

Strategy and Resources Policy Committee

Thursday 7 September 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 Tom Hunt
Councillor Fran Belbin
Councillor Angela Argenzio
Councillor Dawn Dale
Councillor Douglas Johnson
Councillor Ben Miskell
Councillor Shaffaq Mohammed
Councillor Zahira Naz
Councillor Joe Otten
Councillor Martin Smith
Councillor Richard Williams

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
7 SEPTEMBER 2023**

Order of Business

Welcome and Housekeeping

The Chair to welcome attendees to the meeting and outline basic housekeeping and fire safety arrangements.

1. Apologies for Absence

2. Exclusion of the Press and Public

To identify items where resolutions may be moved to exclude the press and public.

3. Declarations of Interest

Members to declare any interests they have in the business to be considered at the meeting.

(Pages 7 - 10)

4. Minutes of Previous Meetings

To approve the minutes of the meetings of the Committee held on 12 July and 2 August 2023

(Pages 11 - 42)

5. Appointments to Sub-Committees

To note that, on 11 July 2023, the Monitoring Officer, in consultation with the relevant political group whip, has authorised the appointment of Councillors Steve Ayris and Mohammed Mahroof to the substitute member vacancies of the Charity Trustee Sub-Committee.

6. Public Questions and Petitions

To receive any questions or petitions from members of the public.

(NOTE: There is a time limit of up to 30 minutes for the above item of business. In accordance with the arrangements published on the Council's website, questions/petitions at the meeting are required to be submitted in writing, to committee@sheffield.gov.uk, by 9.00 a.m. on Tuesday, 5 September 2023).

7. Members' Questions

To receive any questions from Members of the committee on issues which are not already the subject of an item of business on the Committee agenda – Council Procedure Rule 16.8.

(NOTE: a period of up to 10 minutes shall be allocated for Members' supplementary questions).

8. Retirement of Staff

Report of the Director of Policy and Democratic Engagement

(Pages 43 - 46)

9. **Work Programme** (Pages 47 - 66)
Report of the Director of Policy and Democratic Engagement

Formal Decisions

10. **Medium-Term Financial Analysis (MTFA), Committee Budget Savings Targets & 2023/24 Q1 Budget Monitoring Position** (Pages 67 - 100)
Report of Director of Finance and Commercial Services
11. **Air-Conditioning and Air-Handling Service Commission** (Pages 101 - 108)
Report of the Executive Director Neighbourhood Services
12. **Commission of Security Guarding and Keyholding services** (Pages 109 - 116)
Report of the Executive Director Neighbourhood Services

NOTE: The next meeting of Strategy and Resources Policy Committee will be held on Wednesday 18 October 2023 at 2.00 pm

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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

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

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

You **must**:

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

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

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

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

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

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

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

You have a personal interest where –

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

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

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

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

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

Further advice can be obtained from David Hollis, General Counsel by emailing david.hollis@sheffield.gov.uk.

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Strategy and Resources Policy Committee

Meeting held 12 July 2023

PRESENT: Councillors Tom Hunt (Chair), Fran Belbin (Deputy Chair), Angela Argenzio, Douglas Johnson (Group Spokesperson), Ben Miskell, Shaffaq Mohammed (Group Spokesperson), Zahira Naz, Martin Smith, Richard Williams, Mark Jones (Substitute Member) and Mike Levery (Substitute Member)

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors Dawn Dale and Joe Otten.

2. EXCLUSION OF THE PRESS AND PUBLIC

2.1 No items were identified where resolution and press.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of the previous meetings held on 31 May, 19 June and 28 June 2023 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 Fatima and Sarah from Sheffield Racism attended to present the following questions that they had submitted:

1. Last month, a group of young people spoke with the education committee as we noticed some very serious concerns about race equality and equity within the education system. We have not heard from anyone and would like to know how serious Sheffield City Council is taking this?

Answer: Sheffield City Council takes the findings of the Race Equality Commission very seriously and progress to become an Anti-Racist Organisation and City.

As part of this Committees' Work Programme, we will in August be taking stock of 1st year of REC report.

The Director of Children's Services (DCS) and the Chair of the Education, Children and Families Committee acknowledged the concerns raised by the group of young people a month ago and committed to keeping them up to date with progress on improving our anti-racist approach.

The Director of Children's Services with Learn Sheffield has written to all schools and offered an open invitation to all leaders particularly leaders and aspirant Black, Asian, Minoritised Ethnic leaders to discuss opportunities and barriers to progression in Sheffield. Over 15 leaders and aspirant leaders have been in contact. The DCS is progressing conversations looking to form a small working group in the autumn term to formulate a co-produced action plan to improve leadership and opportunities across the education system.

In addition work is taking place with Learn Sheffield to increase the diversity of Governing Bodies and Boards of Trustees including representation from ethnic Black, Asian, Minoritised Ethnic leaders and also of a younger age. The outcome is to increase representation from local communities and increase the number of Governors/Trustees of Schools who are people of colour and also to increase the number of under 30 year olds who are on the Boards and Trusts of Schools in our City.

The DCS has also committed to contact the group of young people on a monthly basis to update them on progress. This communication is being sent out this week which is in line with the agreed timeframe.

2. Do the members of the Sheffield City Council recognise what they have contributed to systemic and institutionalised racism within the Sheffield education system?

Answer: The Race Equality Commission set out clearly the way in which the education system in the city is racialised and made a number of clear recommendations for change across all aspects of the city's education system from leadership and management, to racial literacy amongst the education workforce, to specific recommendations around exclusions early years provision and teacher education.

This clearly also has very important implications for councillors, and it is incumbent on all members to understand their role within this, and do everything we can to listen, learn and go forward with purpose to become an anti-racist organisation.

3. How is Sheffield City Council going to ensure that the right training is given to officers and leaders so that equality and equity in leadership is in line with other major cities?

Answer: The City Council requires all officers to undertake mandatory learning and development around equality, diversity and inclusion and unconscious bias. Improving equality and equity in leadership is a key challenge for the city and one that we are determined to meet in line with our aspiration to become an anti-racist organisation and city.

4. How will the Sheffield City Council ensure its workforce reflects the communities it serves? What equitable changes will there be?

Answer: Sheffield City Council undertakes regular workforce monitoring to understand how reflective the workforce is of the communities we serve. That data was published as part of the Annual Equalities Report and considered by Strategy and Resources Committee at their meeting in April. That data shows that progress is being made but

that it is not fast enough and is patchy within different areas of work.

In particular that report noted the following: “Employees who identify as Black, Asian or Minority Ethnic (BAME) continues to trend upwards and are now 16.6%, up from 15.7% last year. However, it is still not in line with the local population and there is greater underrepresentation in professional and management grades 6-11. This has likely resulted in less representation in progression and promotion and higher grades”

5. How is the Sheffield City Council helping schools across Sheffield decolonise their curriculums and traditional learning methods to allow POC students to feel represented?

Answer: The Director of Children Services (DCS) is establishing a working group with Leaders and Aspirant Black, Asian, Minoritised Ethnic leaders in the Autumn Term and will discuss these points with the group. This also clearly needs an input from students, and I will take this up with the DCS.

6. Have members of the Sheffield City Council directly spoken to POC teachers and students to know if they feel protected by the council? Or is it just assumed.

Answer: The Director of Children Services (DCS) has written to all schools offering an open invitation to discuss opportunities and barriers for people of colour in the education system. She has been contacted by a number of people and is both arranging individual conversations as well as looking to establish a working group in the autumn term to both understand what is happening now in the system as well as co-producing an action plan based on lived experience which will look to move the education system towards an anti-racist system.

7. Despite the Lowcock report and the council pledging to be more transparent and accountable does this only apply to some communities and not others. I submitted 3 FOI requests which were all refused requesting emails from Council officer relating to a school in Sheffield. This request was refused. I asked for the request to be refined so that they could give me the information I needed but under the required costs. This was ignored. Instead the council offered me an SLA, a document that I did not request. I appealed to the ICO. They agreed and said the council should help me refine the request. The council was meant to respond to me by the 12th June. I've received nothing. Why is it acceptable to just deny requests to refine a request. What are you hiding?

Answer: We take our obligations under the Freedom of Information Act seriously and believe in the importance of openness and honesty in all that we do as an organisation.

In this instance we invited you to refine your request so that it does not exceed the cost of compliance. We were given a deadline by the Information Commissioner's Office to respond of 20 June 2023 (not 12 June 2023). We contacted you on 26 June 2023 due to a busy period in our Inbox, apologising to you and the Information Commissioner. I understand you have refined your request and have been advised that you will receive a response by 24 July 2023. I would like to apologise for the delay in the response being provided and will commit to ensuring that this is done by 24 July 2023.

8. Do council officers agree that making judgements about a person's ability to do a job,

without ever meeting them, amounts to discrimination?

Answer: In general terms, the council operates a standard recruitment process whereby candidates are invited to complete an application form before progressing to formal interview. Application forms have any personal information about the applicant redacted at the point of shortlisting to reduce the likelihood of unconscious biases influencing which candidates proceed to interview.

It would not be possible to offer every candidate an interview, but we would never offer a job to any candidate without meeting them at interview first.

Any decisions about people in existing roles should follow the proper processes.

As we have accepted in the answers to other questions we know that in some areas we still have improvements to make. It would be possible to have a separate conversation on individual cases.

9. Is the REC just a tick box exercise? How can you really want to make a difference when senior education officers do not understand what discrimination looks like?

Answer: It is not a tick box exercise. The council takes the implementation of the Race Equality Commission recommendations. The Strategy and Resources Committee agreed an action plan to take forward those recommendations for the council at its meeting in December 2022 and will receive its first update report at the meeting to be held on 2 August.

10. When the Sheffield City Council is proven guilty in contributing to discrimination to POC teachers in leadership positions and not protecting them - will they publicly acknowledge their mistakes and apologise to our community and the specific teachers involved?

Answer: Decisions about employees in schools are made by Governing Bodies and Boards of Trustees. That being said Sheffield City Council wants to ensure that any advice and support to schools and Governing Bodies is of the best quality and always looks to learn.

5.2 Ruth Hubbard (on behalf of Russell Johnson) attended to present the following questions that Mr Johnson had submitted:

1. In recent meetings since you became Leader, myself and others have asked you about the disregard of the powerful Motion passed at the ECM regarding the position of certain Members following the excoriating Lowcock Report.

For some reason you have not answered. Therefore, reworded, I'll make another attempt:

If you and your Party were committed to democratic processes in Governance (both of the Council and Party) surely it follows that the Members referred to in that Motion should stand down?

If you feel able to defend the continuing positions of the six Members to whom the Motion applies, please try do so.

Answer: I think it's important to stress again that at the ECM on May 10th, we heard from Sir Mark Lowcock, and he offered us his view that he is sceptical of the value of relitigating things that happened in the dispute and cautioned that this is not likely to help us very much to move forward.

I agree. Having identified a number of lessons from the dispute, the task now is to learn from them and to look forward.

As the new Leader, I am focused on that task. I expect that all elected members, in my party and others, and all officers understand the seriousness of what happened during this dispute and commit to work together to ensure a dispute of this magnitude can never happen again.

This was my position last week, and it will remain my position. I take onboard what Sir Mark on has said with the utmost importance and am under no illusions as to how hard and long the process of reconciliation will be, but we must remain committed to this with all our resolve.

2. I have also sought to explore the subject of this question recently. Again, you not only failed to answer, but wilfully obfuscated. Here goes with another attempt, reworded for clarity and ease of comprehension!

(i) Whilst I understand that there can be no compulsion, would it be desirable for the Leader and CEx to publicly request apologies from appropriate former Members and Officers, taking responsibility for their culpabilities in the Street Tree Scandal? If not please explain properly, rather than insulting the questioner with obtuse 'non-answers'.

Answer: The Council has apologised repeatedly over the last few months for the harms caused by the street trees dispute. As is completely correct, and on behalf of the Council I have also made numerous apologies. Which I stand by. The Council as a whole, and some officers and Members who were in post at the time, got things badly wrong. I do not shy away from that.

The Inquiry held the Council as an entity responsible for this and it is the Council as a organisation which will need to learn, change and ensure this never happens again –

Ultimately the best apology we can give Sheffield in the long-term is evidence that we have changed.

It is not for me as somebody who was not involved at the time to demand apologies from any individual who is no longer part of Sheffield City Council.

(ii) Does Cllr Hunt agree with me that the gesture would itself, even if there were nil response, help to complement and enhance the general apology already published?

Answer: As stated above, this is a matter purely for those individuals. As I mentioned before, it is my role as Leader to ensure that as an organisation we go forward with

openness, integrity and honesty and that the best apology we can give to the city in the long-term is evidence that we have changed. As I've been consistent in saying, words alone are not enough, they must be matched by actions.

3. Nolan (9, 10) advises thus:

- I do not bring my role or local authority into disrepute.
- ... you should work ... openly and transparently.

(i) Do you accept that The Nolan Principles should be a guide for Council Leaders?

Answer: Yes

(ii) Do you accept that your recent performance responding to Public Questioners – i.e. failing address the questioners' concerns, constitutes a clear breach of both of those Principles?

Answer: No I do not accept that, and I am sorry that you feel that way. I have answered the questions to the best of my ability and, no matter how difficult, I have answered all questions put to me.

(iii) Do you agree with me that brazenly disregarding and dismissing a legitimately passed Motion (see Q1) constitutes further Nolan contraventions, breaches the SCC Members' CoC, and undermines democratic principles?

Answer: No – and I will refer you to my previous answer as to why.

(iv) Will he arrange a meeting with me and other members of the public whom he serves to discuss these important matters?

Answer: I will always make myself available to respond to the city's residents. I do not, however, feel that there have been any contraventions of the Nolan principles from myself in this regard, and would not have anything further to add on that but I think we can both agree that asking similar questions is likely to lead to the same answers and if a meeting provides a chance to have a more fruitful discussion then I would be happy to meet.

5.3 Ruth Hubbard (on behalf of Justin Buxton) attended to present the following questions that Mr Buxton had submitted:

1. Further to a question I asked at the Full Council meeting on 5th July this year and the subsequent, obviously deliberate obfuscation and conceit of the response.

There is clearly still a failure to adhere to the spirit of the Nolan Principles and an audacious display of an appalling and continued arrogant culture by the Leadership, resulting in a public response perpetuating the democratic deficit that has plagued Sheffield and its governance.

At the Extraordinary Council meeting held on 10th May to 'Consider the implications of the Street Tree Inquiry on the city, SCC and councillors involved in the decision making at that time.'

The following resolution was passed:

That the Council 'Believes that for individuals who were council cabinet members in the civic years 2015/16 to 2017/18, resignation from public office would be an appropriate indication of acceptance of responsibility for harms caused.'

Please could the Council specify and detail the democratic procedure followed and invoked to allow the intentional disregard of a previous democratic vote by the Council when appointing a councillor to an official office when they were member of the Cabinet identified in the resolution quoted and passed previously.

Answer: For clarity, the motion passed at the Extraordinary Council Meeting referred to in the question was advisory and not binding on any Elected Member

All offices for the 2023-24 municipal year were appointed to properly, in line with the Council's constitution and the law. Appointments to the offices of Lord Mayor and Deputy Lord Mayor were made unanimously by the Full Council at the AGM.

2. Tom Hunt has previously stated on record:

"It would not be accurate to describe the street tree replacement programme as either wholly policy or wholly necessary to carry out those statutory duties."

This would confirm that the felling of healthy street trees was not 'wholly necessary' to carry out statutory duties in all instances.

Will the Council be referring itself to the Forestry Commission regarding this matter, in view of their investigation in to the legality of the programme being severely hampered by identified failures in record keeping by the Council and Amey, also bearing in mind the 'Lowcock Inquiry report' found that the Council misled Courts, the media and citizens?

Answer: In line with the response to the Inquiry report agreed by this Committee on the 19 June, the Council emailed the Forestry Commission the Council's full apology and in that email also drew their attention to the Council's response to the Inquiry. Should they have any further questions or observation we will respond to those.

As Sir Mark Lowcock said in his remarks to Full Council, the street tree inquiry represents a comprehensive and thorough examination of all of the evidence held regarding the street trees disputes. It made a number of stark findings and clear recommendations for the future. Sir Mark warned against seeking to relitigate the work of the inquiry, which he believed would not be a positive step for the city. I agree with him. Referring ourselves to the Forestry Commission at this stage would have no benefit.

5.4 Ruth Hubbard attended to present the following questions that she had submitted:

1. Please can you clarify the status of motions passed at meetings of full council and their binding nature on individual Members of the council, political party groupings, and

the Chief Executive and other officers. Who is required, and who is empowered, to take action if motions passed in Council and their direct implications are not followed through on, or where decisions are then undermined by subsequent actions or appointments? What recourse do members of the public have in such instances?

Answer: The role of Full Council motions is to discuss and debate issues of concern to the council. As agreed in the constitution, they are advisory and non-binding in nature and cannot commit the council to financial expenditure or create new policy. They are also not binding on any subsequent meeting of Full Council. This is because Council motions do not receive formal officer advice in the same way that a decision report considered by a committee, and because Full Council has decided that decision-making should be delegated to individual policy committees. Council motions are therefore advisory and will usually request the relevant policy committee to consider the matter further, with the benefit of full officer advice. This is true of Strategy and Resources and any policy committee.

In respect of paragraph 12 of the motion passed at the ECM on May 10th what actions have been taken by Members or party political groupings or by officers of the council to pursue or require the actions referred to in this paragraph? If the answer is none then - apart from bringing the council into disrepute or undermining its own legitimacy - what are the implications?

Answer: No action has been taken by council officers in respect of paragraph 12 of the motion. As I have said before I think it's important to stress what we heard from Sir Mark Lowcock at the ECM, and he offered us his view that he is sceptical of the value of relitigating things that happened in the dispute and cautioned that this is not likely to help us very much to move forward.

I agree. Having identified a number of lessons from the dispute, the task now is to learn from them and to look forward.

2. On 31st May Strategy and Resources Committee received a report on the Strategic Framework. Amongst other things this introduces the Future Sheffield programme and the Strategy and Resources Committee set up a cross-party working group to oversee this. Clearly Future Sheffield has ambition and I appreciate the council also probably wants this work to evolve and be responsive. The brief bullet points listed as aspirations or outcomes are clearly wide-ranging and of public interest. It seems this work is also relevant to, and arguably might well cut across (and some people might say potentially undermine), ongoing work in Policy and other committees. There was a lack of information and clarity about how all this is intended to work, specific objectives and how they will be measured (for example) and, once again, the public seem to come at the very end of the food chain where it's imagined people might - somehow - tell you if it's working or not. As I say, I appreciate it will be evolving but are there lots of meetings happening behind closed doors? If so, how can that be made more transparent so that people know what's going on and can see who is involved, and what's on the table and being worked on - how will reporting work, both to committees who all look like they might be affected, and externally. This is an ask for more information and clarity in the public domain.

