

Strategy and Resources Policy Committee

**Wednesday 13 December 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 Penny Baker
Councillor Dawn Dale
Councillor Dianne Hurst
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 13 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
13 DECEMBER 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 20th November 2023

(Pages 11 - 26)

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 11 December 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).

7. Retirement of Staff

Report of the Director of Policy and Democratic Engagement

(Pages 27 - 30)

8. Work Programme

Report of the Director of Policy and Democratic Engagement

(Pages 31 - 46)

9. Protected Characteristics for Care Experienced People

Report of the Strategic Director of Children's Services

(Pages 47 - 58)

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| 10. Draft Council Plan 2024-28 | (Pages 59 -
106) |
| Report of the Director of Policy and Democratic Engagement | |
| 11. Cost of Living Strategy Update | (Pages 107 -
138) |
| Report of the Director of Policy and Democratic Engagement | |
| 12. Committee Climate Statements | (Pages 139 -
188) |
| Report of the Executive Director City Futures | |
| 13. Quarter 2 Budget Monitoring and Strategy & Resources Committee Budget Options | (Pages 189 -
206) |
| Report of the Director of Finance and Commercial Services | |

***(NOTE: The appendix to the report at item 13 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))**

NOTE: The next meeting of Strategy and Resources Policy Committee will be held on Thursday 21 December 2023 at 2.00 pm (Extraordinary Meeting)

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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 20 November 2023

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

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1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillor Penny Baker.

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 MEETING

4.1 The minutes of the previous meetings held on 18 October 2023 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

6.1 Marion Gerson attended to present the following questions that she had submitted: Jewish people living in our city, including those who are secular or non-Zionist and who may be deeply troubled by the actions of the Israeli government, nevertheless have a deep emotional tie to the state of Israel at least as great as that of the Sheffield citizens supporting Palestine. At this time of suffering on all sides, there is surely a need for respect and understanding, not the proliferation of hurt. Is it right, then, for our Council to consider joining a Sheffield Coalition Against Israel? Or, even worse, a Coalition Against Israeli Apartheid? Would doing so make one iota of difference in trying to stop the conflict or find a solution?

Answer: Thank you for your question. At the Council meeting on 1st November 2023, the Council agreed a resolution which resolved that the Strategy and Resources Policy Committee would be requested to consider whether the Council should join the Sheffield Coalition Against Israeli Apartheid.

This issue will now be scheduled on the workplan for the Strategy and Resources Policy Committee, this committee, for the New Year, so that this can be given due consideration by the Committee. It would not be appropriate for me to comment on whether or not the Council should join the Coalition, while this issue is going

through the process outlined.

However, I do want to say that I am acutely aware of the deep hurt and anger being felt in our communities as a result of the ongoing conflict in Israel and Gaza and I strongly agree with you that at this time of suffering on all sides, there is a need for respect and understanding, not the proliferation of hurt. I am also acutely aware that the name of this group is troubling for some people and to my mind does not make a clear distinction between the Israeli government and the state of Israel.

I believe that my role, as Leader of the Council, is to promote understanding, compassion and cohesion in our city and I want to assure you that I will do everything that I can in pursuit of this objective. I will be mindful of all of this when I'm involved in conversations with colleagues about this request and I hope that they will be too.

- 6.2 Himal Raut attended to present the following questions that he had submitted: I am a Hongkonger and also student at Sheffield Hallam University. As some of you may know, Sheffield Hallam University has the "Helena Kennedy Centre for International Justice." Named after our University Chancellor, Helena Kennedy, it is a leading centre for human rights and supports scholarly research to fight social injustice, which includes reports about Uyghur forced labor. Indeed, earlier this year in July, the Centre published a report detailing companies identified as using forced labours in the Uyghur region or engaging in labour transfer. (1)

As a human rights champion, Lord Helena Kennedy does not only support academic research that reveals the truth, but also supported 'a campaign to persuade the UK government to give the UK high court the role in investigating whether genocide is occurring in Xinjiang.' (2) As a result, she has been sanctioned by the Chinese Communist Party Regime since 2021. It's all because Baroness Helena Kennedy believes that we need to work hard to protect international justice. As a university student and resident at Sheffield, I would like to ask the Strategy and Resources Policy Committee of Sheffield Council:

Does Sheffield really want to be twinned with cities from a regime that violates human rights and suppresses academic freedom?

Also, I want to ask, as I am telling you about Helena Kennedy Centre's research now, and sharing with you the data provided by Helena Kennedy Centre's websites, does the committee know that the people living in Chengdu and Anshan, who are Sheffield's twin cities in China, actually cannot obtain this research data, without risking to be arrested? If Sheffield Council decides to maintain the twinning relationship and collaboration agreement with the cities in China, can Sheffield Council please share the research data about forced labour and genocide situation in Uyghur region with the people living in Chengdu, Anshan, Daqing and Nanchang?

Answer: Thank you for your questions and for sharing information with me. Firstly let me pay tribute to the work of Baroness Helena Kennedy for her work over many decades to champion the cause of human rights and international justice.

Sheffield twinned with Anshan in 1983. It must be noted, however, that whilst we remain Twin Cities, there has been limited engagement with Anshan since 2006.

In respect of Chengdu, this is one of our most recent international partnerships, established in 2010 through a 'Memorandum of Friendly Cooperation', together with a Collaboration Agreement between Sheffield Olympic Legacy Park and Chengdu's HI Tec Zone.

The Collaboration Agreements with Daqing and Nanchang were signed in 2016, both for an initial 3-year period. Neither of these agreements have subsequently been renewed.

At the meeting of the Strategy and Resources Policy Committee on the 24 January 2023 the Council confirmed that a review is being carried out by the Council into Twinning and Sister City relationships. As you may be aware, this led to the formation of the paper being presented to S&R today on establishing a new Partner City Policy.

