process local request
- Strategy Refresh for implementation and Delivery Planning
- SYMCA Involvement including co-working/co-strategy. Officer and Politically
- A defined, clear Investment Plan
- Aligning to wider policy ambitions



Conclusion

- 1) Having reviewed the Sheffield Transport Strategy (2018), in line with emerging regional and national policy, the core objectives of are still relevant but this needs to be supplemented with specific delivery plans
- 2) The SCC Climate Declaration and ARUP Pathway Report confirmed that we will need to go quicker with transport investment and project implementation to decarbonise transport and achieve our Net Zero ambitions
- 3) Recent project delivery experience has made clear that we need to refine messaging and communication, and develop our engagement to have community input at an early stage of project development
- 4) In line with our status as a Core City, we need a strong political framework to secure the decisions needed to maximise investment and delivery
- 5) As the largest authority in the region, we need to take a lead in providing clear city transport priorities to inform , influence and shape the South Yorkshire wide strategy and investment pipeline

Recommendations

That S&R Committee:

- Note the initial update on the Sheffield Transport Strategy and Programme, and the success achieved in securing significant investment into Sheffield and the progress being made to deliver the City's transport objectives

Furthermore, notes that TRC PC will :

- Provide oversight to the scope of the refresh of the Sheffield Transport Strategy, and development of the associated delivery plans, ensuring that the city's commitment to Net Zero is fully reflected.
- Support officers to review the professional capacity required to support the successful development, delivery and influence of policy, programmes and initiatives to support Sheffield's ambitions
- Review the approach to communications, consultation and engagement at a programme and project level and determine the level of resources required

Thank you for
listening



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Committee Decision Report

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

Tel: 07976047828

Report to: *Strategy and Resources Committee*

Date of Decision: *15/03/2023*

Subject: *The Purchase of Electricity from Renewable Sources*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(1350)</i>				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below: -				

Purpose of Report:

The report will detail the energy tariff options available to the Council from its new electricity supplier (EDF).

The report will set out the Renewable Energy Guarantee of Origin (REGO) arrangement the Council has under the contract with its current supplier (which will expire in March 2023) and recommend that the Council purchases the standard product under the contract with its new supplier (which commences in April 2023). The standard product does not involve the purchase of REGOs.

The report will set out the Council's intention that monies previously allocated for the purchase of REGOs is deployed on building a comprehensive communications and engagement package that will allow communities and organisations to learn about and access specific renewable energy funding and investment opportunities, subject to separate Council approval.

This decision will allow the Council to realise a significant cost avoidance for the financial year 2023/24 and years moving forward and by allocating the monies to local renewable energy projects it will have a positive effect on the Council's route to net zero by 2030.

Recommendations:

It is recommended that the Strategy and Resources Committee:

- 1) approves the Council purchasing the standard option for electricity generation with EDF, as set out in this report;
- 2) notes the Council's intention to internally reallocate monies previously allocated for the purchase of REGOs to building a comprehensive communications and engagement package that will allow communities and organisations to learn about and access specific renewable energy funding and investment opportunities.

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: <i>Richard Marik</i>
		Equalities & Consultation: <i>Louise Nunn</i>
		Climate: <i>Kathryn Warrington</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	SLB member who approved submission:	<i>Ajman Ali</i>
3	Relevant Policy Committee	<i>Strategy and Resources</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Jason Peck</i>	Job Title: <i>Contract Manager</i>
	Date <i>02/03/2023</i>	

1. PROPOSAL

- 1.1 This report seeks approval for the Council to purchase the standard option for electricity generation under the service contract with EDF (commencement date 1 April 2023) which carries no premium payment. This option is preferred to other renewable options which carry a premium.

Background

- 1.2 The Council is a significant user of electricity with over 1,000 operational buildings and schools. The electricity needs of these buildings as well as the City's unmetered street lighting are currently being supplied by Npower via a call-off contract under the Yorkshire Purchasing Organisation (YPO) public framework and contract managed through the Council's Facilities Management Energy Team and Procurement and Supply Chain Team. The contract with Npower comes to an end at the end of March 2023. From the 1st of April 2023 the Council's electricity supplier will be EDF via the Crown Commercial Services (CCS) public framework. The move to the CCS and the contract with EDF for the supply of electricity was agreed in September 2022 by the Strategy and Resources Committee. At the time of this decision to move to EDF the options available to the Council for purchasing a renewable electricity tariff were not available from the supplier, therefore it was decided at the committee meeting that a further decision would be made by the Strategy and Resources Committee on the purchase of a renewable electricity tariff once details were available.
- 1.3 In February 2019, a motion to declare a Climate Emergency was passed at Full Council. As part of that motion, point 4.4 stated "***asks this Administration to make an immediate decisive contribution towards this vital target by ensuring that the forthcoming procurement of the Council's electricity supply is entirely drawn from renewable sources***".
- 1.4 To meet this obligation, the subsequent procurement of the Council's electricity included the purchasing of Renewable Energy Guarantee of Origin (REGO) certificates for the duration of the supply framework until March 2023. This has resulted in an additional cost of around £40,000 annually to the Council. The procurement of REGOs is the standard route organisations in the UK take to claim they purchase electricity generated from renewable sources.
- 1.5 The cost of purchasing REGO's has seen a marked increase (+700%) for the year 2023/24 with an estimated cost to the Council of circa £200,000.
- 1.6 For the financial year 2022/23 the Council purchased REGO's from its electricity supplier Npower for electricity from renewable sources which included biomass generation, this option was called the Npower Business Renewable product. This is equivalent to the EDF UK Renewable for Business option available to the Council for the year 2023/24 described in paragraph 1.17 of this report.

The Renewable Energy Guarantee of Origin

- 1.7 The UK's electricity grid is supplied by various forms of electricity generation including nuclear, hydro-electric, wind-power, gas and solar. With the UK aiming to reach **net zero** by 2050, a crucial part of the national strategy is to transition to an electricity system with 100% zero-carbon generation and much of this is expected to come from renewable energy. 2020 marked the first year in the UK's history that electricity came predominantly from renewable energy, with 43% of power coming from a mix of wind, solar, bioenergy and hydroelectric sources. However, most of the electricity entering the national grid from a single energy source is natural gas. Natural gas is a largely imported fossil fuel and can emit harmful Greenhouse Gases such as carbon dioxide (CO₂) when burned to generate electricity.
- 1.8 As mentioned previously, electricity within the UK is fed into the national grid from a variety of sources and without a direct feed from a specified generator it is not possible to determine the source of the electricity an organisation uses. The Renewable Energy Guarantee of Origin (REGO) scheme is the primary way in which organisations can claim to be using electricity from renewable sources.
- 1.9 The REGO scheme was launched in 2015 as part of the EU's Renewable Energy Directive's requirement for Member States to report the proportion of renewable electricity production. A REGO certificate is produced to demonstrate the "energy attribute" for each 1MWh of renewable electricity generated. Suppliers use REGOs as evidence of their Fuel Mix Disclosure, which shows the proportional mix of all fuels within their electricity supply on an annual basis.
- 1.10 In simple terms generators of electricity utilising renewable technology such as wind power and solar are issued with a REGO certificate for each megawatt of electricity they produce. These certificates are then purchased by the electricity suppliers who sell them on to end users who wish to claim they are using electricity from renewable sources. There is a limited supply of these certificates and as more organisations and individuals recognise the Climate Emergency the demand for REGOs had increased and so has the cost of acquiring them.
- 1.11 All renewable products available to the Council via its electricity supplier require the purchase of REGOs. For the financial year 2022/23 the Council purchased REGO's from its electricity supplier Npower for electricity from renewable sources which included biomass generation.
- 1.12 Following a decision made in September 2022 by the Strategy and Resources Committee the Council has changed the way in which it accessed the energy market by moving from the Yorkshire Purchasing Organisation (YPO) to the Crown Commercial Service (CCS) and consequently changed its electricity provider from Npower to EDF. Both YPO and CCS are public frameworks.

1.13 Forecasts provided by our supplier for 2023/24 (EDF) indicate that the cost of purchasing REGOs for the year 2023/24 will increase from the current annual cost of **£39,000** to a cost of between **£198,000** and **£287,000** depending on what category of renewable electricity the Council decides to subscribe to.

1.14 Under the Greenhouse Gas Protocol, organisations that are using contractual arrangements to procure renewable electricity should report both the market-based emissions (in this case zero when purchasing REGO's) and the location-based emissions (using the national grid average). The latter is the reporting approach given in Defra's Environmental Reporting Guidelines which states that grid average should be used rather than procurement approach.

1.15 The grid average emissions are used to calculate the Council's baseline emissions and the Arup report 'Zero Carbon Pathway for Council Assets' (2020) did not recommend using a procurement-based approach to reach net zero on our electricity use and therefore the decision to not procure REGO backed electricity supply will not impact on the Council's net zero target reporting.

1.16 **EDF**

EDF's electricity supply is sourced from its own UK power stations, the wholesale energy market and other independent power generators. The information in the table below details EDF's generators fuel mix for period April 2021 to March 2022.

	Coal	Gas	Nuclear	Renewable	Other	CO ₂ g/kWh	Radioactive waste g/kWh
EDF's fuel mix	1.60%	15.10%	63.10%	19.00%	1.2%	82	0.0044
Contribution to EDF emissions	19.70%	68.2%	0.0%	0.00%	12.10%		

1.17 With EDF the Council has several options on which electricity generation it wants to purchase / align itself to, details below. The cost of each option is calculated using the current quoted premium applied to each kilowatt hour of electricity used and forecast electricity usage for 2023/24. The Standard Product and the Zero Carbon for Business options below are the only options which do not involve purchasing REGOs.

- **Standard Product** classed as brown energy has no guarantee of origin and can be from any of the generation including gas and coal. There is **no additional cost** to the Council on this product
- **Zero Carbon for Business** is backed by zero carbon electricity generated from nuclear power stations. This would allow the Council to report zero carbon emissions for its electricity supply for its market-based activity. In an emissions sense, nuclear power is considered

to be clean. It produces zero carbon emissions and doesn't produce other noxious greenhouse gases through its operation. Nuclear is not considered renewable as they operate using finite material mined from the ground and can only be found in certain locations. There are concerns around what to do with spent fuel from reactors, as there's still no definitive way to dispose of it indefinitely without risk. The estimated cost of this option for 2023/24 is **£52,198.43***

- **Renewable for Business** is backed by UK REGOs or European GoOs, from a blend of sources including hydro, wind, solar, biomass and landfill gas. It must be noted that the combustion of biomass is not greenhouse gas emission free. Biomass can be considered a renewable form of energy and electricity generation as its growth (e.g. of plants or trees) removes greenhouse gases like carbon dioxide from the atmosphere and stores it in soil, trees and other vegetation. As such, it is argued that when managed and harvested in a sustainable way, biomass can be used to help reduce carbon emissions. The estimated cost of this option for 2023/24 is **£198,354.05**. This product is equivalent to the product purchased from Npower for the year 2022/23.
- **Clean Renewable** is backed by UK REGOs and is sourced from wind, solar and hydro assets. This is the 'cleanest' of the renewable options. The estimated cost of this option for 2023/24 is **£287,091.39***
- **Blended Zero Carbon** is a mix of 50% UK Renewable and 50% Zero Carbon for Business. The 50% UK Renewable would be backed by the purchasing of REGOs. The estimated cost of this option for 2023/24 is **£133,496.09***
- **Select Renewable** enables the Council to request a tailored supply solution to cater for a range of location, technology and generator-specific preferences, this option would require further discussion with the supplier to determine cost and options. This option would be backed by the purchasing of REGO's from specified generators. The estimated cost of this option for 2023/24 is **£417,587.47***

** Includes schools that subscribe to the Councils energy package (both academies and maintained). A more detailed breakdown of cost is provided in paragraph 4.2.1*

A 10 Point Plan for Climate Action

- 1.18 The Council's 10-point plan for climate action lays out a framework for how the Council will work to address the climate crisis. One of the key features of the 10 Point Plan is the recognition that the route to net zero will take considerable financial investment at a level beyond the means of the Council

alone and will involve working with central government, local businesses and other third-party organisations if our declared targets are to be achieved.

1.19 The Council has made progress in several areas of the 10 Point Plan in addressing the climate crisis, both in securing funding and implementing 'schemes' on the ground, examples below:

- In November 2022, the Transport, Regeneration and Climate Committee approved the scope of the £3.5m Local Renewable Energy Fund and work is now underway in identifying council buildings to benefit from this, with survey work being commissioned shortly.
- The £2.1m Sustainable Cultural and Community Facilities programme will provide capital grant funding to improve the energy efficiency and environmental performance of public facing buildings and spaces in Sheffield with an initial focus on buildings used primarily for community and/or cultural purposes. The grants will be funded by UK Shared Prosperity Fund.
- We also have approval for £100k from the Feasibility Fund as a contingency to cover the cost of energy audits associated with the capital projects.
- Facilities Management have commenced a series of energy audits at sites to identify energy saving measures that can be implemented quickly and at minimal cost. With the new hybrid working and offices less occupied than they were prior to the pandemic there are opportunities for reducing energy demand. The audits are targeting 'quick wins' such as challenging staff behaviours with regards to energy use and reviewing local heating controls.
- Facilities Management have also commissioned much more detailed energy surveys to be undertaken by APSE Energy. Surveys have been completed at the Medico Legal Centre and five local housing offices with another 12 sites identified to be completed. These surveys include a review of sites current status with regards to energy usage and consider such factors as insulation, energy use and heating systems. The surveys then provide a costed proposal to reduce energy usage at the site, detailing proposed measures, the resulting carbon reductions and financial payback. The surveys will put the Council in a position to apply for funding from the Public Sector Decarbonisation Scheme once the next round of funding becomes available.

Renewable Energy - Investment

1.20 The need for investment is a constant theme within the 10 Point Plan and this is particularly evidenced by the extracts below regarding renewable energy.

- Supporting businesses and jobs at risk to adapt, and create clean growth through investing in renewable energy, sustainable transport,

smart technologies, research and development

- Investing in renewable energy and energy efficiency, particularly in combination with accessing government funding, can provide energy efficiency savings and revenue in the short and long term.
- Identify opportunities for solar PV retrofit on our buildings and homes and renewable energy generation and storage on our land.

1.21 The installation of local renewable energy technology requires investment. With the Council's budget under severe pressure, it is imperative that every opportunity to identify funding for renewable energy projects within the city is identified and acted upon.

1.22 It is against this backdrop of a lack of available financial resources that the issue of purchasing REGOs must be considered. Subscription to an energy tariff backed by REGOs does not contribute to the Council's 10-point plan and has no effect on reducing demand for energy within the city or contribute to the production of renewable energy within Sheffield. Investment in local sustainability projects to reduce demand for electricity from the national grid must be a higher priority than purchasing a renewable tariff from our electricity supplier. The Arup report 'Zero Carbon Pathway for Council Assets' (2020) did not recommend using a procurement-based approach (i.e. REGOs) to reach net zero on our electricity use.

1.23 Investing the monies previously spent on REGO's into local sustainability projects would be a decision that aligns directly to the Council's 10-Point Plan for climate action. It is therefore the intention that the Council allocates the £40k a year previously spent on REGOs internally to support the Council's local renewable energy and climate change projects. It is intended that £40k is deployed on building a comprehensive communications and engagement package that will allow communities and organisations to learn about and access specific renewable energy funding and investment opportunities. Officers will work with Local Area Committees, businesses and community organisations to allocate SCC climate resources.

Core Cities

1.24 We have made enquiry with other Core Cities asking if they had a policy of purchasing REGOs. Of the 10 cities approached we have received 5 replies. Only one of the 5 councils that replied is committed to purchasing REGO's for the year 2023/24. It is clear from the councils that have responded that the majority do not have a policy of purchasing REGOs.

Recommendation

1.25 It is recommended that the Council subscribes to the EDF **Standard Product** and does not pay a premium for one of the EDF alternative options.

1.26 The Council intend to internally allocate the £40k previously spent on REGOs toward deploying and building a comprehensive communications and engagement package that will allow communities and organisations to learn about and access specific renewable energy funding and investment opportunities, this will have a more positive and direct effect on the Council's route to net zero.

1.27 The alternative options available from EDF have a cost implication to the Council and none are considered to have a positive effect on the amount of emissions being reported by the Council as part of the target to reach net zero by 2030.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1
- The Council will realise a significant cost avoidance on its electricity supply for 2023/24 in comparison to purchasing a renewable energy tariff for its electrical supply.
 - Provide additional funding for sustainability projects

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 There is no requirement to consult. Evidence to support the proposal is obtained from scientific research and other sources.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 Overall, there are no significant differential, positive or negative, equality impacts from this proposal.

4.2 Financial and Commercial Implications

- 4.2.1 The tables below detail the estimated cost to the Council of the decision on which category of energy to purchase. Forecast figures for the year 2022/23 are included for comparative purposes.

2022/23 (Npower)

Fuel Description	Energy Source	Cost	SCC	Schools*
Business Renewable	100% Renewable	£39,148.83	£23,994.08	£15,154.75

2023/24 (EDF)

Fuel Description	Energy Source	Cost	SCC	Schools*
Our standard product, classed as Brown	Standard	£0.00	£0.00	£0.00
Sourced from zero carbon nuclear generation	Zero Carbon for Business	£52,198.43	£31,992.10	£20,206.33
Sourced from a range of renewable technologies across the UK only	UK Renewable for Business	£198,354.05	£121,569.98	£76,784.07
Specifically sourced from wind, solar and hydro assets	Clean Renewable	£287,091.39	£175,956.55	£111,134.84
A mix of 50% UK Renewable and 50% Zero Carbon for Business	Blended Zero carbon	£130,496.09	£79,980.25	£50,515.84
Allows customers to request a tailored supply solution to cater for a range of location, technology and generator-specific preferences	Select Renewable	£417,587.47	£255,936.80	161,650.64

All prices contained in the chart above are correct at the time of writing this report. The availability of REGOs and their associated cost is subject to market fluctuation.

** There are currently over 140 schools subscribed to the Council's energy package, this includes both maintained schools and academies.*

4.3 Legal Implications

- 4.3.1 The Climate Change Act 2008 is the basis for the UK's approach to tackling and responding to climate change. It requires that emissions of carbon dioxide and other listed greenhouse gases are reduced and that climate change risks are adapted to.
- 4.3.2 The Climate Change Act commits the UK government by law to reducing net greenhouse gas emissions (net UK carbon account) by at least 100% of 1990 levels by 2050.
- 4.3.3 Section 27 of the Climate Change Act defines the "net UK carbon account". The starting point is UK emissions for the year from all sources in the UK, excluding those from land use, land use change and forestry (LULUCF). These are then adjusted to take account of emissions and removals by sources and sinks associated with LULUCF activity. It is further adjusted to account for: a) carbon units which have been brought in from overseas by Government and others to offset UK emissions ("credits"), thereby reducing the net UK carbon account; and b) UK carbon units which have been sold to a third party outside the UK or otherwise disposed of ("debits").
- 4.3.4 The Climate Change Act also requires the government to set legally binding

'carbon budgets' to act as stepping stones towards the 2050 target. A carbon budget is a cap on the amount of greenhouse gases emitted in the UK over a five-year period and are set at least 12 years in advance to allow policy-makers, businesses and individuals enough time to prepare. Once a carbon budget has been set, the Climate Change Act places an obligation on the Government to prepare policies to ensure the budget is met.

4.3.5 There are no direct legal obligations on the Council at this point in time but it is recognised the Government cannot meet its obligations without significant input and drive from local authorities.

4.3.6 The Council, when delivering services, is subject to the 'best value duty'. This requires the Council to 'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.'

4.3.7 The contracting arrangements are permitted by the Local Government (Contracts) Act 1997 and should ensure the Council meets its best value duty.

4.4 Climate Implications

4.4.1 In their "Corporate Procurement of Renewable Energy: Implications and Considerations" briefing document, the Climate Change Committee have noted that the procurement of renewable electricity has had a limited and in some cases no impact on emission reductions at the building or national level as the procurement routes have not led to increased renewable electricity generation nor do these procurement routes change the actual power that is consumed at the building level. As such, it is considered that removing the procurement of REGO's from the Council's electricity supply contract will have no climate implications.

4.4.2 In terms of reporting the Council's greenhouse gas emissions, the Greenhouse Gas Protocol states that organisations participating in any contractual arrangements for the procurement of renewable electricity shall dual report their Scope 2 emissions in the following two ways;

- Location based method – uses the average emissions intensity of the power in the National Grid.
- Market based method – reflects emissions from electricity that has been procured through contractual arrangements

Defra's Environmental Reporting Guidelines state that the current approach for quantifying emissions from purchased electricity must use the grid average conversion factor but can report an emissions reduction in net emissions for any generated renewable electricity that is exported to the grid.

Therefore, the removal of REGOs from procured electricity will have no increase in the amount of emissions being reported as part of the Council's target to reach net zero by 2030.

4.5 Other Implications

- 4.5.1 Possible reputational risk and adverse publicity if decision is made to move away from procuring a renewable energy tariff.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 Option 1 – Purchase Renewable for Business option from EDF

Advantages:

- This would be a continuation of the Council procuring REGO's for its electricity supply.
- This would enable the Council to declare that its electricity is generated from renewable sources for its market-based emissions.

Disadvantages:

- The cost to the Council would increase.
- This option would be a further draw on the Council's budget alongside already known increasing energy costs.
- This option has no impact on the route to net zero.
- The purchasing of REGOs does nothing to reduce demand for electricity.
- This option does not contribute to the Council's journey to net zero.
- This option includes electricity from biomass generation

5.2 Option 2 – Purchase Clean Renewable for Business option from EDF

Advantages:

- This would be a continuation of the Council procuring REGO's for its electricity supply.
- This would enable the Council to declare that its electricity is generated from renewable sources for its market-based emissions.
- This option does not include biomass generation

Disadvantages:

- The cost to the Council would increase.
- This option would be a further draw on the Council's budget

alongside already known increasing energy costs.

- This option has no impact on the route to net zero.
- The purchasing of REGOs does nothing to reduce demand for electricity.
- This option does not contribute to the Council's journey to net zero.

5.3 Option 3 – Purchase the Zero Carbon for Business option from EDF.

Advantages:

- The cost of this option is lower than that for renewable energy - £52,198.43
- The Council will be able to declare that its electricity is generated by zero carbon generation for its market-based emissions.

Disadvantages:

- The Council will be unable to declare that its electricity is generated by renewable technologies for its market-based emissions.
- This option is based on nuclear energy generation which is subject to some controversy regarding the storage of nuclear waste produced by this method of electricity generation.
- This option has no local impact on the route to net zero.
- This option does not contribute to the Council's journey to net zero.

5.4 Option 4 – Purchase the Blended Zero Carbon for Business option from EDF.

Advantages:

- This would enable the Council to declare that its 50% of its electricity is generated from renewable sources for its market-based emissions and that the remaining 50% was from zero carbon generation.

Disadvantages:

- The cost to the Council would increase.
- This option would be a further draw on the Council's budget alongside already known increasing energy costs.
- This option has no impact on the route to net zero.
- This would involve the purchasing of REGOs which does nothing to

reduce demand for electricity.

5.5 Option 5 – Purchase of Select Renewables option from EDF.

Advantages:

- This would be a continuation of the Council procuring REGO's for its electricity supply.
- This would enable the Council to declare that its electricity is generated from specified renewable sources for its market-based emissions.

Disadvantages:

- The cost to the Council would increase, this is the most expensive option available.
- This option would be a further draw on the Council's budget alongside already known increasing energy costs.
- This option has no impact on the route to net zero.
- This would involve the purchasing of REGOs which does nothing to reduce demand for electricity

6. REASONS FOR RECOMMENDATIONS

- 6.1 There will be a cost avoidance for the year 2023/24 of **£287,091** against the Clean Renewable option, **£198,354** cost avoidance against the Renewable for Business option or **£417,587** against the Select Renewable option.

The purchasing of REGOs has no effect on the Council's route to net zero.

The Council intend on allocating the £40k a year previously spent on REGOs internally to support the Council's local renewable energy and climate change projects. The £40k will be deployed on building a comprehensive communications and engagement package that will allow communities and organisations to learn about and access specific renewable energy funding and investment opportunities. Officers will work with Local Area Committees, businesses and community organisations to allocate SCC climate resources.



Report to Policy Committee

Author/Lead Officer of Report:

Damian Watkinson,
Finance Manager

Tel: 0114 273 6831

Report of: *Tony Kirkham*

Report to: *Strategy & Resources Committee*

Date of Decision: *15th March 2023*

Subject: *Capital Approvals for Month 10 2022/23*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				

Purpose of Report:

This report provides details of proposed changes to the existing Capital Programme as brought forward in Month 10 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
- (iii) Approve the variation to the Future High Streets Fund schemes detailed in Appendix 3, subject to confirmation being received from Department for Levelling Up Housing & Communities of their acceptance of change in scope of project.

Background Papers:

Appendix 1, Appendix 2, Appendix 3

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Liz Gough</i>
		Legal: <i>Rahana Khalid</i>
		Equalities & Consultation: <i>N/A</i>
		Climate: <i>N/A</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Tony Kirkham</i>
3	Committee Chair consulted:	<i>Cllr Brian Lodge</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Damian Watkinson</i>	Job Title: Finance Manager
	Date: <i>01/03/23</i>	

1. PROPOSAL

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

2. HOW DOES THIS DECISION CONTRIBUTE ?

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

3. HAS THERE BEEN ANY CONSULTATION?

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

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 Any Equality implications are the responsibility of the service area under which the approval falls. An Equalities Impact Assessment was submitted with each Business Case

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 10 reporting cycle. This report requests the relevant approvals and delegations to allow these schemes to progress.

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

- 6 additions of specific project to the capital programme creating a net increase of £7.853m
- 23 Variations to schemes creating a net increase of £24.216m
- 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 & appendix 3 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 & appendix 3. 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.

Scheme name / summary description		Value £'000
A	Transport Regeneration & Climate Change	
	New additions	
	<p>Sheaf / Porter Flood Defence</p> <p>Why do we need the project?</p> <p>There is currently a significant risk of flooding to areas of the city which this project aims to address. The impact of climate change means that this risk is likely to increase year on year.</p> <p>This project is to investigate ways to address the flooding risks to the following areas: -</p> <ul style="list-style-type: none"> • area either side of the River Sheaf, from the city centre at Lady's Bridge to Millhouses, together with areas of Dore • area either side of the River Porter, from the city centre at Midland railway station to Bingham Park/Whiteley Woods. <p>How are we going to achieve it?</p> <p>This initial stage of this project is to produce a business case to apply for Environment Agency funding to enable delivery of a project which will reduce the risk of flooding to an important area of the city. This will include the following: -</p> <ul style="list-style-type: none"> • Production of a business case to apply for Environment Agency funding. • Outputs to enable a funding bid to be submitted to South Yorkshire Mayoral Combined Authority, should the opportunity become available. • Establishing a more accurate cost estimate for the project. • Development of a more accurate, up to date flood model for the project. • Development of more detailed design solutions for the project. • Strengthen stakeholder engagement/consultation. • Development of better understanding of the risks associated with the project. • Development of better understanding of the benefits associated with the project. <p>The budget for this phase is initially £800k and is to be funded from approved Gainshare funding.</p> <p>What are the benefits?</p> <ul style="list-style-type: none"> • Reduced risk of flooding to households, businesses, transport links and other critical infrastructure • Removal of constraints to development in the area, creating the potential for growth, investment, job creation <p>When will the project be completed?</p> <p>This initial stage of the project is expected to be completed in 2023-24</p>	+800

	Funding Source	Gainshare	Amount	£800k	Status	Approved			
	Approval Route		On 15/6/22 Transport, Regeneration and Climate Committee endorsed an updated Flood Risk Management Plan for the city which included continuation of delivery of this capital programme.						
Variations and reasons for change									
Page 154	<p>Upper Don Catchment Flood Alleviation Scheme Phases 1&2</p> <p>Scheme description</p> <p>There is currently a risk of flooding to areas of the city which this project aims to address. The impact of climate change means that this risk is likely to increase year on year.</p> <p>This project addresses the flooding risks to the areas either side of the rivers Don and Loxley, between the edge of the city centre at Kelham Island and Malin Bridge</p> <p>Phase one of the scheme (covering Malin Bridge to Owlerton) commenced in 2019 and is nearing completion. This phase of the project will reduce the risk of flooding to 63 homes, 152 business premises and critical infrastructure (including the A61 route into the city centre from the North).</p> <p>What has changed?</p> <p>Phase 1 has suffered from increased costs of £1.465m above the approved budget of £9.185m due to a combination of ecological factors, difficulties with landowner agreements, worse than expected ground conditions, the condition of existing structures and the general "overheating" of the construction sector.</p> <p>Additional funding of approximately £3m has now been secured from the Environment Agency which will offset the overspend on the Phase 1 works and allow detailed development work to commence on Phase 2 of the scheme.</p> <p>The phase 2 works will include the following: -</p> <ul style="list-style-type: none"> • Production of a business case to secure Environment Agency funding allocated for the delivery of the scheme • Establishing a more accurate cost estimate for the project • Development of a more accurate, up to date flood model for the project • Development of more detailed design solutions for the project • Strengthen stakeholder engagement/ consultation • Development of better understanding of the risks associated with the project • Development of better understanding of the benefits associated with the project <p>Variation type:</p> <ul style="list-style-type: none"> - Budget Increase - Increase in scope 							+2,715	

Budget

Phase	Current Budget	Changes	Revised Budget
Phase 1	9,185,001	1,465,000	10,650,001
Phase 2	-	1,250,000	1,250,000
TOTAL	9,185,001	2,715,000	11,900,001

Funding

Funding Stream	Revised Funding
Environment Agency	5,025,702
Sheffield City Region Investment Fund	3,315,001
Community Infrastructure Levy*	3,544,298
Revenue Contribution	15,000
TOTAL	11,900,001

*Increased Environment Agency Funding has reduced overall Community Infrastructure Levy requirement at this stage by approx. £200k. However, it recommended that this sum remain ringfenced to meet any further potential cost increases to Phase 1.

Funding	See Above
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Approval Route

On 15/6/22 Transport, Regeneration and Climate Committee endorsed an updated Flood Risk Management Plan for the city which included continuation of delivery of this capital programme.

Brownfield Sites Acquisitions

Scheme description

In January 2018 a cabinet decision was taken to establish a revolving fund to enable the acquisition of Brownfield Sites for the purpose of enabling growth and regeneration.

What has changed?