Answer: Thank you for your question with regards to the Future Sheffield Programme,

which is the city council's programme for organisational development, improvement and change. The first phase of the programme has focused on a review and redesign of the strategic leadership and management of the authority with the final appointments to this structure currently underway. As this phase of the programme reaches its completion the focus has moved to development and implementation of actions resulting from our peer review, Street Trees Inquiry, the Race Equality Commission and other reports setting out the key building blocks or foundations upon which to develop the council.

These include development of a digital strategy, a new people (workforce) strategy, and a new approach to employee engagement. Work is underway to develop these strategies alongside a new approach to performance management and public reporting. Work continues on the implementation of our Budget Improvement Plans (BIPS) for 23/24 and the development of a medium-term financial plan. Updates and draft documents will be provided to the Strategy and Resources Committee at their Autumn meetings covering this phase of the programme.

As your question acknowledges, Future Sheffield is ambitious and wide ranging and will evolve. Future phases of the programme will focus on transformation and improvement, closely aligned to the new city goals and new Corporate Plan. These future phases will be more externally focused than our early work and are currently in the formative stages of development. As well as having Senior Officer assurance, Councillor Fran Belbin (Deputy Leader) will be the Member Lead for Future Sheffield and will be establishing a cross party working group to focus on the Future Sheffield Programme.

We expect to directly engage committees in the proposals where they fall within the remit of a committee and we also expect the Strategy and Resources Committee and the cross-party Member Working Group to keep an overview of the development and progress of the programme in its entirety alongside tracking of relevant measures such as performance, savings or other benefits (for example satisfaction, efficiency, productivity). A report including outline scope and themes for next phases of the programme will be provided to the Strategy and Resources Committee in November 2023.

3. In the annual meeting and in last full council the meeting received reports on member appointments to outside bodies, boards and the like. These appointments are made to a whole range of organisations with different legal structures, but including to some in the charitable / VCS sector. What guidance, rules or briefing do councillors receive about their appointments to outside organisations, particularly in the voluntary or charitable sector? I found old guidance from 2012 but could not see anything later, or that refers to this in the last ten years. Can you clarify the nature of these external appointments and reassure the public that they (nor in general terms relationships with VCS organisations and groups) are not, nor should be, used for party political influence or gain, or to interfere with or compromise the rights and independence of those organisations. How would you know if inappropriate influence or interference was being exercised?

Answer: Elected Members are bound at all times by the Councillor Code of Conduct when undertaking any official duties as councillor. Members are required to operate in a way that is in line with the Nolan Principles on standards in public life, free from bias, not seeking to use their position improperly to the advantage or disadvantage of anyone

else. This would include ensuring that Members should not use such appointments for party political influence or gain, or to compromise the rights and independence of those organisations. Members are required to disclose and register any interests that they may have.

Were there to be any such inappropriate influence then it could be investigated as a standards matter if a complaint were made. Where members are appointed in a personal capacity then they are bound by the constitution and the rules of those organisations and will owe them legal duties. Any breaches of those would be a matter for those organisations.

The latest guidance available is from 2012. I will ask the Governance Committee to consider whether this should be placed on their work programme to review.

5.5 Woll Newall attended to present the following questions that he had submitted:

During the period of the street tree scandal and the citizen-led change of governance Petition & Referendum campaigns, the ruling Labour group was elected with the support of less than 10% of the electorate. Decisions were forced on the city by secret votes only involving Labour councillors, and requiring just a simple majority of councillors within the Labour Group (ie decisions only needed the support of a faction of Labour councillors representing less than 5% of the electorate). The views of a large number of local Labour Party members, all across the city, were ignored when these decisions were made. Many Labour councillors were forced to support decisions they disagreed with, prevented from voicing their real views, and prevented from carrying out the job they are elected to do - properly representing the views of their constituents. Local Labour Party members were bullied into silence if they didn't agree with these decisions.

We know that Labour councillors and members resigned because of the toxic way the Labour Group was run during the tree scandals, and we know that many Labour councillors & members disagreed with decisions on the trees, and its decision to campaign against the change to a Committee System (ignoring the advice of national experts who told the council that it should not waste precious money on holding a Referendum because it would be successful).

During this period a faction in Sheffield Labour Party forced illegitimate decisions onto the whole city, and Labour councillors, Labour Party officials and local Labour MPs broke the Nolan Principles, bullied and made false statements to citizens - all without consequence or punishment.

The rules and procedures of the Sheffield Labour Party allowed and encouraged these scandalous events to happen. Labour Party officials and councillors failed to properly police behaviour within their Party. Labour councillors failed to (or felt they couldn't) put their democratic duty to their constituents before the factionalism of their Party. There was a failure of governance within the Council (that has been acknowledged following the Lowcock Report) but there were also fatal governance failures within the Sheffield Labour Party. There is nothing to prevent these failings reoccurring unless real and concrete improvements are made to both organisations.

Worryingly, Sheffield Labour (under the secret control of Labour head office) was very

clear in this year's local election campaign that its aim is to regain an absolute majority in the Council, explicitly so that it can force its decisions through on its own (bypassing the democratic way of working within the committee system). Labour election adverts and Labour door knockers were both explicit about this. It is very possible that the Labour Party can achieve this aim with the support of only 10% of the electorate.

Given this, citizens will be rightly suspicious that statements by some in Sheffield Labour about its enthusiastic support for the committee system, and having turned over a new leaf, are rather meaningless without concrete changes to Sheffield Labour Party's rules and procedures (and the rigorous policing of those rules) that could actually prevent the disastrous and undemocratic failings from reoccurring.

Words alone are not enough to give citizens the confidence that real change has been made. What specific changes have been made to the rules and procedures of the Sheffield Labour Party, the Labour Councillors Group and the Sheffield Labour Constituency Parties, and how those rules are policed, to prevent these democratic, legitimacy and governance failures from happening again?

Answer: Thank you for your question. Though I have only been a councillor for a little over a year, it is clear to see huge mistakes were made in the past. I have promised that as Leader of Sheffield Labour Councillors it is a priority of mine to serve the people of Sheffield and work collaboratively to ensure that politics in Sheffield is conducted in a competent, open and inclusive way. This is the way Labour councillors will conduct themselves internally and externally. Rules pertaining to the Labour Party are an internal party matter.

On the Committee System. This is the only system of governance I have worked within at the Council. I fully welcome and embrace the new model. But of course, changing the governance model will always be a work in progress, and this is why the Governance Review is on-going. We all want to see this work to the best of its ability – and to ensure greater democratic oversight and public engagement.

I'll be clear that I want Labour to have a majority on the council. I think its important to be honest about this and I am sure that my cross-party colleagues will agree that they too are keen to win elections.

But let me provide assurance that our committee system means that whoever is in power and however they are in power, all 84 councillors have a role in our governing arrangements.

5.6 Benoit Compin attended to present the following questions that he had submitted:

1. When would this council be willing to rectify the incorrect statements it had made at court during the trial against an individual and others?

Answer: As agreed at the Strategy and Resources Committee meeting on 19 June we have put in place a process for making apologies to anyone who was affected by the street trees dispute. As part of this an apology can be requested by emailing streettreesresponse@sheffield.gov.uk

While the Inquiry found that the outcomes of legal action would have been the same without the Council's version of the 5-year tree management strategy, misleading the Courts is a very serious matter for which we are apologising to the Courts.

2. Would this council be willing to examine the piece of evidence (commissioned by the council itself) supporting the above claim?

Answer: As above – this can be considered as part of the apology process.

3. Is this council interested at all in bringing justice to the people it has wronged?

Answer: The Council has issued a full apology for its actions during the street trees dispute and has put in place a mechanism for making apologies to individuals affected. It has also implemented and gone further than the inquiry's recommendations around writing off and repaying Court financial orders, and committed to supporting the small number of people found in breach of the injunctions to help mitigate any ongoing challenges they face. Together we hope that these actions will demonstrate the council's remorse and go some way to providing justice for those who were affected by its actions during the dispute.

4. How does this council seek to commit to prison members of the public for repeated breaches of an injunction, but does very little when members of this council commit repeated breaches of the code of conduct and of this council's own Constitution?

Answer: The decision to seek injunctions against protestors and then bring committal proceedings was ill-advised and is something that we have already apologised for. Breaches of the code of conduct can and are investigated through the council's standards process.

6. RETIREMENT OF STAFF

6.1 The Director of Policy and Democratic Engagement 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>Adults Wellbeing and Care Services</u>			
	Marjorie Fee	Practice Development Officer	36
<u>Children's Services</u>			

Kathryn Barker	Administrative Sheffield Centre	Officer, Inclusion	24
Adrienne Betts	Senior Assistant Watercliffe Community School	Teaching Level 3, Meadow Primary	52
Stephen Crabtree	Deputy Shooters School	Headteacher, Grove Primary	31
Anne Hopkins	Senior Assistant Lydgate Infant	Teaching Level 3, School	30
Jill Piddington	Cleaner, Primary School	Springfield	20
Angela Ryan	Senior Assistant Springfield School	Teaching Level 3, Primary	21
Kim Walsh	Premises Watercliffe Community School	Manager, Meadow Primary	26

City Futures

Sally Heaviside	Planning Officer		38
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Neighbourhood Services

David Jackson	Operational Assistant	Delivery	50
Nicholas Sellers	Technical Programme Works Leader	and Team	39

Strategic Support Services

John Turner	Democratic Officer	Services	40
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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 the Committee's Work Programme for consideration and discussion. The aim of the Work Programme is to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee. It was highlighted that this is a live document and Members input to it was invaluable. The inclusion of the Committee's Priority Issues for 2023/24 in the Work Programme document was welcomed and it was noted that the inclusion of our Net Zero ambitions in such priorities would be investigated.

7.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:- agrees that:-

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

(b) 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;

(c) approval be given to the consideration of cross cutting issues as detailed in Appendix 1 of the report; and

(c) the referrals from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed responses set out be agreed.

8. SUPPORTING THE PEOPLE OF SHEFFIELD THROUGH THE COST-OF-LIVING CRISIS

8.1 The Director of Policy and Democratic Engagement submitted a report that provides an update on the cross-partner response to the Cost-of-Living Crisis. It summarises the support we have put in place to date and how we have implemented the action plan and recommendations agreed by this committee in previous reports in May and July 2022.

The report makes recommendations relating to how we can learn from and build on the work already done to continue to support communities with the challenges ahead. Including plans to:

- Invest £400,000 across the LACs, ringfenced to address the cost-of-living crisis
- Build on our Welcome Places model to support communities across the city
- Arm frontline staff with the information they need to link communities with the right support when they need it
- Make it easier for the people who need it most to access £10.4 million Household

Support Fund and other hardship support over the coming year

- Improve access to food using £150,000 of South Yorkshire Mayoral Combined Authority funding to support food banks -and community pantries in our neighbourhoods.

The report outlines our approach to planning for the upcoming winter, data insights about the continuing impacts of Cost-of-Living crisis on our city and how this work can contribute to a long-term, strategic plan to prevent and reduce poverty and inequality in Sheffield.

The meeting noted the motion agreed at the Council meeting held on 5 July 2023 requesting that the Strategy and Resources Policy Committee considers allocating from unallocated resources from the 2023/24 budget setting process, an additional £600,000 to assist the response to the cost-of-living crises. It was noted that the Cost-of-Living strategy group would consider the use of the funding identified in that motion and that a further report would be submitted to this Committee following that discussion.

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

(a) notes the approach and work undertaken to respond to the Cost-of-Living Crisis to date, in line with the strategy agreed by Strategy and Resources Committee, and approve a continuation of the cross-partner incident response arrangement and governance structure;

(b) notes the insights from our data dashboard and the latest available research, what it tells us about the impact of the Cost-of-Living Crisis across Sheffield and the likely impact over the year ahead;

(c) agrees the approach to planning for the winter ahead, including plans to develop and sustain welcome places, learn lessons from the past year and build on the infrastructure we've put in place;

(d) agrees that Strategy and Resources Committee will receive further updates on the response; and

(e) notes that the funding for the Cost-of-Living Support Hub ends in March 2024 and endorse the proposed work to develop a long-term strategic approach to preventing and reducing poverty and inequality in Sheffield.

8.3 Reasons for Decision

8.3.1 The recommendations build on the commitments made by the Strategy and Resources Committee to support Sheffielders through the cost-of-living crisis. Working with communities and partners across the city, the recommendations ensure that SCC will continue to play a leading role through the strategic and tactical incident type response

8.4 Alternatives Considered and Rejected

- 8.4.1 Stop our response. Dismissed as supporting our communities and businesses through the cost-of-living crisis is critical to the wellbeing of our city. We are committed to standing alongside communities in the face of the crisis.
- 8.4.2 Continue as is. Sustain our response as is the current. Dismissed as while there has been some excellent collaboration to support our communities, we need to continue to review and adapt our approach in response to the changing crisis. Further, we need to focus on the forthcoming challenge of winter 2023/24 and pivoting towards a longer term, sustained approach to tackling poverty in Sheffield.
- 8.4.3 Move to a wholly preventative approach. Rejected because of continuing acute need to provide support for people facing crisis now and in the immediate future.

9. HOUSEHOLD SUPPORT FUND SCHEME

9.1 The Executive Director Neighbourhood Services submitted a report:

1. To update Strategy and Resources Committee on the “Cost-of-Living Cohort Analysis” including findings on cohorts most affected by the cost-of-living crisis and financial inequalities, as requested by the Committee in April 2023;
2. To seek the Committee’s approval to spend the Household Support Fund from DWP in line with the spending plan detailed in this report and as guided by findings of the Cohort Analysis;
3. To seek this Committee’s approval to make changes to the application scheme as detailed in this report;
4. To inform the committee of future considerations and decisions that would need to be made should the Household Support Fund grant be discontinued in March 2024; and
5. To seek approval for ringfencing £700,000 that the Director of Communities will be able to use to respond flexibly to the Cost-of-Living issues

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

- (a) approves the spending plan for Free School Meal Vouchers for 23/24 as detailed in the report;
- (b) approves the targeted award to households who are in receipt of Housing Benefit and/or Council Tax Support but not benefits from DWP or HMRC and therefore not receiving Cost of Living payments;
- (c) approves the spending plan and changes to the grant application scheme as detailed in the report;
- (d) approves ringfencing of £700,000 from the Housing Support Fund that is to be used in the period July 2023 to March 2024 by the Director of Communities to respond flexibly to Cost of Living issues and; to the extent not already covered by

existing delegations, delegate authority to the Director of Communities in consultation with the Director of Finance and Commercial Services and the General Counsel, to make decisions on spending this money in order to meet the aims and objections in this report; and

(e) notes the Household Support Fund runs ends in March 2024 with no guarantee that it will be extended beyond that point.

9.3 **Reasons for Decision**

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

9.4 **Alternatives Considered and Rejected**

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

10. **SHEFFIELD FOOD STRATEGY AND FUTURE COMMISSIONING MODEL FOR IMPROVING DIET/OBESITY PREVENTION 2024-2029**

10.1 The Director of Public Health submitted a report providing an overview of and seek approval for 'Fairer, Healthier, Greener' the proposed new Food Strategy for Sheffield. The report invites member input on areas of the Food Strategy that should be prioritised by Sheffield City Council (the Council) during its implementation in order to maximise its contribution to corporate goals including Net Zero, better health and reducing inequalities.

The report also provides an overview of the proposed new commissioning model for improving diet and preventing obesity 2024-29 which forms an integral part of the new Food Strategy's implementation.

The report also then outlines and seeks approval for the recommended initiatives that will be supported by the annual investment proposed of £658,000 per year for 5 years (£3.29m in total) from the Public Health grant allocation

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

(a) approves the food strategy 'Fairer, Healthier, Greener: A Food Strategy for Sheffield';

(b) commits to developing policy regarding food served in council owned spaces so that it reflects the aspirations set out in 'Fairer, Healthier, Greener';

(c) acknowledges the Council's commitment to working with local communities and partners to identify spaces where sustainable food production and provision can

be accommodated;

(d) approves the 'improving diet, preventing obesity proposed commissioning model 2024-29';

(e) approves the allocation of £658,000 per year, for the next 5 years, (£3.29m in total) as outlined in this report; and

(f) approves the commissioning of the Tier 2 child and adult weight management contract, as outlined in this report.

10.3 **Reasons for Decision**

10.3.1 The proposal set before the Strategy and Resources Committee is the preferred option because:

10.3.2 Poverty, poor diet and the impacts of climate change are some of the most serious public health challenges of the 21st century. Current local trends for dietary indicators and obesity are worsening in many cases and inequalities are widening. Without action, the health of individuals and of our planet will continue to worsen, health inequalities associated with poor diet obesity will persist and the economic and social costs will increase to unsustainable levels.

10.3.3 The proposed improving nutrition and obesity prevention commissioning model 2024-2029 is based on analysis of local need, reviews of existing local initiatives, service user feedback, and draws on good practice and evidence of what works. It builds on learning from the 2019-2024 commissioning strategy and represents a refinement of this approach within the available funding rather than being a radical departure.

10.4 **Alternatives Considered and Rejected**

10.4.1 Renew the 2018 Food Strategy. The 2018 Food Strategy had a primary focus on nutrition. A motion was passed in 2021 which committed the Council to develop a new Food Strategy which a broader set of outcomes. The new Food Strategy also better reflects the Council's Net Zero aspirations and has been updated to take account of the significant impact of the pandemic and subsequent cost of living crisis on people's ability to access nutritious food.

10.4.2 Re-commission or extend current contracts and initiatives at the current level of funding. The broad approach to tackling poor diet and obesity is to remain the same as it continues to reflect an evidence based, whole-systems approach. However, as outlined in this report, service reviews and analysis of Sheffield's programme for improving diet and preventing obesity identified some cost pressures, opportunities for efficiencies and gaps in activity which can be partially addressed through re-profiling of funding across the priorities.

10.4.3 Bring weight management services in house. It is recommended that weight management services be put out to open tender as has been the case since these services were first established. Going through an open tender process will enable

us to ensure value for money and secure an external provider with specialist expertise and experience delivering this service.

11. LOCAL LAND CHARGES - PROPOSED FEE INCREASES

11.1 The Chief Operating Officer submitted a report seeking approval to increase Local Land Charges fees charged in accordance with the relevant legislation. Local Land Charges team provide property information to customers to support the conveyancing process of residential and commercial property.

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

(a) approves the proposed increase to the fees charged by the Local Land Charges Team in accordance with Table, set out in the report, from 1st August 2023; and

(b) delegates to the General Council annual changes to the Local Land Charges fees, on a cost recovery basis in consultation with the Section 151 officer.