Given Sheffield's broad range of existing international links, with a variety of terminology in place, the purpose of this report is to propose the creation of a clear Partner City Policy, to ensure consideration of each of these different types of arrangements. This will provide a future framework for: a). Assessing new approaches, and b). Reviewing the effectiveness of existing international relationships – which will of course include our pre-existing relationships with Chinese cities.

As the report notes, the Council has limited resources, which need to be focussed on improving service delivery and value for money to residents. International partnering arrangements may also create the potential for reputational risks as well as benefits for the Council and the city.

For this reason, there must be clear and objective criteria for entering into and maintaining such arrangements. Criteria will establish whether a proposed arrangement will benefit and contribute to the life of the city and its residents.

As part of the new Partner City Policy there will be an increased focus on due diligence considerations. Considering any potential risks including reputational issues through association with the location and/or key individuals – concerning matters such as Human Rights issues.

It would not be appropriate for me to comment further on the validity of the currently held relationships, but do please rest assured that you all the issues you have raised will be considered within the review of our current twinning arrangements. This is one of the main purposes of the paper coming before the Committee today and I fully support it.

- 6.3 Annie O'Gara attended to present the following questions that she had submitted:
Q1. In the Full Council meeting of November 1st, a decision about the Council's

discussing the project initiated by the Sheffield Coalition Against Israeli Apartheid was deferred to this committee. The proposal for such a discussion had been approved by the Full Council, it being one strand of the Motion put forward by the Sheffield Green Party. Despite this important matter being referred to this Committee, it does not appear on your agenda. Why has this issue not been tabled as part of your agenda?

Answer: The resolution about giving consideration to joining the Coalition Against Israel Apartheid has been referred to the Strategy and Resources Committee from Full Council. It has been placed on the committee's Work Programme and is currently being considered for the new year.

We are hopeful this will enable officers sufficient time to prepare a thorough report for consideration by the committee, taking into account the legal, equalities and other policy implications of joining the coalition and making a recommendation to the committee. It will also provide time for appropriate consultation and discussion with community groups in order to ensure that the committee has as much relevant information before them as possible.

This will include discussion with the coalition, but will also take into account conversations with faith and community leaders that have and are continuing to take place following the agreement of the council resolution, about how to show solidarity with all communities affected by the conflict in Israel and Gaza, and to support reconciliation in the city. The time taken for that may impact on when the matter can next be brought back to the committee, but this will be in the New Year.

Q2. Will you, as a matter of urgency, arrange a meeting between the Leaders of the three major parties as well as key Council responsibility-holders on the one hand, and the Sheffield Palestine Coalition Against Israeli Apartheid on the other?

Answer: Full consultation with the Coalition Against Israel Apartheid and community and faith groups will take place so the committee has as much relevant information before them as possible. I've offered to meet with the coalition and am happy to extend the invitation to the other party leaders.

Q3. Will members of this Committee commit to reading the two documents submitted with this question, which give essential background information, without which Council members may lack the necessary contextual knowledge to enter into a full and proper discussion.

Answer: Thank you for providing this information. I will read all of this, as well as circulating it to the other members of the committee, and requesting that they do likewise.

Q4. Lastly, will the Council release to us the letter sent by the Government to Councils, in response to which Sheffield Council chose to fly the Israeli flag on October 10th?

Yes, this will be circulated to you directly following this meeting.

- 6.4 Julie Pearn attended to present the following questions that she had submitted:
At the last meeting of full council on 1st November 2023 it was resolved that the Council requested the Strategy and Resources Policy Committee to consider whether the Council should join the Sheffield Coalition Against Israeli Apartheid. What action has been taken so far in the light of this resolution and what is the timetable for consideration of this matter?

As I stated in my response to the earlier question a response will be submitted early in the New Year so that there is sufficient time for a thorough report can be prepared and that the necessary conversations can take place within the City and with faith and community leaders and consider the legal, equality and policy implications of joining the Coalition. There have been ongoing conversations with community leaders over the last few weeks about the conflict and how to support reconciliation within the City. This must be done in a way that is respectful to all of our communities in the City and that shows compassion and promoting cohesion in the City.

- 6.5 Hilary Smith attended to present the following questions that she had submitted:
This committee has no need to delay further in taking steps to end Sheffield Council's support for Israeli Apartheid; the system of oppression, segregation, domination, dispossession, administrative detention, torture, inhuman and degrading treatment and extra judicial killings outlined so clearly last week at full Council meeting by a Sheffield student.

This Council has a moral and legal responsibility not to be complicit in supporting war crimes and the crime of apartheid, which is a crime against humanity under international law. Sheffield City council took responsibility in the 1980s in ending its complicity with apartheid in South Africa and it needs to take responsibility now. You cannot say - We did not know, just as no-one could say they did not know in the 1980s about South Africa.

These are the first steps that this committee can take:

- Cease banking with Barclays Bank, a bank that holds over £1 billion in shares and provides over £3 billion in loans and underwriting to 9 companies whose weapons, components, and military technology have been used in Israel's armed violence against Palestinians.
- Ensure that this council ends all financial links with any company that appears on the United Nations list of companies that operate in Israeli settlements;
- Ensure, in particular, that this Council does not directly or indirectly maintain a financial relationship with JCB, a British company which is listed in the UN database and which is responsible for enabling home demolitions across Palestine, including of Palestinians who are citizens of Israel;
- Ensure that this council ends any financial relationship with Israeli arms companies and with any arms company selling arms to Israel.

Will this committee commit to taking these steps? Will you demonstrate, through actions rather than words, that you are serious about ending complicity with Israel's brutal, illegal apartheid system of oppression?