+162

	<p>A previous site purchased under this programme currently generates an annual revenue surplus of £162K p.a. This surplus to be used to replenish the revolving fund.</p> <p>Variation type: Budget increase</p> <p>Budget Current Budget £5,881.2K + £162.0K = £6,043.2K</p>			
	<table border="1"> <tr> <td data-bbox="183 459 338 523">Funding</td> <td data-bbox="338 459 1980 523">Revenue Contribution to Capital</td> </tr> </table>	Funding	Revenue Contribution to Capital	
Funding	Revenue Contribution to Capital			
	<table border="1"> <tr> <td data-bbox="183 523 568 587">Approval Route</td> <td data-bbox="568 523 1980 587">January 2018 Cabinet Decision</td> </tr> </table>	Approval Route	January 2018 Cabinet Decision	
Approval Route	January 2018 Cabinet Decision			
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 156</p>	<p>Rother Valley Parking Scheme</p> <p>Scheme description</p> <p>This scheme is for the introduction of a parking scheme at Rother Valley Country Park (Rother Valley Way, Meadow Gate Avenue and Owlthorpe Greenway). It will formalise on-street parking with the introduction of parking bays and parking restrictions, and will also provide some improvements for pedestrian and cyclists.</p> <p>The parking scheme is aimed at improving access in the area and will look to address the types of parking that occurs near junctions and on footways predominantly because of visitors to Rother Valley Country Park.</p> <p>What has changed?</p> <p>The feasibility stage is now complete, and the project will progress to the full detailed design stage with a view to the implementation of the scheme. The proposed scheme will make changes to the road network, introduce a series of double yellow lines to prevent parking in unsuitable places and provide some improvements for pedestrian and cyclists. Improvements to Rother Valley Way car park will be included to make this more attractive to use and some on-street parking opportunities will be available as alternatives for busy times. The scheme includes:</p> <ul style="list-style-type: none"> • Amending speed limits to include the Rother Valley Way/ Owlthorpe Greenway junction within a 30mph limit. • Amending clearways on Rother Valley Way and Owlthorpe Greenway. Leaving gaps in suitable places within the proposed extents of waiting restrictions (yellow lines) for on street parking. • Removing the roundabout at the junction of Rother Valley Way / Meadow Gate Avenue from the network and changing this area to provide additional parking close to the Rother Valley Park entrance. • A shared use footway on Owlthorpe Greenway linking to Rother Valley Way • Pedestrian refuge on Rother Valley Way to assist pedestrian and cycle movements • Extensive waiting restrictions on main routes and some within the estates at locations where parking should be prevented. <p>The full cost of the project is £357k and is fully funded from Road Safety Fund.</p> <p>Variation type: -</p>	<p>+347</p>		

	<ul style="list-style-type: none"> Budget increase 			
	<table border="1"> <tr> <td>Funding</td> <td>Road Safety Fund</td> </tr> </table>	Funding	Road Safety Fund	
Funding	Road Safety Fund			
	<table border="1"> <tr> <td>Approval Route</td> <td>Sheffield Local Transport Plan Report - TRC Committee 15.06.22</td> </tr> </table>	Approval Route	Sheffield Local Transport Plan Report - TRC Committee 15.06.22	
Approval Route	Sheffield Local Transport Plan Report - TRC Committee 15.06.22			
Page 157	<p>Batemoor & Jordanthorpe 20mph Zone</p> <p>Scheme description</p> <p>Through the City’s Transport Strategy, the Council has a corporate objective to increase participation in active modes of transport. 20mph area schemes contribute to the creation of a safer residential environment, which will allow easier access to local facilities for all. This in turn promotes healthier lifestyles whilst encouraging vibrancy in local areas and supports access to public transport. The Corporate Plan states that the aim is for all residential areas to have a 20mph speed limit by 2025.</p> <p>Through recent consultations such as the ‘big city conversation’ and the ‘transport vision,’ it is clear that local communities value the impact of transport improvements from both a movement and safety perspective. Slower speeds will contribute to the creation of a safer residential environment and may also bring about a reduction in the number and severity of traffic collisions.</p> <p>This project is for a 20mph sign only area in Batemoor, Sheffield 8.</p> <p>What has changed?</p> <p>Following the completion of the design, implementation of the project is to progress with an expected commencement date of June 2023.</p> <p>Initially the project scope was to include a part time temporary 20mph speed limit outside the school on Dyche Lane, however these works are now to be carried out under a pedestrian enhancement project.</p> <p>The full cost of the project is £66.6k and is fully funded from Road Safety Fund.</p> <p>Variation type: -</p> <ul style="list-style-type: none"> Budget decrease 	-61		
	<table border="1"> <tr> <td>Funding</td> <td>Road Safety Fund</td> </tr> </table>	Funding	Road Safety Fund	
	Funding	Road Safety Fund		
	<table border="1"> <tr> <td>Approval Route</td> <td>Sheffield Local Transport Plan Report - TRC Committee 15.06.22</td> </tr> </table>	Approval Route	Sheffield Local Transport Plan Report - TRC Committee 15.06.22	
Approval Route	Sheffield Local Transport Plan Report - TRC Committee 15.06.22			
<p>Oughtibridge Road Safety Scheme</p> <p>Scheme description</p>	+83.7			

Page 158	<p>Sheffield City Council has a statutory duty under the Road Traffic Act 1988 to promote road safety. This project links into the Local Safety Scheme Programme and forms part of the Council’s Citywide Local Safety Scheme Programme to reduce actual and perception of road traffic collisions by implementing road safety engineering schemes at sites with high injury collision rates in the city.</p> <p>The project was initially approved in July 2018 to address the collision rate (particularly those involving motorcyclists and cyclists) at the junction of Bridge Hill / Low Road / Orchard Street in Oughtibridge.</p> <p>Works to date include the extension of the 30mph speed limit on Langsett Road North at Oughtibridge.</p> <p>What has changed?</p> <p>The original scheme proposed to close Bridge Hill at the point where it meets Langsett Road North/South. However, this proposal was too expensive. Following value engineering; The revised scheme proposes a raised plateau at the junction of Bridge Hill with Orchard Street/Low Road/Station Lane. The principle being that the exit ramp from the raised plateau will force people driving to significantly reduce their speed or stop.</p> <p>To enable this, the budget has been increased by £83.7k to £224k and is fully funded from Local Transport Plan</p> <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase 		
	Funding	Local Transport Plan	
	Approval Route	Sheffield Local Transport Plan Report - TRC Committee 15.06.22	
	<p>Transforming Cities Fund – Housing Zone North</p> <p>Scheme description</p> <p>Sheffield City Council has been awarded funding through the Transforming Cities Fund (TCF) to invest in schemes that promote active travel (cycling and walking) to enable people to access jobs, education etc. through greener and healthier forms of travel.</p> <p>This project aims to reduce bus journey times through Kelham Island by giving priority to buses in certain areas, while maintaining the access needed for businesses in the area and reduce congestion and delays to all vehicles, improving air quality.</p> <p>This will be achieved by junction changes and access / directional changes on some of the roads. In parallel to this, quieter roads will have improved cycle paths and public realm improvements in key areas, aimed at encouraging active travel. Prioritisation at West Bar roundabout for cyclists is planned via a “Dutch style” roundabout</p> <p>What has changed?</p> <p>Following a value engineering process, the scheme has now been fully designed and is ready to progress to the construction phase. As a result of the detailed design and value engineering, the project outputs have changed slightly between the Outline Business Case stage and this Final Business Case Stage. These changes are summarised in the table below: -</p>	+14,579	

Page 159	Outline Business Case Outputs		Final Business Case Outputs		
	Delivery of 1.8km of improved walking and cycling infrastructure		Delivery of 1.8km of improved walking and cycling infrastructure		
	5 junction improvements		5 junction improvements		
	2 bus gates		2 bus gates		
	0.11km of bus lane / bus priority		0.11km of bus lane / bus priority		
	6 new bus stops		6 new bus stops		
	2km of fully accessible cycle route		2km of fully accessible cycle route		
	0.75km segregated cycle track		0.8km segregated cycle track		
	1 cycle gate		0		
	13 road humps		0		
	5 improved pedestrian crossings		9 improved pedestrian crossings		
	17 new pedestrian and cycle crossings		5 new pedestrian and cycle crossings		
	<p>The full cost of the project is £16m funded from Transforming Cities Fund (TCF). The additional funding was approved by the Combined Authority on 6th March. The formal issue of a funding agreement is imminent subject to a review of the overall size and shape of the City Wide TCF programme which has been submitted.</p> <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase from £1.476m (Feasibility & detailed design stage) to £16.055m (Full construction cost) 				
Funding	Transforming Cities Fund.				
Approval Route	Most recent endorsement at Cabinet January 22 for increase to feasibility funding				
B	Communities Parks & Leisure				
	New additions				
	None				
	Variations and reasons for change				
	Mather Road Community Park Improvements				+24
	Scheme description				

Mather Road Community Park is an area of Council owned green space in Darnall. It serves the neighbourhoods of Littledale, Halsall and Bowden Housteads - areas of health inequality - and is the main recreational resource for these estates.

Improving the park has been a long-term ambition for the Friends of Mather Community Park, residents and Council Members. A masterplan was commissioned for the park, finalised in 2017. All local residents were consulted, and proposals were presented by Councillors at a public meeting to set agreed priorities. These priorities still need to be met and it is felt that the funding and staff resources are now available to deliver them. The first phase is to upgrade the playground per the original scope.

What has changed?

a) Increase in fees:

- The original location of the playground was based on a masterplan produced by external design which initially received with no objection. However, a change in management at the local school resulted in objection which required a relocation.
- This resulted in meetings/site visits and additional design work to determine a suitable new location and produce an associated cost plan
- Final location agreed and tender package revised ready for issue

b) Increase in costs: -

As the tender exercise was delayed cost of the works has come back more than estimated due to inflation and the rise in cost of materials.

Variation type: Budget increase / Reprofile

Budget

Actuals 21/22 £12.5K £12.5K
 Current 22/23 Budget £179.8K - £161.2K = £18.6K
Current 23/23 Budget £0.0K + £186.5K = £186.5K
 Total Project Budget £192.3K + £25.3K = £217.6K

Funding

Public Health £120.0K
 Local CIL £50.0K Confirmation received 08.03.22
 S106 630 £31.2K
Further Public Health £16.4K
 Total £217.6K

Funding See Funding Section above

Approval Route Part of Parks Improvement Plan

Ellesmere Park Public Health (PH) Improvements

+193

Scheme description

The recreational offer at Ellesmere Park (Burngreave) is currently very limited. The main facilities of the site are made up of a well-used - but in poor condition - basketball court. Behind the basketball court there is a neighbouring playground which is subject to anti-social behaviour and in poor condition with only one piece of equipment remaining.

What has changed?

Following a feasibility and the allocation of Parks Public Health funding, local Community Infrastructure Levy (CIL), Youth Services Investment, and external funding from Veolia Environmental Trust, there is now the opportunity to significantly improve the existing facilities and create new facilities asked for through community consultation which are key aspects of a functioning park by:

- Providing a ‘fit for purpose’ basketball court where players can develop their game and engage with fellow community members in a positive activity. There is ambition to have the court lit so that users can continue playing basketball outdoors during the autumn and winter evenings
- Through feasibility work exploring more suitable locations for a playground the proposed relocation is the redundant tarmac pad on Ellesmere South

Outputs

- New Playground consisting of 6 x pieces of equipment selected on play value and inclusivity.
- Refurbished Basketball Court with flood lighting (subject to planning permission) and adjoining spectator area.
- General landscaping and park infrastructure improvements to provide further seating areas, cycle storage and renew deteriorated areas of the site surrounding the above two facilities.

Benefits

- Deliver key parts of the site masterplan
- Lifting the Sheffield standard quality score
- Extension and Expansion in ‘Active Park’ provision

Variation type: Budget increase

Budget

21/22 Actuals £5.0K
 22/23 Budget Required £11.1K
23/24 Budget Required £182.4K
 Total Budget for Project £198.5K

Funding

Public Health £50.0K
 Local CIL £60.0K Confirmation received 26.01.23
 Youth Service £45.0K Confirmation received 25.01.23

	<p>Veolia Grant £43.5K Grant Award signed off 15.11.22 Total £198.5K</p>	
	<p>Funding See Funding Section above</p>	
	<p>Approval Route Part of Parks Improvement Plan</p>	
C	Waste and Street Scene	
	New additions	
Page 162	<p>Musical Pocket Park</p> <p>Why do we need the project?</p> <p>To establish a ‘musical pocket park’ in a city centre location in association with Changing Sheff (the resident’s association for Sheffield City Centre). There is currently a lack of children’s play facilities within the city centre perimeter and, with 25,000 people now residing in the city centre, the proposed park would provide a much-needed play facility whilst also recognising and celebrating Sheffield’s music industry heritage</p> <p>How are we going to achieve it?</p> <p>Establish a final design and delivery cost for installing musical play equipment into the public realm off Charter Square, to the rear of the former Debenhams building. The intention is that the equipment will be installed via the recently established Parks Landscaping Measured Term Contract, competitively tendered in Summer 2022.</p> <p>What are the benefits?</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Delivery and install of 12no. Musical Instruments to Charter Square Public Realm <p>When will the project be completed?</p> <p>May 2023</p> <p>Budget</p> <p>22/23 Budget Required £7.4K 23/24 Budget Required £56.5K Total Budget for Project £63.9K</p>	+64

	Funding Source	S106	Amount	£63.9K	Status	£63.9K of S106 is available across 4 agreements	Approved	City Futures PG 16.02.23	
	Approval Route		Part of City Centre Development						
Variations and reasons for change									
None									
D	Adult Health & Social Care								
New additions									
Page 163	Disabled Facilities Grant (DFG) Funded Programme 23-24								+6,200.0
	<p>Scheme description</p> <ul style="list-style-type: none"> The scope for use of DFG funding has been widened to support any Council expenditure incurred under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO). Article 3 of the RRO enables housing authorities to give discretionary assistance, in any form, (e.g. grant, loan or equity release) for the purpose of improving living conditions, allowing the Council to use DFG funding for wider purposes which may be more appropriate for individuals than mandatory DFG allows. As a result of this (and minor amendments to the Private Sector Housing Assistance Policy in 2018/19) the funding has been used to provide (in addition to mandatory Disabled Facilities Grants) additional support in the form of adaptive equipment and telecare equipment to further support people to remain in their own homes. <p>Changes last year:</p> <ul style="list-style-type: none"> Spending on Disabled Facilities Grant Activity has exceeded budget in 22/23 as works that built up over the pandemic have begun to be addressed. Delays to works caused by the pandemic have meant that clients have required more costly interventions, and this coupled with increasing construction inflation means that it is anticipated that the Disabled Facilities Grant resources will be exhausted by the end of 22/23. While the back log of works is being addressed the Disabled Facilities Grant will no longer be able to support the non-mandatory elements of adaptive equipment and telecare equipment. In addition, the anticipated value of works exceeds the expected Disabled Facilities Grant funding for 23/24 of £5.1m. It is proposed that £1.1m of historic Social Care Capital funding is used as a one off to manage the situation, with work ongoing to manage spend to remain within grant funding allocation by 24/25. <p>It is now proposed that Disabled Facilities will be used to deliver the following support in 2023/24:</p>								

Page 164	SCHEME ELEMENT		SCHEME DESCRIPTION			Est. 2023-24 VALUE: £k	
	97334 Mandatory Disabled Facility Grants		Major adaptations such as ramps, stair lifts, level access showers & hoists to help clients safely access their homes and facilities within them. Adaptation provided under the Housing Grants, Construction & Regeneration Act 1996. Individual Grant limit £30k.			4,137.2	
	90934 DFG Top Up Grant		A grant to top up the DFG mandatory limit of £30k where the assessed cost of the relevant work necessary and appropriate to meet the needs of the disabled occupant exceeds this limit and there is no alternative funding available to a limit of an additional £20k.			361.8	
	90935 Disabled Person's Home Appreciation Loan		An equity loan to undertake enhanced works to meet the disabled person's needs or pay towards a contribution to their mandatory DFG works.			93.2	
	90936 Disabled Person's Relocation Loan		An equity loan to enable an owner occupier to purchase another property where a DFG is not reasonably practical or cost effective in the current property and they need to move to a more suitable property. The maximum loan amount is £70k.			431.2	
	90937 Accelerated Adaptations Grant		A fast-track grant for the provision of adaptations where the adaptation will prevent the applicant from going into care upon discharge from hospital or the applicant is terminally ill, and the adaptation will reduce or delay the need for care. Value of grant limited to £10k.			998.3	
	90915 Minor Works Projects		Installation of equipment which will enable clients to live independently at home for longer. Provision of minor adaptations for clients in their homes such as this enables them to remain safe and well in their own homes for longer. Carrying out this type of work can help relieve pressure on public services by enabling people to be at home for longer.			178.3	
	TOTAL					6,200.0	
Funding Source	Disabled Facilities Grant Annual Allocation	Amount	£5.1m – may change depending on outputs moving on	Status		Approved	

	Historic Social Care Capital Grant		£1.1m					
	Approval Route	Discharge of legal duty						
	Variations and reasons for change							
	None							
E	Housing							
	New additions							
	None							
Page 165	Variations and reasons for change							
	<p>Tower Block Flat Roofing Improvements</p> <p>Scheme description</p> <p>There are 24 High Rise council housing tower blocks in Sheffield of which 6 have either recently received re-roofing and insulation works in the last 3 years (Hanover, Adamfield and Robertshaw) or are on site.</p> <p>The remaining 18 blocks in the city are now in need of repair and enhancement, requiring new fire-resistant roof coverings and insulation installation. As part of the works, it is proposed to provide suitable edge protection to the blocks at roof level for health and safety reasons - not all the blocks have these in place. In addition to this, lightening conductor systems will need to be upgraded to meet current regulations. The blocks have had condition surveys carried out over 2 years ago, some core samples were taken and the indication from these surveys is that the roofs require replacement over the next 2 - 3 years.</p> <p>What has changed?</p> <p>a) The tender documentation was issued in May 2022. Following an initial evaluation of the tenders it was decided to issue a tender addendum omitting Keating and Wiggen blocks from the Work Schedules and adding a Provisional Sum to cover the cost of these works. The blocks were identified during the tender period as being difficult to access safely due to the absence of sufficient edge protection. The intention is for Contractors to programme these two blocks at the end of the Contract period allowing the most time possible for the Contractor and their supplies to design a suitable solution.</p> <p>b) It is no longer proposed to install Solar PV panels as part of this project due to technical restrictions - the loading of the PVs cannot be accommodated through the existing roof structures. Timescales to investigate, design, and tender the change to the roof structure would result</p>							-614

Page 166	<p>in unacceptable delays to addressing the essential maintenance issues, which is making these blocks watertight through completion of the roofing replacement works</p> <p>Variation type: Budget decrease</p> <p>Budget Previous Yrs Actuals £55.1K £55.1K Current 22/23 Budget £148.9K - £118.9K = £30.0K Current 23/24 Budget £1,062.0K - £54.4K = £1,007.6K Current 24/25 Budget £1,062.0K - £64.0K = £998.0K Current 25/26 Budget £775.4K - £376.8K = £398.6K Total Project Budget £3,103.4K - £614.1K = £2,489.3K</p>		
	Funding	HRA via Block Allocation for Enveloping and External Works	
	Approval Route	Part of the Housing Investment Programme Approved at Cabinet January 2022	
	<p>Council Housing Block Allocation for Enveloping & External Works</p> <p>Scheme description Block allocation of funding for schemes improving enveloping and external elements of the Council Housing Stock.</p> <p>What has changed? A Final Business Case has been submitted for the works following the tender exercise in relation to the Tower Block Flat Roofing scheme (see above) and the budget required is less than originally approved. Therefore, this reduction will be transferred back to the block allocation to be held for a future scheme.</p> <p>Variation type: Budget increase</p> <p>Budget Current 24/25 Budget £8,213.9K + £614.1K = £8,828.0K</p>		+614
Funding	HRA		
Approval Route	Part of the Housing Investment Programme Approved at Cabinet January 2022		
<p>Council Housing Heating, Energy Efficiency & Carbon Reduction Block Allocation</p> <p>Scheme description Block allocation of funding for schemes improving the energy efficiency of the Council Housing Stock.</p>		-11	

	<p>What has changed?</p> <p>An Initial Business Case has been brought forward for approval to commission thermographic survey reports for the Westminster Estate, to assess the coverage and effectiveness of cavity wall insulation. This is a revenue activity so the annual contribution to the Major Repairs Reserve will be reduced by this amount There is an allocation for climate change activities in 24/25.</p> <p>Variation type: Budget increase</p> <p>Budget Current 24/25 Budget £6,484.0K - £11.2K = £6,472.8K</p> <table border="1" data-bbox="183 596 1980 660"> <tr> <td data-bbox="183 596 336 660">Funding</td> <td data-bbox="336 596 1980 660">HRA</td> </tr> </table> <table border="1" data-bbox="183 660 1980 724"> <tr> <td data-bbox="183 660 566 724">Approval Route</td> <td data-bbox="566 660 1980 724">Part of the Housing Investment Programme Approved at Cabinet January 2022</td> </tr> </table>	Funding	HRA	Approval Route	Part of the Housing Investment Programme Approved at Cabinet January 2022	
Funding	HRA					
Approval Route	Part of the Housing Investment Programme Approved at Cabinet January 2022					
Page 167	<p>New Build Council Housing – Daresbury & Berners General Needs</p> <p>Scheme description</p> <p>Deliver 73 new build affordable Council homes that will diversify the existing housing stock.</p> <p>What has changed?</p> <p>a) During 2022 numerous issues have occurred within the project that has caused both immediate additional expense and subsequent delays resulting in prolongation claims being received from the Contractor.</p> <p>b) It has been necessary to allocate the remainder of the contingency spend and additional funding to complete the project, the main areas being:</p> <ul style="list-style-type: none"> • Variations to Statutory Authorities scope of operations • Variations to the scope of external works at both sites • Additional accessibility requirements introduced to various plots • Significant additional piling foundation requirements at the Berners Site • Additional Asbestos removals required to the Berners site • Variations to the fire stopping requirement. • Significant additional Highway works recommended by Highways Department to the Berners site and East Bank Road during the works, which were not recognised during the pre-start surveys • Variations to the draining installation proposals • Further additional security measures applied at the Daresbury site • Numerous other sundry variations to the scope of works 	+1,158				

<p>Variation type: Budget increase</p> <p>Additional Costs</p> <table> <tr><td>CDS Fees</td><td>£105.6K</td></tr> <tr><td>Directs</td><td>£43.8K</td></tr> <tr><td>Additional Works</td><td>£952.8K</td></tr> <tr><td>Prolongation</td><td>£222.1K</td></tr> <tr><td>Total</td><td>£1,324.3K</td></tr> </table> <p>Offset by Current Contingency <u>£366.5K</u> £957.8K</p> <p>Contingence Allowance Required <u>£200.0K</u> Total Variation £1,157.8K</p> <p>Budget Current 22/23 Budget £4,650.8K + £0.0K = £4,650.8K <u>Current 23/24 Budget £0.0K + £1,157.8K = £1,157.8K</u> Current 22-24 Budget £4,650.8K + £1,157.8K = £5,808.6K</p>		CDS Fees	£105.6K	Directs	£43.8K	Additional Works	£952.8K	Prolongation	£222.1K	Total	£1,324.3K	
CDS Fees	£105.6K											
Directs	£43.8K											
Additional Works	£952.8K											
Prolongation	£222.1K											
Total	£1,324.3K											
Funding	HRA Borrowing. A grant of £39,000 per unit being sought from the Homes England’s affordable housing programme											
Approval Route	Part of the Stock Increase Programme Approved at Cabinet January 2022											
<p>Council Housing Stock Increase Programme Block Allocation</p> <p>Scheme description Block allocation of funding for schemes in the Stock Increase Programme.</p> <p>What has changed? A variation has been submitted for Phase 10 Daresbury and Berners highlighting extra funding that is required to complete the scheme. Therefore, a drawdown of £1,157.8K is required from this allocation.</p> <p>Variation type: Budget decrease</p> <p>Budget Current Approved 22-27 Budget £228,974.5K - £1,157.8K = £227,816.7K</p>		-1,158										
Funding	Various including HRA, S106, Homes England Grants, and HRA Capital Receipts											

	Approval Route	Part of the Stock Increase Programme Approved at Cabinet January 2022	
Page 169	New Build Council Housing Hemsworth Older Persons Independent Living		22/23 -78
	Scheme description		23/24 -4,666
	To provide 81 accommodation units and associated communal areas for residents who fit in the Older Persons Independent Living genre.		24/25 -1,770
	What has changed?		25/26 +6,515
Due to issues with the procurement, contract, and additional allowance for realised risks i.e. procuring materials, badgers on build site, etc, the programme for Hemsworth OPIL has slipped by 8 months.			
<p>a) Procurement Initial market testing indicated an appetite for a single-phase Design & Build process. However, when the tender was ready to issue the market appetite had shifted and required a change to a two-phase design and build contract.</p> <p>b) Risks Several risks have been realised over the intervening time period, including protected species on site, change to building regulations, and worldwide factors leading to procurement and resourcing issues. These were identified but the timescales set as part of the risk have been refined as they have become issues.</p>			
Variation type: Slippage			
Budget			
Current 22/23 Budget £371.0K - £78.3K = £292.7K			
Current 23/24 Budget £8,386.7K - £4,665.9K = £3,720.8K			
Current 24/25 Budget £10,828.5K - £1,770.3K = £9,058.2K			
Current 25/26 Budget £83.5K + £6,514.6K = £6,598.1K			
Total 22-26 Budget £19,669.8K + £0.0K = £19,669.8K			
Funding	HRA Borrowing £17,413.8K + S106 £1,605.1K + HRA Capital Receipts £650.9K		
	Approval Route	Part of the Stock Increase Programme Approved at Cabinet January 2022	
F	Education Children & Families		
	New additions		
	Brunswick Primary Rebuild Site Abnormal Costs (Feasibility)		+6

<p>Why do we need the project?</p> <p>In 2021 the Department for Education (DfE) launched a School Rebuilding Programme, prioritising those schools in highest condition need. Brunswick Primary has been selected for the programme</p> <p>The Local Authority is required to meet site abnormal costs. These include the costs to formally redirect a public footpath that cuts through the site and to re-tarmac an alternative footpath to the side of the secure site boundary to mitigate the loss of the closed footpath.</p> <p>How are we going to achieve it?</p> <p>This feasibility stage will cover the formal application to redirect the footpath via the Public Rights of Way Team which will include relevant consultations and surveys and design to establish construction costs of the scheme</p> <p>What are the benefits?</p> <p>This project will facilitate the delivery of the full rebuild of Brunswick Primary School and ensuring continued safe access to a Public Right of Way during and after the construction period</p> <p>When will the project be completed?</p> <p>2024</p>								
Funding Source	Historic Devolved Formula Capital	Amount	£6k	Status		Approved		
Approval Route	Part of existing estate maintenance strategy							
<p>Meersbrook Bank Primary Heating, Mechanical & Electrical (HME)</p> <p>Why do we need the project?</p> <ul style="list-style-type: none"> To investigate and confirm those heating elements that need replacing within 5 years. To ensure the school is not left without heat and hot water. To prevent potential closure of school or classrooms. <p>How are we going to achieve it?</p> <ul style="list-style-type: none"> Replace elements nearing end of life expectancy: pipework and heat emitters. Provide heat and hot water in the most efficient way possible <p>What are the benefits?</p> <ul style="list-style-type: none"> New pipework, heat emitters and associated upgrade works providing functioning heating and hot water services resulting in functioning systems and better economic operation. To provide ongoing education in 'fit for purpose' facilities 								+407.3

When will the project be completed? Construction: Jul. 23 – Oct. 23.								
Funding Source	DfE Condition Allocation	Amount	£32.7k feasibility + £407.3k works £440k Total	Status		Approved		
Approval Route		Part of existing estate maintenance strategy						
Page 171	Springfield Primary Heating, Mechanical & Electrical (HME) Why do we need the project? <ul style="list-style-type: none"> To investigate and confirm those heating elements that need replacing within 5 years. To ensure the school is not left without heat and hot water. To prevent potential closure of school or classrooms. How are we going to achieve it? <ul style="list-style-type: none"> Replace elements nearing end of life expectancy: pipework and heat emitters. Provide heat and hot water in the most efficient way possible What are the benefits? <ul style="list-style-type: none"> New pipework, heat emitters and associated upgrade works providing functioning heating and hot water services resulting in functioning systems and better economic operation. To provide ongoing education in ‘fit for purpose’ facilities When will the project be completed? Construction: Jul. 23 – Oct. 23.							+375.7
	Funding Source	DfE Condition Allocation	Amount	£34.3k feasibility +£375.7k works £410k Total	Status		Approved	

	Approval Route	Part of existing estate maintenance strategy	
Variations and reasons for change			
Page 172	Nether Green Junior School Roof		+300
	Scheme description		22/23 -177
	Replacing roof covering including rainwater goods at school site.		23/24 +177
	<p>What has changed?</p> <p>Unforeseen circumstances on site resulting in additional works and programme delays beyond the Project Team's control.</p> <p>Variation type: -</p> <p>Budget increase: +£300k due to several unforeseen issues requiring additional works:</p> <ul style="list-style-type: none"> Structural defects: Chimney C10 was identified as having movement, structural engineers assessed and confirmed it needed to be dismantled. Listed Building Control (BC) insisted the chimney be rebuilt in its original form. Change to main roof, due to the presence of bat roosts in existing roof space, bat-safe non-breathable membranes were specified at tender on the advice of Ecological consultants. BC informed the project team that a bat-safe breathable membrane was approved following tender, resulting in significant design change including a new breathable membrane and alterations to insulation depth and ventilation features. Structural repairs to copings and stonework. <p>Slippage: £177k slipped from 2022-23 to 2023-24:</p> <ul style="list-style-type: none"> Extension of time required + approx. 10 weeks; taking the contract completion to 23 June 2023. 		
Funding	DfE Building Condition Allocation		
	Approval Route	Part of existing estate maintenance strategy	
	Carfield Primary Pitched Roof Replacement		-1,778.3
	Scheme description		
	<ul style="list-style-type: none"> Through SCC condition surveys of the Education Estate, the roof at Carfield School was identified as requiring replacement and budget and tender package were established to deliver the works. 		
	What has changed?		

	<ul style="list-style-type: none"> Carfield Primary now has been announced as included in the DfE School Rebuilding Programme. Therefore, the proposed works have been cancelled and funds re-directed to other projects within the Asset Management Plan. Budget decrease: -£1,778.3k Scope: project cancelled following DfE rebuild decision. 		
	Funding	DfE Building Condition Allocation	
	Approval Route	Part of existing estate maintenance strategy	
Page 173	Broomhill Infant Heating		-45.4
	Scheme description		
	<ul style="list-style-type: none"> Original proposal: The heating system at Broomhill Infant School had significant operational problems and is at the end of its life. The system has been identified as a priority for replacement. 		
	What has changed?		
<ul style="list-style-type: none"> The project is now complete. 			
Variation type: -			
<ul style="list-style-type: none"> Budget decrease: -£45.4k unused funds to be reallocated to priority schemes 			
	Funding	DfE Building Condition Allocation	
	Approval Route	Part of existing estate maintenance strategy	
	Talbot – Seven Hills Special Educational Needs and Disabilities (SEND) School Places		+91.0
Scheme description			
<ul style="list-style-type: none"> Provide 40 SEN places at Talbot (car park site of Learn Sheffield facility) 			
What has changed?			
<ul style="list-style-type: none"> Increased costs have arisen because of building regulation requirements and works to the existing bridge building, external works changes and unforeseen services on site. 			
Variation type: -			
<ul style="list-style-type: none"> Budget increase: +£91k requested due to changes in works costs as noted above. 			

