

Strategy and Resources Policy Committee

Wednesday 18 October 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:

Corporate 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 decisions on any commitments to funding in future years not covered within the Council's medium term financial plan
- 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, including referral to another Policy Committee for consideration if appropriate, 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

Council Functions:

- Finance and Commercial Services
- Legal Services
- Democratic Engagement
- Human Resources and Employee Engagement
- Organisational Strategy, Performance and Delivery
- ICT and Digital Innovation
- Information Management

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
18 OCTOBER 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 Meeting

To approve the minutes of the last meeting of the Committee held on 7 September 2023

(Pages 11 - 16)

5. 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 Monday 16 October 2023).

6. 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 - one supplemental question on each question may be asked by the Member who had submitted the original question).

7. Retirement of Staff

Report of the Director of Policy and Democratic Engagement

(Pages 17 - 20)

8. Work Programme

Report of the Director of Policy and Democratic Engagement

(Pages 21 - 38)

Formal Decisions

9. White Ribbon Plan and New Strategy

Report of the Director of Public Health

(Pages 39 - 68)

10. **Delivery Plan - Urgent Performance Challenges Annual Report** (Pages 69 - 106)
Report of the Chief Operating Officer
11. **Customer Services Improvement Plan Update** (Pages 107 - 118)
Report of the Executive Director Neighbourhood Services
12. **Reinforced Autoclaved Aerated Concrete (RAAC) in Council Buildings** (Pages 119 - 130)
Report of the Executive Director Neighbourhood Services
13. **Agency Staffing Provision** (Pages 131 - 154)
Report of the Chief Operating Officer
14. **Investment Zone - Business Rate Retention** (Pages 155 - 174)
Report of Executive Director City Futures
15. ***Major Event Opportunity** (To Follow)
Report of Executive Director City Futures

NOTE: The next meeting of Strategy and Resources Policy Committee will be held on Monday 20 November 2023 at 2.00 pm

*(NOTE: The report at item 15 in the above agenda is not available to the public and press because it contains exempt information described in paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended))

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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

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

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

You **must**:

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

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

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

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

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

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

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

You have a personal interest where –

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

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

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

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

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

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

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Strategy and Resources Policy Committee

Meeting held 7 September 2023

PRESENT: Councillors Tom Hunt (Chair), Angela Argenzio, Dawn Dale, Douglas Johnson (Group Spokesperson), Shaffaq Mohammed (Group Spokesperson), Zahira Naz, Joe Otten, Richard Williams, Mark Jones (Substitute Member), Mike Levery (Substitute Member) and Minesh Parekh (Substitute Member)

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors Fran Belbin, Ben Miskell and Martin Smith.

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. MINUTES OF PREVIOUS MEETINGS

4.1 The minutes of the previous meetings held on 12 July and 2 August 2023 were approved as a correct record.

5. APPOINTMENTS TO SUB-COMMITTEES

5.1 The Committee noted that, on 11 July 2023, the Monitoring Officer, in consultation with the relevant political group whip, 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

6.1 There were no public questions or petitions.

7. MEMBERS' QUESTIONS

7.1 There were no Members' questions.

8. RETIREMENT OF STAFF

8.1 The Director of Policy and Democratic Engagement submitted a report on Council staff retirements.

8.2 **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 Directorates below:-

<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

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

(c) directs 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.

9. **WORK PROGRAMME**

9.1 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.

It was noted that an addendum had been circulated seeking agreement to the consideration of three specific items by Finance Committee and confirmation of consideration of a cross cutting item by Community Parks and Leisure Policy Committee.

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

(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;

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

(e) Finance Committee be requested to consider the following items:

- Annual review of Sheffield's Council Tax Reduction Scheme
- Corporate Debt Policy
- Commission of a Debt Recovery Framework; and

(f) the Community Champions item be considered at the Community, Parks and Leisure Policy Committee.

10. MEDIUM-TERM FINANCIAL ANALYSIS (MTFA), COMMITTEE BUDGET SAVINGS TARGETS & 2023/24 Q1 BUDGET MONITORING POSITION

10.1 The Director of Finance and Commercial Services submitted a report setting out the medium-term financial position for the Council and proposals on how individual policy committee budget targets for 2024/25 are set. The report also sets out the 2023/24 Q1 budget monitoring position for the general fund and the Strategy and Resources committee budget position.

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

(a) endorses, 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;

(b) notes, 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;

(c) notes, firm action is being taken over the period of the Medium Term Financial Analysis (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;

(d) requests, an updated MTFA will be presented in November 2023 to Strategy and Resources Policy Committee following identification of savings by Committees and refinement of pressures in the coming months;

(e) approves the 2024/25 budget targets as set out in this report reflecting the MTFA;

(f) 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;

(g) notes 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;

(h) notes the updated information and management actions provided by this report on the 2023/24 Q1 Revenue Budget.

10.3 **Reasons for Decision**

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.

10.4 **Alternatives Considered and Rejected**

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.

11. **AIR-CONDITIONING AND AIR-HANDLING SERVICE COMMISSION**

11.1 The Executive Director Neighbourhood Services submitted a report setting out the Council's statutory duties to maintain and inspect air conditioning and air handling equipment. The report explains how the services have been delivered to date and the importance of service continuity. The report will then set out to justify the commissioning of an external service provider to service, maintain and inspect air conditioning and air handling equipment.

11.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy 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.

11.3 **Reasons for Decision**

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.

11.4 **Alternatives Considered and Rejected**

- 11.4.1 Do nothing – this is not an option as the Council has the ongoing requirement and legal responsibility to safely manage equipment within our properties. The current contract for this service is due to expire at the end of March 2024.
- 11.4.2 Self-Deliver - this is not a viable option; the service has neither the capacity or expertise to deliver these goods and services.
- 11.4.3 Further extend existing contracts – this is not a viable option. As ever, the 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.

12. COMMISSION OF SECURITY GUARDING AND KEYHOLDING SERVICES

- 12.1 The Executive Director Neighbourhood Services submitted a report will seeking approval to commission security guarding and keyholding services from an external provider. The report sets out the background to the service and explain why this service cannot be delivered in-house. The report also describes how the service is currently being delivered and goes on to set out the type of service desired for the commission.
- 12.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy 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 the report.
- 12.3 **Reasons for Decision**
- 12.3.1 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.
- 12.4 **Alternatives Considered and Rejected**
- 12.4.1 Do nothing – this is not a viable 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.
- 12.4.2 Self-Deliver - this is not a viable option; the Council has neither the capacity nor expertise to deliver these services.
- 12.4.3 Further extend existing contract – this is not a viable option as all available contract extensions have been utilised. As ever, the 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.

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Report to Policy Committee

Author/Lead Officer of Report:

Craig Rogerson,
Principal Democratic Services Officer Team Manager

Tel: 474 3355

Report of: *Report of the Director of Policy and Democratic Engagement*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *18 October 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>18 October 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>		
Dominic Batten	Child Protection Co-Ordinator	36
<u>City Futures</u>		
Lucy Bond	Area Team Leader	32
Shirley Adams-Johnson	School Crossing Patrol Supervisor	36
<u>Neighbourhood Services</u>		
Janice Bell	Neighbourhood Support Team Leader	20
Glyn Clewes	Facilities Manager	38
Charles Monkman	Investment Assistant	42

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Report to Strategy & Resources Committee

18 October 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:

None to report.

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
RAAC Update	October 2023	
Community Buildings Policy and Community Asset Transfer Policy	November 2023 (Date TBC)	
Establishing a new Partner City Policy	November 2023	
Stannington RCG report	November 2023 (Date TBC)	
Sheffield Children Safeguarding Partnership Annual Report 2021-22	November 2023	
Adults Safeguarding report	November 2023	
The Sheffield Public Health Grant	November 2023	
Containers Update	November 2023	
Cost of Living Strategy Update	November 2023	
Identifying the future role of Central Library and Graves Gallery Building	December 2023	
Amended Items	Proposed Date	Note
Tackling the Stigma of Menopause and Period Poverty	Moved to January 2024 (Date TBC)	

Cross-Cutting Issues requiring S&R Steer:

Item	Committee	Proposed Date	Recommended

Outstanding responses to Full Council Motions:

Item	Committee	SLT lead officer	Proposed Date	Note
Tackling the Stigma of Menopause and Period Poverty (Council Motion 2/11/22)	S&R	James Henderson/Adele Robinson	TBC - January 2024?	Response: Report to be submitted in January 2024?
Adopting the All-Party Parliamentary Group (APPG) on British Muslims' Definition of Islamophobia (Council Motion 14/12/22)	S&R	James Henderson/Adel Robinson?	November 2023	Response: To be part of new report being prepared on Equality Objectives – November 2023.
Driving Forward the Heritage Strategy for Sheffield Response to Council motion (20/2/23). NOTE: Also Members Q 5/7/23	S&R	Kate Martin/Diana Buckley	December 2023	Response: Report being prepared for consideration at S&R in November.
Risk and Opportunities Framework NOTE: Members Q 5/7/23	S&R	Claire Taylor	Nov/Dec 2023	Response: To be picked up as part of revised risk management arrangements, as part of a suite of supporting plans that will sit alongside/aligned with the Corporate Plan.
Customer Services Improvement Plan (Council Motion 5/7/23)	S&R	Tom Smith/ Paul Taylor	Oct 2023	Response: Report to S&R on 18/10/23, alongside wider performance report.
Cost of Living: Allocation of Unallocated Resources (Council Motion 5/7/23)	S&R	Keith Leyland	Nov 23	Response: Report to update progress against the cost-of-living strategy, to seek committee's endorsement for a winter plan, and to agree funding arrangements to be submitted to November S&R Meeting.

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

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

Topic	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	
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)	18 October 23	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)
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
Delivery Plan - Urgent Performance	Annual overview of performance against the organisation's key	James Ford/ Nicola McHugh	Decision	Knowledge Briefing	None	This Commttee

Challenges Annual Report	priorities set out in the Delivery Plan as Urgent Performance Challenges					
Customer Services Improvement Plan Update		Paul Taylor/ Tom Smith	Update			This Committee
Investment Zone	<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>	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
RAAC Update		Tom Smith				This Committee

Meeting (23/24)	20 November23	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions)	(re: decisions)	Final decision-maker (& date)

				Prior member engagement/ development required	Public Participation/ Engagement approach	
Council Plan	Development of a new 5-year Council 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			
MTFA 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 the recommendation to committee that we engage in the coproduction and consultation on future Domestic Abuse Strategy for the city which we would expect	Alison Higgins	Performance/Monitoring	None	Partners and stakeholders will be invited to submit information	Cross cutting issue. SLB on 7/8/23 recommended decision of S&R, briefing to AHSC, CPL and ECF. Agreed at S&R on 7/9/23

	to bring back to committee for final sign off in Spring 2024.					
Town Partnering Arrangements	Awaiting details	Nik Hamilton				
NEW: Community Buildings Policy and Community Asset Transfer Policy	To seek approval and adopt Community Building and Community Asset Transfer Policies. Both policies will set out how the Council will work in a consistent and proactive manner, setting out a clear, transparent management of Community Buildings / Assets.	Peter Bartle / Tammy Whitaker	Decision	Briefed Leaders Board, and knowledge briefing for committee to follow.	Programme Board established with representatives from VCS.	Agreed at SLB on 2/10/23 that this item be considered at S&R.
NEW Sheffield Children Safeguarding Partnership Annual Report 2021-22	Report is presented in line with statutory requirement detailed in Working Together 2018 to inform elected members and to invite questions and feedback. This report covers the period from April 2021 through to March 2022.	Amanda Boughton Brown	Performance, monitoring and other	No prior engagement is requested.	The report covers the purpose of the SCSP, the work undertaken in the reporting year and the successes and challenges arising.	Education, Children and Families To be considered by S&R after ECF
NEW: Adults Safeguarding report						

New: Stannington RCG report		Richard Eyre/ Claire Hanson				
NEW: Containers Update	Awaiting details					
New: Establishing a new Partner City Policy	The establishment of a clear policy and framework for: a). The purposes of assessing new approaches, and b). Reviewing the effectiveness of existing international relationships.	Nik Hamilton	S&R consideration (and Governance Cttee) prior to Full Council decision	Engagement with Members has included presentation of a Briefing Paper considering the need to develop an International Strategy (of which this is a key element) at Leaders' Briefing on 21 August 2023. Individual Political Groups have also been consulted in-person / over Teams in respect of suggestions relating to the Assessment Criteria proposed.	No public participation or engagement has been undertaken, as this is seen as primarily an internal process issue.	This policy needs to be considered by both S&R Committee (from a resource perspective) and also Governance Committee. Full Council for decision as will require an amendment to the Council's Constitution.
NEW: The Sheffield Public Health Grant	To provide an overview of the Public Health Grant including how and where it is spent, what approach will be taken to address inflationary pay award uplifts and how the non recurrent Public Health Grant reserves will be allocated.	Greg Fell/ Beth Plant	Decision	Members will be briefed in advance via pre committee meeting briefings and also if appropriate individual committee members briefings (e.g. children, education and families member briefing).	Through formal/informal discussion groups.	This Committee

NEW: Cost of Living Strategy Update	Report to update progress against the cost-of-living strategy, to seek committee's endorsement for a winter plan, and to agree funding arrangements	Keith Leyland				This Committee

Meeting (23/24)	13 December 23	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)
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
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		Philip Gregory/Liz Gough	Decision			
2023/24 Q2 Budget Monitoring	Finance monitoring update.	Jane Wilby	Decision			This Committee

Endorsement of City Goals		James Henderson	Decision			Full Council
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
Identifying the future role of Central Library and Graves Gallery Building	Central Library/Graves Gallery building is a beloved Sheffield landmark which needs to be reimagined for the future. Members need good information on the feasibility of various options for its future, to help decide a way forward.	Diana Buckley/ Rachel Maddox	Decision	Committee Chair/lead briefings for S&R, CPL and EDS Proposed workshop for S&R members extended to include CPL and EDS deputy chairs and spokespeople.	Not required at this stage, but essential as options become clearer.	

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
(Date TBC) Tackling the Stigma of Menopause and Period Poverty		James Henderson	Decision			This Committee

Meeting (23/24)	21 February 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)
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				
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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)

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	Neil Jones	Decision			This Committee

	28/6/23) when discussions have better particularised the lease terms, as soon as is reasonably practicable for a further decision.					
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. Agreed at S&R on 7/9/23

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: Sam Martin

Tel: 0114 273 5027

Report of: *Tom Smith (Head of Operational Services)*

Report to: *Strategy and Resources Committee*

Date of Decision: *18th October 2023*

Subject: *White Ribbon Accreditation and Action Plan*

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? 2388				
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"/>

Purpose of Report:

The report sets out the background to the White Ribbon campaign and the Council's involvement in the campaign to date.

This report sets out the Council's proposed Action Plan for activities to promote the national White Ribbon Campaign which aims to end violence against women and girls. The Action Plan will be submitted to the White Ribbon Campaign to secure the accreditation of Sheffield City Council as an organisation and confirm the whole Council commitment to taking action to end violence against women and girls.

Recommendations:

The Strategy & Resources Committee approves the Council's White Ribbon Action Plan to be submitted to White Ribbon UK for the purposes of seeking White Ribbon accreditation.

Background Papers: White Ribbon Action Plan – Attached as Appendix

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>Anna Beeby</i>
		Legal: <i>Richard Marik</i>
		Equalities & Consultation: <i>Ed Sexton</i>
		Climate: <i>Sam Martin</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Kate Joseph (Chief Executive)</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>Tom Smith</i>	Job Title: <i>Director of Operational Services</i>
	Date: 9 th October 2023	

1. PROPOSAL

Background

- 1.1 White Ribbon UK is a leading national charity whose aim is to engage with men and boys to end violence against women. White Ribbon UK run national campaigns including White Ribbon Day on 25th November where thousands of people take action and raise awareness to prevent violence before it starts. The mission of White Ribbon UK is for all men to make the White Ribbon Promise to never commit, excuse or remain silent about male violence against women.
- 1.2 Individual people can sign up directly and make the White Ribbon Promise at www.whiteribbon.org.uk. Men can sign up as ambassadors, and women members can also sign up as champions supporting the cause. Organisations can also sign up to be part of the White Ribbon Campaign which involves raising awareness to prevent violence against women before it starts.
- 1.3 The White Ribbon Campaign, and similar campaigns, are important because 1 in 3 women are estimated to experience domestic abuse at some point in their lives. 120-150 women each year in the UK are killed by men (including 18 domestic homicides in Sheffield since 2011). Women and girls experience harassment and name calling, and studies have shown that most violence and harassment is not reported to the police or other support agencies.
- 1.4 Following a Full Council Motion on 18th November 2021, the Council became a White Ribbon registered local authority in November 2022. By registering, the Council committed to supporting the White Ribbon Campaign and to developing a clear Action Plan that would secure full accreditation as an organisation over 2 years.
- 1.5 A steering group of officers from across the Council was set up, chaired by the Director of Operational Services to oversee the development of the plan. Initial registration with White Ribbon was secured in November 2022 in time for White Ribbon Day. On White Ribbon Day, Council staff were encouraged to wear White Ribbons and a range of internal communications was delivered through different channels, including the Whole Council staff events, press releases and videos.

White Ribbon Accreditation

- 1.6 White Ribbon accreditation is a nationally recognised programme for organisations who are committed to improving their workplace culture, progressing gender equality, and ending violence against women and girls.
- 1.7 There are four criteria for becoming White Ribbon Accredited; Strategic

Leadership, Changing Culture, Raising Awareness and Engaging with Men and Boys. White Ribbon UK works with organisations to develop a three-year action plan that will set out how they are working to support employees and make lasting change.

Action Plan

- 1.8 Cross-Council activity has been undertaken to develop our approach, and in order to secure accreditation, an action plan needs to be agreed and submitted to White Ribbon UK which will commit the Council to continue working towards ending violence against women and girls.
- 1.9 As part of its bid to for secure full White Ribbon accreditation, the Council must develop and submit a 3-year action plan to the National White Ribbon Campaign team for approval by November 2023. The plan will demonstrate further actions the Council will take to widen the engagement and awareness of the Campaign across the Council and with wider partners in the City.
- 1.10 The action plan will aim to deepen the Council's commitment as an organisation, including actions such as developing the role of White Ribbon ambassadors, reviewing reporting and disciplinary processes, continuing to develop services for perpetrators to change their behaviour, updating HR policies and procedures and staff training.
- 1.11 The draft Council White Ribbon action plan (attached as an Appendix to this report) outlines how the Council will, over the next 3 years, work towards ending violence against women and girls. The plan is focused on 4 main overarching areas of activity:
- Strategic leadership
 - Engaging men and boys
 - Changing culture
 - Raising Awareness
- 1.12 It is proposed that the Council's action plan shall include:
- HR policy/general policies which adequately cover men's violence against women and domestic abuse are shared and understood.
 - A staff training strategy including aspects of men's violence against women (sexual violence, coercive control, consent, and domestic abuse).
 - All Council policies and programmes to be aligned with the Home Office Violence Against Women and Girls National Statement of Expectations
 - White Ribbon accreditation is built into the commissioning process as a social value indicator.
 - A joint strategic approach to ending men's violence against women
 - Ensuring that there is adequate support and housing services for

women and children experiencing/fleeing domestic abuse.

- Senior leadership show commitment to ongoing learning and reflection that continuously improve policies, procedures and practices, and where reasonable, ensure that addressing violence against women and girls is integrated into monitoring and evaluation.

- 1.13 The implementation of the action plan will be overseen by the Officer Steering Group who will oversee and monitor the effectiveness and delivery of the plan. This group will monitor the delivery of the strands of work, and report and link to the Council's Strategic Equalities and Inclusion Board. Update reports will also be brought to relevant Committee meetings as required.
- 1.14 It is proposed in the action plan to establish a Member Reference Group which will give cross-Council and Cross-Committee opportunities for members of all parties to contribute to and steer the development and delivery of the actions in the plan.
- 1.15 Delivering the White Ribbon action plan is a whole Council commitment. Every member of staff, manager, director and Council Member in the organisation has a role to play, and the plan cannot be delivered by one person or service alone. The action plan involves HR, Communications, training, strategic leadership, and individual action. Although it can stand alone as an initiative, our commitment to the White Ribbon Campaign forms an important part of a wider partnership strategy which the Council takes the lead on around Domestic and Sexual Abuse. For example, the Council commissions existing Women's Refuge and Safe Accommodation, and a Community Helpline and Support Service for victims of Domestic Abuse.
- 1.16 The Council does a lot of work with partners like the police, NHS and voluntary groups, to support victims of abuse. However, the Council also needs to change attitudes and behaviours of men and boys if it is going to change the culture through which abuse and violence grows.

2. HOW DOES THIS DECISION CONTRIBUTE ?

- 2.1 The decision will contribute to Sheffield's goal of healthy lives for all. The Council plays a significant role in the social and cultural life of the City of Sheffield and is a major employer too. In signing up to the White Ribbon Campaign the Council has recognised that everyone, but especially men and boys, can play a part in challenging and ending violence against women and girls. As well as individuals taking the pledge and joining the campaign there are lots of ways the Council can support this through our policies and procedures, how we talk and share views and ideas in our services and with our staff and customers, and by actively tackling discrimination and abuse.
- 2.2 The White Ribbon action plan outlines how Sheffield City Council will, over the next 3 years, work towards ending violence against women and

girls. The plan is focused on 4 main overarching areas of activity:

- Strategic leadership
- Engaging men and boys
- Changing culture
- Raising Awareness

2.3 Implementing the plan involves all services across the Council. Oversight and monitoring of the delivery of the actions in the plan will be held by an Officer Steering Group. A wide range of officers and services are responsible for delivering different aspects of the plan and regular reports will be brought to the Committee for noting and approval as necessary.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 The initial decision to support the White Ribbon Campaign was taken at Full Council on 18th November 2021. This decision was confirmed at a meeting of the Strategy and Leadership Board on the 16th May 2022. Initial registration the Council as a White Ribbon Local Authority was in November 2022.

3.2 Consultation on the action plan has been via service Senior Leadership Team meetings, Member Briefings and Directorate Leadership Team meetings throughout the summer of 2023.

3.3 The Council's proposal to become White Ribbon accredited and its progress on the action plan has been shared and discussed at various multi agency forums e.g. the Sheffield Safer Communities Partnership, Sheffield Domestic and Sexual Abuse Strategic Board and also at forums involving members of the public e.g. the Sheffield Violence Against Women and Girls Forum.

3.4 Many of the actions in the plan will involve close working with stakeholders across the Council and with outside groups and organisations. As part of the delivery further consultation will take place as and when required.

3.5 It is proposed in the plan to establish a Member Reference Group which will give cross Council and Cross-Committee opportunities for members of all parties to contribute to and steer the development and delivery of the actions in the plan.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 As a Council, signing up to, becoming accredited with the White Ribbon Campaign and delivering a comprehensive plan of action across the organisations will play an important role in changing cultural and societal

attitudes about violence against women and girls. This will over time improve the lives of women and girls by reducing violent, abuse and coercive behaviour perpetrated by men.

4.1.2 The White Ribbon action plan will positively impact on gender and sex. Men and boys are brothers, sons, fathers, partners and friends of women and girls, they also suffer from the impact of stereotypes around expected male behaviour and will also benefit from the work to end violence against women and girls.

4.1.3 We will endeavour to ensure that the plans are implemented in an intersectional way, recognising the experiences of women and girls in the workforce and the city who also experience racism, homophobia, transphobia and disability discrimination etc.

4.2 Financial and Commercial Implications

4.2.1 There are no direct financial implications. Any officer time spent on activities within the plan should be met from within existing resources.

4.3 Legal Implications

4.3.1 The Equality Act 2010 imposes a public sector equality duty (PSED) on the Council under which it must have due regard to the need to achieve the following objectives whilst carrying out its functions:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EA 2010;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

4.3.2 The proposal to become White Ribbon accredited will go some way to discharging the Council's PSED.

4.3.3 The Localism Act 2011 also confers upon the Council a general power of competence which gives the Council the power to do anything an individual can do, provided it is not prohibited by other legislation. The Council can therefore rely on this power when applying for White Ribbon accreditation.

4.4 Climate Implications

4.4.1 There are no significant climate implications in this decision. Supporting the White Ribbon Campaign will form part of the activity across the Council that already takes place, such as communications, management meetings and conversations in 1:1 and performance development meetings with staff. In conducting campaign activity much of the activity

will be using online and remote channels such as social media. There may be some production of printed materials but this will be kept to a minimum. The campaign does involve promoting the wearing of a White Ribbon on White Ribbon day and there is a production cost to these items. In promoting the campaign people will be encouraged to purchase reusable ribbons to reduce production of single use items.

4.4 Other Implications

4.4.1 None.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 White Ribbon is the only accreditation process focussing on violence against women and girls for local authorities. The alternatives were to do nothing or to develop our own framework.

5.2 Doing nothing is not an option given the increasing focus on ending violence against women and girls in recent years following high profile deaths, prominent agencies and organisations being found wanting in their responses, and scandals involving public personas. Having already signed up to be a White Ribbon registered organisation, the Council needs to develop and deliver a plan to meet this commitment and become White Ribbon accredited.

5.3 Developing our own framework would be more resource intensive and less effective when there is a ready made campaign that is supported by many local authorities and other organisations across the country and internationally.

6. REASONS FOR RECOMMENDATIONS

6.1 Both men and women can use violence in their families, relationships or in the community. All violence is unacceptable. But the behaviour that leads to male violence against women is a specifically gendered problem rooted in discrimination and prejudice. White Ribbon is trying to deal with this specific problem.

6.2

- Around 6000 people seek support from domestic abuse services in Sheffield each year, and around 90% of them are women.
- The Independent Sexual Violence Advisor Service sees over 600 clients a year and 87% are women and girls.
- There have been 19 deaths in Sheffield since 2011 that have met the criteria for a statutory Domestic Homicide Review (including suicides) – 16 of these were women and in 17 of these deaths the abuser was a man.

6.3 We know that much violence against women and girls is not reported or disclosed to agencies and sadly for some it is part of everyday life,

something they just put up with. This could range from street harassment, or sexual harassment at work to rape. The problem does not stop with physical violence. It includes other forms of emotional violence and psychological – from sexist joking, to sexual harassment at work, to other domineering forms of behaviour. By remaining silent about these things, some men are allowed to poison our communities and working and learning environments.

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WHITE RIBBON ACCREDITATION ACTION PLAN

Sheffield City Council

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Section 1:	Strategic Leadership
Section 2:	Engaging Men and Boys
Section 3:	Changing Culture
Section 4:	Raising Awareness

Lead Person..... Date.....
 E-mail..... Tel.....

The lead person will be the local authority main contact who will coordinate and oversee the three-year White Ribbon action plan.

They will monitor the action plan’s progress and report back to White Ribbon.

INTRODUCTION:

Men’s violence against women and girls in our society is shockingly prevalent, and we can only change those cultures that give rise to it by promoting a message of respect and tolerance and leading by example. Organisations can achieve a considerable amount through their staff, their policies, and their day-to-day work; as well as their role within the communities in which they are based.

Organisations applying for White Ribbon Accreditation commit to developing a three-year action plan. This will demonstrate how core criteria are to be met as well as criteria that are sector specific. The action plans are focused around four core criteria and offer achievable goals for organisations to bring about genuine change.

The application process to become White Ribbon accredited requires the completion of the criteria that is highlighted in bold on this template action plan. Once White Ribbon Accreditation is approved you have 6 months to develop and start to deliver your action plan.

White Ribbon template action plans are designed as a guide. If you have questions about how it will work in practice in your context, we will be very happy to discuss that with you. White Ribbon Accreditation is not an end goal, it is a long-term commitment. This is useful to keep in mind as you complete and deliver on your action plan. Think of it as a live document which will evolve as you grow in knowledge and application throughout this journey. Often the most successful action plans are where an organisation has applied creativity and their own experience so, please do not feel restricted by the template.

Criteria for delivering on White Ribbon Accreditation:	Planned actions/activities: (How and what will you do to meet the criteria?) <i>Please delete text in italics when completing</i>	Target Date (Y1/2/3):	Evidence: (How will you demonstrate that you have delivered on the action/activity?)	Planned outcomes: (benefits, aims, areas of development, challenges, successes)	Lead person/s: (Name, job title, Inc. tel. & email):	Achieved Date (Complete once achieved)
1a. Strategic Leadership						
The following to be completed to gain accreditation. (Greyed out as done)						
A strategic decision made formally at senior level by the local authority to seek accreditation. This includes a commitment to develop a three-year action plan.		To be completed before applying for accreditation.				
At least one senior leader in the local authority becomes a White Ribbon Ambassador or Champion.		To be completed before applying for accreditation.				
Nomination of a lead person to be the local authority main contact who will coordinate and oversee the three-year White Ribbon action plan. This person will monitor the action plan's progress and report back to White Ribbon.		To be completed before applying for accreditation.				

<p>This person should be a White Ribbon Ambassador or Champion.</p>						
<p>Establish a White Ribbon steering group to oversee the development and implementation of the White Ribbon action plan.</p> <p>All members of the steering group should be White Ribbon Ambassadors or Champions.</p> <p>The steering group should draw members from across the organisation.</p> <p>Please give details of the members of the steering group.</p>		<p>To be completed before applying for accreditation.</p>				
<p>1b. Strategic Leadership The following to be planned for over the three years of accreditation</p>						
<p>HR policy/policies adequately cover men's violence against women and domestic abuse and these are shared and understood.</p>	<p>Review following:</p> <ul style="list-style-type: none"> • Domestic abuse and employees (<i>in place – but needs reviewing</i>) • Dignity at work (sexual harassment) • New DA SA VAWG strategy to be developed by 2024 (<i>on</i> 	<p>Year 2 – autumn 2023</p> <p>Year 2 – Spring 2024</p>	<p>Revised policies on intranet</p> <p>New strategy (published externally)</p>	<p>More clarity for managers and staff about SCC's lack of tolerance for VAWG in the workplace</p> <p>Refreshed / updated strategy for the city including White Ribbon to steer policy, practice and commissioning</p>	<p>Elyse Senior Wadsworth and HR (plus support from Alison H DACT on policy)</p>	

	<i>work plan already for DACT)</i>				Sam Martin / DACT	
The staff training strategy includes aspects of men’s violence against women (sexual violence, coercive control, consent, and domestic abuse).	Need to think about: <ul style="list-style-type: none"> • Roles • Levels • Incorporate in Go Learn 	Year 2 – 2023/24	Revised staff training strategy on intranet	Workforce trained to understand VAWG and how to respond at work, with customers and the wider public	Elyse Senior Wadsworth and HR	
<p>All policies and programmes are aligned with the Home Office Violence Against Women and Girls National Statement of Expectations.</p> <p><i>‘We expect to see local strategies and services that:</i></p> <ol style="list-style-type: none"> <i>1. Put the victim/survivor at the centre of service design and delivery;</i> <i>2. Have a clear focus on perpetrators in order to keep victims and survivors safe;</i> <i>3. Take a strategic, system-wide approach to commissioning, acknowledging the gendered nature of VAWG;</i> <i>4. Are locally-led and safeguard individuals at every point;</i> <i>5. Raise local awareness of the issues and involve, engage and empower communities to seek, design and deliver solutions to prevent VAWG.’</i> 	<p>Add into all decision making / committee reports re. implications e.g. have you addressed issues around VAWG</p> <p>Recommissioning of DA community based support service 2023 for start 2024 using co-production approach in consultation (<i>underway</i>)</p> <p>Ensure compliance with: Keeping children safe in education 2022 (publishing.service.gov.uk) Respectful School Communities Self-Review and Signposting Tool (educateagainsthate.com)</p> <p>Ensure Supporting Families Co-ordinators (formerly the Troubled Families Programme) have strategies in place to respond to VAWG</p> <p>Promote/engage around: Statement of expectations - Office for Students</p>	<p>Year 2 – autumn 2023</p> <p>Year 2 – contract award Dec 2023</p> <p>Year 2 – 2023</p> <p>Year 2 - 2023 / 24</p> <p>Year 2 – 2023 /24</p>	<p>Templates amended on intranet</p> <p>New specification</p> <p>Proposed schools conference – October 2023</p> <p>Via Early Help service work on relationship manifesto and Healthy Relationship Champions</p> <p>Use VAWG Forum and Safeguarding and Unis meetings to promote</p>	<p>Embedding consideration of ending VAWG as part of all decisions</p> <p>Ensure the new service has victims / survivors at centre of service design and delivery</p> <p>Raise awareness of need to combat VAWG with schools and education providers, promote best practice in responding</p> <p>Ensure that VAWG is identified and addressed appropriately as part of early intervention with families</p> <p>Build on existing links and initiatives with the Universities to work in partnership on ending VAWG</p>	<p>Democratic services – Sarah Cottam</p> <p>DACT</p> <p>Andrew Jones CYPF</p> <p>Sally Williams – CYPF</p> <p>DACT</p>	

	Employers' Initiative on Domestic Abuse (eida.org.uk)		Statement of Expectations for students Workshop with local businesses organised by HR Legal experts Bhayani Law – April 2023		DACT, Future Sheffield Board SCC reps	
White Ribbon accreditation is built into the commissioning process as a social value indicator.	Commercial Services - are looking at how to include VAWG as social value indicator in ITTs and into other relevant templates	Year 2 – 2023 /24	ITT templates include VAWG as social value indicator	To ensure all contract holders consider how they can support ending VAWG	Glen Swaby – Commercial Services	
In collaboration with key local partners there is a joint strategic approach to ending men's violence against women.	VAWG Statement signed with Violence Reduction Unit / OPCC. All Health Trusts are represented on DA SA Board including ICB. The DA SA Board acts as a theme group for the Community Safety Partnership which includes Fire, Police, Probation, Youth Justice etc. There is a new VAWG action plan for the county developed by the OPCC that SCC has had input into. There will be wide consultation on the new VAWG DA Strategy in 2024 and this will be developed by the DA SA Board and signed off by the Community Safety Partnership. (part of DACT workplan)	Year 1 Year 2 – 2023 /24	Statement signed before accreditation in 2022 DA SA Board TOR CSP TOR VAWG action plan for county New strategy for Sheffield on DA and VAWG	A joint strategic approach for the city to ensure shared understanding and coordinated action on ending VAWG	Greg Fell / Joe Horobin / Sam Martin Public Health / Integrated Commissioning DA SA Strategic Board	
There are adequate support and housing services for women and children experiencing/fleeing domestic abuse.	Services in Sheffield commissioned to provide: <ul style="list-style-type: none"> - 70 units of safe accommodation (refuges / dispersed) 	Year 1 2022/23	Sheffield domestic abuse and safe accommodation strategy (sheffielddact.org.uk)	Victims / survivors can access adequate support and housing including those experiencing multiple disadvantage	Sam Martin Janet Sharpe	

	<ul style="list-style-type: none"> - To provide support in Sheffield City Council dispersed Temp accommodation - To provide Sanctuary measures to at least 500 referrals a year - To provide a DA Helpline, IDVA service, outreach service, informal and formal group work programmes - Counselling for people affected by domestic and sexual abuse - ISVA service (OPCC) - Support and counselling for children - Support for perpetrators <p>DA Safe Accommodation Strategy in place and needs assessment refresh completed</p> <p>2023 Homelessness Prevention Strategy has emphasis on domestic abuse including seeking accreditation with the Domestic Abuse Housing Alliance</p> <p>Housing strategy Adult Social Care strategy Changing Futures action plan for women with multiple disadvantage sits under DA SA board and will be incorporated into new DA VAWG strategy</p>	<p>Year 3 2024/25</p>	<p>SafeLives systems review</p> <p>Strategies in place and being implemented</p> <p>DAHA accreditation achieved</p> <p>Changing Futures Women’s Action Plan</p>			
<p>Senior leadership show commitment to ongoing learning and reflection that</p>	<p>CSP and DA SA Board monitoring will be reported up to senior leadership level.</p>	<p>Year 2 2023/24</p>		<p>Progress on VAWG can be evidenced at a strategic level and</p>	<p>Laurie Brennan</p>	

continuously improve policies, procedures and practices and where reasonable ensure that addressing violence against women and girls is integrated into monitoring and evaluation.	Key indicators re. VAWG will be added into top level data suite as part of City Goals EIAs new platform and guidance to be amended to include reference to ending violence against women and girls under sex protected characteristic			is considered in all decision making	Adele Robinson	
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2. Engaging Men & Boys						
There are at least 4 White Ribbon ambassadors from within all staffing levels of your organisation. All White Ribbon ambassadors are required to agree to the White Ribbon Code of Conduct and Make the Promise.	<i>(How will each ambassador carry out their role and engage with men within your organisation)</i> Ambassadors to be recruited in all services. Ambassadors will be able to talk to each other and develop their roles via a teams channel / teams meetings	Year 2 – 2023/24	Role outline developed Ambassadors are able to have conversations about ending VAWG in their work roles and with work colleagues and support other men to do so <ul style="list-style-type: none"> • Share good practice • Agree / consult on FAQs and other resources • Consider how ending VAWG can be incorporated into existing work / networks e.g. with partners, providers, teams, services and in personal life • Solution focussed group 	Ambassadors are face of White Ribbon in SCC and are clear about what they are doing and able to inspire / support other men take part; and challenge sexist views and processes	Tom Smith Andrew Jones Sam Martin John Brenner Laurie Brennan Janet Sharpe Sally Williams Janet Kerr / Catherine Bunten Lorraine Wood Elyse Senior Wadsworth Greg Fell Brett Shaw	