Answer: The Local Government Act 1988 prohibits consideration of a wide range of "non-commercial considerations" in procurement and contracting and this includes:

- any involvement of the business of contractors with fields of government policy such as defence, or foreign, policy, and
- the country of origin of supplies or the location in any country of the business of the provider.

This means that the Council is not able to choose to take such matters into account. The law prohibits it from doing so.

However, the Council has adopted an ethical procurement policy, and this does require prospective contractors to declare any breaches of International Human Rights law that have been found against them.

Within the Councils approved Treasury Management Strategy Statement we have an Ethical Investment Strategy, an extract of which states..

"the Council will not knowingly invest directly in businesses whose activities and practices are inconsistent with the Council's values. To that end, the Council commits not to hold any direct investments in fossil fuels, tobacco, arms companies or, to the best of our knowledge, companies involved in tax evasion or grave misconduct".

I am confident that the Council's procurement officers will continue to apply this policy and will provide advice on any future changes made by the government on the legislation relating to non-commercial considerations.

6.6 Russell Johnson attended to present the following questions that he had submitted:

Q1. To demonstrate the sincerity of the Council's stated aim to be accountable for the destruction of thousands of healthy street trees, the harms to individuals and the associated financial and reputational costs incurred by the wrong decisions of Officers and Members, will the Leader ask the Chief Executive to request a Public Interest Report from the Auditor covering the period of probable misuse of public monies during the debacle described in part by Lowcock?

Q2. Does the Leader agree with me that disallowance of both Public and Members' Questions about whether the Labour Group, and by extension the Council, is actually being directed by a shadowy group chaired by the Leader of Ealing Council that leads inevitably to accusations of unnecessary secrecy? If the Leader is concerned about such unfortunate optics, would it not be preferable to accept Questions from any sources, demonstrate transparency and answer honestly?

Q3. Does the Council Leadership persist in clinging to the misguided notion that the Lowcock Report is the 'definitive truth' and the last word on the Street Tree

Scandal and the dysfunction of the Council that gave rise to it? This despite the limited nature of Sir Mark's brief and the rather weak recommendations that do not make possible the comprehensive accountability that is needed following the gross blunders that occurred and clearing the route for significant improvement in governance. Would it be in the Council's interests to cease to hide behind Lowcock and engage honestly with all concerned?

Q4. Is the council confident that the £64,000 for committal proceedings on 24th October 2017 was not misuse of public funds?

Answer: I'm always happy to take questions and always enjoy our exchanges. Where questions have been ruled out, it is because they have nothing to do with the council. I am afraid that conspiratorial accusations fall into that category. So in the interests of full transparency and disclosure, I can honestly but politely say that the basis of your question is entirely incorrect.

Sir Mark Lowcock spent a long time fully investigating what went so badly wrong during the years of the street tree dispute. I am satisfied that this was an extremely thorough and important inquiry which is why we now fully accept all of the recommendations. We are now in the process of implementing those recommendations and engaging honestly with members of the public and our partners to make that happen.

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

In our full response to the Sheffield Street Trees Inquiry, we have spoken to our auditors. The consideration of whether there needs to be a public interest report is a matter for the auditor, but if they want to understand the views of those who have suggested it, the Council will provide them with contact details. The auditors have a statutory right of inspection, and the Council fully engages with that process, as we always do.

The Council has ensured that the auditor has the Inquiry's report, and they can take up any line of enquiry on spending that they think appropriate.

The Council is clear that the money spent on committal proceedings in 2017 did not represent a misuse of public funds. However, it is clear from Sir Mark Lowcock's report that the decision to bring committal proceedings was a misjudged one. In the words of the inquiry report:

"As the dispute progressed, the volume of expensive legal activity increased, as did the level of protests on the streets. This demonstrates that the Council's strategy was not effective in deterring protestors or resolving opposition to Streets Ahead. As one member of the Council legal team told the Inquiry, the Council's legal success was an example of how it could win battles but lose a war. As well as failing to resolve the dispute, relying on legal solutions caused the Council wider reputational damage, as well as costing a significant amount of money that could have been used to fund compromise solutions for street trees."

The decision to pursue injunctions and committal against protestors was misguided and could have actively hampered the possibility of resolution of the dispute. It was a strategy which was always likely to fail and was not, as was claimed at the time, "a last resort". It also caused harm to a number of individuals. We have apologised publicly for this. Individuals have also been offered the opportunity to receive a personal apology in writing or in person for the harms caused to them. That apology process is currently taking place.

6. MEMBERS' QUESTIONS

7.1 There were no Members' questions.

7. 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>Adults Wellbeing and Care Services</u>		
Jayne Clarke	Senior Provider Services Worker	34
<u>Children's Services</u>		
Georgina Ryalls	Higher Level Teaching Assistant, Gleadless Primary School	34
<u>Neighbourhood Services</u>		
Steven Pedley	Environmental Services Officer	35
Judith Siddall	Facilities Manager	49

(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.

8. WORK PROGRAMME

- 8.1 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.

In particular it was noted that there was a high volume of business for the Committee in December and as a result an Extraordinary meeting had been arranged for 21 December.

- 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) that, as a result of the volume of items to be considered at the 13 December meeting the Committee note that an Extraordinary Strategy and Resources &R meeting has been scheduled for 21 December. The Director of Policy and Democratic Engagement, in consultation with the Chair will give consideration to the distribution of items between the respective agendas;

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

(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;

9. SAFEGUARDING PEOPLE - ANNUAL REPORTS

The Strategic Director of Adults Care and Wellbeing introduced the three safeguarding reports relating to domestic and sexual abuse; Sheffield Children Safeguarding; and Adults Safeguarding. The importance of the issue of safeguarding to the Council and the role and responsibilities that everyone has to play in safeguarding was emphasised. The common themes across all the reports were highlighted and the focus on collaboration and the values of the Council were noted.