11.3 Reasons for Decision

11.3.1 Recovering the costs of these services enables the Local Land Charges Team to continue to provide an excellent service to customers, supporting property transactions within Sheffield.

11.4 Alternatives Considered and Rejected

11.4.1 If the fees are not increased to continue to recover the costs of providing these services, the service will be subsidised from core funding which is already under significant pressure. Where statute allows for the cost of a service to be recovered from the customer, and council undercovers those costs, this impacts on the council's ability to provide other services to the people of Sheffield.

12. EXTENSION OF THE DYNAMIC PURCHASING SCHEME (DPS) FOR TRANSPORT SERVICES

12.1 The Executive Director, Neighbourhood Services submitted a report seeking approval to commission transport provision for a period of up to 5 years (until July 2028). The report sets out transport services delivered by the Council and those who benefit from such services. The report also sets out the need for transport services and explain why a further 5 years of service provision is required.

12.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee approves the commissioning of transport services from private transport contractor providers for the next 5 years, with an estimated value of £45.4m, as set out in the report now submitted.

12.3 Reasons for Decision

12.3.1 The commissioning strategy will ensure continuous delivery of transport services

to meet the needs of the young people. The commissioning strategy will ensure the Council can fulfil its statutory SEND home to school transport responsibility and delivery of the Council's objective of "Happy young people who have the start they need for the future they want".

- 12.3.2 The intention to extend the current DPS (subject to separate Council approval) will continue the control on the cost per seat.
- 12.3.3 The commissioning strategy will continue to support local transport businesses and local people.
- 12.3.4 The commissioning strategy will provide the opportunity for the Council to support local transport businesses and help guide them on their carbon reduction journey.

12.4 **Alternatives Considered and Rejected**

- 12.4.1 Option 1 – Do nothing. This is not a realistic option as the control that the current arrangements provide would be lost. This would lead to a financially unsustainable and operationally inefficient service. It would also put the council in a position that no longer aligns to our strategic objectives in terms of the environment and lower emissions. The council would also be in breach of its statutory duties if it could not provide a SEND Home to school transport service
- 12.4.2 Option 2 – Revise the commissioning strategy so only ULEV and EV vehicles can be used for the provision of transport. This is not an option. The in-house fleet is CAZ compliant but the available vehicles on the private contractor fleet that meet this criterion are currently very limited. This would mean that the Council would not be able to fulfil the demand and thus would not be able to meet its statutory obligations in terms of transport.
- 12.4.3 Option 3 – Provide in-house. This is not a viable option. Due to the increase in demand the current fleet is near its capacity. In order to cover the work that is currently serviced by the DPS contract the council would have to increase its fleet size considerably and have a number of vehicles that would only have a unique use for this service. In turn this would mean the council would lose the flexibility that the DPS has to offer.
- 12.4.4 It is worth noting that the introduction of the Clean Air Zone (CAZ) will impact positively on current taxi provision by increasing the number of CAZ compliant vehicles used.

SHEFFIELD CITY COUNCIL

Strategy and Resources Policy Committee

Meeting held 2 August 2023

PRESENT: Councillors Tom Hunt (Chair), Fran Belbin (Deputy Chair), Angela Argenzio, Dawn Dale, Douglas Johnson (Group Spokesperson), Ben Miskell, Shaffaq Mohammed (Group Spokesperson), Zahira Naz, Joe Otten, Martin Smith and Richard Williams

1. APOLOGIES FOR ABSENCE

1.1 There were no apologies for absence.

2. EXCLUSION OF THE PRESS AND PUBLIC

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

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

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

4.1 It was agreed that the public questions submitted would be considered immediately prior to the respective items.

4.2 Public Questions relating to Item 5

4.3 Representatives of Sheffield Racism attended to present the following questions that they had submitted:

1.What is the Sheffield City Council doing to hold schools accountable for the disproportionate number of permanent exclusions of black and brown boys? How are you supporting children sent to Spring Lane exclusion Centre?

2.What are you doing to build trust between schools and communities? How do you expect to support the diverse needs of BAME students if you are unaware of the issues they face?

3.What do you consider discrimination?

4.What protocols do you have in place to report racial abuse/discrimination? How will you address bias amongst staff who choose not to deal with or acknowledge race is an issue?

5.What is the Sheffield Council doing to ensure POC children are supported in primary schools? and given the right support to be tested for SEND?

6.How is the Sheffield city Council protecting black and brown people in leadership positions or encouraging diversity in leadership roles? From nursing to teaching - People of colour of don't feel confident enough to work towards leadership roles as they are aware they won't be supported.

7.How will you use affirmative action to increase numbers of POC in leadership positions in schools. What are your targets over the next year?

8.How will you ensure this whole issue isn't just lip service and brushed under the carpet?

9.The resources for BAME communities in council housing is really low - what is the council doing to support these communities and their housing issues?

10.How do you plan to encourage more POC to join the board of governors at schools?

11.How do you plan on diversifying a curriculum that hasn't changed in 10 years?

12.I read the Annual Equality's report - how will you go beyond the data to understand POC experiences?

Response: In 2022 when the Race Equality Commission report was published, we said that we would not be afraid to change and adapt our practices and actions if the impact is not felt. We have begun to implement the recommendations of the Commission, but we know that the Council has not moved quickly enough, and the racial disparities identified by the Commission still affect the lives of many people. Reflecting on the discussions at the last meeting, I have called out in public for more to be done and for our work to be accelerated. The Council is committed to culture change and the action plan to be considered today shows that there is more to do. We are having this discussion on the progress now, in public so that we can be held accountable for our actions, is a sign that culture change is beginning to take effect. Large scale culture change cannot be achieved instantly, it will take time and effort.

We use the Equality Act definitions of discrimination including race discrimination and this covers both direct and indirect discrimination, harassment, and victimisation whether in the workforce or our services. In the Equality Act, race discrimination can mean discrimination on the basis of your skin colour, or your nationality (including your citizenship). It can also mean your ethnic or national origins, which may not be the same as your current nationality. These definitions of discrimination are used to inform our policies on dignity and respect within our workforce. But it is not a legal definition alone that we must have regard to, we must consider people's lived experiences. For example, the recent newspaper report on stop and search checks - this needs to be how we are informed and understand discrimination. In addition, when colleagues experience micro aggressions in the workplace, this is how we need to understand discrimination, so that unconscious bias is recognised and informs how we respond. It is not just a legal definition.

Data, as the Commission reported is critical, but we recognise this is only part of the

picture. We are data rich in terms of our workforce, but insight comes through a wide range of channels. What we need to do next is capture it and make sure it is used to shape action. The Council is looking at an engagement strategy and engagement with our minoritised groups will be an essential element.

Leaders are encouraged and expected to create time to hear from the lived experiences of people of colour, an important activity, particularly as we recognise our leadership is not representative. The stories of people's experiences have to shape our approaches, policies and values moving forward, not just data. Data is just information, it is what you do with that information that matters. An example of this is the answer to your question re Spring Lane exclusion centre. Our data tells us that there is a higher likelihood of being in Sheffield Inclusion Centre (SIC) if you are Roma or from a dual heritage background in comparison to your peers in the City. We are also looking at our SEND data which links to this and indicates that if you are Roma or dual heritage in Sheffield Inclusion Centre you are less likely to have an Education, Health and Care Plan (EHCP) than your white peers at SIC and are more likely to be seen to have no SEN needs. We want to work with SIC to look in more in depth at these figures and also what this is saying across the system. We will work with our education partners to commission this work in the Autumn to help inform the Belonging Framework and our longer-term plans. That Belonging Framework will be based on ensuring children and young people feel that they belong in their family, in their local school and in their community. It needs to be evidence based and we will be developing this Framework in the autumn term. This will only be possible by listening to staff and students to better understand their lives, their sense of belonging and the challenges they face. We can look at particular cases. Data is necessary to help us diagnose the problem but it is not sufficient to find solutions. Lived experiences and deep listening is critical to that.

On Exclusions the Council is clear that it needs to do more lead and work across the education system to reduce exclusions overall and, specifically, to reduce the over representation of people of colour who have been permanently excluded.

We intend to initiate a programme of work with schools, led by the Strategic Director of Children's Services, from the Autumn, 2023, to ensure that school and community links are strengthened, the needs of people of colour are identified and met. The Belonging Framework referenced earlier, along with an overt commitment to become an anti-racist city will create permanent ways of working, so that the voice of young people, in their communities, will have a channel and will be heard by schools and by those working in the local authority and in local communities. We will continue to develop capacity to ensure that we regularly hear the voice of young people, and to ensure that this is taken into account in the decisions that we all make.

We are listening to people of colour in school leadership positions and those who do not feel leadership would be a safe arena for them. Our recruitment is also changing to enable us to increase the numbers of black and brown people in all our teams but we need to be much more representative of the city we serve. These are just some examples of how we are seeking to become an anti-racist organisation and to work with partners to make this an anti-racist City, whether we are talking about Education, Housing or other services - I am happy to follow up on the issues you raise in respect of Burngreave. I would be keen to meet with you to listen as will my colleague

Councillor Belbin who is arranging for young residents of the City to take over a Full Council meeting.

4.4 Olivier Tsemo, CEO, SADACCA LIMITED attended to present the following questions that he had submitted:

1. The Leadership of the Council has recognised that there has been slow progress on the implementation of the recommendations of the Race Equality Commission report and that is an observation shared by the community and key stakeholders. Why has there been slow progress? I represent a trusted voice in the community, who are not happy with progress, and I can advocate for the Council but we need to see progress. Could the committee produce a Rapid Improvement Plan to demonstrate how well they will effectively respond to the high priority recommendations?

2. Could the committee vote on an emergency budget to quickly address the high priority recommendations?

Response: The improvement plan is set out in the report today was published in December 2022. While we have begun to implement the recommendations of the Race Equality Commission (REC), we also know that the council has not moved quickly enough as an organisation. While a lot of good activity has taken place, not enough of it has outcome measures, hampering our ability to track improvement.

We need to go further and faster. I am clear about that and that is why we have the report today, to publicly hold ourselves to account. We are not calling this a rapid improvement plan but this is the language we perhaps need to be adopting if we are going to meet the recommendations in the timely manner that we need to. We agreed to respond to the recommendations in two years from the publishing of the report and so we have a limited amount of time left, eleven months to make some serious progress, so we have to be rapid.

There has not been sufficient resource allocated to this but where there are specific actions which need funding this will be defined by services and advice taken to the relevant committee for sign-off when plans are developed. We expect to dedicate budget to support the legacy body arrangements. I would welcome further discussions with you and your organisation. A further update will be submitted to this Committee later in the year.

4.5 Rafia Hussain attended to present a petition on behalf of Sheffield Stand Up to Racism, Sheffield Trades Council, SADACCA and several other organisations calling on Sheffield City Council to:

- Provide transparent and detailed information about the personnel comprising its established 'Race Equality Body' and the processes of consultation involved in the appointment of these individuals.
- Provide a detailed and transparent action plan, with an appropriate budget and time frame of when, appropriate targets that are identified will be actioned .
- Produce a detailed plan of how key anchor organisations are going to respond to the report and meet the key recommendations that are highlighted by the Race Equality Commission report.

- Organise an open meeting, where Sheffield's key anchor institutions, partners, third sector organisations and members of the public are invited to discuss ways to address the issues highlighted by the Race Equality Commission Report.

Response: Thank you for presenting the petition. We recognise that we need to do more, this is a high priority and a further update report will be submitted later in the year, when we can be held to account again. In March the Sheffield City Partnership Board (SCPB) agreed the establishment of a time-limited REC Legacy working group with an independent chair, Richard Stubbs. This working group is made up of representatives from communities, private sector and anchor organisations. It is developing a set of options for long-term legacy arrangements which will hold the city to account in its work to become anti-racist. In the Autumn, the group will present a recommendation back to SCPB on the most appropriate model for the Legacy Body and how it should be implemented, including a transparent model for recruitment as appropriate.

The Commission's recommendations envisioned the legacy arrangements holding the whole city to account for progress. It has taken some time to work through the best way in which to set up to do that in a way which engenders confidence. These working group arrangements give us a clear forum in which to come to an agreement on next steps.

The report today sets out our interim progress against our action plan set out in December 2022. Following this report we are setting out coming back to the committee with further progress in December 2023.

Sheffield City Council are committed to working with our partners and in July we set up and facilitated a meeting of anchor organisations to discuss progress we had all made. At that meeting we all committed to attending an event in the Autumn with communities to report back on our progress.

We are committed to holding an open event in the Autumn bringing together individuals, community organisations, anchor organisations and other stakeholders etc to discuss progress and actions against the REC, and we will provide more details of this shortly.

4.6 Public Questions Relating to Item 6

- 4.7 Introduction from the Chair: Thank you everyone for coming today and for asking your questions. We have also received a lot more questions from people who can't be here today.

The way we are going to do this today is that I will invite everyone here today to ask their questions in turn. After everyone has asked their questions, I will then respond with a statement before we turn to the main committee report about the Local Plan.

The reason for doing this is that the report we will shortly be discussing addresses directly many of the concerns you have raised in the tabled questions, in particular about the site at Eckington Way. Many of the issues that the questions relate to are

covered in the report and because that report has not yet been discussed or agreed, it would be premature for me, on behalf of the committee, to provide definitive answers to the questions before the committee has discussed the report and decided on what the next steps are for the Local Plan.

4.8 Fiona Hinson, Springwell Community Group, attended the meeting to present the following questions that she had submitted:

1. How did Mosborough Councillors manage to get items removed from the draft plan before it was made public?

2. Once the plan was made public, this element of the plan attracted significant opposition with over 2,000 signatures. Why bother to consult if you're not going to listen to objections and respond accordingly? There were 2 petitions, which was only as a result of the complexity of the council system not allowing amendments, and other council parties "honed in" that more signatures were on the Traveller Site than the Industrial Development, even accusing of "racism". This is factually incorrect. The petitions were always to be considered as one and this needs to be formally noted.

3. An exceptional LAC meeting was held in early 2023 around the plan once we as residents got to know about this local plan. We requested this as we'd not been made aware of it before then. We asked for this to be recorded, but were advised as exceptional it couldn't be. At this meeting, with all residents who will concur, the planners who attended "admitted" they had not visited the site. In recent emails since, they advise "officers in the wider team have visited and are familiar with the wider context. Under "freedom of information" when was this site visit done? What was the outcome of specific issues raised relating to gradients and loss of privacy?

4. As a working group, representing the Springwell Community, we have asked questions through LAC, through councillors and have yet to receive an adequate response:

Q1. What other sites were considered? What are the detailed reasons for rejecting - other than this is council land?

Q2. Why are you looking at industrial development, when less than a mile away at Westfield, there is a field with existing road access, put in for industrial units, which stand empty as you've been unable to attract any business?

Q3. We have asked for updated air quality reports. What's happened with them? In 2015, the air quality in this area was worse than Sheffield City Centre is now where you've imposed clean air charges! With further industrial development, diesel generators we have further increased air pollution and noise in a residential living area. How will you address this?

Q4. Why is the local plan not addressing the most important issue around road infrastructure? The council have made so many "silo" decisions and approvals over the last 10 years, the road infrastructure is completely inadequate. It needs an holistic review of all projects and approvals, traffic monitoring, parking, which we have provided photos and videos to the transport regeneration councillor - yet nothing has

happened or confirmed how you plan to address this. This needs to happen before any development is even considered.

Q5. What has happened to the February request to have this re-assessed?

Additional questions submitted:

1. Despite 4 petitions with over 4,000 signatures opposing SES03, the recommendation is that the proposed site allocation should be retained. However, the draft plan does NOT adequately address any of the issues raised. The council are being asked to recommend to move issues down the line to planning with no real plan of how to address them.

2. In section 1.4.36 - do the council honestly believe that artic lorries that carry Gypsy traveller equipment, running from diesel generators, will not create any noise disruption or add to the already hazardous levels of air pollution? Also, with over 100,000 sq feet of unlet industrial units currently, why do we need more? How can losing agricultural land be outweighed by building more of what you can't fill already in a mile radius?

3. With the proposed "buffer" this reduces the plan of the site by 46% - how is all of this going to fit, and the gradient of land losing privacy which affects our equal rights?

4. When did the council do an actual site visit of the land, with measurements, consideration of the gradients from the suburban housing? They had not been as admitted at February LAC. So when? And what are the published findings of this actual site visit?

5. We have made continual requests about air pollution. Your only response is you "feel" it could be mitigated? How exactly?

6. The key issue around traffic congestion and the fact that all your individual approved silo projects have created a completely broken infrastructure, are not even addressed. You talk about a document expected mid-24. How can you as a council believe adding more to an existing problem for which you don't even have a solution is a good idea to progress the recommendation?

7. Nobody is arguing you have to make provision for Gypsy travellers. It just needs to be in the right site and location. You are still to provide us with all sites reviewed and why rejected other than this being council owned, no matter what cost. You have not responded to any of the objections. You are just pushing to get a plan done that is completely inadequate to say it has been done. As a council tax payer, and based on your archaic way of calculating council tax, we are Band E, what will these travellers pay for the same amenities? Will you review the bandings due to impact of house values - which have been proven through local estate agents for recent sales stating reduced due to this pending issue? Also, I want to ask, seeing as this proposed development means physical changes to the landscape, we can propose a new council tax band? What commitment would there be to honouring this by the council?

Response: Thank you for your questions. It is not an easy thing to come to a meeting like this and ask questions, so I am grateful to you for attending. As I mentioned earlier, many of the issues that your questions relate to are covered in the report and

because that report has not yet been discussed or agreed, it would be premature for me, on behalf of the committee, to provide definitive answers to your questions before the committee has discussed the report. However, I can assure that after the meeting full written responses will be provided to everyone who has asked a question.

The Local Plan matters. Your questions and the passion, the concern, and the sense of belonging that we heard today demonstrates that.

The Plan is of huge significance for everyone in our city. It sets out the vision and policies for how and where development will take place in the city over the next 15-20 years.

Having a Local Plan – after many years without one – would mean that Sheffield finally has a plan for where new homes will be built for our children and grandchildren, and where employment sites can be located. It allows us to plan infrastructure effectively and having a Plan would enable us to protect the Green Belt.

That is not to say that the process of developing a Local Plan is easy – and today's meeting, your questions, clearly demonstrate that. I have read all the questions submitted and listened carefully to all of the questions and I understand and acknowledge the strength of feeling on this matter.

In a moment we will hear from our colleagues in from the Planning Department. Having heard your questions, I would like to ask the officers to consider whether there is a way in which the strength of feeling can be fully acknowledged in the Local Plan process.

5. UPDATE ON SHEFFIELD CITY COUNCIL'S RESPONSE TO THE RACE EQUALITY COMMISSION

- 5.1 The Director of Policy and Democratic Engagement submitted a report updating the Strategy and Resources Committee on progress against the Council's December 2022 response to the Race Equality Commission and setting out recommendations to increase the pace and monitoring of change. This is important if we are to meet our goal to become an anti-racist organisation and implement all aspects of the Race Equality Commission report.