			<ul style="list-style-type: none"> • Support setting up of workplace events • Write up initiatives as case studies • Ensure there is an intersectional approach • Seek expertise from other relevant colleagues 			
<p>Promote across your male cohort of staff:</p> <ul style="list-style-type: none"> • Making the White Ribbon UK Promise • The importance of wearing the White Ribbon amongst your staff. • Knowing and able to have a conversation about what it means to wear a White Ribbon. 	<p>Nov 22 white ribbon speaker / topic, employee events March 23</p> <p>Teams channel to be used for developing / consulting on resources</p> <p>Workshop at next Leadership Conference 2023 or 2024</p> <p>Bitesize conversations led by male leaders – plan in for an action week, one each day for a week (model from equality matters on anti-racism). Around White Ribbon day 2023</p> <p>Equality allies and equality champions – include White Ribbon ambassadors</p> <p>Clarify who people go to if there is a problem. Including role of TUs. (NB employees who use abusive behaviour)</p>	<p>Year 1 and 2 2023/24 and 3 2024/25</p>	<p>Emails promoting employee events in March 23</p> <p>Resources developed e.g. FAQs covering: what about male victims / female perpetrators; local data; what about trans men and trans women / non binary people</p> <p>Promotion of event</p> <p>Promotion of action week</p> <p>Promotion of White Ribbon ambassadors on intranet</p>	<p>Building awareness of and engagement in White Ribbon by wider workforce</p>	<p>Tom Smith Ambassador group James Henderson - Comms</p>	

	<p>Usage of Ambassador and champion resource hub available via White Ribbon</p> <p>Develop FAQs – why women? What about trans, non binary? Promoting services for male victims as well as female in Sheffield</p>		<p>FAQs produced</p>		<p>Alison Higgins DACT</p>	
<p>White Ribbon Ambassadors and Champions have adequate opportunity to become well informed about their role and confident about what men and boys can do to challenge violence against women and girls.</p>	<p>Set up ambassador teams channel / group to discuss:</p> <ul style="list-style-type: none"> - Allyship (what does it mean) - Sexual harassment (what does this look like in SCC?) - consider sexist 'micro aggressions' in workplace and how to address - etc. <p>NB link in with VAWG forum</p> <p>Consider aligning with training offer re. Ask for Angela / sexual harassment</p> <p>Engage elected members – and arrange Local Area Committee (LAC) exceptional meetings</p> <p>Engage with Sheffield Equality Partnership</p> <p>Consider training for ambassadors and</p>	<p>Year 2 – 2023/24</p>	<p>Teams channel established and used</p> <p>LAC exceptional meetings established</p> <p>Meeting with Equality Partnership Chairs arranged</p>	<p>White Ribbon ambassadors are informed about their role and confident in challenging violence against women and girls</p>	<p>Tom Smith Ambassador group DACT team</p>	

	champions including external agencies – link in with Voluntary Action Sheffield					
Educational programmes about domestic abuse and healthy relationships have specific content directed towards boys, such as within the RSHE curriculum in schools.	<p>Already underway re. RHSE via Learn Sheffield and ongoing</p> <p>Plan being developed for schools conference in autumn</p> <p>Caring Dads group work programme</p> <p>New Dad Pad app – content on domestic abuse included</p>	Year 1 / 2 – 2022/23 and 23/24	<p>Sheffield RHSE curriculum</p> <p>Schools conference programme</p> <p>Caring Dads programme content</p> <p>Dad pad Sheffield version</p>	<p>Ending VAWG is a key aim of the RHSE curriculum and boys / young men are encouraged to think about sexist attitudes / structures in society and understand that these are the enablers of VAWG</p> <p>Teachers / educational staff understand the importance of ending VAWG and how to have the conversations with boys / young men</p>	<p>Sue Finnigan (Learn Sheffield)</p> <p>Andrew Jones / Kevin Straughan Sarah Martin</p> <p>DACT</p>	
There are opportunities to engage with men and boys in the community.	<p>Discuss with youth service leads re. what is in place already. Plan roadshows for youth centres and training sessions with partners.</p> <p>Youth provision (Lorraine Wood), youth justice (Jessica Wallace), young people in care (Yvonne Howe, Paul Johnson, Izzy Fisher), schools resource, SheffUtd and Weds Premier League Kicks</p> <p>Exceptional meetings with LACS</p>	Year 2 – 2023/24		<p>SCC identifies opportunities to include White Ribbon in all relevant services / processes that engage with men and boys in the community so that talking about ending VAWG becomes embedded in usual practice (if it is not already)</p> <p>Community youth teams – road shows with youth clubs (Oct to Dec 2023)</p>	<p>Lorraine Wood and her managers</p> <p>Jessica Wallace - Youth Justice</p> <p>Leaving Care – Sally Williams, Andrew Jones</p> <p>PL Kicks meetings</p>	

3. Changing Culture						
All staff understand how to behave appropriately and that sexism, harassment or abusive behaviours are understood to be unacceptable in the work place.	<i>(Consider communicating this through staff induction, training and ongoing communications).</i> Employee events in March 23 Develop resources re. how to challenge sexist attitudes Policies changed as needed	Year 1, 2 and – 2022/23, 23/24 and 24/ 25	Included in induction and training materials Policies changed as needed and promoted to staff	Greater understanding of what is not acceptable among workforce. More issues reported / responded to appropriately	Elyse Senior Wadsworth /HR Adele Robinson (support from DACT team)	
There is a zero-tolerance approach to sexist, harassing or abusive behaviours from staff members and partners.	Consultation exercise to be developed Reporting mechanism to be developed Promotion of zero tolerance approach to staff and partners	Years 2 and 3 – 20223/24 and 24/25	Outcomes from consultation re. what a zero tolerance approach should consist of and there is a reporting mechanism in place Promotion campaign shared with staff and partners	Clarity for staff and partners as to what zero tolerance means Clear reporting mechanisms in place, there is confidence in them and they are being used People using sexist / abusive behaviour are challenged and there are consequences for such behaviour Women feel safer	Elyse Senior Wadsworth / HR	
There are gender-sensitive and survivor-centred reporting mechanisms in place that are handled correctly for concerns, allegations, incidents and complaints of any form of violence against women and girls	As above	Years 2 and 3 2023/24 and 24/25	Survivor satisfaction is included in employee survey and a feedback mechanism is built in re. when reports are made	Clear reporting mechanisms in place, there is confidence in them and they are being used	Elyse Senior Wadsworth / HR	

(e.g. sexism, harassment, abuse, sexual assault, domestic violence) by staff and partners				People using sexist / abusive behaviour are challenged and there are consequences for such behaviour Women feel safer		
There is a support structure for those who do report, both victims and whistle-blowers. There is a support structure for the individual reported to have committed harm.	A support structure is put in place for women reporting sexist / abusive behaviour and for the person alleged to have caused harm	Years 2 and 3 2023/24 and 24/25	Support structures are publicised as part of reporting process by managers and TUs	Women who report feel supported during the process as do those alleged to have caused harm	Elyse Senior Wadsworth / HR	
There are appropriate and timebound disciplinary processes and/or external reporting to relevant authorities in place and that they prioritise the safety and dignity of the victims and survivors.	Review procedures and engage with unions re. perpetrators and disciplinary processes	Year 2 – 2023/24	If amended, policy / procedure changes are promoted to staff	Action to be taken re. alleged perpetrators is clear, timely and fair There is confidence in the processes across the workforce	Elyse Senior Wadsworth / HR	
There is a process in place to ensure no organisational promotional materials use abusive or sexist imagery.	Review existing brand guidelines and amend as needed	Year 2 – 2023/24	New / amended brand guidelines in place if needed	No sexist or abusive imagery is used by SCC	Comms – James Henderson	
Undertake a review of the authority's Sexual Entertainment Venue licensing policy during the period of accreditation and work towards a presumption against SEV's.	Check status of current policy – propose amendments if needed	Year 2 – 2023/24	Policy in place that has presumption against SEVs	Presence of SEVs are not encouraging sexist behaviour / attitudes in city	Licensing – Ian Ashmore	

<p>Work towards commissioning perpetrator programmes.</p> <p>Consider the RESPECT-accredited perpetrator programme.</p>	<p>Contract / offer in place</p> <p>Caring Dads and Inspire to Change (Respect accredited) Stalking programme (about to be launched)</p> <p>Level Up for under 16s</p>	<p>Year 1 – 2022/23</p>	<p>Inspire to Change, South Yorkshire - Cranstoun Level Up - Cranstoun</p> <p>https://caringdads.org/for-dads/#UK</p>	<p>Opportunities are available for men / boys to address abusive behaviour</p>	<p>DACT / OPCC</p>	
<p>The organisation manages the safety of its evening and night-time economy.</p>	<p>Safety of Women at Night Charter (champions pack)</p> <p>Ask for Angela</p> <p>Sheffield Against Sexual Harassment (SASH)</p> <p>Anti spiking campaign</p> <p>Best Bar None</p>	<p>Year 1 and 2 2022/23 and 2023/24</p>	<p>Women and Girls Night-time Safety Charter (including Ask For Angela and SASH materials) Sheffield Domestic Abuse (sheffielddact.org.uk)</p> <p>Best Bar None – Ask for Angela included in criteria for evaluation. Night Time Safety Charter – included as local question</p>	<p>Public / premises receive clear messages about Sheffield working to be a safe place for a night out. Plus how to access support if needed</p>	<p>DACT and NTE Manager, Licensing. Richard Eyre</p>	
<p>Staff at entertainment venues are adequately trained to recognise, handle and report incidences of abuse.</p>	<p>Initiatives above are promoted to venues: e.g. Spiking campaign in place with premises, Unis, police etc.</p> <p>Ask for Angela</p> <p>Best Bar None</p> <p>SIA training offer needs to include the above info</p>	<p>Year 2 – 2023/24</p>	<p>Licensing and SIA training include local initiatives on VAWG including how to respond to sexist abusive behaviour from customers or staff</p>	<p>Staff know how to deal with sexist abusive behaviour in venues</p> <p>Women feel safer whether customers or staff</p>	<p>Licensing policies – SIA training – Ian Ashmore</p> <p>Safeguarding and licensing staff – Julie Hague / Maureen Hannify</p>	

4. Raising Awareness						
There is a comprehensive communications plan for staff, partners and service user) that engages with men and communicates clearly and effectively your organisation's commitment to ending violence against women.	Comms plan to be developed SYP campaign ongoing No More- Stand With Us – SCC to promote and VRU / OPCC campaign aimed at men Develop own SCC campaign	Year 2 – 2023/24 Year 3 2024/25	Comms plan in place Promotion of other S Yorks partner campaigns Own campaign developed	Ensure there is awareness of White Ribbon and related initiatives across the city Erosion of tolerance for sexist / abusive attitudes across population	Comms – James Henderson	
Information about where people can get help and advice is clearly displayed and appropriately accessible.	DA and Sheffield Against Sexual Harassment posters / cards etc. already available. Distribution plan to be developed to ensure they are up in appropriate locations e.g. housing offices, sports centres, main offices Council website can direct people to support and help/advice	Year 2 – 2023/24	Distribution plan in place – posters in all council buildings / key partner premises and information available on council website	Support / help / advice easily accessible when needed	Comms / DACT HR / Facilities Management James Henderson - Comms	
White Ribbon UK messaging and the White Ribbon is display visibly in a wide range of settings such as website, signage and promotional materials.	Signature in use by ambassadors / champions Website includes info about White Ribbon Accreditation award sign displayed in Town Hall Pull up banner displayed in Town Hall Promotional materials plan to be developed	Year 1 and 2 2022/23 and 23/24	White Ribbon signage is in evidence on website and via promotional material	It is clear to public, customers, staff that the Council is proud to be White Ribbon accredited organisation and working towards ending VAWG	James Henderson - Comms	
All staff are encouraged to wear the White Ribbon and make the White Ribbon Promise.	Happened in year 1, needs to be regularly in programme for each 25 th November and beyond	Year 2 – 2023/24	Week of action in place each November Numbers of ribbons distributed each year. Staff visibly wearing white ribbons especially	It is clear to public, customers, staff that the Council is proud to be White Ribbon accredited organisation and working towards ending VAWG	James Henderson - Comms	

			those who are customer facing			
White Ribbon awareness raising materials are displayed and utilised wherever possible.	Intranet and website pages to be developed Signature in use by staff Website includes info about White Ribbon Sign up in Town Hall Pull up banner in Town Hall	Year 1 /2	Intranet and website pages in place Signature in use by staff Website includes info about White Ribbon Sign up in Town Hall Pull up banner in Town Hall	It is clear to public, customers, staff that the Council is proud to be White Ribbon accredited organisation and working towards ending VAWG	DACT James Henderson - Comms	
Mark the following dates: November 25 th : White Ribbon Day- The International Day to End Male Violence Against Women. November 25 th – 10 th December: The following 16 days of action.	Happened in year 1, needs to be regularly in programme for each 25 th November and beyond Needs coordinating on social media, via email to general public and on Sheffield News	Year 1 /2	Week of action in place each November Numbers of ribbons distributed each year. Staff visibly wearing white ribbons especially those who are customer facing	It is clear to public, customers, staff that the Council is proud to be White Ribbon accredited organisation and working towards ending VAWG	James Henderson - Comms	
Opportunities are maximised and individuals are encouraged to raise awareness of White Ribbon UK in local communities, such as street stalls, meetings and open days all year round.	Plan to include: - LACs - Tramlines - Outdoor City - community festivals over the summer	Year 1	Engagement plan in place for key events	It is clear to public, customers, staff that the Council is proud to be White Ribbon accredited organisation and working towards ending VAWG	James Henderson – Comms / members / LACs	
Identify and forge links with local sports clubs to raise awareness, gain support and encourage accreditation.	Develop / grow links Future Sheffield PL Kicks Steelers	Year 1 /2	Plan for engagement in place with key sports clubs	Engagement of sports clubs in white ribbon as a means of raising awareness with men and boys	LACs Ian Ashmore - Licensing / safety in sports grounds Richard Eyre SCC reps Future Sheffield	

<p>Links are identified and maintained with local music venues to raise awareness of violence against women at music venues to gain visibility, support and encourage accreditation.</p>	<p>In Safety of Women at Night Champions packs – distributed at Best Bar None launch April 2023 Tramlines city centre festival and University venues plus City Hall and Arena</p>	<p>Year 1,2 and 3 2023/24, and 2024/25</p>	<p>BBN Launch event info White Ribbon included in programmes and on websites plus signage at events Welcome to Sheffield website</p>	<p>It is clear to public, customers, staff that the Council is proud to be White Ribbon accredited organisation and working towards ending VAWG. And that we are working towards a zero tolerance approach in the city</p>	<p>Ian Ashmore - Licensing Richard Eyre - NTE work</p>	
<p>Encourage partner organisations, service providers and suppliers to consider White Ribbon accreditation.</p>	<p>At Strategic Boards e.g. DA SA Board, Health and Wellbeing Board, Community Safety</p>	<p>Year 1, 2 and 3 2022/23, 23/24, 24/25,</p>	<p>Partners sign up to White Ribbon</p>	<p>The White Ribbon campaign is adopted by city partners and the aim to end VAWG is not just seen as a council initiative but a joint approach</p>	<p>Sam Martin CSP Chairs SCC reps Future Sheffield</p>	

PART A - Initial Impact Assessment

Proposal Name: White Ribbon Campaign Action Plan

EIA ID: 2388

EIA Author: Sam Martin

Proposal Outline: The Council passed a motion in November 2021 to support the White Ribbon Campaign which aims to end violence against women and girls. A plan has now been drafted which sets out a range of actions the Council will take to promote the campaign and change attitudes and behaviours. The plan, if approved by Committee, will be submitted to the White Ribbon campaign and will secure the Council's accreditation as a White Ribbon organisation.

Proposal Type: Non-Budget

Year Of Proposal: 23/24

Lead Director for proposal: Tom Smith

Service Area: Cross Cutting

EIA Start Date: 06/10/2023

Lead Equality Objective: Leading the city in celebrating and promoting inclusion

Equality Lead Officer: Ed Sexton

Committees:

Policy Committees

- Strategy & Resources

Portfolio

Primary Portfolio:

Integrated Commissioning and Public Health

EIA is cross portfolio:

Yes

All

EIA is joint with another organisation:

No

Overview of Impact

Overview Summary:

The White Ribbon plan will set out actions which will raise awareness of the prevalence and impact of violence against women and girls. In particular the campaign seeks to engage men and boys to encourage them to make an individual pledge to call out and never be an instigator of violence or abuse. In doing so the campaign hopes to change ingrained societal attitudes and achieve a cultural change where violence of any kind is unacceptable.

Impacted characteristics:

- Sex

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

No

Impact areas:

Initial Sign-Off

Full impact assessment required: Yes

Review Date: 06/10/2023

PART B - Full Impact Assessment

Action Plan & Supporting Evidence

Outline of action plan: None

Action plan evidence: Evidence from the Domestic Abuse Act, White Ribbon National Campaign and Local evidence from our Domestic and Sexual Abuse Strategy.

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: Yes

Outline of impact and risks: The actions should improve the lives of women and girls in a positive way.

Review Date

Review Date: 06/10/2023



Report to Policy Committee

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

Tel: 0114 205 6597

Report of: *Claire Taylor, Chief Operating Officer*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *18th October 2023*

Subject: *Delivery Plan – Urgent Performance Challenges Annual Report*

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

Purpose of Report:

This report sets out an annual overview of the corporate performance framework and provides a corporate performance update concentrating on the period from Q2 2022/23 to Q1 2023/24. Progress towards key priorities defined as Urgent Performance Challenges in the Our Sheffield - Delivery Plan are reported alongside actions underway for each priority to sustain and improve performance.

It is recommended that the Strategy and Resources Policy Committee:

1. Note the performance overview of Sheffield City Council key performance priorities (Delivery Plan - Urgent Performance Challenges)
2. Agree to continue to receive regular reports providing an overview of performance against the organisation's key priorities, describing performance challenges, interventions taken, and the results of changes made.
3. Consider, and ask all other policy committees to consider, if issues raised in this performance report and identified in the Delivery Plan should have further scrutiny through the scheduling of time on the appropriate committee work programme.

Background Papers:

Appendix 1 – Urgent Performance Challenges - Performance Measures

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Jane Wilby, <i>Head of Accounting</i>
		Legal: Sarah Bennet, <i>Assistant Director of Legal Services</i>
		Equalities & Consultation: Ed Sexton, <i>Equalities & Involvement Officer</i>
		Climate: Kathryn Warrington, <i>Sustainability Programme Officer</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	SLB member who approved submission:	Claire Taylor, <i>Chief Operating Officer</i>
3	Committee Chair consulted:	Tom Hunt, <i>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>James Ford</i>	Job Title: <i>Head of Performance and Intelligence</i>
	Date: 09-10-2023	

KEY MESSAGES

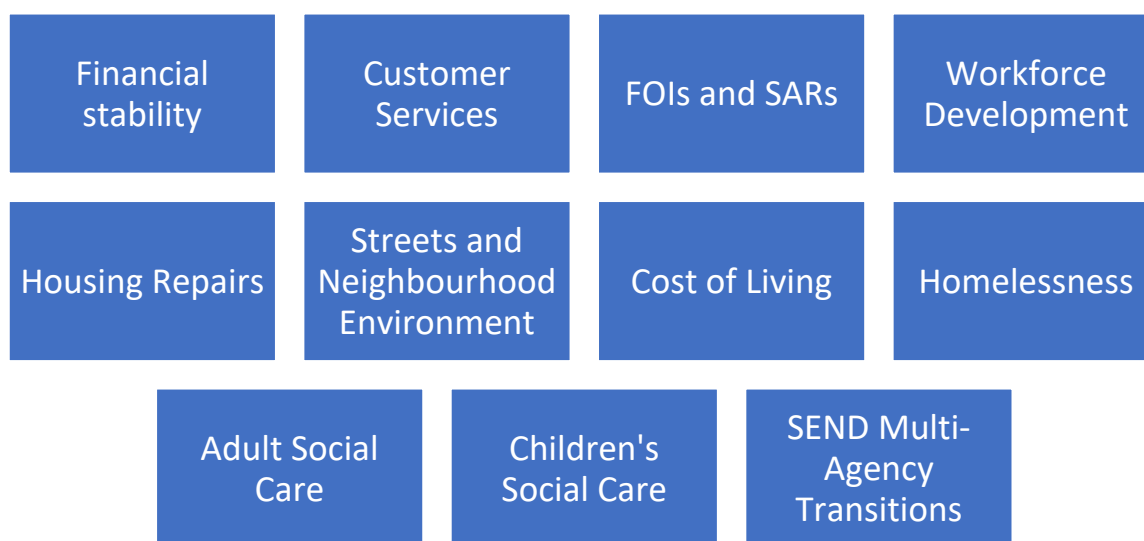
1. Regular monitoring of Urgent Performance Challenges has enabled a continued and shared focus on the council's performance priorities as set out in the Corporate Delivery Plan published on our website [Corporate Delivery Plan | Sheffield City Council](#)
2. Improvements can be evidenced across a wide range of service areas and performance measures, including; significant progress in adult social care reviews, sustained improvements by the Revenues and Benefits contact centre by increasing the proportion of calls answered, and strong performance in most waste and street scene customer charter measures, including responding to seasonal pressures.
3. Performance challenges remain in a number of service areas. These include a clear challenge in responding to homelessness – specifically the demand for temporary accommodation, this is also having an impact in terms of the council's budget whereby the costs cannot be fully recovered from central government, this was highlighted in the council's most recent budget update report. Timely response to requests for information through FOIs and SARs is a further ongoing area of challenge. Improvement activities are underway with a full review of systems, processes and capacity due to conclude by December 2023, the council's audit committee is also receiving updates in relation to this matter.
4. Performance priorities will continue to be kept under close review and management through activity at all levels within the council, focus will continue on sustaining good performance and identifying and tracking actions that will lead to positive impacts and improvements where necessary.

PERFORMANCE REPORTING TO COMMITTEES

5. This report provides a full year review of Sheffield City Council's performance priorities set out in the 2022/23 Corporate Delivery Plan as Urgent Performance Challenges. It covers the period Q2 2022/23 – Q1 2023/24.
6. Reporting of performance to Strategy and Resources Policy Committee aims to ensure the Committee is kept up to date with organisation level performance and has the opportunity to see and discuss the approach to identifying performance challenges, actions and responses put in place to address emerging challenges and progress towards good performance and key milestones.
7. Performance reporting for Strategy and Resources Policy Committee should continue to go hand-in-hand with reporting provided for each of the individual policy committees. This should include; detailed service specific reporting, deeper dives into performance challenges and monitoring of the areas for development and growth and ongoing areas of focus identified in the Corporate Delivery Plan.

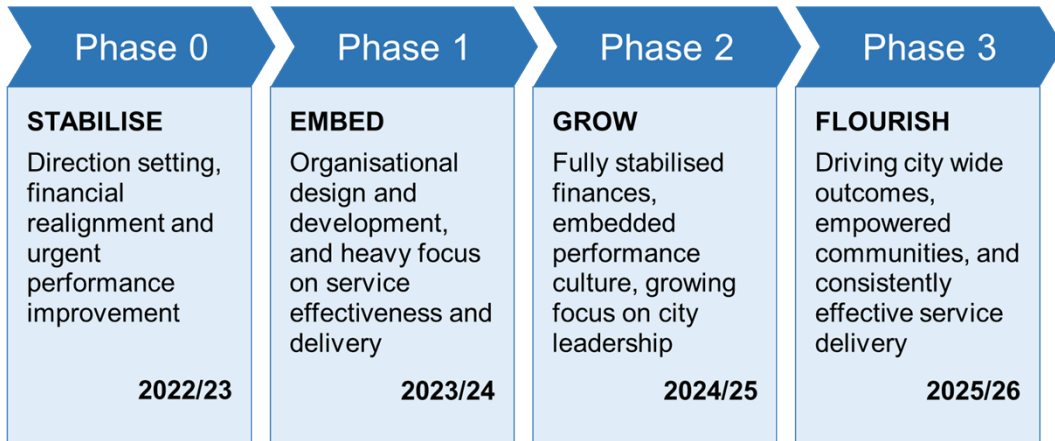
PERFORMANCE MANAGEMENT OF THE CORPORATE DELIVERY PLAN

8. Performance management is essential to the success of Sheffield City Council delivering on its priorities and ambitions, and demonstrating clear, visible and measurable change while addressing the areas of underperformance which matter most for Members and citizens – including immediate, and in some cases longstanding, performance and delivery challenges – as well as highlighting areas of good performance and improvement.
9. The Corporate Delivery Plan identified eleven Urgent Performance Challenges



10. For each challenge key information is set out, identifying the issue, accountability and how performance and progress would be measured:
 - the issue
 - accountable officer
 - performance picture
 - issues underlying the current performance
 - what success looks like in 2022/23
 - key milestones and actions
 - risks and issues
11. Performance has been reviewed regularly by officers at director, portfolio leadership team, and whole organisation levels. This includes a quarterly review of the performance management framework at the Performance and Delivery Board, which is used to identify specific areas for closer review and follow up. A wider range of organisational performance reporting, including finance, risk and HR is also carried out with regular reporting at the Strategy and Leadership Board, Performance and Delivery Board, Corporate Risk Management Group and portfolio and director levels.

12. This approach is aligned with and part of delivering the ‘Stabilise’ and ‘Embed’ phases of Sheffield City Council’s four-year improvement journey described in the Corporate Delivery Plan – where the emphasis is on direction setting, urgent performance improvement and embedding service effectiveness and delivery.



DETAILED OVERVIEW OF PERFORMANCE AND MEASURES

13. A performance overview is provided for each Urgent Performance Challenge drawing on performance from across the years 2022/23 to 2023/24. Key performance headlines are set out reflecting both performance improvement and performance challenges with reference to performance measures and targets. A more detailed overview of areas of performance improvement and performance challenge identified over the year is then provided along with a summary of key actions underway, which will positively impact on performance going forward.

14. The performance measures monitored for each Urgent Performance Challenge are provided updated to Q1 2023/24 in Appendix 1.

A NEW PERFORMANCE MANAGEMENT FRAMEWORK FOR SHEFFIELD CITY COUNCIL Our approach for 2024/5 onwards

15. During 2023 a fundamental revision and refresh of the council’s performance management framework will be undertaken as a new medium term corporate plan and priorities are developed. This new performance management framework will set out how strategic priorities and key performance indicators are aligned to the corporate plan, major programmes of work, and areas identified for improvement. The corporate plan will be underpinned by a renewed medium term financial planning process.
16. This new performance framework will set out how performance measures, risk management and budget monitoring are aligned to present a comprehensive picture

of the Council's overall performance in terms of strategic priorities, service delivery and financial management. The new framework will also set out the 'golden thread' - how strategic priorities are reflected in the objectives of the senior leaders and managers and cascaded into service delivery, team, and personal development plans.

17. The Council will continue to produce an annual report in future years this will set out performance in relation to the corporate plan, and this will be considered by the Strategy and Resources Policy Committee. Going forward each Policy Committee will receive performance updates with monitoring data relating to the strategies, service delivery priorities and budgets within its scope.
18. During 2024 the Council will be working with City partners to adopt and implement the new City Goals following the detailed process of public engagement that has been undertaken during 2023. We intend to report our progress, performance, and actions in relation to the City Goals in line with our commitment to openness, transparency, and accountability and will set out our approach as part of our renewed performance management framework.

RISK ANALYSIS AND IMPLICATIONS OF DECISIONS

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

ALTERNATIVE OPTIONS CONSIDERED

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

REASONS FOR RECOMMENDATIONS

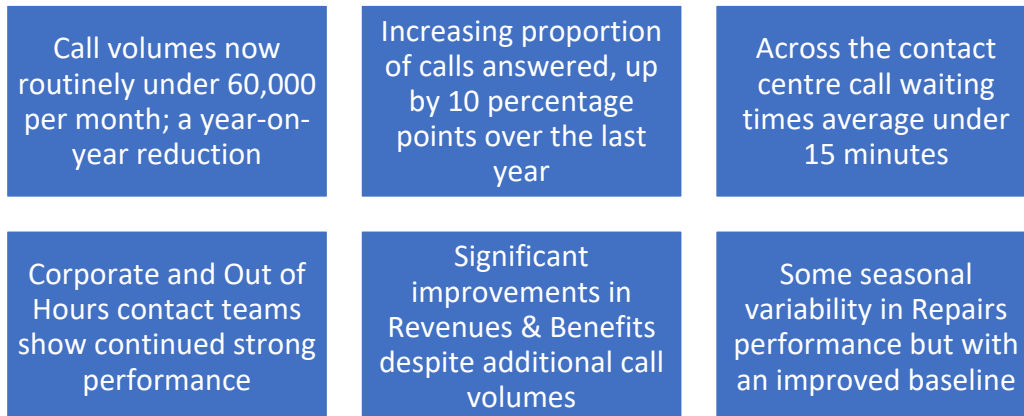
21. To ensure that Strategy and Resources Policy Committee contributes to the performance management process and drives improvement across the organisation.

URGENT PERFORMANCE CHALLENGE OVERVIEW

Customer Services

Accountable Officer: Director of Direct Services
Accountable Committee: Strategy and Resources

Key Performance Headlines



Performance Improvements

- The online channel offer, answering calls right first time, reducing call-backs and failure demand has reduced incoming call demand. Around 30% of Corporate Contact Centre calls are being successfully re-directing straight to fulfilment teams following a trial approach, providing a better customer journey.
- Over 2022/23 call answering and waiting times have shown increased consistency at an improved baseline. Contact Centre average call answering has increased by 10 percentage points over the last year, and average call waiting times reduced by three minutes.

Performance Challenges

- Performance at target is influenced by; filling staffing vacancies and turnover, preventing failure demand including customers chasing calls and seasonal demand.
- Matching resource to seasonal demand is challenging. The Repairs team see the highest call volumes (averaging 18,000 per month), but volume is strongly linked to the progress made on existing repairs, appointment scheduling, and media attention and council focus on damp and mould issues. Seasonal demand during autumn and winter can frequently result in a further 2,000 calls per month.

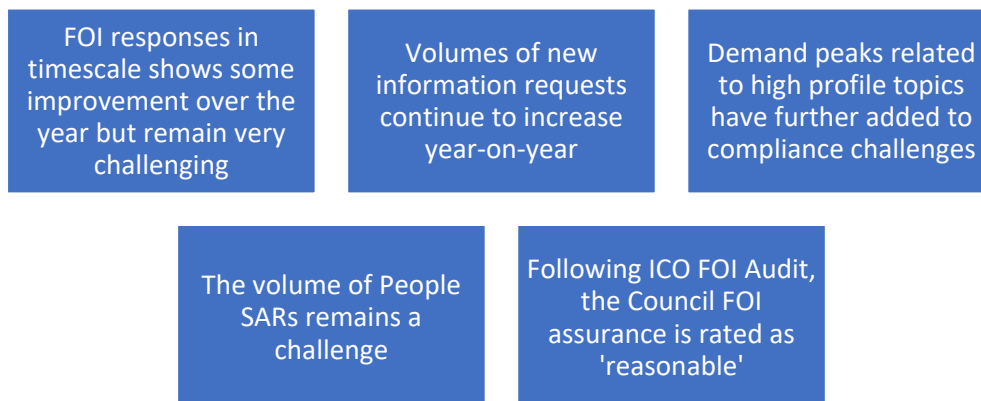
Customer Services are:

- Carrying out work to clarify the resources required in the Contact Centre to consistently meet 85% call answering KPI and reduced waiting times.
- Working with IT colleagues to aid further channel shifts and reduce repeat calls.
- Reducing staff turnover and vacancy issues by introducing workforce development and retention actions.
- Continuing to work closely with other council services to anticipate and plan for peaks in demand due to service changes, seasonal activity / communications.

FOIs and SARs

Accountable Officer: Director of Organisational Strategy, Performance and Delivery
Accountable Committee: Strategy and Resources

Key Performance Headlines



Performance Improvements

- An improvement in meeting statutory response timescales for FOIs was achieved up to Q3 2022/23, however, this progress has been difficult to sustain.
- Following an audit in May 2023 the Information Commissioner's Office found there is a 'reasonable' level of assurance that processes and procedures are in place and are delivering FOI compliance in Sheffield City Council ([Sheffield City Council | ICO](#)).

Performance Challenges

- Significant IT application issues have affected access to reliable FOI information between January - May 2023, this continues for SARs, making tracking of performance and compliance challenging.
- Public social media driven campaigns often resulting from Council decisions and issues are leading to substantial spikes in information requests. These are often difficult to anticipate and respond to given current resource pressures.
- The Council has seen a growing demand for information governance work to support services, e.g. Data Protection Impact Assessments, advising on major projects.

- An audit of the Council's FOI practices was carried out in May 2023 by the Information Commissioner's Office (ICO). An action plan has been developed and agreed by the ICO and will be monitored over the next year.

Information Management service are:

- Identifying an end-to-end case management, reporting and publishing application to ensure reliable and accessible information is available to support tracking and responding to information requests.
- Reviewed the current Information Management operating model to ensure the service is able to respond to increased demands and achieve compliance.
- Improving the approach to SAR performance; systematically addressing the request backlog, increasing contact with requestors, and responding to new smaller requests within timescales.

Workforce Development

Accountable Officer: Director of HR
Accountable Committee: Strategy and Resources

Key Performance Headlines



Performance Improvements

- A new staff Personal Development Review (PDR) approach was introduced in April 2023, completions increased from 6.5% to 12% over Q1 23/24, further increases are expected over the coming year.
- Completion of required training courses by managers has improved significantly since Q3 2022/23 – Recruitment and Selection Principles training has doubled (now at 67%), Safeguarding awareness and Diversity training are also both above 70% compliance. However, all training except GDPR and information security remain below the 85% completion target.

Performance Challenges

- Sickness absence remains higher than target. There are a number of consistent features of working time lost; around a half of lost time is related to longer term absence (over 6 weeks duration); over a third of absence is as a result of Anxiety/Stress/Depression or other psychological conditions.
- Completion of all required training by non-manager officers remains below target with only small increases seen – Directors now receive regular compliance reports to support improvement.

HR are:

- Rolling out a new approach to PDRs in the Council which is expected to result in improved completion rates during 2023/24.
- Carrying out work on the Council's agency staff utilisation and spend, workforce planning and recruitment strategies, working with agency provider Reed, considering fees and rates.
- Assessing the overall cost of staff absence; sickness absence, use of agency and lost productivity and developing potential interventions.

Housing Repairs

Accountable Officer: Director of Direct Services
Accountable Committee: Housing

Key Performance Headlines

Reduced time taken to return void properties to fit-to-let condition, by over 1/3

Over 80% of responsive repairs are consistently completed on time

Number of overdue responsive repairs has been below 2500 for two quarters

Over 2,600 new repairs jobs per week in Q1 23/24

Strong customer satisfaction (over 98%) with service from operatives and gas servicing

Repairs completed Right First Time has increased from 80% to 89% in a year

Performance Improvements

- Good void property turnaround (to fit-to-let condition) has been sustained at the 40-day level since Q3 2022/23, a reduction of around a third compared to Q1 2022/23.
- A dedicated Damp and Mould Team has been established to carry out inspections, apply treatment and identify remedial work (target to assess all jobs within 5 days) – good performance to date. Demand expected to increase in winter months. Specific damp and mould targets and performance measures are in development and resources to meet demand is being prioritised.

Performance Challenges

- New higher levels of demand are impacting repairs targets being reached - over 2,600 new repairs each week in Q1 23/24, an increase of 600 jobs per week from previous levels.
- Particular pressure on the Housing Repairs service for damp and mould repairs (a national trend) and working at height for roofing and gutters (seasonal demand).
- Additional recruitment to respond to increased repair volumes has proved difficult in the current construction labour market.
- As completion of responsive repair jobs to timescale dips there is a corresponding impact on customer satisfaction and experience, this is seen within the Housing Repairs metrics and in demand into Customer Services Contact Centre.