(a) Domestic and Sexual Abuse Annual Report

- 9.1a The Director of Public Health submitted a report proposing that the first Annual Report of work on Addressing Domestic and Sexual Abuse / Violence Against Women and Girls is accepted and endorsed.

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

(a) that the Annual Report on Addressing Domestic and Sexual Abuse / Violence

Against Women and Girls 2022/23 be noted and endorsed; and

(b) that the Annual Report's recommendations be considered during the development of the new Domestic and Sexual Abuse / Violence Against Women and Girls Strategy for the city which will be developed in consultation with partners and stakeholders over the coming year.

9.3a **Reasons for Decision**

9.3.1a This is the first annual report produced on the work undertaken on addressing domestic and sexual abuse / violence against women and girls. The report illustrates the range of initiatives and commissioned services that are in place. It highlights the outcomes of commissioned providers, the work undertaken in relation to statutory duties and strategic achievements. It also illustrates the findings of an independent assessment of the city's responses to domestic abuse.

9.3.2a The report describes how services are under pressure and that demand is likely to grow as public awareness increases. It proposes that limited resources mean that innovative solutions to meeting needs must be identified and suggests that the development of guided self help resources and a network of community champions may help to mitigate the resource gaps evident. It also recommends the ongoing commitment to campaigns such as White Ribbon as a framework for addressing violence against women and girls and achieving lasting change in attitudes and behaviour across the city.

9.3.3a It also recommends that business cases are developed for further investment various support elements that are currently under pressure:

- support for children and young people to recover from the impact of abuse
- therapeutic support to aid the recovery of adults such as counselling services
- behaviour change programmes for perpetrators
- community based domestic abuse support for adults

9.3.4a It is recommended that these issues are considered during the development of the new Domestic and Sexual Abuse / Violence Against Women and Girls Strategy for the city which will be developed in consultation with partners and stakeholders over the coming year.

9.4a **Alternatives Considered and Rejected**

9.4.1a The alternative would be not to have completed an annual report.

(b) Sheffield Children Safeguarding Partnership Annual Report 21/22 & 22/23

9.1b The Director of Children's Services submitted a report presenting the Sheffield Children Safeguarding Partnership Annual Reports for 21/22 and 22/23, outlining the continuing progress in the multi-agency work to protect and safeguard children and young people at risk in Sheffield.

Sheffield Children Safeguarding Partnership (SCSP) is made up of the following

three local safeguarding partners:

- Sheffield City Council: represented by the Director of Children's Services
- NHS South Yorkshire Integrated Care Board: represented by the Chief Nurse
- South Yorkshire Police: represented by the Chief Superintendent District Commander.

The three partners must publish a yearly report setting out the work they have undertaken that year. The attached Annual Reports covers the periods from April 2021 through to March 2022 and April 2022 through to March 2023.

Both annual reports set out how the SCSP have reviewed the partnership's ambition, strategy and key business priorities over the 12-month reporting period.

Both reports provide details of the following areas:

- Priorities, progress and impact
- Dissemination and embedding of learning.
- Conclusion and next steps

The key priorities for 2021-22 were identified as far back as 2019/20 and over the last two years against a background of the Covid 19 pandemic these have continued to roll forward. As outlined in the SCSP 22-23 Annual Report, there has been a huge amount of work undertaken across the city and progress made with regards to meeting the key priority areas.

It was noted that the reports had already been considered by the Education, Children and Families Policy Committee.

9.2b **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee notes the contents of the annual reports (appendices 1-3).

9.3b **Reasons for Decision**

9.3.1b It is important that the Committee are aware of the work of the Sheffield Children's Safeguarding Partnership and the content of the Annual Reports.

9.4b **Alternatives Considered and Rejected**

9.4.1b None. Under Working Together 2018 – paragraphs 21-46, all safeguarding partners must publish a report at least once in every 12-month period.

(c) Adults Safeguarding Annual Report 22/23

9.1c The Director of Adult Wellbeing and Care submitted a report providing the Sheffield Safeguarding Partnership Annual Report 2022/23 for endorsement by Committee.

The Sheffield Adult Safeguarding Partnership (SASP) is a strategic, multi-agency partnership that brings together statutory and non-statutory organisations to actively promote effective working relationships between different agencies and professionals to address the issue of abuse and harm. The Safeguarding Adults

Executive leads and holds individual agencies to account, to ensure adults in Sheffield are supported and protected from abuse and neglect.

It was noted that the report had already been considered by the Adult, Health and Social Care Policy Committee.

9.2c **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee notes the Sheffield Safeguarding Partnership Annual Report 2022/23.

9.3c **Reasons for Decision**

9.3.1c An endorsed Annual Report gives the public assurance that the Partnership is delivering upon its commitment to protect people from abuse and harm. It will also provide greater accountability and transparency of how will do this.

9.3.2c Asking for the Annual report to be considered at Strategy and Resources Committee will keep the Committee, wider stakeholders, and the public the ability to support increased awareness and understanding of Safeguarding.

9.4c **Alternatives Considered and Rejected**

9.4.1c This is an update on previously endorsed delivery plan in line with recommendations approved at Committee. No alternatives options are available due to this.

10. COMMUNITY RE-USE OF STEEL CONTAINERS

10.1 The Executive Director Neighbourhood Services submitted a report on the future use of the steel containers from the former Fargate Container park project for approval, in line with the decision made at Strategy and Resources Committee on 24 January 2023.

This report sets out the process used to determine their future use. It describes how individual organisations bidding for their use have been selected as preferred recipients of the eight containers, and notes that the Executive Director for Neighbourhood Services will, following approval of the uses, proceed to confirm those recipients.