The recommended actions should empower senior leaders to take an active role in monitoring performance and outcomes across their teams, and ensure action plans are fit for purpose to achieve our goals. By doing this we will be working towards addressing racial disparity and seeing equality, diversity and inclusion being integrated into service plans and becoming part of the way we do things within the Council. We will also be able to monitor progress more accurately and be ready to report into the final legacy arrangements.

These recommendations will support us to build an organisation that anyone can feel welcome in and proud to work for and help us to see the services we deliver for every resident improved to tackle the inequalities and racial disparity set out so starkly by the Commission.

In addition, in September we will work with anchor organisations and others to

jointly hold an event for community representatives and anchor representatives. This event will enable reflection on the work that has been done and challenge us all to go further and faster over the coming year. The Committee clearly expressed its displeasure at the progress made so far in response to the Race Equality Commission and stated the need for urgency to increase the pace and monitoring of change. There was a clear view that progress must be accelerated.

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

(a) notes the progress made against the Council's response to the Race Equality Commission agreed at their meeting on 5 December 2022 and agrees the need to increase the pace and monitoring of change;

(b) compile and analyse the learning from the activity to date and set out to the Chief Executive during September a plan to further define priority actions, identify gaps and target support and challenge;

(c) use that plan to support senior leaders to challenge their services, including corporate functions, to set out timebound actions which are realistic and for which impact is measurable;

(d) build on work under our three underpinning areas: learning and development, awareness raising; de-biasing; and data, particularly improving how we gather employee views;

(e) support the work of the legacy working group so that it leads to proposals which enable us to work with anchor organisations, partners and the community to support, learn from, and challenge each other as we seek to make progress; and

(f) agrees that the Strategic Equality Inclusion Board monitors this work and that a further progress report is brought to this Committee in December 2023.

5.3 Reasons for Decision

5.3.1 To learn from early experiences in our response to the Race Equality Commission and refine our approach to increase the pace of change and monitoring.

5.4 Alternatives Considered and Rejected

5.4.1 This Committee agreed that the Council should pursue a specific response to the Race Equality Commission. This report does not recommend a change to that approach.

6. CONSULTATION RESPONSES ON THE PUBLICATION DRAFT SHEFFIELD PLAN

6.1 The Executive Director of City Futures submitted a report and associated appendices recommending the Council's response to the representations received as a result of public consultation on the Publication Draft Sheffield Plan that took place from 9th January to 20th February 2023. The main body of the report

highlights the key issues that were raised and outlines the recommended Council response. Recommended responses to all the main issues raised in the representations are set out in the Consultation Statement on the Publication Draft Plan (Appendix 1).

Appendix 2 recommends a schedule of suggested amendments to the Plan that are derived from the recommended responses. Officers consider that these amendments are needed to make the Publication Draft Plan 'sound'. If approved by full Council, they would be submitted to the Government alongside the Draft Plan. The amendments will then be considered by an independent Planning Inspector as part of the public examination (following submission of the Plan to Government).

Appendix 3 of the report lists recommended other minor amendments to the Plan to correct errors (mainly typographical) or update factual information that has altered since the Plan was approved by full Council in December 2022. These do not need to be considered by the Planning Inspector.

The proposed amendments are set out in a tracked change version of the Publication Draft Sheffield Plan at Appendix 4 (showing all the suggested changes that are listed in Appendices 2 and 3).

Appendix 5 provides a list of the 'submission documents' and, when relevant, refers to updated positions on these documents. Updates will generally have resulted in response to comments received as part of the public consultation, and/or owing to the iterative nature of these documents.

The report also sets out the timetable and process for submitting the Sheffield Plan to the Government for public examination.

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

(a) endorses the recommended responses to the main issues raised in representations on the Publication Draft Plan set out in the Consultation Statement (Appendix 1);

(b) endorses the suggested amendments to the Publication Draft Sheffield Plan set out in Appendix 2 and shown as tracked changes within Appendix 4;

(c) endorses the suggested other minor amendments to the Publication Draft Sheffield Plan set out in Appendix 3 and shown as tracked changes within Appendix 4;

(d) notes the ongoing evidence updates with respect to the relevant 'submission documents' as set out in the main body of the report and within Appendix 5;

(e) delegates authority to the Chief Planning Officer, in consultation with the Chair, Deputy Chair and Spokesperson of the Transport, Regeneration and Climate Policy Committee, to bring forward further minor amendments to the Publication Draft Sheffield Plan and updates to associated documentation prior to

consideration by full Council; and

(f) refers this report to full Council in accordance with the constitution to seek approval to submit the Draft Sheffield Plan and associated documentation to the Government for independent examination.

(NOTE: (1) The result of the vote on the resolution was FOR - 7 Members; AGAINST - 4 Members; ABSTENTIONS – 0 Members; and (2) During the discussion of the above item the Committee agreed, in accordance with Council Procedure rules, that as the meeting was approaching the two hours and 30 minutes time limit, the meeting should be extended by a period of 30 minutes).

6.3 Reasons for Decision

- 6.3.1 Once adopted, the new Sheffield Plan will make a major contribution to the future development of the city and will guide development over the next 15-20 years. It is important that the plan is adopted as soon as possible.
- 6.3.2 The documents that are the subject of this report (Part 1: Strategy, Sub-Area Policies and Site Allocations, Part 2: Development Management Policies, Annex A: Site Allocation Schedule, Annex B: Parking Guidelines, Policies Map and Glossary) comprise the draft development plan documents for Sheffield. They were published under Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). The submission documents will include such documents as fall within the definition at Regulation 17 (as agreed by full Council on 14th December 2022).
- 6.3.3 The suggested amendments to the Draft Sheffield Plan set out in Appendix 2 of this report (and shown as tracked changes in Appendix 4) may or may not be supported by the Inspector. The Planning Inspector will only consider whether the plan is sound and whether it complies with the legislation. However, proposing amendments now should help to save time at the public examination hearings. It also shows respondents to the consultation how the Council has been able to take on board their comments
- 6.3.4 The Draft Sheffield Plan represents the Council's firm proposals for the development of the city over the period to 2039. The public consultation, seeking views on the 'soundness' of the Plan is a required stage before the Draft Plan is submitted to the Government for public examination.
- 6.3.5 The recommendations reflect earlier decisions taken by full Council on 14th December 2022 for decisions on any desired amendments to the Plan to be taken by the Strategy & Resources Policy Committee and then full Council.

6.4 Alternatives Considered and Rejected

- 6.4.1 The options available to the Council in terms of proposing amendments to the Sheffield Plan are outlined in paragraphs 1.5.1 to 1.5.6 of the officer report. This will be a matter for the Strategy & Resources Committee and Full Council to consider.

7. FUTURE SHEFFIELD MEMBERS ASSURANCE

7.1 The Chief Operating Officer submitted a report seeking agreement to put in place Member assurance for the Future Sheffield change programme.

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

(a) agrees the establishment of a Future Sheffield Members Working Group, as detailed in the report now submitted;

(b) agrees Councillor Fran Belbin – Deputy Leader, as the chair of said working group; and

(c) approves the appended Terms of Reference for the Future Sheffield Members Working Group.

7.3 Reasons for Decision

7.3.1 The recommendations are critical in ensuring that Future Sheffield has Member oversight and assurance.

7.4 Alternatives Considered and Rejected

7.4.1 Rely solely on officer assurance – this was rejected because it would not provide Members with assurance over the delivery of activities in Future Sheffield and would prevent Member input.

7.4.2 Provide Member updates via newsletters or written briefs – this was rejected because this engagement method would prevent direct involvement and would not enable constructive discussions to take place.

7.4.3 Provide Member assurance via regular reports to Strategy and Resources Committee - this was rejected because the amount of time that could be dedicated to Future Sheffield at committee meetings would be insufficient for the scale of the programme. Regular update and monitoring reports will however be brought to the committee to provide broader public oversight and transparency about the progress being made.



Report to Policy Committee

Author/Lead Officer of Report:

Craig Rogerson,
Principal Democratic Services Officer Team Manager

Tel: 474 3355

Report of: *Executive Director, Resources*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *7 September 2023*

Subject: *Staff Retirements*

Has an Equality Impact Assessment (EIA) been undertaken? Yes No

If YES, what EIA reference number has it been given? *(Insert reference number)*

Has appropriate consultation taken place? Yes No

Has a Climate Impact Assessment (CIA) been undertaken? Yes No

Does the report contain confidential or exempt information? Yes No

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

“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”

Purpose of Report:

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

Recommendations:

To recommend that Strategy and Resources Policy Committee:-

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

Background Papers:

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

Lead Officer to complete:-	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: <i>N/A</i>
	Legal: <i>N/A</i>
	Equalities & Consultation: <i>N/A</i>
	Climate: <i>N/A</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>
2	EMT member who approved submission: <i>James Henderson</i>
3	Committee Chair consulted: <i>Tom Hunt</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>Lucy Thompson</i>
	Job Title: <i>Interim Director of HR and Customer Services</i>
Date: <i>7 September 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>Children's Services</u>		
Jacky Bellingham	Senior Teaching Assistant	24
<u>City Futures</u>		
Michael Bower	Building Clerk of Works	44
<u>Neighbourhood Services</u>		
Gary Taylor	Housing Coordinator	39
<u>Strategic Support Services</u>		
Denise Gambles	Personal Assistant	34
Tracey Hollis	Cabinet Support Manager	39

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Report to Strategy & Resources Committee

7 September 2023

Report of: Director of Policy and Democratic Engagement

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. The report also sets out the priority issues for the Committee, as agreed at the Strategy and Resources Committee meeting on 28 June 2023.

Any changes since the Committee's last meeting, including any new items, have been added for approval, 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 priority issues for the Committee, as agreed at the meeting on 28 June 2023, and presented at Appendix 1 be noted;
2. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
3. That approval be given to the consideration of cross cutting issues as detailed in Appendix 1 of the report; 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	Customer Services Improvement Plan
Referred from	Council Motion 5/7/23 - Responding to the Changing Shape of the Cost of Living Crisis Locally
Details	<p>Extract from Council resolution:</p> <p>.....(d) (i) believes that accessing locally administered benefits in Sheffield is made more difficult due to the many barriers residents face in contacting the Council, and reaffirms that the Council has an utmost responsibility to assist residents to access all the benefits and support they are entitled to and (ii) notes that at the Strategy and Resources Policy Committee on 31st May 2023, councillors agreed that developing a new Customer Services strategy, that will be focused on the experience that the people of Sheffield have when accessing our services, is a key priority for the Committee;</p> <p>(e) recalls that this Council passed a motion in June 2022, not just requesting the establishment of the Cost of Living Crisis Working Group but also requiring a “Customer Services Improvement Plan to be in place within 4 months, to show how it will aim to improve response times and accessibility to services, regardless of the community that customers come from or their background, language or disability; and recognising that the Council’s services also need to be available to people without access to the phone or internet”;</p> <p>(f) therefore asks the Strategy and Resources Policy Committee to consider and report on a Customer Services Improvement Plan at the earliest opportunity;.....</p>
Comments/ Action Proposed	Report to be submitted to October S&R Committee.

Issue	Risk and Opportunities Framework
Referred from	Council Question 5/7/23 - Corporate Opportunities Register.
Details	Response from Leader <i>"It is suggested that the Strategy and Resources Committee consider whether the development of a Corporate Opportunities Register should be included on their work programme for the 2023-24 municipal year"</i> .
Comments/ Action Proposed	To be considered as part of revised risk management arrangements, as part of a suite of supporting plans that will sit alongside/aligned with the Corporate Plan. Report to S&R in November 2023.
Issue	Cost of Living: Allocation of Unallocated Resources
Referred from	Council Motion 5/7/23
Details	Extract from Council resolution: <i>"... requests that the Strategy and Resources Policy Committee considers allocating from unallocated resources from the 2023/24 budget setting process:- (i) £200k in additional grant funding to Citizens Advice Services, to expand their employment of Volunteer Trainers and provide increased face to face support; and (ii) £400k in additional citywide LAC funding, to be allocated by Indices of Multiple Deprivation and spent on the response to the Cost of Living crisis;</i>
Comments/ Action Proposed	Item to be considered at the Cost-of-Living Strategy group with a view to a report to S&R in October/November
Issue	Reaffirming Sheffield as a City of Sanctuary
Referred from	Council Motion 5/7/23
Details	Extract from Council resolution: <i>"..... requests that the Strategy and Resources Policy Committee considers adding to its work programme consideration of the Council's relationship with the Home Office and immigration enforcement, and an assessment of its current practices and the impact of the Hostile Environment policy on inclusion, equality and cohesion in Sheffield."</i>
Comments/ Action Proposed	Awaiting further details

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.

Appendix 1 – Work Programme

Priority Issues for 2023/34:

Continuous development of our system of democratic committee governance	Working alongside the Governance Committee, continue to develop our model and how we modernise and embed the committee system. Embed approaches and policies and need to support Member development
Establish a new strategic framework for the city and organisation	Endorsement of the City Goals as they are developed during the summer, which will provide a shared, co-developed statement of our collective ambitions for Sheffield
	Development of a new 5-year Corporate Plan for the organisation which connects to the developing City Goals, sets out what we want to achieve and our priorities and gives clear direction for the whole council, citizens and partners
Cost of living crisis	Continuing and strengthening Sheffield’s citywide response to the cost of living crisis, working with communities and partners to support the people of Sheffield, communities businesses.
Street Trees recommendations and reconciliation	Agreeing the actions we will take forward to deliver the wider recommendations in the Lowcock Report to ensure good progress has been made by the end of the year, with a clear approach to monitoring achievement of these.
Continuing to develop our community involvement and neighbourhood and locality working arrangements	Working with the Governance Committee to <ol style="list-style-type: none"> 1. consider further devolution of powers and funding to the LACs this year; 2. making neighbourhood working more integral to the culture of the wider organisation (including through the Future Sheffield programme); 3. taking further steps to ensure community voice and community development practices are developed and embedded in the ways of working for the LACs and policy committees
Future Sheffield - our 3-year organisational change plan	Overseeing the organisational change programme which will be focused on becoming the organisation that we need to be to continue to deliver for the people of Sheffield alongside rapid service improvement activity where needed.
Customer Services Strategy	In line with our Future Sheffield transformation programme, developing a new Customer Services strategy that will be focused on the experience that the people of Sheffield have when accessing our services.
Budget delivery and medium-term financial stability	To agree a medium term financial plan (MTFP), and, working with the Finance Committee, oversee delivery of agreed savings and development of budget proposals for 2024/25 – 2026/27 in line with the emerging Corporate Plan priorities
SYMCA relationship	We will work collaboratively with the MCA as part of our regular approach to delivering for Sheffield. This will include taking forward our Inclusive Economic Plan as our place-based plan which will feed into the MCA’s broader economic strategy.

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

New Items	Proposed Date	Note
Air-Conditioning and Air-Handling Service Contract Procurement	7/9/23	
Contract Procurement – Security Guarding and Keyholding Services	7/9/23	
Investment Zone Final Proposal	(Date TBC) 18/10/23?	
Annual Corporate Performance Report	18/10/23	
Customer Services Improvement Plan Update	18/10/23	
Domestic and Sexual Abuse Annual Report	20/11/23	(Cross Cutting Issue) Discussed at SLB on 7/8, recommended S&R consideration
Risk and Opportunities Framework	20/11/23	To considered as part of revised risk management arrangements, as part of a suite of supporting plans that will sit alongside/aligned with the Corporate Plan.
Heritage Strategy for Sheffield Workplan	20/11/23	
Update on Sheffield City Council’s response to the Race Equality Commission	13/12/23	
Violence against Women and Girls, Domestic and Sexual Abuse Strategy	September 2024	(Cross cutting issue) Discussed at SLB on 7/8, recommended S&R consideration Moved from March 2024 to September 2024
Amended Items	Proposed Date	Note
White Ribbon Plan and new strategy	18/10/23	Moved from September Meeting. (SLB consideration on 11/7)

Cross-Cutting Issues requiring S&R Steer:

Item	Committee	Proposed Date	Recommended
Endorsement of: Sheffield Physical Health Improvement Strategy for People Living with Severe Mental Illness, People with Learning Disabilities and Autistic People – 2023-2028	AHSC	September 2023	Considered at SLB on 7/8/23. Recommended decision of Adult Health and Social Care, with briefing for Education, Children and Families

Adult Early Intervention Strategy and improving Wellbeing outcome and tackling inequalities.	AHSC	November 2023	Considered at SLB on 7/8/23. Recommended decision of Adult Health and Social Care, with informal briefing for CPL
Heritage Strategy for Sheffield Workplan	S&R	November 2023	Considered at SLB on 7/8/23. Recommended decision of S&R. Heritage is a cross-cutting issue which touches on planning, environment, property, culture, place-making, economic development, regeneration and pride in place. Lead members from Economic Development and Skills; Planning and Highways; and Transport, Regeneration and Climate Change to all be included in workshops which develop the work plan.
Commission of Education System	ECF (Date TBC)	September 2023	Considered at SLB on 7/8/23. Recommended decision of Education, Children and Families.
Domestic and Sexual Abuse Annual Report	S&R	November 23	Considered at SLB on 7/8/23. Recommended decision of S&R, briefing to AHSC, CPL and ECF
Violence against Women and Girls, Domestic and Sexual Abuse Strategy	S&R	September 2024	Considered at SLB on 7/8, recommended S&R consideration, appropriate Policy Cttees to be briefed. (Moved from March 2024 to September 2024)

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	None
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 (23/24)	7 September 2023	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
2023/24 Q1 Budget Monitoring and Medium Term Financial Analysis	Finance monitoring update and details of the Medium Term Financial Analysis.	Philip Gregory/Liz Gough/ Jane Wilby	Decision			This Committee
NEW: Air-Conditioning and Air-Handling Service Contract Procurement	The current contract for the servicing and maintenance of air handling, air conditioning and refrigeration systems is due to end and a replacement contract is required.	Jason Peck	Decision	n/a	n/a	This Committee
NEW: Contract Procurement – Security Guarding and Keyholding Services	The current contract for security and keyholding services is due to end at the end of January 2024 and a replacement contract is required	Jason Peck	Decision	n/a	n/a	This Committee