	Funding	DfE High Needs Capital Fund	
Page 174	Approval Route	Scheme originally approved by Cabinet in February 2021	
	<p>90971 Gleadless Special Educational Needs and Disabilities (SEND) School Places</p> <p>Scheme description</p> <ul style="list-style-type: none"> Provide 50 SEN spaces at Gleadless (identified satellite site for Bents Green) <p>What has changed?</p> <ul style="list-style-type: none"> Unforeseen attenuation required for planning and additional external works being required for operation of the school. <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase: +£40k due to changes in works costs as noted above. 		+40.0
	Funding	DfE High Needs Capital Fund	
Approval Route	Scheme originally approved by Cabinet in February 2021		
	<p>Aldine House 2 Bed Extension & MUGA (Phase 3) including Soft Pour Works</p> <p>Scheme description</p> <ul style="list-style-type: none"> Original project: Addition of 2 extra beds (taking total to 12); new Outside and Vocational Space - (MUGA/G3 surface); Secure Stairs - Staff Space. <p>What has changed?</p> <ul style="list-style-type: none"> Throughout the construction phase there have been significant changes from tender to the scope of works which have led to the construction budget increasing by £178k, due partly to unforeseen design requirements, but also due to a significant contribution arising from increased building specifications requested. To offset this there have been significant revenue contributions to capital made from the Aldine House revenue account. The construction programme over ran significantly from the original schedule, again, due to additional requirements, and contractor performance issues. Due to these performance issues, SCC has employed their right under the contract to reduce the forecast final accounting figure by c.£155k via the deduction of delay damages Additional design work and unforeseen requirements, coupled with the prolonged construction period has led to increased fee of c.£103k which covers the full internal and external design team including Project and Cost management, Architecture, Structures, Civils and Mechanical & Electrical. The revised final cost, including the additional £27k Soft Pour works, will be £2,823k. <p>Variation type: -</p>		+203.8

	<ul style="list-style-type: none"> Budget increase: +£203.8k, being +£176.8k on original project (funded by Revenue contributions already made from Aldine House revenue budgets) and +£27.0k (fully funded by a separate DfE- Secure Homes Grant). Scope variation: Some for original project as noted above and additional works of +£27k for the subsequently agreed and separately funded “Soft Pour” surfacing works on the MUGA site. 					
	<table border="1"> <tr> <td data-bbox="185 368 336 432">Funding</td> <td data-bbox="336 368 1980 432">Combination of Revenue Contributions already made and a DfE Secure Homes Grant (as noted above)</td> </tr> </table>	Funding	Combination of Revenue Contributions already made and a DfE Secure Homes Grant (as noted above)			
Funding	Combination of Revenue Contributions already made and a DfE Secure Homes Grant (as noted above)					
	<table border="1"> <tr> <td data-bbox="185 432 566 496">Approval Route</td> <td data-bbox="566 432 1980 496">Scheme originally approved by Cabinet in July 2019</td> </tr> </table>	Approval Route	Scheme originally approved by Cabinet in July 2019			
Approval Route	Scheme originally approved by Cabinet in July 2019					
Page 175	<p>Devolved Formula Capital (passported out to LA maintained schools)</p> <p>Scheme description</p> <ul style="list-style-type: none"> Grant allocated to schools by the Department for Education (DfE) for the purpose of addressing the backlog of repairs and maintenance. Funds can be rolled forward by schools for up to 3 years. <p>What has changed?</p> <ul style="list-style-type: none"> An additional amount of Devolved Formula Capital (DFC) for the 2022-23 period was announced by the DfE and the Council immediately paid this out to its Local Authority Maintained Schools as part of the next available Cash-Advance payment made to schools. <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase: +£1,288.2k for an additional DFC grant awarded by the DfE in 2022-23. <table border="1"> <tr> <td data-bbox="185 930 336 994">Funding</td> <td data-bbox="336 930 1980 994">DfE Devolved Formula Capital Allocation</td> </tr> <tr> <td data-bbox="185 994 566 1058">Approval Route</td> <td data-bbox="566 994 1980 1058">N/A</td> </tr> </table>	Funding	DfE Devolved Formula Capital Allocation	Approval Route	N/A	+1,288.2
Funding	DfE Devolved Formula Capital Allocation					
Approval Route	N/A					
G	Strategy & Resources					
New additions						
	<p>Town Hall Emergency Lighting (post-feasibility works)</p> <p>Why do we need the project?</p> <p>SCC has a legal duty to ensure as far as is reasonably practicable, the safety of our employees from harm caused by fire in the workplace and take reasonable measures to ensure their safety and that of others there, or in the immediate vicinity</p> <p>Having effective procedures and measures in place can save lives. Fire alarms, smoke detectors, emergency lighting, fire exits, and escape routes are all measures that can be taken to minimise the damage of fires when they do occur.</p>	+161.8				

<p>This project forms part of a theme of works currently underway at the Town Hall to improve fire safety. These works need progressing at pace in advance of other compliance works.</p> <p>How are we going to achieve it?</p> <p>Remedial work to the emergency lighting on the currently occupied floors: lower ground, ground, first, second, part of third.</p> <p>The basement and part floor 3 to floor 5 are excluded from the scope of this project</p> <p>What are the benefits?</p> <p>Remedial work to the emergency lighting; enables general use of lower ground to part of floor 3 by all staff providing more flexibility across the office estate.</p> <p>When will the project be completed?</p> <p>30/09/2023</p>							
Funding Source	Funded from £8.6m CDS Allocation, via Revenue Contribution to Capital from Minor Works	Amount	£18.2k feasibility +£161.8k works £180.0k Total	Status		Approved	
Approval Route		Statutory Compliance works					
<p>Closed Churchyard Boundary Walls & Surfacing (post-feasibility works)</p> <p>Why do we need the project?</p> <p>Transport and Facilities Management have commissioned Capital Delivery Service to carry out walk-over surveys at 19 closed churchyards throughout Sheffield. The purpose of the surveys is to provide information to develop a prioritised list for a maintenance/refurbishment programme. The surveys were confined to assessing the condition of the access roads, footpaths and boundary walls / fences at each site. Monuments and headstones have not specifically included as part of the surveys although anything which could be considered a health and safety breach has been reported.</p> <p>This is part of the ongoing landlord responsibilities for urgent (required in next 12 months) health & safety works across the wider SCC estate.</p> <p>How are we going to achieve it?</p> <p>Addressing urgent maintenance/refurbishment works that have been identified as necessary within the next 12 months across 10 sites:</p> <ul style="list-style-type: none"> ▪ Attercliffe Cemetery 							+155.0

Page 177	<ul style="list-style-type: none"> ▪ Handsworth St Marys ▪ Tinsley St Lawrence ▪ Sheffield St Mary Bramall Lane ▪ Pitsmoor Christ Church ▪ Ecclesfield St Mary the Virgin ▪ Norton St James ▪ Attercliffe Garden of Rest ▪ Sheffield Cathedral Church of St Peter & St Paul ▪ Woodhouse St James <p>What are the benefits?</p> <ul style="list-style-type: none"> • Improved site safety. <p>When will the project be completed?</p> <p>31/03/2024</p>						
	Funding Source	Capital Maintenance Allocation from £8.6m	Amount	£155.0k	Status		Approved
	Approval Route		Part of ongoing estate maintenance strategy				
	Variations and reasons for change						
	None						
H	Economic Development & Skills						
New additions							
	None						
Variations and reasons for change							

	None	
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	Scheme name / summary description of key terms	Funder	Value £'000
A	Transport Regeneration & Climate Change		
	<p>Upper Don Catchment Flood Alleviation Scheme Phases 1&2</p> <p>Background See Appendix 1 Section A</p> <p>Financial and Commercial Implications Financial Implications The grant offer is subject to terms and conditions set out in the Environment Agency Memorandum Relating to Capital Grants and the Approval Letter. Key features (not exclusive) are summarised as follows:</p> <ul style="list-style-type: none"> • Additional funding for the above project of £3,050,000. • Grant is provided on the understanding that the programme is completed. Grant may be withheld should the programme not be completed. • The grant must be spent on capital projects. • FCERM efficiency requirements must be followed before claiming any contingency on the programme. • Competitive tendering should be undertaken unless there is a good reason to use another method. • Sale of the land or asset funded by the grant demands a repayments of a share of the proceeds. • Authorised entry to the work area and provision for inspection of the work must be available to the funder, at all reasonable times. • All funded work must be maintained and necessary repairs must be carried out promptly. 	Environment Agency	+3,050

	<ul style="list-style-type: none"> • The grant is made on the basis of “whole life” costs and so include an allowance for future maintenance. • Grant becomes due once the programme is satisfactorily completed. However due to the cost of the programme the funder may make interim payments during the work. • A final account must be submitted within two years of completion. • If the terms and conditions are not met the funder may withhold the grant. • The Project Manager will need to read, understand and comply with all terms and conditions of the grant. <p>Commercial Implications</p> <p>In line with UK Law and Grant terms and conditions all procurement in Sheffield City Council must comply with its own Procurement Policy, and internal regulations known as ‘Contracts Standing Orders’ (CSOs). Contracts Standing Order 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 be undertaken via a competitive process.</p> <p>Code of Conduct for Grant Recipients</p> <p>The project/grant manager will need to read, understand and comply with all of the grant terms and conditions and the Code of Conduct for Grant Recipients.</p> <p>Legal Implications</p> <p>The local authority has a duty under section 9 of the Flood and Water Management Act 2010 as the Lead Local Flood Authority to develop, maintain, apply and monitor a strategy for local flood risk management in the area. The Upper Don Valley Flood Alleviation Scheme has been identified by the Council’s own risk assessment as a project which is eligible for funding. The Environment Agency may under section 16 of the same legislation provide funding for such projects. The Council has the power to do anything incidental to its functions (s111, Local Government Act 1972). This includes the acceptance of grant funding.</p> <p>The Environment Agency has previously approved grant funding in the sum of £1,975,701. Following a further application from the council and updated business case report showing that the total project value of Phase 1 has increased from £5,479, 429 to £10,985,701 (including £335,700 of costs incurred in revenue) the</p>		
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	<p>Environmental Agency have approved an additional £2,750,000 of Other Government Department funding and £300,000 of Economic Recovery Gia towards the scheme.</p> <p>The grant must be used on specific projects outlined in the Upper Don Valley Flood Alleviation Programme Outline Business case submitted to the Environment Agency as part of our application for funding. The expenditure of the grant is subject to the Approval of Application letters and the Grant Memorandum relating to capital grants for other risk management authorities in England under the Flood and Water Management Act 2010, Coast Protection Act 1949, and Land Drainage Act 1991. Payment is made in arrears, although the Environment Agency may approve interim payments. As the grant is given for a specific purpose, use of the money otherwise than in accordance with the determination letter and Memorandum could potentially lead to the funding being reclaimed or could reduce the amount of funding received in the future. Condition 13 of the memorandum states if it is proposed not to complete a project or the council are prevented from doing so by circumstances beyond its control the Environmental Agency must be informed immediately, including the reasons for this. Condition 14 of the memorandum states that if the council sell land or assets funded by the grant, the council must repay a share of the proceeds, based on the original purchase financed from the grant. The Memorandum also draws attention to the fact that when the council applied for the grant, the council had to show how the capital asset would be properly maintained. It goes on to say that if the council fails to maintain the project for its planned lifecycle, the Environment Agency may take this into account when assessing any future application for grant.</p>		
B	Communities Parks & Leisure		
	None		
C	Waste and Street Scene		
	None		

D	Adult Health & Social Care		
	None		
E	Housing		
	None		
F	Education Children & Families		
	None		
G	Strategy & Resources		
	None		
H	Economic Development & Skills		
	None		

Scheme name / summary description		Value £'000								
A	Transport Regeneration & Climate Change									
	Variations and reasons for change									
Page 183	<p>Future High Street Fund – Public Realm and Infrastructure</p> <p>Scheme description</p> <p>Sheffield’s historic high street is central to the city’s emotional identity and economic history. Fargate and High Street account for one tenth of city centre retail space, with 103 retail and leisure units but are unsustainable in their current form.</p> <p>Funding has been secured from the Department for Levelling Up, Housing and Communities (DLUHC) to proceed with a programme of proposed Future High Street Fund (FHSF) works, including improvement of the public realm of Fargate and the High Street to facilitate outdoor events, reduce crime, improve green transport connectivity, and support a resident community with improved services and waste management facilities.</p> <p>The Public Realm and Infrastructure project has now been split into two phases of work, due to budgetary constraints. The aim of this first phase is to deliver the following proposed works on Fargate, Barkers Pool and Chapel Walk (lighting only):</p> <ul style="list-style-type: none"> • Removal of clutter, greening, and installing digital infrastructure (full fibre, 5G and wifi6 ready), utilities and lighting. • Continuation of Sheffield Sustainable Urban Drainage (SUDS) principle in place across the city centre. • Introduction of a sub terranean waste management system to reduce front-servicing of retail units and support residential development. <p>What has changed?</p> <p>As a result of the increasingly challenging financial environment in the construction industry and the development of the project from concept to detailed design expected total costs have increased by £5.7m - from £8.8m to £14.5m. The project will now no longer deliver smaller scale improvements to High Street and Hartshead Square. These will progress at a later stage when funding allows. The implications on the benefits of the reduced scope of the scheme have been discussed with DHLUC as the funding body and there is recognition that the experience in Sheffield is being mirrored across the country resulting in reduced schemes and/or increased budgets.</p> <p>The increased cost of the scheme will now be funded as follows:</p> <table border="1"> <tr> <td>Future High Streets Fund</td> <td>6,448,496</td> </tr> <tr> <td>Corporate Investment Fund</td> <td>3,470,664</td> </tr> <tr> <td>SYMCA - Gainshare</td> <td>4,559,351</td> </tr> <tr> <td>TOTAL</td> <td>14,478,511</td> </tr> </table>	Future High Streets Fund	6,448,496	Corporate Investment Fund	3,470,664	SYMCA - Gainshare	4,559,351	TOTAL	14,478,511	+5,711
	Future High Streets Fund	6,448,496								
Corporate Investment Fund	3,470,664									
SYMCA - Gainshare	4,559,351									
TOTAL	14,478,511									

	<p>£3m is already allocated in the South Yorkshire Mayoral Combined Authority Gainshare programme for this scheme and a submission is underway to release this amount with the additional £1.6m required. Until the formal decision is received £4.6m will be underwritten from the Corporate Investment Fund.</p> <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase 		
	<p>Funding See table above</p>		
	<p>Approval Route</p>	<p>Scheme originally approved Cabinet Jun 21. Revisions to scheme approved at TRC Committee 8th Feb 2023</p>	
<p>Page 184</p>	<p>Future High Street Fund – Front Door Interventions</p> <p>Scheme description</p> <p>Funding has been secured from Department of Levelling Up, Housing & Communities (DLHUC) to proceed a programme of proposed Future High Street Fund (FHSF) works. The works in this strand of the programme are targeted primarily towards access improvements to upper floors of existing buildings on Fargate to encourage residential and commercial development, and also improvements to the open space at orchard square.</p> <p>The improvement works will be directly commissioned and delivered by property owners with a contribution to those costs being reimbursed to the property owners through a grant agreement between the City Council and the landowner which mirrors (or covers) the terms of conditions Memorandum of Understanding with DLUHC.</p> <p>What has changed?</p> <p>The project is currently being funded from Future High Streets Funding and the Corporate Investment Fund (CIF). Following an overview of the Future High Street project budgets, £1,102k of CIF monies have been transferred from this scheme to the Future High Street Public Realm and Infrastructure project. The change will deliver less commercial floorspace and residential units, but the reallocation of funds to the public realm and infrastructure intervention will ensure the delivery of those works ahead of the FHSF funding deadline of 31st March 2024.</p> <p>Variation type: -</p> <ul style="list-style-type: none"> Budget decrease 		<p>-1,102</p>
	<p>Funding Corporate Investment Fund</p>		
	<p>Approval Route</p>	<p>Scheme originally approved Cabinet Jun 21. Revisions to scheme approved at TRC Committee 8th Feb 2023</p>	



Report to Policy Committee

Author/Lead Officer of Report: Janet Kerr, Chief Social Work Officer

Tel: 07580536217

Report of: Director of Adult Health and Social Care
Report to: Strategy and Resources Policy Committee
Date of Decision: 15th March 2023
Subject: Conversion Practice Position Statement

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? Number 1447				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/> NA
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				

Purpose of Report:

The Sheffield Adult Safeguarding Partnership Board is seeking endorsement on its proposal to produce a position statement on Conversion Therapy or Practice and to note its direction of travel.

Conversion Practice is any intervention that seeks to change a person's sexual orientation or gender identity. It works towards one goal and that goal is to cure someone from being LGBTQIA+.

The proposal for a position statement supports the rights and autonomy of all people, regardless of sexual identity, and takes a gender affirming perspective. We are asking our Council members and wider organisations to endorse the position statement which condemns this harmful and unethical practice.

Recommendations:

It is recommended that the Strategy and Resources Policy Committee:

1. Approves sign up to the Safeguarding Board Conversion Practice Position statement and delivery plan.
2. Requests the Director of Adult Health and Social Care to bring an update to Committee on an annual basis regards implementation of the statement.

Background Papers:

- Appendix 1 – Position Statement
- Appendix 2 – Conversion Practice Delivery Plan
- Appendix 3 – Equalities impact assessment

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: Patrick Chisholm
		Equalities & Consultation: Ed Sexton
		Climate: Jessica Rick
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	Alexis Chappell
3	Committee Chair consulted:	Councillor George Lindars-Hammond and Councillor Angela Argenzio
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: Janet Kerr	Job Title: Chief Social Work Officer
	Date: 27 th February 2023	

1. PROPOSAL

- 1.1 Safeguarding and the promotion of human rights is everyone's responsibility.
- 1.2 The Adult Health and Social Care Strategy Living the Life You Want to Live and subsequent Delivery Plan agreed at Committee on 15th June 2022, made a commitment towards improving wellbeing outcomes and enabling a shift towards prevention of harm.
- 1.3 [A Safeguarding Delivery Plan](#) was subsequently approved at the Adult Social Care Policy Committee in September 2022 and as part of this it was agreed to develop a conversion practice position statement.
- 1.4 A multi-agency task and finish group was subsequently established which involved representatives from adult and children's social care, health, church, human rights organisation, and individual with experience of conversion practice. Best practice and benchmarking were undertaken by this group to inform a position statement.

1.5 Conversion Practice Position Statement

- 1.5.1 Conversion practices still exist although they are scientifically discredited, violate fundamental human rights, and are known to directly harm individuals who are subjected to them.
- 1.5.2 Examples of these harms include anxiety, depression, and suicide. These practices also entail long-term harm to LGBTQIA+ people through their perpetuation of stigma, prejudice, discrimination, and violence based on sexual orientation and gender identity.
- 1.5.3 The Council and partners of the Safeguarding Board value diversity and are committed to promoting the human rights, well-being, and dignity of all members of society.
- 1.5.4 The Conversation Practice Statement condemns any approach that attempts to change an individual's gender or sexuality, including conversion or reparation therapy or practice, on the grounds they are harmful, unethical, and violate the dignity and human rights of the recipient.
- 1.5.5 The position statement provides assurances that organisations who are signed up will respect the identities of those people with diverse gender and sexuality expressions as well as ensuring that they are a safe place to live, work, learn, receive services or worship. The position statement is at Appendix 1 for approval.

1.6 Implementation of the Position Statement

- 1.6.1 It's recognised that there continues to be learning informed by the experiences of individuals about best practice in relation to ending conversion practices as well as the support to individuals affected by conversion practice.
- 1.6.2 It's also recognised that as the profile of the position statement is raised, more individuals who have been affected may need support. To that end, a dedicated confidential email address for people affected by conversion practice to contact for advice and support has been established. The email address is safeguardingadults@sheffield.gov.uk
- 1.6.3 To enable implementation of the position statement a delivery plan has been produced and through this, it is planned to develop: -
- Training and practice guidance to enable agencies to understand how to respond when safeguarding concerns about conversion practices are made.
 - A review of what supports are needed to support individuals affected by an experience of conversion practice.
 - Guidance about the responsibilities of people in positions of trust, such as Council Officers who are Trustees/ Directors of Boards, and how assurances will be gained regards their understanding of safeguarding and conversion practice when acting as a person in a position of trust.
- 1.6.4 Given the ongoing learning and development in relation to our approach in relation to responding to conversion practice its proposed to bring updates in relation to progress in encouraging sign up to the position statement. The Delivery Plan is at Appendix 2 for Approval.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 This proposal supports adults and young people enabling them to live, work, learn or worship in the city free of abuse i.e., bullying discrimination, homophobia or transphobia, social isolation, and rejection. It sends out a strong message to the wider community of equality and inclusion.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 The Council has engaged and consulted on this proposal with:
- The Safeguarding Adults Partnership
 - Equalities and Human Rights UK Limited
 - Children's Services
 - The Diocese of Sheffield
 - LGBTQ+ members of the community and a survivor of Conversion Therapy.

3.2 The work thus far has been well received and supported; it continues to attempt to further engage other multi-faith groups in Sheffield and individuals or organisations who may wish to support this development.

3.3 Benchmarking and research have also been undertaken as part of this development to promote learning and ongoing development.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 As a Public Authority, we have legal requirements under the Equality Act 2010, collectively referred to as the 'general duties to promote equality'. Section 149(1) contains the Public Sector Equality Duty, under which public authorities must, in the exercise of their functions, have due regard to the need to:

1. eliminate discrimination, harassment, victimisation, and any other conduct that is connected to protected characteristics and prohibited by or under this Act.
2. advance equality of opportunity between those who share a relevant protected characteristic and those who do not.
3. foster good relations between those who share a relevant protected characteristic and those who do not.

4.1.2 The Equality Act 2010 gives legal protection to two directly relevant characteristics – gender reassignment and sexual orientation. It prescribes different types of discrimination in relation to both. The Act gives similar protection to Age and other protected characteristics.

4.1.3 We are committed to standing with our LGBTQ+ community and want to hear about their experiences and offer support. We believe this work will have a positive effect on LGBTQIA+ community as conversion practices can have a significant impact on their physical and mental health.

4.1.4 The Safeguarding Board recognises the value of having a clear, unambiguous, and empowering statement about conversion therapy, irrespective of the legal position. However, the Board will monitor Government stated plans to introduce a total ban on the practice and will reflect this in further development of the Equality Impact Assessment.

4.2 Financial and Commercial Implications

4.2.1 The report supports completion of the safeguarding delivery plan. All individual components of Adult Social Care activity will be assessed for their financial contribution to this finance strategy and the Council's budget. This will be used to inform both plans and decision-making. There are no implications.

4.3 Legal Implications

4.3.1 Whilst there is no specific legal duty to have a policy in relation to conversion therapy, the core purpose of adult health and social care support is to help people to achieve the outcomes that matter to them in their life. The Care Act 2014 sets the Council's statutory power to direct the provision that:

- promotes wellbeing.
- prevents the need for care and support.
- protects adults from abuse and neglect (safeguarding)
- promotes health and care integration.
- provides information and advice.
- promotes diversity and quality.

4.3.2 The Care Act Statutory Guidance requires at para 4.52 that "... Local authorities should have in place published strategies that include plans that show how their legislative duties, corporate plans, analysis of local needs and requirements (integrated with the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy), thorough engagement with people, carers and families.....translate (now and in future) into appropriate high quality services that deliver identified outcomes for the people in their area and address any identified gaps."

4.3.3 It is established in the report how the practice of conversion therapy can have adverse and implications for the health and wellbeing of those subjected to it. The proposal is therefore in line with the Care Act obligations, as well as other policies and the equalities duties referred to above.

4.4 Climate Implications

4.4.1 There are no climate implications

4.4 Other Implications

4.4.1 At this time, it is difficult to predict what impact the position statement will have in its proposed implantation. There is however a commitment from the Director of Adult Health and Social Care to consider any direct needs for individuals who have been subjected to this practice.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 A position statement is proposed to define the issues and implement strategies that will produce a measurable and positive result for the LGBTQ+ community. It will also provide a framework for guidance rather than a mandatory policy which cannot be enforced across the numerous organisations which we hope to sign up.

6. REASONS FOR RECOMMENDATIONS

6.1 Endorsing and noting the direction of travel will:

- Raise awareness of the practice of Conversion therapy in Sheffield.
- Encourage the LGBTQ+ community to speak out with confidence where they are subjected to this practice.
- Provide strategies within a framework to support the LGBTQ+ community.

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‘So called’ Conversation Practices Position Statement

Purpose of the document

This position statement:

- Sets out Sheffield Adult Safeguarding Partnership’s view on Conversion Practice
- Makes recommendations on how this work can be implemented

Issues

There is no representative data on the number of lesbian, gay, bisexual and transgender queer or questioning, intersex, asexual or plus which is used to signify all of the gender identities or sexual orientations that letters and words cannot yet fully describe (LGBTQIA+) people who have undergone conversion practices in the UK. However, some evidence appears to suggest that transgender people may be more likely to be offered or receive conversion practices than those whose gender identity corresponds to their sex assigned at birth and identify as lesbian, gay, bisexual, asexual, queer, or intersex people.

There is consistent evidence that exposure to conversion practices can be associated with having certain conservative religious beliefs. However, the Diocese of Sheffield’s position follows the Church of England’s declaration that such practices are “unethical, potentially harmful and not supported by evidence” and therefore should not be carried out in the name of the Church.

This position is echoed by the British Psychological Society and other professional bodies, including NHS England and the Royal College of Psychiatrists.

Research shows that conversion practices are strongly linked to adverse mental health outcomes, including depression, increased substance abuse, attempts to die by suicide, and other serious concerns. Qualitative studies have found that people who have undergone conversion practices attribute such feelings to the conversion practices they were subjected to (Jowett, A et al, 2021).

Common reasons given for people being subjected to conversion practices are:

- a perceived incompatibility between someone’s religious values and their sexual orientation or gender identity
- a desire to belong and feel ‘normal’ within a community
- external pressure or coercion by someone’s family members or people from their faith community using unequal power dynamics

Some people report that while they underwent conversion practices voluntarily, they feel these ‘choices’ were shaped by powerful influences in their social environment and under guidance from authority figures. (HM, Gov 2021)

Definition of Conversion Practices

The Expert Advisory Group on Ending Conversion Practices in Scotland recommends that the Scottish Government adopt the following definition of conversion practices (Expert Advisory Group on Ending Conversion Practices Report and Recommendations, October 2022). Currently there is no such recommendation of definitions in England. SASP support the definition described, however will commit to updating the definition should this position change:

- 'Conversion practices': refers to any treatment, practice or effort that aims to change, suppress and/or eliminate a person's sexual orientation, gender identity and/or gender expression. Conversion practice is abusive and unethical, therefore, any person being subjected to this cannot consent to that practice being carried out on them.
- 'Gender expression' and 'expression of sexual orientation' refers to each person's manifestations of their gender identity and/or sexual orientation, and/or the one that is perceived by others
- 'Gender identity': refers to each person's internal and individual experience of gender, which may or may not correspond with their sex assigned at birth, including their personal sense of the body (which may involve, if freely chosen, modification of bodily appearance and/or functions by medical, surgical or other means) and other expressions of gender, including name, dress, speech and mannerisms. Excluding FGM, or other related illegal activities.
- 'Sexual orientation': refers to a person's emotional, affectional and sexual attraction to persons of a different gender, the same gender or more than one gender and includes the lack of such attraction or relations
- Intersex people are individuals born with any of several sex characteristics, including chromosome patterns, hormonal patterns gonads, or genitals, or an internal reproductive system that, according to the Office of the United Nations High Commissioner for Human Rights, "do not fit typical binary notions of 'male or female'"
- Asexual refers to someone who does not experience sexual attraction toward individuals of any gender. Asexuality is a sexual orientation, and is different from celibacy, in that celibacy is the choice to refrain from engaging in sexual behaviours and does not comment on one's sexual attractions. An asexual individual may choose to engage in sexual behaviours for various reasons even while not experiencing sexual attraction. Asexuality is an identity and sexual orientation; it is not a medical condition.
- Queer is a term used by those wanting to reject specific labels of romantic orientation, sexual orientation and/or gender identity. It can also be a way of rejecting the perceived norms of LGBTQIA+ identities.

Further explanation of the terms used in our definition is provided below.

- 'To change': When the Group suggests the term 'change' it refers to practices which seek to alter or modify a person's sexual orientation or gender identity, expression of sexual orientation and/or gender expression.
- 'To suppress': When the Group suggests the term 'suppress' it refers to practices which seek to put an end to, restrain and/or prevent the development or the manifestation of another person's sexual orientation, gender identity, expression of sexual orientation and/or gender expression.
- 'To inhibit': When the Group suggests the term 'inhibit' it refers to practices which seek to hinder, restrain, prevent or prohibit, a person's sexual orientation, gender identity, expression of sexual orientation and/or gender expression

Evidence

Evidence suggests that modern forms of conversion practices are commonly based on a belief that same-sex sexual orientations and transgender identities and other identities cited above are mental or developmental disorders, addictions or spiritual problems.

The most common methods we identified involved a combination of

- spiritual methods – for example, prayer for ‘healing’/‘deliverance’ or exorcisms, and some forms of pastoral counselling
- psychological methods – for example, talking therapies

The boundaries between religious and psychological approaches are often unclear with many combining the two in a way that could be described as pseudo-scientific theory, methodology, or practice that is considered to be without scientific foundation.

Conversion practice appears to be most commonly carried out in religious settings by religious individuals or organisations, but it may also be done by mental health professionals or family members. In some cases, secular mental health professionals may treat those whose gender identity does not correspond to their sex assigned at birth (for example, non-binary) or minority sexual orientations (for example, asexual) as symptoms of existing mental health conditions. It is unclear how often this is a deliberate attempt at conversion practices.

There is less evidence relating to gender identity change efforts but what evidence there is suggests that conversion practice with transgender people can take a very similar form to that aimed at changing sexual orientation. (HM Gov, 2021)

SASP are aware that people who are subjected to conversion practices can experience coercion which can lead to a perception of consent to conversion practices. In a similar vein to coercive control within domestic abuse situations, a victim may be coerced into agreeing to be subjected to such practices. Professionals responding to concerns about conversion practices should consider this in any action taken (Expert Advisory Group on Ending Conversion Practices Report and Recommendations, October 2022).

Sheffield Safeguarding Adults Partnership position

We the undersigned members of Sheffield Adult Safeguarding Partnership (SASP) value diversity. We are committed to promoting the human rights, well-being and dignity of all members of our society and support their freedom of thought, conscience and religion. We take a gender affirming stance regarding diversity of sexual orientation and gender identity, one that focuses on affirming an individual’s views about themselves.

SASP believes that the sexual orientation and gender identity of LGBTQIA+ people are legitimate and valid. We condemn any approach including coercion that attempts to change an individual’s gender or sexuality, including conversion or reparation practices, on the grounds they are harmful, unethical, and violate the dignity and human rights of the recipient whether or not the person consents to this ‘practice’. SASP supports the rights and autonomy of all people, regardless of sexual identity, and takes a gender affirming perspective. SASP expect our members to do the same.

Appendix 1:

Proposal of recommendations for action to be approved by the City-Wide Best Practice Group and the SASP Executive Board

Recommendation	Action	Measure of Achievement
Awareness raising for staff which should include training to identify and spot the signs of so-called 'Conversion Practices' and talk with confidence to those who are experiencing this or challenge the view of those in support.	Develop a simple Power-point which can be downloaded and used by local organisations to train staff on spotting the signs of "Conversion Practices" and what steps to take if they do. Record a conversion practice training session and make this available on the SASP website.	Ask the SASP Performance and Quality sub group if we can measure the numbers of people downloading the information. Measure the level of interest from organisations by asking them to complete a proforma and send it to safeguardingadults@sheffield.gov.uk . If they have used conversion practice training resources from the website.
Awareness raising for the public to: Support people to identify the signs of so-called 'Conversion Practice' and talk with confidence to those who are experiencing this or speak out to challenge the view of those in support	Signage posters and pamphlets to be developed, to be available for download and use by local organisations. A simple definition to be developed for use in settings where the full definition is too complex to be easily understood. Target at people who have never heard of conversion practice before.	Ask the SASP Performance and Quality sub group if we can measure the numbers of people downloading the information. Measure the level of interest from organisations by asking them to complete a proforma and send it to safeguardingadults@sheffield.gov.uk . If they have downloaded and used conversion practice resources from the website.
Raising awareness of those who carry out conversation practices who work in Positions of Trust	Provide a statement for organisations to use which will include: A definition of who is a PiPoT (person in a position of trust) and how they may abuse this trust if they carry out conversion practice within their employment or in their personal life.	Measure referrals to PiPoT where people involved in conversion practice are held to account.
Developing pathways to allow people and professionals to raise and respond to concerns about 'so called conversion' practices	Develop a mapping document, with steps to take: I.e. Does it meet safeguarding criteria, if yes, step to take, if no, what alternatives are available.	Measure referrals and provide data on how many of these did or did not meet the legal criteria for safeguarding.

	Process maps will be added onto the SASP website.	
Identify support services for those who are experiencing conversion practices	<p>Further sources to be updated as they are identified and added to the SASP website.</p> <p>National Support Service Organisation: Galop</p> <p>https://galop.org.uk/get-help/support-services/</p> <p>“Galop provides advocacy and casework support for LGBT+ people who have experienced abuse and violence. Advocates and caseworkers work with clients, based on what each individual person needs. Our advocacy service specialises in supporting LGBT+ victims and survivors of domestic abuse, hate crime, sexual violence, and other forms of abuse including honour-based violence, forced marriage, and so-called conversion therapies. We are a service run by LGBT+ people, for LGBT+ people, and the needs of our community are at the centre of what we do.”</p>	Monitoring and reporting the number of people accessing this area of the website.
Seek support from organisations across Sheffield to sign up to this position statement	Identify conversion practices advocates to make contact with local organisations.	<p>Number of organisations contacted</p> <p>Number of organisations signed up</p>
Consider multi faith representation on safeguarding partnership boards	<p>Not all organisations are part of the Safeguarding Board and nor would it be appropriate for them all to be members.</p> <p>City Wide Best Practice can invite guests to meetings where this subject is presented or discussed.</p>	

	Provide email address on the resources, where interested parties can make enquiries.	
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The Human Rights Act (1998) is in place to protect everyone rights and public authorities have a duty to uphold these rights without interference. The right to be free from discrimination, torture, to have privacy and right to family life are of utmost importance. We will take positive steps to protect the rights of individuals where there is good reason to do so.

Adult Health and Social Care

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Conversion Practice Delivery Plan

Conversion Practice Delivery Plan

Ambition:

A position statement will define the issues and implement strategies that will produce a measurable and positive result for the LGBTQ+ community. It will:

- Raise awareness of the Conversion Practice in Sheffield.
- Encourage the LGBTQ+ community to speak out with confidence where they are subjected to this practice.
- Provide strategies within a framework to support the LGBTQ+ community.

Context:

Conversion Practice is any intervention that seeks to change a person's sexual orientation or gender identity. It works towards one goal and that goal is to cure someone from being LGBTQIA+.

This position statement endorsed by Council members and wider organisations condemns this harmful and unethical practice and supports the rights and autonomy of all people, regardless of sexual identity, and takes a gender affirming perspective.

This position statement supports adults and young people with diverse gender and sexuality expressions enabling them to live, work, learn or worship in the city free of abuse i.e., bullying discrimination, homophobia or transphobia, social isolation, and rejection. It sends out a strong message to the wider community of equality and inclusion.

A multi -agency task and finish group has been implemented which involves representatives from adult and children's social care, health, church, human rights organisation and an individual with experience of conversion therapy. Best practice and benchmarking has been undertaken by this group in order to inform a position statement and a subsequent delivery plan.

Accountable Officer: Director Adult Health and Social Care

Accountable Committee/ Board: Safeguarding Adults Partnership Board and Adult Health and Social Care Policy Committee

Recommendation	Action	By when	Lead	RAG
<p>1. Awareness raising for staff and the public which should include training to identify the signs of 'so called Conversion Practices' and talk with confidence to those who are experiencing this or challenge the view of those in support.</p>	1a. Develop a Power-point which can be downloaded and used by local organisations to train staff on spotting the signs of "Conversion Practices" and what steps to take if they do.	June 2023	Chief Social Work Officer	
	1b. Record a conversion practice training session and make this available on the SASP website.	June 2023	Chief Social Work Officer	
	1c. Signage posters and pamphlets to be developed, to be available for download and use by local organisations in their organisations and premises in public view.	November 2023	Chief Social Work Officer	
<p>2. Raising awareness of those who carry out conversation practices who work in Positions of Trust</p>	2a. Provide a statement for organisations to use which will include: A definition of who is a PiPoT (person in a position of trust) and how they may abuse this trust if they carry out conversion practice within their employment or in their personal life.	September 2023	Chief Social Work Officer; Assistant Director Access, Mental Health and Wellbeing; Safeguarding Adults Partnership	
<p>3. Developing pathways to allow people and professionals to raise and respond to concerns about</p>	3a. Develop a mapping document, with steps to take: I.e. Does it meet safeguarding criteria i.e., person has needs for care and support, if yes, step to take, if no, what alternatives are available.	September 2023	Chief Social Work Officer Assistant Director Access, Mental Health, and Wellbeing	

conversion' practices.				
	3b. Process maps will be added onto the SASP website.	November 2023	Chief Social Work Officer	
4. Identify support services for those who are experiencing conversion practices	4a. Source services that may provide support i.e. National Support Service Organisation: Galop https://galop.org.uk/get-help/support-services/	August 2023	Chief Social Work Officer	
	4b. To be updated as they are identified and added to the SASP website.	Ongoing	Chief Social Work Officer	
Risks		Other issues		
<ul style="list-style-type: none"> Collective action is necessary, and it is a challenge given the number of organisations which will need to commit to the position statement and deliver the scope of change required. 		<ul style="list-style-type: none"> A new law is proposed to ban conversion therapy in the UK, however questions remain about what the bill will cover or the exact timescale which is yet to be agreed. The position statement and this delivery plan will remain under review and revised dependent on legislation. 		