Housing Repairs service are:

- Being clear about the approach taken to prioritisation of work focused on compliance, emergency, damp and mould and disrepairs work.
- Carrying out work with investment colleagues to identify how capital improvement work, large scale, high cost and complex repairs can be delivered.
- Continuing to prepare and respond to the Regulator of Social Housing and forthcoming legislation, e.g. inspections from April 2024, new customer standards and response timescales for health hazards (Awaab's Law).
- Improving customer satisfaction with a robust investigation process into service failure, e.g. quality assurance visits and senior officer monitoring and reporting.

Streets and Neighbourhood Environment

Accountable Officer: Director of Street Scene and Regulations
Accountable Committee: Waste and Street

Key Performance Headlines

A lower proportion of Sheffield roads need maintenance compared to national level

Over 286,000 m² carriageway and 368,000 m² footway resurfaced to plan during the year

Strong performance (99.3%) on reported hazardous potholes repaired in 24 hours

Flytipping on highway removal target met despite increasing cases reported

Litter bin emptying targets met and sustained throughout the year

Variable performance in Q1 23/24 of complaints resolved to timescales

Performance Improvements

- Road condition in Sheffield continues to benchmark well against national figures, 2% or fewer roads in Sheffield where maintenance should be considered. Footway and carriageway resurfacing works have met planned levels over the year.
- Repairs to hazardous potholes have shown good performance throughout the year, including during the Q4 22/23 winter seasonal peak (98.5% quarter average).

Performance Challenges

- Streets Ahead complaint resolution has been variable across the year falling below 80% across Q1 23/24. Complaints where an investigation is required (28-day target) are driving this, issues dealt with via 3-day problem-solving route are meeting their target. Concerns have been raised over the length of time customers are waiting for a substantive response for more straightforward issues.
- Increases in fly-tipping have been seen over the last quarter in Page Hall and Darnall. Incidents are being dealt with in line with timescales, however further increases may be seen as targeted action is carried out.
- Despite [Customer Charter](#) measures on the whole performing well there is a steadily growing backlog of lower category defects (drainage and potholes).

Street Scene and Highways services are:

- Carrying out a new rolling survey to capture views on highways maintenance services across the year, this will be accessed through 'Have Your Say Sheffield'.
- Working with Amey to improve quality and timeliness of complaint responses. A Service Quality Register and escalation process is being reviewed to improve standards [Waste & Street Scene Policy Committee, 27/09/2023](#).
- Working with LAC officers and Amey Streets Ahead on an East of the city pilot scheme. Dynamic cleansing schedules and a dedicated area team will respond to demand for litter clearance more effectively.
- Putting in place a new City Centre street cleansing delivery model in October 2023, operatives will have dedicated work zones and focus on detailed work resulting in a higher standard aesthetic.
- Continuing negotiations to reset the street cleaning regime for suburban areas.

Cost of Living

Accountable Officer: Director of Communities /
Director of Policy and Democratic Engagement
Accountable Committee: Strategy and Resources

Key Performance Headlines

Council tenant rent arrears increased - £300k in year across tenants, less than forecast

Community Support helpline performing well routinely calls answered above 80% since Q4 22/23, and under 5 min wait time

Food bank supply and demand information currently difficult to collate and inconsistent across the city

Continued strong use of Cost of Living hub and Household Support Fund webpages

Household Support Fund demand remains high at around 70 cases per day

Strong seasonality to support demand - Q3/4 energy & water, Q1/2 food

Performance Improvements

- Council tenant rent arrears increased by £300k in year (Q4 22/23), however, initial forecasts suggested it could be three times this level. The current position reflects £1.8m of financial support accessed by tenants through Household support scheme, credits to utility bills, and additional government payments.
- Demand for support remains high but is well tracked and is being met. To Q1 2023/24 support helpline, Cost of Living hub webpages and Household Support Fund webpages were regularly receiving 100+ contacts per day. Expansion of communication channels continues.

Performance Challenges

- Household Support Fund for food support shows specific demand hotspots in the northeast and east of the city. The size, capacity and services offered by food banks across the city differs, however, funding from SYMCA is enabling more sustainable food sourcing including centralised co-operative food buying.
- Demand for support is expected to increase further during autumn and winter 2023.

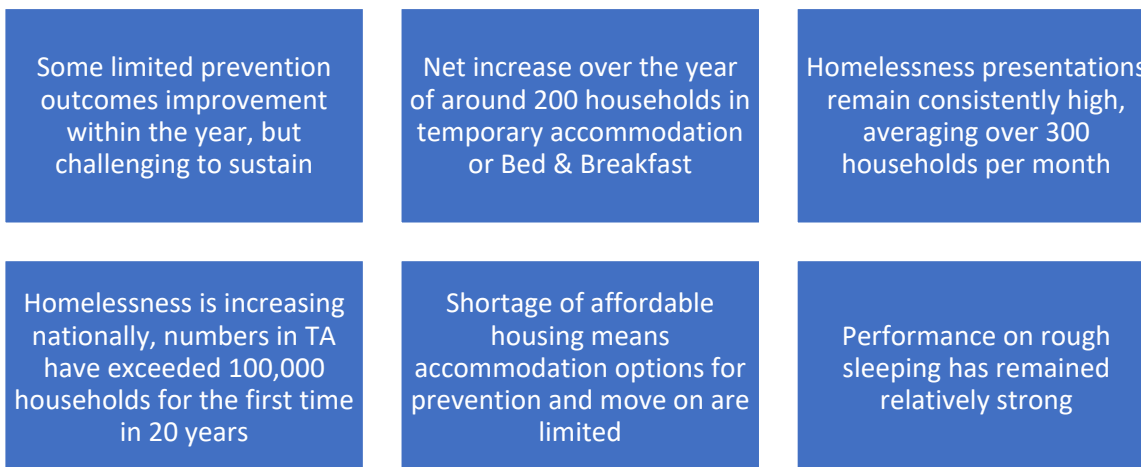
Communities services are:

- Using analysis of service data to identify tenants at risk of rent arrears to offer early interventions and intensive support where needed.
- Working with Business Sheffield who are providing weekly visits and action planning to help high street businesses to remain open.
- Continuing and expanding the support activities, e.g. Welcome Places, simplified access to crisis support, updated information materials and channels.
- Delivering increased interventions to support young people through family hubs, schools and the Youth Services team.
- Piloting early intervention approaches to groups disproportionately impacted, e.g. households missing multiple Council Tax payments.

Homelessness

Accountable Officer: Director of Housing Services
Accountable Committee: Housing

Key Performance Headlines



Performance Improvements

- Limited prevention improvements were seen in Q4 22/23 and Q1 23/24, this has been difficult to sustain. Recent actions including a dedicated Prevention team and triage approach to act on cases earlier will lead to performance improvements.

Performance Challenges

- The number of households in temporary accommodation has continued to rise over the year now reaching 630 households with over 365 in temporary accommodation (TA) and over 260 in B & B accommodation. Capacity in designated schemes and dispersed TA units has been reached resulting in increased use of hotels.
- Households are staying in TA for long periods due to a shortage of general needs or specialised/supported housing to move on, high officer caseloads and delays in decisions. Average time in TA is around 5 months for families and 6 months for single/adult households, this can be significantly longer and is influenced by case complexity and housing needs assessment.
- The main challenge for rough sleeping is repeat rough sleepers with entrenched patterns, rather than those new to streets.

- Housing Policy Committee agreed an Action Plan developed in partnership with 64 organisations in the city which prioritises prevention activity to support the Homelessness Prevention Strategy.

Housing service are:

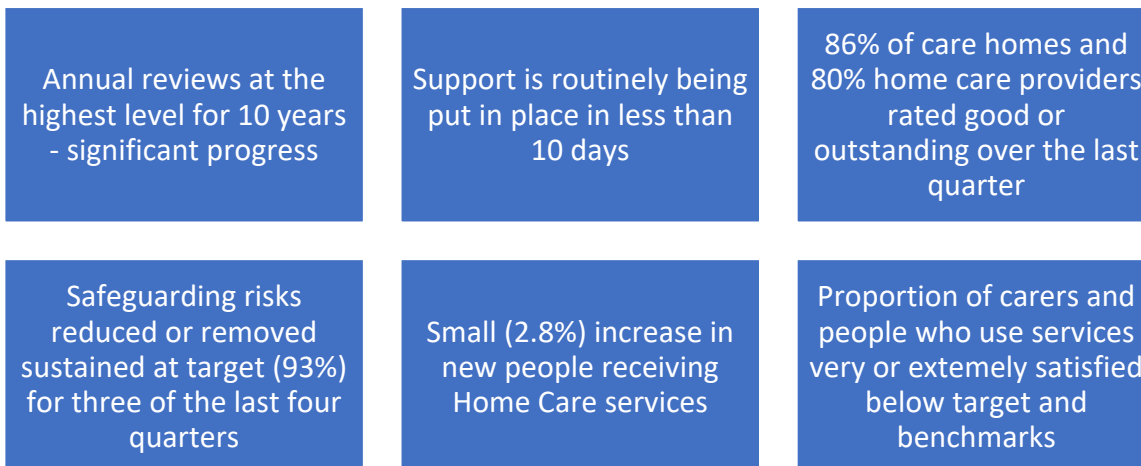
- Putting in place a Homelessness Prevention Team with enhanced support for new officers, a 'Call Before You Serve' service for private sector landlords and improved processes to identify and act on prevention cases earlier.
- Learning from Changing Futures to support individuals with more complex needs, repeated periods of homelessness, and aiming for a positive impact.

- Taking the opportunity to be part of the Royal Foundation Homewards Programme to innovate for families to prevent homelessness and its impact. This will be focussed on ethnic minority families and should have a positive effect on addressing inequalities in housing.
- Developing a new Temporary Accommodation Strategy to address the shortage in suitable alternatives to hotels, to improve the customer experience and mitigate increased financial pressure on SCC of the hostel subsidy loss.

Adult Care and Wellbeing

Accountable Officer: Strategic Director of Adult Care and Wellbeing
Accountable Committee: Adult Health and Social Care

Key Performance Headlines



Performance Improvements

- Significant and sustained full year improved performance on planned reviews. This has resulted in freeing up homecare capacity, quicker new package pick-up and timely hospital discharge.
- Care Home provision rated good or outstanding has shown long term good performance, over Q1 23/24 Homecare rated good and outstanding has shown improvement and is now at its highest level for over three years.
- The annual survey asking people receiving adult social care services about satisfaction, quality of life, choice and control, and feeling safe of has recently been carried out. Our performance has significantly improved across the majority of questions and Adult Social Care Outcomes Framework (ASCOF).
- The length of time taken to put support in place if required has reduced quarter on quarter by up to 7 days. This is within the context of a 4% increase in Community Support requests, a 7% increase in Safeguarding contacts and a 13% increase in Hospital support requests.

Performance Challenges

- Increases in care package costs due to annual fee increases, inflation and growth in demand are contributing to cost pressures in the service. Grants and contributions income offsets some increases but service savings continue to be required, delivery of these savings are monitored regularly.
- Staff sickness absence in the Adult Care and Wellbeing Directorate has steadily reduced over the last year from a baseline of over 7%, however, it continues to be above target and above the Council average.

Adult Care and Wellbeing services are:

- Ensuring the improvement plan in place for planned reviews results in more reviews being carried out in a timely and sustained way. Actions are underway to continue to increase the number of reviews being completed and ensure most overdue reviews are prioritised.
- Putting in place a new data and service verification process to ensure individuals' data is accurate and reflects changes in service provision quickly.
- Putting in place a strategic lead for Carers and the Carers Strategy Implementation Group. The service is ensuring work continues with the Carers Centre to increase, widen, and target referrals. Work to consolidate the approach and support specifically for Young Carers also continues.

Children's Social Care

Accountable Officer: Director of Children and Families

Accountable Committee: Education, Children and Families

Key Performance Headlines

Reduction in number of Children Looked After, those subject to Child Protection Plan, and over 18s over the year

Placement costs forecast to be substantially above budget for the third year

Significant challenges in finding placements for Children Looked After within Sheffield or neighbouring LAs

Around 1/3 of social worker caseloads above or well above expected levels continues

Numbers of high cost mainstream placement stable across year but growth in highest cost placements

Performance Improvements

- Looked After Children numbers have gradually reduced over the year and remain significantly lower than statistical neighbour, regional and national comparators. The Children's service focus on an extensive edge-of-care offer to support children to remain at home with their families where it is safe to do so. Social work teams also support the placement of children with connected carers, enabling them to be Looked After within their natural networks rather than with a foster family or residential placement.

Performance Challenges

- Following good performance in reducing the number of social workers with higher-than-expected caseloads in Q3 and Q4 22/23, progress has now fallen back with around one third of social workers having higher caseloads since Q1 23/24.
- Finding sufficient placements within the local authority and the number of high-cost placements required in Sheffield is consistent with national trends and reflects reliance on external providers. Wherever possible children and young people are placed in the city, close to family, communities and schools, only a small minority of children have out-of-city placements as part of their plan. The current placement market and availability results in little choice for local placements if the placement meets the needs of the children.

Children and Families service are:

- Developing a Sufficiency Strategy to ensure the right services for children in Sheffield are commissioned and provided. This will include a review of in-house residential provision and plans for high quality and sustainable placements in the city.
- Working jointly on a South Yorkshire Regional Fostering Agency which would pool resources to recruit and retain foster carers.
- Seeing positive impact following the development of a social work recruitment and retention strategy – filling all vacant fieldwork social work posts with social

workers expected to qualify in April 23. Such positive recruitment sets Sheffield apart from many other LA's where there are significant vacancies and high use of agency staff. Recruited social workers within their first year of practice will receive a high level of support.

SEND Multi-Agency Transitions

Accountable Officer: Director of Integrated Commissioning
Accountable Committee: Education, Children and Families

Key Performance Headlines

Young people having annual health checks is above target across the cohort

Reviews showing good practice in preparation for adulthood have almost doubled over the year

Young people with SEND have shown sustained take up of Supported internship placements

Increased partnership working through Accelerated Progress Plan delivery

Performance Improvements

- Significant improvements have been made with a strong increase in the proportion of young people with a learning disability having annual health checks – above the 70% national target for 14–25-year-olds at year end.
- Increasing numbers of young people supported by the Children with Disabilities Service have received support from the Social Care Transitions Team and at an earlier age, now including young people aged 16.
- Over the year preparation for adulthood tools and training have been embedded across the education, health and care system.

Performance Challenges

- Difficulty with continuous monitoring of key performance measures, particularly on engagement and young people’s feedback, limiting understanding of service user experience. More time is needed for the impacts of improvements to be felt before feedback can be gained – for example, a new Preparing for Adulthood transitions guide was shared in May, people need time to use this before feeding back views.
- The maximum number of supported internship places (25) was reached very quickly as there are currently limited providers of these placements. The SEND Employment Forum is expected to lead to increased employer placements available next year.

- The review of the Transitions Accelerated Progress Plan (APP) was carried out by Department for Education and NHS England in early 2023, it was confirmed in late August 2023 that accelerated progress has been made and formal monitoring will be stood down. [Local area SEND inspection in Sheffield](#).

Integrated Commissioning and Children’s services are:

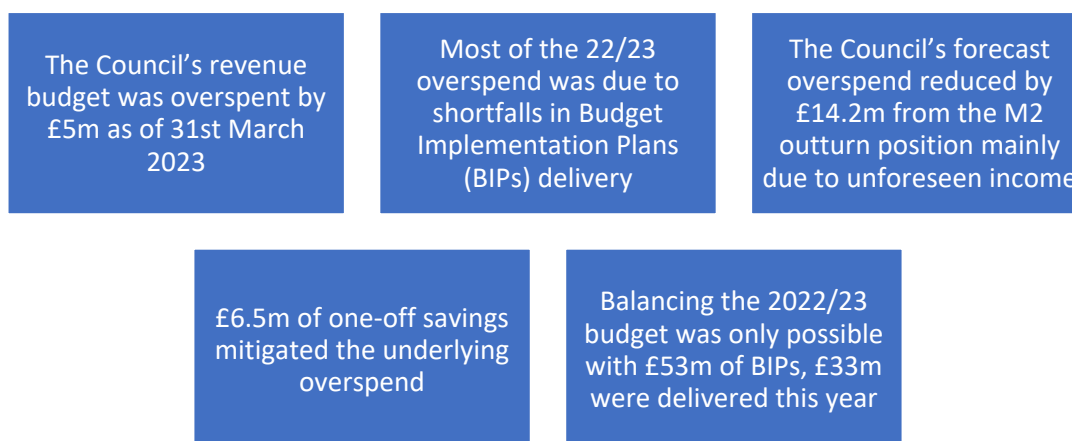
- Planning to move and join children and adult transitions teams under Adult Services helping to sustain improvements in transitions service and performance. The number of young people reached and the quality of support provided will continue to be monitored.
- Carrying out greater engagement and co-production with young people, e.g. establishing a new Young People’s SEND advisory group – SENDing Voices.
- Working with South Yorkshire Integrated Care Board to ensure annual health checks for young people with Learning Disabilities are monitored and compared to the current positive trajectory, Mencap will continue to be commissioned to support engagement with health checks.

Financial Stability

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

This performance report spans the period Q2 2022/23 to Q1 2023/24 therefore an overview of the Revenue budget monitoring for the two financial years is presented.

2022/23 Revenue Monitoring

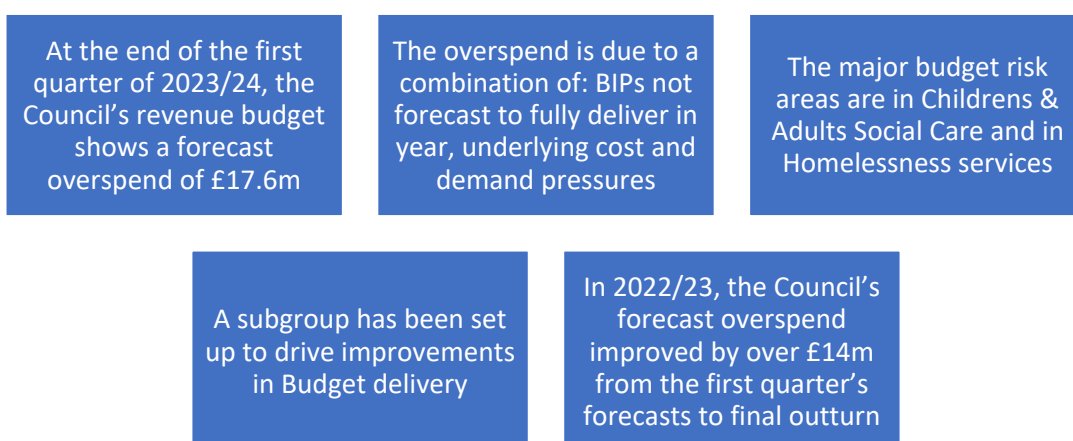


Finance Committee received the final revenue outturn monitoring statement 2022/23 in June 2023 [Final Outturn 2022/23 Committee Finance Report](#).

This is summarised below:

- The Council's revenue budget was overspent by £5m as of 31st March 2023.
- The Council's financial position saw substantial improvements throughout 2022/23. The forecast overspend reduced by £14.2m from the M2 outturn position mainly due to unforeseen income.
- The overspend was due to a combination of agreed Budget Implementation Plans (BIPs) not being fully implemented and ongoing cost / demand pressures that were partially offset by one-off savings.
- £6.5m of one-off savings mitigated the underlying overspend. Balancing the 2022/23 budget was only possible with £53m of BIPs, £33m were delivered this year.
- The overspend in Adult Social Care was halved due to additional grant income, mainly from the Government's £500m discharge fund announced in November 2022.
- Transport, Regeneration and Climate Committee's improvement of £2.5m was mainly as a result of the mitigation of unachievable savings targets for 2022/23.
- The Communities, Parks & Leisure Committee's overall improvement was due to the underspend in Youth Service following a delay in the implementation of the new operating model and recruitment slippage.
- Strategy & Resources saw a large recovery in income from interest on investments throughout the year. Cash balances remained strong and so did the bank rate. Careful management and investment of our funds resulted in a strong yield for the Authority.

2023/24 Revenue Monitoring



Strategy and Resources Committee and Finance Committee received the Quarter 1 2023-24 Budget monitoring report in early September 2023 [2023-24 Q1 Budget Monitoring Report](#). This is summarised below:

- The Council's revenue budget shows a forecast overspend of £17.6m at the end of the first quarter of 2023/24.
- In 22/23, the Council's forecast overspend improved by over £14m from the first quarter's forecasts to final outturn some movement in position is also expected in 2023/24.
- The 23/24 forecast overspend is due to a combination of factors; some agreed BIPs are not forecast to fully deliver within the year, there are underlying cost and demand pressures faced by services some of which are partially offset, e.g. grant income, draws from specific reserves or provisions and income from central government or external sources.
- 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 to mitigate future budget pressures.
- The Council identified £47.7m of savings ensuring the General Fund 2023/24 budget was balanced.
- 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 if overspends are not managed and mitigated. Delivering in year budgets must be a key focus for all services for the Council to retain financial stability.
- 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.

Our Sheffield Delivery Plan 2022/23

Urgent Performance Challenges

A Good Council

Financial Stability

Customer Services

FOIs & SARs

Workforce Development

Strong & Connected Neighbourhoods

Housing Repairs

Street & N'hood Environment

Tackling Inequalities & Cost of Living Crisis

Cost of Living

Homelessness

Healthy Lives and Wellbeing for all

Adult Social Care

Happy Young People

Children's Social Care

SEND Multi-Agency Transitions

Committee	FY Budget	FY Outturn	FY Variance
Education, Children and Families	128,429	134,214	5,784
Adult Health and Social Care	151,393	157,067	5,674
Housing	6,023	6,244	220
Waste and Street Scene	54,971	54,666	(305)
Economic Development and Skills	11,136	10,744	(392)
Transport, Regeneration and Climate	29,683	28,442	(1,240)
Communities, Parks and Leisure	45,885	44,169	(1,715)
Strategy and Resources	(427,520)	(420,533)	(6,987)
Total	(0)	5,013	5,014

Select a row to view further detail in the table below

Service Abbrev	Latest FY Budget	Latest FY Outturn	Latest FY Variance	Comments (where variance +/- 100k)
ADULT HEALTH AND SOCIAL CARE	145,089	151,109	6,020	<p>£8.7m of the £7.2m overspend is directly attributable to the non-delivery of savings within timescale of 1 year. There is an underlying pressure in the Learning Disabilities purchasing budget of £3.2m (in addition to the £4m under-delivering LD BIP savings). This is offset by the underlying Physical Disability and Older People purchasing budgets being underspent (not including BIP savings under-delivery).</p> <p>The £8.7m savings non-delivery is the product of delays to the delivery of savings in 2022/23. Of the £25.2m savings target, £16.5m is forecast to be delivered by March 2023 and a further £7.6m will be delivered as a full-year-effect in 2023/24. In total this means that £24.1m savings (96%) are anticipated to be delivered by 1st April 2024 within current plans, leaving £1.1m to be mitigated during 2023/24.</p>
BUSINESS CHANGE & INFO SOLNS	17,163	18,087	923	Shortfalls in BIP delivery of £1.1m from organisational changes within the Business Change and ICT Delivery services. Additional Devices and Licence cost of £0.6m due to volumes not reducing as planned.
CENTRAL COSTS	(46,471)	(47,400)	(928)	A number of small underspends including pension gratuities and Court Cost recoveries.
CHILDREN & FAMILIES	108,920	113,672	4,752	£5.4m of the overspend relates to BIP saving shortfalls (including £0.7m relating to Placements which remains a risk going into 23/24) . One off items include a £1.4m income gap due to insufficient staffing capacity at Aldine House (assumed to be one off this year with income returning to more normal levels from Apr 23 although this may be at risk of clipping) and Household Support Grant contribution of (£0.5m) towards
Total	(0)	5,013	5,014	

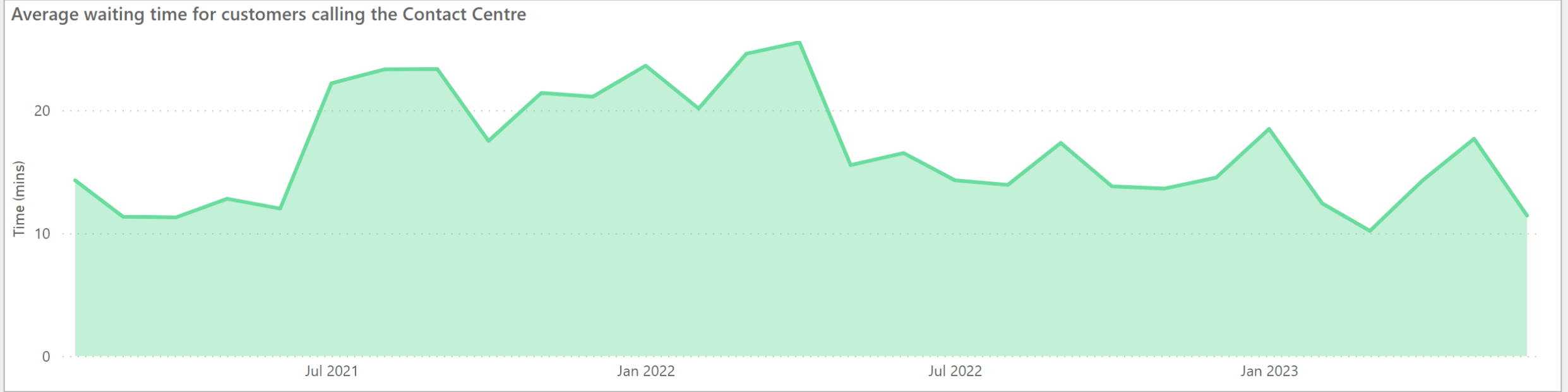
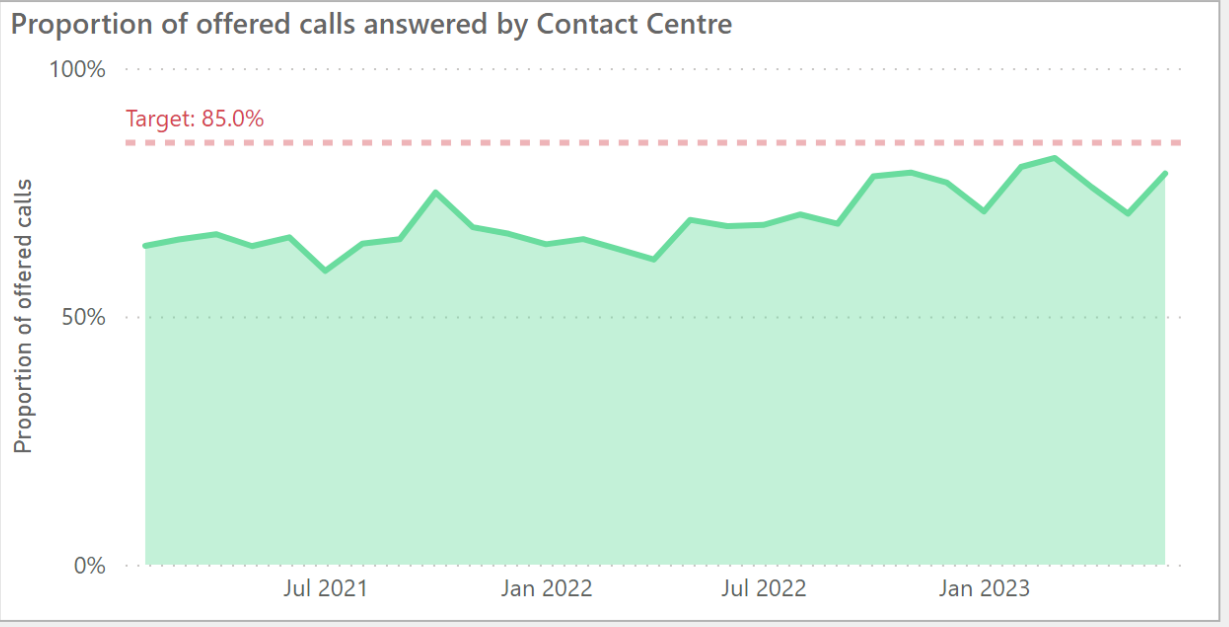
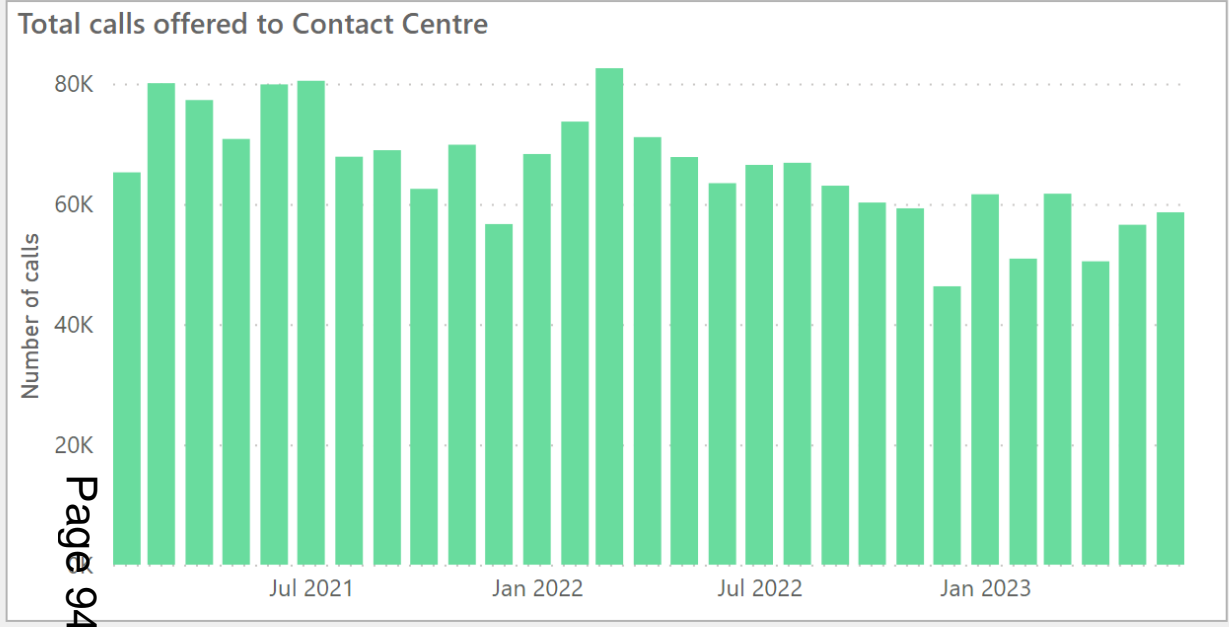
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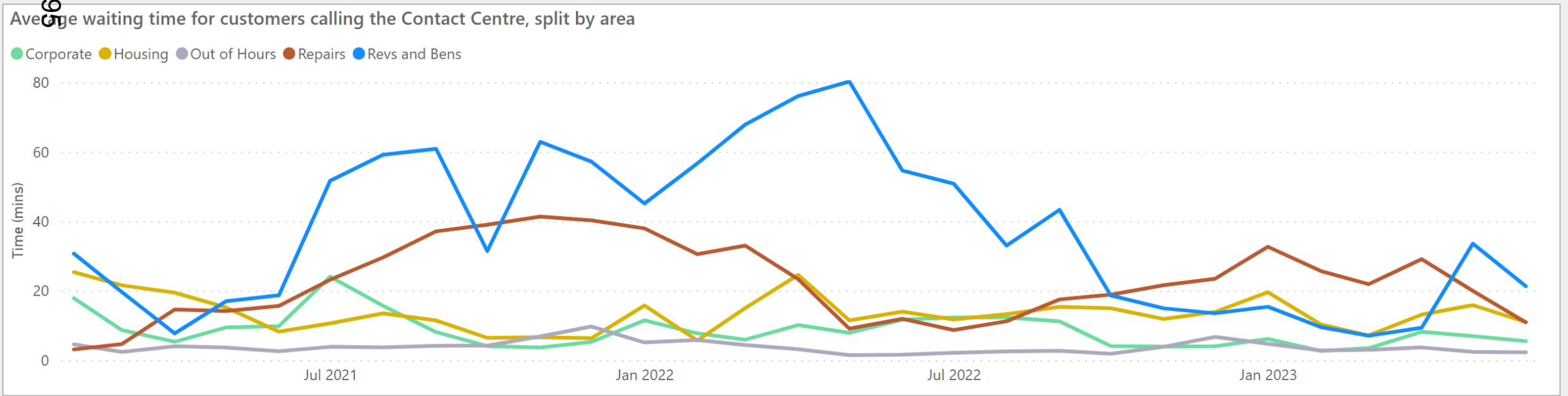
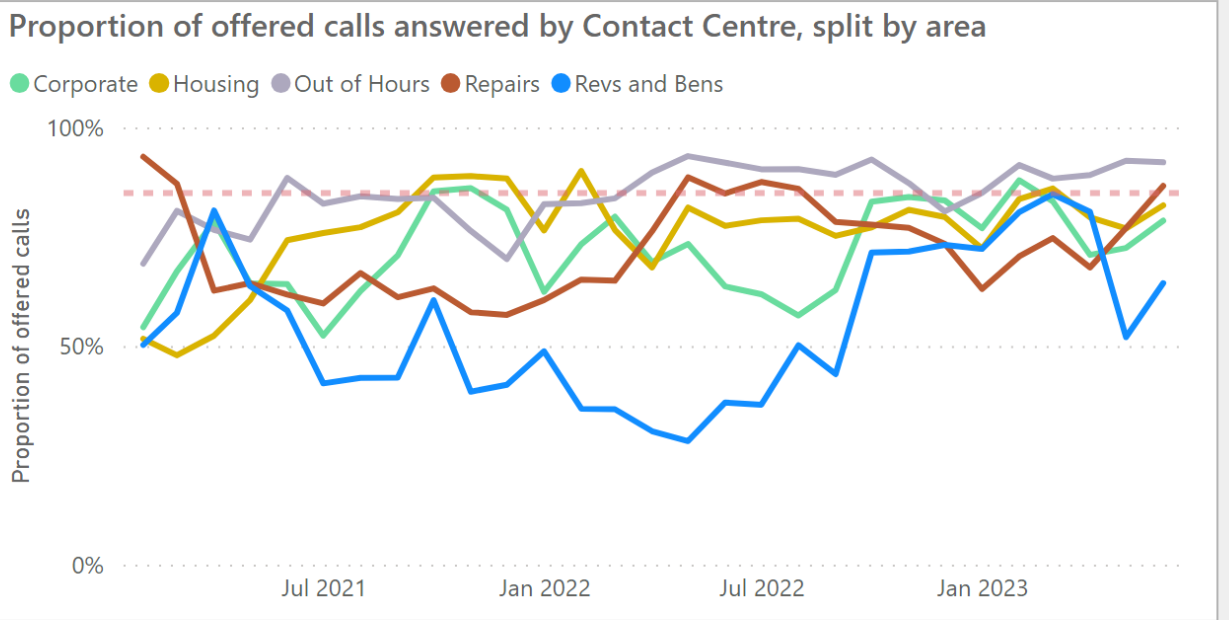
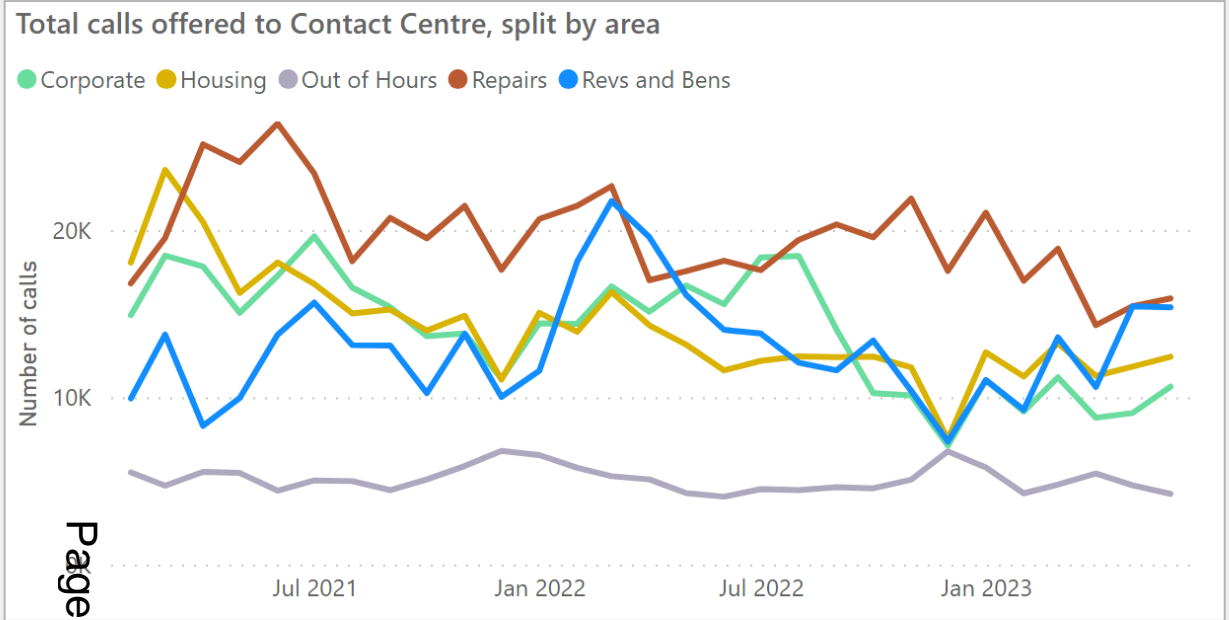
Committee	FY Budget	FY Outturn	FY Variance
Education, Children and Families	115,784	124,675	8,891
Housing	7,023	10,212	3,188
Adult Health and Social Care	143,730	146,891	3,161
Strategy and Resources	(421,499)	(418,442)	3,057
Communities, Parks and Leisure	41,343	41,691	348
Economic Development and Skills	9,360	9,471	111
Transport, Regeneration and Climate	40,013	39,635	(378)
Waste and Street Scene	64,246	62,491	(1,755)
Total	(0)	17,623	17,623