Meeting (23/24)	18 October 23	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date)
White Ribbon Plan and new Strategy	Sheffield achieved White Ribbon Accreditation in November 2022 until November 2025. In order to maintain the accreditation an action plan must be submitted usually within 6 months.	Alison Higgins	Decision	Political group briefings required	There is a regular Violence Against Women and Girls Forum that meets bi monthly that will be consulted on key aspects of the plan. The action plan itself will include actions on community engagement.	This Committee
Tackling the Stigma of Menopause and Period Poverty		James Henderson	Decision			This Committee
NEW: Annual Corporate Performance Report	Annual overview of performance against the organisation's key priorities set out in the Delivery Plan as Urgent Performance Challenges	James Ford/ Nicola McHugh	Decision	Knowledge Briefing	None	This Commttee
NEW: Customer Services Improvement Plan Update		Paul Taylor/ Tom Smith	Update			This Committee

Additional Grant Funding to Citizens Advice Sheffield from the budget amendment to responding to the changing shape of the cost of living crisis locally	TBC	Emma Dickenson	Decision			This Committee
DATE TBC Investment Zone Final Proposal	<p>SYMCA must submit the final proposal for how the SY Investment Zone will be delivered to Government by Autumn.</p> <p>We want to ensure SCC members have the chance to review and give their backing to the proposal and how the £80m will be spent prior to the SYMCA Board in mid-Sept.</p>	Ben Morley/ Andy Kempster	Decision	<p>We have engaged with a range of members through the below formats:</p> <p>Leaders Brief – where we set out the timelines and overview</p> <p>Support for the leader for the IZ announcement</p> <p>Extra-ordinary briefing for Chairs, Vice-Chairs of TRC and EDS</p> <p>Follow up emails with Chairs</p> <p>We will also send the final proposal to the Chairs prior to SR.</p>	No engagement has been made as of yet. Plans are currently in development and we can share these shortly.	
Agency Staffing Provision	<p>To gain approval for the commissioning of Agency staffing services at the end of current contract.</p> <p>The current Agency contract ends on 31 March 2024.</p>	Peter White		<p>Agenda item at CJC in September 2023.</p> <p>Attendance at Pre-Agenda Committee in September/October 2023</p>	n/a	This Committee

Meeting (23/24)	20 November23	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date)
Endorsement of City Goals		James Henderson	Decision			Full Council
Corporate Plan	Development of a new 5-year Corporate Plan for the organisation which connects to the developing City Goals, sets out what we want to achieve and our priorities and gives clear direction for the whole council, citizens and partners	James Henderson	Decision			Full Council. Report to be submitted in the Autumn
Risk and Opportunities Framework		Claire Taylor	Decision			
Equalities Objectives		James Henderson	Decision			
2024 to 2027 Revenue & Capital Budget		Philip Gregory/Liz Gough	Decision			
Domestic and Sexual Abuse Annual Report	The annual Domestic Abuse Report will coincide neatly with	Alison Higgins	Performance/Monitoring	None	Partners and stakeholders will be invited to	Cross cutting issue. SLB on 7/8/23

	the recommendation to committee that we engage in the coproduction and consultation on future Domestic Abuse Strategy for the city which we would expect to bring back to committee for final sign off in Spring 2024.				submit information	recommended decision of S&R, briefing to AHSC, CPL and ECF
Heritage Strategy for Sheffield Workplan	Full Council has asked for the Heritage Strategy for Sheffield to be added to the S&R Committee workplan. The endorsement of Strategy and Resources Policy Committee is requested, to explore options for creating and sustaining an SCC Heritage Officer post.	Rebecca Maddox/ Diana Buckley	Decision	Briefing for Committee Chair/Vice Chair/Lead Workshop for Lead members from Economic Development and Skills; Planning and Highways; and Transport, Regeneration and Climate Change.	Close working with Sheffield Heritage Partnership Board	Cross Cutting Issue. Discussed at SLB on 7/8/23

Meeting (23/24)	13 December 23	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/	Final decision-maker (& date)

					Engagement approach	
Street Tree Inquiry Progress Report	S&R have agreed to receive a report against progress on actions during winter 2023 and summer 2024.	Lucy Heyes	Progress Report			This Committee
NEW: Update on Sheffield City Council's response to the Race Equality Commission	S&R have agreed to receive an update report against progress in December 2023.	Lucy Heyes/ James Henderson	Progress Report			This Committee
Budget Updates and delivery options (TBC)						
2023/24 Q2 Budget Monitoring	Finance monitoring update.	Jane Wilby	Decision			This Committee

Meeting (23/24)	24 January 24	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date)
HRA Budget and Business Plan						Full Council 7/2/24

Meeting (23/24)	21 February 24	Time				
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Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
Revenue and Capital Budget Approval		Phillip Gregory	Decision			Full Council 6/3/24

Meeting (23/24)	12 March 24	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
2023/24 Q3 Budget Monitoring	Finance monitoring update.	Jane Wilby	Decision			This Committee

Meeting (23/24)	17 April 24	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)

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	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
Street Tree Inquiry Report Progress	S&R have agreed to receive a report against progress on actions during winter 2023 and summer 2024 .	Lucy Heyes	Progress Reports			This Committee
Adopting the All-Party Parliamentary Group (APPG) on British Muslims' Definition of Islamophobia	Response to Council Resolution of 14/12/22	James Henderson/ Adele Robinson	Referral from Council			To be considered as part of the Equalities Objective report being submitted to this Committee.
Civic Honours	To bring forward a further paper for decision.	James Henderson/ Jason Dietsch		To be considered by the Governance Cttee in the first instance.		This Committee
Former Cole Brothers Building	Further report (following decision on 28/6/23) when discussions have better particularised the lease terms, as soon as is reasonably practicable for a further decision.	Neil Jones	Decision			This Committee

NEW: Violence against Women and Girls, Domestic and Sexual Abuse Strategy	It is proposed to produce a strategy covering all of Violence Against Women and Girls, Domestic and Sexual Abuse next year to cover the period 2024 to 2027 (in line with statutory requirements).	Sam Martin	Decision			This Committee. September 2024. Cross cutting issue. Discussed at SLB on 2/8/23. Relevant PCs to be briefed.
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Note:

- Type of item = Decision; Referral to decision-maker; Pre-decision (policy development); or Post-decision (service performance/ monitoring).
- Final decision-maker = This Committee; Another Cttee; Full Council; or Officer decision

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: Philip Gregory,
Director of Finance and Commercial Services

Tel: +44 114 474 1438

Report of: *Philip Gregory Director of Finance & Commercial Services*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *7 September 2023*

Subject: *Medium-Term Financial Analysis (MTFA),
Committee Budget Savings Targets & 2023/24 Q1
Budget Monitoring Position*

Type of Equality Impact Assessment (EIA) undertaken	Initial	<input checked="" type="checkbox"/>	Full	<input type="checkbox"/>
Insert EIA reference number and attach EIA	2312			
Has appropriate consultation/engagement taken place? <i>Budget consultation to take place from Autumn 2023</i>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken? <i>Climate Impacts Assessments will be considered as part of the Budget Implementation Plans (BIPS)</i>	Yes	<input 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:- <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 sets out the medium-term financial position for the Council and proposes how individual policy committee budget targets for 2024/25 are set.

This report also sets out the 2023/24 Q1 budget monitoring position for the general fund and the Strategy and Resources committee budget position.

Recommendations:**The Committee is recommended to:**

1. Endorse, as a planning assumption, core Council Tax increases of 2.99% for 2024/25 and 2% each year after and the Adult Social Care Precept increases of 2% for 2024/25 and 1% each year after.
2. Note, that while the Council has taken action to remove reliance on reserves to balance the budget, the current level of reserves provides a limited amount of time for action to be taken strategically in response to the financial position.
3. Note, firm action is being taken over the period of the MTFA to contain pressures and deliver significant savings and/or mitigations through continued delivery of BIPS and organisational development and transformation. Failure to do so will see the Council's financial position become unsustainable.
4. Request, an updated MTFA will be presented in November 2023 to S&R committee following identification of savings by Committees and refinement of pressures in the coming months.
5. Approve the 2024/25 budget targets as set out in this report reflecting the MTFA.
6. Requests that reports are presented to Policy Committees for approval at meetings in November that set out how they will balance their budgets for 2024/25.
7. Note that a consolidated report based on the individual Policy Committee reports and decisions of the Policy Committees will be brought to the 13 December meeting of this Committee.
8. Note the updated information and management actions provided by this report on the 2023/24 Q1 Revenue Budget

Background Papers:

[2023/24 Revenue Budget](#)

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>Philip Gregory, Director of Finance and Commercial Services</i>
	Legal: <i>Sarah Bennett, Assistant Director, Legal Services</i>
	Equalities & Consultation: <i>Adele Robinson, Equalities and Engagement Manager, Policy, and Performance.</i>
	Climate: n/a

	<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>Phillip Gregory, Director of Finance and Commercial Services</i>
3	Committee Chair consulted:	<i>Tom Hunt, 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: <i>Philip Gregory</i>	Job Title: <i>Director of Finance and Commercial Services</i>
	Date: <i>29 August 2023</i>	

1. **PROPOSAL**

- 1.1. This report provides an overview of the Medium-Term Financial Analysis (MTFA), the planning assumptions underpinning the analysis, the assumed budget gap and recommended savings targets for 2024/25.

The MTFA is informed by:

- the level of Government funding based on factors such as population and deprivation,
- The Council's ability to raise income via items such as local taxation and sales fees and charges,
- emerging cost pressures faced by services,
- the amount of available reserves.

- 1.2. The report also provides an update on the current outturn position for Sheffield City Council's revenue budget for 2023/24 at quarter 1.

As with all Local Authorities, the Council faces significant demand and inflationary pressures with 3 particular areas of immediate concern:

1. Demand pressures in Adult Social Care
2. Rising costs in children's placements and home to school transport costs
3. Homelessness – the national issue caused by Government policy on Housing Benefit reimbursement.

2. **Medium Term Financial Analysis 2024/25 to 2027/28**

- 2.1. The purpose of the Medium-Term Financial Analysis ("MTFA") is to provide Members with an early view of the forecast financial position of the Council for the next 4 years, and to set the financial constraints within which the budgeting and business planning process will need to work to achieve a balanced budget position over the medium term.
- 2.2. The last MTFA covering the period 2023/24 to 2026/27 was presented to Strategy and Resources Committee in July 2022. This update provides a full refresh of that report, rolling forward the period covered to 2024/25 to 2027/28. This roll forward includes Directorates updating their estimates of pressures and the impact of the 2023/24 financial position. At this stage, the figures only include a limited number of savings / mitigations and known anticipated additional grant income. Future work to identify additional mitigations /savings will be undertaken in the coming months.
- 2.3. Background context to this analysis is the £18m forecast overspend for 2023/24, covered at paragraphs 7.1 to 8.6.3 below, which also sets out the required actions

to Policy Committees to ensure a balanced budget is set for next year. This current in-year forecast overspend must be urgently managed to avoid the risk that the Council has to look to its available Budget Contingency Reserve (£30m) to balance at year-end. Maintenance of a prudent level of contingency reserves is critical to ensure stability and sustainability for 2024/25 onwards.

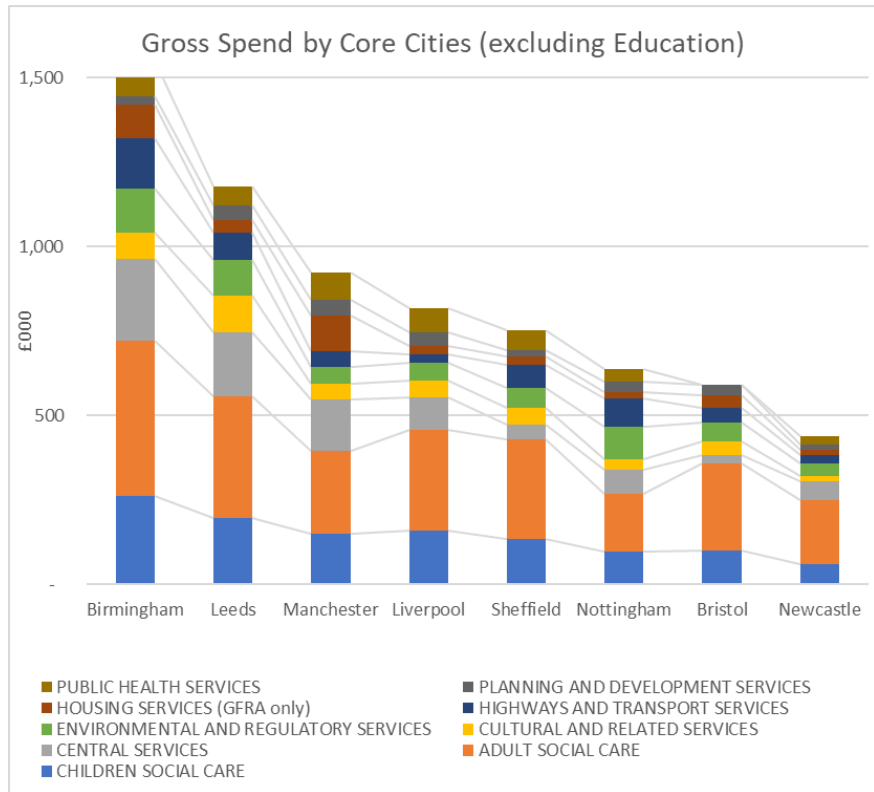
3. **MTFA Background**

3.1. **Sheffield is not the only Core City struggling with financial sustainability.** Due to the magnitude of the 4- year budget gap Sheffield faces, we reviewed the medium-term forecasts for similar councils, these being the Core Cities. Our research highlighted the latest MTFA's for these councils reported budget gaps between £10m and £35m per annum. Our current forecast is an average of £15m per annum.

3.2. **Funding cuts to high need Local authorities during the decade of austerity make it harder to react to inflationary budget pressures.** All Core Cities therefore appear to be struggling with financial sustainability and having to deliver significant savings. This is likely due to the arbitrary Central Government (CG) funding cuts throughout the decade of austerity, which were disproportionately targeted towards high need authorities such as Core Cities. For example, the real terms spend power (the amount of funding a Council has to deliver services) reduction in Sheffield was 29% or £856 per resident, compared to the national average of 20% and £581 per resident. Continuing to lobby Government to equalise the impact of this reduction and implement the Fair Funding review to redistribute funding more equitably, must be a priority.

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

3.3. **SCC's % of gross spend mainly in line with other Core Cities but does highlight a greater proportion spent on Social Care** The first graph below shows gross expenditure across the eight Core Cities. Total funding and gross spend are largely driven by population but also by variables such as deprivation factors in the funding formula. Sheffield has the fifth highest gross expenditure overall despite being the third largest by population, though Birmingham and Leeds are far and away the biggest.



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

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

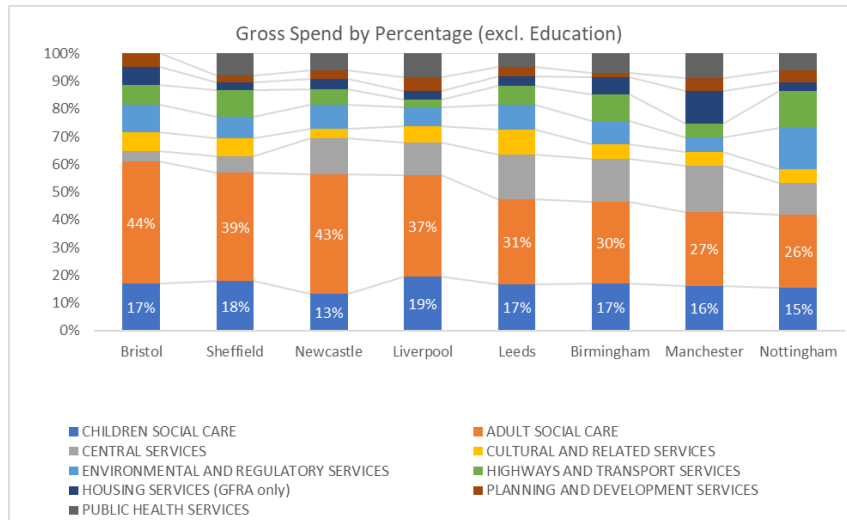
	Liverpool	Manchester	Birmingham	Nottingham	Newcastle	Leeds	Sheffield	Bristol
IMD Score	42.4	40.0	38.1	34.9	29.8	27.3	27.1	26.4

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

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

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

The graph below shows that SCC is broadly in line with the mean distribution of spend. SCC does however, spend 57% of its gross expenditure (excluding Education) on Social Care, which is above the average across the other Core Cities of 51%. This is despite the fact the lower relative deprivation in Sheffield could be expected to drive lower social care costs, particularly across children's services.



4. MTFA Detail

- 4.1. **Our mid case forecast is that the Council faces a budget gap of £61m by 2027/28** Under the mid-case assumptions in Appendix 1, the budget gap grows to **£61m** by 2027/28. The following sections provide the details behind the numbers included in this assessment for the medium-term financial outlook.

£m

	24/25	25/26	26/27	27/28	Total
Central Government Funding (Inc RSG)	(18.3)	(0.9)	(8.9)	(1.0)	(29.1)
Business Rates & Council Tax Income	(25.3)	(16.3)	(14.8)	(15.1)	(71.5)
Corporate Expenditure variations	9.2	2.6	0.2	0.7	12.7
Social Care pressures*	46.4	27.0	24.9	25.4	123.8
Other service pressures*	26.1	10.1	8.1	8.0	52.3
Overall Budget Gap	38.2	22.5	9.4	18.1	88.2
Proposed Savings / Mitigations	(14.4)	(0.2)	0.0	0.0	(14.6)
Anticipated Sales Fees and Charges	(5.6)	(2.2)	(2.2)	(2.3)	(12.4)
Net Gap Still to Find	18.1	20.2	7.2	15.8	61.2

* based on estimate of 26/27 pressures

- 4.2. **Total available resources over the MTFA will be determined by 3 key factors.** The starting point of the MTFA is to establish the overall financial envelope in which services must be delivered. The main factors affecting the amount of resources available to the Council are:
- the level of Government funding provided;
 - its ability to raise income via items such as local taxation and sales fees and charges; and

- the amount of available reserves.