Part A

Initial Impact Assessment

Proposal name **Conversion Practice Position Statement –
Safeguarding Board**

Brief aim(s) of the proposal and the outcome(s) you want to achieve

The Sheffield Adult Safeguarding Partnership Board is seeking endorsement on its proposal to produce a position statement on Conversion Therapy or Practice and to note its direction of travel.

Conversion Therapy or Practice is any intervention that seeks to change a person's sexual orientation or gender identity. It works towards one goal and that goal is to 'cure' someone from being LGBTQIA+.

The proposal for a position statement supports the rights and autonomy of all people, regardless of sexual identity, and takes a gender affirming perspective.

The Board is seeking endorsement from Council members and representatives of wider organisations to endorse the position statement which condemns this harmful and unethical practice.

The end goal is to influence organisational sign-up to the statement. It is recognised that, as a public authority, the Council has organisational legal duties under the Equality Act and decision-making governance processes.

Proposal type

Budget Non Budget

If Budget, is it Entered on Q Tier?

Yes No

If yes what is the Q Tier reference

Year of proposal (s)

21/22 23/23 23/24 24/25 other

Decision Type

- Coop Exec
- Committee (e.g. Health Committee)
- Leader
- Individual Coop Exec Member
- Executive Director/Director
- Officer Decisions (Non-Key)
- Council (e.g. Budget and Housing Revenue Account)
- Regulatory Committees (e.g. Licensing Committee)

Lead Committee Member

Janet Kerr, Chief Social Worker

Lead Director for Proposal

Alexis Chappell, Director ASC

Person filling in this EIA form

Jeanette Munday

EIA start date

11/01/2023

Equality Lead Officer

- Adele Robinson
- Annemarie Johnston
- Bashir Khan
- Beverley Law
- Ed Sexton
- Louise Nunn

Lead Equality Objective ([see for detail](#))

- | | | | |
|---|---|--|--|
| <input type="radio"/> Understanding Communities | <input type="radio"/> Workforce Diversity | <input checked="" type="radio"/> Leading the city in celebrating & promoting inclusion | <input type="radio"/> Break the cycle and improve life chances |
|---|---|--|--|

Portfolio, Service and Team

Is this Cross-Portfolio

- Yes No

Portfolio

Is the EIA joint with another organisation (eg NHS)?

- Yes No Please specify

SASP, partners

Consultation

Is consultation required (Read the guidance in relation to this area)

- Yes No

If consultation is not required please state why

Consultation has been undertaken via a task and finish group and engagement with the LGBTQ+ community.

Are Staff who may be affected by these proposals aware of them

- Yes No

Are Customers who may be affected by these proposals aware of them

- Yes No

If you have said no to either please say why

Consultation has been held with relevant people thus far, but that does not include all staff or all customers.

Initial Impact

Under the [Public Sector Equality Duty](#) we have to pay due regard to the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations

For a range of people who share protected characteristics, more information is available on the [Council website](#) including the [Community Knowledge Profiles](#).

Identify Impacts

Identify which characteristic the proposal has an impact on tick all that apply

<input checked="" type="checkbox"/> Health	<input checked="" type="checkbox"/> Transgender
<input checked="" type="checkbox"/> Age	<input type="checkbox"/> Carers
<input type="checkbox"/> Disability	<input checked="" type="checkbox"/> Voluntary/Community & Faith Sectors
<input type="checkbox"/> Pregnancy/Maternity	<input type="checkbox"/> Cohesion
<input type="checkbox"/> Race	<input type="checkbox"/> Partners
<input checked="" type="checkbox"/> Religion/Belief	<input type="checkbox"/> Poverty & Financial Inclusion
<input type="checkbox"/> Sex	<input type="checkbox"/> Armed Forces
<input checked="" type="checkbox"/> Sexual Orientation	<input type="checkbox"/> Other
<input type="checkbox"/> Cumulative	

Cumulative Impact

Does the Proposal have a cumulative impact

- Yes No

<input type="checkbox"/> Year on Year	<input checked="" type="checkbox"/> Across a Community of Identity/Interest
<input type="checkbox"/> Geographical Area	<input type="checkbox"/> Other

If yes, details of impact

This proposal supports LGBTQ+ adults and young people enabling them to live, work, learn or worship in the city free of abuse i.e., bullying discrimination, homophobia or transphobia, social isolation and rejection.

Proposal has geographical impact across Sheffield

- Yes No

If Yes, details of geographical impact across Sheffield

It sends out a strong message of support to the wider LGBTQ+ community of equality and inclusion.

Local Area Committee Area(s) impacted

- All Specific

If Specific, name of Local Committee Area(s) impacted

Initial Impact Overview

Based on the information about the proposal what will the overall equality impact?

The Equality Act gives legal protection to two directly relevant characteristics – gender reassignment and sexual orientation. It prescribes different types of discrimination in relation to both. The Act gives similar protection to Age and other protected characteristics.

The Safeguarding Board is committed to standing with our LGBTQ+ community and want to hear about their experiences and offer support. The Board believes this work will have a positive effect on LGBTQIA+ community as conversion practices can have a significant impact on their physical and mental health.

The Board recognises the value of having a clear, unambiguous and empowering statement about conversion therapy, irrespective of the legal position. However, it will monitor Government stated plans to introduce a total ban on the practice and will reflect this in further development of this EIA.

Is a Full impact Assessment required at this stage? Yes No

If the impact is more than minor, in that it will impact on a particular protected characteristic you must complete a full impact assessment below.

Initial Impact Sign Off

EIAs must be agreed and signed off by the Equality lead Officer in your Portfolio or corporately. Has this been signed off?

Yes No

Date agreed

Name of EIA lead officer

Part B

Full Impact Assessment

Health

Does the Proposal have a significant impact on health and well-being (including effects on the wider determinants of health)?

Yes No *if Yes, complete section below*

Staff

Yes No

Customers

Yes No

Details of impact

Comprehensive Health Impact Assessment being completed

Yes No

Please attach health impact assessment as a supporting document below.

Public Health Leads has signed off the health impact(s) of this EIA

Yes N

**Name of Health
Lead Officer**

Age

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Disability

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Pregnancy/Maternity

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Race

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Religion/Belief

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Sex

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Sexual Orientation

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Gender Reassignment (Transgender)

Impact on Staff

Impact on Customers

Yes No Yes No

Details of impact

Carers

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Poverty & Financial Inclusion

Impact on Staff

Yes No

Impact on Customers

Yes No

Please explain the impact

Cohesion

Staff

Yes No

Customers

Yes No

Details of impact

Partners

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Armed Forces

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Other

Please specify

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Action Plan and Supporting Evidence

What actions will you take, please include an Action Plan including timescales

Supporting Evidence (Please detail all your evidence used to support the EIA)

Detail any changes made as a result of the EIA

Following mitigation is there still significant risk of impact on a protected characteristic. Yes No

If yes, the EIA will need corporate escalation? Please explain below

Sign Off

EIAs must be agreed and signed off by the Equality lead Officer in your Portfolio or corporately. Has this been signed off?

Yes No

Date agreed Name of EIA lead officer

Review Date

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Report to Policy Committee

Author/Lead Officer of Report: Wendy Ulyett/Gary Clifton Report Authors

Tel: 0114 273 4129

Report of: Kate Martin

Report to: Strategy and Resource Committee

Date of Decision: 15th March 2023

Subject: Kings Coronation & Eurovision Song Contest Fringe Celebrations

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? Ref No 1476				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
The appendix ESC ATUK 9 th Feb.pdf is covered by the original NDA relating to Eurovision Song Contest.				
"The appendix is not for publication because it contains exempt information under Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended)."				

Purpose of Report:

This report sets out key events taking place in May 2023 which will mark moments in history in the lives of all our communities.

The Coronation of King Charles III will be a once in a lifetime experience and a chance to celebrate a day history is made; whilst the hosting of the Eurovision Song Contest in the UK provides an opportunity to celebrate Sheffield and South Yorkshire's Ukrainian and diverse communities.

The report to Strategy & Resource Urgency Sub-Committee on 8th August 2022 identified that should our hosting bid not be successful, there would be a commitment to host a smaller cultural 'fringe' style festival. Since then, and through collaboration with the BBC, the proposed Eurovision Song Contest Fringe event, as outlined in this report, presents significantly more benefits than originally anticipated.

It should be noted that the NDA to which Sheffield City Council and stakeholders agreed, is still current.

These events take place on consecutive weekends, presenting a number of opportunities:

- to engage very different communities from across the city & local region;
- to support residents with the cost of living crisis by providing free of charge celebrations
- to draw increased footfall into the city centre to provide additional opportunities for local businesses

The report outlines the opportunities and seeks approval of the plans and funding required.

Recommendations:

It is recommended that the Strategy and Resources Committee:

- Approves the plans and notes the resources required to deliver an event for the King's Coronation in the Peace Gardens, under the banner of 'The Lord Mayor's Coronation Party' and to deliver the Eurovision Song Contest fringe event(s) in the Devonshire Green;
- Notes that in line with communications from the Secretary of State, SCC supports communities to engage in Street Parties, Coronation Big Lunch and The Big Help Out opportunities.
- Approves for the revenue costs of up to £296,000 to be funded from the Council's reserves (Flexible Development Fund reserve) to ensure the events are delivered, this includes financial support of £5,000 for each of the seven Local Area Committees to deliver local community events as is appropriate for the specific community.
- Notes that an application for grant funding of £30,000 has been submitted to Arts Council England which will reduce the funding required from the reserves if successful. The acceptance of this grant is subject to a formal approval by External Funding team and Director of Economy, Skills and Culture.
- Notes that additional funding may be provided by both DCMS (via SYMCA) and BBC (but not confirmed at this stage) which will reduce the funding requirement from the reserves further. The acceptance of this funding is subject to a formal approval by External Funding team and Director of Economy, Skills and Culture.

Background Papers:

Coronation Plan_V2 (discussion paper) – cross party meeting re options for Coronation event (1st Feb 2023)

Letter from Secretary of State for DLUC regarding His Majesty King Charles III's Coronation

ESC ATUK 9th Feb.pdf (Confidential)

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: Natalia Govorukhina
		Legal: Hanoof Iqbal
		Equalities & Consultation: Bashir Khan
		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	EMT member who approved submission:	Kate Martin
3	Committee Chair consulted:	Cllr 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: Wendy Ulyett Gary Clifton	Job Title: Marketing Manager – Visitor Economy Service Manager – Major Events
	Date: (Insert date) 2 nd March 2023	

1. PROPOSAL

1.1 > **The Coronation of King Charles III – 6th May 2023**

It is proposed that the main focus of SCC activity is to deliver a one-day event on Saturday 6th May 2023. This will be held in the Peace Gardens, with a focus on providing typically British entertainment, in line with the pomp and ceremony of this historic occasion.

The time of the live broadcast of the Coronation will dictate the start and finish times of the event but it is envisaged to run between 11am and 6pm (subject to confirmation).

The focus of the day will be to encourage people to enjoy the spectacle of the coronation via a large screen sited in the Peace Gardens. The area will be awash with 'red, white & blue'.

This will be delivered under the banner of '**The Lord Mayor's Coronation Party**'.

The Peace Gardens will be turned into an informal event arena where people can stand or sit for a while and watch as much or as little of the pageantry as they want to. Communications will lead in an invitational style, so Sheffield citizens feel they are invited to join the party, to bring their own refreshments (no glass will be allowed) so to create a family friendly atmosphere at minimal cost to people attending.

Clearly, there will be opportunities to utilise the hospitality businesses around the city centre if people wish to purchase refreshments and sit awhile, whilst others may cast a fleeting glance as they go about their usual Saturday business.

A staged area will be the focal point for traditional live musical performances e.g. brass bands; swing bands etc playing music from a range of genres to appeal to all age ranges.

These performances will take place before and after the live broadcast of the coronation so as to enhance the event, rather than detract from the broadcast.

There will be a programme of high quality street entertainment and activation throughout the day to engage people and encourage them to participate in any small way which will make it memorable for them – for many, the Coronation will be a once-in-a-lifetime occurrence and we want to create a positive 'where were you when...' memory.

At a time when many citizens of the city are dealing with the cost of living crisis, this is an opportunity to provide them with a positive experience.

Engaging the retail & hospitality sectors in the city centre, by supporting them with appropriate window dressing materials, and siting some of the street entertainment alongside busy areas of the city centre will provide further engagement and encouragement to participate in the event.

In addition to the outdoor activities, there is also an opportunity to host a short sequence of events to commemorate the life of Queen Elizabeth II and to include: an exhibition in the Winter Garden of the books of condolence in respect of the death of HM Queen Elizabeth II; a tree planting ceremony aside the commemorative stone masonry in the Winter Garden.

The combined association of the armed forces veterans are also keen to support a commemorative Coronation event and we will continue to work with them to explore possible options.

➤ **Additional activity:**

It is further proposed that we support communities to make a weekend of the celebrations: -

As per the recent communication from the Secretary of State, DCMS is encouraging local authorities to further support communities to celebrate the Coronation weekend by encouraging street parties or Street Meet events by relaxing road closure rules and making residents aware of the support available.

These street party activities might take place on 6th May (although we'd like people to come to the Lord Mayor's Coronation Party) or on 7th May when communities are being encouraged to come together as part of the Coronation Big Lunch. There is further opportunity for communities to engage with the voluntary sector through the Big Help Out on 8th May. These national projects also have online support available, with national sponsors on board.

As previously demonstrated at the time of the late Queen Elizabeth II's Platinum Jubilee celebrations, the LACS have a part to play in engaging and encouraging communities to come together, by the dispersal of small grants to support community activities which are focussed on these wider plans, and which will demonstrate benefit to the needs of a specific community.

We have been notified of a potential collaboration with the BBC for Sheffield to be included in broadcasts relating to the live concert which has been announced for the evening of Sunday 7th May; information is currently limited and is not budgeted for within this report. Some funding may be available via an additional contribution provided by DCMS (via SYMCA) and BBC. The funding will be held at MCA level and is likely to be subject to an application process. The acceptance

of this funding will be subject to a formal approval by External Funding team and Director of Economy, Skills and Culture.

➤ **Eurovision Fringe Festival – Saturday 13th May**

At the time of submitting the Eurovision Song Contest bid, and as outlined in the Strategy & Resource Urgency Sub-Committee report of 8th August 2022 we committed to delivering a cultural festival in celebration and support of Ukraine even if our bid was not successful. Eurovision Fringe Festival builds on that commitment. Similarly, we recognised the need to strengthen our relationship with the BBC to ensure the city saw long term benefit from the good work that had begun with the bidding process. The Eurovision event will be licenced by the BBC which will anchor the event as 'official' with Eurovision branding and local media engagement. The appended ESC ATUK 9th Feb.pdf document identifies Sheffield's inclusion in the BBC planning process, the range of options that will be supported under the licensing agreement and a proposed financial package to facilitate some activity (this information is restricted by the original NDA).

It should be noted that the deadline of 10th March, for notifying the BBC of our intentions precedes the date of this report being presented. A confidential paper has been submitted but which indicates plans are subject to the recommendations of this report being accepted.

Our Eurovision Fringe Festival will be a day of two-halves: A daytime cultural festival of arts and entertainment to celebrate our communities and, in line with the broadcast time of the Eurovision Song Contest final during the evening, a Eurovision Party which brings different communities together in a celebration of international cohesion.

Day time culture: Taking place on Devonshire Green, we will take all of the positive learnings from our Women's Euros 2022 fan party events to present a family focussed cultural festival.

This event will be open to all, to encourage communities to come together to celebrate diversity through live entertainment and arts.

We will work with our communities, particularly the Association of Ukrainians in Great Britain (AUGB) and Sheffield's newest sister city – Khmelnytskyi in western Ukraine - to produce an authentic festival and cultural arts programme which will amplify the voices of communities, especially Ukrainians.

The goal is to bring artists from all walks together to share in a Ukrainian Eurovision experience. Being mindful that we want this fringe event to have wide appeal, we will also bring in some popular

entertainment which has previously evidenced their ability to engage with our local audience.

Specifically in celebrating Ukraine, Sheffield & South Yorkshire's communities and the nation's success in winning the 2022 Eurovision Song Contest, we will bring together a medley of musicians, from Ukrainian folk singers to more contemporary musicians. We are hopeful (subject to visa applications) to include artists from Khmelnytskyi in western Ukraine and from within communities who have settled across South Yorkshire.

This event will run until early evening to lead into the second half of our Eurovision Song Contest fringe event:

Night time celebrations: We will create a truly eclectic Eurovision vibe which will enthrall all Eurovision lovers to gather around the main stage at Devonshire Green. As with the Coronation event, communications should lead with an invitation to 'bring your Eurovision Party to town....'

The main focus will be a live broadcast of the Eurovision Song Contest final. We will work with curators to bring an awesome ensemble of musical talent that will wow audiences as the party begins (and before the broadcast starts).

This will be supported by street entertainers such as baton twirlers, stilt walkers, unicyclists and acrobatic dancing – this will animate the entire festival site to enhance the experience of partying to a large screen broadcast of the Eurovision Final.

The overall aim of the Eurovision Fringe festival will be to embrace all communities and foster greater understanding between cultures and communities, especially the Ukrainian community

➤ **Additional Activity**

We will continue to work with the BBC to understand the full range of activity contained within the licensing agreement and to make third parties aware of any potential opportunity for engagement where it is deemed to enhance an existing programme.

2. HOW DOES THIS DECISION CONTRIBUTE ?

- 2.1 This proposal supports our ambition for Sheffield to be a flourishing, sustainable and inclusive city.

These events will encourage footfall and extended dwell time in the city centre which will help to support businesses (in turn, these will be encouraged to participate with branding and engagement).

The target audience for these events is predominantly local and sub-regional (South Yorkshire) rather than a leisure tourism visitor market. However, it should be noted that the Sheffield's Coronation event will be included in national tourism agency listings.

These events will promote civic pride and community engagement and cohesion. The Eurovision Song Contest fringe event will support our commitment to strengthening our relationship with the BBC with the intention of bringing further opportunities for collaboration to Sheffield.

The events will be inclusive – open to all and free of charge, and communities will be engaged locally to support programming.

With focus on supporting Ukraine, we will be able to celebrate Sheffield's position as a City of Sanctuary. A focus on the Eurovision Song Contest presents opportunities to celebrate wider community groups including LGBT+.

Events across both weekends will be delivered in line with SCC EDI policy.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 The Council is not required to undertake public consultation. We have consulted with representatives from the Ukrainian community.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 Decisions need to consider 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.

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.

An EIA has been prepared and highlights that both events which are free present significant opportunities to engage with local residents from different age and community demographics over two consecutive weekends.

The Coronation of King Charles III will be a once in a lifetime experience and a chance to celebrate a day when history is made. It will support Sheffield residents living with the cost of living crisis to enable them to participate by providing free of charge celebrations

The Eurovision fringe events on 13th May will include a concentration of focus on engagement with resettling and refugee communities and with the LGBT+ community as well as a range of other diverse communities in Sheffield.

There are also opportunities to include the different communities across Sheffield and South Yorkshire through cultural activations.

4.2 Financial and Commercial Implications

- 4.2.1 The table below outlines total funding required for both events, £296,000 in total. The report seeks approval of funding these costs from the Council’s reserves (Flexible Development Fund reserve).

Funding requirement	2023/24 financial year
<u>Eurovision Fringe Event</u>	
Infrastructure	£72,000
Activities and Street entertainment	£40,000
Communications, Branding and Marketing	£28,000
Cultural programme	£55,000
Total Funding required	£195,000
<u>King's Coronation</u>	
Infrastructure	£21,000
Activities and Street entertainment	£22,000
Communications, Branding and Marketing	£23,000
Financial support for Local Area Committees	£35,000
Total Funding required	£101,000

The King’s Coronation costs include financial support for each Local Area Committee to deliver local community events as is appropriate for the specific community. LACs are also being encouraged to support community engagement with applications for National Lottery Funding grants (up to £10,000).

An application has been submitted to Arts Council England for £30,000 which includes £40,000 match funding from the Council. If

this application is successful, the funding required from the reserves will be reduced. The acceptance of this grant is subject to a formal approval by External Funding team and Director of Economy, Skills and Culture.

An additional contribution may be provided by DCMS (via SYMCA) and BBC but at this stage the details are still not confirmed. The funding will be held at MCA level and is likely to be subject to an application process. Subject to confirmation of additional broadcast opportunities, any additional contribution will further reduce the funding requirement from the reserves. The acceptance of this funding will be subject to a formal approval by External Funding team and Director of Economy, Skills and Culture.

It is important to note that these additional funding opportunities will not be signed off early enough to facilitate services being procured, therefore the report seeks approval of the revenue costs of £296,000. If applications for funding are successful, funding requirement from the reserves will be reduced accordingly.

All procurement should comply with Financial Regulations, Council's Contract Standing Orders, Procurement Guidelines and any other relevant policies or procedures.

4.3 Legal Implications

- 4.3.1 The report suggests that holding of the proposed events would be a step towards enrichment of economic, social and culture life of the residents. These two events involve an aggregate expenditure of £296k. A part of that amount may potentially be recouped if some of the funding applications moved for these purposes are successful.

Council has a key role in supporting, promoting and encouraging community events. The council has a positive duty to promote or improve the economic, social and environmental well-being of its area. Section 145 of the Local Government Act 1972 empowers the Local authorities to arrange or contribute towards the expenses for the provision of entertainment. The Committee, keeping in view any implications highlighted by Finance and impact of any competing interests, has the power to note and approve the recommendation as set out in this report.

All procurement, in delivering the above events, should comply with the Council's Contract Standing Orders, Procurement Guidelines and any other relevant policies or procedures.

4.4 Climate Implications

- 4.4.1 The Climate Impact Assessment has been completed and indicates a 'moderate' to 'significant decrease' in CO2 emissions compared to

before. Mitigations will be in place to reduce waste; use active travel; limit energy sources and use existing resources where possible and safe to do so.

4.4 Other Implications

- 4.4.1 Operational staff will be engaged within their substantive posts. Additional resources are identified within the budgets.

5. **ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 An option not to create a public celebration of the King's Coronation and/or Eurovision has been considered. This would lead to there being no public record of King Charles III Coronation being celebrated as a civic event.

At the time of bidding to host the Eurovision Song Contest, SCC's commitment was to engage with and support Ukrainian communities across South Yorkshire; and to create a cultural event in support of Ukraine should the Eurovision Song Contest bid not be successful. If no celebration is delivered, this commitment would remain unfulfilled leading to Sheffield City Council's reputation would be damaged.

6. **REASONS FOR RECOMMENDATIONS**

- 6.1 Recommendations are made on the basis that celebrations to commemorate the Coronation of King Charles III and the hosting of the Eurovision Song Contest in the UK will:
- provide opportunities to create inclusive events for Sheffield's communities to celebrate
 - will drive footfall and increase dwell time in the city centre in support of local businesses
 - enable neighbourhood communities to come together
 - show support for Ukraine and other diverse community groups

Purpose of the report:

This report is intended to agree the scope of activity delivered by SCC for the purposes of celebrating the Coronation of His Majesty King Charles III – the formal coronation taking place on Saturday 6th May, with the opportunity to support to community activity in line with the proposed Big Lunch Out and Big Help out projects which have recently been launched.

This report also proposes that SCC capitalises on the UK delivery of the Eurovision Song Contest (ESC) by following through on its commitment, at the time of bidding to host ESC, to support our Ukrainian community and celebrate its culture by hosting a cultural festival, to take place on the same day as the ESC final - 13th May. In addition, we have an opportunity to host a licenced (i.e. able to officially use ESC branding etc) Eurovision 'party' to help drive footfall to the city centre and support local businesses on the evening of the final.

The Kings Coronation:

It is proposed that the main focus of SCC activity is to deliver a one-day event on Saturday 6th May 2023. This will be held in the Peace Gardens, with a focus on providing typically British entertainment, in line with the pomp and ceremony of this historic occasion.

The time of the live broadcast of the Coronation will dictate the start and finish times of the event but it is envisaged to run between 11am and 3pm (subject to confirmation).

The focus of the day will be to encourage people to enjoy the spectacle of the coronation via a large screen sited in the Peace Gardens. The area will be awash with 'red, white blue'. This could possibly be delivered under the heading of 'The Lord Mayor's Coronation Party'.

The Peace Gardens will be turned into an informal event arena where people can stand or sit for a while and watch as much or as little of the pageantry as they want to. They'll be invited to bring their own refreshments (no glass will be allowed) so to create a family friendly atmosphere at minimal cost to people attending. Clearly, there will be opportunities to utilise the hospitality businesses around the city centre if people wish to purchase refreshments and sit awhile, whilst others may cast a fleeting glance as they go about their usual Saturday business.

A staged area will be the focal point for traditional live musical performances e.g. brass bands; swing bands etc playing music from a range of genres to appeal to all age ranges. These performances will take place before and after the live broadcast of the coronation so as to enhance the event, rather than detract from the broadcast.

There will be a programme of high quality street entertainment and activation throughout the day to engage people and encourage them to participate in any small way which will make it memorable for them – for many, the Coronation will be a once-in-a-lifetime occurrence and we want to create a positive 'where were you when...' memory. At a time when many citizens of the city are dealing with the cost of living crisis, this is an opportunity to provide them with a positive experience.

Engaging the retail & hospitality sectors in the city centre, by supporting them with appropriate window dressing materials, and siting some of the street entertainment along side busy areas of the city centre will provide further engagement and encouragement to participate in the event.

In addition to the outdoor activities, there is also an opportunity to host a small exhibition in the Town Hall the books of remembrance in respect of the death of HM Queen Elizabeth II and memorabilia of royal visits to the city.

Additional activity:

It is further proposed that we support communities to make a weekend of the celebrations:-

As per the recent communication from the Secretary of State, DCMS is encouraging local authorities to further support communities to celebrate the Coronation weekend by encouraging street parties or Street Meet events by relaxing road closure rules and making residents aware of the support available.

These street party activities might take place on 6th May or on 7th May when communities are being encouraged to come together as part of the Coronation Big Lunch. This national project has online support available, with national sponsors on board.

As with the Queen's Platinum Jubilee, the LACS have a part to play in engaging and encouraging communities to come together, by the dispersal of small grants to support community activities focussed around the weekend celebrations.

It is not proposed that we broadcast the concert which has been announced for the evening of Sunday 7th May; this is based on the knowledge that the retail opening hours limit the number of people in the city centre at the time the concert is likely to broadcast and the costs of retaining the infrastructure needed, outweighs the benefits as people are more likely to watch the concert in their own homes.

Budget

It is expected that any budget for this activity will come from revenue budget (rather than committee budgets). To ensure events are delivered in a safe and legal environment, with resources to provide quality broadcast and entertainment; and to provide a small grant fund for each LAC to distribute, a draft budget of circa £100,000 has been drawn up.

Recommendations:

That the Coronation of His Majesty King Charles III be broadcast live to an event arena at the Peace Gardens & that the event arena is free to enter

That a programme of entertainment, appropriate for the occasion is commissioned

That a budget of a similar amount to that allocated for the Queen's Platinum Jubilee is allocated for distribution to communities to support street parties and other community engagement

That the live music concert on 7th May is not broadcast

That a communications plan is developed to encourage participation in community events

That a communications plan is developed to engage stakeholders and local businesses to support the event with window dressing and instore events appropriate to the occasion and that some support for window dressing materials will be available

That a communications plan is developed to engage citizens with The Lord Mayor's Coronation Party (working title!)

Notes/assumptions:

The committee system will need to be formally used and officers will need to follow process

There is a need for a speedy decision making process to ensure entertainment and infrastructure can be booked in a timely manner

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Department for Levelling Up, Housing & Communities

Rt Hon Michael Gove MP

*Secretary of State for Levelling Up, Housing and
Communities*

Minister for Intergovernmental Relations

**Department for Levelling Up, Housing and
Communities**

2 Marsham Street
London SW1P 4DF

To all local authorities in England

26 January 2023

Dear colleague,

HIS MAJESTY KING CHARLES III'S CORONATION

The Coronation ceremony for His Majesty King Charles III will take place on Saturday 6 May 2023 at Westminster Abbey. His Majesty's Government, led by the Department for Digital, Culture, Media and Sport (DCMS), is delighted to be supporting Buckingham Palace in planning and delivering celebrations to mark this historic occasion.

The Coronation will see people across the UK and the Commonwealth come together to celebrate. The Coronation programme will include the procession and service at Westminster Abbey on 6 May, the 'Coronation Big Lunch' across the country on 7 May (with a concert taking place in Windsor in the evening), and 'The Big Help Out' community activity on the bank holiday, Monday 8 May.

I know that efforts by you and your local communities will be central to making this a momentous weekend of UK-wide celebration. I would ask you all to take every possible action to help your communities in their preparations - making processes cost-free for residents, cutting red tape, and being completely flexible when receiving applications for road closures. I know that your work in doing so for the Platinum Jubilee celebrations in 2022 contributed greatly to such memorable community events for so many.

I set out further opportunities for councils and communities to plan local events below:

Street Parties

Street parties should be encouraged, and you can support residents who want to organise parties for their neighbours, for example, by relaxing road closure rules to enable street parties to take place as easily as possible. Your residents should be made aware of all the support that is available and no one should be put off by needless red tape. [Guidance for residents on how to organise a street party can be found here.](#) You can also highlight [guidance on 'Street Meets'](#), which offer an even easier way to bring neighbours together.

The Coronation Big Lunch

The Coronation Big Lunch, on 7 May, will encourage communities to come together, celebrate their connections and get to know each other better. It will bring the Coronation festivities into the heart of every community. [More detail on getting involved is available on the Coronation Big Lunch website.](#)

The Big Help Out

The Big Help Out, on 8 May, will provide an opportunity to reflect on the legacy of His Majesty's service and showcase the impact of volunteering within communities. People across the UK will be able to get involved and [more detail is available on The Big Help Out website](#).

Coronation events and projects organised by council-owned civic amenities

Civic amenities, including libraries, museums, leisure centres and heritage sites, are welcome to host their own events and projects to mark the Coronation. This could include exhibitions, concerts or special talks.

Council-led events

Councils are welcome to organise Coronation events and celebrations within their towns and cities, which could include their own civic occasion, for example, "The Mayor's Coronation Party".

Public broadcasts

Large screens in public places can be used to show television coverage of the Coronation, which could include the Ceremony and Procession on 6 May and the Coronation Concert on 7 May. These screenings could be complemented or enhanced by being a part of a wider local event.

National Lottery funding

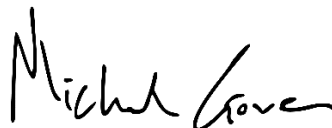
Funding is available of up to £10,000 for events and activities through the National Lottery Awards for All programme and you can encourage community groups to apply.

National Lottery Awards for All does not have a deadline, but it can take up to 12 weeks from the point of application submission to receiving funding, which means applications for the Coronation weekend should be made before the middle of February. [All funding criteria and terms and conditions are here](#).

As with the Platinum Jubilee celebrations in 2022, DCMS will be launching a Coronation website with resources and an interactive map. This will be publicised in our local government bulletin once available. [You can subscribe to the bulletin here](#).

I look forward to seeing the exciting and creative ways in which you and your communities choose to mark the Coronation of His Majesty King Charles III.

With every good wish,



Rt Hon Michael Gove MP

Secretary of State for Levelling Up, Housing and Communities
Minister for Intergovernmental Relations

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Report to Strategy and Resources Committee

Author/Lead Officer of Report: Janet Sharpe,
Director of Housing, Housing and Neighbourhood Services

Tel: 0114 2735493

Report of: Executive Director, Operational Services

Report to: Strategy and Resources Committee

Date of Decision: 15th March 2023

Subject: Local Authority Housing Fund (LAHF)

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? 718				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				

Purpose of Report:

To outline the allocation of funding from the Local Authority Housing Fund and to outline the proposed use to purchase homes.

To seek approval to receive and spend the funding and progress to acquiring new housing.

To approve use of capital to supplement the grant with repayments of the loan being met from rental income.

Recommendations:**It is recommended that the Strategy and Resources Committee:**

- i. Approves the acceptance and spend of the DHLUC grant offer of £2,803,007.
- ii. Approves capital funding of £2,959,672.
- iii. Approves the acquisition of up to 39 properties.