Select a row to view further detail in the table below

Page 93

Service Abbrev	Latest FY Budget	Latest FY Outturn	Latest FY Variance	Comments (where variance +/- 100k)
ADULT HEALTH AND SOCIAL CARE	145,089	151,109	6,020	<p>£8.7m of the £7.2m overspend is directly attributable to the non-delivery of savings within timescale of 1 year. There is an underlying pressure in the Learning Disabilities purchasing budget of £3.2m (in addition to the £4m under-delivering LD BIP savings). This is offset by the underlying Physical Disability and Older People purchasing budgets being underspent (not including BIP savings under-delivery).</p> <p>The £8.7m savings non-delivery is the product of delays to the delivery of savings in 2022/23. Of the £25.2m savings target, £16.5m is forecast to be delivered by March 2023 and a further £7.6m will be delivered as a full-year-effect in 2023/24. In total this means that £24.1m savings (96%) are anticipated to be delivered by 1st April 2024 within current plans, leaving £1.1m to be mitigated during 2023/24.</p>
ADULTS, CARE AND WELLBEING	134,849	138,342	3,493	<p>Purchasing overall is £0.7m overspent. Service improvements across Adult Care have reduced purchasing costs alongside grant/health income helping to bolster Adult Care (£6.2m Social Care grant, £1.7m prior year CHC income) not known at time of budget setting. These help offset £2.8m BIPS and underlying £5.8m pressure (largely Learning Disabilities). £2.2m of the 23/24 BIP shortfall is expected to be delivered as planned in 24/25.</p> <p>Staffing is £1.7m overspent. £2.7m income not known at time of budget setting is helping offset £1.4m BIPS</p>
Total	(0)	17,623	17,623	

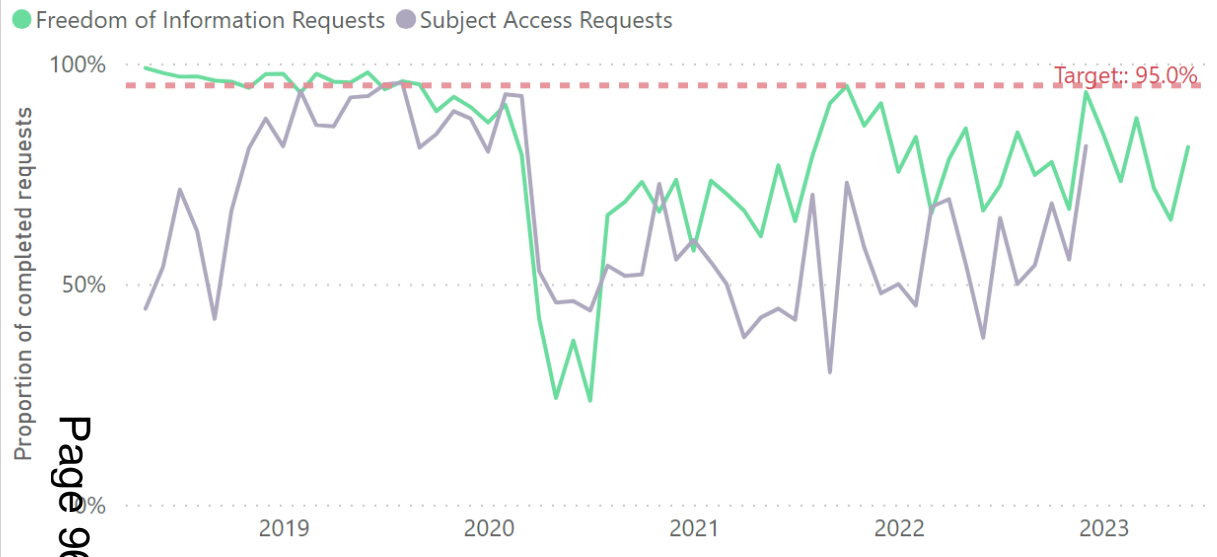




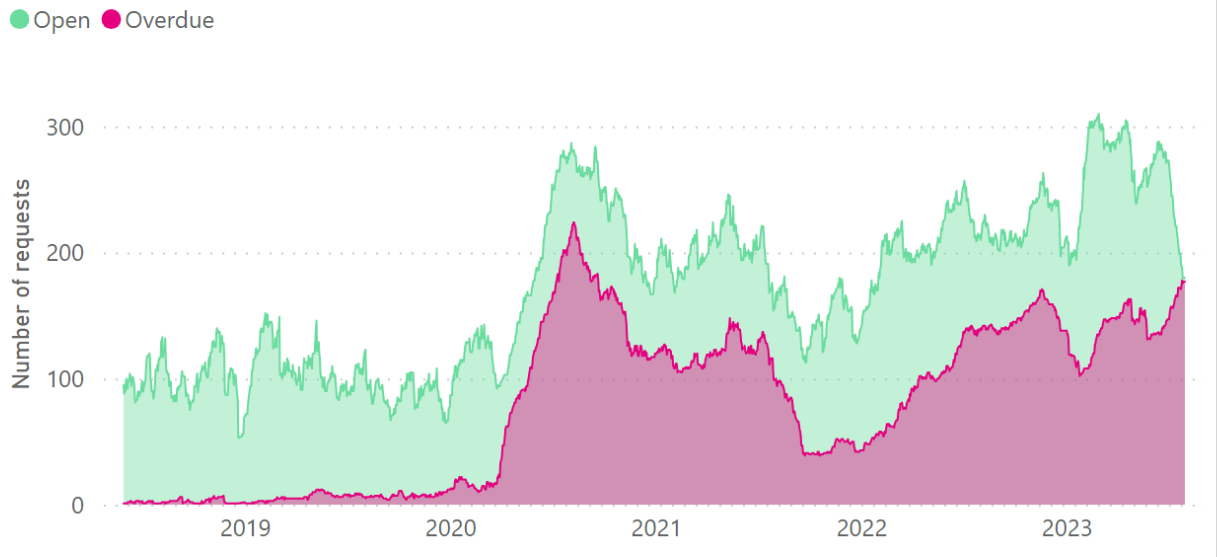
A Good Council: Freedom of Information and Subject Access Requests



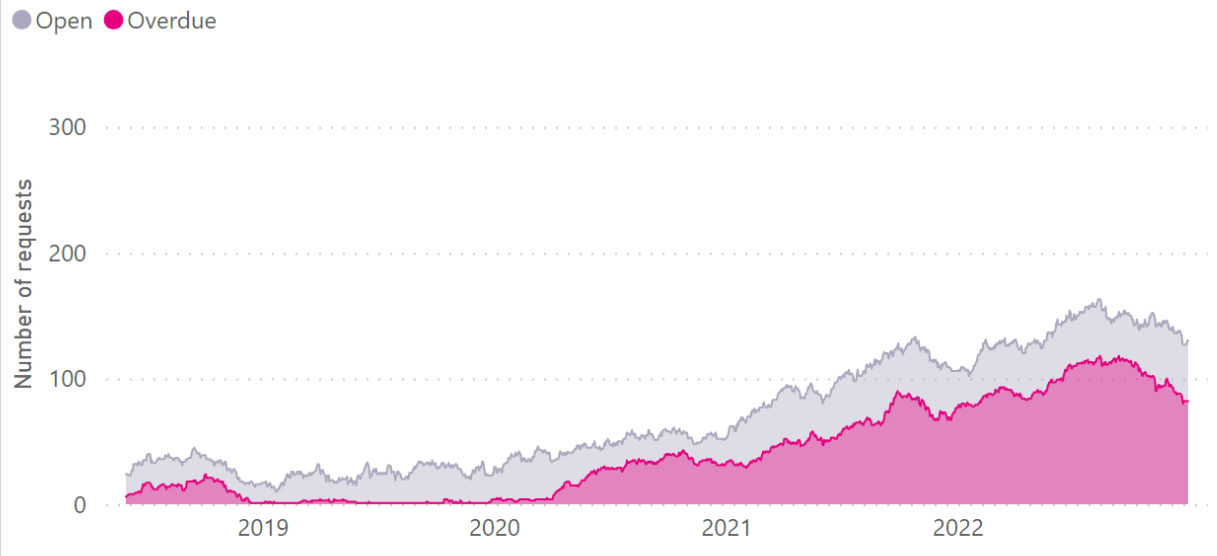
Proportion of completed requests responded to within statutory timescales



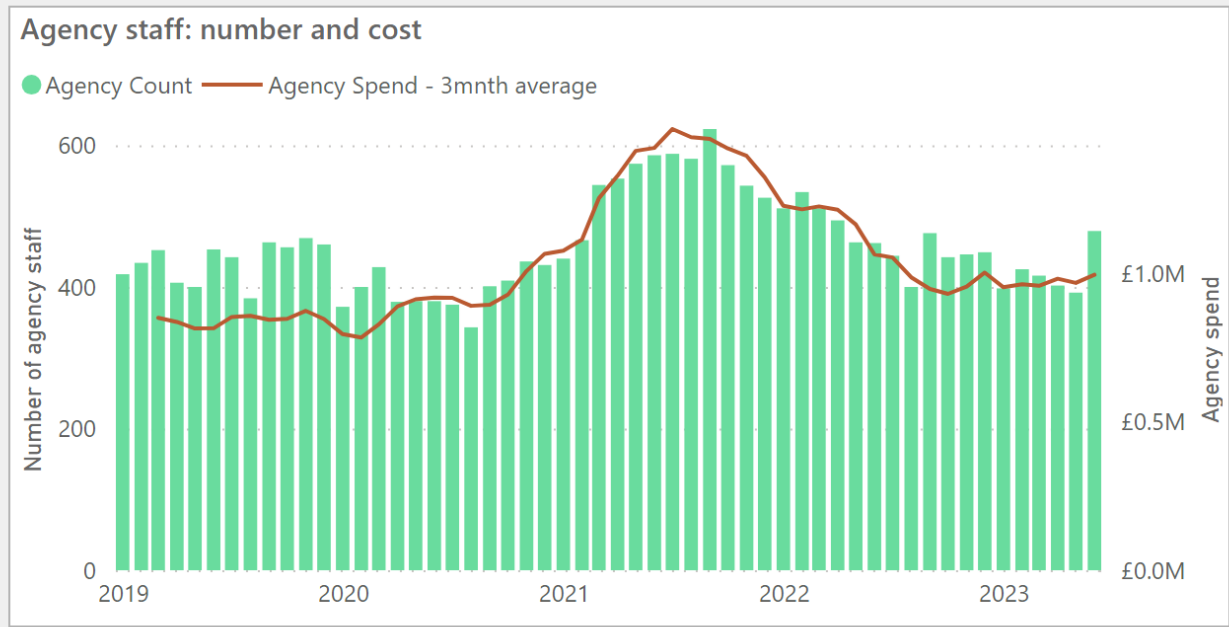
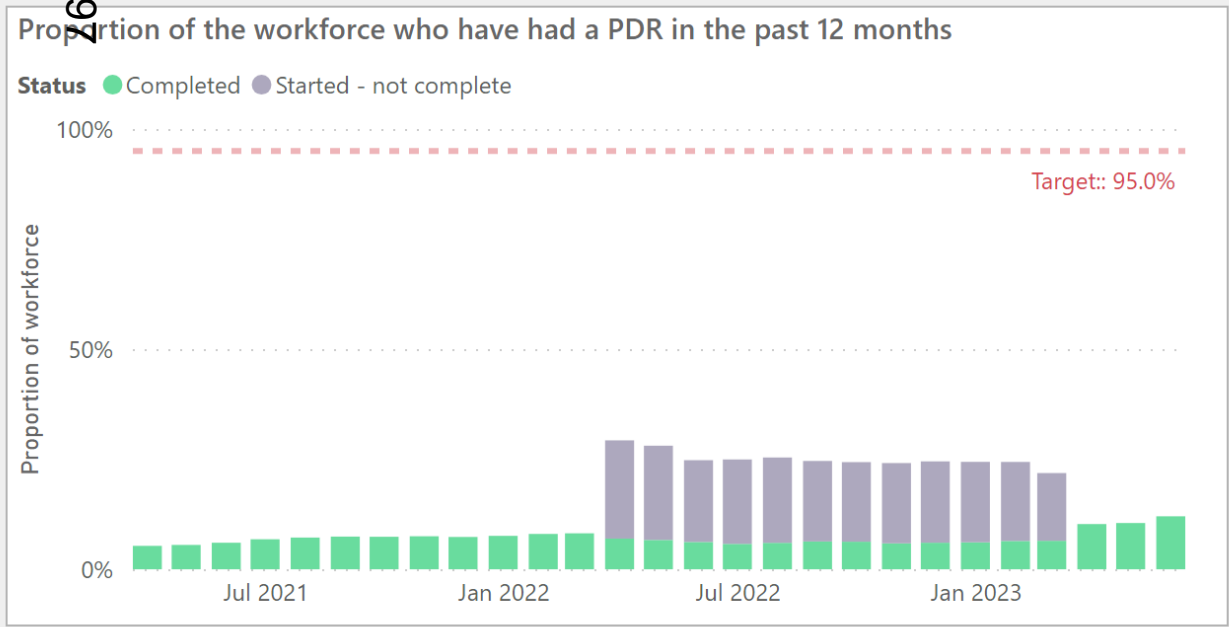
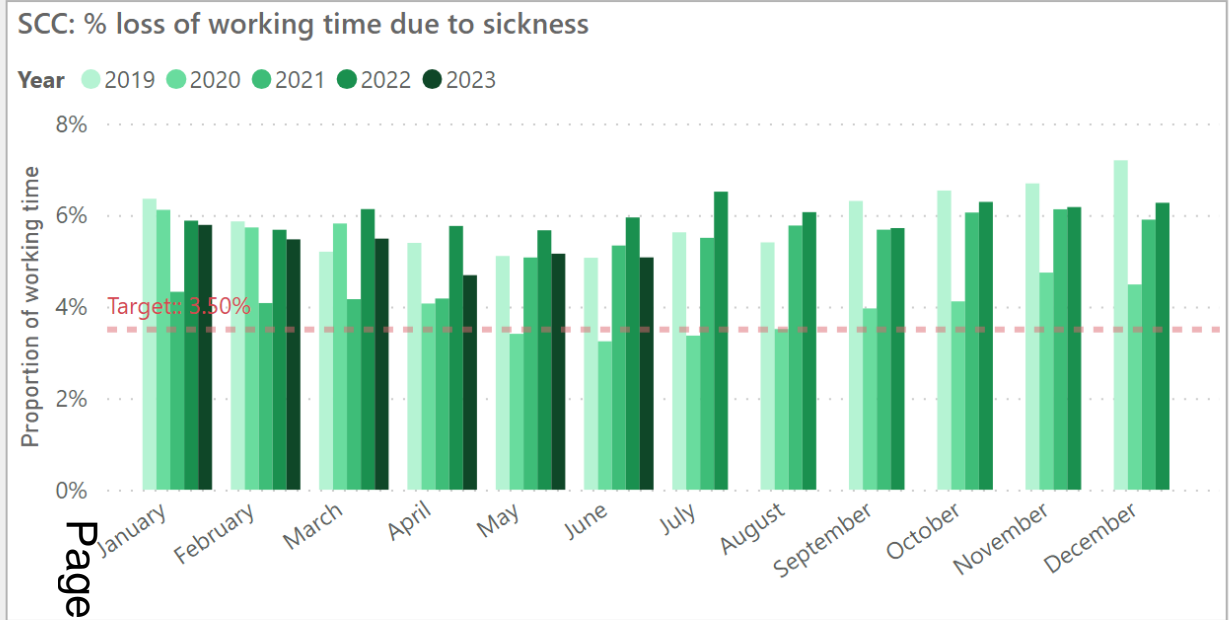
Freedom of Information Requests: open and overdue



Subject Access Requests: open and overdue



Portfolio	Open SARs	Overdue SARs	Average age of open requests (days)
People	90	89	421.15
Resources & PPC	13	13	392.62
Operational Services	22	22	354.95
Unassigned	1	1	234.00
Total	126	125	405.03

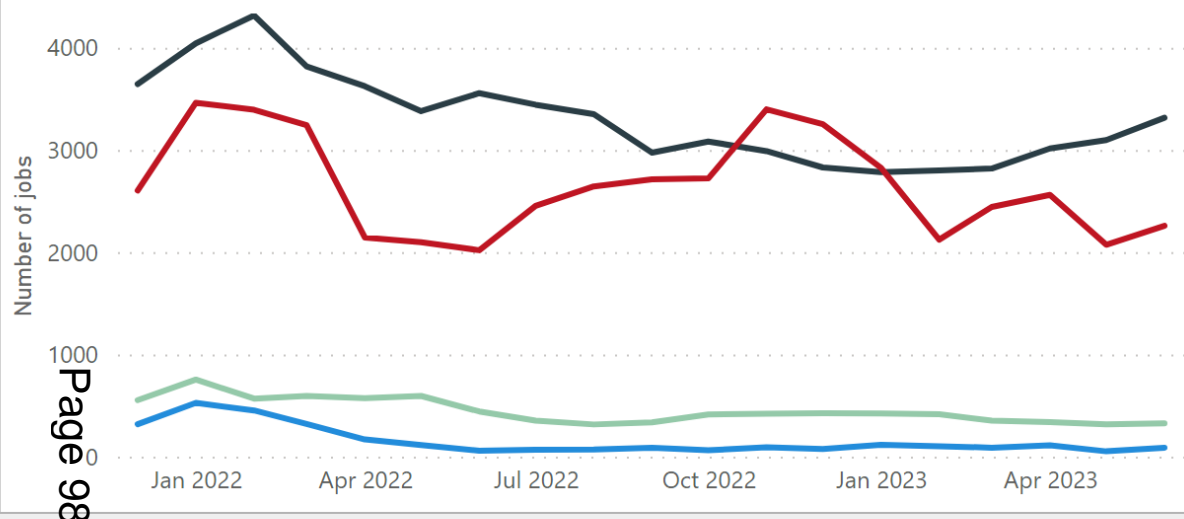


Strong and Connected Neighbourhoods: Housing Repairs



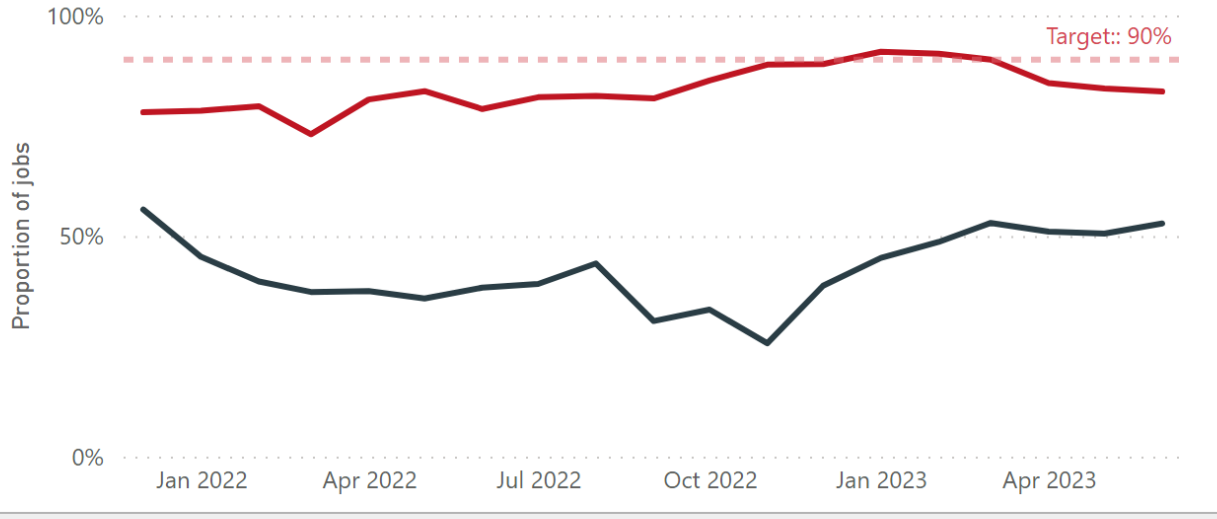
Number of overdue jobs

● Fire stopping ● Gas ● Planned repairs ● Responsive repairs

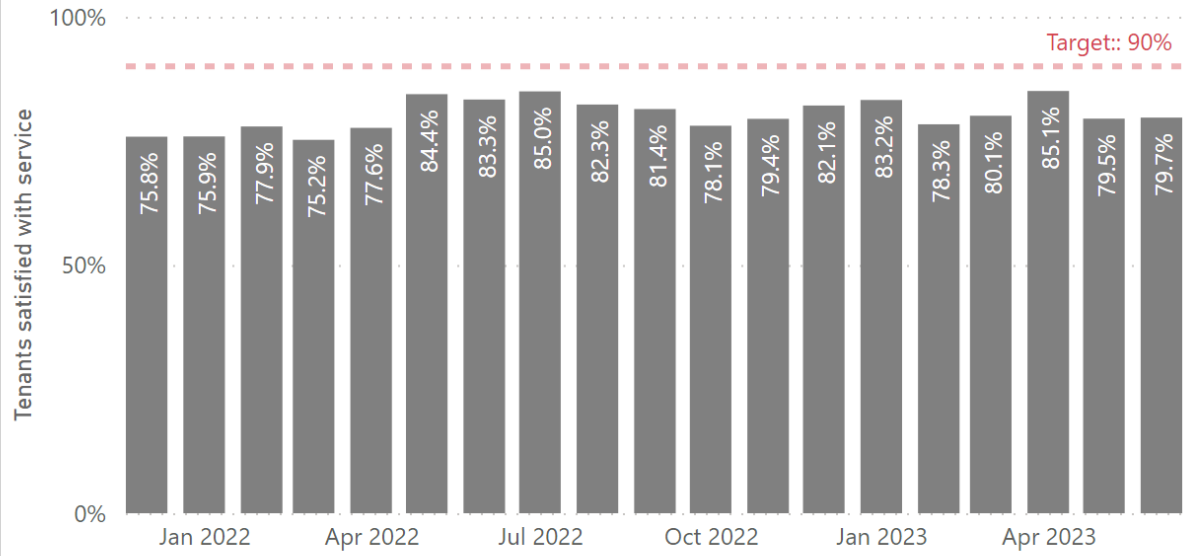


Proportion of repairs completed on time

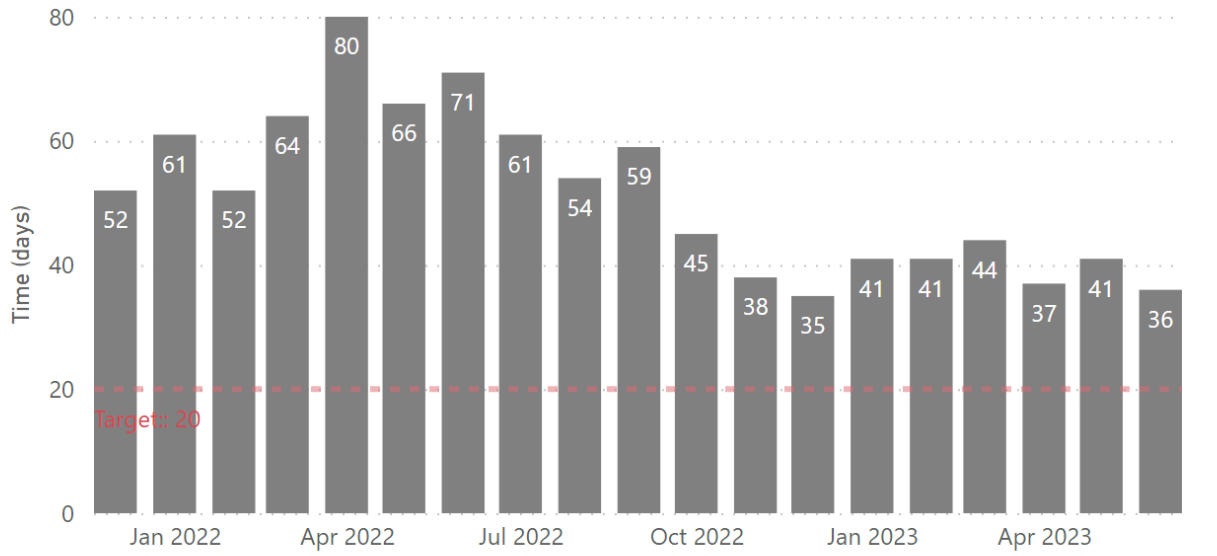
● Planned repairs ● Responsive repairs

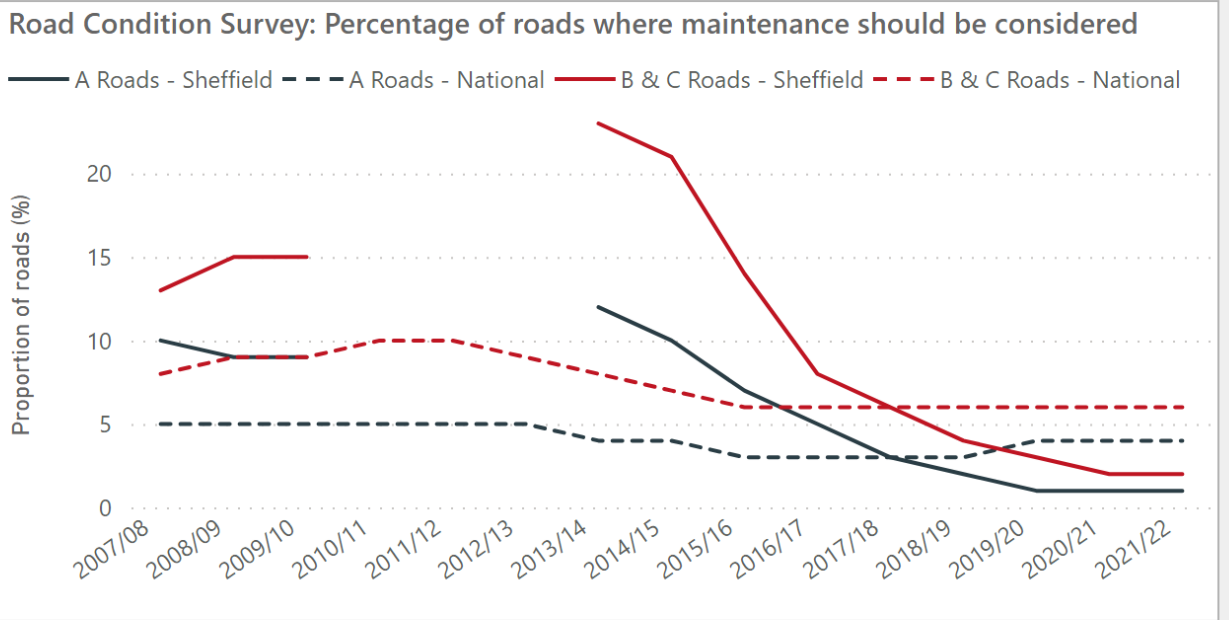
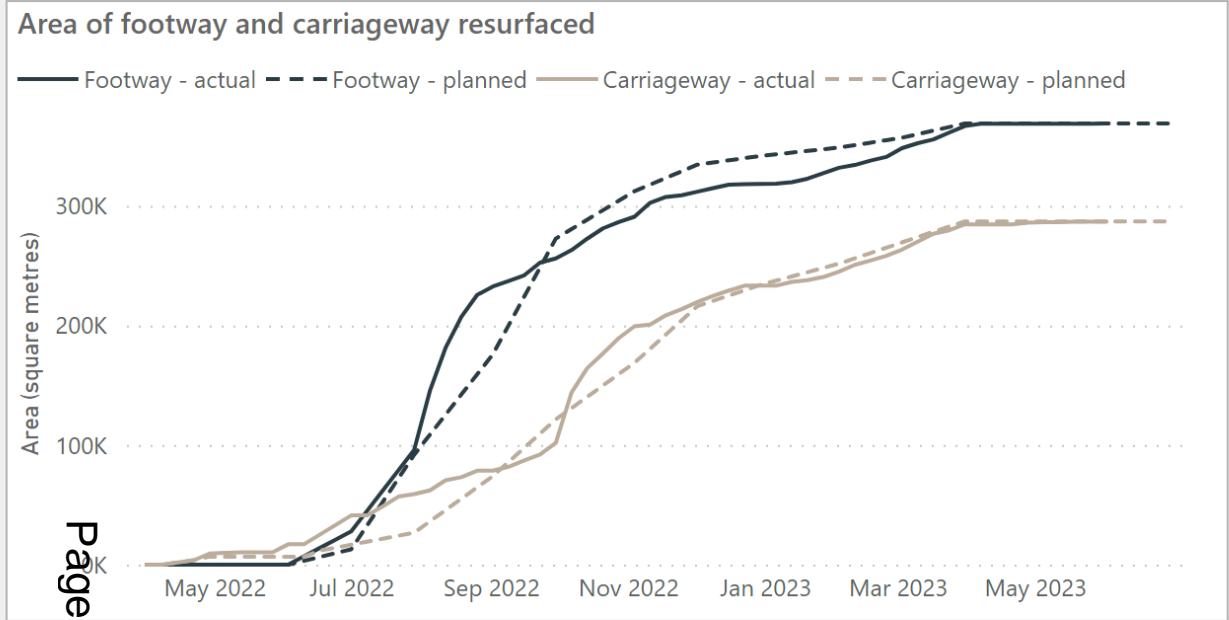


Tenant satisfaction with repairs service



Average time taken to bring voids back into fit to let condition

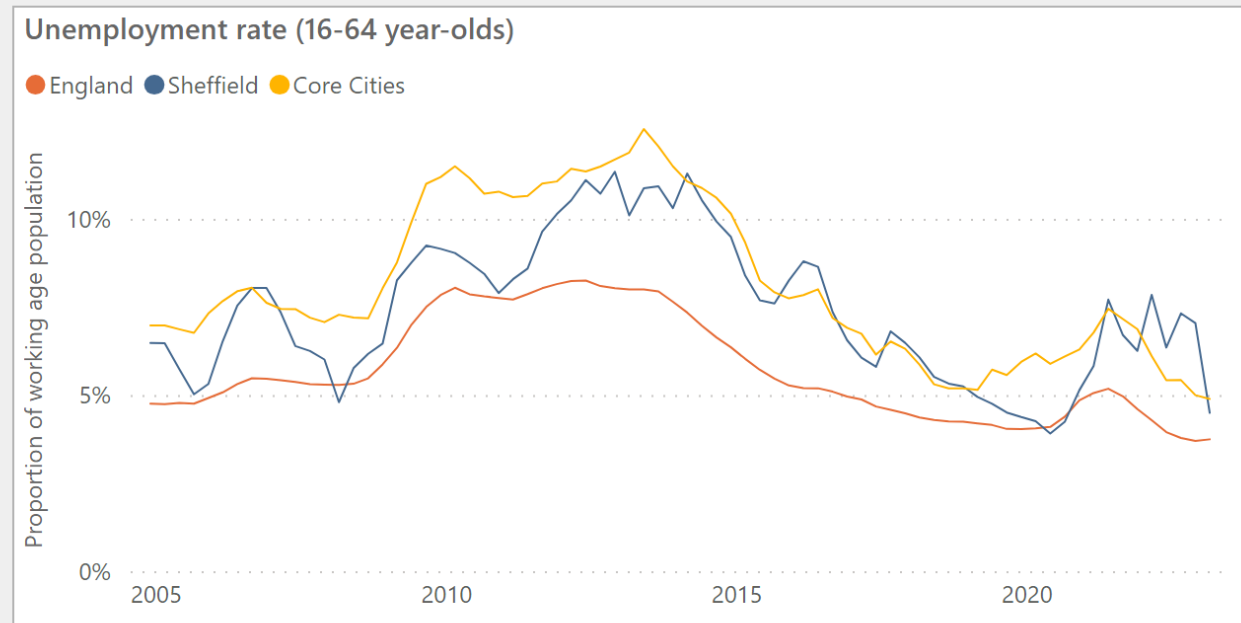
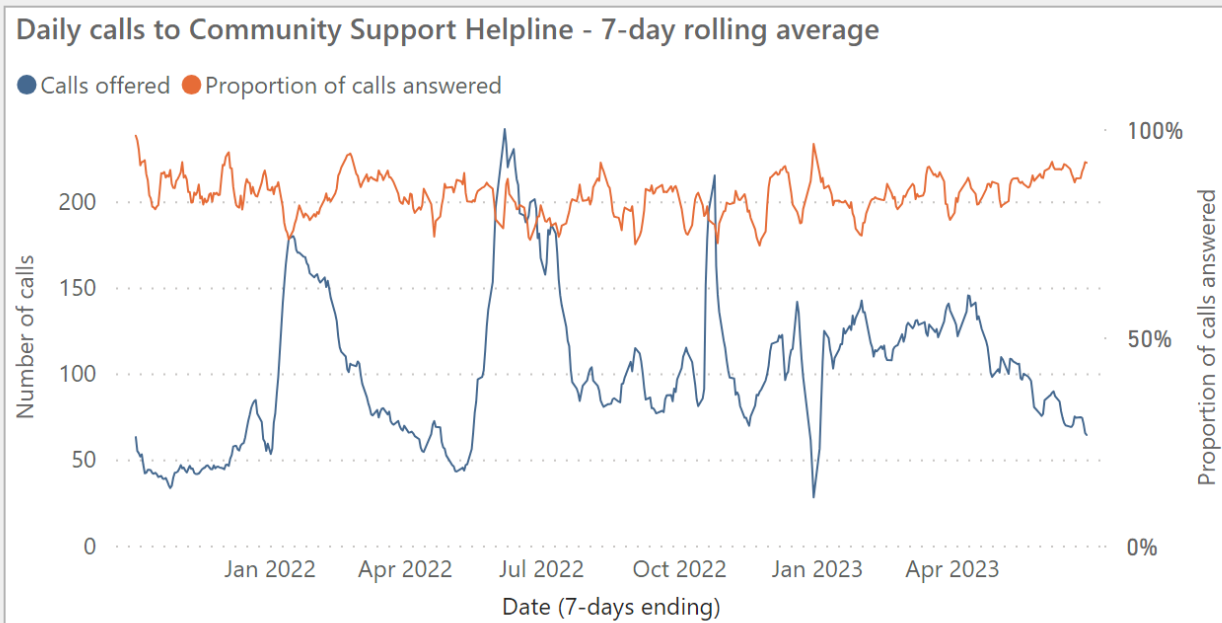
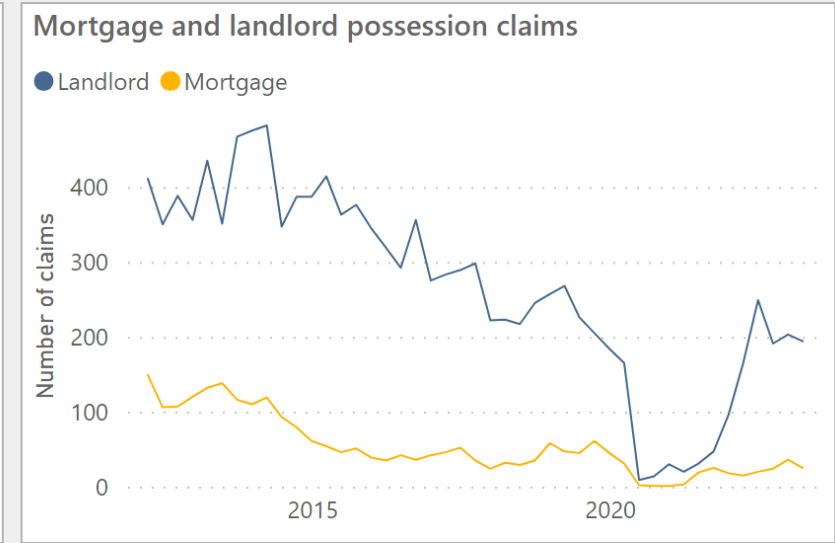
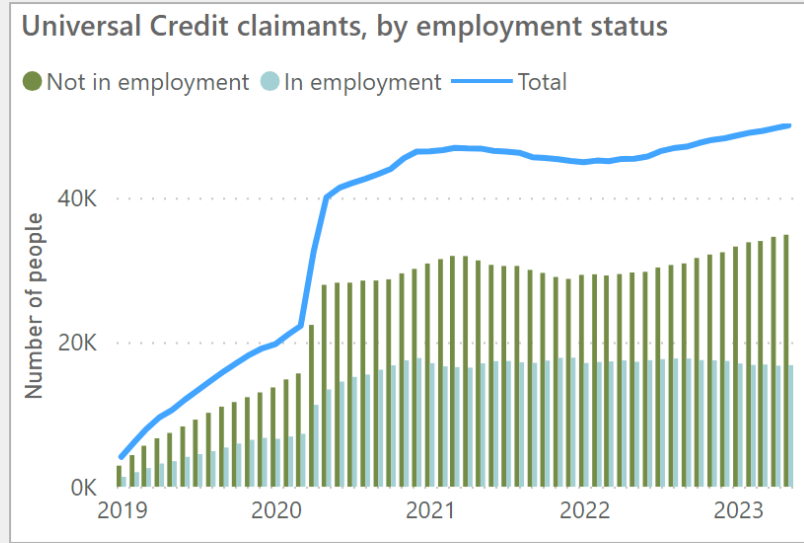
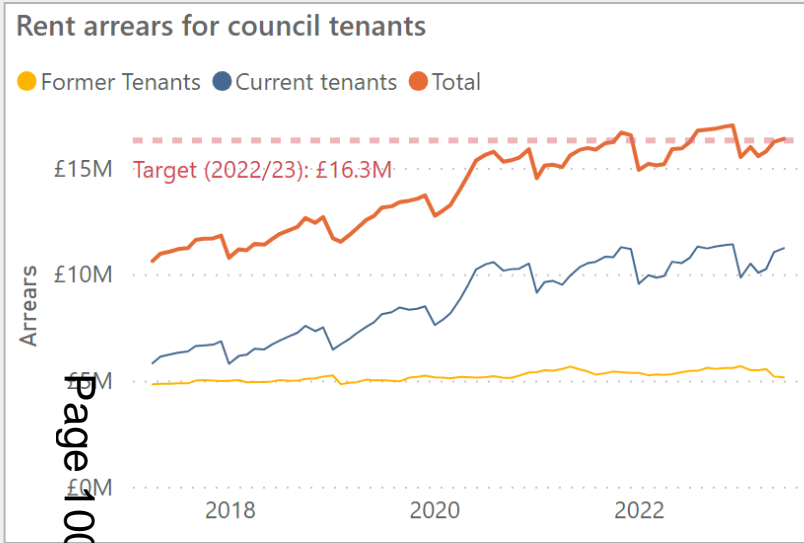