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

(a) notes and approves the future uses of the containers, described in the report; and

(b) notes that the Executive Director for Neighbourhood Services enter into agreements to provide containers for reuse, with:

- Friends of Glen Howe Park
- Hallam and Redmire Rangers FC
- Hillsborough Arena
- Sheffield Wednesday Football Club Community Programme
- St Wilfred's Centre

- Wisewood Juniors FC

10.3 **Reasons for Decision**

10.3.1 An assessment panel made up of professional officers with experience in dealing with community and construction projects, as well as Councillors from the Communities, Parks and Leisure Policy Committee, came to the conclusion that the six preferred projects most closely met the desired outcomes defined by the published criteria. The six projects chosen will help support the community organisations develop and grow their offers for the local community. All the preferred projects will be deliverable construction projects that can be funded by the organisations bidding for them. Overall, the risk of the container projects not being successful was low.

10.4 **Alternatives Considered and Rejected**

10.4.1 There were five expressions of interest that weren't selected. The overall scoring for the six preferred projects was higher. Selecting the lower scoring projects would have resulted in an unfair process and a perception the Council weren't being transparent in their decision making.

10.4.2 If the preferred uses are not deemed suitable by the committee, the council could choose to re-run the expression of interest process with a different set of criteria, however it is unknown whether this would generate any different outcomes to the type of projects which have come forward already, as the distribution of the opportunities was extensively communicated.

11. **ESTABLISHING A NEW PARTNER CITY POLICY**

11.1 The Executive Director City Futures submitted a report in respect of the establishment of a new Partner City Policy.

Sheffield City Council does not currently have any formal Policy in place in respect of responding to approaches to establish new international relationships through such mechanisms as Twinning (sometimes referred to as Sister City agreements), through to entering into such things as Friendship or Collaborative agreements.

The Council regularly receives approaches to forge new relationships, whether this is to enter into specific agreements or simply to host a visiting delegation.

There is a need for clear objectives and decision-making criteria for entering into any Twinning / Sister City agreements or developing new less formal international links; identifying outputs and outcomes and the potential to link with key partners to help achieve wider benefits for the city and its residents.

With limited time and resources, deciding on what opportunities to pursue, requires transparent and consistent decision-making criteria. Such criteria should provide quantifiable value to the City and its residents, and be kept under review. Whilst we may choose to maintain existing relationships, new opportunities for city partnership working will inevitably arise. Given Sheffield's broad range of existing

international links, with a variety of terminology in place, the purpose of this report is to propose the creation of a clear Partner City Policy, so called to ensure consideration of each of these different types of arrangements, and to provide a framework.

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

(a) approves the proposals for a Partner City Policy, as set out within Appendix 1 of the report now submitted; and

(b) authorises the General Counsel and Monitoring Officer in consultation with the Executive Director City Futures to finalise the policy based upon the proposals (as currently set out within Appendix 1) and any observations made by the Committee.

11.3 **Reasons for Decision**

11.3.1 Implementation of a Partner City Policy, once approved, would seek to address a current gap within the Council's procedures, ensuring that there is a degree of rigour in our assessment of new approaches and that decisions are taken that are fully informed.

11.3.2 Intended outcomes are such that where Sheffield chooses to enter into new international partnerships, the new relationship will have been thoroughly considered in respect of such aspects as: existing synergies; the potential benefits to each party; resource requirements; reputational aspects and potential alignment to key stakeholder activities and strategies.

11.4 **Alternatives Considered and Rejected**

11.4.1 The alternative option is to retain the status quo and not have any form of stated policy. For the reasons outlined elsewhere in this report, this is not considered to be an appropriate position to continue with, either for the Council, nor for any potential cities that may wish to consider entering into a formal relationship with the City.

12. **THE SHEFFIELD PUBLIC HEALTH GRANT**

12.1 The Director of Public Health submitted a report describing how the ring-fenced Public Health Grant is allocated; outlining the purpose, scope, and progress of the Public Health Grant Review; and seeking approval of a recommended approach to grant expenditure in relation to contract spend and inflation, particularly in relation to staffing costs.

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

(a) notes the current allocation of Public Health Grant, the uplift in the Public Health Grant for 2023/2024 and the accompanying technical guidance and note the progress of Public Health Grant Review;

(b) approves the principle that, as set out in this report and in accordance with the principles set out in the technical guidance, some of the uplifted grant should be

used to increase payments for services commissioned from NHS bodies from the Public Health Grant, wherever contractual arrangements allow, by 3.5%; and

(c) approves the principle that, as set out in this report, some of the uplifted grant should be used to increase payments for services commissioned from VCF bodies from the Public Health Grant, wherever contractual arrangements allow, by 3.5%

12.3 **Reasons for Decision**

12.3.1 The recommendations are consistent with the technical guidance issued by the Department for Health and Social Care alongside the grant settlement. They also ensure parity of treatment between different providers delivering services funded from the Public Health Grant.

12.4 **Alternatives Considered and Rejected**

12.4.1 Strategy and Resources Policy Committee could decide to provide a 3.5% increase only to the NHS in line with technical guidance. This is not recommended.

13. **COUNCIL'S CONSENT FOR THE POLICE & CRIME COMMISSIONER POWERS TO BE TRANSFERRED TO THE SOUTH YORKSHIRE MAYOR**

13.1 The Director of Policy and Democratic Engagement presented a report setting out details of a proposal from the Mayor of South Yorkshire that the powers of the Police and Crime Commissioner ("PCC") should be held by the Mayor following the conclusion of the current PCC's term of office in May 2024.