Background Papers:**Appendix A** – Memorandum of Understanding (MoU)**Appendix B** – Local Authority Housing Fund prospectus**Appendix C** – Climate Impact Assessment

Lead Officer to complete:-							
1	<table border="1"> <tr> <td rowspan="4">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.</td> <td>Finance: Alex Hill/Helen Damon</td> </tr> <tr> <td>Legal: Haroon Iqbal</td> </tr> <tr> <td>Equalities & Consultation: Louise Nunn</td> </tr> <tr> <td>Climate: Jessica Rick</td> </tr> </table> <p><i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i></p>	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: Alex Hill/Helen Damon	Legal: Haroon Iqbal	Equalities & Consultation: Louise Nunn	Climate: Jessica Rick	
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	Legal: Haroon Iqbal						
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	Climate: Jessica Rick						
2	<table border="1"> <tr> <td>SLB member who approved submission:</td> <td><i>Ajman Ali</i></td> </tr> </table>	SLB member who approved submission:	<i>Ajman Ali</i>				
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3	<table border="1"> <tr> <td>Relevant Policy Committee</td> <td><i>Housing</i></td> </tr> </table>	Relevant Policy Committee	<i>Housing</i>				
Relevant Policy Committee	<i>Housing</i>						
4	<table border="1"> <tr> <td colspan="2">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 Decision Maker by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</td> </tr> <tr> <td>Lead Officer Name: <i>Jonathan South</i></td> <td>Job Title: <i>Service Manager – Accommodation and Support</i></td> </tr> <tr> <td colspan="2">Date: <i>27/02/2023</i></td> </tr> </table>	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 Decision Maker by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.		Lead Officer Name: <i>Jonathan South</i>	Job Title: <i>Service Manager – Accommodation and Support</i>	Date: <i>27/02/2023</i>	
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Lead Officer Name: <i>Jonathan South</i>	Job Title: <i>Service Manager – Accommodation and Support</i>						
Date: <i>27/02/2023</i>							

1. PROPOSAL

- 1.1 On 14 December 2022 the government made several announcements to support the ongoing Homes for Ukraine Scheme.
- 1.2 One element of the announcement was the provision of a £500 million Local Authority Housing Fund to support property acquisitions and redevelopment. Capital funding will be provided directly to English councils in areas that are facing the most significant housing pressures from recent Ukrainian refugee arrivals.
- 1.3 The funding will be Section 31 non-ringfenced capital grant (no revenue funding). Funding will be paid in two tranches, 30% in 2022/23 and 70% in 2023/24
- 1.4 Allocations are based on a main fund allocation: 40% of average lower quartile property price + £20k per property and a bridging fund allocation: 50% of average lower quartile property price + £20k per property
- 1.5 The funding cannot be combined with Affordable Homes Programme grant or Right to Buy receipts and monitoring returns will be requested every 2 months.
- 1.6 Households eligible for the acquired housing are those who are homeless, at risk of homelessness or who live in unsuitable temporary accommodation (including bridging accommodation) and who are here on one of the following schemes:
 - Afghan Citizen Resettlement Scheme (including eligible British Nationals under this scheme) (ACRS)
 - Afghan Relocations and Assistance Policy (ARAP)
 - Ukraine Family Scheme (UFS)
 - Homes for Ukraine (HFU)
 - Ukraine Extension Scheme (UES)
- 1.8 Delivery routes include but are not limited to:
 - Repurposing council owned buildings
 - Acquiring existing buildings
 - Acquiring new build homes
 - Expanding existing housing delivery programmes
 - Delivering through council owned housing companies or housing associations
- 1.9 Homes should be affordable/low-cost housing. The stock is expected to become available to support wider housing and homelessness responsibilities after the immediate needs of the eligible cohort have

been addressed. The fund will not mandate local authorities to apply a fixed tenancy duration.

1.10 Sheffield's allocation of funding is outlined below:

Main element: £1,702,000 (Average £54,000 per property plus £20,000)

Bridging element: £1,101,007 (Average £137,287 per property plus £20,000)

The initial award suggests Sheffield would be able to fund a minimum of 23 main element properties and 7 bridging allocation properties based on DHLUC calculations. Further work based on the current purchase costs of SCC acquisitions suggests the authority could realise 28 main element properties and 11 bridging allocation properties from this funding.

1.11 Capital will also be required to fulfil the purchase of the properties with repayments being met from rental income.

2. HOW DOES THIS DECISION CONTRIBUTE ?

2.1 To date 322 cases incorporating 633 individuals have arrived in Sheffield on the Homes for Ukraine Scheme. So far 107 cases have moved on from their initial sponsor accommodation. Currently 215 cases remain within sponsor accommodation. The opportunity to purchase a minimum of 23 properties to assist with move on accommodation would reduce demand on mainstream services.

2.2 The Home Office also has a need to move Afghan families on from bridging hotels. A number of the families requiring move on are between 7 and 9 people in size in need of four bed accommodation. The opportunity to purchase a minimum of 7 larger properties to assist with move on accommodation for Afghan refugees would provide a proportion of the authorities pledge to rehouse 88 refugees in the next financial year.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 The Council is not required to carry out a consultation process in respect of this proposal. A formal consultation process has not been carried out.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 An EIA is currently in place that supports the Council's activity to support all refugees arriving in the city and has already been published.

4.2 Financial and Commercial Implications

- 4.2.1
- Capital payment of £2,803,007 made to Sheffield City Council (SCC) by the Department for Levelling Up, Housing and Communities (DLUHC).
 - The funding will be Section 31 non-ringfenced capital grant (no revenue funding). The Grant shall be treated as restricted.
 - The funding formula for the Grant is as follows:

	Eligible Costs	Additional Grant
Bridging Element	50% of the SCC charge to the SCC Capital Budget.	Up to £20,000 per property
Main Element	40% of the SCC charge to the SCC Capital Budget.	Up to £20,000 per property

- A separate grant per property is made available for certain eligible costs. Eligible costs include (but are not restricted to) acquisition fees/disbursements and certain categories of improvement/refurbishment works (see details).
- The Funding Allocation for the Grant is as follows:

Item	2022/23 (30% of Funding)	2023/24 (70% of Funding)	Total Funding
Main Element (split between Acquisition and Refurbishment Grants)	£510,600	£1,191,400	£1,702,000
Bridging Element (split between Acquisition and Refurbishment Grants)	£330,302	£770,705	£1,101,007
Total	£840,902	£1,962,105	£2,803,007

- Payments are to be made to SCC from DLUHC on the last working days in March 2023, May 2023 and, if applicable, July 2023.
- The Grant may be applied to already incurred expenditure.
- Funding cannot be carried over into the 2024/25 Financial Year.
- SCC may accept only the Bridging Element of the Grant, however, SCC cannot accept the Main Element only.
- In order to receive 2023/24 funding, SCC must have spent 60% of the 2022/23 funding by May 2023 specified in the MOU.
- The Bridging Fund is made available to SCC to resettle refugees under the Afghan Schemes currently occupying Home Office bridging accommodation. Homes acquired with the Bridging Element is made available to SCC for the purposes of acquiring larger (4+ bedrooms) properties (see details).

- SCC is expected to fund all other costs of delivery of the Project. Borrowing and partnership funding for the Project delivery are permitted.
- SCC must meet any acquisition costs exceeding the grant allocation for any individual property to be acquired.
- SCC is expected to use funds in line with the overarching refugee resettlement objectives of the Project, including whole-life cost funding.

4.2.2 The table below highlights the level of additional borrowing required, the annual repayment costs and annual rental income:

Item	Proposed capital borrowing	Annual repayments over 30 years	Annual rental income from properties
Main element	£2,016,510	£116,615	£133,282
Bridging element	£ 943,162	£ 54,543	£ 58,018
Total	£2,959,672	£171,158	£191,300

4.2.3 This example is based on purchasing 28 main element properties and 11 bridging element properties, 39 properties in total. Rental income from the acquired properties will meet the loan repayment costs. It is expected with annual rent increases this will remain the case for the 30 year term of the loan. The purchase cost of properties will be met from the LAHF grant and rental income meeting loan repayment costs.

4.2.4 A Final Business Case is going through the capital approval process for approval to add the scheme to the Capital Programme.

4.2.5 **Capital Implications**

- The Grant can only be used to acquire new housing stock or bring dilapidated unusable stock back into a usable condition. The Grant cannot be used to refurbish currently habitable housing stock.
- SCC is permitted to acquire housing stock in areas neighbouring the Sheffield local authority area.
- Stock acquired under the terms of the Grant may be used to support wider local authority general housing/homeless responsibilities once the needs of the Ukraine and Afghan scheme recipients have been met.
- Any homes acquired under the terms of the Grant that are subsequently disposed are subject to the Recycled Capital Grant

regulations and therefore sale proceeds may be subject to additional restrictions (see details).

- Local authorities cannot combine this fund with the Affordable Homes Programme or Right to Buy receipts. S.106 funding may be applied to the project where it meets the requirements of the S.106 Agreement and the terms of the Grant Agreement.

4.2.6 **General Implications**

- MOU not intended to be legally binding, no legal obligations or rights shall arise between the Parties. Both parties intend to honour all MOU commitments.
- MOU is not intended to establish any partnership, joint venture or relationship of employment between Parties, constitute either party as the agent of the other party, nor authorise either of the Parties to make or enter any commitments for or on behalf of the other party.
- SCC will ensure the use of the Grant does not breach any subsidy controls.
- SCC is to comply with the accounting audit, monitoring, management information and reporting requirements specified in the grant agreement (see details).
- SCC must comply with the detailed performance management and key performance indicator requirements specified in the Grant Agreement (see details)
- The MOU does not specify a retention period.

4.2.7 **Commercial Implications**

All public sector procurement is governed by and must be compliant with 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, comply with the Local Government Transparency Code 2015 and s6.3 of the MOU. The Portfolio / Service Grant Manager will need to contact the Commercial Services Team for detailed guidance on adherence to these rules when spending grant monies.

4.3 **Legal Implications**

- 4.3.1 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 limitation specified in the Act. The general power of competence provides sufficient power for the council to accept the proposed funding.

- 4.3.2 The Council will be required to sign the MOU issued by Department for Levelling Up, Housing and Communities (DLUHC). This MOU sets out the terms that will apply to the working relationship between the Department for Levelling Up, Housing and Communities ('DLUHC') and Sheffield City Council regarding the administration and delivery of the Local Authority Housing Fund (LAHF).
- 4.3.3 This contains usual terms and conditions, and its terms are focussed to ensure achievement of the purpose for which grant is being given. While there is nothing onerous in the terms it is good to keep in view the grant requirements which may briefly be noted below:
- i. Grant is for a specific purpose/project which is explained in clause 1 and 3 of the agreement and must not be used for any other purpose.
 - ii. DLUHC will provide a grant of £2,803,007 ('the total allocation') and the Council will deliver at least the following:
 - a) 23 properties for households that meet the eligibility criteria outlined in section 3.2 of the Prospectus ('the main element');
 - b) 7 Four+ bed properties to be allocated to households currently in bridging accommodation ('the bridging element');
 - iii. The Council will endeavour to deliver the delivery target by 30 November 2023.
 - iv. The Council must comply with the Subsidy Control Act 2022 if the Council passes on the funding to a third party to deliver the delivery targets.
 - v. Clause 5 sets out the financial arrangements and provides the amount and frequency of the funding to be received each financial year.
 - vi. Clause 6.2 states the council responsibilities under this MOU. The Council's section 151 officer is expected to ensure that these responsibilities and all other relevant duties are considered and that delivery of LAHF investment is carried out with propriety, regularity and value for money.
 - vii. Clause 7 of the MOU sets out the monitoring and reporting requirements. The first report will be due in April 2023 and then every two months thereafter. The schedule for monitoring reports

is outlined in Annex B of the MOU. Spend outturn and forecast should be signed off by the S151 officer or deputy S151 officer.

4.3.4 In general, the draft agreement seems acceptable and may help the Council in achieving its objectives and deliver the project.

4.4 Climate Implications

4.4.1 A climate impact assessment has been completed. The assessment concluded that the project would maintain similar levels of CO₂e emissions compared to before.

4.4.2 Whilst there is no immediate reduction in emissions because of the project, up to 39 homes would be acquired. Housing officers would provide ongoing support to tenants in the new accommodation and advise on climate issues.

5. **ALTERNATIVE OPTIONS CONSIDERED**

5.1 No alternative options were considered.

6. **REASONS FOR RECOMMENDATIONS**

6.1 The authority completed a validation form with the proposed minimum number of properties on 25th January 2023. Completion of the validation form doesn't commit the local authority, only when a grant award is confirmed, and a Memorandum of Understanding (MoU) is signed by would the authority be committed to the scheme.

6.2 To secure the full funding the LAHF Team confirmed that ideally all purchases should be complete by 30th November 2023. If purchases are within the legal process at that point but not complete the funding for those properties will still be provided. Acquisitions currently being purchased can be included in this programme. To secure all funding, it is recommended to allocate this funding to current purchases within the Stock Increase Programme. This fund will then allow surplus funding of up to £2.8m to be generated for use within the Stock Increase Programme to deliver further additional properties.

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MEMORANDUM OF UNDERSTANDING

Between

Department for Levelling Up, Housing and Communities

-and-

Sheffield City Council

1. Purpose

- 1.1. This Memorandum of Understanding ('MOU') sets out the terms that will apply to the working relationship between the Department for Levelling Up, Housing and Communities ('DLUHC') and Sheffield City Council ('the Council') regarding the administration and delivery of the Local Authority Housing Fund ('LAHF').
- 1.2. This MOU will be for the period Q4 2022/23 and 2023/24. It will be reviewed and updated only where either of the signatories deem it necessary, in which case it will require joint agreement. Further detail on changing the MOU is set out in Paragraph 4.4.
- 1.3. This MOU sets out both the universal fund wide conditions and expectations for appropriate spend of LAHF.
- 1.4. This MOU is not intended to create legal or binding obligations. It describes the understanding between both parties for the use of funding specified in Section 3 of this agreement.

2. Background

- 2.1. The LAHF was launched on 14 December 2022. The details of the fund were shared with the Council in the document 'Local Authority Housing Fund – Prospectus and Guidance' ('the Prospectus').
- 2.2. LAHF is a £500m capital grant fund to support local authorities in England to provide sustainable housing for those unable to secure their own accommodation that meet the eligibility criteria outlined in Section 3.2 of the Prospectus.
- 2.3. The objectives of LAHF are to:

- Ensure recent humanitarian schemes (Afghan and Ukraine schemes) which offer sanctuary, via an organised safe and legal entry route, to those fleeing conflict, provide sufficient longer term accommodation to those they support.
 - Support areas with housing pressures which have generously welcomed substantial numbers of Ukrainian refugees so that these areas are not disadvantaged by increased pressures from these arrivals on the existing housing and homelessness systems.
 - Mitigate the expected increased pressures on local authority homelessness and social housing resources which arise from the eligible cohort (as defined at section 3.2 of the Prospectus) as sponsorship/family placements/bridging accommodation arrangements come to an end by increasing the provision of affordable housing available to local authorities to support those in the cohort who are homeless, at risk of homelessness, or in bridging accommodation;
 - Reduce emergency, temporary and bridging accommodation costs;
 - Deliver accommodation that as far as possible allows for the future conversion of housing units to support wider local authority housing and homelessness responsibilities to UK nationals (i.e. after usage by this cohort ends);
 - Utilise accommodation solutions to enable effective resettlement and economic integration of the eligible cohort;
 - Reduce pressures on the existing housing and homelessness systems and those waiting for social housing.
- 2.4. DLUHC has accepted the Council's plan to provide 30 homes ('the delivery target') under LAHF, and DLUHC will provide a grant of £2,803,007 ('the total allocation'). The Council agrees the following targets to deliver at least:
- 23 properties for households that meet the eligibility criteria outlined in section 3.2 of the Prospectus ('the main element');
 - 7 Four+ bed properties to be allocated to households currently in bridging accommodation ('the bridging element');
- 2.5. This MOU covers the funding commitments from DLUHC and the delivery, financial expenditure, agreed milestones, reporting and evaluation, and communications between the Parties. It also sets out the steps DLUHC could take in the event of underperformance if required.

3. Purpose of the Funding

- 3.1. LAHF funding has been provided specifically for spending on LAHF priorities and the Council agrees to spend LAHF funding on activity set out in this MOU as agreed by DLUHC or subsequently agreed by DLUHC as per Paragraph 4.4.
- 3.2. DLUHC will part fund the cost of the Council obtaining properties for use by households that meet the eligibility criteria. The Council will use its best endeavours to meet the delivery target and to achieve value for money. DLUHC's contributory share of funding ('the average grant rate per unit') should not exceed the maximum described below but the grant per unit for individual properties can be higher.
- 3.3. The maximum average grant rate per unit (for the portfolio of properties, not individual purchases) for the main element is 40% of the costs the council charges to its capital budget plus £20,000 per property. Eligible costs funded by the 40% and the £20,000 per property could include the purchase price, stamp duty, surveying, legal and other fees, refurbishments, energy efficiency measures, decoration, furnishings, or otherwise preparing the property for rent and potentially irrecoverable VAT incurred on these items. The Council should ensure it complies with the Code of Practice for Local Authority Accounting.
- 3.4. The maximum average grant rate per unit (for the portfolio of properties, not individual purchases) for the bridging element is 50% of the costs the council charges to its capital budget plus £20,000 per property. Eligible costs funded by the 50% and the £20,000 per property could include the purchase price, stamp duty, surveying, legal and other fees, refurbishments, energy efficiency measures, decoration, furnishings, or otherwise preparing the property for rent and potentially irrecoverable VAT incurred on these items. The Council should ensure it complies with the Code of Practice for Local Authority Accounting.
- 3.5. The Council can determine how it uses the £20,000 per property and can choose how much of the grant is to be spent on each individual property.
- 3.6. The Council or its delivery partner(s) will fund the outstanding share for each property.
- 3.7. The funding provided by DLUHC in Q4 2022/23 ('the Year 1 allocation') is 30% of the total allocation. The funding provided by DLUHC in 2023/24 ('the Year 2 allocation') is 70% of the total allocation. Both are set out in Table 1.

	Year 1 allocation	Year 2 allocation	Total allocation

Properties for households that meet the eligibility criteria for this Programme	£510,600	£1,191,400	£1,702,000
4+ bed properties for households currently in bridging accommodation	£330,302	£770,705	£1,101,007
Total funding	£840,902	£1,962,105	£2,803,007

Table 1 – Funding allocation

4. Delivery Profile

- 4.1. Delivery of the fund will be measured on the basis of exchange of contracts, or equivalent milestone where exchange of contract will not occur, and number of families housed. Any variations to this, and necessary changes to the MOU will need to be agreed by the parties and an amendment to this MOU made.
- 4.2. Funding outlined in Table 1 is provided to deliver the delivery target. The Council agrees to make best endeavours to deliver the delivery target by 30 November 2023. DLUHC is committed to funding any contract the Council enters into, even if completion occurs after this date.
- 4.3. This MOU is for the full term of the total allocation unless signatories agree to change as per Paragraph 4.4. A further Grant Determination Letter (GDL) will be provided following confirmation of the annual payment for each year.
- 4.4. DLUHC and the Council both have the right to request a change to the MOU. With regards to changing the target amount of units, the Council may ask for either a higher or lower target. Any proposed change will impact the amount of funding received (as set out in the Prospectus) unless the Council is seeking to deliver more units for the same amount of money. Requests will be considered based on the progress of the reallocations process as outlined in Sections 4.4 and 4.5 of the Prospectus and confirmed in writing.

5. Financial Arrangements

- 5.1. The agreed funds will be issued to the Council as grant payments under section 31 of the Local Government Act 2003. The Council may pass on the funding to a third party (e.g. Registered Providers) as appropriate to deliver the delivery target, complying with the Subsidy Control Act 2022.
- 5.2. Table 2 sets out the timetable for payments to be made to the Council. Payment of the Year 1 allocation will be made in February 2023.

The Year 2 allocation will be paid once the Council has demonstrated that at least 60% of the Year 1 allocation has been committed ('the spend requirement'). This will be paid in line with timings outlined in Table 2.

- 5.3. Should the Council not meet the spend requirement in time for payment in May 2023, the payment for the Year 2 allocation may then be made in July 2023 should the Council meet the spend requirement in time for that payment date as set out in Table 2. DLUHC will put in place further payment dates should the Council not meet the spend requirement for payment in July 2023 and will confirm any further dates in writing. The Council may wish to return unspent monies to the Department.

Payment month	February 2023	May 2023	July 2023 (if applicable)
MI from the Council to support payment	<ul style="list-style-type: none"> Signature of this MOU before the date below. 	<ul style="list-style-type: none"> April MI Touchpoint S151 officer statement of grant usage in April 	<ul style="list-style-type: none"> June MI Touchpoint S151 officer statement of grant usage in June
DLUHC confirm payment latest by	15 February	10 April	8 June
DLUHC make payment	By the last working day in February	By the last working day in May	By the last working day in July

Table 2 – Payments timetable

6. Roles and Responsibilities

DLUHC Responsibilities

- 6.1. DLUHC is responsible for setting national housing policy, providing grant(s) to the Council and monitoring the delivery of homes.

Council Responsibilities

- 6.2. The Council will make housing investment decisions, review existing housing policies and products, maximise leverage of this public sector

investment and ensure that funds provide value for money and are deliverable within the timescale of the fund. The Council may work in partnership with private Registered Providers and local authority housing companies to deliver homes. The Council will also report on the fund by providing Management Information (MI) as set out in **Annex A** of this MOU and will work with DLUHC to ensure they have the capability to deliver the fund and provide MI within the set timescales.

6.3. The Council is expected to have the necessary governance and assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to, which may include, but not solely:

- **subsidy control**, at all levels e.g. the funding the Council allocates to project deliverers and subsidies that project deliverers provide to third parties.
- **equalities duties**, the Council must ensure that all LAHF funded activity is delivered in accordance with its obligations under the public sector equality duty (PSED)
- **procurement**, the Council must ensure that the allocation of funding to project deliverers that constitutes a procurement is managed in compliance with the public contract regulations
- **fraud**, the Council must ensure that robust arrangements are in place to manage fraud risk, including ensuring that project deliverers have robust fraud risk management process and paying particular attention to projects that involve the payment of grants to beneficiaries e.g. businesses.

6.4. The Council's Section 151 Officer is expected to ensure that these legal duties and all other relevant duties are considered and that delivery of LAHF investment is carried out with propriety, regularity and value for money.

7. Monitoring Arrangements and Accountability

7.1. The Council will put in place appropriate governance and oversight arrangements to ensure that delivery of housing is on track and that plans remain ambitious and provide value for money.

Reporting Arrangements

7.2. The Council has agreed to provide reporting information to DLUHC on fund allocations and delivery. The Council will be asked to provide a mix of

quantitative and qualitative summary updates to DLUHC; a full list of MI can be found in **Annex A**.

- 7.3. The first report will be due in April 2023 and then every two months thereafter, until the Council's programme has completed. The schedule for monitoring reports is outlined in **Annex B**.
- 7.4. Spend outturn and forecast should be signed off by the S151 officer or deputy S151 officer.
- 7.5. The Council also agrees to work with the department to provide any reasonable additional MI as and when requested by the DLUHC Senior Reporting Officer (SRO). DLUHC will provide an appropriate amount of time to return any additional MI requests.
- 7.6. The Council agrees to work collaboratively with any requests from DLUHC to support any retrospective assessment or evaluation as to the impact or value for money of LAHF. As a minimum, the Council is expected to monitor spend, outputs and outcomes against agreed indicators and keep this information for at least 5 years.

8. Governance & Assurance

- 8.1. The Council is expected to ensure that all legal and other statutory obligations and consents will be adhered to, which may include, but not solely, state aid / subsidy control, equalities duties, procurement, health and safety, and fraud prevention. The Council has prerogative to establish internal governance and assurance arrangements as they see fit to achieve this.
- 8.2. The Council will ensure data can be shared for the prevention and detection of fraud by including the following clause in all agreements with companies or external entities in relation to LAHF – including, but not limited to, property contracts, professional services contracts, construction contracts and lease agreements:

"Data may be shared with other enforcement agencies for the prevention and detection of crime."

Signed for and on behalf of DLUHC

Signature:

Name:

Position:

Date:

**Signed for and on behalf of Sheffield City
Council**

Signature:

Name:

Position:

Date:

Annex A – Reporting and Monitoring Arrangements

Scope and Purpose

1. This annex sets out the agreed reporting and monitoring arrangements for LAHF, including the expected frequency and content of the regular reports that the Council will provide to DLUHC.

DLUHC Role

2. DLUHC will support the running of the fund and maintain a national picture of delivery by putting in place a proportionate monitoring and governance framework. This will include a fund governance board(s) attended by the DLUHC Senior Reporting Officer (SRO) and other relevant stakeholders. Wherever possible DLUHC will avoid duplication of requests towards the Council.

Council Role

3. Day-to-day project monitoring and delivery responsibilities will be delegated to the Council. The Council will submit reports to DLUHC in accordance with the agreed timescales and frequency set out in the MoU. The Council will also work with DLUHC to provide any reasonable additional MI required as and when requested by the DLUHC Senior Reporting Officer. DLUHC will provide an appropriate amount of time to return any additional MI requests.

Management Information (MI)

4. The list of MI is split between operational data – required for monitoring the ongoing fund delivery (Table 3) and evaluation data (Table 4) required to assess the strategy-level success of the fund and inform future policy development. Tables 4 and 5 present the required routine MI and is subject to change, with agreement by DLUHC and the Council. For MI purposes, “committed spend” is considered funding which has been allocated to a property where there has been an exchange of contracts or equivalent milestone where exchange of contract will not occur.

Item	Frequency
No. of offers accepted, including bedroom size and whether these are part of the ‘main’ or ‘bridging’ element of funding	Every 2 months
No. of properties where contracts exchanged, including bedroom size	Every 2 months
No. of properties occupied, including bedroom size	Every 2 months

Number of families housed, including which resettlement programme they belong to	Every 2 months
Number of individuals housed, including which resettlement programme they belong to	Every 2 months
Total expenditure (incl grant and other funding)	Every 2 months
Total committed spend (incl grant and other funding)	Every 2 months
DLUHC grant used	Every 2 months
Overall assessment (RAG rated) of whether delivery is on track as determined by the responsible Council officer	Every 2 months

Table 3 – Monitoring Data

Item	Frequency
How properties have been sourced (e.g. through stock acquisition or another delivery route)	In December 2023 and thereafter upon request to aid with evaluation of the fund
How the Council has funded its contributory share	
Breakdown of households housed by previous housing situation, e.g. emergency accommodation/temporary accommodation	
Tenancy duration	
Rent levels	
Number of additional pledges made to provide housing for those in bridging accommodation	
Number of properties obtained outside the local authority's area, if applicable, and where these are located.	
Evaluation of additional pledges, number of individuals houses, number of properties occupied.	

Table 4 – Evaluation Data

5. In addition, to enable the assessment of relative value for money and to assist with future spending reviews, we may occasionally ask for additional information including details of how the fund is delivered and housing market conditions. This will provide important data to support future policy developments and will also support engagement with HM Treasury. This information will be provided to agreed timeframes when requested by DLUHC.
6. Should the Council wish to amend and/or not collect any of these proposed data points, they should submit a proposal to DLUHC for agreement.

Frequency of Reporting

7. The Council will be asked to provide reports every two months. The schedule for monitoring reports is outlined in Annex B.

Data Consistency

8. DLUHC and the Council have a shared commitment to ensure that, for clarity and transparency purposes, consistent methods of recording outputs are maintained. It is expected that the provided reporting will be robust, accurate and quality assured to a high standard. As such minimal revisions would be expected – although, where these are required, DLUHC should be advised as soon as practical.

Use of Material Provided

9. DLUHC will use the provided material to monitor delivery nationally.

Annex B – Monitoring Milestones

Date	Milestone
February 2023	Payment of the Year 1 allocation if this MOU is signed before 15 February 2023.
March 2023	Payment of the Year 1 allocation if this MOU is signed after 15 February 2023 and before 15 March 2023.
April 2023	MI touchpoint
May 2023	Payment of the Year 2 allocation
June 2023	MI touchpoint
July 2023	Payment of the Year 2 allocation if the spend requirement for payment in May was not met.
August 2023	MI touchpoint
October 2023	MI touchpoint
30 November 2023	The Council agrees to make best endeavours to deliver the delivery target by 30 November 2023.
December 2023	Final MI touchpoint following 30 November 2023. DLUHC-led evaluation of LAHF begins.



Department for Levelling Up, Housing & Communities

Local Authority Housing Fund

Prospectus and Guidance

December 2022
Department for Levelling Up, Housing and Communities

1. Introduction

Earlier this year the United Kingdom took the historic decision to welcome tens of thousands of Ukrainians fleeing the invasion of their homeland. Since then, and thanks to the generosity of the British public, more than 150,000 Ukrainians have been welcomed into homes and communities under the Homes for Ukraine and Ukraine Family schemes. We have also welcomed around 23,000 Afghans who worked alongside the UK Government and risked their lives alongside our Armed Forces, as well as people who assisted UK efforts in Afghanistan.

Local authorities play a vital and integral role in welcoming and integrating recent visa-scheme arrivals to the UK. It is thanks to the hard work of so many in local government, and the wider public sector, across all parts of our country that we have been able to welcome so many people to safety. The Government is introducing further support to help our guests from Ukraine and those who arrived from Afghanistan to find their feet, including local help to find suitable private rented accommodation; assistance via the Department of Work and Pensions to access benefits, skills training and gain employment; and signposting and access to charities and mental health providers. This is backed up by the tariff that authorities receive for each Homes for Ukraine guest arriving in their area; the Afghan Resettlement Schemes to support integration; and additional funding specifically for education and healthcare in the first year of arrival on the Homes for Ukraine scheme.

To assist local authorities further, the Department for Levelling Up, Housing and Communities (DLUHC) is introducing a £500 million capital fund – the Local Authority Housing Fund (LAHF) – for local authorities in England to provide accommodation to families with housing needs who have arrived in the UK via Ukrainian and Afghan resettlement and relocation schemes. Local authorities who have welcomed arrivals are facing challenges in securing settled accommodation for these households, which unless alleviated will further impact existing housing pressures. LAHF will help them to address these immediate pressures as well as build a sustainable stock of affordable housing for the future.

This prospectus sets out the objectives for the fund, what local authorities can spend the grant on, defines the cohort eligible, and the process we will follow for allocating grants to local authorities.

2. Purpose of the fund

The Local Authority Housing Fund is a £500m capital grant fund in financial years 2022/2023 and 2023/2024 to support selected local authorities in England to obtain and refurbish property in order to provide sustainable housing for those unable to secure their own accommodation who are here under the following schemes: Afghan Citizen Resettlement Scheme (ACRS), Afghan Relocations and Assistance Policy (ARAP) (collectively referred to as the Afghan Schemes), Ukraine Family Scheme, the Homes for Ukraine and the Ukraine Extension Scheme (collectively referred to as Ukraine schemes). A full definition of the eligible cohort is at section 3.2.

As well as helping to fulfil the UK's humanitarian duties to assist those fleeing war, this fund will reduce the impact of new arrivals on existing housing pressures and ultimately create a lasting legacy for domestic households by providing a new and permanent supply of accommodation for local authorities to help address local housing and homelessness pressures. We expect up to 4,000 properties would be provided through this fund.

Local authorities will be allocated capital funding under section 31 of the Local Government Act 2003 on the basis of a formula. Delivery targets will be based upon this funding allocation, estimated by a blended grant per property model. Local authorities will determine the most effective means to deliver the fund objectives in their area.

The grants will be non-ringfenced and we will sign Memoranda of Understanding with all local authorities receiving funding to set out our shared expectations for how the fund should be delivered.

Local authorities in scope of the funding formula for this fund will be contacted with their indicative allocation and asked to return a proposal on how they would deliver this accommodation in line with fund objectives outlined below.

2.1 Fund Objectives

The fund aims to alleviate housing pressures on local authorities arising from recent and unforeseen conflicts in Afghanistan and Ukraine. As part of this government's humanitarian response to these crises, we have welcomed over 170,000 people to the United Kingdom. This act of generosity has unavoidably created additional demand for housing at a time when local authorities are already under strain.

The objectives of the fund are to:

- Ensure recent humanitarian schemes (Afghan and Ukraine schemes) which offer sanctuary, via an organised safe and legal entry route, to those fleeing conflict, provide sufficient longer term accommodation to those they support.
- Support areas with housing pressures which have generously welcomed substantial numbers of Ukrainian refugees so that these areas are not disadvantaged by increased pressures from these arrivals on the existing housing and homelessness systems.
- Mitigate the expected increased pressures on local authority homelessness and social housing resources which arise from the eligible cohort (as defined at section 3.2 of the fund's prospectus) as sponsorship/family placements/bridging accommodation arrangements come to an end by increasing the provision of affordable housing available to local authorities to support those in the cohort who are homeless, at risk of homelessness, or in bridging accommodation;
- Reduce emergency, temporary and bridging accommodation costs;

- Deliver accommodation that as far as possible allows for the future conversion of housing units to support wider local authority housing and homelessness responsibilities to UK nationals (i.e. after usage by this cohort ends);
- Utilise accommodation solutions to enable effective resettlement and economic integration of the eligible cohort.
- Reduce impacts on the existing housing and homelessness systems and those waiting for social housing.