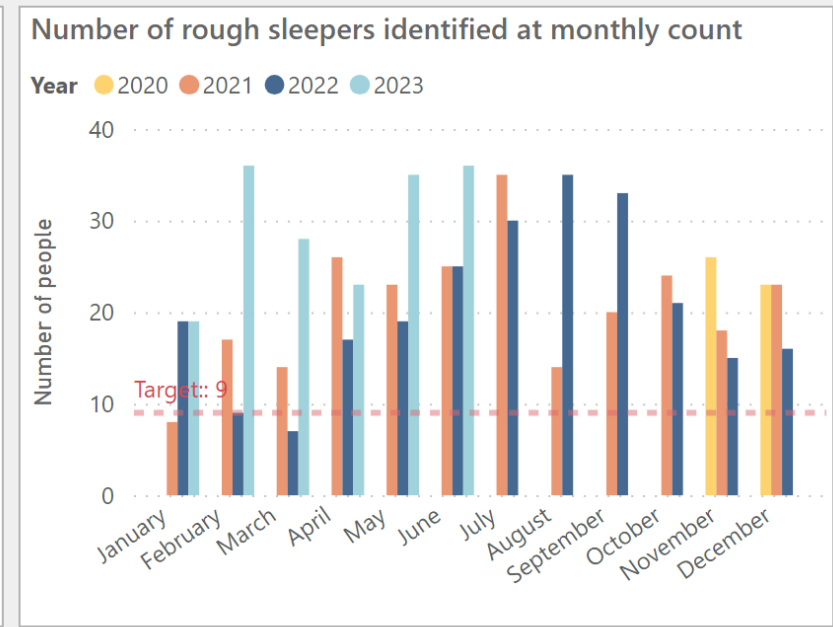
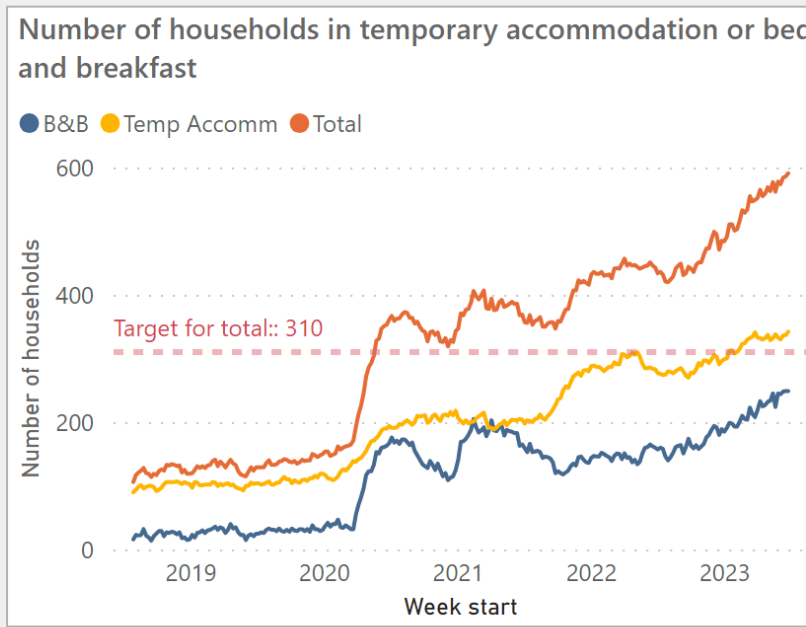
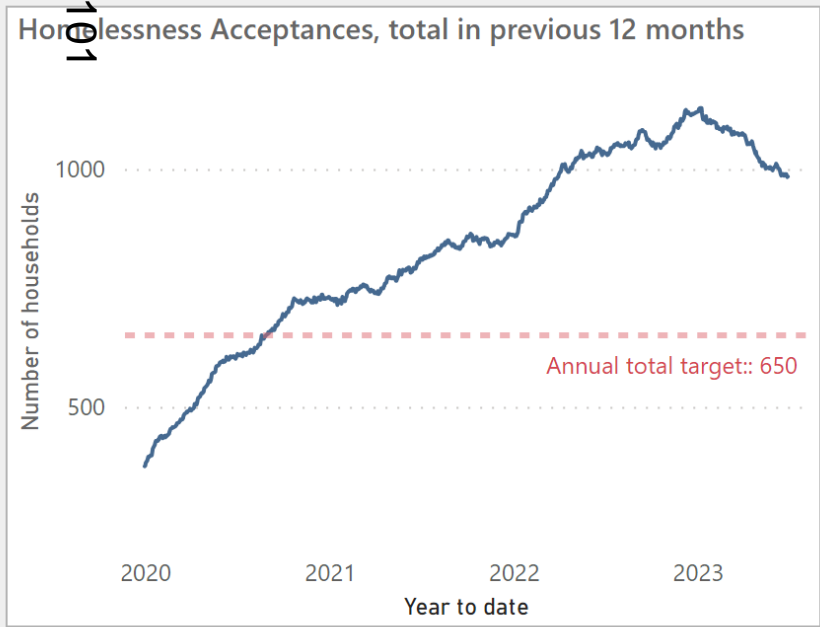
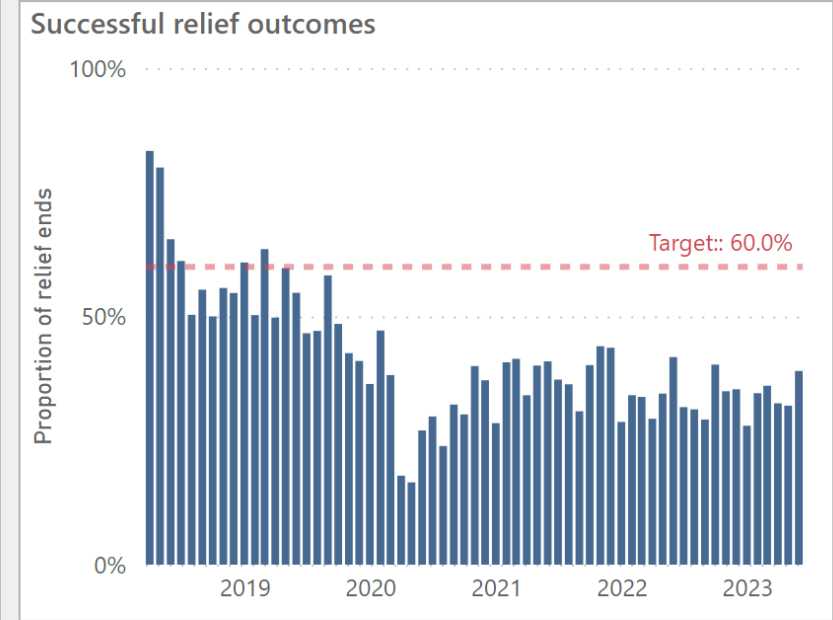
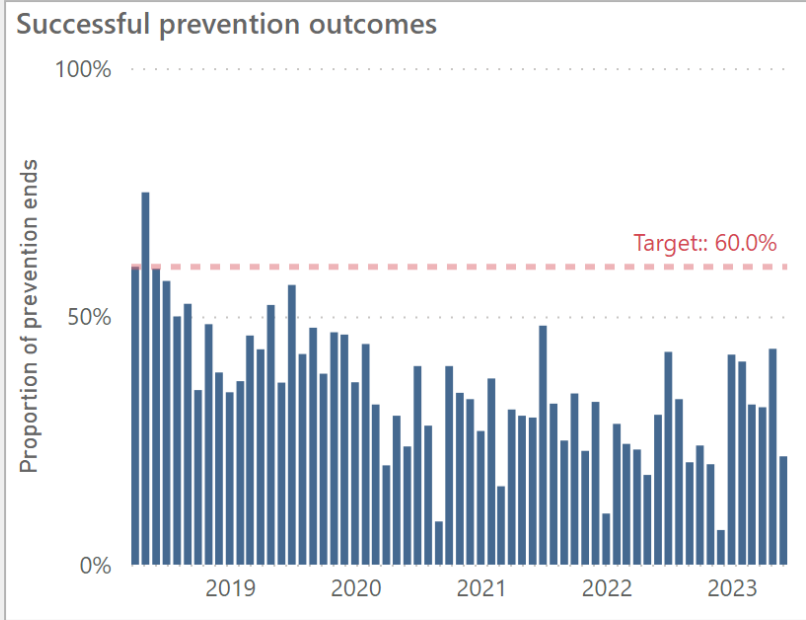
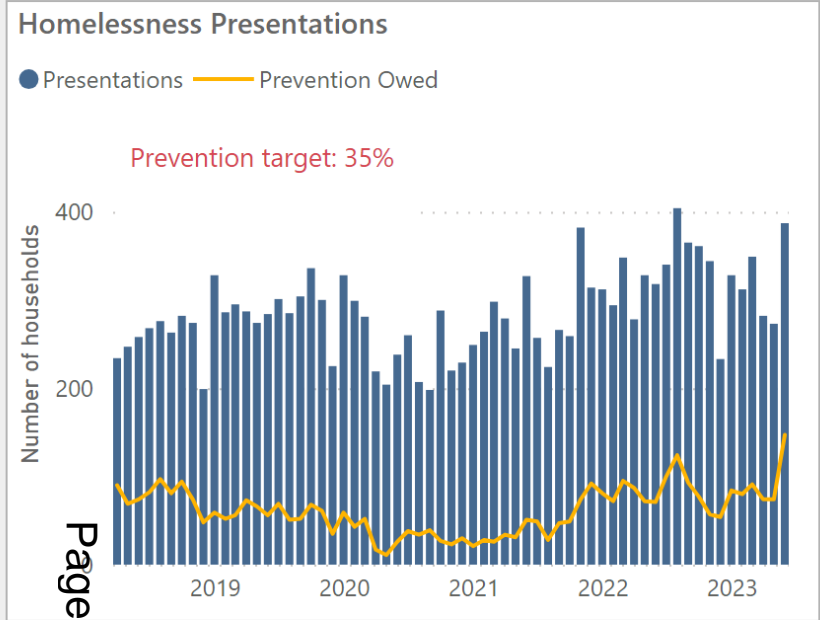
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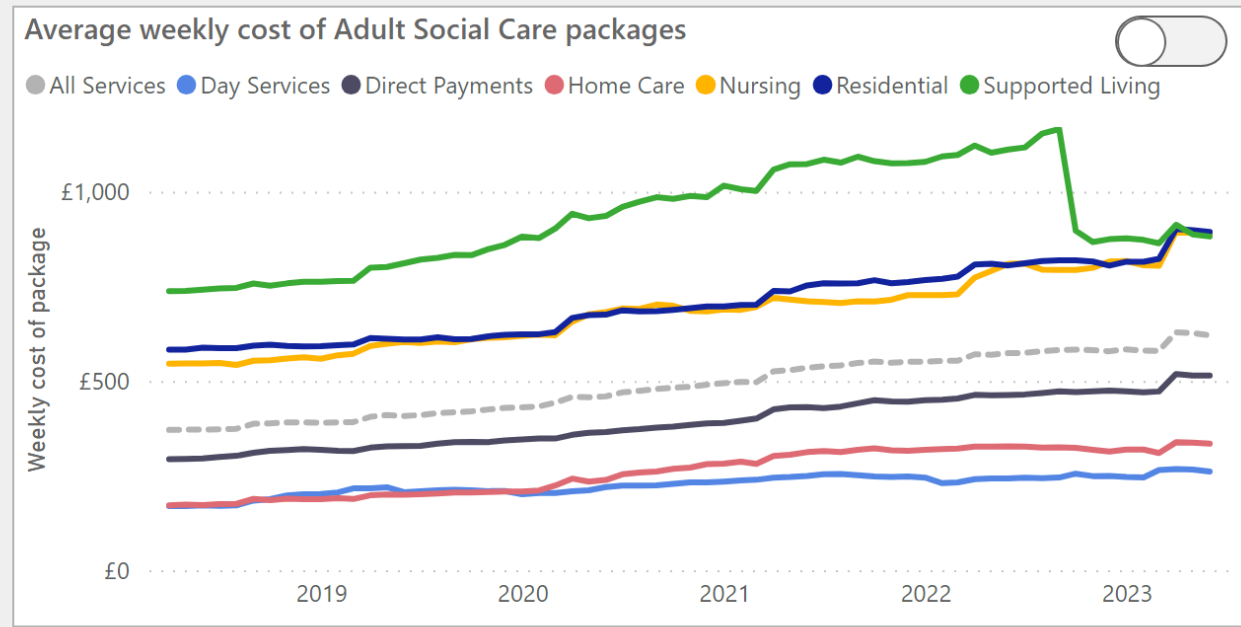
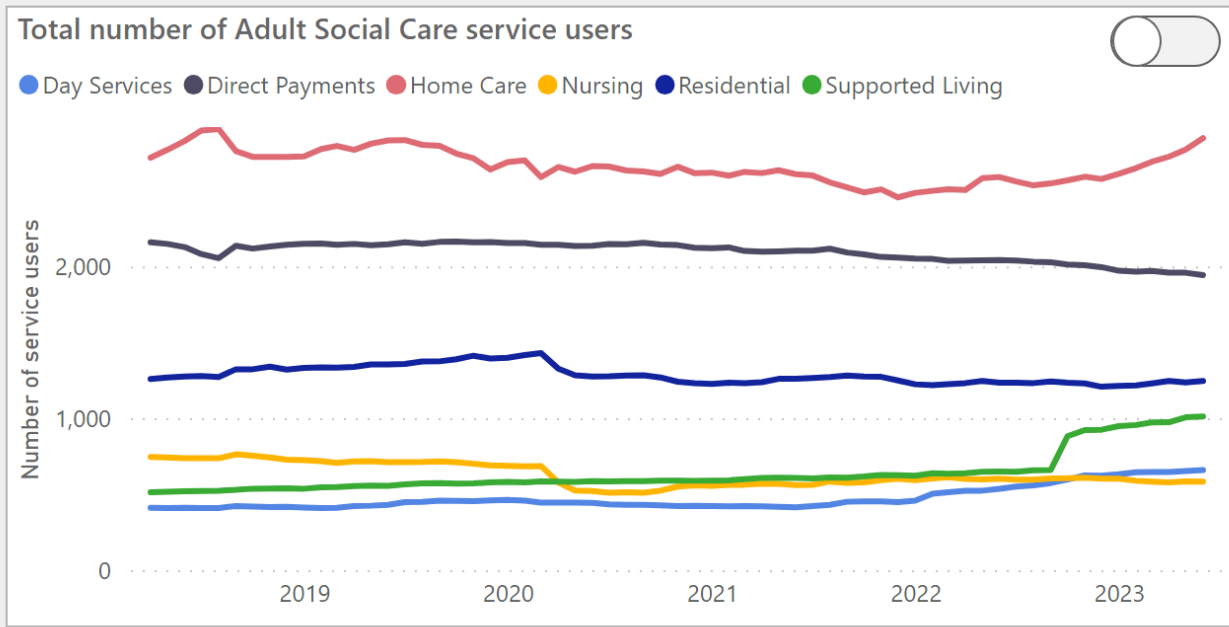
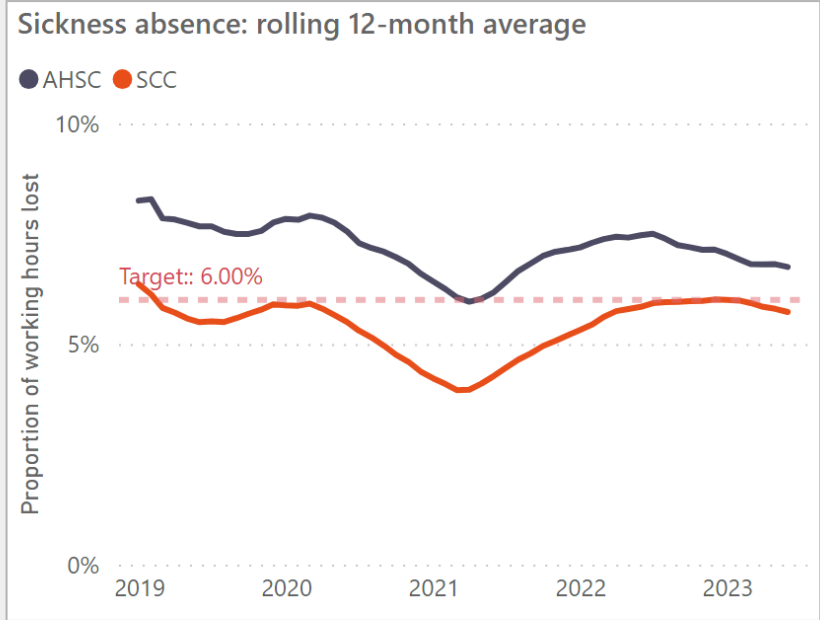
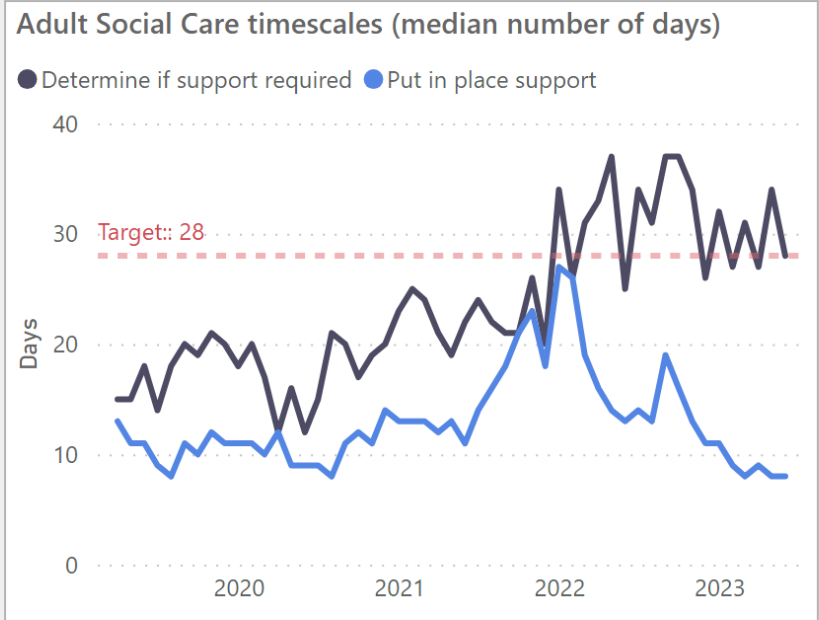
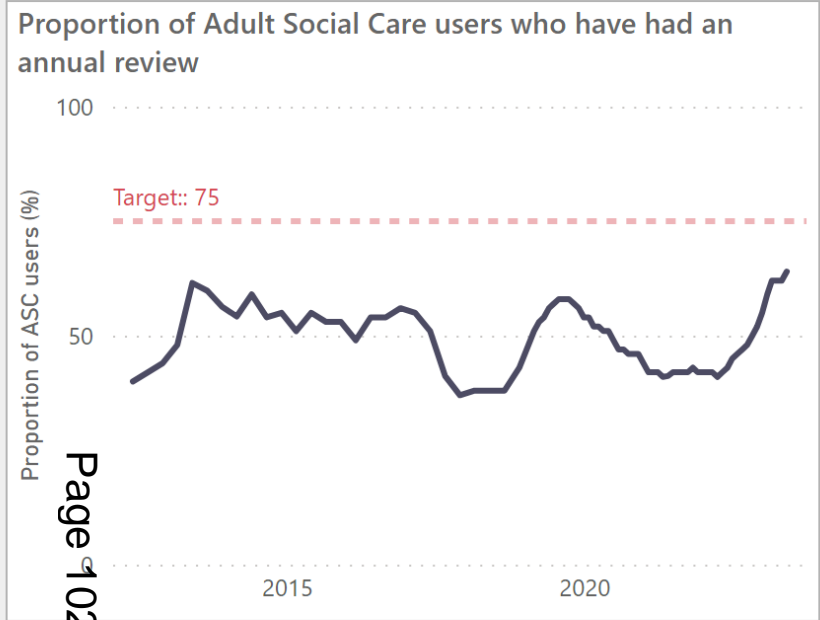
Customer Charter Measures

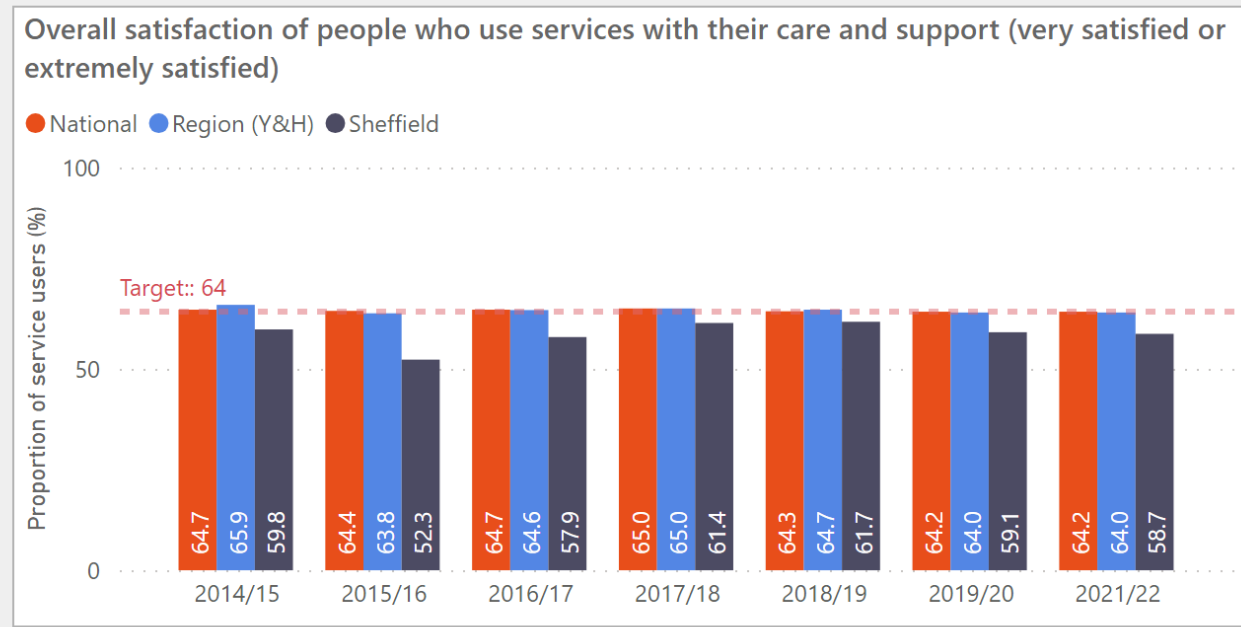
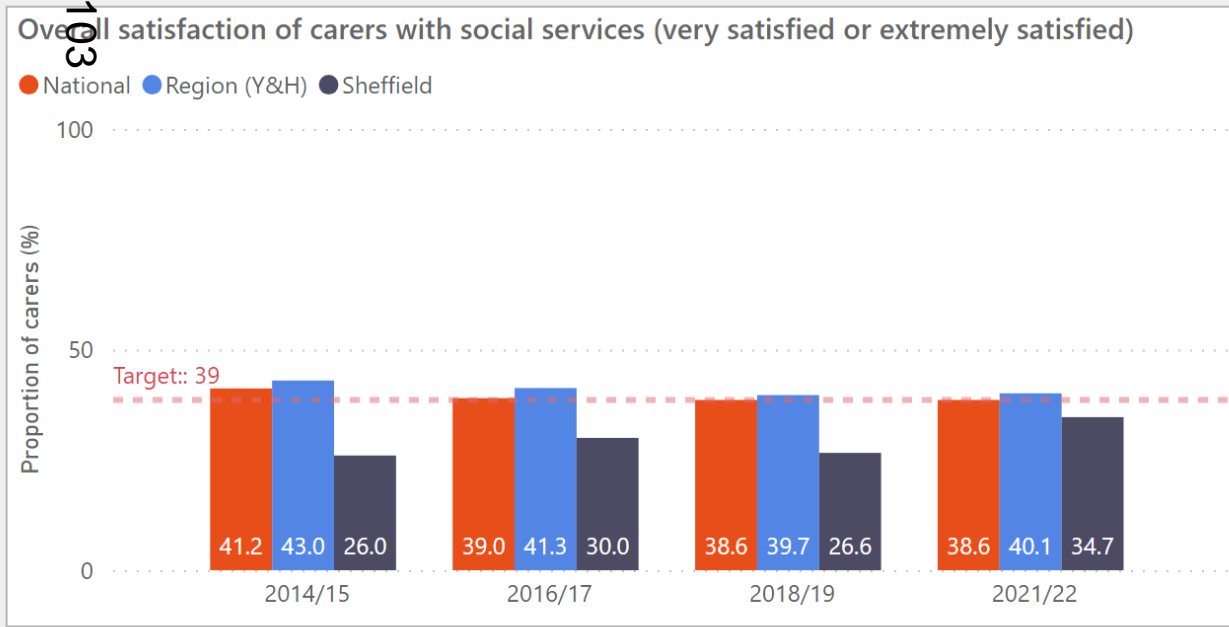
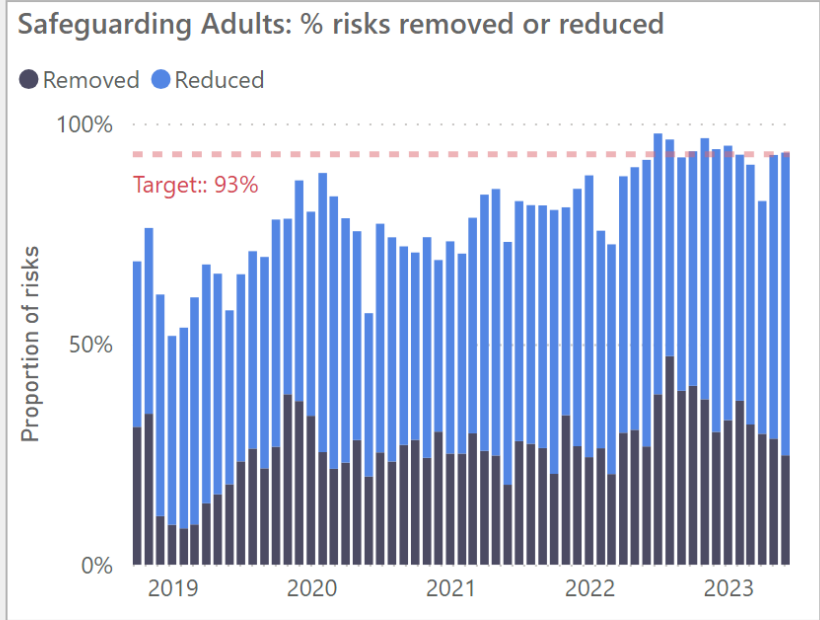
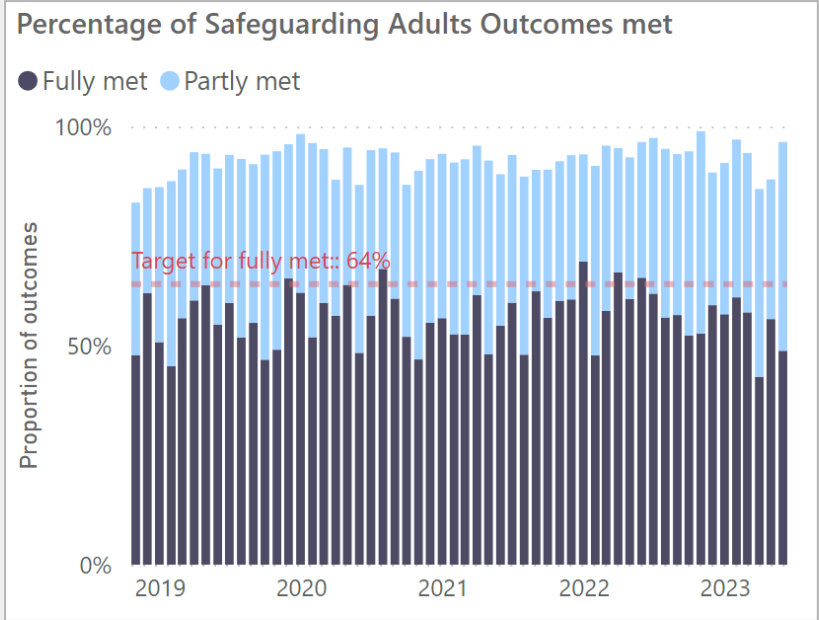
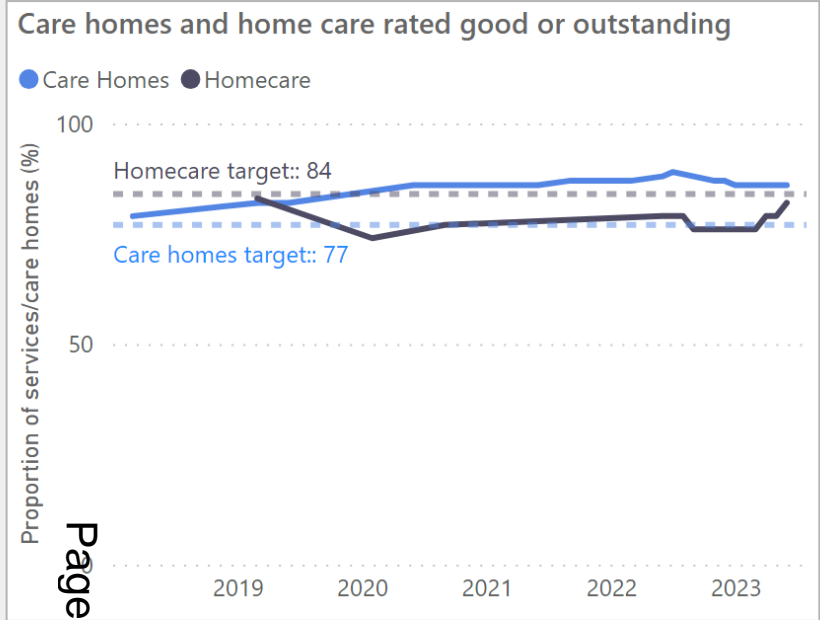
Month	June 2023		May 2023		April 2023		March 2023		February 2023		January 2023		Dec
	Incidents	Result	Incidents	Result	Incidents	Result	Incidents	Result	Incidents	Result	Incidents	Result	Incidents
Proportion of complaints resolved within 3 working days, or 28 days where further investigation is required	93	❌ 75.2%	161	❌ 70.8%	244	❌ 79.6%	433	⚠️ 91.3%	360	⚠️ 92.0%	272	❌ 86.2%	2
Proportion of reported fly-tipping on the highway removed within 5 working days	1,267	✅ 100.0%	1,760	✅ 100.0%	1,111	✅ 100.0%	1,261	✅ 100.0%	1,410	✅ 100.0%	1,314	✅ 100.0%	7
Proportion of reported full litter bins emptied within 1 working day	133	✅ 100.0%	96	✅ 100.0%	52	✅ 100.0%	100	✅ 100.0%	92	✅ 100.0%	71	✅ 100.0%	
Proportion of reported hazardous potholes repaired within 24 hours	545	✅ 100.0%	703	✅ 99.9%	928	✅ 99.9%	1,127	⚠️ 96.7%	623	✅ 99.8%	1,185	✅ 99.6%	3