This transfer of powers requires secondary legislation to be made by Parliament and the consent of all four constituent Councils within the Mayoral Combined Authority, of which Sheffield is one. This report seeks the consent of Sheffield City Council to the transfer of powers, resulting in the abolition of the role of the Police and Crime Commissioner for South Yorkshire from May 2024.

This change would also give the Council's consent to the alignment of the Mayoral election cycle with the current PCC election cycle. This would result in the next Mayoral election taking place in May 2024 (and thereby reducing the Mayoral term of office by two years,) with the Mayor holding the PCC powers from that point.

13.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee gives Sheffield City Council's consent to:-

(a) the making of an order to provide for the Mayor of South Yorkshire to exercise functions of the Police and Crime Commissioner ("PCC") in relation to South Yorkshire with effect from May 2024; and

(b) the reduction of the current Mayoral term by two years so as to align with the PCC election cycle in May 2024.

13.3 **Reasons for Decision**

13.3.1 It is recommended that Sheffield City Council provides its support for the transfer of PCC powers to the South Yorkshire Mayor as this will secure the following benefits for the people and communities of Sheffield:

- Create one single accountable, elected politician to represent the interests of communities on South Yorkshire wide issues, whilst also strengthening the opportunities to improve political scrutiny in line with the recently published English Devolution Accountability Framework.
- Deepen collaborative working to further address issues including substance misuse, mental ill health crisis, serious violence – to include gender-based violence, economic crime, anti-social behaviour, road safety and re-offending.
- Realise efficiencies from shared corporate support services and joint business planning to release enhanced funding for frontline policing delivery.

13.4 **Alternatives Considered and Rejected**

13.4.1 The only alternative option is for Sheffield City Council to withhold its consent. This was dismissed as it would not secure the benefits of integrating the PCC and mayoral powers as set out in paragraphs 2.4 to 2.6 of the report now submitted.



Report to Policy Committee

Author/Lead Officer of Report:

Craig Rogerson,
Principal Democratic Services Officer Team Manager

Tel: 474 3355

Report of: *Director of Policy and Democratic Engagement*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *13 December 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>Caroline Nugent</i>
	Job Title: <i>Interim Director of People and Culture</i>
Date: <i>13 December 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>Adults Wellbeing and Care Services</u>		
Adel Arnaout	Support Worker	25
<u>Children's Services</u>		
Patricia Greaves	Teaching Assistant Level 1, Halfway Junior School	26
Rose Hackworth	SEN Outreach Support Assistant, Halfway Junior School	29
Janice Lightowler	Service Manager	20
Darrol Lindley	Catering Manager, Sheffield Inclusion Centre	24
Nadine Taylor	Senior Teaching Assistant Level 3, Beighton Nursery and Infant School	24
<u>Neighbourhood Services</u>		
Stephen Lonnia	Chief Licensing Officer	42
Janet Thompson	Neighbourhood Officer	41
Terence Wison	Site Support and Logistics Technician	39

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Report to Strategy & Resources Committee

13 December 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; and
3. that the referrals from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed responses set out be agreed.

Background Papers: None

Category of Report: Open

COMMITTEE WORK PROGRAMME

1.0 Prioritisation

1.1 For practical reasons this committee has a limited amount of time each year in which to conduct its formal business. The Committee will need to prioritise firmly in order that formal meetings are used primarily for business requiring formal decisions, or which for other reasons it is felt must be conducted in a formal setting.

1.2 In order to ensure that prioritisation is effectively done, on the basis of evidence and informed advice, Members should usually avoid adding items to the work programme which do not already appear:

- In the draft work programme in Appendix 1 due to the discretion of the chair; or
- within the body of this report accompanied by a suitable amount of information.

2.0 References from Council or other Committees

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

Issue	None to report
Referred from	
<i>Details</i>	
Commentary/ Action Proposed	

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
Protected Characteristics for Care Experienced People	13 Dec 2023	Response to Council Motion of 1/11/23
Joint Ombudsman Complaint Handling Code	TBC (early in the new year)	The consultation period is now completed, so we are awaiting the Ombudsman to advise us of their findings and issue the final Code by January 2024.
Amended Items	Proposed Date	Note
MOVED: Endorsement of City Goals	Jan 2024	Moved from December 2023
MOVED: Heritage Strategy for Sheffield Workplan	Jan 2024	Moved from December 2023
MOVED: Community Buildings Policy and Community Asset Transfer Policy	Feb 2024	Moved from December 23 Moved from December meeting.
MOVED: Housing Strategy Development – Let’s Talk About Housing	Jan 2024	Moved from December 2023
MOVED: Stannington RCG report	Jan 2024	Moved from December to January due to Pre-election period.

Cross-Cutting Issues requiring S&R Steer:

Item	Committee	Proposed Date	Recommended
None			

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?	December 2023	Response: To be part of new report being prepared on Equality Objectives – December 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	TBC – Jan 24	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	TBC	Response: To be picked up as part of revised risk management arrangements, as part of a suite of supporting plans that will align with the Council Plan.
Stopping Genocide in Gaza	S&R	James Henderson	Early in the New Year 2024	A report of the Director of Policy and Democratic Engagement will be submitted to Strategy and Resources Policy Committee early in the new year.