3. What the funding can be used for

Within the framework of the purpose and objectives of the fund set out above, we want to provide local authorities with as much flexibility as possible to shape local delivery according to circumstances in each area. The guidance provided in this document is intended to support this. Local authorities will need to be satisfied that their specific plans are lawful and deliverable.

This fund will pay capital funding in two tranches, to be spent in financial years 2022/23 and 2023/24. Local authorities cannot combine this fund with the Affordable Homes Programme or Right to Buy receipts. There is no revenue funding available. Local authorities will have their own processes in place to determine the accounting treatment of revenue costs directly attributable to capital works. It is for local authorities to determine whether it is appropriate to capitalise any revenue costs and their accounting teams should ensure that the accounting treatment adopted is deemed compliant with the code of Practice for Local Authority Accounting.

The basic model assumes stock acquisition. In practice this could include, but is not limited to:

- Refurbishing and/or converting local authority-owned residential or non-residential buildings, including defunct sheltered accommodation;
- Acquiring, refurbishing and/or converting non-local authority owned residential or non-residential buildings, including bringing empty or dilapidated properties back into use;
- Acquiring new build properties 'off-the-shelf', including acquiring and converting shared ownership properties;
- Developing new properties, including developing modular housing on council-owned sites, and;
- Working with and supporting other organisations who want to offer accommodation for this cohort.

Ultimately, local authorities may choose the most appropriate delivery mechanism to achieve the fund's objectives, and to bring on stream the accommodation as quickly as possible.

While local authorities will take the lead in their areas, this does not mean the above activities must be all be undertaken by local authorities. We expect local authorities to work closely with their housing association partners who stand ready to assist and, in

some cases, may be the most appropriate delivery vehicle to achieve the fund objectives. Housing association stock, development, and disposals pipelines could be instrumental in assisting local authorities to deliver this fund, as could their expertise and capacity for stock purchase, management and wraparound support.

Local authorities may choose to acquire properties in their own area or work with neighbouring authorities to acquire properties in their region; it is left to each local authorities' discretion whether collaboration of this kind would be an appropriate route although we would encourage collaboration where possible.

Local authorities should consider the needs of the cohort in their area when determining the size of properties to acquire. Our expectation is that the vast majority of properties acquired will be family sized homes (2-4+ bedrooms).

There are 182 local authorities, plus the Greater London Authority (GLA), eligible for funding. Eligible local authorities will receive an allocation email, which will set out the funding amount and the minimum number of units the LA needs to deliver with this funding. Local authorities or their partners are expected to fund the remainder of the costs, examples include but are not limited to funding from capital receipts, revenue, borrowing or funding by a partner.

Local authorities will be expected to manage this fund within their normal budgetary guidelines, with confidence that any budgeting decisions can be justified to their auditors. We will ask Section 151 officers to agree this with the department via a Memorandum of Understanding (MOU); further details can be found at section 4.

It is expected that all homes delivered through this fund will be affordable/low-cost housing to support wider local authority housing and homelessness responsibilities for the remainder of their lifetime. If properties are disposed of, they will be subject to the Recycled Capital Grant regulations. Funding provided under this fund is for whole-life housing costs and local authorities are expected to use the funding in line with the fund objectives outlined in 2.1. It is up to local authorities to determine the precise rent level and tenure of homes in line with the fund objectives. This could include social rent, Affordable Rent, or a discounted private rent.

3.1 Ambition for housing those in bridging accommodation

There are around 9,200 people currently living in Home Office bridging accommodation who are being resettled via the Afghan Relocations and Assistance Policy and the Afghan Citizens Resettlement Scheme. This fund aims to support local authorities to help move more households out of bridging accommodation. Each of the 182 local authorities, plus the Greater London Authority on behalf of London boroughs, in scope for grant funding will be expected to increase their number of pledges to support people under the Afghan resettlement schemes through the usual process (by notifying their Strategic Migration Partnerships) and will be set an ambition for the number of homes to acquire specifically for housing those currently in bridging accommodation. This will be for larger homes (four or more bedrooms), given the average family size of those in bridging accommodation, and the number of properties will be determined by the population size of the local authority. The funding allocation

includes a specific element for the acquisition of larger properties for this cohort. However, local authorities can also use the main element of their funding allocation to move smaller families out of bridging accommodation into smaller homes with fewer than 4 bedrooms in addition to their allotted target for larger homes.

For this fund, we expect all local authorities in scope for funding to deliver their allocation of 4+ bedroom homes for those in bridging accommodation, and local authorities will be asked as part of the validation process whether they are able to deliver those additional units.

If local authorities do not increase their pledges and do not commit to provide sufficient larger homes to this cohort (or if the GLA commits to provide fewer than its targeted amount within London), then their provisional allocation (both the bridging and main element) will be reallocated.

3.2 Cohort Definition and Eligibility

Given the objectives of the fund, those eligible for the housing are those who are homeless, at risk of homelessness or who live in unsuitable Temporary Accommodation (including bridging accommodation) and who also meet the below definition.

Those on the:

- Afghan Citizen Resettlement Scheme (including eligible British Nationals under this scheme) (ACRS),
- Afghan Relocations and Assistance Policy (ARAP)
- Ukraine Family Scheme (UFS),
- Homes for Ukraine (HFU),
- Ukraine Extension Scheme (UES)

For those not in bridging accommodation, the local authority does not have to have accepted a Housing Act 1996 Part 7 homelessness duty in respect of the household for the household to be eligible, but the local authority should satisfy themselves that the household is already or would otherwise be homeless or at risk of homelessness if this accommodation was not available.

3.3 Matching households with properties

It will be up to local authorities to decide how to deliver and manage this fund locally. The accommodation funded through this fund should increase the housing available for the cohort outlined in section 3.2.

In addition to the eligibility criteria above, the local authority should make reasonable endeavours to prioritise households based on who is most in need when matching eligible households with properties. Beyond this, local authorities may use any lawful route that allows them to deliver this fund to cater for the needs of their area. They may wish to use their experience from the Rough Sleepers Accommodation Fund or use the same assessment and prioritisation process as for mainstream social housing stock.

Some examples of options for matching eligible households to properties include:

- Using, amending or putting in place a Local Lettings Policy to allow homes to be allocated by local authorities, or nominated to housing associations, to eligible applicants of a particular description. This is allowed under the Housing Act 1996 (section 166A(6)(b))
- Letting accommodation through a local authority owned housing company.

This is not exhaustive and depending on how local authorities are delivering the fund, they may identify other legal ways for matching households with properties.

For the larger homes acquired to enable households to move out of Home Office bridging accommodation, we would encourage local authorities to use their relationships with each other, their Strategic Migration Partnerships and with staff in bridging hotels to identify and match families to suitable properties. This is to increase the chances of successful matches, as we recognise that local resettlement leads are well-placed to use local intelligence on households in their regions to identify suitable matches and reduce the chances of refusals as much as possible. Local authorities can indicate a preference for a specific family to be matched to a property they have acquired on the ARAP/ACRS property offer form. Alternatively, if a local authority is unable to identify a specific family in a bridging hotel, the local authority can put forward properties (via their Strategic Migration Partnership) to be centrally matched by the Home Office. As mentioned above, we expect local authorities to increase their pledges for the Afghan resettlement schemes beyond their existing pledge amount to reflect the acquisition of these new properties.

3.4 Tenancy Duration and social housing legacy

Given this fund aims to create a lasting supply of affordable housing for the general population (see fund objectives at section 2.1), we expect this stock to become available to support wider local authority general housing and homelessness responsibilities after the immediate needs of the eligible cohort have been addressed.

As the housing landscape in each area and the circumstances of eligible households vary, we will not mandate local authorities to apply a fixed tenancy duration for housing funded through the fund, though in many cases this may be appropriate.

4. Funding Allocations and Delivery

4.1 Initial allocation of funding

The initial funding offer will be determined and offered to the 182 local authorities and Greater London Authority in England, who are deemed to have the greatest need for this funding based on a formula. A formula will be used to identify the total allocation to those local authorities in scope for funding across the duration of the fund.

Local authorities are given an overall ranking based on several sets of data. This combines their relative ranking in terms of the number of Ukrainian arrivals per 1000 population and their relative ranking in terms of the level of housing pressure (which includes Private Rented Sector rents in relation to income, unemployment rate, number of households in Temporary Accommodation (TA) per 1000 households and

number of households on local authority waiting lists per 1000). This data is used because in the areas of highest housing pressure, it will be most difficult for refugees/arrivals to find housing, and therefore the risk of homelessness will be higher. The capacity of local authorities to respond in these areas will also be more limited because of the shortage of housing and associated higher housing costs. The Ukrainian arrivals data is used in this ranking to reflect the sudden and additional pressure from a rapid increase in the number of arrivals of people fleeing war, which is a different magnitude to the number of refugee arrivals in recent years. Numbers in bridging accommodation in each local authority is not used because of the policy objective to move Afghans out of bridging accommodation into local authorities across the country.

An initial indicative allocation will then be offered to each local authority, working from the most pressured local authority down, on the basis of:

- A fair share requirement to accommodate families in bridging accommodation, based on a per capita distribution for those local authorities in scope of funding and a grant per property set at 50% of the estimated average lower quartile 4+ bed property price plus an allocation of £20k per property (to allow for refurbishment/other costs)
- Distributing the remaining budget based on a ratio of 1 home per 20 Ukrainian arrivals, which is then costed at a grant per property of 40% of the estimated average lower quartile property price (plus £20k per property for refurbishment/other costs)
- The model distributes funding down the list of local authorities (ranked based on Ukrainian arrivals and housing pressure) until the budget is expended, resulting in 182 local authorities (plus the GLA) being in scope for funding.

In addition, several caps are put in place for the initial allocation to help support deliverability, to minimise inflationary impacts and to ensure all parts of the country receive some support. These are:

- a. constraining the initial London allocation to reflect an achievable delivery target in the capital's highly constrained housing market;
- b. capping the allocation per region at 25% of the total fund spend; and
- c. capping the allocation to any single local authority at 30 homes.

4.2 Funding split between financial years

The local authorities who are identified by the formula as eligible for funding will be contacted directly with an indicative offer of their total allocation. Authorities will be asked whether they will be able to spend this allocation to deliver the outlined number of homes, in accordance with the details set out in this prospectus (and if not, what they could deliver). Local authorities will also be asked whether they can deliver more than the allocation using the same grant per property (detailed at 4.3).

Funding will be paid in two tranches representing 30% and 70% of the local authority's allocation agreed in the MOU. We expect that the first tranche of funding will be paid in February/March 2023 – depending on when the MoU is agreed.

The second tranche of funding will pay 'the balance' of the local authority's allocation. There will be two predetermined tranche payment dates; the first at three months and the second at five months from the tranche one payment. Dates will be confirmed as part of the MOU process. To receive the second tranche payment the local authority must have spent at least 60% of the tranche one payment delivering on the objectives of the fund, which we will ask the local authority to declare to us at progress 'checkpoints'. Local authorities do not need to wait until receiving the second tranche of payment before spending more than their tranche one payment given 'the balance' will be paid following the checkpoint when they have spent 60% of their tranche one payment.

We will also ask local authorities about the number of property purchase offers they have made, how many of those offers have been accepted, and how many contracts they have exchanged, for example. To monitor delivery, we will ask for these progress updates at each funding checkpoint, regardless of whether the local authority has reached the 60% spending threshold.

We anticipate that any additional funding agreed via the reallocations process will be paid at the same time as the second tranche payment, with an update to the MOU following the reallocations process to reflect this additional funding. Where there is no direct allocation already in place (eg London councils) new MoU arrangements may be created.

4.3 Grant Rate and Eligible Spend

Allocations to each council have been calculated as follows:

- For the "main element", the amount of grant per property is calculated as 40% of the average lower quartile property price in the council area (or for London, 40% of the average lower quartile property price in Greater London). A further £20k per property is then added to account for other costs (including refurbishment).
- For the "bridging element" (i.e. 4+ bedroom houses) the amount of grant per property is calculated as 50% of the estimated lower quartile property price for a 4+ bedroom property in the council area (or for London, 50% of the estimated lower quartile property price for a 4+ bedroom property in Greater London). A further £20k per property is then added to account for other costs, including refurbishment.

Grant rates and Eligible Expenditure for Main and Bridging Elements

It is expected that councils will use their best endeavours to acquire the target number of units and to achieve value for money. The average grant per property rate should not exceed the maximum described below but the grant per property for individual

purchases can be higher. It is recognised that the grant will not meet all of the acquisition costs and so there is an expectation that the council, or its partners, will provide the remainder of the funding required.

The maximum average grant per property rate (for the portfolio of properties, not individual purchases) for the “main element” is 40% of the costs the council charges to its capital budget plus £20k per property. Eligible costs funded by the 40% and the 20k per property could include the purchase price, stamp duty, surveying, legal and other fees, refurbishments, energy efficiency measures, decoration, furnishings, or otherwise preparing the property for rent and potentially irrecoverable VAT incurred on these items. Councils should ensure they comply with the Code of Practice for Local Authority Accounting when deciding eligible costs.

The maximum average grant per property rate (for the portfolio of properties, not individual purchases) for the “bridging element” is 50% of the costs the council charges to its capital budget plus £20k per property. Eligible costs funded by the 50% and the 20k per property could include the purchase price, stamp duty, surveying, legal and other fees, refurbishments, energy efficiency measures, decoration, furnishings, or otherwise preparing the property for rent and potentially irrecoverable VAT incurred on these items. Councils should ensure they comply with the Code of Practice for Local Authority Accounting.

In some cases, the amount of money provided by the grant per property may equate to an intervention rate higher than the maximum set out above - for example if the local authority is focussing on smaller homes, such as 2 bedrooms, because these better suit the needs of the eligible cohort in the area or constitute the majority of the available stock to purchase. If this means the grant rate equates to more than the maximum, the local authority is expected to acquire more units with this funding than the estimated minimum (or outline in the MOU process that less funding is needed to deliver the number of units outlined in their allocation) in order to ensure value for money and not exceed the maximum grant rate.

During the validation process, if local authorities ask to deliver fewer units than allocated, then their funding allocation will be reduced, maintaining the same grant per property rate.

Eligible Expenditure for Improvement Budget

The costs of obtaining a property are not the only costs councils may incur. They may also need to fund things like refurbishments, energy efficiency measures, legal costs, decoration, furnishings, or otherwise preparing the property for rent. We have included an un-ringfenced capital budget of £20,000 per property to account for this. This is a notional amount for the purposes of allowing for these costs in our formula. Councils can choose how much of the grant is to be spent on each individual property. For instance, it may choose to spend £10,000 on one property and £30,000 on another.

Example “main element” allocation

A local authority is allocated £380,000 to deliver 5 main element units plus £20k per unit nominally for refurbishment costs. In total it receives £480,000.

The local authority identifies 5 properties and the costs of obtaining and preparing them for rent:
Property 1: £220,000 capital cost
Property 2: £220,000 capital cost
Property 3: £240,000 capital cost
Property 4: £190,000 capital cost
Property 5: £230,000 capital cost
Total price: £1,100,000
The local authority uses the £100,000 it received nominally for refurbishment costs, leaving £1,000,000.
The £380,000 main element allocation equates to 38% of the remaining capital cost and is therefore within the 40% maximum average grant rate.
The council funds the remaining costs from other sources.

4.4 Validation forms

Eligible local authorities will have been emailed an indicative allocation offer email, a draft MOU, and a validation form. This email outlines the local authority's indicative allocation. Receipt of the initial indicative allocation email and completion the validation form is not a commitment to providing funding or a commitment by a local authority to receive and spend funding. Final allocations will be confirmed in writing following the department's review of the form(s) as outlined in this section. This does not prejudice a local authorities' right to not sign a Memorandum of Understanding.

We will ask all local authorities to submit the validation form no later than 25 January 2023 to confirm if they are willing and able to participate. This helps us understand which local authorities do not wish to take up this funding, how many units local authorities are willing to deliver and allows us to begin reallocating funding.

The validation form will ask local authorities to cover the key details of their delivery proposal; this will then be assessed and validated by the department.

In the validation form we will ask for information on:

- The number of homes that the local authority plans to acquire as part of this fund including the number of 4+ bedroom homes for families in bridging accommodation
- Delivery approach
- Project milestones
- Risks and barriers to delivery

A copy of the validation form questions is attached at Annex A. Validation forms must be submitted via [this page](#) no later than midday 25 January 2023. These will be reviewed and responded to as they are received, and we intend to respond to all forms by 15 February 2023.

After submitting your validation form, please send your completed and signed Memorandum of Understanding by email to the Local Authority Housing Fund Team via LAHF@levellingup.gov.uk <mailto:LAHF@levellingup.gov.uk>. The template MOU is [here](#), which are the standard terms that will be agreed with every local authority, and

the text of which is non-negotiable. If you are delivering the full allocation, complete the MOU using the numbers from your allocation email. If you are agreeing to deliver a lower number of units than your allocation, to complete your MOU, calculate the funding amount for your specified number of units, using the grant per property rate set out in your allocation email – further detail is included in the blank MOU.

We encourage local authorities to return their validation form and MOU as soon as they can as we may be able to work faster with those who agree to the terms of the programme and return their validation forms and MOU earlier. Any reallocations will be calculated and communicated by the end of March 2023.

Given that this is not a bid-based fund, proposals will be assessed acknowledging that accountability for delivery rests with the local authority. The questions have been designed to identify local authorities who would be unwilling or unable to deliver the fund. The assessed section of the validation form will consider responses regarding:

- The proposed scale of delivery relative to the indicative allocation
- Whether delivery plans meet fund objectives
- Confirmation that the local authority is content with formal reporting requests every 2 months
- Confirmation that the Section 151 Officer or Deputy Section 151 Officer has signed off the proposal

We will confirm by end of March 2023 any additional funding available to the local authority following a reallocations process based on validation form data.

If we have any queries on the answers provided in the validation form, we will contact the local authority directly.

4.5 Reallocation

During the validation process, local authorities will be asked whether they can deliver more than their initial allocation.

If in the validation form stage local authorities state they are unable to deliver the units allocated to them across the duration of the fund, the funding for the units they say they will be unable to deliver will be reallocated to other local authorities (including directly to London councils). This reallocation will be based on a process aligned with the fund objectives in 2.1, taking into account need and deliverability. If additional funding is available for local authorities who have told us they can deliver more than their initial allocation, we will contact them to confirm any further funding offer and to agree an update to the MOU to reflect this additional funding.

If a local authority misses the deadline for submitting their validation forms, they are unlikely to receive funding at tranche one. Whether it is still possible to provide them with any funding will depend on when we receive the necessary details from them and the progress of the reallocations process (including the amount of money left to reallocate). We ask that local authorities who foresee a difficulty in working to the

communicated deadlines get in touch with the Local Authority Housing Fund Team as soon as possible.

If money remains after allocating additional funding to the local authorities that have said they can deliver more across the two years of the fund, then the list of local authorities may be expanded beyond those in receipt of initial allocations.

If a local authority is allocated additional funding as part of the reallocation process, this will be paid together with the baseline funding amount for year two (agreed as in the original signed Memorandum of Understanding). As with the tranche two payment, this additional funding will be subject to the local authority having spent at least 60% of their tranche one payment at the 'checkpoint' before the tranche two payment. Where there is no pre-existing direct agreement (as would be the case with individual London councils), new agreements would be made.

The allocations for the "main element" and "bridging element" will be treated separately for reallocations, and so "bridging element" funding will not be reallocated to deliver more 'main element' properties. This is to avoid undermining the number of properties delivered for those in bridging accommodation.

4.6 How grants will be delivered

This fund will operate only in England and funding will be allocated direct to local authorities under section 31 of the Local Government Act 2003.

The funding will be allocated to the appropriate district council or unitary authority. Initial allocations for London will be made via the Greater London Authority. Further allocations may be made directly to London councils.

We will contact local authorities directly with their indicative allocation based on the formula outlined above.

4.7 Payment process

Payments will be made in the form of grants under Section 31 of the Local Government Act 2003 and paid as two instalments, on agreement of an MOU between the local authority and the Department for Levelling Up, Housing and Communities.

Once we have contacted local authorities to confirm their final allocation, we expect local authorities to obtain any further necessary clearances to enter into a MOU with the Department based on the information they provided in the validation form. Funding will then be distributed to the local authority following the signing of the MOU.

For local authorities allocated any additional funding via the reallocations process, prior to payment of any additional funding there will be an update to the MOU agreed to reflect this additional amount, and this will be paid alongside the tranche two funding.

Tranche one payments will be made in February/March 2023 depending on the date the MOU is agreed. Payments for tranche two will be paid in May and July 2023 respectively, dependent on when the local authority's spending on this fund surpasses 60% of their tranche one payment.

Given the urgency of delivery we expect all local authorities to show flexibility in how they apply their approvals processes in order to participate in this fund. All MOUs should be signed ahead of the first tranche of payments. Local authorities will ultimately be responsible for delivery and ensuring value for money of the allocation they have received.

4.8 Fraud Risk Assessments

Local authorities shall be responsible for ensuring that fraud is a key consideration in all spend activity and that the following minimum standards are met:

- Follow the [Grants Functional Standards on Fraud Risk Assessment](#) (FRA) – pages 15-19;
- Undertake FRAs at an appropriate level to each individual project dependent on risk;
- Ensure that this spend is undertaken in accordance with effective authority fraud prevention policy and procedure, and via engagement with your organisations' specialists in this area;
- Ensure that relevant evidence and data to prevent fraud is gathered as part of due diligence undertaken ahead of releasing funds;
- Implement reporting and monitoring requirements that will identify irregularities or issues in use of funds which can be investigated further;
- Store and file all work undertaken on FRA in the event of any issues or audit requirements.

4.9 Due Diligence

Local authorities shall be responsible for ensuring that proportional due diligence is applied to all this fund spend and that the following minimum standards are met:

- Follow the [Grants Functional Standards on Due Diligence](#) – pages 20-24;
- Undertake due diligence at an appropriate level to each individual project dependent on risk;
- Ensure that due diligence is undertaken in accordance with effective authority rules and procedures through authorities' teams specialising in this area;
- Ensure that key areas of due diligence identified for projects in which local authorities invest are reported on and monitored throughout the term of delivery;
- Store and file all work undertaken on due diligence in the event of any issues or audit requirements.

4.10 How we will monitor performance and delivery

Key Performance Indicators (KPIs) will be detailed in MOUs with local authorities and will be based on the fund objectives outlined at section 2.1.

Every two months, local authorities will provide a mix of quantitative and qualitative summary updates to the Department for Levelling Up, Housing and Communities to track against agreed delivery milestones. The reports will be due every two months until delivery is completed, with the dates specified in the MOU.

We will ask for the following information either as part of ongoing monitoring and/or as part of evaluation of the fund:

- Offers accepted, including bedroom size and whether these are part of the “main” or “bridging” element of the funding;
- Number of properties where contracts exchanged, including bedroom size;
- Number of properties occupied, including bedroom size;
- Number of families housed, including which resettlement programme they belong to;
- Number of individuals housed, including which resettlement programme they belong to;
- Total expenditure (including grant and other funding);
- Total committed spend (including grant and other funding);
- Government grant used;
- Overall assessment (RAG rated) of whether delivery is on track.

Future evaluation requests

We will conduct an evaluation of the fund near the end of the monitoring period. To understand how the fund is being delivered in further detail, we will ask local authorities for the following information:

- How properties have been sourced (e.g. through stock acquisition or another delivery route);
- Breakdown of households housed by previous housing situation, e.g. emergency accommodation/temporary accommodation;
- Tenancy duration;
- Rent levels;
- Number of additional pledges made to provide housing for those in bridging accommodation;
- Number of properties obtained outside the local authority’s area, if applicable, and where these are located.

We expect that local authorities will respond to any reasonable additional requests from the Department for Levelling Up, Housing and Communities to support any retrospective assessment or evaluation as to the impact or value for money of the fund. We will expect the authority to, at minimum, monitor spend, outputs and outcomes against agreed indicators and keep this information for at least 5 years.

We may also ask for details about how the acquired properties are being used, for example if they are still publicly owned and if they have become part of the social housing or affordable stock. This will require local authorities to maintain address-level data. This is for us to examine the legacy impacts of the fund.

4.11 Next steps and important dates

- Local authorities who have been identified as eligible for funding will be sent a link to a validation form, to confirm their interest in participating, and to set out how they intend to deliver this fund. Submissions will be reviewed as they are received and therefore forms submitted earlier may receive an earlier response.
- Local authorities must submit their validation form by 25 January 2023 via this [link](#). Forms will only be accepted submitted by the link above. After submitting their validation forms, we encourage local authorities to email their signed MOU as soon as possible.
- In the event we have any clarification questions about the contents of a validation form, we will contact the local authority directly for further detail.
- If a validation form is accepted, we will make best endeavours to contact the local authority to confirm their allocation by 15 February 2023. We will be prepared to sign a Memorandum of Understanding with local authorities as soon as they have received the appropriate internal clearances. We expect local authorities to have signed this no later than 1 March 2023 but will work flexibly with local authorities.
- Tranche one of funding is due to happen in February/March 2023 (depending on the date the MOU is agreed), tranche two is due to happen in May or July 2023, dependent on when the local authority's spending on this fund surpasses 60% of their tranche one payment as reported during the monitoring and evaluation windows.
- Local authorities will be asked to complete a monitoring return every two months on the basis as set out in the Memorandum of Understanding and we will discuss any concerns about delivery with local authorities directly. The final monitoring return is scheduled to take place in November 2023, however we will expect monitoring returns to be completed until delivery is complete. We expect to carry out an evaluation from December 2023.
- For any questions about this fund please contact LAHF@levellingup.gov.uk.

Annex A – Validation Questions

Overview

The Local Authority Housing Fund will provide up to £500 million in capital grants to help councils obtain additional housing to accommodate the defined eligible cohort at risk of homelessness or living in bridging accommodation.

Councils' funding offer has been allocated on the basis of a formula, taking into account housing pressures and the number of recent Ukrainian arrivals.

This form applies to eligible councils in England only.

The validation form will be split into two parts, assessed and non assessed additional questions.

If you need to edit or revisit any sections of the validation form you will need to use the browser back button. Be aware that if you use the browser back button, the screen that you are currently viewing will not be saved.

Once you have submitted your validation form you will not be able to edit your response.

Please keep a copy of your answers for future reference.

After submitting your validation form, please send your completed and signed Memorandum of Understanding by email to the Local Authority Housing Fund Team via LAHF@levellingup.gov.uk.

Validation Questions

1. Are you willing and able to participate in the Local Authority Housing Fund programme?
 - Yes (form proceeds to question 3)
 - No (form proceeds to question 2)
2. Please provide further details of why you are not willing or able to participate in the programme (form proceeds to end).
3. Does the proposal you outline in this form meet the fund objectives outlined below? (Please note this is requirement of the fund and if not agreed you will not be able to participate in the fund.)
4. For the "main element" of the fund, how many homes can you acquire by 30th November 2023 (this is a target date, payments will be honoured assuming delivery within financial years 2022/23 and 2023/24)?

Note: if you can deliver fewer than your initial allocation, your funding will be scaled down proportionally to reflect the number of homes, based on the grant per property outlined in your allocation email. If you state you can deliver more homes at this grant rate than your initial allocation, we will progress with the MoU using your initial allocation and following reallocation process, we will

confirm whether any additional funding is available to enable you to deliver more than your initial allocation.

All delivery proposals in this section should be based on the policy in section 2.1 of the prospectus and the grant per property set out in your allocation email.

5. For the "bridging element" of the fund, how many 4+ bedroom homes can you acquire by 30th November 2023 (this is a target date, payments will be honoured assuming delivery within financial years 2022/23 and 2023/24)?

Note: if you can deliver fewer than your initial allocation, your funding will be scaled down proportionally to reflect the number of homes, based on the grant per property outlined in your allocation email. If you state you can deliver more homes at this grant rate than your initial allocation, we will progress with the MoU using your initial allocation and following reallocation process, we will confirm whether any additional funding is available to enable you to deliver more than your initial allocation.

All delivery proposals in this section should be based on the policy in section 2.1 of the prospectus and the grant per property set out in your allocation email.

6. Do you agree to provide progress reports every 2 months until delivery is completed including Management Information (MI) and reporting against Key Performance Indicators (KPIs) as detailed in the prospectus?

(Please note this is requirement of the fund and if not agreed you will not be able to participate in the fund.)

7. Has your Section 151 Officer or Deputy S151 Officer approved this submission?

(Please note this is requirement of the fund and if not agreed you will not be able to participate in the fund.)

Additional non-assessed questions

The next set of questions are not assessed and will be used by the department to aid policy development and evaluation design only.

1. If the number of "main element" properties you can deliver is fewer than your allocated number, please outline the reasons for this.
2. If the number of 4+ bedroom "bridging element" properties you can deliver is fewer than your allocated number, please outline the reasons for this.

3. How do you plan on delivering your proposed/target number of homes?
Please provide details of the type of stock you plan to acquire, noting the non-exhaustive list of examples provided in section 3 of the programme prospectus.
4. If your chosen delivery plan will add to existing housing in your area, please provide an estimate of the number of new homes.
5. Please provide your key milestones for delivery, including decision making timelines.
6. Based on the indicative approach(es) identified in your delivery plan above, please provide a brief overview that shows a financial projection of how and when the budget will be spent versus the timescales / number of homes to be acquired.
7. How do you intend to fund your contributory share required to secure your proposed/target number of homes? (e.g. from capital receipts, revenue, borrowing or funded by a partner?)
8. What are the key risks for delivery and how do you intend to mitigate them?
9. If this programme continued into future years using the same or a similar approach, (e.g. assuming launch in late 2023 and running for the following 12 months), how many homes could you deliver in this time period?

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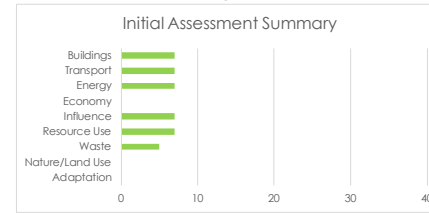
Climate Change Impact Assessment Summary

Project/Proposal Name	Local Authority Housing Fund	Portfolio	Place
Decision Type		Lead Member	
One Year Plan Area	Communities and Neighbourhoods	Lead Officer	Jonathan South
Date CIA Completed	1st March 2023	CIA Author	Jonathan South
		Sign Off/Date	

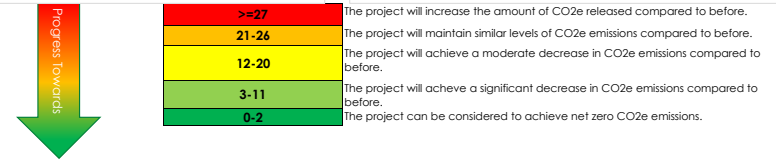
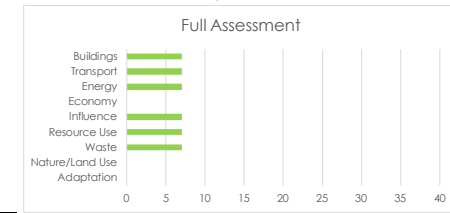
Project Description and CIA Assessment Summary	Sheffield City Council has been awarded £2.8m in funding from the Local Authority Housing Fund (LAHF). Capital funding of up to £2.8m will also be required. £5.6m in grant and capital funding will be used to purchase up to 39 properties for use to support refugees. Sheffield City Council is allowed to use the LAHF monies to acquire and refurbish properties. The plan is to purchase all properties. The properties will be used initially to support refugees from Ukraine and Afghanistan with the housing subsequently being absorbed into the SCC property portfolio managed by the Housing Service.
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Rapid Assessment	Does the project or proposal have an impact in the following areas? Select all those that apply. Only complete the		
Buildings and Infrastructure	Yes	Influence	Yes
Transport	Yes	Resource Use	Yes
Energy	Yes	Waste	Yes
Economy	No	Nature/Land Use	No
		Adaptation	No

Initial Assessment Summary



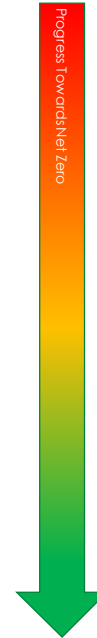
Full Assessment Summary



Initial Assessment

Category	Impact	Description of Project Impact	Score
Buildings and Infrastructure	Construction	Construction materials will be limited to repairs and minor improvements after properties are purchased. All reasonable steps will be taken to mitigate the climate impact of any post purchase works.	7
	Use	N/A	NA
	Land use in development	N/A	NA
Transport	Demand Reduction	The location of purchased properties will impact on tenants ability to access low carbon forms of transport, including public transport, walking and cycling.	7
	Decarbonisation of Transport	N/A	NA
	Public Transport	N/A	NA
	Increasing Active Travel	N/A	NA
Energy	Decarbonisation of Fuel	N/A	NA
	Demand Reduction/Efficiency Improvements	The Council will invest and improve the quality of homes and ensure that more homes are supporting safe and healthy living. Homes that we acquire will be at or will be modernised to meet the government decent homes standard and achieve an SAP rating of C where possible.	7
	Increasing infrastructure for renewables generation	N/A	NA
Economy	Development of low carbon businesses	N/A	NA
	Increase in low carbon skills/training	N/A	NA
	Improved business sustainability	N/A	NA
Influence	Awareness Raising	SCC officers will support future tenants and raise awareness of energy efficiency and waste reduction	7
	Climate Leadership	N/A	NA
	Working with Stakeholders	N/A	NA
Resource Use	Water Use	Like for like performance as the properties will be occupied with similar family sizes as they were prior to sale on the open market. Any planned replacement of water using devices e.g. water saving taps, toilets, showers etc	7
	Food and Drink	N/A	NA
	Products	N/A	NA
	Services	N/A	NA

10	The project will significantly increase the amount of CO2e released compared to before.
9	The project will increase the amount of CO2e released compared to before.
8	The project will maintain similar levels of CO2e emissions compared to before.
7	
6	
5	The project will achieve a moderate decrease in CO2e emissions compared to before.
4	
3	
2	The project will achieve a significant decrease in CO2e emissions compared to before.
1	
0	The project can be considered to achieve net zero CO2e emissions.
Carbon Negative	The project is actively removing CO2e from the atmosphere.