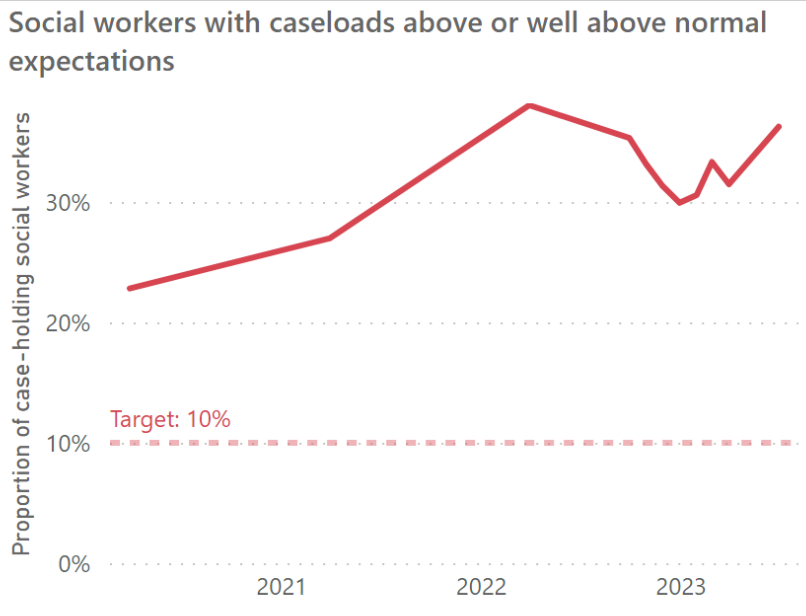
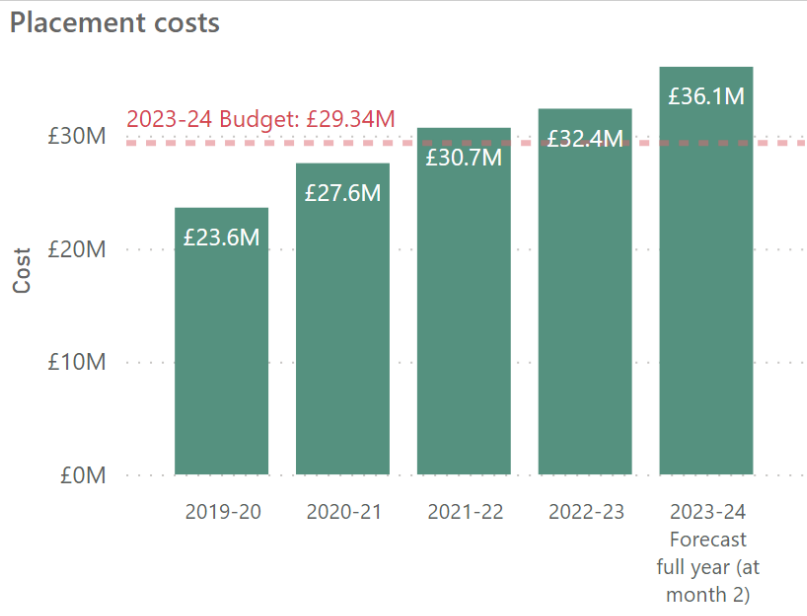
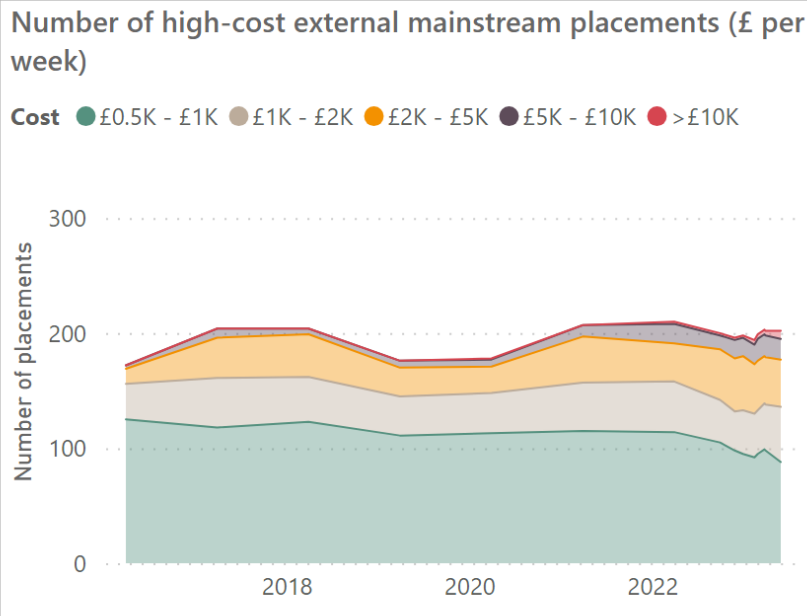
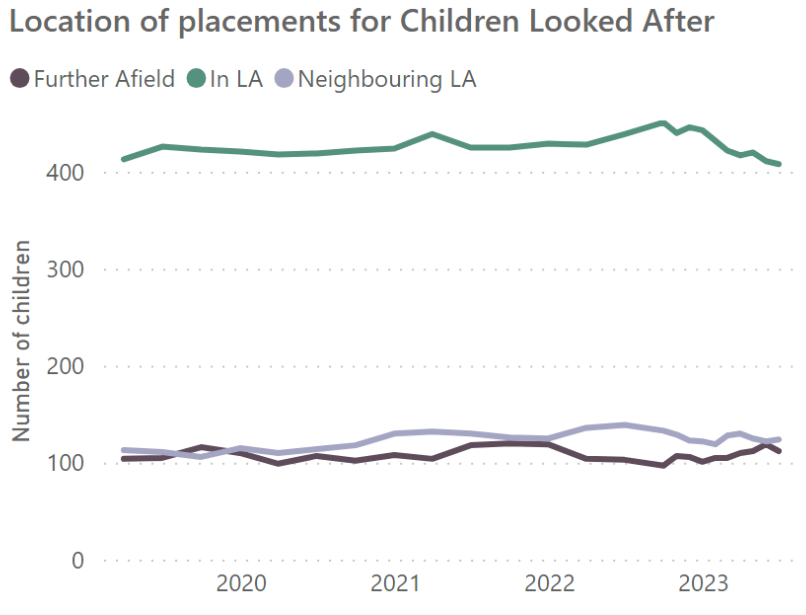
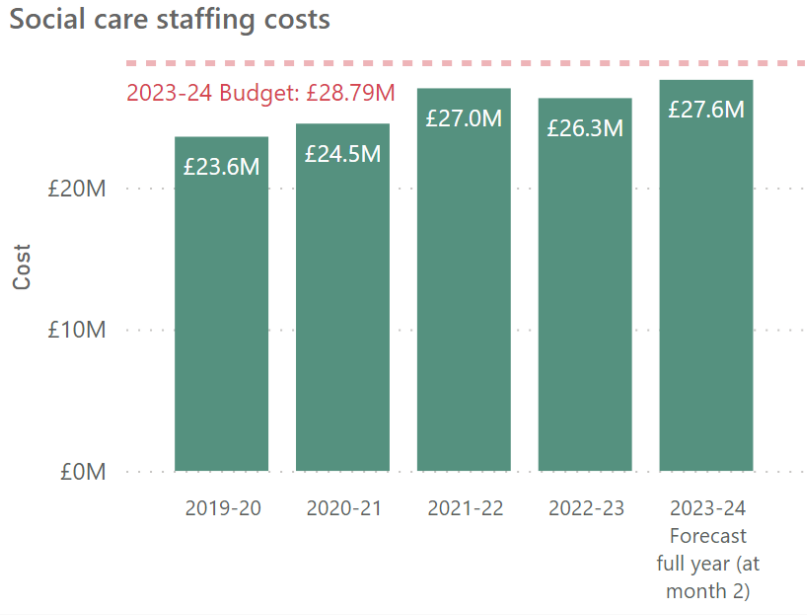
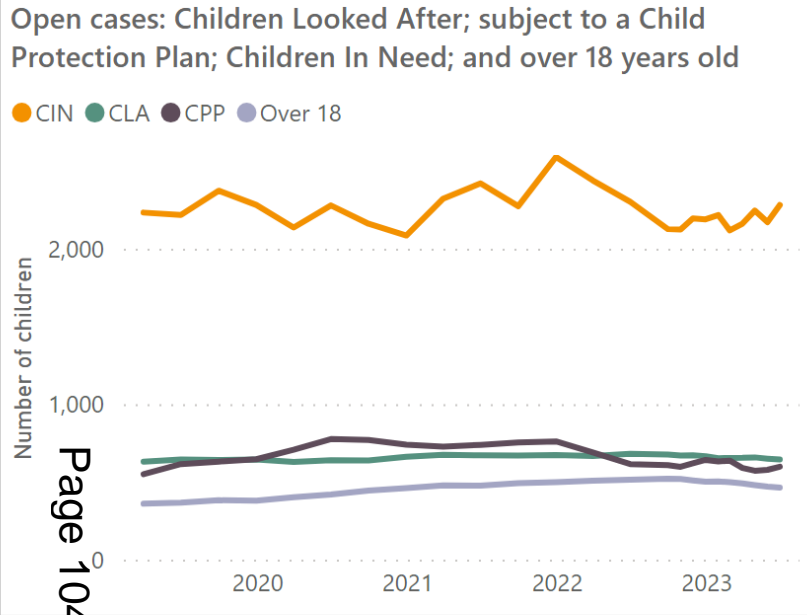


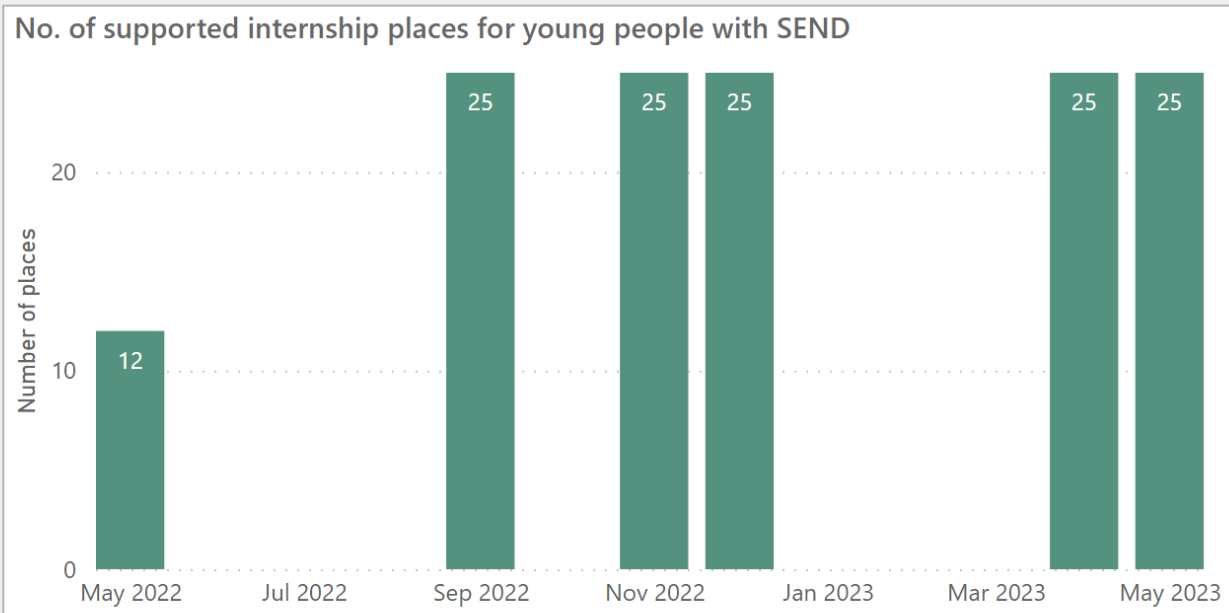
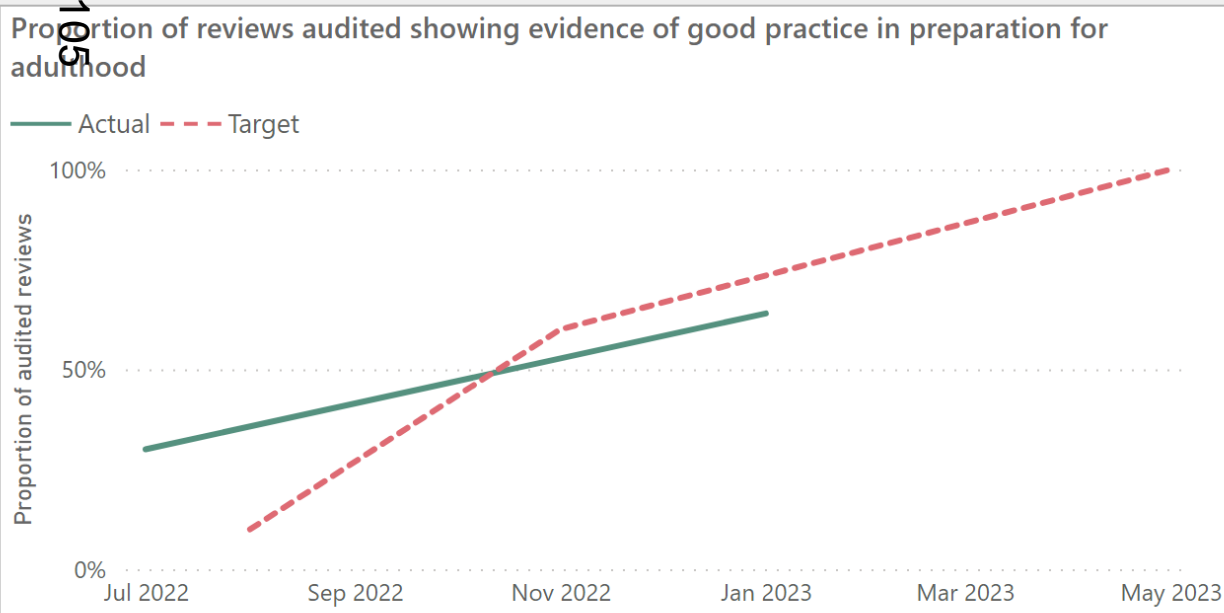
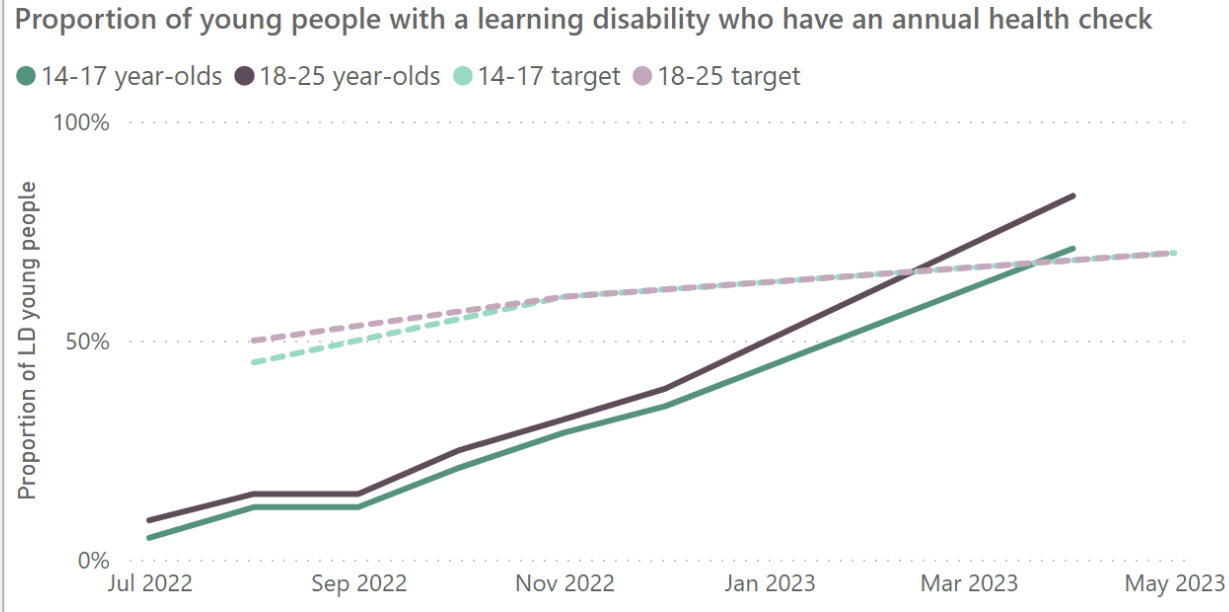
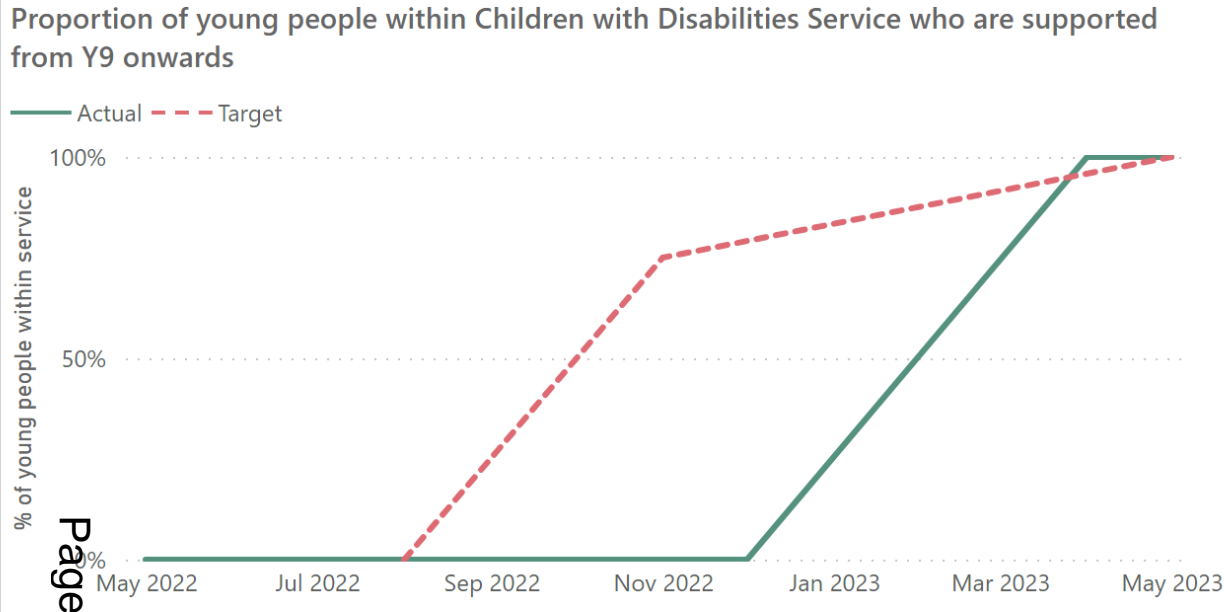
Tackling Inequalities and Cost of Living Crisis: Homelessness

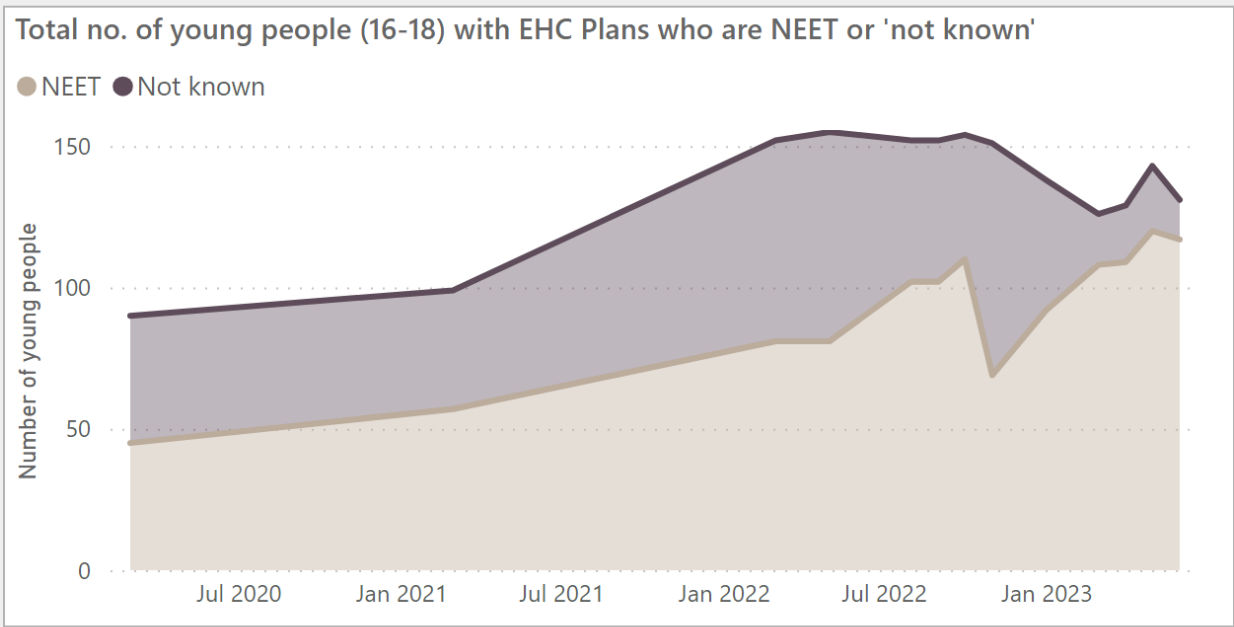
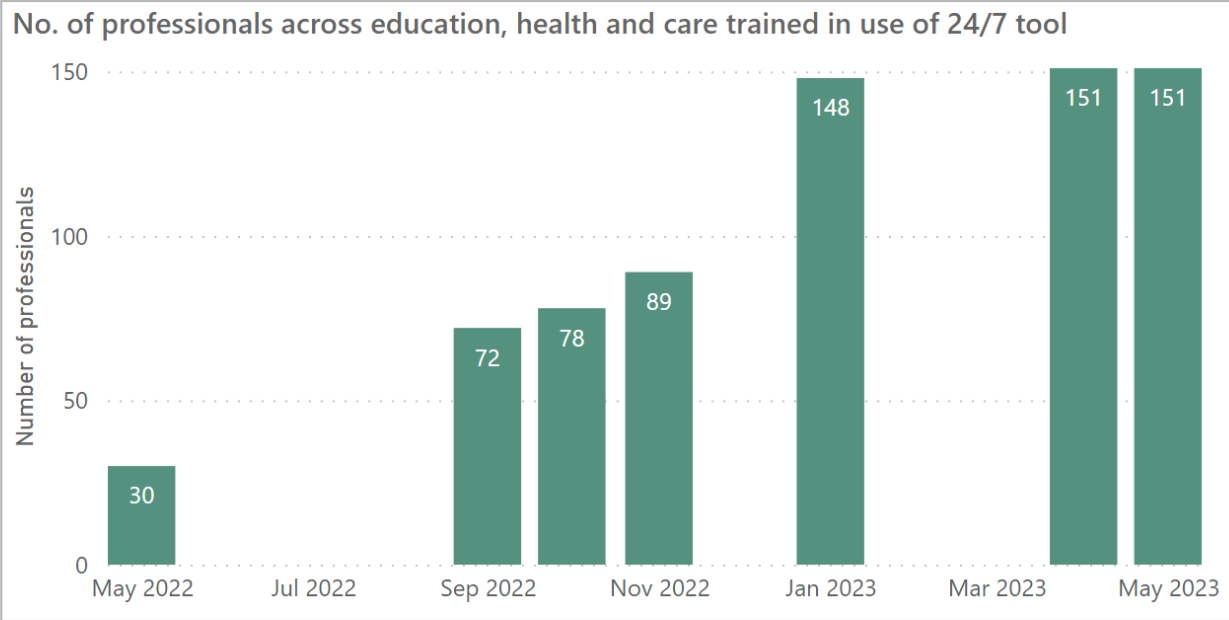
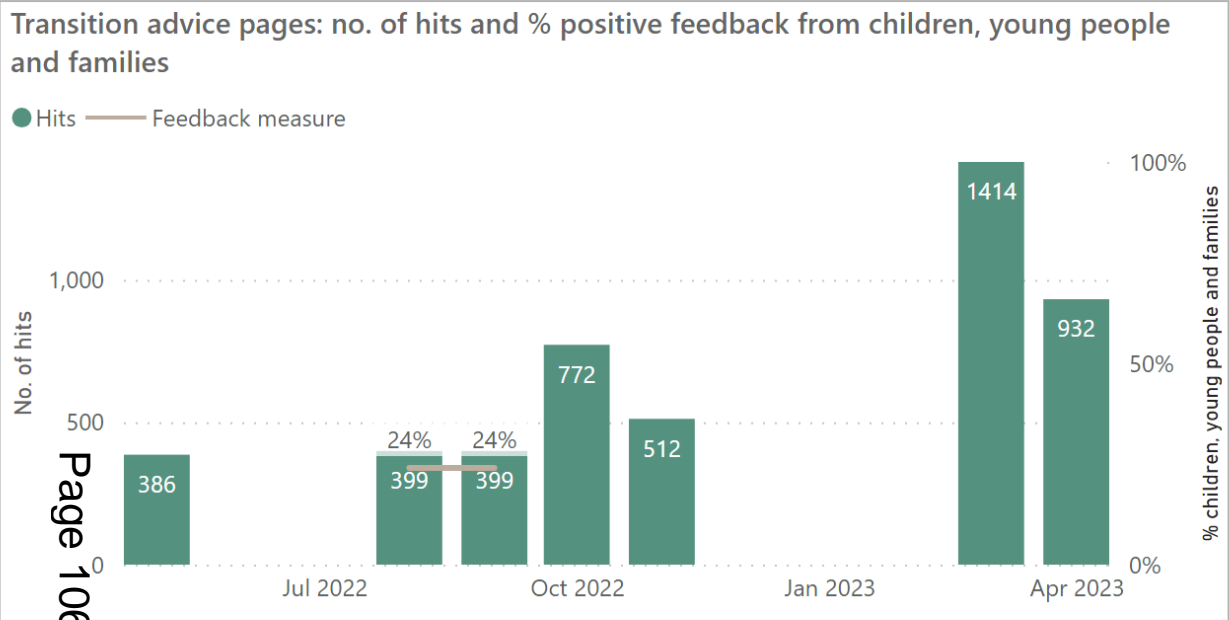














Report to Policy Committee

Author/Lead Officer of Report: Paul Taylor.
Head of Customer Services

Tel: 07733 301054

Report of: Ajman Ali, Executive Director of Neighbourhood Services Directorate

Report to: Strategy and Resources Policy Committee

Date of Decision: 18th October 2023

Subject: Customer Services (Contact Centre) Improvement Plan Update

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

Purpose of Report:

Strategy and Resources Policy Committee is asked to note the content of this Improvement Plan update and to feed in comments and suggestions for further improvement.

Recommendations:

That Strategy and Resources Policy Committee:

- i) notes and comments upon the content of this Improvement Plan update and the progress being made in respect of ongoing improvement.
- ii) notes that a corporate customer services strategy is in the process of being developed

Background Papers:

None

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed.	Finance: Adrian Hart
		Legal: Patrick Chisholm
		Equalities & Consultation: Ed Sexton
		Climate: Kathryn Warrington
	<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:	Ajman Ali
3	Committee Chair consulted:	Cllr Tom Hunt
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: Paul Taylor	Job Title: Head of Customer Services
	Date: 9th October 2023	

1. PROPOSAL

- 1.1 At its meeting on 5th July 2023 Full Council approved a resolution in respect of the Customer Services Improvement Plan, as follows:

asks the Strategy and Resources Policy Committee to consider and report on a Customer Services Improvement Plan at the earliest opportunity.

- 1.2 Appendix 1 sets out a progress update on the previously agreed Customer Services Improvement Plan which primarily focuses on the Sheffield City Council Contact Centre.
- 1.3 Commentary regarding performance, issues, and future plans is included within this appendix.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 There is currently an active discussion around the customer experience which citizens experience when contacting the Council, and the performance of the Contact Centre is a key determinant of the experience of our citizens when they contact the Council through this route. We are clear that many customers want to be able to carry out transactions online, and this would enable us to use the Contact Centre more for those people who can't or won't transact online and those with more difficult problems which they need to discuss. Full channel shift will take time and so some contingency measures may be needed in the meantime.
- 2.2 This update should therefore be considered in the context of work currently under way to agree a comprehensive corporate customer services strategy for Sheffield City Council, evidenced by a flexible and responsive customer service offer that meets customer needs. Work is ongoing for this strategy to sit within the priorities of the Future Sheffield programme with Business Change specialists allocated to it. A Project Scoping Mandate is currently being completed; the aspiration is to present the new corporate customer services strategy to Strategy and Resources Policy Committee in March 2024.
- 2.3 In terms of the Contact Centre operation, work continues in respect of finding ways to improve performance. A workshop was held on 28th September 2023 exploring the operation of the Contact Centre and whether there are any further improvements that can be made. An action plan is being drawn up as a result of those discussions.
- 2.4 In terms of website development, the last 18 months have seen the migration of intranet and website on to a new web content management

platform – Drupal. Over 150 web forms have been improved, updated, and migrated onto the Council's Customer Relationship Management solution. SCC has partnered with a third party (Big Blue Door) for development support and hosting. The IT team are utilising a distribution of Drupal that has been, and is, designed and developed by a council collaborative. An audit of the council's digital landscape in relation to third party developed websites and applications has recently been completed. Web chat functionality and a new cookie compliance tool have been developed to ensure GDPR compliance and a microsite solution is currently being developed.

- 2.5 Future plans include the launch of two new microsites – Lifelong learning and Skills and Fostering. The IT team plan to bring news into the council website, decommissioning the Newsroom site before the end of the financial year. The team is also investigating directory functionality – to create location-based listings. In addition, work is currently under way with Entec Si to undertake two pieces of work to ensure our digital services meet the needs of our staff and customers.
- 2.6 The intention is to create a strategy and programme of transformation which delivers a step change in the delivery of services, customer digital experience and the use of enabling technologies within the council. This will encompass the full scope of digital customer engagement and the foundational infrastructure, systems and data which underpin how the Council operates and provides services to its customers.
- 2.7 Embracing digital technology within SCC will allow the council to significantly improve efficiency and in doing so, free staff from undertaking manual process driven tasks and allow them to focus on delivering much greater value to the council's customers/residents. The high-level approach to this change will encompass two stages as follows:
 - Stage 1: Discovery & Baselineing to establish the baseline for change but with a focus on the voice of the customer and a view to the future.
 - Stage 2: Digital & ICT Strategy & Business Case using the findings from Stage 1 to evidence the change and state the ambition, direction and investment required.
- 2.8 Finally, the IT team are also exploring opportunities to automate services using low code application development tools and creating a policy and standards for the use of artificial intelligence to streamline some of our interactions with customers.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 There is a constant and active level of consultation within the Council in respect of Contact Centre performance and challenges. Customer Services works on behalf of a number of partner services and we seek to involve those services in discussions around improvements as we seek to improve the customer experience of callers to the Contact Centre.
- 3.2 A key focus of the new customer strategy will be to ensure that we better hear the voices of our communities in respect of the level of customer service which they receive and about how they think that this can be improved.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 Equality implications are a key driver in Customer Services departments' improvement plans and will also be a key element in the evolving Customer Experience Strategy. Customer Services department is the lead on SCC's translation and interpretation contract. The SCC Feedback and Complaints team also sits within Customer Services department and we are very aware that complaints are a key mechanism in determining the equality and accessibility of our service offer.
- 4.1.2 We are clear that equality implications need to be considered as part of our work to increase channel shift and the need to ensure staff are available to those customers who prefer to speak to someone. The next update will include a summary of demographic information about our customers. This should help to add context and depth to the performance measures.

4.2 Financial and Commercial Implications

- 4.2.1 Customer Services' financial performance, in terms of adherence to budget, is strong. However, we are aware that some short-term measures which may be necessary, such as the recruitment of additional staff, could carry some financial risk. The service is clear that investment in the development of effective technological innovations will have a cost, but that these may lead to savings in the medium to long-term whilst also benefitting our customers.

4.3 Legal Implications

- 4.3.1 There are no specific legal implications arising out of this report. It is however important to say that a Local Authority needs to be able to communicate efficiently with people, including those to whom a duty is owed. Examples of that in relation to Customer Services' work would include the work of the Register Office and processing of blue badges. Improving the quality of communication generally would reduce the risk

of failures to comply with requirements through missed opportunities to share information earlier and more effectively.

4.4 Climate Implications

- 4.4.1 Our commitment to improving the ability for people to carry out transactions online may have positive benefits for the environment, particularly where these can provide an alternative to people coming into offices. Customer Services Senior Management Team remain alert to any improvements which can lessen ours and our customers' carbon footprint.

4.5 Other Implications

- 4.5.1 None identified.

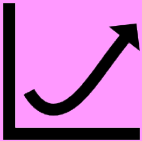
5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Customer Services management are constantly developing and testing alternative approaches in seeking to improve our performance and the services we provide to our citizens. This is exemplified by the recent Contact Centre Improvement Workshop which will result in an action plan which highlights some potential alternative approaches.

6. REASONS FOR RECOMMENDATIONS

- 6.1 Customer Services continually seeks to be fully transparent about our performance and whether and how this is improving. This paper provides the opportunity for Strategy and Resources Policy Committee members to contribute their thoughts and ideas as we work to develop further plans to ensure continuous improvement of the service offered by the Customer Services Contact Centre.

Appendix 1 – Customer Services Improvement Plan Update, September 2023

		Urgent Performance Challenge: Customer Services					
		Strategic priority: A good council					
Issue title: Customer Services						It is too difficult for our customers to get through to the Council by phone and we resolve too few calls at first contact. Our focus has to be improving our whole customer experience.	
Accountable Officer: Director of Operational Services						Accountable Committee: Strategy and Resources	
Performance picture	Baseline (for year 2022/23)	Target	Apr 22 – Jan 23	Feb 23 – Aug 23	Direction of travel/Commentary		RAG
Total number of calls received	1,075,441	N/A	958,743	422,898	Some elements of channel shift are beginning to feed through to the numbers of calls received. Within the Housing strand, callers can now use voice recognition technology to be put through directly to Housing offices and rent balances can now be obtained online or via phone.		N/A
Total number of calls answered	752,552	N/A	660,277	314,033			
Percentage of calls answered (target 85%)-	70%	85%	69%	Overall 74%	The spread of % of calls answered across the different Contact Centre threads varies		

				<p>Breakdown: Corporate 72% Housing 82% Revs and Bens 63% Repairs 78% Out of Hours 83%</p>	<p>considerably. As the commentary below highlights, our key challenges remain across the Corporate and in particular the Revenues and Benefits strands. The % of calls answered across Housing, Repairs and Maintenance and Out of Hours is encouraging.</p>		
Average time of wait	00:21:12	Under 5 mins	00:24:22	<p>Overall 00:17:43</p> <p>Breakdown: Corporate 00:10:17 Housing 00:12:53 Revs and Bens 00:28:09 Repairs 00:22:30 Out of Hours 00:03:38</p>	<p>Overall improvement, though can still be adversely impacted by turnover and staff sickness. The current figure is impacted by issues caused by staff sickness on the Revenues and Benefits strand.</p>		
Longest time of wait	02:46:42	Under 20 mins	02:52:54	<p>Longest overall wait: 03:24:41</p> <p>Breakdown: Corporate 02:46:03 Housing 02:08:21 Revs and Bens 01:57:40</p>	<p>We believe that some systems issues have impacted this figure, in particular the longest overall wait shown (in Repairs and Maintenance).</p>		

Repairs 03:24:41
Out of Hours 01:40:03

What are the issues underlying current performance?

- **Customer contact centre** – the number of calls received by the Contact Centre remains high and performance remains below target. Staff turnover within the Contact Centre remains an issue and some strands of activity have higher than average sickness levels. However there have been marked and sustained improvements across the Housing and Repairs strands in particular, where over recent months performance has been close to and sometimes exceeds the 85% calls answered target. Performance within the Corporate strand can vary depending on e.g. Elections mail-outs and other seasonal trends; in addition this strand has had some issues with staff sickness. The Revenues and Benefits strand saw considerable improvement when an extra eight staff were taken on in Summer 2022. However, in May 2023, a section of calls which had been outsourced (with very poor performance) were brought back in-house and this impacted on performance figures. This strand of activity also sees variations as various Council Tax reminders and summonses are issued. Since July high sickness levels have been an issue across this strand. The performance of the Out of Hours Contact Centre remains very strong with calls answered frequently exceeding the 85% target.
- **Customer services** – as noted in previous reports the customer Contact Centre only handles around 40% of SCC's customer contact, the other 60% is direct to services. Work continues to better understand customer experience outside of the Contact Centre to seek to improve citizens' overall experience of our services. The key drivers to enhance the experience of our customers include work to quickly enhance the Council's online offer. We know that many people who call the Contact Centre would rather simply go online to order services, report issues or make payments. By allowing people to do that, the callers needing to contact us by phone will be those who can't or won't use online facilities or those with more complex queries. Work around greater use of web chat, live chat and use of natural language is continuing. Other planned enhancements include the ongoing development of an online portal whereby in the longer-term customers can – in effect – have one account for all of their business with the Council. Customer Services management also remain committed to seeking to solve people's queries or issues the first time they call, and without any need for them to call again. Allied to this is the need for greater responsiveness and flexibility amongst those services on whose behalf Customer Services works. The ongoing work around the

		development of a Customer Experience Strategy – planned to be presented to S&R Policy Committee in March 2024 - will incorporate all of these strands.			
		<p>What does success look like in 2023/24?</p> <ul style="list-style-type: none"> • Customer Services remains a key element in the Council's ongoing work around agreeing and implementing an effective Customer Experience Strategy. • We remain focused on designing services so that most customers can resolve their query online, allowing our Customer Services teams to be there for those who most need to contact us by phone. • Our end-to-end customer journeys must be designed across the organisation – customers should not have to worry about the process, they should just get the service they need. • How customers interact with and transact with the council needs to better meet their needs and expectations – whether that be online, by phone, in person or email and webchat. <ul style="list-style-type: none"> ○ 85% of calls answered (as a starting point, corporate expectation) ○ Sustained improvement in the proportion of calls answered and average wait time ○ Quality of, and support structures around calls meaning we get it right first time and people don't have to call back or make complaints ○ improved online functionality to reduce call volumes • We continue to ensure that our services are fully accessible for everyone in our communities • We continue to develop the First Point in-person access facility, to ensure that this a location for those who need to come in to access services physically, thereby enabling others to have a good service online. • We will continue to find ways to reduce staff turnover across Customer Services and in particular within the Contact Centre. This includes improvements currently being made to grading and development structures. 			
Key milestones		Milestone/action	By when		RAG* Related to improvement not call centre KPIs above

1		Agree a Cross Cutting Customer Experience Strategy so all local and programmed work is aligned and delivers on the overarching Strategy	March 2024		
2		Implement and appoint to the new Advanced Customer Service Advisor grade (replacing some Customer Service Advisor positions) across Customer Services	Phase 1 Oct 2023 Phase 2 Jan 2024		
3		Implement and complete full review of back-office processes related to the Contact Centre to ensure that they are supporting efficient and effective customer service	Implement Oct 2023 Complete Mar 2024		
4		Continued improvements to Customer Access Programme – improving our customer web capabilities including further development of webchat and live chat facility, online forms, natural language, corresponding with the Council, introducing MyAccount.	Review Oct 2023		
5		Customer Strategy Review (including customer contact points) to decide what we want from our physical customer contact offer.	March 2024		
6		Agree Customer Service Standards to support council wide improvement	March 2024		
Risks				Other issues	
<ul style="list-style-type: none"> Contact Centre turnover of staff, recruitment, and grading. Staff come in on a low grade and receive good training so progress quickly making retention difficult. Being mitigated by the introduction of a number of grade 4 Contact Centre posts; live by Oct 23. Main risk area remains SCC not hitting Key Performance Indicator (KPI). This means not having organisational engagement in the approach, customer expectations are not met and customers are not engaged in the design of the services. Mitigation might include emphasis shifting from 				<ul style="list-style-type: none"> Call handling taking longer because staff are unable to hand-off to colleagues in other areas of the Council, improvement approach needed in end-to-end processes. Overall challenges facing partner services are reflected in Contact Centre performance. Testing of developing technologies; as we work with IT and other colleagues to seek to introduce further technical enhancements, the piloting and testing of 	

numerical evaluation towards a greater emphasis on getting things right first time.

these can sometimes have a short-term impact on day to day performance.