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)	13 December 23	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
NEW: Protected Characteristics for Care Experienced People	Council Motion 1/11/23	Sally Williams/ Clare Humberston	Decision			This Committee
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.
2023/24 Q2 Budget Monitoring and S&R Committee Budget Options	Finance monitoring update.	Jane Wilby/ Liz Gough	Decision			This Committee
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
Committee Climate Statements	The Committee Climate Statements will reaffirm the commitments made relating	Mark Whitworth/	Decision	· S&R Strategic Briefing 8th November 2023 to shape statements. · Discussion will	n/a	This Committee

	to the climate emergency and outline how climate change relates to each committee and the action that committees can take to contribute and support our commitments.	Laura Ellendale		be undertaken between other committees/political groups and lead directors before December committee to shape statements. · Written briefing will be provided to other committees/political groups before December committee.		
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Meeting (23/24)	21 December 23 (Extraordinary mtg)	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Whole Council Budget Update and Delivery Options		Philip Gregory/Liz Gough	Decision			
Equalities Objectives		James Henderson / Adele Robinson	Decision			
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

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
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.	
Update on proposed agreement for lease of the Former Cole Brothers Building	To update Members on the current position with the proposed agreement for lease of the former Cole Brothers store in Barkers Pool and seek approval to enter into the agreement	Neil Jones		The Chair, Deputy Chair and other senior Members of the Committee from all parties have been briefed on the proposals at the Regeneration & Development Board in November.	The developers have carried out some limited engagement with stakeholders on their proposals for the building but not the legal or financial aspects. More extensive public consultation will take place in advance of any planning application being submitted.	This Committee

Meeting (23/24)	24 January 24	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions)	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date)

				Prior member engagement/ development required		
HRA Budget and Business Plan						Full Council 7/2/24
Endorsement of City Goals		James Henderson/ Diana Buckley	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. Agreed to be considered at S&R at it's meeting on 7/9/23
Tackling the Stigma of Menopause and Period Poverty (Date TBC)		James Henderson	Decision			This Committee
Housing Strategy Development – Let's Talk About Housing (Date TBC)	The current Housing Strategy is due to run out at the end of 2023. Work to develop the new Housing Strategy has been started and this is being overseen by the Housing Policy	Georgina Parkin/ Suzanne Allen	Decision	Previous Member engagement includes Housing Committee consultation and the appointment of a Task and Finish Group to oversee the development	The report will set out the options for consultation including co-production with the public and partner organisation/stakeholders, the timescales and the resources required.	S&R briefing 11/10/23 acknowledged Housing Strategy as a cornerstone strategy for the Council and indicated that it

	<p>Committee Task and Finish Group. It is clear from this work that the Housing Strategy is a cornerstone strategy for the Council which includes many cross-cutting issues and far-reaching links and dependencies. It will be a 10 year strategy.</p> <p>Therefore, it is important to clarify the governance and accountability process for the further development and final decision making on the Housing Strategy.</p> <p>Because of the importance of the strategy in setting out our future vision and priorities for it is urgent to progress this work in a timely way.</p>			<p>of the new housing strategy.</p> <p>Committee Chairs and LAC Chairs have been asked how they would like to be involved in this process and some LAC meetings have been attended.</p> <p>This was discussed at the Strategy and Resource Briefing 11 October 2023.</p>		<p>should come under the remit of the Strategy and Resource Committee.</p>
Stannington RCG report		Kate Martin/ Claire Hanson				

Meeting (23/24)	21 February 24	Time				
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Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
Revenue and Capital Budget Approval		Phillip Gregory	Decision			Full Council 6/3/24
Council Plan		James Henderson	Decision			Full Council
Community Buildings Policy and Community Asset Transfer Policy (TBC)	To seek approval and adopt Community Building and Community Asset Transfer Policies. Both polices 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. CPL to be briefed.

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

Items which the committee have agreed to add to an agenda, but for which no date is yet set.						
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision- maker (& date)
NEW: Joint Ombudsman Complaint Handling Code	The Local Government & Social Care (LGSCO) & Housing Ombudsman (HO) Ombudsman are currently consulting with Local Authorities regarding the implementation of a new Joint Complaint Handling Code which will become a statutory code by 1 April 2024.	Corleen Bygraves- Paul	Decision	The consultation response must include: Chief Exc.; Monitoring Officer; Member(s) responsible for complaint performance within the Council; Director/Senior officer responsible for complaint handling; Director of Housing (If applicable).	This consultation represents an opportunity for interested persons and organisations to provide feedback about the operation of the Code and to influence development of the regime for monitoring compliance with it. This includes, HOS's statutory consultees, private registered	This Committee

	The consultation period will end on 23 November 2023 and we are required to provide 'a single co-ordinated and complete response.'				providers, local authority registered providers, voluntary members of the Scheme, tenants and residents, and any other stakeholders who have an interest in social housing in England. The government's launch of 'Making It Right' campaign on 9 October 2023, also encourages tenants to report issues and make complaints to address hazards in their home. The government wants to inform tenants of their rights and ensure they escalate complaints to the Housing Ombudsman if concerns are not addressed swiftly or appropriately.	
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'	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.

Definition of Islamophobia						
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

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.



Report to Policy Committee

Author/Lead Officer of Report:

Isobel Fisher
Assistant Director
Children and Families

Tel: 07900052252

Report of: Report of the Strategic Director of Children's Services

Report to: Strategy and Resources Policy Committee

Date of Decision: 13 December 2023

Subject: Protected Characteristics for Care Experienced People

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA	2475	
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"/>
<p>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> <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 is to support detailed consideration of the motion agreed Council of 1st November 2023, that 'Care Experienced' is recognised as a protected characteristic by Sheffield City Council.

Recommendations:

Strategy and Resources Policy Committee is recommended to:

1. Note the resolution of Full Council on 1st November 2023 regarding Care Experienced People and the context to that resolution as set out in this Report;
2. Endorse the principles set out in the resolution and confirm that the Council will regard Care Experience as a protected characteristic whilst noting that further work will be required on the implementation of those principles/changes; and
3. Agree that further detail should be provided in the forthcoming report “Equality Framework Equality Is Everybody’s Business”.