- 4.3. **Limited additional Government funding is assumed over the medium term. Approximately £29m** In February 2023 the Department for Levelling Up, Housing and Communities (DLUHC) approved the 2023/24 settlement for Local Government. Included within the Settlement were some funding and taxation commitments for 2024/25. These included details of Council Tax thresholds and additional funding for social care. Beyond 2024/25 the picture is less clear. However, there is a general acknowledgement that due to fiscal constraints, it is prudent to plan for very little, if any, increase in public sector spending in unprotected services such as Local Authorities over the remaining period of the MTFAs.
- 4.4. **Fair Funding delays and transition arrangements means limited additional funding can be relied upon.** If SCC were to receive any additional funding during the MTFAs period, this would likely be a result of the implementation of the long-awaited Fair Funding review. The Fair Funding formula is the basis for the calculation of a Local Authority's (LA's) needs-based funding. This formula has not been updated since 2013 and is still using data from as long ago as 2011. A review of this formula would result in a reassessment of the financial needs of each Council and a redistribution of funding accordingly. In theory, as a high needs LA, SCC should gain from this reform. However, the review is now unlikely to happen before 2026/27 and will require significant transitional arrangements, to protect those LA's who lose significantly from the new formula. For these reasons, plus a below average growth in population based on the 2021 Census data which will reduce SCC's share of funding, we are forecasting a modest increase of £8m in the medium term due to Fair Funding from April 2026.
- 4.5. **Local taxation is forecast to increase by £72m** The majority of additional resources will come from local taxation over the next 4 years. A total increase of **£72m** for additional Business Rates and Council Tax is forecast over the medium term. Full details of the mid-case assumptions applied can be found in **appendix 1**.
- 4.6. **Only £13m of available reserves remain to support the medium-term planning.** There are limited reserves available to support the medium term planning. During the 2022/23 to 2025/26 MTFAs process, £70m of Reserves were identified to support budget pressures. However, if current in-year overspends are not brought under control only £13m will remain as per the table below.

Reserves Usage	£m
2021/22 Overspend	20
2022/23 Budget Balancing	14
2022/23 Overspend	5

2023/24 Current Overspend	18
Unallocated	13
Total	70

Based on current analysis this will be insufficient to enable a balanced budget to be set for 2024/25 without further mitigations and savings being found.

- 4.7. **Pressures forecast to increase by £189m over the next 4 years.** Corporate expenditure variations and Directorate pressures are forecast to increase by **£189m** over the next 4 years. **£124m** of which is for Social Care costs.

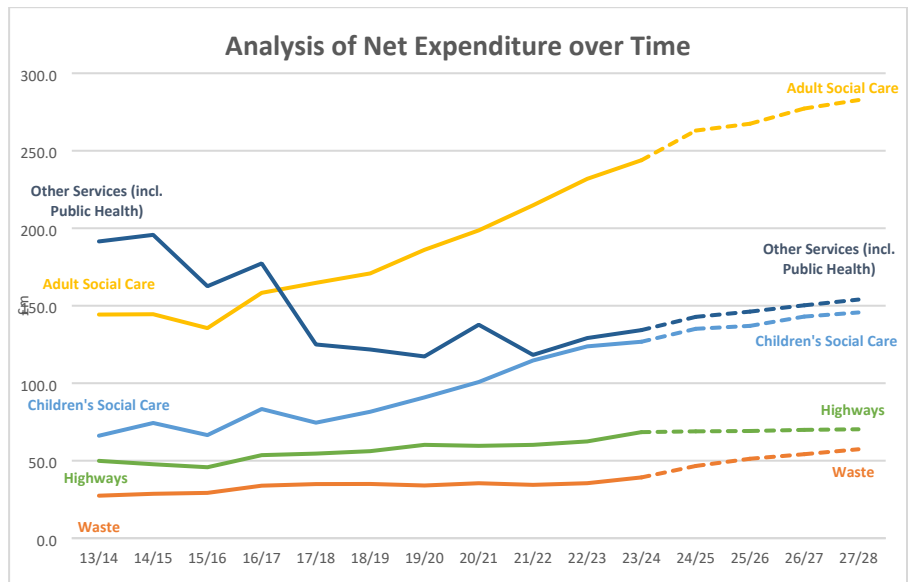
Corporate pressures total **£14m** (over 4 years) and are largely the impact of having to absorb the pressure resulting from costs in relation to the Heart of the City 2 project, planned uplift to the Council Tax Hardship Fund to support those least able to cope with future increases, insufficient Housing Benefit Subsidy from the Department of Work and Pensions towards exempt accommodation costs and a £700k commitment for Local Area Committees (LACs) as part of the 23/24 budget amendments, with a request for permanent funding be reviewed for this activity going forward.

Non Social Care pressures of **£52m** are mainly the result of high inflation on RPI linked large contracts such as highways and waste, significant increase in relation to short stay accommodation to support homelessness prevention, plus forecast pay awards costs. The assumptions applied are set out in Appendices 1.

- 4.8. **Social Care costs are mainly driven by inflation, placement costs and home to school transport** Social Care Pressures at **£124m** are the biggest cause for concern over the medium term and reflect the trend in recent years. As with the other areas of the Council, cost and pay inflation are the major drivers for social care pressures. Adults Social Care services are also forecasting increased pressures as a result of fee uplifts, growth and other demographic changes, plus increased transition costs between children's and adult's care. For Children's Social Care, additional placements cost resulting from rising demand for higher cost services and the need to recruit additional Social Workers, along with a significant increase in home to school transport costs are being anticipated.

- 4.9. **Limited resources remain outside of Social Care, so diverting additional** Our social care costs are rising at an unsustainable rate putting the financial stability of the Council at risk. The rest of the Council cannot support this level of spend. Our flexibility elsewhere is limited because we have already transferred investment from other services to support social care as highlighted in the graph below:

**funds over
MTFA period is
not feasible.**



*Dotted lines indicate estimated net expenditure assuming each committee achieves their savings targets.

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

- 4.10. **Mitigations need to be identified by Committees and should include a review of income.** The main mitigations identified against pressures and included within the MTFA assumptions, are taxation income and grants. Only a limited number of directorate mitigations totalling £4.9m are included at this stage. These and any further savings or mitigations proposed by Directorates will need to be agreed by Committees. Any 2024/25 savings will be used to offset the 'savings target by Committee' identified in this report and required to deliver a balanced budget for next year.

These mitigations should include a full review of increased income targets where applicable. Recovery of additional costs via fees and charges needs to be examined. An increase in applicable fees in line with forecast CPI inflation of 5.4% for September¹, could yield around £5.6m in 2024/25 and is discussed later in the report in relation to balancing next year's budget.

MTFA Summary

- 4.11. **The Mid case shows that significant action will be** The mid case shows the need for the delivery of significant efficiencies across all Directorate's and Committees to avoid unsustainable short to medium-term pressure on the Council's finances.

¹ [Inflation - Office for Budget Responsibility \(obr.uk\)](https://obr.uk/inflation/)

needed to ensure financial sustainability (£61m gap) This task will be made much easier if we are able to agree clear and long-term policy-led priorities, the forthcoming corporate plan is therefore a critical deliverable.
Without firm action, it will be challenging to set a balanced budget for 2025/26 onwards.

Sensitivity Analysis

- 4.12. **Best Case** In contrast, if the Council were able to secure some additional funding from Government, raise additional funding through local taxation, focus its spending on key priorities and constrain pressures, then its financial position becomes more sustainable.
This gap lessens to approximately £21m under more optimistic assumptions This scenario does assume £3m in 2026/27 of additional Central Government support compared to the Mid case.
Full details of the assumption compared to the Mid-case are set out in Appendix 2.
- 4.13. **Worst Case** The failure to constrain service delivery pressures, high inflation continuing into the medium term, a fall in local taxation revenues and the additional Social Care funding provided following delays to Care Charging reforms for 2023/24 and 2024/25 ceasing, would result in the budget gap worsening to £149m by 2027/28.
The gap grows to £149m by 27/28 under pessimistic assumptions It is vital Sheffield mitigates against any of these outcomes that are controllable, including lobbying Government for additional funding via the implementation of Fair Funding and greater clarity around the future of social care funding. This will support a reduced level of saving / service reductions required to set a balanced budget.

5. **Early 2024/25 Budget Assessment**

- 5.1. **Pressures facing the Council are broadly in line with previous years at circa £82m** Based on an early review of the most significant budget pressures facing services for 2024/25, the total savings and / or additional income required to set a balanced budget will be in the region of £82m.
- This review of pressures excludes any non-delivery of 2023/24 BIPS and is based on the continuation of currently agreed policy i.e. any pressures are a result of continuing business as usual activity and not changes to service delivery.
- The level of pressures is greater than those reported in the July 2022 MTFa. It is also worth noting that the 2023/24 figures included a corporate pressure of £14.5m in relation to the decision to stop use of reserves to balance the 2022/23 budget, as recommended in the LGA Corporate Peer Review.
- 5.2. **Anticipated Income and Savings are greater than previous years at £58m** A combination of factors including greater confidence in the funding mechanism from Government, early announcements of grant funding and confirmation of the 2024/25 Council Tax referendum limits, allows for improved income forecasting at this early stage of the process.
- Summary of Income Increases and Savings Identified:

	Income / Savings
	£m
Council Tax Income	-10.8
Social Care Precept	-5.4
RSG	-2.4
Inflation on Business Rate Multiplier	-9.2
Social Care Funding	-15.9
Mitigations and Savings	-14.4
	-58.1

- 5.3. The 2024/25 Council Tax referendum limits were confirmed as part of the 2023/24 Local Government Finance Settlement (LGFS) and allow the Council to increase Council Tax by 2.99% on the Core element and 2% for the Adults Social Care Precept. The assumption in this report is that the full amounts will be taken, as per previous years, and will generate £10.8m and £5.4m respectively. These figures also assume a growth in the tax base. The corporate expenditure variations set out in the MTFa table above include a £0.2m per annum increase to the Council's Hardship Fund aimed at supporting those least able to afford the increase. Alongside this additional funding, the Council will also review its Council Tax

Support (CTS) scheme to ensure support is still targeted in an equitable way towards those who most need it.

- 5.4. Revenue Support Grant (RSG) and Business Rates Income will continue to rise in line with September CPI and will generate £2.4m and £9.2m respectively.
- 5.5. The LGFS also confirmed funding diverted from the delay to the care charging reforms to the Social Care grant will increase by circa £600m nationally for 2024/25. We anticipate SCC will receive approximately £6m of this funding. This will be added to the £9.9m Social Care Contingency to deliver £15.9m of budget support for 2024/25. There is some limited risk around the permanency of this funding which is accounted for within the MTFA.
- 5.6. In addition, £14.4m of savings have been identified to mitigate these pressures and are mainly in relation to core capital financing charges of £9.5m and Adults Health & Social Care investment and Recovery plans of £4.3m.

More details around the corporate assumptions can be found in **Appendix 1**.

- 5.7. **A Sales, Fees and Charges notional target could generate £5.6m towards the budget gap and would help to avoid subsidisation of income generating services.** Another consideration at this stage could be the inclusion of a notional Sales, Fees and Charges (SFC) target in line with September CPI of 5.4%. The aim being to avoid possible subsidies for income generating services. Early indications show approximately £5.6m could be generated via this approach with £4.5m falling to the Adult Health and Social Care Committee (AHSC) in relation to Older Peoples contribution to care and ICB contributions under the S75 agreement.

	Increase @ CPI 5.4% £m
ADULT HEALTH AND SOCIAL CARE	(4.5)
COMMUNITIES, PARKS AND LEISURE	(0.2)
EDUCATION, CHILDREN & FAMILIES	(0.2)
STRATEGY AND RESOURCES	(0.1)
TRANSPORT, REGEN & CLIMATE	(0.1)
WASTE AND STREET SCENE	(0.5)
Grand Total	(5.6)

As part of this review, it will be important to assess the equality impacts of any additional fee increases. Ensuring fee uplifts do not disproportionately affect groups already struggling with the cost-of-living crisis will be a priority, and where identified, the Council will seek to target support at those affected. However, it is vital that where possible and appropriate, sales, fees and charges are increased to generate much needed funds and to avoid taxpayer's subsidisation of the related services.

With the inclusion of a SFC target, the Budget gap currently stands at £18m. This figure is still subject to change but the comparable 2023/24 Budget Gap at this time last year, stood at approx. £43m.

- 5.8. **HRA Budget Gap for 2024/25 currently stands at £2.2m** The same assessment has been undertaken for the Housing Revenue Account (HRA) and results in a £2.2m Budget Gap for 2024/25. Details are set out in the table below and includes the assumption rent rises will be approximately 5% for 2024/25.

	2024/25 £m
Council House Repairs	4.7
Pay Award	3.5
Removal of One-off Property Sale Income	2.0
Total Pressure	10.2
Anticipated Rent Income @ 5%	(8.0)
HRA Budget Gap	2.2

6. Proposed Savings Targets

- 6.1. **General Fund Targets: Equitable application of funds resulting in a deliverable outcome for all Committees** It is proposed to allocate the additional funding available to result in budget targets that feel proportionate and deliverable by Committees. The table below sets out the proposed approach.

The longer term aspiration of developing the MTFA with a greater element of cross council priority led budgeting was also considered but this would require a level of service data and intelligence which is still in development and so this will be considered as part of future phases.

2024/25 Committee	Remaining Income Allocations					Target to Find	Savings Identified	Sales, Fees and Charges Income	New Pressures	Adjusted Target To Find	
	Original Pressures	Pay award Funded	ASC Precept	Social Care Grant	Significant RPIX contracts and Housing Benefits						Other Funding (split based on NRB)
Adult Health & Social Care	27.0	(1.9)	(5.4)	(10.9)		(0.9)	7.8	(4.6)	(4.5)	2.7	1.5
Education, Children & Families	12.4	(2.7)		(5.0)		(0.7)	4.1	0.0	(0.2)	4.4	8.3
Housing General Fund	3.6	(0.4)			(2.5)	(0.0)	0.7	0.0	(0.0)	2.9	3.5
Transport, Regeneration & Climate	1.0	(0.4)				(0.2)	0.5	0.0	(0.1)	(0.1)	0.3
Economic Development & Skills	0.9	(0.2)				(0.1)	0.7	0.0	(0.0)	0.1	0.7
Waste & Street Scene	9.8	(0.6)			(6.4)	(0.4)	2.5	0.0	(0.5)	0.5	2.5
Communities Parks and Leisure	1.5	(1.2)				(0.2)	0.0	0.0	(0.2)	0.5	0.4
Strategy & Resources (Corporate)	9.9	0.0				(3.0)	6.9	(6.2)	0.0	0.0	0.7
Strategy & Resources (Committee)	4.7	(2.7)				(0.8)	0.8	(0.4)	(0.1)	(0.0)	0.3
Total	70.8	(10.0)	(5.4)	(15.9)	(12.7)	(2.9)	23.9	(11.1)	(5.6)	11.0	18.1

- 6.2. This proposal will cover the anticipated 2024/25 pay awards for all Committees.

As aforementioned, the Adult Social Care Precept is applied to the AHSC Committee. In addition, the AHSC receives 69% of the Social Care grant available, with Education, Children & Families committee receiving the rest. This allocation is based on their relative shares of the original social care pressures for 2024/25. This allocation is hoped to cover the majority of demand and cost inflation pressure for these committees.

£7.2m has been allocated towards contract inflation pressures which are out of the control of the relevant committee. Examples include the waste contract, highways and Microsoft licencing. £5.5m has also been set aside to cover the significant increase in Housing Benefit subsidy losses for Exempt Properties (S&R £3m) and £2.5m contribution to support the large increase in Homelessness accommodation costs around housing benefits support.

6.3. The remaining £2.9m is allocated based on the share of NRB.

The new pressures identified in the table and any subsequent additional pressure identified going forward, will simply increase the relevant Committee’s savings target and will not affect the proposed distribution of funding.

A Four-Year View

6.4. **The application of the principles underpinning this approach results in significant budget targets for, but also substantial investment in, Social Care services over the medium term** The table below sets out a four-year view of the budget targets by committee. The methodology followed is the same as above. This view could support discussions around longer-term business planning.

Committee	2024/25	2025/26	2026/27	2027/28	Total
	Target to Find	Target to Find	Target to Find	Target to Find	
Adult Health & Social Care	1.5	12.0	5.1	10.2	28.7
Education, Children & Families	8.3	6.8	2.1	5.2	22.3
Housing General Fund	3.5	0.0	0.0	0.0	3.5
Transport, Regeneration & Climate	0.3	0.7	0.0	0.4	1.3
Economic Development & Skills	0.7	0.1	0.0	0.0	0.8
Waste & Street Scene	2.5	0.1	0.0	0.0	2.6
Communities Parks and Leisure	0.4	0.1	0.0	0.0	0.5
Strategy & Resources (Corporate)	0.7	0.0	0.0	0.0	0.7
Strategy & Resources (Committee)	0.3	0.4	0.0	0.0	0.6
Total	18.1	20.2	7.2	15.729	61.2

Although the total remaining budget gaps for AH&SC and ECF Committees are challenging at £51.1m in total, it is worth noting the committees will see significant investment in their base budgets of £38.8m and £18.9m respectively, as demonstrated in the table below.

Committee	2023/24 NRB	2024/25 NRB	2025/26 NRB	2026/27 NRB	2027/28 NRB
Adult Health & Social Care	142.0	161.1	165.5	175.3	180.8
Education, Children & Families	115.7	124.1	125.9	131.9	134.6
Housing General Fund	5.3	8.2	8.4	8.6	8.8
Transport, Regeneration & Climate	25.4	25.9	26.1	26.8	27.2
Economic Development & Skills	8.2	8.5	8.6	8.8	8.9
Waste & Street Scene	64.4	71.8	76.4	79.4	82.6
Communities Parks and Leisure	35.5	36.9	37.9	38.8	39.7
Strategy & Resources (Corporate)	0.0	0.0	0.0	0.0	0.0
Strategy & Resources (Committee)	63.5	67.4	69.6	72.3	74.7
Total	460.0	503.9	518.4	542.0	557.4

7. 2023-24 Q1 Financial Position by Directorate

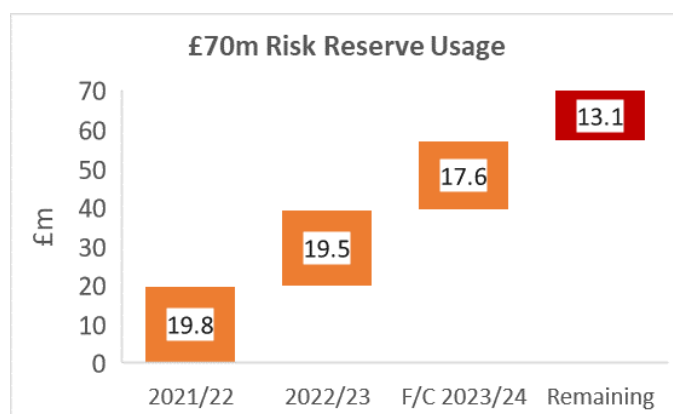
7.1. At the end of the first quarter of 2023-24, the Council's revenue budget shows a forecast overspend of £17.6m.

Full Year £m	Outturn	Budget	Variance
Neighbourhood Services	138.2	135.0	3.2
Adults	138.3	134.8	3.5
Children's	124.0	115.3	8.7
Strategic Support	52.4	47.7	4.7
City Futures	44.0	43.4	0.6
Public Health & Integrated Commissioning	10.7	10.9	(0.2)
Corporate	(490.1)	(487.1)	(3.0)
Total	17.6	(0.0)	17.6

7.2. This overspend is due to a combination of agreed Budget Improvement Plans ("BIPs") forecast to not fully deliver within the year. There are underlying cost and demand pressures faced by services that are partially offset by one-off items. These "one-offs" consist of grant income, draws from specific reserves or provisions and income from Central Government or external sources.