Report to Policy Committee

Author/Lead Officer of Report: Tom Smith,
Director of Operational Services

Tel: 07471 332755

Report of: *Executive Director, Neighbourhood Services*

Report to: *Strategy and Resources*

Date of Decision: *18th October 2023*

Subject: ***Reinforced Autoclaved Aerated Concrete (RAAC) in Council buildings***

Type of Equality Impact Assessment (EIA) undertaken Initial Full

Insert EIA reference number and attach EIA

Has appropriate consultation/engagement taken place? Yes No

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

Does the report contain confidential or exempt information? Yes No

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

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

Purpose of Report:

This report outlines the Council’s approach to the assessment of its buildings for Reinforced Autoclaved Aerated Concrete (RAAC) and the actions it will then take to mitigate those issues.

The report describes a measured and prioritised programme of work to ensure that the most ‘at risk’ properties are assessed first. The work to assess educational establishments has already begun and work on the one school identified to contain RAAC has already been completed.

Recommendations:

Strategy and Resources Policy Committee:

- 1) Notes the strategy to identify, assess and manage Reinforced Autoclaved Aerated Concrete in the Council's estate;
- 2) Notes that the Council currently only has sufficient revenue funding for assessment surveys and must identify further funding for any necessary remedial work required.

Background Papers:

- "Reinforced autoclaved aerated concrete: identification guidance", Department for Education, September 2023, <https://www.gov.uk/government/publications/reinforced-autoclaved-aerated-concrete-estates-guidance>
- "Reinforced autoclaved aerated concrete: guidance for responsible bodies and education settings with confirmed RAAC", Department for Education, September 2023, <https://www.gov.uk/government/publications/reinforced-autoclaved-aerated-concrete-guidance-for-responsible-bodies-and-education-settings-with-confirmed-raac>.

Lead Officer to complete:-									
1	<table border="1"> <tr> <td>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.</td> <td>Finance: <i>Adrian Hart</i></td> </tr> <tr> <td></td> <td>Legal: Richard Marik</td> </tr> <tr> <td></td> <td>Equalities & Consultation: <i>Ed Sexton</i></td> </tr> <tr> <td></td> <td>Climate: <i>Kathryn Warrington</i></td> </tr> </table>	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.	Finance: <i>Adrian Hart</i>		Legal: Richard Marik		Equalities & Consultation: <i>Ed Sexton</i>		Climate: <i>Kathryn Warrington</i>
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	Equalities & Consultation: <i>Ed Sexton</i>								
	Climate: <i>Kathryn Warrington</i>								
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>								
2	<table border="1"> <tr> <td>SLB member who approved submission:</td> <td><i>Ajman Ali</i></td> </tr> </table>	SLB member who approved submission:	<i>Ajman Ali</i>						
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3	<table border="1"> <tr> <td>Committee Chair consulted:</td> <td><i>Councillor Tom Hunt</i></td> </tr> </table>	Committee Chair consulted:	<i>Councillor Tom Hunt</i>						
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4	<table border="1"> <tr> <td colspan="2">I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</td> </tr> <tr> <td>Lead Officer Name: <i>Tom Smith</i></td> <td>Job Title: <i>Director of Operational Services</i></td> </tr> <tr> <td colspan="2">Date: <i>9 October 2023</i></td> </tr> </table>	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the 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>Tom Smith</i>	Job Title: <i>Director of Operational Services</i>	Date: <i>9 October 2023</i>			
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Lead Officer Name: <i>Tom Smith</i>	Job Title: <i>Director of Operational Services</i>								
Date: <i>9 October 2023</i>									

1. PROPOSAL

Background

- 1.1 Reinforced Autoclaved Aerated Concrete (RAAC) is a construction material used mainly for the formation of lightweight masonry blocks and structural units such as roof planks, wall and floor units. It is typically found in buildings constructed between the 1950s and 1980s. It has recently been identified as having a useful life of around 30 years. There have been a number of incidents nationally in education settings (albeit none in Sheffield), where the failure of a RAAC panel roof construction has led to collapse with no apparent warning.
- 1.2 Following the recent decision by the Department for Education (DfE) to close over 100 schools nationally, the focus on qualified staff to inspect and identify RAAC across an estate has become a national problem and a priority. The DfE released two key guidance documents in September 2023 (see background documents), which have helped the Council to develop a methodology for identifying and dealing with RAAC across the Sheffield estate, in line with best practice in this area.
- 1.3 These guidelines issued by DfE state that buildings affected by RAAC should be isolated and kept out of bounds until approved mitigation measures can be implemented. The Council has reviewed the maintained school estate in accordance with these guidelines and is fulfilling its obligations. It is important to mention that, as of 13th September 2023, only one school in Sheffield has been identified with RAAC, and work has since taken place to resolve the identified problems.
- 1.4 It is worth noting that, whilst the focus in terms of RAAC has mainly been on educational settings, RAAC has the potential to have been used across the Council's estate. The Council's approach to identifying and dealing with RAAC therefore needs to include all Council buildings, including social housing, and not just educational settings. A summary of the number of buildings across the Council's estate is as follows:

Type	Number
Offices and Community Buildings	1,895
Educational Establishments	73
Social Housing	38,800

- 1.5 Whilst work on education establishments is progressing rapidly, evaluating the remaining properties within the Council's estate is also a high priority. Due to the estate's substantial size, the Council will need to adopt a coordinated, collaborative and prioritised approach across Council buildings. Following national guidance, the Council has therefore developed a strategy to identify, assess and manage RAAC.

The Identification, Assessment and Management of RAAC in Council Buildings

- 1.6 Given the size and diversity of the Council's estate, and the national scarcity of appropriately qualified resources, a prioritised approach to identifying, assessing and managing RAAC across all Council services has been developed. Given the clear guidance from DfE for educational settings, the Council intends to follow this same consistent guidance to support the assessment of all of the Council's estate, including schools, Council offices and depots, community and locality buildings (leased and maintained) and social housing.
- 1.7 Whilst the DfE guidance has previously outlined that RAAC is most likely to be present in buildings constructed between the 1950s and 1980s, based on additional information the Council believes that there is potential for RAAC in buildings built between 1948 and 2000. To minimise any risk the Council will therefore seek to assess any building constructed between 1948 and 2000.
- 1.8 Given the focus and heightened risks around educational settings the programme has initially focussed on the city's schools as an absolute priority. Of the 73 maintained schools in Sheffield, 35 are in scope in terms of the date they were built. To date the Council is only aware of one school with RAAC in Sheffield, which the council was already aware of before the recent DfE action. Since July, contractors have been removing and replacing RAAC at the school, Abbey Lane Primary at Woodseats. The last comprehensive schools' surveys were done in 2018. Previous surveys were asked to look at the condition of buildings and other elements including roofs, windows, and heating, but not RAAC. All of our schools will be surveyed as a priority in 2023, and RAAC assessment will be part of the Council's school survey programme in the future.
- 1.9 The programme will then move to assess other Council buildings on the basis of usage, by vulnerable adults or young people for example, and footfall, highly used city centre premises for example.
- 1.10 Whilst the Housing regulator has said that "*...based on engagement with sector advisers and stakeholders, is that RAAC is not widespread in social housing*", they have also advised that "*...it may be present in a small number of buildings dating from this period particularly in flat roof and panel structures.*" A distinct, but integrated, programme of work will take place to assess the Council's housing stock alongside the programme for other Council buildings, following the same assessment approach. Similar to the approach to schools, the assessment of RAAC will form part of the Council's ongoing condition surveys of housing properties in the future.
- 1.11 Following the prioritised approach above, every building will be assessed following a five stage process described below:

Stage 1 – Baseline information gathering

This stage will allow the Council to compile the full list of buildings which fall under its responsibility. For each building we will:

- Identify:
 - the approximate age of the building.
 - the current building use.
- Collate:
 - Architectural or technical drawings.
 - Asbestos Surveys.
 - Condition Survey information.

Stage 2 – Desktop Information Collection and survey prioritisation

- Eliminate any non-RAAC buildings based on age, construction or other information.
- Prioritise surveys of potential RAAC constructed buildings based on:
 - Age - older sites present a higher risk of RAAC being present.
 - Occupancy – type of occupation (eg infrequent to full time) and type of occupant (eg elderly, children)
 - Condition – review survey report to define condition and location of RAAC.

Stage 3 – Initial Site Assessment

For those building identified in Stage 2 above the Council will:

- Undertake an initial survey to identify accessibility issues, asbestos, or other potential hazards.
- Undertake a second survey for visual inspection and identification of RAAC by a qualified Building Surveyor.
- Based on the above refinement of risks based on the DfE criteria.
- Generation of a formal report for the building to support the decision to take no further action or to proceed to Stage 4.

Stage 4 – Detailed Assessment by a Structural Engineer

For buildings that have been identified at Stage 3 as having, or potentially having, RAAC, a detailed assessment will be carried out by an appropriately qualified structural engineer. They will:

- Validate the stage 1 and 2 information.
- Undertake a detailed site appraisal.
- Undertake intrusive investigation if they are required.
- Develop management and remediation datasets to support any mitigating actions.
- Generation of a formal report.

Stage 5 – Management and Remediation Report and Actions

Following stage 4 a report will be generated with input from a multi-disciplinary property team. This will give clarity on the ownership and responsibility of the building and the actions that need to be taken to mitigate or resolve any RAAC issues that have been identified. It will also give recommendations in terms of other similar property types, for example for Social housing archetypes if work is required. The report will also identify key stakeholders and proposals for communications to ensure any

building users are kept fully up to date with any identified issues and work that is required.

- 1.12 At each stage management information will be gathered and reported to ensure performance and progress is closely managed, and the programme of work moves forward as quickly as possible. The programme will be overseen by the Estates Management Board, chaired by the Executive Director, Neighbourhood Services.

Timescales

- 1.13 It is considered that following agreement of the strategy, completion of stages 1 to 5 could take up to 12 months. Stage 1 will be undertaken as a priority, which will then determine which buildings need to be prioritised through the following stages. The stage 1 process is expected to be completed by the end of November.

Staff Training and Communications

- 1.14 Whilst the above structured process will be undertaken it is important that services who have interactions in Council buildings are trained to understand RAAC and to be able to identify it. A number of "RAAC Champions" have been identified across the Council to support the gathering of data and ultimately the dissemination of information and training to Council staff to support this.
- 1.15 Clear communications to building users and tenants is of paramount importance. A communications plan has therefore been developed to support this and provide reassurance whilst assessment work is ongoing.

2. HOW DOES THIS DECISION CONTRIBUTE ?

- 2.1 This work is critical for the safety and wellbeing of users and tenants of Council buildings.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 No consultation has taken place to date. As the project progresses through the assessment stages it is possible that consultation and engagement around proposals for mitigating actions at individual buildings will need to take place. This will be undertaken on a case-by-case basis.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 There are no currently identified equality implications of the above approach. This will be monitored in light of information gained through the work described, and the EIA will be reviewed and updated as required.

4.2 Financial and Commercial Implications

- 4.2.1 The surveys in relation to the Educational establishments, will be funded from revenue funding identified by the Education service.
- 4.2.2 The service has a Minor Works business unit (0011518915187) that has two elements: £500k for contribution to capital schemes and £459k for Minor Works for compliance. This funding can be utilised for the RAAC work but the existing commitments will need re-prioritising and may mean some schemes being delayed until next financial year or a potential reduction in the contribution to capital schemes..
- 4.2.3 Whilst the council will seek to continue to lobby the government for additional financial support in relation to RAAC, this is by no means certain and therefore it is prudent that the council continues to identify funding within its own resources.

4.3 Legal Implications

- 4.3.1 The Council has a duty to protect the public from dangerous buildings or structures under the Building Act 1984.
- 4.3.2 The Council has a duty to provide a safe working environment to its employees and to persons concerned with premises to persons other than their employees under the Health and Safety at Work etc. Act 1974,
- 4.3.3 The Council has duty to repair and maintain social housing under the Landlord and Tenant Act 1985.
- 4.3.4 The implementation of the strategy proposed in this report shall help to ensure that the Council discharges these duties.

4.4 Climate Implications

- 4.4.1 There are no identified climate implications at this stage. Climate impacts and mitigation measures will be considered as part of stage 5 when determining remediation measures on a site-specific basis.

4.5 Other Implications

- 4.5.1 Competent and qualified resource availability is likely to be scarce given that this is a national issue affecting all public authorities. The prioritised approach to assessment and mitigation is important to ensure that the most 'at risk' buildings are therefore assessed and mitigated first.
- 4.5.2 Until building assessments are undertaken the full extent of work to assess whether RAAC is present may not be known. For example, access to properties and any restrictions to assessing buildings, such as asbestos may elongate or delay the programme due return visits, or specialist advice being required.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 Given the nature of the issue, no alternative options have been considered.

6. REASONS FOR RECOMMENDATIONS

6.1 Work has already begun to assess the Council's properties in line with the above strategy. Strategy and Resources Policy Committee are therefore recommended to note and comment on this report.

PART A - Initial Impact Assessment

Proposal Name: Reinforced Autoclaved Aerated Concrete (RAAC) in Council buildings

EIA ID: 2389

EIA Author: Tom Smith

Proposal Outline: The assessment of Council buildings for Reinforced Autoclaved Aerated Concrete (RAAC) and the actions it will then take to mitigate those issues. A measured and prioritised programme of work to ensure that the most 'at risk' properties are assessed first. The work to assess educational establishments has already begun and work on the one school identified to contain RAAC has already been completed.

Proposal Type: Non-Budget

Year Of Proposal: 23/24

Lead Director for proposal: Tom Smith

Service Area: Operational Services

EIA Start Date: 09/10/2023

Lead Equality Objective: Understanding Communities

Equality Lead Officer: Louise Nunn

Committees:

Policy Committees

- Strategy & Resources

Portfolio

Primary Portfolio:

Neighbourhood Services

EIA is cross portfolio:

No

EIA is joint with another organisation:

No

Overview of Impact

Overview Summary:

At this stage (Oct 2023), the proposal is to commence a five-stage approach to identifying and assessing the presence of RAAC in buildings. No impacts are currently identified. The EIA will need reviewing and updating to reflect information gained during this work. Stage 1 – Baseline information gathering Stage 2 – Desktop Information Collection and survey prioritisation This includes prioritising surveys of potential RAAC constructed buildings based on occupancy and type of occupant (eg elderly, children) Stage 3 – Initial Site Assessment Stage 4 – Detailed Assessment by a Structural Engineer Stage 5 – Management and Remediation Report and Actions

Impacted characteristics:

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

No

Impact areas:

Initial Sign-Off

Full impact assessment required:

No

Review Date:

31/12/2023

Action Plan & Supporting Evidence

Outline of action plan:

To monitor the ongoing assessment of buildings for RAAC and to undertake EIAs where further decisions are required.

Action plan evidence:

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures:

No

Outline of impact and risks:

Review Date

Review Date:

31/12/2023



Report to Policy Committee

Author/Lead Officer of Report: Peter White, HR Service Manager – Systems & Performance

Tel: 07785592738

Report of: *Claire Taylor*

Report to: *Strategy & Resources Policy Committee*

Date of Decision: *18th October 2023*

Subject: *Agency Staffing Provision*

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA	EIA 2346	
Has appropriate consultation/engagement 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: -		
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>		

Purpose of Report:

This report sets out the need for a continuous Agency Staffing Service and provides background on the current service.

This report goes on to propose the commission of an Agency Staffing Service from an external provider and explains why this service is needed and cannot be delivered in-house.

Recommendations:

That the Strategy & Resources Policy Committee approves the commissioning of the Agency Staffing Service from an external provider over a period of 5 years and for an estimated value of £65m, as set out in this report.

Background Papers:

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

- Directorate Leadership Team – Management Report & Appendices
- Equalities Impact Assessment (see attached)
- Climate Impact Assessment (see attached)

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.	Finance: <i>Matthew Ardern</i>
		Legal: <i>Richard Marik / Tarmina Saville</i>
		Equalities & Consultation: <i>Richard Bartlett</i>
		Climate: <i>Kirsty Surtees</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Claire Taylor – Chief Operating Officer</i>
3	Committee Chair consulted:	<i>Councillor 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: Peter White	Job Title: HR Service Manager – Systems & Performance
	Date: 14/09/23	

1. PROPOSAL

- 1.1 This report seeks approval for the commissioning of an Agency Staffing service with an external provider. The proposed service is for a period of 5 years with an estimated total value £65m.
- 1.2 The Council proposes a service period of 5 years to give stability and ensure best value for money can be obtained from the market.
- 1.3 The majority of Agency spend relates to candidates that fill roles that help deliver essential Council services to the citizens of Sheffield and its visitors. These roles are primarily in our Adult and Child Care services, trades that keep our Housing stock maintained and in areas of key administration that support all our services.
- 1.4 The requirement for Agency staffing is mainly generated by short notice peaks in demand, a requirement for specialist skills that are difficult to recruit to and emergency cover for staff absence and are by and large paid for using existing Service staffing budgets.

Background

- 1.5 Employment has been high and unemployment low for the last couple of years resulting in low numbers of candidate availability via both the Council recruitment and in particular agency recruitment. This has resulted in difficulties recruiting staff (both permanent and via an employment agency) to deliver some of the Council's services.
- 1.6 These difficulties have been experienced across a number of services with Social Care being the most acutely affected. Other services that have found it difficult to recruit agency workers include housing with the recruitment of trade roles and specialist roles within IT.
- 1.7 To combat this issue, a number of solutions have been implemented including the Council recruiting candidates to Social Worker positions once they complete their qualifications but prior to gaining their results so the Council is ahead of the curve in securing newly qualified Social Workers.
- 1.8 Another solution involved working with Consultancy+ (a division of the current provider, Reed Talent Solutions) via a separate contract to create teams of typically eight social workers and a manager that could be parachuted into an organisation to ensure specific projects were completed or backlogs cleared.
- 1.9 Some of these and other practices particularly in the Childrens Service in the Council and other local authorities have resulted in a DfE Consultation for the Child & Family Agency Social Worker workforce. The

outcome of this consultation will inform new rules proposed to curb poor practice that is costly and works against providing stable professional relationships for children and families.

Current Service

- 1.10 The current agency staffing service is delivered by Reed Talent Solutions and is due to expire on 31 March 2024. As such, agency staffing services must be commissioned in order to ensure service continuity.
- 1.11 Reed Talent Solutions currently maintain a master vendor service for the Council across all categories of roles. They act as the Council's first tier supplier but also manage an extensive second tier supply chain of over 50 local and regional agencies to give the Council access to a rich staffing resource.
- 1.12 The key areas of spend for the Council have consistently remained in the categories of Social Care, Trades Operatives, Technical, Interims and Admin & Clerical throughout the duration of the current service.
- 1.13 During the pandemic, Reed acted as a key strategic partner to the Council in ensuring temporary staffing was made available to maintain essential services whilst supplying additional staff to support our track and trace requirements. This activity increased annual agency spend by 60% and the Council would not have been able to fill these posts in the timeframes without Reed.
- 1.14 The current spend is now largely in line with pre-pandemic spend levels and has remained at this level for a number of months. Taking inflationary pressures, Foundation Living wage increases, employees pay rises, cost reduction measures and DfE recommendations into account over the next 5 years the cost of service provision is estimated to be approximately £65m over the next five years. It is difficult to set an accurate spend forecast as the overall contract spend for the agency services will depend upon usage (i.e. pay as you go).
- 1.15 To ensure agency service costs are kept on a needs only basis, managers are asked to consider all flexible resourcing options to meet service delivery requirements prior to engaging an agency candidate. Flexible resourcing options can include recruiting to temporary Council contracts, additional hours, overtime and Temporary Additional Responsibility Allowances.
- 1.16 In addition to the annual spend on agency services through Reed, there is an amount of spend for some specialist roles where the Councils demand is greater than supply leading to spend with agencies outside the current agency service. Human Resources and Finance & Commercial Services work together to manage this demand by assisting Managers to find the best value for money route to sourcing agency

staffing.

- 1.17 A recent analysis indicates the spend with Reed accounts for approximately 85% of all agency spend and 15% split between a number of other agency suppliers.

Agency service provision

- 1.18 The in-house delivery of temporary staffing as opposed to an external Agency has been considered at each contract commissioning over the last 13 years. However, the decision to externalise is based on the following factors, which would require added expense and resources from the Council and make it unviable for the Council to deliver in-house:

- The need to set up our own company/agreement
- The need to recruit specialist staff to help manage the business and agency service provision
- The need to purchase a new systems to manage bookings
- a requirement to develop a network of candidates in a highly competitive market
- A requirement to have a high level investment in marketing for roles
- a requirement to have and manage a candidate vetting programme
- a requirement to manage and process payments to candidates and other suppliers
- Additional pension contributions would need to be factored
- A requirement to procure and develop a supply chain for specialist roles
- A requirement to deliver an out of hours service (e.g the current external provider is required to deliver a 24/7 out of hours service to deliver short notice staff (usually care homes) in case of SCC staff sickness).
- The associated employment costs and financial risks would need to be factored e.g. insurance of staff in the work environment, risk of closure of services due staff shortages, maintenance of IT booking systems, cost of training additional staff, cost of right to work checks etc

- 1.19 Options associated with specific sector requirements (e.g. Social Care) where we generate a need for Agency staff are best delivered via market leading providers that have access to the appropriately qualified and experienced local transient workforce. The complexity of the Council operating as an in-house Agency or external arm's length management organisation (ALMO) would create significant additional cost and resource requirements (as outlined in 1.18) whilst resulting in the Council trying to enter a highly competitive temporary staffing market.

- 1.20 The Council therefore proposes to commission an external provider to deliver a similar scope of agency services to those currently in place. The provider will be required to work in partnership with the Council to deliver good quality temporary staffing needs across all job categories whilst ensuring services are delivered in a cost-effective manner. There will be a requirement for the provider to have a focus on social values, work with the Council's schools and communities to create pathways into temporary employment and ultimately secure permanent roles with the Council. The provider will also be required to adhere to the Council's commitment to pay the Foundation Living wage.
- 1.21 If there is a break in provision, there is a significant risk that statutory services will not be delivered and there would be significant pressure placed on existing employees. Additional resource and expense would also be incurred recruiting staff in place of a temporary worker and running a large number of procurement exercises to appoint an agency each time an agency worker is required. This would be more resource intensive and would lead to the Council having less control over spend and fees charged as it would likely result in each service directorate/head of service entering separate and multiple staffing arrangements. Having a single agency provider therefore enables the Council to have rates and associated fees agreed up front as well as the contract terms. This helps prevent the Council from being subjected to adverse terms and varying rates especially when urgent staffing arrangements are required.
- 1.22 An external agency provider is able to respond to the Council's ongoing recruitment urgencies. External agency providers have the ability to resource and capacity to respond to recruitment urgencies (both during and out of hours) such as for social care workers where it is necessary to cover shifts at short notice in Sheffield's Residential Care Homes and through community support.
- 1.23 It is therefore proposed that the Council commission the Agency Staffing Service from an external provider over a period of 5 years and for an estimated value of £65m..

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The delivery of Agency Staffing services by a highly competent provider supports the delivery of Council services through the provision of short tenure staff that possess specific skills, qualifications and experience.
- 2.2 The Climate Impact Assessment (see attached) focusses on the movement of Agency staff around the city to assist in delivering Services to the citizens of Sheffield and its visitors. The current provider ensures its candidates work in similar ways (attend the same sites, hybrid

working, working from home) as Council employees.

- 2.3 The use of digital technology to reduce the need for travel is explored as part of Service delivery requirements.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 Although there is no requirement for public consultation, Human Resources and Commercial Services started regular consultation on the future of Agency Staffing provision with the Trade Unions via fortnightly meeting on 4 July 2023. The meetings focus on current provision and future Agency Staffing needs of the Council.

- 3.2 The meetings membership includes TU Representatives from GMB, Unison and Unite to keep them informed and up to date about the current contract to influence any future contract needs and formalise their role in this project.

- 3.3 Human Resources also ran an internal manager engagement group on Tuesday 8th August to gain feedback on the current approach and how well this works and what they would like to see in any future Agency contract. The group was made up of the heaviest users of the current Agency contract with feedback through both the session and a pre-issued Mentimeter poll. The feedback given by managers helped scope the proposed agency service.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 The equality impacts of the proposal have been fully considered at this stage in the process. The likely impacts are positive and could further the employment of many protected characteristics within Council services. The contract does present an opportunity to support the council to drive equality, diversity and inclusion improvements both within the workforce and wider community to meet its statutory equality objectives. In order to maximise these opportunities, the council should work with the new provider to look at ways it can improve access to employment for underrepresented groups, empower those communities in more deprived wards in the city to improve their employability and use positive action principles in the recruitment of agency staff to help improve workforce diversity in the longer term. The EIA (see attached) is a live document so should the criteria for the tender change during this process then the EIA will be updated and resubmitted for further approval.

4.2 Financial and Commercial Implications

- 4.2.1 Supporting the recommendation set out in this report will result in the continuation of the current practice to outsource agency worker activity.

Therefore, the decision being taken should have no material impact on the costs of the service being provided.

- 4.2.1 The re-procurement of the contract will be undertaken within the Councils procurement arrangements.

4.3 Legal Implications

- 4.3.2 The Council has a multitude of powers and duties, some of which could not be exercised or discharged without agency services providing extra capacity in the Council's workforce.

- 4.3.3 Under Section 111 of the Local Government Act 1972, local authorities have the power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The use of agency workers is made in accordance with this power.

- 4.3.4 By exercising this power, the Council can ensure that a broad variety of duties are met.

- 4.3.5 The contracting arrangements in this report are permitted under the Local Government (Contracts) Act 1997.

4.4 Climate Implications

- 4.4.1 The Head of Service for HR Business Services has reviewed the Agency Staffing Provision documentation and Climate Impact Assessment that has been created in relation to this proposal. She is satisfied that we have fully considered the Climate impacts of the proposal at this stage in the process. The CIA will be reviewed regularly during the term of any future provision.

4.5 Other Implications

- 4.5.1 A Procurement Strategy is being developed alongside this Committee Report and the earlier Management Report by the Councils Commercial Services team.

5. ALTERNATIVE OPTIONS CONSIDERED

Provision of an In-house Service

- 5.1 The provision of an in-house service has been considered but due to the factors set out in the report, in particular paragraph 1.18 this option has been discounted.

Do Nothing

- 5.2 The option to do nothing would mean upon the expiry of the current contract on 31 March 2024 the Council would be unable to deliver a number of critical services impacting on the citizens of Sheffield.

6. REASONS FOR RECOMMENDATIONS

- 6.1 To commission an external provider to provide the service for 5 years for an estimated value of £65m to:

- ensure continued access to an Agency Staffing Provision that supports the Councils service delivery requirements.

- minimise the risks that were identified during the consideration of alternative options.

- ensure statutory services are delivered and to avoid significant pressure placed on existing employees.

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PART A - Initial Impact Assessment

Proposal Name: Agency Staffing Provision

EIA ID: 2346

EIA Author: Peter White

Proposal Outline:

This proposal is for the commissioning of a new Agency Staffing contract with an external provider. The contract would be for 5 years maximum. There is no set fee for an Agency contract so overall spend is determined by usage (i.e. pay as you go) The Council will look to pursue a contract term of 5 years, with an initial 3 years followed by two 1-year extensions. This will ensure continuity of service whilst giving the option to review the provision at years 3 and 4. The in-house delivery of temporary staffing via an Agency has been considered at each contract renewal over the last 13 years, however the decision to externalise is based on the following factors:

- The need to set up our own company/agreement
- The need to recruit specialist staff to help manage the business
- The purchase of a new systems to manage bookings
- Our ability to develop a network of candidates in a highly competitive market
- The high level investment in marketing
- Introduction of a candidate vetting programme
- Management of payments to candidates and other suppliers
- Additional pension costs
- Development of a supply chain for specialist roles
- Provision of an out of hours service
- Consideration of financial risks that would sit with the Council

The current Agency Staffing contract delivered by Reed Talent Solutions, is accessed via a directly award contract that was as a result of an open tender process and is due to expire on 31 March 2024. Reed Talent Solutions currently maintain a master vendor service for the Council across all categories of roles. They act as the Councils first tier supplier but also manage an extensive second tier supply chain of over 50 local and regional agencies to give the Council access to a rich staffing resource. The key areas of spend for the Council have consistently remained in the categories of Social Care, Trades Operatives, Technical, Interims and Admin & Clerical throughout the duration of the current contract. Employment has been high and recruitment low for the last couple of years resulting in low numbers of candidate availability via

both SCC recruitment and in particular agency recruitment. This has resulted in difficulties recruiting staff (SCC and Agency) to deliver some of the Councils services. These difficulties have been experienced across a number of categories with Social Care being the most acutely affected. To combat this issue a number of solutions have been identified including the Council recruiting candidates to Social Worker positions once they complete their qualifications but prior to gaining their results so the Council is ahead of the curve in securing newly qualified Social Workers. Agency suppliers including Reed reacted by creating Teams of typically eight Social Workers and a Manager that could be parachuted into an organisation to ensure specific projects were completed or backlogs cleared. The Council made use of this Service via Reed Consultancy+. Some of these and other practices particularly in the Childrens Service have resulted in a DfE Consultation for the Child & Family Agency Social Worker workforce which will result in the implementation of new rules to curb poor practice that is costly and works against providing stable professional relationships for children and families (see attached Management Report and Appendices). An ongoing necessity for Agency Social Care workers is born out of the necessity to cover shifts at short notice in Sheffield's Residential Care Homes and through community support. During the pandemic Reed acted as a key strategic partner to the Council in ensuring temporary staffing was made available to maintain essential services whilst supplying additional staff to support our track and trace requirements.

Proposal Type: Non-Budget

Year Of Proposal: 23/24

Lead Director for proposal: Claire Taylor (COO)

Service Area: Human Resources

EIA Start Date: 9/13/2023

Lead Equality Objective:

Workforce Diversity

Equality Lead Officer:

Richard Bartlett

Decision Type

Committees:

Policy Committees

- Strategy & Resources

Portfolio

Primary Portfolio:

Strategic Support Services

EIA is cross portfolio:

No

EIA is joint with another organisation:

No

Overview of Impact

Overview Summary:

The commissioning of services does enable the council to drive equality improvements locally through its contracts. Agency work does give a good opportunity for underrepresented groups to gain employment experience with the council and can operate as a potential talent pool for the council for people from underrepresented groups. The current provider also provides useful information regarding its social value work locally that support the council's goals around equality, diversity and the current economic issues with the cost-of-living crisis. The current contract hasn't been without its challenges and the current provider does not provide equality data of sufficient quality around ethnicity, sex and disability that we can undertake equality analysis against the council's current workforce. It would be therefore sensible to look at ensuring the new provider can produce better and more consistent data across the protected

characteristics. It would also be prudent as part of the tendering exercise to have some understanding from potential providers of their internal policies around EDI, how diverse their organisations are a particularly at senior level and what mandatory training around EDI their workforce is expected to undertake.

Impacted characteristics:

- Age
- Disability
- Poverty & Financial Inclusion
- Race
- Religion/Belief

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

No

Impact areas:

Initial Sign-Off

Full impact assessment required:

Yes

Review Date:

12/13/2023

PART B - Full Impact Assessment

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: The council's median age is currently at 48 years old which means it does have an ageing workforce with 50% of staff being 48 or over. It also means that despite the size of the organisation, successive years of budget reductions have meant that opportunities for younger people to join the workforce have been limited and this has been a pattern across the public sector. Although there are currently mitigations in place with the apprenticeship and graduate schemes opportunities can still be limited. Agency work can present opportunities for younger people to enter the workforce and offers the council a potential talent pipeline and helping young people develop skills and experience. The comparison of the ages shows that agency staff have a more even spread across the age ranges with more staff in the younger and oldest age ranges in comparison to the council which shows that the agency workforce is likely to offer opportunities to younger people looking to enter the workforce and those who are older and want to stay in work.

Disability

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: Data on the disabled agency workforce from the provider is poor. The council has high levels of disability declarations amongst its workforce in comparison to other local authorities and similar public sector organisations and is something of an outlier. With this in mind it may make sense for the provider to reference some of the positive aspects for disabled people of working for the council as agency. The current provider also offers support around application and interview skills so it's important that the new contract seeks to continue this arrangement. Support of this kind can be very beneficial for disabled people looking to enter the workforce and who can transition into permanent employment with the council.

Poverty & Financial Inclusion

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: Providing good quality employment for local people is a important way for the council to address issues relating to current cost-of-living issues suffered locally and it's therefore important that it maintains its commitment to the foundation living wage. It may also be useful for the council to encourage providers of agency staff to seek to employ those people who are unemployed and those who come from the most deprived wards and communities in the city by targeting those areas and groups. Improved financial inclusion can indirectly contribute to positive outcomes around wellbeing and health inequalities and it would be useful for the tender process to encourage providers to evidence how they would look to support the council's goal around financial inclusion and the economic wellbeing of its communities that are more at risk of exclusion.

Race

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: Data on the race and ethnicity of the agency workforce is currently very poor with data missing for 91.9% of agency staff. Where we have the data it shows that 41.1% of agency staff are BAME which would suggest a high overrepresentation both of the community and in regard to the council's permanent workforce headcount. However, due to the nature of agency employment and the less rigorous assessment process and greater support available to jobseekers from both the provider and the DWP it can mean the process is more accessible for those from BAME backgrounds, particularly those from more deprived communities and as such can offer an opportunity to gain

Religion / Belief

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact:

Action Plan & Supporting Evidence

Outline of action plan:

- Improved data collection from the provider to enable us to work towards REC goals
- Foundation living wage to support communities with issues around cost of living
- Equality Training/Policies of contractor
- Diverse longlists for candidates, particularly around senior officer recruitment
- Reach more diverse candidates to increase the talent pool through advert placement

Action plan evidence: Workforce data 2022-23 Workforce Data Report 2021-22 Reed EDI Summary June 22 - May 23

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: No

Outline of impact and risks:

Review Date

Review Date: 12/13/2023

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Climate Change Impact Assessment Summary

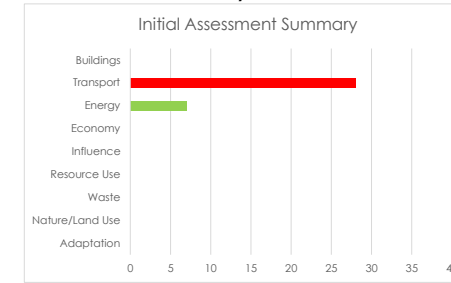
Project/Proposal Name	Agency Staffing Provision	Portfolio	Resources
Committee	Strategy and Resources	Lead Member	Cllr Tom Hunt
Strategic Priority	Clean Economic Growth	Lead Officer	Peter White
Date CIA Completed	24/08/23	CIA Author	Peter White
		Sign Off/Date	Kirsty Sutees 12/09/23

Project Description and CIA Assessment Summary	<p>This CIA relates to the procurement of Agency Staffing Provision to support the delivery of Council services. The current contract is coming to an end on 31 March 2024 so a new arrangement needs to be put in place via a tender process.</p> <p>The current contract is provided by Reed Talent Solutions and delivers a master vendor service across all categories of roles.</p> <p>The consideration of Transport relates to the movement of Agency candidates around the city/region to attend work and deliver Services to the citizens of Sheffield and its visitors.</p> <p>The consideration of Energy relates to the use of Council premises and equipment when candidates perform their job roles.</p>
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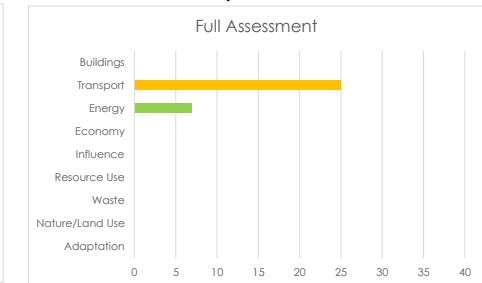
Rapid Assessment	Does the project or proposal have an impact in the following areas? Select all those that apply. Only complete the sections you have selected here in the assessment.		
Buildings and Infrastructure	No	Influence	No
Transport	Yes	Resource Use	No
Energy	Yes	Waste	No
Economy	No	Nature/Land Use	No
		Adaptation	No

[Chesterfield Borough Council Climate Impact Assessment Tool provided inspiration for this tool.](#)

Initial Assessment Summary



Full Assessment Summary

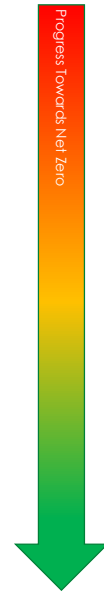


>=27	The project will increase the amount of CO2e released compared to before.
21-26	The project will maintain similar levels of CO2e emissions compared to before.
12-20	The project will achieve a moderate decrease in CO2e emissions compared to before.
3-11	The project will achieve a significant decrease in CO2e emissions compared to before.
0-2	The project can be considered to achieve net zero CO2e emissions.