Waste	Waste Reduction	N/A	NA
	Waste Hierarchy	N/A	NA
	Circular Economy	Acquisition of properties keeps them in functional use and offsets the need for demolition or new building.	5

Nature/Land Use	Biodiversity	N/A	NA
	Carbon Storage	N/A	NA
	Flood Management	N/A	NA

Adaptation	Exposure to climate change impacts	N/A	NA
	Vulnerable Groups	N/A	NA
	Just Transition	N/A	NA

Full Assessment

Category	Impact	Description of Project Impact	Mitigation Measures	Mitigated Score	Procurement Action Required?	Proposed KPI/Measure
Buildings and Infrastructure	Construction	Construction materials will be limited to repairs and minor improvements after properties are purchased. All reasonable steps will be taken to mitigate the climate impact of any post purchase works.	The Council will invest and improve the quality of homes and ensure that more homes are supporting safe and healthy living. Homes that we acquire will be at or will be modernised to meet the government decent homes standard and achieve an SAP rating of C where possible.	7		
	Use	N/A				
	Land use in development	N/A				
Transport	Demand Reduction	The location of purchased properties will impact on tenants ability to access low carbon forms of transport, including public transport, walking and cycling.	Housing staff will discuss low carbon forms of transport with tenants.	7		
	Decarbonisation of Transport	N/A				
	Public Transport	N/A				
	Increasing Active Travel	N/A				
Energy	Decarbonisation of Fuel	N/A				
	Demand Reduction/Efficiency Improvements	Improve EPC ratings over time.	The acquisition of second-hand private homes will enable the Council to invest and improve the quality of homes. Homes that we acquire will be at or will be modernised to meet the government decent homes standard and achieve an SAP rating of C where possible.	7		
	Increasing infrastructure for renewables generation	N/A				
Economy	Development of low carbon businesses	N/A				
	Increase in low carbon skills/training	N/A				
	Improved business sustainability	N/A				
Influence	Awareness Raising	SCC officers will support future tenants and raise awareness of energy efficiency and waste reduction	Housing staff will discuss and raise awareness.	7		
	Climate Leadership	N/A				
	Working with Stakeholders	N/A				
Resource Use	Water Use	Like for like performance as the properties will be occupied with similar family sizes as they were prior to sale on the open market. Any planned replacement of water using devices e.g. water saving taps, toilets, showers etc	Housing staff will discuss reducing waste water and promote tenants supporting climate change solutions.	7		
	Food and Drink	N/A				
	Products	N/A				
	Services	N/A				

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10	The project will significantly increase the amount of CO2e released compared to before.
9	The project will increase the amount of CO2e released compared to before.
8	The project will maintain similar levels of CO2e emissions compared to before.
7	
6	The project will achieve a moderate decrease in CO2e emissions compared to before.
5	
4	
3	The project will achieve a significant decrease in CO2e emissions compared to before.
2	
1	
0	The project can be considered to achieve net zero CO2e emissions.
Carbon Negative	The project is actively removing CO2e from the atmosphere.



Waste	Waste Reduction	N/A				
	Waste Hierarchy	N/A				
	Circular Economy	Acquisition of properties keeps them in functional use and offsets the need for demolition or new building.	Ongoing maintenance of aquired properties will be undertaken.	7		
Nature/Land Use	Biodiversity	N/A				
	Carbon Storage	N/A				
	Flood Management	N/A				
Adaptation	Exposure to climate change impacts	N/A				
	Vulnerable Groups	N/A				
	Just Transition	N/A				

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Report to Policy Committee

Author/Lead Officer of Report: (Suzanne Allen/
Sam Martin)

Tel: (01142734326/ 0114 2735027)

Report of: Janet Sharpe, Ajman Ali, Joe Horobin, Alexis Chappell
Report to: Strategy and Resources Policy Committee
Date of Decision: 15th March 2023
Subject: **Updates on the Review of Housing Related Support**

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? 1279				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

The report will:

- I. Provide an update on the findings of the Housing Related Support Review project
- II. Describe proposals for the redesign of the provision to better align with strategic priorities delivering better outcomes for customers
- III. Outline the principle and components for the future operating and delivery model that will focus on the positive outcomes, providing Housing support and services that allow individuals to have the support, skills and tools to live independently within their own tenancies

Recommendations:

It is recommended that the Strategy and Resources Policy Committee:

- Note the recommendations outlined in this report
- Support the development of a Business Case and Implementation Plan, based on the information outlined in this report

Background Papers:

- Appendix A - Commissioning of Housing Related Support Services, 22 August 2019

Lead Officer to complete:-					
1	<p>I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;">Finance: Paul Jeffries/Anna Beeby (<i>Finance Manager</i>)</td> </tr> <tr> <td style="padding: 2px;">Legal: Stephen Tonge (<i>Corporate Governance Lawyer</i>)</td> </tr> <tr> <td style="padding: 2px;">Equalities & Consultation: Louise Nunn (<i>Equalities and Involvement Officer</i>)</td> </tr> <tr> <td style="padding: 2px;">Climate: Jessica Rick (<i>Sustainability Programme Officer</i>)</td> </tr> </table>	Finance: Paul Jeffries/Anna Beeby (<i>Finance Manager</i>)	Legal: Stephen Tonge (<i>Corporate Governance Lawyer</i>)	Equalities & Consultation: Louise Nunn (<i>Equalities and Involvement Officer</i>)	Climate: Jessica Rick (<i>Sustainability Programme Officer</i>)
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Equalities & Consultation: Louise Nunn (<i>Equalities and Involvement Officer</i>)					
Climate: Jessica Rick (<i>Sustainability Programme Officer</i>)					
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>					
2	<p>SLB member who approved submission: <i>Chief Exec, Kate Josephs</i></p>				
3	<p>Committee Chair consulted: <i>Cllr Douglas Johnson Cllr Angela Argenzio Cllr George Linders-Hammond</i></p>				
4	<p>I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;"> <p>Lead Officer Name:</p> <ul style="list-style-type: none"> ▪ Suzanne Allen ▪ Sam Martin </td> <td style="width: 50%; padding: 2px;"> <p>Job Title:</p> <ul style="list-style-type: none"> ▪ Head of City-Wide Housing Services ▪ Head of Commissioning </td> </tr> <tr> <td colspan="2" style="padding: 2px;">Date: 02/03/2023</td> </tr> </table>	<p>Lead Officer Name:</p> <ul style="list-style-type: none"> ▪ Suzanne Allen ▪ Sam Martin 	<p>Job Title:</p> <ul style="list-style-type: none"> ▪ Head of City-Wide Housing Services ▪ Head of Commissioning 	Date: 02/03/2023	
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Date: 02/03/2023					

1. PROPOSAL

1.1 Background

For many years the Council has commissioned a range of services which provide accommodation and support for adults, young people and families who are, or who are at risk of homelessness. These services are commissioned and delivered through contracts with a number of external providers, including charities and social landlords.

The services include the main homeless hostels in the city, more specialist services for people with needs around mental health or drug and alcohol support, and dedicated services for families and young people. People who use the services have their rent paid through housing benefit, and the Council pays additional costs for the support delivered to enable people to improve their wellbeing, resolve life challenges and move on to more secure and independent tenancies of their own. Places in the services are allocated through the Council's Housing Support Pathway, following referral and assessment by the Housing Solutions Service.

Over the last 15 years, since the end of a ring-fenced the Government programme called. Supporting People Programme, the resources available for these services has reduced and a number of changes have been made to take into account changing needs and demands. However, a comprehensive review of the Pathway and service provision had not been undertaken.

The mandate for the review of housing-related support was therefore agreed in August 2019 by the People and Place Portfolio Leadership Teams and the Cabinet Members for Health and Social Care and Communities and Housing. The purpose of the review is to continue to plan for and implement a longer-term approach to support vulnerable people who have housing support needs, and specifically plan to meet the following objectives:

- Establish a new strategic approach to the organisation, delivery and commissioning of housing related support as part of wider strategies for early intervention and prevention, care and support, and homelessness prevention and independent living.
- Develop a new delivery model informed by best practice, evidence of need and successful outcomes, developments and responses to the Coronavirus pandemic and the local response, so that services are fit for




the future.

- Ensure Value For Money is achieved in any future model and where possible identify cashable savings with directly or by alleviating pressures on Council budgets.
- Implement new management, delivery and commissioning plans in line with the new strategy and model.
- Establish a governance mechanism to oversee implementation and ensure links with related developments such as the early help review.

SCOPE

 <p>FOCUS</p>	<ul style="list-style-type: none"> ▪ The project to review housing-related support has now reached the end of its first phase. ▪ The review has thus far focussed on commissioned accommodation based supported housing provided on schemes, or within dispersed units, and on developing a future model for these services.
 <p>FRAMEWORK</p>	<ul style="list-style-type: none"> ▪ Housing Support services delivered by SCC or registered housing providers to their own tenants are not in scope but it is proposed that the agreed model provides the framework for the definition of and standards for all housing support in the future. ▪ Registered providers have indicated a willingness to adopt common standards with SCC in principle and we can propose this includes housing support. ▪ Implementation of the new model should include reviews of existing services to inform commissioning plans.
 <p>FLOATING</p>	<ul style="list-style-type: none"> ▪ Floating Support delivered by way of visits to general needs housing has not been fully reviewed with regard to setting out a future model. It is recommended this is considered alongside the review of other community-based support that is within scope of the Prevention/Early Intervention Programme.

APPROACH

 <p>COLLABORATION</p>	<ul style="list-style-type: none"> ▪ Steering Group established ▪ Extensive consultation with customers, workforce, providers, partners and other stakeholders ▪ Research on effective and developing models in other areas ▪ Analysis of data on current customers, services, outcomes
 <p>INFORMATION</p>	<ul style="list-style-type: none"> ▪ There has been some delay due to the restrictions of working through the Pandemic and we also diverted project resource to support the successful Changing Futures Programme Bid ▪ There is now sufficient information to set out a new strategic approach and it is critical to progress decision making in the context of increasing pressures on the services and budgets and other related change activities and programmes.
 <p>REVIEW</p>	<ul style="list-style-type: none"> ▪ Some elements of the current model have not yet been reviewed in detail, in particular: <ul style="list-style-type: none"> ○ the quality and effectiveness of individual housing-related support services ○ stock conditions of existing properties and schemes ○ ‘in-house’ services such as Housing First that are grant funded, and High Support provided to SCC tenants ○ what similar support is provided by other social landlords to their own tenants ○ sufficiency for the future requirements. When we have agreed the new model and priorities we will be able to produce a specialist housing needs assessment which sets out what our requirements are

1.2 Findings Summary

- Housing-related support continues to provide a unique and necessary role in meeting statutory duties and improving outcomes for vulnerable people in the city. Duties include Housing duties to prevent homelessness and secure accommodation and support for those who are homeless. Our duty under the Care Act 2014 to provide or arrange provision of services, facilities or resources, or take other steps which will contribute to preventing or delaying the needs for care and support by adults. Our responsibilities with regard to Children and Families, Public Health and Community Safety are also contributed to by investing in Housing Support.
- More than 70% of service users have positive experiences of provision and have gone on to sustain independent living. However, 30% of service users have negative outcomes and this reflects the complexity of their circumstances and gaps in housing provision and wrap around support for people with multiple needs to sustain recovery both before, during and after entering supported housing.
- For service users with more complex requirements there are frequently both housing, care and health needs and therefore it is a requirement that any future model/development is integrated with relevant assessment processes and agreed pathways including multi-agency Safeguarding arrangements.
- In the context of reductions to budgets in the last 12 years, there is greater demand than supply and gaps in provision for some groups. The commissioning budget which is funded by SCC General Fund and Public Health Grant has reduced from £19.7m in 2010 to £7.5m currently, which includes both accommodation based and prevention and early help services.
- Capacity has reduced in response to budget cuts to 770 accommodation units currently. At the same time, more customers are being placed in temporary and hotel accommodation who would have been eligible for previously commissioned services. Clear prioritisation of existing resources to meet SCC objectives and a funding strategy for future provision is required.
- 3,546 individuals were referred to the commissioned accommodation-based services between 2018-21, some on more than one occasion. Of these 2,981 were placed.
- The majority of service users for accommodation-based schemes are either homeless or at imminent risk of homelessness and their presenting need is for emergency/urgent housing.
- Since 2018 Homelessness Reduction Act the Council and its partners have been required to focus on homeless prevention but the supported housing model is still largely reactive to crisis and recovery. This reflects the wider

system and related service challenges – Sheffield responds well to a crisis across the whole sector but performs relatively poorly on achieving homelessness preventions. Sheffield is the worst performing Core City for opening cases at the prevention stage – 24% compared to the Core City average of 40%. The best performing councils are achieving over 60%. For transformation to a more preventive model a whole systems approach is needed.

- The current model was designed when the council had far more stock and therefore the pathways and provision assume ready access to Social Housing on completion of a Support Plan. This is illustrated by the Allocations Policy still offering a supported housing leavers priority which cannot be fulfilled. This is no longer realistic and must be changed to focus on preventing home loss and for move on options to be widened across all tenure.
- If we can make greater strides to transform the whole system to focus on prevention, we may in time be able to provide fewer accommodation-based services of a higher quality specifically for people who need this setting and support a greater proportion of people to retain their current home, or at least contain the rising demand within the current level of resources that we have more effectively.
- Some of the current provision e.g. larger hostels does not meet customer requirements or can be difficult to manage and within all of the provision there is little choice for customers.
- There is no government definition of supported housing but in order to qualify for housing benefits schemes do need to meet certain requirements – we need to adopt a local definition.
- Since the Council Portfolio re-organisation in 2019 that placed Housing and Care in different Portfolios, the commissioning arrangements for housing support have not been revised to reflect this.
- Whilst there is communication between Commissioners and Services regarding both commissioning plans and in-house provision of housing support services, there is not a systematic and formal forum or process in place for this. Registered Housing Providers and Homes England have said that they find the SCC arrangements complicated and difficult to engage with. This should be addressed in future governance and management arrangements which should be designed to be inclusive of people with lived experience, holistic and support collaborative partnerships in the City.

1.3 Recommendations

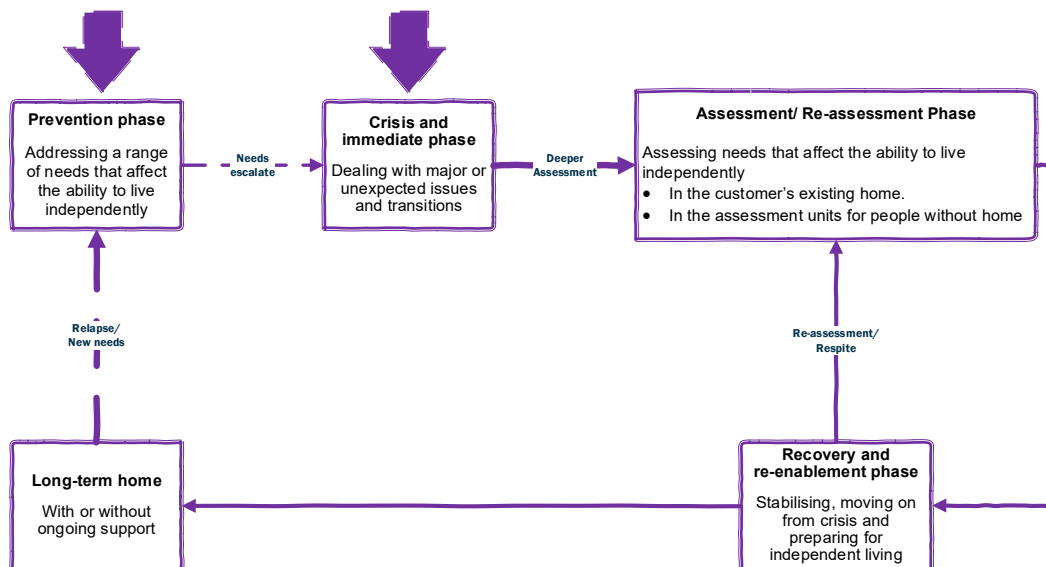
Focus	Key Recommendations
<p>CUSTOMER EXPERIENCE AND OUTCOMES</p>	<ul style="list-style-type: none"> ▪ Continue to commission successful housing-related support services that deliver on the agreed objectives and priorities and meet performance and quality standards. ▪ Anticipate customers with complex needs and have resources and flexibility for a more bespoke offer and pathway.
<p>CURRENT AND FUTURE SUPPLY AND DEMAND</p>	<ul style="list-style-type: none"> ▪ Be more strategic about which customer groups should be our priority for housing-related support, in terms of who will most benefit from time-limited support ▪ Both floating/preventative and accommodation-based support will continue to be required for different customer groups ▪ Reduce use of large hostels but equip customers to live in shared settings and across all tenure as part of their move-on ▪ Ensure commissioning cycle learns from forecasts about demand, changes in assessed needs and evaluation of outcomes ▪ Seek to provide more choice for people
<p>PATHWAYS INTO AND OUT OF SUPPORT</p>	<ul style="list-style-type: none"> ▪ Create more capacity for assessment to enable a better understanding of needs, based on best practice, such as Trauma Informed Approaches and Psychologically Informed Environments ▪ Review the operation of the Housing Support Pathway in light of these findings and to support the proposed new model ▪ Rethink the approach to target duration for placements to average duration of stay so there is more flexibility for people who need a longer or shorter stay. ▪ Rethink approach to move-on, and/or offer more long-term homes with support e.g. step down from supported housing to floating support or

	<p>shared housing with a lower level of support offered.</p>
<p>FUNDING AND COMMISSIONING ARRANGEMENTS</p>	<ul style="list-style-type: none"> ▪ Develop a new, long-term plan and strategy for funding and commissioning housing-related support, that is fit for the current context and customer requirements and enables strategic and reactive change. ▪ Develop a more efficient and holistic approach to commissioning, contracting and service change. ▪ Develop a business case based on housing-related support as preventative of or a step-down from more expensive alternatives where this has still been required for individuals.
<p>WIDER SYSTEM ISSUES AND IMPACTS</p>	<ul style="list-style-type: none"> ▪ Seek more formal input to governance from across SCC and from partners ▪ Separate out floating from accommodation-based support in the implementation of the future model, and review it alongside the corporate approach to prevention and early help. ▪ Transfer the responsibility for commissioning of the majority of accommodation based supported housing to the Housing and Neighbourhoods Service to ensure integration with the whole housing offer in Sheffield and alignment with the Housing Strategy and Homelessness Prevention Strategy. ▪ Transfer the commissioning of Mental Health and Drug/Alcohol Services and the Complex needs for people with eligible physical care needs to the Commissioning leads for these areas so they can be fully integrated into the offer for people requiring more intensive and longer-term support.
<p>WORKFORCE</p>	<ul style="list-style-type: none"> ▪ Be more proactive in investing in the workforce: defining quality standards and requirements, providing workforce development and career pathways

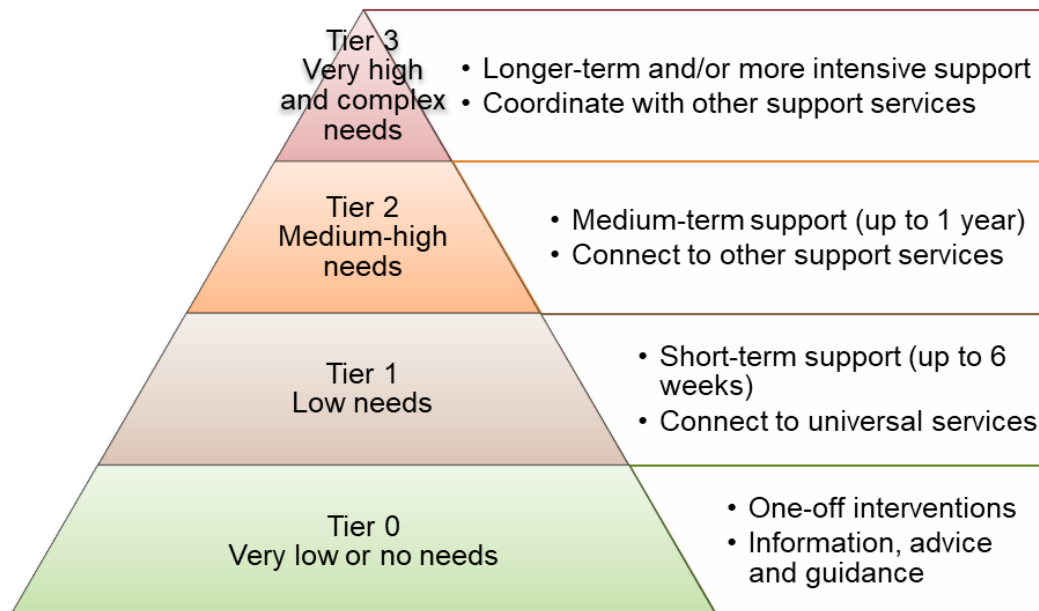
1.4 Principles for a new model of housing related support

<p>Preventative</p>	<ul style="list-style-type: none"> ▪ Intervening at the right moment, with support lasting the right length of time, to prevent long-lasting issues ▪ Delivering value for money by avoiding higher-cost interventions ▪ Tackling the wider determinants of needs
<p>Person-centred</p>	<ul style="list-style-type: none"> ▪ Inclusive and accessible to all ▪ Personalised, holistic service offers ▪ Co-produced with the customers ▪ Offering choice wherever possible ▪ Psychologically-Informed Environments (PIE) and Trauma Informed Approaches
<p>Coordinated &connected</p>	<ul style="list-style-type: none"> ▪ Consistent approach and ways of working across the model ▪ Responsive to changing requirements ▪ Shared information about customers
<p>Outcomes-focused</p>	<ul style="list-style-type: none"> ▪ Quality services ▪ Skilled and effective workforce ▪ System-wide transparency and accountability for outcomes

1.5 Summary of new model



1.6 Level of needs



Alongside the new model, different levels of need would be identified, and an appropriate service offered. Supported accommodation would continue to be focused at tiers 2 and 3

1.7 Future Model and next step

- It is recommended that the model of housing-related support should be redesigned in line with the current strategic priorities with regard to Housing, Adults and Children and Families, and Community Safety and funding context, informed by the evidence collected by the review on customer outcomes and experiences, service and provider feedback and other local

authority good practice.

- The target operating model and commissioning plans should be designed to give the flexibility to progressively move to prevention focussed services that will support the agreed strategic priorities
- The model should enable additional investment from partners/funding programmes that can supplement the commissioning plan and in-house services.

1.8 Outcomes

The model of housing-related support will be judged on its success in delivering these outcomes:

- **Promoting independence** – people successfully moving on to live in their own home without formal support (or with a different source of long-term support if that is required)
- **Customer experience** – customers feel well-supported, listened to, and in control
- **Avoiding crisis/use** of emergency services

1.9 Proposed components of a new model

This section puts forward a high-level proposal of the components that would deliver against the model outlined above and describes the key features of each. The next level of detail, such as how many units might be needed of each, and how it would be funded and commissioned, will be developed as part of the implementation plan.

The model will include an assets-based approach and take into account what service users can provide themselves to meet their needs and what is available in the local community to maintain independence for example volunteering, and peer support.



**ASSESSMENT
PHASE**

- Part of the model that would be new to Sheffield is that we propose to develop capacity in the housing support pathway for a more effective assessment phase.
- While all potential customers for housing-related support are assessed, there are some people whose needs and circumstances need more exploration. For these people, there will be an assessment phase lasting a few weeks, so their needs, preferences and goals can be fully explored, and an informed decision made on where they will live and with what support.
- The aim is that people will be placed in an accommodation-based service only when that's the best option for them, rather than simply because there's a vacancy there. Providers and customers will be involved in the assessment process and the customer will be able to make an informed choice about what happens next. This should lead to better outcomes for customers and a more robust and manageable placement process for providers.
- Where possible, this deeper assessment will take place in the customer's existing home. However, we also propose to create a number of assessment units in a range of accommodation types, which will provide a safe, temporary place to live while the assessment phase is completed. These could be within supported housing or temporary accommodation schemes (these are planned for the new build schemes).
- Such units also offer the possibility of 'time out' or 'reassessment' placements to allow someone who is at risk of losing an existing place in supported accommodation time and support to repair relationships, redraw support plans, and return.

**ACCOMMODATION
WITH SUPPORT**

- The review has established that we will continue to need accommodation-based services (where a property or room and other facilities are provided, paid for by rent and service charges, with support delivered as part of the same offer). The support will need to be funded by the commissioning budget and any other investments that are generated by partners/funding programmes.
- These services will be reserved to meet the needs of people who have nowhere else safe and reasonable to live, and who have medium to high support needs. Within this, there will continue to be targeted or specialist schemes, in order to meet the needs of specific cohorts such as people fleeing domestic abuse, families, people recovering from substance misuse, etc.
- We want to move away from large schemes and hostels, towards a series of services that have smaller accommodation schemes and dispersed properties. For the majority of customers, these feel safer and more personalised, and enable them to rebuild their supportive networks. Smaller schemes can be more expensive to run, but they yield better outcomes and so save resources in the longer term.
- We would need to create new accommodation-based services to address the known gaps in provision. However, there will always be people with unusual or highly complex needs, for whom pre-specified services are not suitable, so we will also ensure there is scope and capacity for bespoke housing support offers in a minority of cases.
- Properties will be built, adapted and maintained to a high standard, including being accessible to people with disabilities and impairments, and feeling safe and homely for people with a background of trauma. Our ambition is, over

	<p>time, to transition to a point where all units are self-contained, except where the customer wants and chooses to share facilities.</p> <ul style="list-style-type: none"> ▪ Both the physical environments and the support models used will be designed according to the key principles of the model, and will feel safe and positive for the workforce as well as residents. ▪ To achieve these goals, we will need to develop a long-term strategy for capital investment, with projections of what type of properties we will need and when, and a market position statement to share with providers and developers as well as determining what services SCC wish to develop and deliver internally.
<p>VISITING SUPPORT (to aid move and sustain independent living)</p>	<ul style="list-style-type: none"> ▪ It is proposed that the visiting or ‘floating’ support element of the model is considered as part of the corporate review of prevention and early help services. The project team will contribute to this and ensure that there continues to be provision that meets the key principles of the housing support model, and develops skills for independent living – maintaining a home, sustaining a tenancy, being a good neighbour, making connections with the community, etc. ▪ As stated earlier it doesn’t appear that there is a great deal of overlap in the service offered by housing support and other services but this may be more evident for some groups for example for older people who may be accessing community support workers as well as housing support. A key difference may be that tenancy support workers are directly involved in delivering skills training and development to the individual over a period of time up to a year, whereas other support may be more task focussed e.g. making

	<p>appointments, referrals, applying for benefits and for a shorter period.</p> <ul style="list-style-type: none"> ▪ Support will also need to address wider issues that will secure good outcomes for the customer, such as finances, relationships, digital inclusion and education or employment. ▪ The support will take a key worker approach, to ensure coordination across different services and a consistent relationship for the customer. It will invest in effectively managing the end of support or transition to other sources of support.
MOVE ON	<ul style="list-style-type: none"> ▪ Housing-related support is designed to be time-limited, with the goal of moving a customer on to general needs housing in a way that sustains their recovery. ▪ It is part of the role of a housing support provider to advise and facilitate this move-on process. Currently it is too dependent on securing a social tenancy through a priority application to the Housing Register. It is recognised that both social housing and the whole housing system in Sheffield are under pressure. In the new model, providers will be required to work proactively with the private rented sector and to explore options for shared housing. ▪ For people who are not totally ready for independent living, the model will offer a better range of options for 'step-down' support, potentially including a number of accommodation units designated to prepare for move-on. Where people do move on to social tenancies, we will continue to work with social landlords to identify an ongoing support offer. ▪ Some people have ongoing support needs that mean they will not be able to live independently in the long term. For these people, there still needs to be a planned move on from housing-

	<p>related support, requiring strong links with specialist housing and effective transitions into other prevention and support services.</p>
WORKFORCE	<ul style="list-style-type: none"> ▪ It is clear from the engagement carried out during the review that a skilful and caring workforce is essential to providing the effective support that enable customers to recover and move on. The new model of housing-related support must therefore include standards of knowledge and skills, and a learning and development offer to enable workers to meet them. ▪ It is proposed that we commit to a cross-sector piece of work that will coproduce a strategy for investing in the housing-related support workforce, to include quality standards, training packages that are customer centred, support psychologically informed environments and career pathways.
GOVERNANCE	<ul style="list-style-type: none"> ▪ The review has identified that there is not a single forum where strategic discussions about housing-related support can happen, involving all the partners responsible for different parts of the system. It is therefore proposed to establish a Housing Support Board or steering group to influence and oversee the strategic approach including pathways and provision whether it is commissioned, in partnership or inhouse. There is already an HSP Operational Board that oversees the performance of pathway that could report to the new Board or Steering Group.

2. HOW DOES THIS DECISION CONTRIBUTE ?

- 2.1 The proposal will contribute to the priorities set out in *The Our Sheffield Delivery Plan 2022/23* of a Healthy lives and wellbeing for all, Tackling inequalities and supporting people through the cost-of-living crisis. *The Our Sheffield Delivery Plan 2022/23* also recognises that to achieve these outcomes we will need to do things differently and this includes how we work collaboratively with our partners



and individuals facing the greatest challenges.


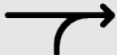



Recommendations of the Review of Housing Related Support aligns with the following objectives set out in *The Our Sheffield Delivery Plan 2022/23*:


- Healthy lives and wellbeing for all – helping people to be healthy and well, by promoting and enabling good health whilst preventing and tackling ill health, particularly for those who have a higher risk of experiencing poor health, illness or dying early.
- Tackling inequalities and supporting people through the cost-of-living crisis – making it easier for individuals to overcome obstacles and achieve their potential. Investing in the most deprived communities; supporting individuals and communities to help themselves and each other.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 The Housing Related Support Project Team undertook a consultation process with various stakeholders in June-August 2021. The key messages from this consultation are summarised below:

Theme	Key Responses
 <p>ACCOMMODATION /PROPERTIES</p>	<ul style="list-style-type: none"> ▪ All customer groups expressed strong preferences for having their own room and facilities (at least a bathroom, if not a kitchen too). ▪ People sometimes found it hard to cope with other residents of shared schemes, particularly if they are vulnerable and/or trying to abstain from substance misuse. ▪ Dispersed accommodation or small shared schemes work best. ▪ Scarcity of suitable, good-quality properties, in good locations
 <p>WORKFORCE</p>	<ul style="list-style-type: none"> ▪ Customers' views on the people who worked with them varied a lot according to situation ▪ Staff turnover is a problem, unable to provide consistent support to customers. ▪ There is not enough support for staff working in a stressful role. Combined with low wages

	<p>this leads to high staff turnover.</p>
 <p>SUPPORT</p>	<ul style="list-style-type: none"> ▪ A general theme was around the importance of recognising and supporting mental health. Help with money, budgeting and benefits, and basic life skills, were also a common support needs ▪ There are more customers presenting with higher needs. ▪ Overall demand for support service is very high, and there are waiting lists for support, especially in mental health ▪ Other areas we spoke to told us that they are also experiencing increasing levels of need and complexity amongst their customers
 <p>PREVENTION</p>	<ul style="list-style-type: none"> ▪ Generally, there is a prevention focus, but interventions are still gearing towards those with higher needs. Need more preventative support for those with lower needs ▪ There are long delays between referrals and support being offered so needs can escalate in that time.
 <p>WHOLE SYSTEM</p>	<ul style="list-style-type: none"> ▪ Reductions in funding and shorter contracts do not allow providers to plan and grow their services. ▪ Moving customers on is a long and convoluted process. ▪ There is not a suitable offer for customers with lower needs.
 <p>HOUSING SUPPORT PATHWAY AND THE REFERRAL PROCESS</p>	<ul style="list-style-type: none"> ▪ Generally acknowledged that it's good to have the process all held in one place, but there needs to be more flexibility to adapt to each customer's journey. ▪ Unrealistic referrals being made to available vacancies rather than the best service for the customer's needs
	<ul style="list-style-type: none"> ▪ Both people with the most complex needs and people with lower needs were

<p>GAPS IN PROVISION AND SUPPORT</p>	<p>mentioned as being under-served</p> <ul style="list-style-type: none"> ▪ A number of specific types of services/support were also mentioned as gaps, which will need to be considered individually ▪ Generally, the system is under pressure, needs more provision, more funding.
<p> COVID-19 EXPERIENCES AND ISSUES</p>	<ul style="list-style-type: none"> ▪ Staff have worked incredibly hard and have been very adaptable ▪ Shows importance of phone and internet connection for customers.