Full Year Variance £m	One-off	BIPs	Trend	Total Variance
Neighbourhood Services	(4.1)	2.5	4.8	3.2
Adults	(9.9)	3.9	9.5	3.5
Children's	(3.9)	3.7	8.9	8.7
Strategic Support	0.0	0.0	4.7	4.7
City Futures	0.0	0.4	0.2	0.6
Public Health & Integrated Commissioning	0.0	0.0	(0.2)	(0.2)
Corporate	0.0	0.0	(3.0)	(3.0)
Total	(17.9)	10.6	25.0	17.6

7.3. In 2021/22, the Council set aside £70m of reserves to manage the financial risks associated with delivering a balanced budget position. Overspends against budgets in 2021/22 and 2022/23 have meant we have drawn almost £40m from this reserve already leaving just over £30m to manage any future budget deficits. If we overspent by £17.6m as this current forecast outturn position suggests, just £13m would be left.



8. **2023-24 Q1 Financial Position by Committee**

- 8.1. The major budget risk areas are in Education, Childrens & Families committee budgets, Adult Health & Social Care Housing and Strategy and Resources budgets.

Full Year £m	Outturn	Budget	Variance
Adult Health & Social Care	146.9	143.7	3.2
Education, Children & Families	124.7	115.8	8.9
Housing	10.2	7.0	3.2
Transport, Regeneration & Climate	39.6	40.0	(0.4)
Economic Development & Skills	9.5	9.4	0.1
Waste & Street Scene	63.5	64.2	(0.8)
Communities Parks and Leisure	41.7	41.3	0.3
Strategy & Resources	(418.4)	(421.5)	3.1
Total	17.6	(0.0)	17.6

- 8.2. In 22/23, the Council's forecast overspend improved by over £14m from the first quarter's forecasts to final outturn. This was mainly due to additional income received rather than underlying improvements in budgets and cost reductions. A big contributor to this was the Government's £500m discharge fund announced in November 2022, the sustainability of this income source and other mitigations seen last financial year is still unclear and cannot be relied upon.

Many underlying budget issues in social care services still remain and this is reflected in the current forecast position.

- 8.3. Most of the overspend is due to underlying cost and demand pressures in services. We estimate that £25m is embedded in the baseline costs but is somewhat mitigated by one-off income:

Full Year Variance £m	One-off	BIPs	Trend	Total Variance
Adult Health & Social Care	(9.9)	3.9	9.1	3.2
Education, Children & Families	(3.9)	3.7	9.1	8.9
Housing	(1.7)	0.2	4.7	3.2
Transport, Regeneration & Climate	0.0	0.1	(0.5)	(0.4)
Economic Development & Skills	0.0	0.0	0.1	0.1
Waste & Street Scene	(0.5)	0.2	(0.4)	(0.8)
Communities Parks and Leisure	0.0	0.2	0.2	0.3
Strategy & Resources	(1.8)	2.2	2.7	3.1
Total	(17.9)	10.6	25.0	17.6

- 8.4. Balancing the General Fund 2023/24 budget was possible because the Council identified £47.7m of savings:

General Fund Budget Improvement Plans (in £m)

Committee	Total Savings	Financial Savings Deliverable in Year	In Year Gap	Financial Savings Deliverable Next Year (Slippage)	Undeliverable Savings
Adult Health & Social Care	31.6	27.6	3.9	2.3	1.6
Communities, Parks & Leisure	2.0	1.9	0.2		0.2
Economic Development & Skills	0.5	0.5	0.0		0.0
Education, Children & Families	6.9	3.2	3.7	0.3	3.4
Housing	0.6	0.5	0.2		0.2
Strategy & Resources	4.1	1.9	2.2	2.2	0.1
Transport, Regen & Climate	0.8	0.7	0.1		0.1
Waste & Street Scene	1.1	0.9	0.2		0.2
Total	47.7	37.1	10.6	4.8	5.7

The current forecasts show £10.6m savings plans are undeliverable this year. This represents a delivery rate of 78% against target. In 22/23, less than 65% of savings targets were delivered. Whilst we are improving upon overall delivery performance, we are still falling short of targets meaning further draws could be required from our reserves to meet these overspends if they are not managed and mitigated. Delivering in year budgets must be a key focus for all services for the Council to retain financial stability.

- 8.5. Whilst inflation is beginning to fall, costs incurred will not just disappear from budgets overnight and are now embedded in our cost base. There is an increased demand for services alongside cost pressures in social care, home to school transport and homelessness services.

8.6. Key Committee Overspends

- 8.6.1. **Adult Health and Social Care are forecast to overspend by £3.2m** The high cost of packages of care put in place during covid has increased our baseline costs and this carries into 23/24. A huge amount of work has been done as part of an investment plan to tackle the underlying issues. One off funding has mitigated the position this year leaving a £0.7m overspend in the purchasing budgets. Work continues on the package reviews to reduce the baseline costs for the future. Recovery work is underway including establishment of Task & Finish groups and the development of business cases around invest to saves including focus on enablement, day services, reviewing high cost 1 to 1 support and maximising income.
- The main area of overspend in the service now sits in staffing budgets. Service improvements in the Short -Term Intervention Team (STIT) are underway to deliver a stable position.

8.6.2. **Education, Children and Families are forecast to overspend by £8.9m** The key overspends in the service relate to placements with external residential placements a particular issue which are forecast to exceed the previous years costs by £4.8m. This sits alongside undelivered targets from the previous year of £2m. The average placement is £5,400 per week. However due to a limited number of places in the city, the most complex placements can cost a great deal more. Actions are being taken to ensure that the right costs for placements are being met by all elements including education and where possible health. High cost placements are also being reviewed.

The savings proposal for £1.6m to increase fostering placements this year is also forecast to not be delivered. Marketing is taking place but our number of foster carers remains static. Nationally this has been an issue since the pandemic as older foster carers decided to exit the market and there is not the like for like recruitment to new foster carers.

Further demand in home to school transport costs are forecast to create a £3m overspend against budgets this year. This has the potential to increase as well in October when we know exactly how many children require transportation to school. An overarching review of this area will commence in 2024.

8.6.3. **Homelessness support in temporary and exempt accommodation is forecast to cost the Council £8.4m** The Government does not fully subsidise all housing benefit payments made by the Council even though it sets the rules that determine the amount the Council has to pay. In 2022/23, the Council incurred a loss of £5.9m as a result of the legislation relating to temporary homelessness and supported accommodation. The Council is essentially bridging the gap between the amount the accommodation costs to procure and the amount we are able to recover via housing benefits.

In 2023-24, this is forecast to cost the Council £4.9m for temporary accommodation and £3.5m for supported accommodation. The shortfalls are split between the Housing General Fund and Strategy and Resources budgets respectively.

8.7. **The Budget Implementation Group**

8.7.1. **A subgroup has been set up to drive improvements in Budget delivery** A senior officer working group has been established to help drive delivery of the budget. The purpose of the Budget Improvement Group (BIG) is to improve the delivery of the Council's annual Revenue Budget (both General Fund and Housing Revenue Account) and in particular the delivery of the Budget Improvement Plans (BIPs). It will look to facilitate Council wide learning. The group is jointly chaired by the Director of Finance and Commercial Services and the Chief Operating Officer. The group has a nominated core member from each Directorate: Adults,

Children's, City Futures, Neighbourhoods and Strategic Support Services.

8.8. **Transformation Funding**

- 8.9. **We identified £4m to support transformation activity** As part of the 2023-24, the Council identified a £4m fund that would be used to support programmes of change in the organisation, expedite the delivery of savings plans or support where delivery of savings has become "stuck". The "BIG" group has provided advice, challenge, and recommendations for allocation of the transformation funding to the Council's Performance and Delivery Board.

In August 2023, the Performance & Delivery board approved bids to support delivery of programmes in Adult Social Care, Housing, Children's services, ICT, HR, and Organisational Strategy to build upon the Future Sheffield programme. These key projects will help stabilise the organisation and bring budgets back to a steady footing for the future. Each programme of work will be monitored and progress reported to the Council's Performance & Delivery board to ensure activity remains on track. Overall performance will be reported to S&R Committee and Finance Committee as part of the in-year budget monitoring, with relevant Policy Committees overseeing progress on programmes in their areas.

9. 2023-24 Q1 Strategy & Resources Committee Financial Position

9.1. The Strategy and Resources Committee budget is forecast to overspend by £3.1m

Full Year £m	Outturn	Budget	Variance
Housing Benefit	3.7	0.2	3.5
Regeneration And Development (Property)	(3.9)	(4.9)	1.0
Organisational Strategy P & D	4.8	4.3	0.4
Human Resources	6.3	5.9	0.5
General Counsel	3.1	2.6	0.5
Operational Services (Customer Services; Facilities Management; Transport)	20.5	20.1	0.4
Policy & Democratic Engagement	6.1	5.7	0.3
Digital Innovation & ICT	15.2	15.2	(0.0)
Finance & Commercial Services	19.1	19.1	0.1
Central Costs	(5.1)	(4.9)	(0.2)
Public Health (Public Health Dph)	(0.1)	(0.1)	(0.0)
Other Central Costs - Capita	0.0	0.0	0.0
Corporate Transactions	(515.2)	(515.2)	0.0
Community Services (Local Area Committees)	2.9	2.9	(0.0)
Resources Management& Planning	0.3	0.3	(0.0)
Contract Rebates & Discounts	(1.0)	(0.7)	(0.3)
Consolidated Loans Fund	25.1	28.1	(3.0)
Total	(418)	(421)	3.1

9.2. **An increase in demand for Supported Accommodation & Housing Benefit Regulations have created a budget problem for the Council**

Exempt accommodation is defined in the Housing Benefit regulations as being accommodation provided by a Council, a Housing Association, a registered Charity, or a voluntary organisation where care or support or supervision is provided by the landlord or is provided on behalf of the landlord.

Where exempt accommodation is provided by a *Housing Association*, the subsidy rules mean that the Council receives 100% in subsidy in respect of the awards of Housing Benefit that are paid. Where exempt accommodation is provided by a *voluntary organisation or a registered charity* (but not by a Housing Association), the subsidy rules mean that the Council does not receive 100% in subsidy in respect of the awards of Housing Benefit that are paid.

The Housing Independence Service completed an exercise a few years ago with short term service providers who were not registered social landlords to encourage them to register themselves or partnered them with existing social landlords to act as the official landlord for the service they were providing. Completing a similar exercise with long-term providers and Adult Care commissioners will help relieve future pressures on Council budgets.

HOW DOES THIS DECISION CONTRIBUTE?

10. This report sets out the current revenue forecast position for 2023-24 and an early view of the medium-term financial position to support Council wide strategic planning to ensure long term sustainability.

HAS THERE BEEN ANY CONSULTATION?

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

12. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

Equality Implications

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

Financial and Commercial Implications

- 12.2. The primary purpose of this report is to provide Members with information on the City Council's revenue budget position for 2023/24 and the medium term financial position.

Legal Implications

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

Climate Implications

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

Other Implications

- 12.7. No direct implication

ALTERNATIVE OPTIONS CONSIDERED

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

6. REASONS FOR RECOMMENDATIONS

The recommendations in this report will formally record the changes to the revenue budget and ensure that the Council has a robust budget process for 2024/25 and that each Policy Committee undertakes any work required to balance their 2024/25 budget.

Appendix 1 – Underlying 4 -Year MTFA Assumptions

Key Assumptions / Scenario - Mid Case

Income Variations

RSG and Fair Funding

In recent years RSG funding has risen in line with CPI which is currently running at around 7%, we have assumed this figure to be closer to 5.4% by September which will be the month used for 2024/25 funding. For the remaining years of the MTFA we are assuming increases will be capped at 2% in line with the inflation target and as a result of limited additional funding being available for Local Government. We are prudently assuming SCC is a small gainer from the long-awaited Fair Funding reforms when all elements are factored in. There is no certainty if or when these reforms will happen, with 2026/27 the earliest realistic date.

Social Care funding

SCC are expecting a minimum £6m increase in 2024/25 from the delayed social care reforms, as part of the £600m extra announced nationally in the 2023/24 Local Government Finance Settlement. This funding will be added to the £9.9m 2023/24 contingency funding to provide £15.9m of support for Social Care Activity in 2024/25. Our assumption is this funding will continue and will not be required for the Social Care Charging Reforms if ever implemented.

Business rates

We have assumed the Business Rates multiplier will be frozen with compensation paid to Local Authorities in line with CPI. This is estimated to be 5.4% for 2024/25. 3% for 2025/26 and 2% thereafter.

Business ratepayers can seek an alteration to the rateable value of a property by appealing to the VOA. However, because of the large volume of appeals, decisions by the VOA can take several years. A prudent provision has been taken for the appeals and as such this should not impact on the MTFA.

There are a number of reliefs against business rates liability, including small business rates relief, charitable relief, and deductions for empty properties and partly occupied premises. The total value of these reliefs and deductions was £76.5m for 2023/24.

Council tax

A planning assumption of a 2.99% for 2024/25 and 2% per annum rise thereafter in Core Council Tax. The 2.99% allowance for 2024/25 was announced as part of the 2023/24 LGFS.

Social Care Precept is forecast to rise by 2% for 2024/25 and 1% per annum rise from 2025/25 to 2027/28, although the actual levels will be set by members each year. The 2% allowance for 2024/25 was announced as part of the 2023/24 LGFS.

The tax base for Sheffield is forecast to continue growing and provides us with enough confidence to forecast an increase of 1,500 new Band D equivalent properties for 2024/25 onwards.

We are assuming that the number of properties claiming discounts, reliefs and/or the Local Council Tax Support Schemes, will increase in the short term due to the cost of living crisis, but they will recover during the MTFA period. Any reductions in income as a result of the above schemes or due to

properties falling into arrears, will be managed via the collection fund and associated reserves.

Local Council Tax Support Scheme stays the same. The current CTSS in Sheffield which was introduced in 2013 requires council tax payers of working age to pay a minimum of 23% of their council tax bills. For financial planning purposes, it has been assumed that the scheme will not be altered in a way that will reduce income in the medium term. However, this will be an issue for Members to consider alongside the savings proposals for 2024/25 onwards.

Collection Fund surplus/ deficit	The Collection Fund is more unpredictable than ever as we come out of the Covid pandemic and into a cost of living crisis. However, any gains or losses are expected to be smoothed through the use of the Collection Fund reserve and so are not anticipated to affect the MTFs.
Specific grants	No additional specific grants are forecast.
Public Health	The public health grant will remain at 2023/24 levels for the period of MTFs.
Minimum assumed Sales, Fees and Charges	The MTFs assume all eligible sales, fees and charges will increase by a minimum of CPI inflation over the period.

Expenditure Variations

Pay inflation	4% per annum for 2024/25 and 3% thereafter, to be funded via corporate income.
Pension Contributions	Due to healthy returns on investment over recent years and the fund now being in an overall surplus position, we anticipate no increases in contributions for the MTFs period.
Contract Inflation	The Council investment in significant contracts such as Waste, Streets Ahead, ICT and the care sector are forecast to rise in line with RPI inflation estimates. These are current assumed at 7% for 2024/25 costs, 4% for 2025/26 and 3% thereafter.
Council Tax Hardship Fund	Hardship Fund increases by £0.2m per annum.
Capital Financing Costs including Heart of the City	Over the MTFs period, the Capital Financing budget will fluctuate, reflecting significant developments in the Heart of the City project as phases are completed and disposed of. These costs are partly offset by the additional rental and business rates income the scheme is anticipated to generate. The forecast reflects the current plan to sell the blocks developed. If disposal is delayed and blocks are retained, financing costs will increase but should be offset by additional rental income.
Directorate pressure	Are the best estimates of the future costs in relation to demand for services, contract inflation cost pressures and national pay awards.
Savings / Mitigations	There is limited savings (£4.9m) included at this stage with additional savings for Committees to identify and agree before inclusion in the MTFs update later this year

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

Area	Mid Case	Best Case	Worst Case
Business Rates Income	Assume multiplier at September CPI of 5.4% 2024/25, then 3% in 2025/26 and then reduces to target 2%.	Same as the Mid Case but assumes a £0.5m increase in business rates growth	Assume multiplier capped at 3% 2024/25, then 3% in 2025/26 and then reduces to target 2%.
Council Tax Income	1500 new Band D properties per year. Assume a 2.99% rise in Council Tax bills for 2024/25 and 1.99% thereafter. Assume a 2% rise in Social Care Precept for 2024/25 and 1% thereafter.	1500 new Band D properties per year. A 2.99% rise in Council Tax bills for 2024/25 and 1.99% thereafter. Assume a 2% rise in Social Care Precept for all years.	1300 new Band D properties per year. Assume a 2.99% rise in Council Tax bills for 2024/25 and 1.99% thereafter. Assume a 2% rise in Social Care Precept for 2024/25 and 0% thereafter.
RSG / Fair Funding	RSG to increase by September CPI of 5.4% 2024/25, then reduces to target 2%. Fair Funding delayed till 26/27. Based on 2021 census data SCC could suffer approx. £9.8m loss. However, gains from other elements of Fair Funding should result in overall £8m increase.	RSG the same as the Mid Case. Fair Funding Review results in additional funding for SCC of £3m for 2026/27.	Assume RSG capped at 2% in 2024/25 and cash flat settlement thereafter. Fair Funding doesn't happen.
Social Care Funding	Assume £15.9m increase in 2024/25 from delayed Social Care Charging reforms, as announced in 2023/24 LGFS (£600m nationally extra for 2024/25).	Same as the Mid Case	Assumes reversal to Care Charging funding reforms from Oct 2025.
Heart of the City	£0.5m additional rental and NNDR income over the MTFA period.	Same as the Mid Case	£3.3m reduction in income as a result of delayed lettings on completed blocks prior to sale.

Contract Inflation	The Council investment in significant contracts such as Waste, Streets Ahead, ICT and the care sector are forecast to rise in line with RPI inflation estimates. These are current assumed at 7% for 2024/25 costs, 4% for 2025/26 and 3% thereafter.	RPI at 5% for 24/25, 3% for 25/26 and 2% for 26/27 & 27/28.	RPI at 8% for 24/25, 6% for 25/26 and 5% for 26/27 & 27/28.
Pay Award	Assumed at 4% for 2024/25 and 3% thereafter.	Assumed at 4% for 2024/25 and 3% for 2025/26 and 2% thereafter.	Assumed at 6% for 2024/25 and 4% thereafter.
Directorate Pressures (excluding contract inflation)	As forecast for each directorate	Major non-inflation pressures are the same as the Mid case	Major non-inflation pressures are forecast to increase by £10m above the Mid case assumptions

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PART A - Initial Impact Assessment

Proposal Name: Medium Term Financial Analysis and Committee Budget Recommendations

EIA ID: 2312

EIA Author: Philip Gregory (FINANCE)

Proposal Outline: This report sets out the medium term financial position for the Council and proposes how individual Policy Committee budget targets for 2024/25 are set. It covers overarching analysis rather than specific proposals and there is therefore limited equality impact identified. However, the EIA will be reviewed and developed as required.