Initial Assessment

Category	Impact	Description of Project Impact	Score
Buildings and Infrastructure	Construction		NA
	Use		NA
	Land use in development		NA
Transport	Demand Reduction	The amount of travel by Agency candidates to attend work will be no different to that of a Council employee fulfilling the same role.	7
	Decarbonisation of Transport	The Council is not prescriptive about the mode of transport when Agency candidates are travelling to a place of work.	7
	Public Transport	The Council is not prescriptive about the mode of transport when Agency candidates are travelling to a place of work.	7
	Increasing Active Travel	The type of travel is determined by the Agency candidate although active travel is being promoted through internal campaigns such as 'My Journey' which candidates will be exposed to.	7
Energy	Decarbonisation of Fuel		NA
	Demand Reduction/Efficiency Improvements	Agency candidates usage of Council facilities when performing their duties will be no different to that of the Council employees vacancies they are fulfilling.	7
	Increasing infrastructure for renewables generation		NA
Economy	Development of low carbon businesses		NA
	Increase in low carbon skills/training		NA
	Improved business sustainability		NA
Influence	Awareness Raising		NA
	Climate Leadership		NA
	Working with Stakeholders		NA
Resource Use	Water Use		NA
	Food and Drink		NA
	Products		NA
	Services		NA

10	The project will significantly increase the amount of CO2e released compared to before.
9	The project will increase the amount of CO2e released compared to before.
8	The project will maintain similar levels of CO2e emissions compared to before.
7	
6	The project will achieve a moderate decrease in CO2e emissions compared to before.
5	
4	
3	The project will achieve a significant decrease in CO2e emissions compared to before.
2	
1	The project can be considered to achieve net zero CO2e emissions.
0	
Carbon Negative	The project is actively removing CO2e from the atmosphere.



Waste	Waste Reduction		NA
	Waste Hierarchy		NA
	Circular Economy		NA

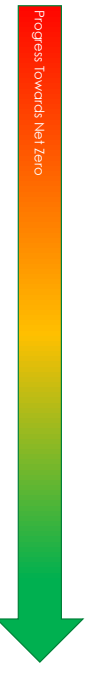
Nature/Land Use	Biodiversity		NA
	Carbon Storage		NA
	Flood Management		NA

Adaptation	Exposure to climate change impacts		NA
	Vulnerable Groups		NA
	Just Transition		NA

Full Assessment

Category	Impact	Description of Project Impact	Mitigation Measures	Mitigated Score	Procurement Action Required?	Proposed KPI/Measure
Buildings and Infrastructure	Construction					
	Use					
	Land use in development					
Transport	Demand Reduction	The amount of travel by Agency candidates to attend work will be no different to that of a Council employee fulfilling the same role.	Working from home and hybrid working will be made available to Agency candidates when service delivery allows. These arrangements are already in place with the current provider.	7	No	
	Decarbonisation of Transport	The Council is not prescriptive about the mode of transport when Agency candidates are travelling to a place of work.	Continued access to information about active travel and other Council initiatives may encourage Agency candidates to assess greener travel options.	6	No	
	Public Transport	The Council is not prescriptive about the mode of transport when Agency candidates are travelling to a place of work.	Continued access to information about active travel and other Council initiatives may encourage Agency candidates to assess greener travel options.	6	No	
	Increasing Active Travel	The type of travel is determined by the Agency candidate although active travel is being promoted through internal campaigns such as 'My Journey' which candidates will be exposed to.	Continued access to information about active travel and other Council initiatives may encourage Agency candidates to assess greener travel options.	6	No	
Energy	Decarbonisation of Fuel					
	Demand Reduction/Efficiency Improvements	Agency candidates usage of Council facilities when performing their duties will be no different to that of the Council employees vacancies they are fulfilling.	Use of working from home and hybrid working opportunities will be in line with Council employees.	7	No	
	Increasing infrastructure for renewables generation					
Economy	Development of low carbon businesses					
	Increase in low carbon skills/training					
	Improved business sustainability					
Influence	Awareness Raising					
	Climate Leadership					
	Working with Stakeholders					
Resource Use	Water Use					
	Food and Drink					
	Products					

10	The project will significantly increase the amount of CO2e released compared to before.
9	The project will increase the amount of CO2e released compared to before.
8	The project will maintain similar levels of CO2e emissions compared to before.
7	
6	
5	The project will achieve a moderate decrease in CO2e emissions compared to before.
4	
3	
2	The project will achieve a significant decrease in CO2e emissions compared to before.
1	
0	The project can be considered to achieve net zero CO2e emissions.
Carbon Negative	The project is actively removing CO2e from the atmosphere.



Services					
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Waste	Waste Reduction				
	Waste Hierarchy				
	Circular Economy				

Nature/Land Use	Biodiversity				
	Carbon Storage				
	Flood Management				

Adaptation	Exposure to climate change impacts				
	Vulnerable Groups				
	Just Transition				

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Report to Finance Committee

Author of Report: Ben Morley, Head of Programmes and Accountable Body, City Futures

Tel: 07909898754

Report of: Kate Martin, Executive Director City Futures and Philip Gregory, Director of Finance and Commercial Services

Report to: Strategy and Resources

Date of Decision: 18th October 2023

Subject: Investment Zone – Business Rate Retention

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? 2359				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

The purpose of this report is to seek approval from the Strategy and Resources Committee to secure Business Rate Retention (BRR) status for a c150ha area of land running from the City Centre to Meadowhall containing a number of sites that have the potential to increase the business rate take above the existing level (the Baseline) as outlined in this report.

Recommendations:

It is recommended that the Strategy and Resources Committee approves:

1. The Council securing Business Rates Retention status in relation to the South Yorkshire Investment Zone as set out in this report, noting the final details of the Business Rate Retention Area are to be agreed with the Director of Finance and Commercial Services in consultation with the Chief Executive and Leader of the Council, and subject to officers agreeing the pooling of any business rate growth in accordance with the below delegation.

2. Delegates authority to the Director of Finance and Commercial Services in consultation with the Chief Executive and Leader of the Council to agree the pooling of any business rate growth.

Background Papers:

Lead Officer to complete:-									
1	<table border="1" style="width: 100%;"> <tr> <td style="width: 45%;">I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.</td> <td>Finance: Matthew Ardern</td> </tr> <tr> <td></td> <td>Legal Gemma Beecroft</td> </tr> <tr> <td></td> <td>Equalities & Consultation: Ed Sexton</td> </tr> <tr> <td></td> <td>Climate: Kathryn Warrington</td> </tr> </table>	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: Matthew Ardern		Legal Gemma Beecroft		Equalities & Consultation: Ed Sexton		Climate: Kathryn Warrington
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: Matthew Ardern								
	Legal Gemma Beecroft								
	Equalities & Consultation: Ed Sexton								
	Climate: Kathryn Warrington								
	<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	<table border="1" style="width: 100%;"> <tr> <td style="width: 45%;">EMT member who approved submission:</td> <td>Kate Martin, Executive Director, City Futures</td> </tr> </table>	EMT member who approved submission:	Kate Martin, Executive Director, City Futures						
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3	<table border="1" style="width: 100%;"> <tr> <td style="width: 45%;">Committee Chair consulted:</td> <td>Cllr Tom Hunt</td> </tr> </table>	Committee Chair consulted:	Cllr Tom Hunt						
Committee Chair consulted:	Cllr Tom Hunt								
4	<table border="1" style="width: 100%;"> <tr> <td colspan="2">I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</td> </tr> <tr> <td style="width: 45%;">Lead Officer Name: Philip Gregory</td> <td>Job Title: Director of Finance and Commercial Services</td> </tr> <tr> <td colspan="2">Date: 2nd October 2023</td> </tr> </table>	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the 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: Philip Gregory	Job Title: Director of Finance and Commercial Services	Date: 2 nd October 2023			
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: Philip Gregory	Job Title: Director of Finance and Commercial Services								
Date: 2 nd October 2023									

1. PROPOSAL

- 1.1.1 The proposal seeks approval to secure Investment Zone Business Rate Retention (BRR) status for a c150ha area of land running from the City Centre to Meadowhall containing a number of sites that have the potential to increase the business rate take above the existing level (the Baseline). Whilst business rate income up to the Baseline would continue to be shared with Government and the Fire and Rescue Authority under existing arrangements, any growth above the baseline would be wholly retained by the Billing Authority (the Council) but with a restriction so the growth element can only be used to support Investment Zone (IZ) related activity.
- 1.1.2 The South Yorkshire Mayoral Combined Authority (SYMCA), acting as Accountable Body for the IZ have also indicated that they would expect to see some element of the business rate growth pooled at a South Yorkshire level to invest in IZ activity across the region. The proposal seeks approval to negotiate this position with SYMCA to achieve a mutually acceptable share of any business rate growth.
- 1.1.3 Whilst business rate income across the City has tended to be relatively stable, the BRR offers the opportunity to capture 100% of business rate growth rather than having to share up to 50% with Government and the Fire and Rescue Authority. This retention has the potential to generate additional income to grow the local economy for the benefit of businesses, communities and residents.

1.2 Background

- 1.2.1 At the Spring Budget Government announced 12 regions across the UK who have been invited to submit proposals for new Investment Zones – this included South Yorkshire. Each region was asked to co-design proposals with Government. In July, the Chancellor of the Exchequer announced South Yorkshire as the UK's first Investment Zone to support investment and growth in the Advanced Manufacturing sector.
- 1.2.2 IZs are being established in places with significant unmet productivity potential, and where existing strengths and assets aligned to priority sectors can be leveraged to increase opportunities for local communities. By focussing on growing high-potential innovation and industrial strengths in areas with significant scope for catch up economic growth the intention is that IZs will drive national productivity growth.
- 1.2.3 Subject to SYMCA finalising and submitting a detailed business case to Government, the region can expect to receive £80m over 5 years to support growth in Advanced Manufacturing and associated sectors. This funding can be used flexibly on a combination of capital/revenue initiatives including Research and Development Grants, Land remediation, skills and training, and business support. The option of using some of the £80m to fund tax breaks to businesses has not been taken up in South Yorkshire. In addition to the £80m

securing Investment Zone status brings the opportunity to identify two areas with a combined size of no more than 600ha where Business Rate Retention would apply.

1.3 The South Yorkshire Investment Zone (SYIZ)

1.3.1 The ambition of the SYIZ is to lever in £1.2bn of private sector funding and create 8,000 jobs by 2030.

1.3.2 Growth sectors have been identified and core capabilities in these areas create significant growth opportunities across several sectors, including:

- Steel
- Aerospace
- Automotive
- Defence
- Power and Energy
- Nuclear
- Life Sciences and Health-tech

In addition to above, support sectors are considered equally important including finance and legal ('Manuservices') and also recognising the increasing importance of the digital sector in enabling advanced manufacturing.

1.3.3 The SYIZ covers the whole of South Yorkshire (Appendix 1) but with a focus on a Spatial Core where the regions key innovation and growth assets are located. The Spatial Core runs from Sheffield City Centre (reflecting its role as a location for innovation and research, Manuservices, digital development as well as performing a wider role as a transport hub, provider of labour and location for other high quality services e.g. culture) through the Lower Don Valley (including the four campuses of the Advanced Manufacturing Innovation District – Sheffield Olympic Legacy Park, Sheffield Business Park, University of Sheffield Innovation District and the Advanced Manufacturing Park) and on to just north of Rotherham Town Centre.

1.3.4 In addition to the Spatial core a number of Opportunity Sites for future development have been identified in Barnsley and Doncaster.

1.3.5 Whilst still under development indications are that the £80m will be used to support the following priorities:

- Ecosystem Development including Innovation
- Supply Chain Development
- Skills Support
- Capital Infrastructure
- Planning System Capacity

1.3.6 Governance of the SYIZ has yet to be agreed with the SYMCA Board but options include using the existing SYMCA structures and processes or opting for a more streamlined approach and establishing a Management Board to

specifically oversee the SYIZ.

1.4 Investment Zone Business Rate Retention

1.4.1 In addition to the £80m funding the SYIZ, it is also possible to seek approval of two Business Rate Retention areas within an Investment Zone, with a combined area of no larger than 600 hectares in total.

1.4.2 Within the IZ BRR sites the Billing Authority will be able to retain 100% of any future growth in business rates above an agreed Baseline for 25 years from the point at which the area is designated. Without this designation any business rate growth would continue to be shared on the basis of 50% to Government, 1% to the Fire and Rescue Authority and 49% to Billing Authority.

1.4.3 Critical to the calculation of the growth is the establishment of the Baseline. Where single site/zone is identified and contains no rateable business properties this Baseline will be set at zero. If the site/zone contains existing business properties, a baseline will be calculated on the basis of net amount the Billing Authority is expected to collect in business rates after considering reliefs, appeals and other variables at the start of financial year 24/25.

1.4.4 Business rates income uplift generated above the baseline on IZ BRR sites, will not be included in any rate resets and this will ensure any income above current Baselines in Investment Zones will be disregarded for the purposes of calculating “cost neutrality” when devolving new responsibilities to Local Government and for the purposes of working out tariffs and top-ups. This approach means a Billing Authority with a BRR area should be no worse off than under existing circumstances.

1.4.5 The Council is well placed to understand the implications of area specific BRR schemes with it currently being applied to the ‘Heart of the City 2’ development and also to a number of Enterprise Zone sites across Sheffield and South Yorkshire.

1.4.6 Without an IZ BRR the Billing Authority would be able to spend its 49% share Business Rate as it deems appropriate. However under the IZ BRR it is necessary to demonstrate how the 100% retained business rates growth, above the Baseline, will address the following:

- Provide for local economic growth within the region.
- Support existing local strategies with a focus on growth.
- Support the priority sector within the Investment Zone.
- Present value for money for the government.

The Billing Authority and SYMCA (the Accountable Body) will need to work together to develop a reinvestment strategy for the revenue stream that would need to be subject to regular review over the 25-year BRR period. The Strategy would need to include a clear logic that explains how the funding will drive new development and accelerating existing plans in the IZ and/or extend opportunities related to the cluster and sector to local communities. Decisions

about the use of retained business rates would need to be taken in an appropriate, transparent way that enables SYMCA to remain responsible to Government for the overall Investment Zone programme.

- 1.4.7 Acting in their capacity as Accountable Body, SYMCA has also suggested that a proportion of any Business Rate growth is pooled and used to supplement the £80m IZ funding, meaning that it might be deployed anywhere in South Yorkshire subject to meeting the IZ criteria. Such an approach is not considered wholly unreasonable in the first instance but any proportion of the pooling should reflect the actual amount being raised, the amount of funding due to the Billing Authority without a BRR scheme, the amount the Billing Authority might need and/or has invested to generate additional Business Rates in the BRR area, the general level of administration and oversight of the BRR scheme and risk associated operating under BRR status.
- 1.4.8 It is understood that only Sheffield and Doncaster are proposing the established of an IZ related BRR area within South Yorkshire.

1.5 The Sheffield Business Rate Retention Area

- 1.5.1 To maximise the potential benefit of a BRR area in Sheffield several development sites within the Spatial Core have been identified, the majority of which are either vacant or under-utilised. These sites run from the City Centre through to Meadowhall and have been selected for both short term and long-term development potential and alignment with the overall ambitions of the IZ.
- 1.5.2 A requirement of the IZ is that it is a largely contiguous area and as a consequence the BRR area has also required the inclusion of 'linking areas' to create a largely single area. The identified linking areas are generally low value in terms of business rate income and as a result should they cease to be rateable properties the impact of the net position above the Baseline will be limited.
- 1.5.3 The Plan in Appendix 2 shows the extent of the proposed Sheffield BRR area and very much reflects the City's modern and innovation based advanced manufacturing sector that requires access to land and buildings for:
- The actual manufacturing process
 - The delivery R&D on site and in theory
 - The development of digital innovation in manufacturing
 - The incubation of new innovative technologies, processes and associated businesses
 - The support services to manufacturing (manuservices) – finance, legal, back office functions
 - The future labour force – graduates and apprentices
 - The creation of spaces for networking
 - The amenities that make a 'place' attractive to 'live' and 'play' in, as well as 'work'.

The key development areas within the BRR directly relate to the functions

required to support the IZ itself and include the following investment opportunities:

- High tech manufacturing and innovation at River Don District and the Olympic Legacy Park.
- Office and incubator development within the City Centre to accommodate 'manuservices' and the increasing number of digital businesses that support the manufacturing sector.
- Educational facilities for both University and College including a Technology Institute and Business School.
- The utilisation of the City Centre to Attercliffe corridor to create a mixed-use area with sustainable, high-quality housing and sites for commercial development.
- The establishment of a regionally significant leisure offer at Meadowhall to enhance the Sheffield and South Yorkshire offer for inward investment and as a place to live.

1.5.4 Forecasting the actual amount of additional business rate growth above the Baseline for the whole BRR area is complex and very sensitive to key variables such as timescale for development, the loss of business rates during the development period, occupation of new development and the rateable value of the new product. Likewise assumptions need to be made in respect to the provision of reliefs and the non-payment of business rates. Furthermore, and unlike Heart of the City, the Council does not control the development process and will be reliant on the private sector bring forward viable commercial schemes.

1.5.5 In light of the above whilst there is significant potential for business rate growth over the medium to long term detailed forecasts have not been prepared. In the short term however, (0 to 5 years) there is expected to be growth associated with a number of City Centre sites that have development underway or are expected to start in the near future. These areas include West Bar and the Sheffield Hallam University development area. With an assumption that there are no significant removals from the Rating List within the BRR area it has been estimated that by 29/30 an estimated increase of £2m to £3m per annum might be achieved.

1.5.6 The type of activity that might be funded through the uplift in business rates includes:

- Physical infrastructure - placemaking, transport, climate change mitigation.
- Commercial assets - support for businesses and developers
- Skills and employability schemes
- Business Support
- Wider regeneration type activity where it can demonstrate a link to the ambitions of the Investment Zone.

1.5.7 The uncertainty of business rate growth will be factored into the reinvestment strategy to be developed with SYMCA.

- 1.5.8 There is no obligation under the IZ BRR scheme to pool any of the Business Rate growth at a regional level. The option of pooling some of the Business Rate growth is a matter to be determined between the Council and SYMCA. It is expected that the decision on pooling is determined prior to the end of the Financial Year and possibly well in advance of that date.
- 1.5.9 Government has requested confirmation of the BRR area and its associated Baseline by the 20th October thereafter it is expected there will be a short period to finesse the boundary, address any issues and respond to any points of clarification. Once agreed Government will look to pass the proposal through Legislation so that it can come into effect from April 2024.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 Over the 25-year life of the IZ BRR it is expected that the business rate growth will generate significant funds to support the eligible activity identified in section 1.4.6. The focus will be on creating a sustainable and growing economy with the provision of the hard and soft infrastructure to support the Advanced Manufacturing sector and all the enabling services and functions to enable that growth to happen.
- 2.2 The investment over this period is expected to directly support a number of the core objectives that will come from the recently commissioned 'City Goals' Strategy and accompanying City Investment Plan. It will also contribute to the delivery of the Vision identified in the draft Local Plan - By 2039, Sheffield will be an economically stronger, fairer, more inclusive and sustainable city. It will be playing a nationally significant economic role at the heart of its region, with thriving neighbourhoods and communities, and have a distinct urban and rural identity. The proposal also supports the 'Clean Economic Growth' theme of the Our Sheffield Delivery Plan.
- 2.3 The activity will directly support the delivery of the South Yorkshire Investment Zone with the ambition of creating 8,000 jobs by 2023 and will be designed to wholly align with the SY Strategic Economic Plan by promoting a stronger, greener and fairer growth.
- 2.4 The Investment Zone has become an important part of the Government's Levelling Up policy. The IZ is expected to drive growth and prosperity through boosting the UK's potential as an innovation nation, growing strengths in key industries to support national priorities, and levelling up communities across the country.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 The Leaders Group and the leads of the Economic Development, Culture and Skills Committee have been briefed on the proposals.
- 3.2 A proposal of this nature would not normally see widespread consultation outside of the Council and relevant partners such as SYMCA.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

- 4.1.1 The initial assessment has determined that this proposal should have a positive impact as the purpose of the IZ BRR is to support the development of the South Yorkshire Investment Zone and the regional economy. This will be positive for Sheffield, its residents and businesses and support the Government's ambition to 'level up'. Should the BRR result in positive Business Rate growth and income, the reinvestment strategy for these funds will target local economic growth.
- 4.1.2 Should business rate growth take place from the designated area any individual projects taking advantage of this funding will need to be further developed and consider the specific Equality impacts in respect to their implementation.
- 4.1.3 The initial EIA has identified potentially positive impacts in relation to several protected characteristics and equality interests, including Age, Race, Financial Inclusion and Cohesion.

4.2 Financial and Commercial Implications

- 4.2.1 Whilst the establishment of a business rates retention zone has clear potential implications for the Local Authority, it has no impact on any businesses. The rateable values of the business and the rate multiplier which are used to set the hereditaments payable business rates will still be set by the Valuation Office Agency and the Government respectively.
- 4.2.2 Sheffield currently already has two designated areas within the City, these are the Heart of the City and the Enterprise Zone. These have been in operation for a number of years and the administration of the Investment zone is expected to mirror how these operate. The Council therefore has the knowledge and skills required to administer the scheme.
- 4.2.3 One key benefit of the investment zones is the ability to retain growth outside of the business rates reset process. As part of the normal operations of the national business rates system, any locally accumulated growth is redistributed as part of the business rates reset process. This means that as a top up authority, Sheffield generally only retains the benefit of any locally achieved growth for a few years before it is redistributed around the country. The investment zones are designed to allow the local authority to benefit from being able to take any growth achieved above baseline to be set aside outside of the reset process and allowing the local authority to receive the long-term benefit of investment in development areas.
- 4.2.4 The 100% growth retention benefit for the investment zone can be demonstrated by the worked example below. In this example, there is an underdeveloped piece of land with a baseline of £500k. If this was developed into an advanced manufacturing facility with a business rates liability of £2m,

the contrast between the current mechanism (a) and the investment zone (b) is illustrated below:

Benefit of being within the Investment zone (000'S)

Current System (a)	Business Rates income	Sheffield share	Government and Fire Service share
Current liability	500	245	255
New advanced manufacturing facility	2000	980	1,020

Investment Zone system (b)	Business Rates income	Sheffield share	Government and Fire Service share
Current liability	500	245	255
New advanced manufacturing facility	2000	1745	255

Additional Business Rates retained due to IZ 765

If the income levels were to drop within the Investment Zone, the following example would apply. As can easily be seen, Sheffield would be no worse off for being within the Investment Zone.

Current System (a)	Business Rates income	Sheffield share	Government and Fire Service share
Current liability	500	245	255
Facility size reduced	200	98	102

Investment Zone system (b)	Business Rates income	Sheffield share	Government and Fire Service share
Current liability	500	245	255
Facility size reduced	200	98	102

Impact of presence within the Investment Zone 0

4.2.5 The above examples focus on the Investment Zone at an individual site level for simplicity, in practical terms, the baseline is set for the entirety of the zone and it is only when the entirety of the zone business rates exceeds the baseline that we start to retain additional business rates. In Sheffield we are anticipating some early sites coming online such as the West Bar development which should see us exceeding the baseline in relatively quick time however should

there be any remedial works performed on other sites to enable further development, this may have a short term hit on the additional rates retained.

- 4.2.6 Whilst there are clear benefits to being in the Investment Zone, there are limitations on the uses of the additional retained income as stated in 1.4.6. These limitations are not anticipated to be an obstacle to the implementation of the Investment Zone.

4.2.7 Procurement

No procurement activities are expected to result directly from this proposal.

4.3 Legal Implications

- 4.3.1 Business rates are dealt with under the Local Government Finance Act 1988, including but not limited to the liability, accounting and administration requirements. BRR sites which are approved by the Government will be designated by regulations under Schedule 7B of the Local Government Finance Act 1988.
- 4.3.2 The Government will assess Investment Zone BRR site proposals to ensure that sites are compatible with the purposes of the Investment Zone. The Government have reserved the right to reject, or ask for modifications to, BRR sites that do not meet these requirements based on cost and deliverability.
- 4.3.3 Subsidy Control does not apply to the operation of the BRR scheme. However, where applicable Subsidy Control assessments will take place where BRR income is used to support commercial activity.

4.4 Climate Implications

- 4.4.1 Whilst the proposal is not specifically designed to reduce carbon emissions it has potential to generate funds that could be used to support projects and investments with climate change mitigation benefits through either directly funding eligible activity of its own or supporting activity carried out by third parties through the provision of financial support. Climate Impact Assessments will be carried out as appropriate for any such projects

5. **ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 A do-nothing option would leave the Council no worse off in that it would continue to secure any business rate growth above existing levels within the identified area but at the current rate of 49%. This income would become part of the General Fund and can be used without any restriction imposed through the IZ BRR scheme. However, the IZ BRR enables 100% retention of the business rate growth and the areas of spend considered acceptable within the scheme provide considerable flexibility to support projects and activity that the Council would likely fund without having IZ BR status.
- 5.2 Consideration has been given to including a wider area within the IZ BRR however expansion is not likely to capture any additional growth areas other

than those which will likely include significant residential development. Consequently, the growth of such areas will be limited and may indeed see a net reduction in business rate income which will negatively impact on the overall position in relation to the BRR Baseline.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The underlying benefit that this proposal brings is the potential to secure long term additional funding to deliver a programme of economic activity in Sheffield and South Yorkshire that will grow the economy for the benefit of residents and business.
- 6.2 Both capital and revenue investments will be made over the 25-year period once positive business rate returns are achieved over the Baseline.
- 6.3 Investments will be made that:
- Provide for local economic growth within Sheffield and the region.
 - Support existing local strategies with a focus on growth.
 - Support the priority sector (Advanced Manufacturing) within the Investment Zone.
- 6.4 Whilst the principles of the BRR scheme have been provided by Government there remain points of detail to agree with Government and SYMCA in their role as Accountable Body for the IZ. This includes finalising the precise layout of IZ boundary, the agreeing the methodology to calculate the Baseline, the content of the BRR Investment Strategy and any requirements for pooling growth at a South Yorkshire level. These points of detail are to be delegated to the Director of Finance and Commercial Services in consultation with the Chief Executive and Leader of the Council

Appendix 1: Plan of South Yorkshire Investment Zone

Projects & Geography.

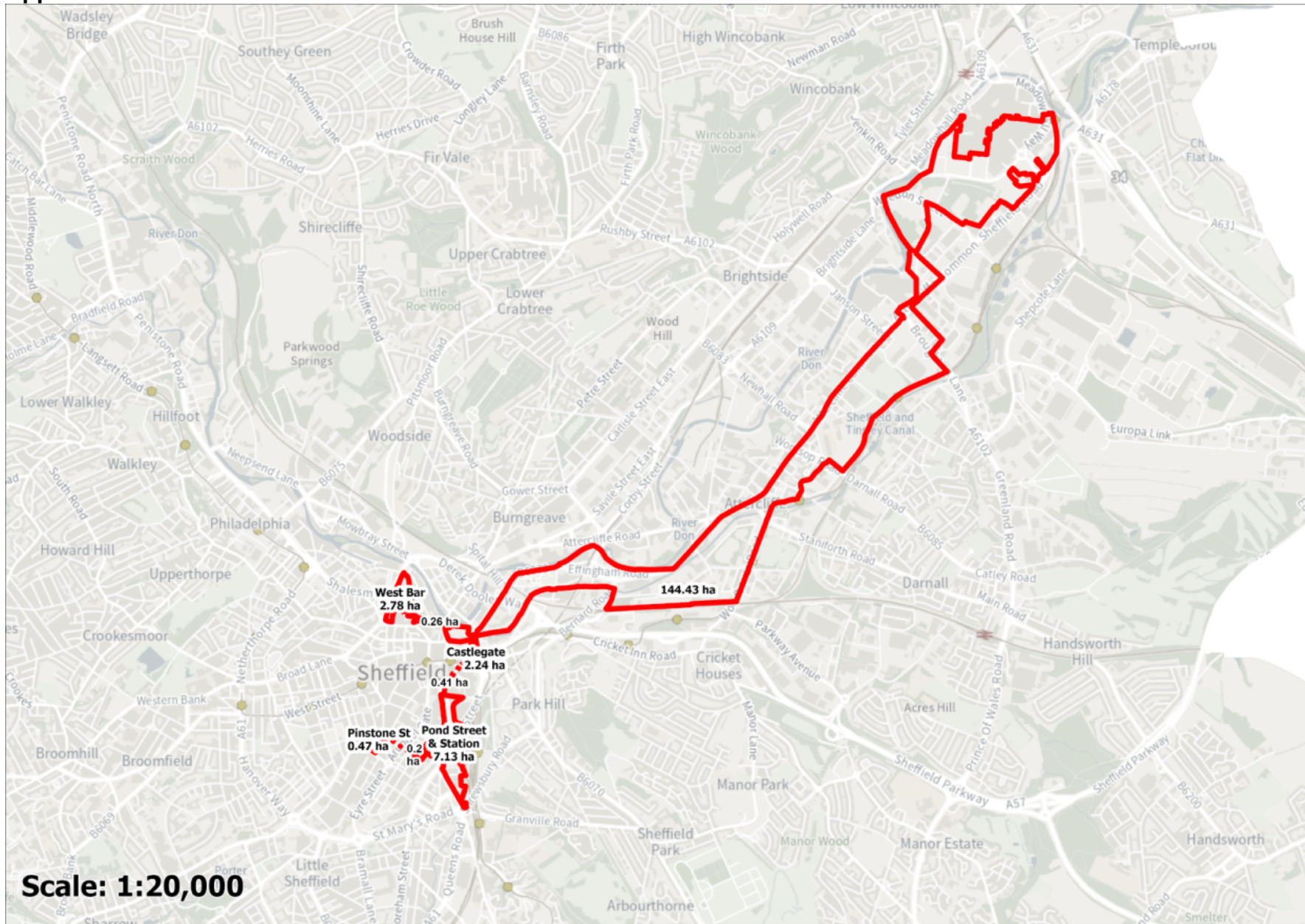
SOUTH YORKSHIRE INVESTMENT ZONE SITES

Page 167

- A** M1 J37
- B** THE SEAM
- C** M1 J36
- D** SHEFFIELD CITY CENTRE
- E** THE INNOVATION DISTRICT, SOUTH YORKSHIRE
- F** ROTHERHAM TOWN CENTRE
- G** GOLDTHORPE
- H** DONCASTER CITY CENTRE
- I** GATEWAY EAST
- J** UNITY
- K** DONCASTER NORTH



Appendix 2: Plan of Sheffield IZ Business Rate Retention Area



PART A - Initial Impact Assessment

Proposal Name: Investment Zone – Business Rate Retention

EIA ID: 2359

EIA Author: Ben Morley (CEX)

Proposal Outline: The establishment of a Business Rate Retention area as part of the South Yorkshire Investment Zone. Within the BRR area should there be business rate growth above an agreed baseline the Council will be able to retain 100% of the growth rather than 49% in non-designated areas. The additional business rate income can be used to support development and investment in the wider Investment Zone which has a focus of supporting the Advanced Manufacturing sector. It is anticipated that some growth will be shared with SYMCA for investment across the region.

Proposal Type: Non-Budget

Year Of Proposal: 23/24

Lead Director for proposal: Kate Martin

Service Area: City Futures

EIA Start Date: 21/09/2023

Lead Equality Objective: Break the cycle and improve life chances

Equality Lead Officer: Ed Sexton

Committees:

Policy Committees

- Strategy & Resources

Portfolio

Primary Portfolio:

City Futures

EIA is cross portfolio:

Yes

Finance

EIA is joint with another organisation:

No

Overview of Impact

Overview Summary:

It is uncertain how much the BRR designation will generate in terms of business rate growth above an agreed baseline. The retention period will last 25 year and will commence in 24/25 however significant growth is not expected for at least 5 years. The purpose of the funding is to:

- Provide for local economic growth within the region.
- Support existing local strategies with a focus on growth.
- Support the priority sector within the Investment Zone.
- Present value for money for the government.

In this context the impact of the proposal is likely to be positive given the purpose to provide local economic growth. Should funding be generated through this proposal investment can be expected in a range of activities including: Physical infrastructure - placemaking, transport, climate change mitigation. Commercial assets - support for businesses and developers Skills and employability schemes Business Support These activities should benefit all residents in Sheffield although the skills and employability programmes might be able to target our BAME communities who live in close proximity to the manufacturing areas in the east of the City. Likewise placemaking investment and accessibility improvements are also likely to target the east of the City.

Impacted characteristics:

- Age
- Cohesion
- Poverty & Financial Inclusion
- Race

Impacted local area(s):

All

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

Impact areas:

Year on Year, Geographical Area

Initial Sign-Off

Full impact assessment required:

Yes

Review Date:

31/03/2025

PART B - Full Impact Assessment

Age

Staff Impacted:

No

Customers Impacted:

Page 171

Description of Impact:

The potential for job creation and skills development will impact on young people seeking careers in Advanced Manufacturing. There may also be opportunities for older people (in or out of work) for upskilling to access alternative or better paid employment.

Cohesion

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

It is expected that the BRR funding alongside the Investment Zone will create opportunities for residents in some of our most deprived communities. The 25 year BRR income has the potential to ensure that these benefits continue beyond the 5 year 'lifetime' of the Investment Zone initiative itself.

Poverty & Financial Inclusion

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

The Investment Zone ambition is to create over 8,000 jobs in South Yorkshire by 2030. Many of these jobs are expected to be located in the Spatial Core of the IZ running from the City Centre to Rotherham along the Lower Don Valley. The IZ has a focus on Advanced Manufacturing but it is accepted that this covers a range of sectors, supply chains and requires supporting services (Manuservices) and a creative, innovative and attractive environment. The IZ is therefore expected to have a positive impact across the whole Sheffield economy offering more and better job opportunities. With a focus on the Lower Don Valley it is expected that many of these opportunities will be in close proximity to some of the City's most deprived communities. Skills and employability programmes are expected to be developed even if the BRR itself does not generate significant additional income.

Race

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: The focus of the Investment Zone is the 'Spatial Core' running from the City Centre through the Lower Don Valley and on to Rotherham Town Centre. This area is adjoined by communities with a high % of BAME residents. Job creation and opportunities for skills and employability programmes will be available and potentially enhanced with BRR funding. Improvements in physical infrastructure may also be funded through BRR growth.

Action Plan & Supporting Evidence

Outline of action plan: 1. Working with SYMCA proposals for the £80m Investment Zone will be developed that will have a positive impact on some of the Protected Characteristic groups. 2. An reinvestment strategy will be developed with SYMCA in the first instance for the outline approach for investing Business Rate growth should it arise from the BRR initiative. This will need to consider Protected Characteristic groups. 3. More detailed proposals will be developed should positive business rate growth be generated.

Action plan evidence: Emerging Draft Sheffield Local Plan South Yorkshire Strategic Economic Plan Investment Zone - Technical Guidance Our Sheffield Delivery Plan

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: Yes

Outline of impact and risks: There remains a fundamental risk that the IZ BRR does not lead to a net increase in the designated area resulted in zero additional benefit. This could be from a lack of development and/or a decline in the existing

business rate base.

Review Date

Review Date:

31/03/2025