The proposal of the new delivery model of housing related support will require a further consultation process with providers, especially those directly affected by the new approach. This consultation process is planned to take place in February 2023. The feedback from that consultation will be incorporated in the final version of this report.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 An EIA has been completed and the information updated, this will continue to be reviewed and updated as and when changes occur within the project. There are no specific negative implications on any of the protected characteristic groups.

4.2 Financial and Commercial Implications

4.2.1 The project will initially focus on realigning the contract and staffing budgets, therefore there are no direct financial implications at this stage. Should any significant implications arise, a further decision paper will be required.

4.3 Legal Implications

4.3.1 As to “legal implications” on the stated direction of travel for the broad subject of holistic multi portfolio Housing Related Support strategy as set out in this report: other than the Housing Benefit criterion mentioned in paragraph 1.2, there are none per se as to any precise approach to covering Housing Related Support holistically across the various portfolios/directorates. Save for perhaps funding requirements for bespoke targeted cohorts or themes which should be addressed in either separate reports on those funding arrangements or under the Director of Housings delegated authority for operational functions. As explained in the report also at 1.2 there is no definition of housing related support. However, the report (again at paragraph 1.2) accurately summarises the key

legal duties and/or considerations the Council is subject to and/or has to have regard to which are in relation to homelessness, adult social care and children. Consequently, the proposed line of development of Housing Related Support set out in this report is sound.

4.4 Climate Implications

- 4.4.1
- stock – supply and condition. We have the stock increase programme and repairs and maintenance programme which have their own targets around climate impact and the required standards. Stock condition is greatly related to energy poverty and health and wellbeing, additionally there is much cross over with stock improvement programmes which includes these aims and the aim of reducing carbon emissions.
 - Commissioning of providers – we want to be working with providers who are aware of and are addressing their own impacts in delivery of services. This needs to be taken account of in the commissioning process, where more detailed CIAs would need to be undertaken of specific services.
 - The content of support, for example, learning new skills such as cooking and cleaning, is mentioned in the report, but this could include further support like energy management at home, transport choices, and support related to mental health and wellbeing, especially around access to green spaces/nature and active travel.
 - The implementation of Housing Related Support will acknowledge its responsibility to the impact on the climate. There may be other considerations that are relevant which should be acknowledge during implementation process, however for the purpose of this report the direct impacts have not been set out at this stage.

4.4 Other Implications

- 4.4.1 There is an expectation that the proposal for the new delivery model of Housing Related Support will reduce the number of customers with negative experience and outcomes and enable people to either retain or attain independent living. A small but significant number of people repeatedly use services and it is clear that different approaches need to be developed to break this cycle. Also, the existing model of funding, mainly short-term interventions, does not adequately support people who have longer-term needs.

It seems likely that there will be an increase in demand for a wide range of support, including housing-related support, as existing vulnerabilities are exacerbated; and that the majority of accommodation-based services will need to

make significant changes to become “COVID secure”. Move on from services is slower, and therefore there are fewer vacancies becoming available. The usual support model also relies heavily on face-to-face interventions which have been difficult to adjust and deliver during lockdown with social distancing, shielding and self-isolation rules. Although most services have found ways to deliver different forms of remote, virtual or otherwise socially distanced support, face-to-face interactions have become more usual again as the threat from the pandemic has receded over time. This will need to be blended with the right balance of using other methods of giving support that can also be the preference of customers, for example using on-line tools and assistive technologies.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 To remain as is, with a range of services that provide limited prevention, intervention, outreach, accommodation and support, presents a picture that is not viable going forward as current costs cannot be sustained and customers’ needs are not met.

Other areas we spoke to told us how they are closing large hostels and moving towards a mix of dispersed properties and small shared schemes for specific customer groups. They also told us that they are experiencing increasing levels of need and complexity amongst their customers.

The new delivery model of Housing Related Support will enable a tailored and personalised approach for those customers considered ‘vulnerable’. The current activity focussed on prevention will continue and develop, while the new delivery model enables customers to achieve positive and consistent experiences and outcomes to either retain or attain independent living. Without this new approach there is a risk that more resources will be needed to tackle ongoing demands and existing issues will persist.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The proposal for the new delivery model of Housing Related Support seeks to offer an improved customer experience by promoting independence through a stronger emphasis on prevention. This will enable customers to avoid supported accommodation where possible and receive the support, skills and tools required to successfully move on to live in their own home, where supported accommodation is needed.

The service will be better aligned with strategic priorities that focus on achieving better outcomes through a more effective and efficient commissioning and

delivery model. Through avoiding crisis there will have a wider benefit to the range of public sector resources that are deployed in the city, including Housing, Care, the NHS, Community Safety and Criminal Justice.

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Author/Lead Officer of Report: Sam Martin –
Head of Commissioning (Vulnerable People)

Tel: 0114 2735611

Report of: *John Doyle, Interim Executive Director of People Services*
Report to: *Lead Cabinet Member for Health and Social Care*
Date of Decision: *22 August 2019*
Subject: *Commissioning of Housing Related Support Services*

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
- Expenditure and/or savings over £500,000	<input type="checkbox"/>	
- Affects 2 or more Wards	<input type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? <i>George Lindars – Hammond, Lead Cabinet Member for Health and Social Care</i>		
Which Scrutiny and Policy Development Committee does this relate to? <i>Health and Social Care</i>		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		
<i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i>		

Purpose of Report:

The report proposes a new approach to the way the Council commissions short term housing related support services, so that in future this is more integrated with wider council strategies and wider public sector partnership developments around prevention and early intervention, homelessness prevention, and health and social care services.

Recommendations:

That the lead Cabinet Member for Health and Social Care:

- Endorses the development of a more integrated approach to the commissioning of housing related and prevention support services as set out in this report and,
- Approves the development of a work programme to implement changes to the way housing related support services are commissioned as part of a wider integration with other significant council strategies
- Notes that the first phase contract changes and savings set out in this report will be enacted through a further formal decision by the Director of Commissioning Inclusion and Learning in accordance with authority delegated by Cabinet in 2016

Background Papers:

Delegated Decisions for Housing Related Support Commissioning Strategy and Budget Plan 2016 to 2020 Cabinet Report February 2016

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Liz Gough</i>
		Legal: <i>Andrea Simpson</i>
		Equalities:
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	EMT member who approved submission:	<i>John Doyle/Eugene Walker</i>
3	Cabinet Member consulted:	<i>George Lindars Hammond – Cabinet Member for Health and Social Care</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker 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: Sam Martin <i>(Insert name)</i>	Job Title: Head of Commissioning (Vulnerable People).
Date: 27 June 2019		

1. PROPOSAL

1.1 Strategic Context

1.2 Sheffield City Council is committed to supporting people to live independent, healthy and fulfilled lives. This includes ensuring the availability of good quality affordable housing choices, and support for people who, for a variety of reasons, might be at risk of losing their home, or who are homeless. The support we organise, deliver, or commission, can cover a range of issues. People might, for example, need help understanding and managing their finances, paying bills and rent. Or they may need wider help with issues around their mental health, physical care, drug or alcohol issues, or keeping their home maintained and clean. They may need help getting or keeping a job.

1.3 For many years, the Council has held a number of contracts with different local and national service providers, generally charities or housing associations, to deliver a range of housing related support services, including short term supported accommodation, for the people of Sheffield. These services are aimed at people who are at risk of, or who are, homeless, may lack independent living skills, and may not have the resilience or social capital to cope with negative events in life. These services prevent people falling into crisis and reduce demand for more expensive social care and health services and for statutory homeless services.

1.4 Background

1.5 Many of the services currently commissioned started out as part of the Government's 'Supporting People' Programme which launched in 2003, and a number were funded through housing benefit and charitable funding prior to that. In 2010 the Government removed the ring fence from the Supporting People Grant and amalgamated the funding into the Council's formula grant, and removed the grant conditions. Government funding to local authorities has since seen significant reductions which in turn had a substantial impact on the funds available for the commissioning of housing related support, with an overall reduction from £19m in 2010 to £8m in 2018. The current commissioning strategy for these services is outlined in the Report to Cabinet dated February 2016 and the attached documents.

1.6 Appendix 1 shows the current services and contracts which form the current (2018/19) Housing Related Support Commissioning Programme. These services all work with people on a short term basis - between 6 and 12 months and no longer than 2 years. Broadly they are divided in to:

- *Accommodation Based Services* where a flat or room is provided (paid for by housing benefit/rent) as part of the offer with the commissioned support delivered either on site or by a visiting support worker
- *'Floating' Support Services* where people's accommodation is provided either through their existing landlord (or their own home) and the support provided by a visiting support worker.

1.7 **Proposal**

1.8 In order to better enable the Council to deliver its objectives and provide a more coordinated approach to the needs of individuals and communities, it is proposed that a programme of work is established to integrate the commissioning programme for Housing Related support more closely with wider Council and partner strategies. The aims of this work programme will be:

- 1.9
- More integrated and locally delivered support for people who may struggle with a range of inter-related challenges, including issues around finding and retaining suitable housing, family problems, mental health issues, drug and alcohol problems, domestic violence, and poverty.
 - A more preventative, public health approach to helping people who are at risk of the poor outcomes outlined above, including homelessness and other related problems, with earlier support to tackle the root causes rather than waiting until problems reach a crisis point.
 - Integration of commissioning activity and finances across different parts of the Council, and increasingly with wider partners, in particular the NHS and Police, so that public sector resources are deployed more effectively for the benefit of the citizens of Sheffield.
 - Maintaining the right level of emergency, temporary and move on accommodation and support to meet the needs of the people of Sheffield who really need it
 - Better support for tenants of social housing directly from their landlords

1.10 It is anticipated that at the end of the Programme the Council would no longer have a single central 'housing related support' budget and commissioning programme. The resources and commissioning approaches will instead be more integrated with wider strategies, for example developing locality and neighbourhood prevention services, the Sheffield Drug and Alcohol Strategy, or the Mental Health Transformation Programme. The following points illustrate how this would work and how it will improve services for vulnerable people:

1.11 **Example 1: Prevention and Early Intervention Services**

1.12 Currently, the Housing Related support budget commissions a number of housing related 'floating support' services, including Shelter, South Yorkshire Housing's Live Well At Home (Older People), and Roundabout (Young People). These services all work with people who are at risk of a range of poor outcomes, including potentially becoming homeless, which could be for a range of reasons. Live Well at Home in particular also helps prevent the need higher levels of hospital and care. They all operate their own referral processes, and although the focus of their work is housing issues, they are really working with people with a range of issues which end up being the root cause of the housing issue, including relationship and family breakdown, poverty, mental health and substance misuse issues or domestic abuse.

At the same time, over the last 5 years a number of other services have been developed which operate in a similar, though not identical way, including the

People Keeping Well programme, and *Community Support Workers*, and the development in Council Housing of a *Housing Plus* model. These services all provide community based preventative support to people with a range of needs.

Under the proposals set out in this paper the aim would be to develop, through close working with a range of other services and commissioners a more integrated single model of prevention and early intervention services rather than a number of different related services as exist at the moment. This would be more effective and better for local people and a better way of organising resources at local level.

1.13 Example 2: Mental Health Services

1.14 Since 2016 the Council has been working in a more collaborative way with the NHS regarding the commissioning and delivery of mental health services. This has led to an innovative joint commissioning programme and ‘virtual pooled budget’ approach through which improvement and efficiencies are shared across the health and social care system rather than, as historically has happened, costs and pressures are ‘shunted’ from one partner to another by, for example, ‘bed blocking’.

1.15 The Housing Related Support Budget currently commissions 3 accommodation based schemes through which people can have their own flat with support on site or from a visiting support worker, and can work towards more independent living and a tenancy of their own as part of a step down from hospital and residential care. It also commissions a mental health floating support scheme. These schemes can now be more integrated with the wider mental health transformation programme: the resources should be considered as part of the wider mental health virtual pooled budget, and the floating support commissioned alongside other mental health social care packages in an integrated way.

1.16 How the Change Programme will operate

1.17 The approach outlined above will be delivered through a 2-3 year change programme in order to a) minimise disruption to service continuity and support for people and b) connect and ensure the approach is embedded firmly in wider strategies which will be subject to further executive decision making as strategies are developed. Broadly the change programme will run as follows:

1.18	Year 1: 2019/20	More detailed plans developed for each commissioning area. Connect to wider developments - for example the locality/prevention strategy - as they become more detailed. Targeted contract ends or reductions where these are in line with wider strategic direction and alternatives are available and subject to further consultation and formal decision.
	Year 2: 2020/21	Significant reshaping of commissioning arrangements in line with implementation of the plans developed for each area in Year 1

Year 3 2021/22	New models and where appropriate service delivery arrangements fully in place and consolidated with continuous learning and development.
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1.19 In line with the strategic direction set out above it is proposed in 2019/20 to make some initial changes to the current Housing Related Support budget and commissioning programme, in order to begin to shape services in line with the strategic direction of travel, and to contribute to the significant budget gap the Council faces. These changes and savings will be achieved through decisions made by the Director of Commissioning, Inclusion and Learning in accordance with the authority delegated to her by Cabinet in February 2016 when it considered the Housing Independence Commissioning Strategy 2016 – 2020. Decisions have already been made in respect of some of these changes, for example the Housing First Pilot Contract was ended by mutual agreement in April 2019 resulting in a saving of approximately £70, 000 in 2019/20. Other proposed changes are as follows:

HandyPerson Service – Current funding £93k with Yorkshire Housing Association

This funding subsidises a service providing minor home maintenance jobs for people over 65 or adults with a disability who are on a low income and who own or privately rent to help them stay at home. This includes things like fixing a loose carpet, leaking tap, or fitting a door key safe. In 2018-19 814 people made use of the service. People pay an £18 contribution to the service as well as the cost of materials. The subsidised service started using a time limited Government Grant in 2011 with an ambition to be self-sustainin.. The arrangement was extended once and now expires formally in 2018 so a decision needs to be made anyway to recommission, stop or change the arrangement. There are around 1600 enquiries about the service and about 800 people do not go ahead with any work after an initial enquiry.

The proposal is to bring the subsidy to an end, giving 3 months' notice. . It is possible that the withdrawal of the Council subsidy would lead Yorkshire Housing to stop providing the service however, there are now a number of alternative HandyPerson services available in the City run by other charities without council subsidy. Many older people or people with disabilities arrange repairs and maintenance through family and friends or local tradespeople. More people also now use internet based 'trusted trader' schemes to find reliable tradespeople to undertake jobs. People with serious adaptation/ maintenance needs can where appropriate access the Council's Disabilities Facilities Grant. The service currently employs 3.43 staff who would be at risk if the provider stops the service and cannot redeploy them. The conclusion is therefore that there should not be any significant negative impacts on vulnerable people if the subsidy is ended to this service.

Transitional Landlord Service ('Thursday Project') – current contract £194k with South Yorkshire Housing Association

This is a service where the support provider leases a property from the Council and accommodates and supports an individual/ household under a sub-lease arrangement for a starting period of around 6-12 months. Then if the tenancy is

successful this is converted by the council into a full council tenancy. This allows more 'risky' tenants to test the suitability of a council tenancy and support to 'settle in'. There are 63 current residents being supported. The contract ends November 2019 so will have to end or be recommissioned.

This model of 'transitional landlord' support is now not felt by the Council to be necessary or appropriate. The management of Council housing was brought back in house in 2015, and the ambition is now to accommodate and support tenants directly as a social landlord and on more secure tenancy terms from the start rather than relying on an intermediary organisation which can be complicated for both the tenant and the Council in terms of management and support.

The proposal is not to recommission this contract and bring it to an end. As the contract is scheduled to end in November the 63 tenants have move on plans already which will be seen through to conclusion and no new referrals will be taken. In future new service users would go through the housing allocation process as normal. It is possible that some tenants who are more vulnerable or who have higher support needs may not be offered a council tenancy initially, but would be supported through alternative routes by our Housing Solutions service either into short term supported housing or private rented or other social landlords.

Homeless Prevention, Resettlement and Domestic Abuse Support Service – current contract £1,025k with Shelter

This contract currently runs to 2021 and provides short term (6-9 mths) practical assistance and support to help people who are at risk of losing their homes, and those who have been homeless, to recover quickly, settle into their accommodation and sustain a positive lifestyle in the community. It supports 340 people/households each year.

Much of the work this service does is not 'housing-specific' as people are referred who have a range of support issues not dissimilar to other 'prevention' services like people keeping well, or community support workers. Around half the service users are already council tenants, with a further quarter being existing tenants with another social landlord, and it is reasonable for these landlords to do more preventative work with their tenants to prevent evictions and support their wellbeing.

This contract, as with the following 'Live Well At Home' is one of the contracts we will review in future to see how better it can integrate with wider prevention strategy over the next 2 years. In the first year though a £150k contract reduction is proposed. It is possible that Shelter, as the provider, can mitigate some of this reduction with alternative self-generated resources, although this cannot be guaranteed. If this cannot be done, council officers will work with Shelter to amend the referral criteria to focus on the more vulnerable groups so that they do not lose out. So, for example, people affected by domestic violence and tenants of private landlords/owner occupiers will be part of the target client group. If alternative resources cannot be found capacity would reduce by 13% by 45 households/individuals. If capacity reduces there will be a slight increase in pressure on council housing and social landlords, or other support services (ie

CAB) if people access help from other places although the exact impact cannot be modelled and council officers will work with those stakeholders and monitor any impacts that emerge that require action.

Live Well At Home, Floating Support Service – current contract £1096 with South Yorkshire Housing Association

This service supports people over 55 for a period of 6-9 months to enable them to stay living in their own home, providing practical support like sorting bills, debts, connecting to local services, liaising with landlords, providing emotional and social support. This is similar, though with some significant differences, to other prevention services like people keeping well and community support workers. The service supports 439 people at any one time with an expected annual throughput of a minimum of 724. Around half of the service users are existing council tenants, with further ¼ with another social landlord at the point of referral. The contract currently runs to 2021.

The proposal is to negotiate a reduction of investment in this service by £350k to £746k. The officer assessment of the provision is that a reduction of this level should be manageable without significant negative impacts upon people. Our view is that the service could be reduced a little but be more focused on our ambitions to prevent higher intensity social care interventions for vulnerable older people. Officers would work with the provider to direct and prioritise clients most at risk of staying or going into hospital or at risk of losing their independence at home and requiring social care. At the same time the Council and other social landlords can, and should, provide a higher level of initial preventative support for vulnerable tenants before referring them for additional support from an external provider.

In implementing all of the above proposed changes, the focus of council officers will be to prioritise the needs of the most vulnerable tenants, including those in protected groups, and those in private rented tenancies where support of a social landlord may not be available.

2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 The strategic outcomes that will guide this approach are to:

- Better integrate and coordinate our commissioning approach
- Help more people and families to live independently, safely and well in their own homes – with secure and sustained tenancies
- Help people identify their health conditions & needs, access services and secure improvements (including supporting recovery)
- Recognising and addressing social determinants of need and promoting wellbeing (i.e. financial exclusion, unhealthy housing conditions, long term unemployment)
- Prevent more people from becoming homeless and from entering into a cycle of repeat homelessness
- Reduce the number of the target population living on the streets and in temporary accommodation

- Reduce unplanned and regular use of emergency and crisis services such as A&E and the Police
 - Reduce demands on public services more widely (e.g. Social Care, Courts Prisons, Council Housing Solutions)
 - Reduce anti-social behaviour, arrears and unrecoverable debt
 - Develop and implement new person-centred approaches to support and recovery, that enable the delivery of cost effective and efficient support
 - More socially excluded people in a position where they are able to access education, training and employment and meet their full potential and aspiration
- 2.2 Integrating our commissioning approach also enables the Council to review the capacity and resources it needs to undertake the business processes associated with commissioning. For reducing the number of different contracts the council holds leads to lower administration costs in terms of contract management and financial transactions. This enables a greater proportion of overall resources to be invested in frontline delivery and support for people rather than back office administrative costs.
- 2.3 There is an expectation that social landlords are concerned with the welfare of their tenants and in future our ambition would be for these landlords, including the Council, to provide more support to their tenants rather than referring them to an externally commissioned service

3. HAS THERE BEEN ANY CONSULTATION?

- 3.2 Consultation has been undertaken across relevant internal council services and commissioners including the Director of Housing and Neighbourhood Services, and with Commissioners of the strategies outlined in the paper above.
- 3.3 Wider consultation with stakeholders including service providers and service users, as well as external partners like the NHS and Police, and Community organisations, will form part of the development of more detailed strategic implementation plans.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

The services currently commissioned under the Housing Related Support Commissioning Strategy provide support to some of the most vulnerable people in Sheffield. A new approach to integrating our commissioning approach is intended to make this support more effective, joined up and impactful for people. Individual changes to service that arise from future plans will be subject to full Equalities Impact Assessments at the appropriate time when further more detailed decisions are made.

4.2 Financial and Commercial Implications

- 4.3 The Programme will result in significant reshaping of the way Council budgets

are organised and deployed, in line with the ambitions set out above. At this point the exact changes cannot be quantified as will be subject to further significant work across budget holders and in consultation with a wider range of partners.

A more effective and efficient commissioning and delivery model will have a wider benefit to the range of public sector resources, including the NHS, Community Safety and Criminal Justice, that are deployed in the city.

- 4.4 It is anticipated that the overall programme will enable the council to release £3m in savings by 2022, through efficiencies in commissioning resources, and through more integrated commissioning processes realising benefits through lower provider overhead costs and better outcomes for people. The exact nature of further savings will be quantified and agreed at future decision points in the life of the programme. Any financial savings that arise from the programme until 2022 will form part of the Council's Adult Social Care Improvement Planning process.
- 4.5 The proposals outlined in this report may have implications for the Housing Revenue account. Any such implications will be fully outlined and accounted for in any future executive reports.
- 4.6 Legal Implications
- 4.7 There is no specific legal duty to provide housing related support services as set out in this report. However, if well organised and delivered, these services help the Council deliver a range of other statutory functions. For example, the Council has a duty under section 2 of the Care Act 2014 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 areas
- 4.8 Any service commissioning and tendering as a result of this strategy will be in accordance with the Public Contract Regulations 2015 which for those with a contract value over £625,000 over the life of the contract will require advertisement under OJEU.
- 4.9 The Council has statutory duties to assist homeless people to find accommodation and to secure accommodation for some homeless people under Part VII of the Housing Act 1996 as amended by the Homelessness Reduction Act 2017. This legislation requires councils to undertake enquiries where households apply for assistance.
- 4.10 Whilst there is no duty to provide 'supported' temporary accommodation, any accommodation secured pursuant to a homelessness function must be suitable. Supported accommodation has a role to play in the range of options to meet needs

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 The Council could continue to commission housing related support services through a specific budget and dedicated commissioning programme. This option has been rejected because increasingly the needs of the population are complex and often the risk of homelessness is due to a range of other underlying factors. Designing a more integrated commissioning programme will reduce duplication in services and result in a more effective and preventative offer for people in need.
- 5.2 The Council has no statutory duty to commission housing related support services and could reduce the spend on these services significantly in order to address the current budget challenge. This option has been rejected because well delivered support demonstrably helps the council deliver its wider duties around homelessness and provide essential preventative support for some of the most vulnerable people in the city. This, in turn, reduces demand on more costly and intensive crisis interventions further down the line.

6. REASONS FOR RECOMMENDATIONS

- 6.1 A redesigned more integrated commissioning approach will:
- a) Deliver better, more preventative outcomes for vulnerable people
 - b) Be more effective and efficient in terms of commissioning capacity and resources
 - c) Ensure the Council works more effectively with partners to make the best use of public money.

Appendix 1: List of Current Housing Related Support Services Contracts

	Contract	Current Provider	Contract Value 2019/20
1	Housing Related Floating Support for people with Mental Health support needs	Adullam Homes Housing Association Ltd	£329,979.00
2	Supported Housing Hostel for Young People (Cherrytree)	Cherrytree Support Services Ltd	£313,031.00
3	Supported Housing for people with Mental Health support needs (Sevenaires)	Creative Support Ltd	£159,809.00
4	Supported Dispersed Housing for Young People	Depaul UK	£455,000.00
5	Supported Housing for people with Alcohol support needs (The Greens)	Human Kind	£169,439.00
6	Street Outreach Service for Rough Sleepers	Framework Housing Association	£127,024.00
7	Supported Housing Foyer for Young People (Sheffield Foyer)	Guinness Partnership	£237,200.00
8	Supported Housing for Families (Windmill Lane)	Places for People - Individual Support	£57,817.00
9	Supported and Temporary Housing for Single Homeless (Victoria Court)	Places for People - Individual Support	£125,638.00
10	Psychology Service reflective practice	Paradigm: Psychology Service	£78,000.00
11	Floating Support for Young people (Supporting Tenants)	Roundabout Ltd	£225,818.00
12	Supported Hostel and flats for Young People (St Barnabas)	Roundabout Ltd	£270,422.00
13	Supported Housing Refuge Provision for Domestic Abuse	SARAS - Sheffield Area Refuge and Support	£349,879.00
14	Hostel for Young Women inc some with babies (Peile House)	Sheffield YWCA	£160,000.00
15	Supported Lodgings	Depaul UK	£57,333.00
16	Floating support for people with Drug and Alcohol support needs	Shelter Ltd	£330,000.00
17	Citywide prevention and resettlement floating support service for families and singles	Shelter Ltd	£1,026,529.00
18	Supported Housing for Families (Cuthbert Bank)	South Yorkshire Housing Association	£108,479.00
19	Supported Dispersed Housing with Transitional landlord Services for Homeless People (SYHA Thursday Project)	South Yorkshire Housing Association	£194,468.00
20	Supported Housing for people with Multiple and Complex needs (Nine One One Project)	South Yorkshire Housing Association	£404,028.80
21	Connect Three, dispersed supported housing and floating support service for people with mental health problems	South Yorkshire Housing Association	£328,583.00
22	Supported Housing for people with Mental Health Problems (Beaufort Project)	South Yorkshire Housing Association	£156,979.00
23	Support for older adults and adults with disabilities (Live Well at Home)	South Yorkshire Housing Association	£1,096,601.00
24	Supported Hostel for Homeless men (Bevin Court)	St Anne's Shelter & Housing Action	£300,147.00

25	Supported Housing for women: (Lincoln Court)	The Salvation Army	£148,000.00
26	Supported Hostel for Homeless men (Charter Row)	The Salvation Army	£375,243.00
27	Health & Social Care Handyperson Service	Yorkshire Housing Foundation	£93,114.58
28	Supported Dispersed Housing Service for Offenders and People at risk of Offending	Target Housing Ltd	£394,946.00
29	Specialised supported housing for Young Women at risk of sexual abuse	Young Womens Housing Project	£154,869.00
	Total		£8,228,376.38

Appendix A (for information)

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Report to Strategy and Resources Committee

Author/Lead Officer of Report: Tammy Whitaker, Head of Regeneration and Property Services

Tel: 07342 071141

Report of: *Kate Josephs, Chief Executive*

Report to: *Strategy and Resources Committee*

Date of Decision: *15th March 2023*

Subject: *Update on marketing of the Former Cole Brothers Building,*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				

Purpose of Report:

To update Members on the current position with the marketing of the former Cole Brothers store in Barkers Pool.

Recommendations:

- That the current position be noted and approval given to the next steps set out in this report
- That the process to secure a developer continues as planned and that a further report is brought back to this Committee following the elections in May for selection of the preferred developer

Background Papers:

Report to Strategy & Resources Committee 24th August 2022

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: Tony Kirkham
		Legal: David Hollis
		Equalities & Consultation:
		Climate: <i>(Insert name of officer consulted)</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	EMT member who approved submission:	<i>Kate Josephs, Chief Executive</i>
3	Committee Chair consulted:	<i>Terry Fox</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Tammy Whitaker</i>	Job Title: <i>Head of Regeneration and Property Services</i>
	Date: March 2023	

1. PROPOSAL

Background

1.1 Members will be aware that following the permanent closure of the John Lewis & Partners department store, Council officers engaged with the and the parties agreed the surrender their lease of the building on terms that included the payment of a premium to the Council and in January 2022 the Council took back the building. If this had not been done then the building would have sat empty, potentially for many years, blighting the rest of the Heart of the City scheme and having a negative impact on the rest of the City Centre.

1.2 Members will also recall that the property was marketed by external agents CBRE last year but that during that marketing the building was given a Grade II listing. The implications of the listing status were explained to this Committee on 24th August 2022 and the decision taken to continue with the marketing. Whilst the listing did cause some of the potential developers to withdraw, several have remained seriously interested. This report sets out the current position and proposed next steps.

Current Position

1.3 Over the past six months Council officers from Regeneration and Planning teams together with CBRE and representatives from Historic England have held several meetings with prospective developers in order to explore potential options for the reuse of the building that would be acceptable given its listed status. These meetings have been very positive and productive.

1.4 CBRE invited the developers to submit proposals by a closing date of 3rd February 2023. There has been a strong response with six quality bids received from credible developers, all with impressive track records. A range of uses and delivery solutions have been proposed which are in keeping with the Heart of the City Vision and Council aspirations for the wider city centre.

1.5 The proposals carry varying risk for the Council, offering potential for an early capital receipt, a share of profits/overage or the potential for sharing long term revenue generation. As is usual at this stage of a commercial transaction, further analysis and discussion with bid teams is required prior to full briefings and subsequent officer recommendations. Due to the commercial sensitivity and need for a robust assessment it is not appropriate to provide any further information on the nature of the bids at the present time.

Next Steps

1.6 Officers will continue to work with CBRE to interrogate the submissions in more detail, seeking clarifications and interviewing all six bidders over the

coming weeks. It is then intended to request full and final bids by 31st March.

- 1.7 Following that, further detailed reviews will be undertaken of the final bids and appropriate Members will be provided with full briefings which will include recommendations from officers on which bidder they consider that the Council should take forward. It is then proposed to bring a report to the earliest meeting of this Committee following the elections in May
- 1.8 for a decision by Members on the preferred bidder.

The bids will be evaluated by officers against criteria which were agreed and signed off by Members at the Regeneration and Development Board in November. The scoring covers compliance with planning policies, including the listed status of the building; quality of proposals including mix of uses together with environmental and social benefits; engagement strategy; deliverability and track record; conditionality and financial matters.

2. HOW DOES THIS DECISION CONTRIBUTE ?

- 2.1 Redevelopment of the building is an important part of realising the vision for the city centre and the Heart of the City project. The proposals that have now been submitted incorporate a range of different uses, but all meet the Council's aspiration for the delivery of imaginative high quality, sustainable development which is appropriate to the transformational nature of the opportunity & the surrounding proposals.

- 2.2 Officers are very satisfied that following the next steps of clarifications and final submissions, a commercially deliverable scheme will be brought forward which will have multiple benefits for the city centre and the people of Sheffield and visitors.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 Public engagement on the future options for the building was undertaken through the work on the City Centre Strategic Vision in January / February 2022. Due to the commercial sensitivity of the bidding process it is not appropriate for the details of the bids to be consulted upon with the public.
- 3.2 The submissions all include details of how the successful bidder will engage with the public and other organisations going forwards. The quality of these engagement strategies form part of the scoring in selecting a preferred bidder.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

Equality Implications

- 4.1 Future reuse of the Cole Brothers building offers the opportunity for providing a range of uses for all citizens of the city. This aspect will be

considered as part of the development of the proposals and will be the subject of the future report.

Financial and Commercial Implications

- 4.2 Whilst the bids received in February include financial proposals these are still subject to further clarifications and potentially further negotiations. There are therefore no direct financial or commercial implications from the recommendations in this report.

Legal Implications

- 4.3 Officers will continue to work within the previously agreed selection process and therefore are no direct legal Implications from the recommendations in this report

Climate Implications

- 4.4 There are no specific climate implications related to this decision.

Other Implications

- 4.5 None

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 This report simply updates Members on the current position and next steps with the marketing of the building and decision making timescale. Members could decide to pause the process but to do so would lead to further delays and uncertainty around what is an important building for the regeneration of the city centre and of a lot of interest from many people both within and outside of Sheffield. There is also a risk that developers currently interested in the scheme, could withdraw.

6. REASONS FOR RECOMMENDATIONS

- 6.1 Officers are pleased with the range, number and quality of submissions received at the current stage of marketing, particularly given concerns raised when the building was listed. The next steps set out in this report will give sufficient time for the bids to be fully explored and further clarifications obtained in advance of final bids.
- 6.2 The timescales proposed are considered to be sensible given the need to give officers and the developers the opportunity to secure the best outcome for the future of the building and positive benefits of the Heart of the City project and wider city centre.

Kate Josephs, Chief Executive

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