Proposal Type: Non-Budget

Year Of Proposal: 23/24

Lead Director for proposal: Philip Gregory (FINANCE)

Service Area: Finance and Commercial Services

EIA Start Date: 01/04/2024

Lead Equality Objective:

Equality Lead Officer: Adele Robinson

Decision Type

Committees:

Policy Committees

- Strategy & Resources

Portfolio**Primary Portfolio:**

Strategic Support Services

EIA is cross portfolio:

Yes

All

EIA is joint with another organisation:

No

Overview of Impact**Overview Summary:**

This report sets out the medium term financial position for the Council and proposes how individual Policy Committee budget targets for 2024/25 are set. It includes planning assumptions relating to core Council Tax increases of 2.99% for 2024/25 (and 2% each year after), and Adult Social Care Precept increases of 2% for 2024/25 (and 1% each year after). Both of these would have potential direct or indirect impacts, principally with regards to Poverty & Financial Inclusion and Disability. Fuller equalities analysis would be required pending the development and confirmation of these. The report notes that individual Committees will use equality impact assessments as a basis for the development of their budget proposals, which is SCC's established practice.

Impacted characteristics:**Consultation and other engagement**

Does the proposal have a cumulative impact: No

Impact areas:

Initial Sign-Off

Full impact assessment required: No

Review Date: 24/08/2023

Action Plan & Supporting Evidence

Outline of action plan:

Action plan evidence:

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures:

Outline of impact and risks:

Review Date

Review Date: 24/08/2023



Report to Policy Committee

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

Tel: 0114 2735621

Report of: *Ajman Ali*

Report to: *Strategy & Resources Committee*

Date of Decision: *(7th September 2023)*

Subject: *Air-Conditioning and Air-Handling Service Commission*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? <i>2134</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 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:

This report sets out its statutory duties to maintain and inspect air conditioning and air handling equipment.

This report goes on to explain how the services have been delivered to date and the importance of service continuity.

This report will then justify the commissioning of an external service provider to service, maintain and inspect air conditioning and air handling equipment.

Recommendations:

That the Strategy & Resources Committee approves the commission of an external service provider to deliver the servicing, inspection, and maintenance of air-conditioning and air-handling equipment, with an estimated value of £390,000, for a period of 3 years, as set out in this report.

Background Papers:

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

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Holly Nicholl
		Legal: <i>Richard Marik</i>
		Equalities & Consultation: Louise Nunn
		Climate: N/A
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Ajman Ali</i>
3	Committee Chair consulted:	<i>Tom Hunt</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>Jason Peck</i>	Job Title: <i>Contract Manager</i>
	Date: <i>14 August 2023</i>	

1. PROPOSAL

- 1.1 This report details the proposal to commission of an external provider for the service, inspection, and maintenance of air-conditioning and air-handling equipment, with an estimated value of £390,000 for a period of 3 years.
- 1.2 Operational Services has a reliance on external providers to deliver specialist goods and services that cannot be delivered by in-house staff as well as providing additional resource to help manage fluctuating workloads in some key areas.
- 1.3 To meet this responsibility, the service must engage a flexible and sustainable supply chain to help support the in-house delivery, thereby ensuring compliance with numerous areas of legislation, keeping building users safe, maintaining service delivery and future proofing the estate.
- 1.4 The proposal is to commission the statutory compliance testing and maintenance services in respect of Air Conditioning and Air Handling Units for Sheffield City Council (the Council) for use in the main by the Corporate Statutory Servicing & Repairs Service (CSSR). Other Council departments may also occasionally use the contractor appointed for any or all the services covered. All requirements will be captured in the contract.

Background

- 1.5 Legislation and Guidance on the management of air conditioning systems is contained within the Energy Performance of Buildings (England and Wales) 2012 Regulations as amended 2020 and the Fluorinated Greenhouse Gas Regulations.
- 1.6 In addition to scheduled maintenance, regular inspections must be undertaken on all air conditioning systems with an effective output of more than 12kW as defined in the Chartered Institution of Building Services Engineers (CIBSE), 'TM44: Inspection of air conditioning systems: a guide to EPBD compliance'. These inspections must be undertaken by an accredited air conditioning energy assessor. The purpose of the air conditioning inspection report is to ensure that the building owner or manager is provided with information regarding the efficiency of the air conditioning systems that they control, together with advice on how to improve the energy efficiency of the system, to identify opportunities to save energy and carbon and to reduce operating costs.
- 1.7 The CSSR team are responsible for statutory legal and compliance requirements, health & safety, and upkeep requirements across all buildings within the corporate estate. This responsibility involves

ensuring statutory compliance in various areas relating to building safety. UK health and safety legislation places a clear responsibility on the Council to manage health and safety risks within its buildings. Breaches of health and safety legislation are an offence that can lead to criminal prosecution. Where possible statutory compliance works are undertaken in-house by Council staff, but in areas where we lack the required technical competence or experience the services are contracted out to specialist external contractors.

- 1.8 Regular maintenance and inspection of air conditioning and air handling systems is essential to ensure that they continue to operate efficiently and safely. Failure to maintain systems regularly and to a specific standard can lead to increased risk of catastrophic failure and high repair or replacement costs. Air conditioning and air handling systems have a number of moving parts (i.e., fans) which require regular inspections to ensure they are operating freely and without obstruction. Build-up of debris and contaminants within systems can present a risk of fire in addition to the proliferation of air borne diseases. Some of the Councils strategic IT infrastructure is protected by Air Handling/Air Conditioning units and a failure in this context could have severe Council wide impact.
- 1.9 The commission also covers the maintenance of refrigeration systems (i.e. Medico Legal Mortuary) which must be maintained to ensure they work as designed and maintain the required low temperatures to prevent microbial growth.
- 1.10 There are over 800 individual items of plant located throughout the Corporate and School estates that require servicing and maintenance under this service. The service will include the service and maintenance of air conditioning and air handling units located in 68 Sheffield schools (48 Maintained and 20 Academies) that subscribe to the Service to Schools package.
- 1.11 This arrangement along with several other statutory compliance related services are offered to Sheffield Schools, they opt into these services and have assured on service levels, a programme that meets their full compliance requirement and the benefit of cost based on a much larger estate compared to a bought in cost for one school through economies of scale. This is a fully managed service provided by Corporate Repairs and Maintenance Service and costs are fully covered by the individual schools for this service.

Commission

- 1.12 The Air-conditioning service and maintenance are currently being provided by Mattair and this arrangement shall expire at the end of March 2024

- 1.13 It is therefore proposed that the Council commission an external provider to deliver the services for a period of 3 years, for an estimated value of £390,000, in order to ensure service continuity.
- 1.14 The commissioned services will cover all the required services currently being undertaken which are detailed below:
- Inspect Service and Maintain Air Conditioning Units including commercial cleaning, drainage and filter replacements at manufacturer recommended intervals.
 - TM44 Inspections (see paragraph 1.6)
 - Inspect, Service and Maintain Commercial refrigeration installations such as those located at the Medico Legal Service.
 - Inspect and clean Commercial ventilation systems associated with Air Handling in specific high use areas such as the Markets
- 1.15 The suitable contractors will work in line with the Council's overarching client specifications, site-specific operating instructions, and our robust health & safety requirements.

2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 Strong economy

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

2.2 Better health and wellbeing

Continued statutory inspections of air-conditioning and air-handling units will help ensure their safe operation and consequently the safety and wellbeing of users of this equipment.

2.3 Thriving neighbourhoods and communities

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

2.4 Tackling inequalities

The Council's properties are available to all. Ensuring their safe operation means they continue to be so.

3. HAS THERE BEEN ANY CONSULTATION?

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

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. It will ensure transport services for children with special educational needs is maintained.

4.2 Financial and Commercial Implications

- 4.2.1 All the proposed contracts are within existing budgets and will commit the Council to a spending figure of £390,000. Forecast spend figures are based on the future projection of spend based on historical spend data. The spend is to be monitored within existing budgets.

4.3 Legal Implications

- 4.3.1 Air-conditioning inspections must be undertaken on air-conditioning systems with an effective rated output of more than 12kW in accordance with Part 5 of the Energy Performance of Buildings (England and Wales) Regulations 2012 (as amended by the Energy Performance of Buildings (England and Wales) (Amendment) Regulations 2020). Inspections should align to the Chartered Institute of Building Service Engineers TM44 Guidelines and systems must be regularly inspected by an accredited energy assessor. The inspections must be no more than five years apart.
- 4.3.2 As an employer, the Council has a duty to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all its employees under the Health and Safety at Work etc. Act 1974.
- 4.3.3 As an employer, the Council also has a duty to conduct its undertaking in such a way as to ensure, so far as is reasonably practicable, that persons not in its employment who may be affected thereby are not thereby exposed to risks to their health or safety under the Health and Safety at Work etc. Act 1974.
- 4.3.4 The proposed commission of the services will go some way to ensuring that the Council meets this duty.

4.3.5 The contracting arrangements in this report are facilitated by the Local Government (Contracts) Act 1997.

4.3.6 The proposed arrangement with schools and academies under the Services to Schools package are permitted under the Local Authorities (Goods and Services) Act 1970.

4.4 Climate Implications

4.4.1 A Climate Impact Assessment has been completed and the overall impact of this procurement is neutral. The assessment of potential contractor's bids for the contract will be assessed with regards to their sustainability credentials and their overall policy with regards to managing the environmental impact of their activities.

4.5 Other Implications

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

4.5.1 *None*

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 *Do nothing* – this is not an option as the Council has the ongoing requirement and legal responsibility to safely manage equipment within our properties. The current contract for this service is due to expire at the end of March 2024.

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

5.3 *Further extend existing contracts* – this is not an option. As ever, Council must adhere to the Public Contract Regulations (2015) thus further variations (value and duration) are not deemed easily reconcilable with the provisions set out within PCR.

6. REASONS FOR RECOMMENDATIONS

6.1 *Preferred option* – to commission the service 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 equipment within our properties.

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Report to Policy Committee

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

Tel: 0114 2735621

Report of: *Ajman Ali*

Report to: *Strategy & Resources Committee*

Date of Decision: *(7th September 2023)*

Subject: *Commission of Security Guarding and Keyholding services*

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? 2099				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
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 will seek approval to commission security guarding and keyholding services from an external provider.

This report will set out the background to the service and explain why this service cannot be delivered in-house.

The report will then describe how the service is currently being delivered and go on to set out the type of service desired for the commission.

Recommendations:

That the Strategy & Resources Committee approves the commission of security guarding and keyholding services from an external provider, for a period of up to 4 years and with an estimated value of £7,600,000, as set out in this report.

Background Papers:

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

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Holly Nicholl
		Legal: Richard Marik
		Equalities & Consultation: Louise Nunn
		Climate: N/A
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Ajman Ali</i>
3	Committee Chair consulted:	<i>Tom Hunt</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>Jason Peck</i>	Job Title: <i>Contract Manager</i>
	Date: <i>14 August 2023</i>	

1. PROPOSAL

- 1.1 It is proposed that the Council commission the security guarding and keyholding services from an external provider, for a period of up to 4 years and with an estimated value of £7,600,000.

Background

- 1.2 Operational Services and the Council in general has a reliance on external providers to deliver specialist goods and services that cannot be delivered by in-house staff as well as providing additional resource to help manage fluctuating workloads in some key areas. The Security contract is an example of where we require an external service provider to provide operational functions which we have neither the capacity or skills to be able to deliver ourselves.
- 1.3 To meet this responsibility, the service must engage a flexible and sustainable supply chain to help support the in-house delivery, thereby ensuring compliance with numerous areas of legislation, keeping building users safe and maintaining service delivery.

Current Position

- 1.4 The incumbent provider for security guarding to the Council is Shield Security. They have held the contract since the 1st January 2020 with the current contract due to expire at the end of 31st January 2024. There is no opportunity to extend the current contract beyond this date. The contract with Shield covers the whole of the Council's estate and includes static and mobile security guarding services, key holding, call out services and the opening and closing of sites.
- 1.5 Shield Security provide static guards at several sites throughout the council's estate including older peoples independent living sites, Moorfoot, Town Hall, Cornhill Towers, Staniforth Road depot and Manor Lane depot. They also provide ad-hoc mobile patrols, the opening and closing of a number of sites when required as well as providing a response to out of hours alarm activations.
- 1.6 Site alarms are monitored by the Town Hall Control Room and in the event of an alarm activation the Control Room contact Shield Security who send an operative to investigate the cause of the alarm. On arrival at the site the security operative will undertake a building check to look for any signs of a break-in such as broken windows or doors forced open, they will then liaise with the Control Room advising of the situation which could involve calling the police for a confirmed break-in or simply resetting the alarm in the case of a false activation.

- 1.7 Whilst there is a constant body of work for static security guards the requirements of the Council vary according to numerous factors and the contractor will be called upon to provide services at short notice. Service is provided 24 hours a day 7 days a week, 365 days a year including bank holidays.
- 1.8 As an illustration of the services provided under this contract a breakdown is below. The figures are indicative and do vary over time.
1. Sites with static guards – 13.
 2. Sites requiring opening and closing – 19.
 3. Sites covered by mobile patrols – 2.
 4. Sites that require out of hours keyholding – 92.
 5. Out of hours response call outs - 332 per year
- 1.9 The security guarding contract is managed by the Facilities Management Service. Regular monthly meetings are held with the contractor to ensure performance targets are being met and any issues are systematically dealt with and recorded via the minuted monthly meetings.
- 1.10 Security guarding services are available to all Services within the Council to call on as and when required. Costs for security are met by the Service receiving the security services. Whilst the contract is available to all council Services spend on the contract is monitored by the Facilities Management team ensuring applicable contractual rates are applied to all workstreams and providing transparency on overall spend on the contract. This performance management regime will continue under the new contract.

Security Service Requirements

- 1.11 The Council requires a professional and reliable security guarding and keyholding service and the tender process will require interested companies to ensure that all security officers and other personnel involved in the security operation must have been subjected to the appointment procedure as specified in BS 7858:2006 or equivalent standard.
- 1.12 All security officers must be trained in accordance with BS 7499:2002-part 1 appendix A or equivalent standard and will be licensed with the SIA (Security Industry Authority) in accordance with the Private Security Industry Act 2001.
- 1.13 The overall purpose of the proposed service will be the provision of manned security cover to deter unauthorised entry, trespass, theft, vandalism, damage, loss through negligence, fire, flood, breaches of Health and Safety or confidentiality will be required. Where possible, security staff will be engaged in other roles whilst on site out of hours, for example switching off unnecessary lights and monitors and logging and reporting small building faults. Multi-tasking will form part of all

members of the contracting staff's role.

- 1.14 A high level of customer service will be required from the appointed contractor, where contracted security staff are responsible for the reception duties on site, they will be expected to have disability and mental health awareness and be able to provide an appropriate licenced and trained security service that is professional, courteous and responsive to the needs of Council facilities.
- 1.15 It is therefore proposed that the Council commissions the security guarding and keyholding services from an external provider, for a period of up to 4 years and with an estimated value of £7,600,000.

2. **HOW DOES THIS DECISION CONTRIBUTE?**

Strong economy

- 2.1 Local Economic Impact: will be assessed as part of the total Social Value offering in line with the Councils award winning Ethical Procurement Policy.
- 2.2 Better health and wellbeing: Security services contribute to the health and wellbeing of service users and staff by helping ensure council properties are kept safe and secure.

Thriving neighbourhoods and communities

- 2.3 In delivering good value and quality services, this contract will contribute towards thriving neighbourhoods and communities as properties will be kept safe across the city.

Tackling inequalities

- 2.4 The Council's properties are available to all. Ensuring their safe operation means they continue to be so.

3. **HAS THERE BEEN ANY CONSULTATION?**

- 3.1 No external consultation is required. Internal consultation has taken place between Council services who use the security contract.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1. Overall, there are no significant differential, positive or negative, equality
1 impacts from this proposal. It will also ensure that we keep council housing property and corporate property safe and accessible.

4.2 Financial and Commercial Implications

4.2. The proposed contract spend is within existing budgets and has an
1 estimated spend figure of £7,600,000 for the proposed up to 4-year term of the framework. Forecast spend figures are based on the future projection of spend based on historical spend data. A significant cost saving (circa £300,000 per annum) is expected to be made with the closure and disposal of the Moorfoot building, but given existing inflationary pressure in the market-place and additional Older Persons Independent Living sites added to the Council portfolio spend on this contract is expected to remain around £1,900,000 per annum.

4.2. The cost of security services is covered by the individual services making
2 use of the contract and spend is to be within existing budgets.

Contract	Term	Value
Security Guarding	4 years	£7,600,000

4.3 Legal Implications

4.3. As an employer, the Council has a duty to ensure, so far as is reasonably
1 practicable, the health, safety and welfare at work of all its employees under the Health and Safety at Work etc. Act 1974.

4.3. As an employer, the Council also has a duty to conduct its undertaking in
2 such a way as to ensure, so far as is reasonably practicable, that persons not in its employment who may be affected thereby are not thereby exposed to risks to their health or safety under the Health and Safety at Work etc. Act 1974.

The commission of security services shall go some way to ensuring the Council meets these duties.

4.3. The contracting arrangements in this report are facilitated by the Local
3 Government (Contracts) Act 1997.

4.3.
4

4.4 Climate Implications

- 4.4.1 A Climate Impact Assessment has been completed for this procurement. All potential contractors will be required to provide information regarding the environmental impact of their activities in general in addition to specific measures to be taken in reducing the impact of their activities in the execution of this contract. Measures such as minimising carbon emissions from travel by efficient route planning and the potential use of electric vehicles will be factors in assessing potential contractors.

4.5 Other Implications

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

None.

5. **ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 Do nothing – this is not an option as the Council has the ongoing requirement for an effective security guarding provider and a legal responsibility to safely manage our properties and the existing contract is due to expire.
- 5.2 Self-Deliver - this is not an option; the Council has neither the capacity nor expertise to deliver these services.
- 5.3 Further extend existing contract – this is not an option as all available contract extensions have been utilised. As ever, Council must adhere to the Public Contract Regulations (PCR) 2015 thus further variations (value and duration) are not deemed easily reconcilable with the provisions set out within PCR.

6. **REASONS FOR RECOMMENDATIONS**

- 6.1 Preferred option – to commission security guarding and keyholding services from an external provider. This will help enable the Council to continue to provide this key service.

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