Background Papers:

Full Council Motion 1 November 2023 [See Motion 3](#)

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed.	Finance: Kayleigh Inman
		Legal: Patrick Chisholm
		Equalities & Consultation: Bashir Khan
		Climate: <i>n/a</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	Strategic Director of Children’s Services
3	Committee Chair consulted:	Chair of Strategy and Resources Policy Committee
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>Izzy Fisher</i>	Job Title: <i>Assistant Director, Children’s Services</i>
	Date: <i>4 December 2023</i>	

1. PROPOSAL

1.1 The Resolution passed by Council on 1st November included a specific referral to Strategy and Resources Policy Committee that asked:

That Strategy and Resources Policy Committee, as part of the forthcoming Equalities Framework, consider: -

- (i) introducing a requirement that, when making any policy decisions, the Council recognises Care Experienced people are a vulnerable group who face discrimination.
- (ii) treating care experience as if it were a Protected Characteristic so that future services and policies consider care experience through Equality Impact Assessments.
- (iii) putting the needs of vulnerable people at the heart of decision-making through co-production and collaboration; and
- (iv) calling upon all other bodies to adopt corporate parenting for children in care and care experienced people until such time as it may be introduced by legislation.
- (v) the impact on people with other protected characteristics such as race, sexual orientation, or disability, as well as issues of intersectional or multiple discrimination.
- (vi) the scope for a trial scheme for a basic income pilot for care leavers, as piloted by the Welsh Government; and
- (vii) requesting the Government to ensure full funding that is needed to meet all the recommendations of the independent review of children's social care by Josh MacAlister

1.2 Background

1.2.1 Care experienced people face significant barriers that impact them throughout their lives. Despite their resilience, society often does not take their needs into account. Care experienced people often face discrimination and stigma across housing, health, education, relationships, employment and in the criminal justice system.

1.2.2 In 2021, the Government commissioned Josh MacAlister to undertake an Independent Review of Children's Social Care. Published in May 2022, the review recommended that care experience should be treated as an additional protected characteristic:

“...to tackle the stigma and discrimination many care leavers face in their day to day lives, the UK should be the first country in the world to recognise the care experience as a legally protected characteristic in equalities legislation.” (p. 145)

- 1.2.3 It also notes that making care experience a protected characteristic would provide greater authority to employers, businesses, public services, and policy makers to put in place policies and programmes which promote better outcomes for care experienced people. It would make the UK the first country in the world to recognise care experienced people in this way.
- 1.2.4 However, the Government, in its response, *Stable Homes, Built on Love: Implementation Strategy and Consultation*, published in February 2023, decided not to take forward the recommendation, citing “significant concerns in the sector that self-declaration of care experience could increase stigma”. Instead, the Government said it would prioritise extending corporate parenting responsibilities.
- 1.2.5 As a Corporate Parent, every elected member and employee of this Council has a collective responsibility to provide the best care, support and safeguarding to the children in our care and make sure that young people who may have had disrupted experiences of family life get the support they need to live the happiest and healthiest lives possible, so that they reach their full potential.
- 1.2.6 By agreeing to this, the Council will treat care experience as if it were a Protected Characteristic so that future services and policies made and adopted by the Council should be assessed through Equality Impact Assessments to determine the impact of changes on people with care experience, alongside those who formally share a Protected Characteristic. This would raise awareness across the Council of services' roles in being a responsible corporate parent to care leavers. It would raise the profile of the care experienced population because the impact on care experienced people would form part of all decision making. This will put the voices, needs, priorities and rights of our young people at the heart of everything we do.
- 1.2.7 By adopting and embedding this principal, Sheffield City Council are furthering their support and commitment to all people with care experience (whether living in Sheffield or elsewhere) and improving outcomes in the following areas: readiness for independent living, accessing work readiness and employability skills; building future careers and gaining experience; and championing access to apprenticeships and support through recruitment processes.
- 1.2.8 A decision to treat care experience as a protected characteristic would mean that all decisions take account of the impact on care experienced people.

1.3 Existing Council support to care leavers

1.3.1 The council has;

- (i) a substantive local offer for our cared for and care experienced children as outlined in our Local Offer to Care Leavers;
- (ii) an award-winning Voice and Influence Team which employs a group of Care Experienced Young People to deliver a range of consultation, training, and scrutiny activities to ensure the voice of Children in Care and Care Experienced Young People are central to service development and decision making;
- (iii) a “Staying Close” project to enable Care Leavers to enjoy enhanced support to independence;
- (iv) continued to support friendships and tackle loneliness with a programme of free activities and events.
- (v) implemented a new Pathway Plan snapshot document; this enables Care Leavers to clearly see their agreed plan as they transition to independence;
- (vi) developed a range of work experience, training and apprenticeship offers for Care Experienced young people; and
- (vii) provided a full Tenancy Ready Programme to prepare Care Experienced young people for managing their own accommodation and award priority status to Care Leavers;
- (viii) an Ofsted judgment of “good” for the experience and progress of Care Leavers

1.3.2 However, we know that we can always do more and as part of this commitment, aim to work as one Council alongside our partners to be ambitious and improve our offer for care experienced young people.

1.3.3 The risk implications of either restricting the treatment of care experience as a protected characteristic to young people who are care leavers or extending it to all people with care experience in Sheffield, are explored more in section 4 of this report.

1.3.4 However, we know that we can always do more and as part of this commitment, aim to work as one Council alongside our partners to be ambitious and improve our offer for care experienced young people.

1.4 Outcomes for people with experience of care - Brightsport Survey

Sheffield City Council consults with Children in care and Care leavers on a regular basis using the Coram Voice – Brightspots survey. The results of the most recent survey of Care Leavers experience - Your Life Beyond Care was published on November 1st 2023. 139 Sheffield Care Leavers responded. The key areas identified for improvement were –

1.4.1 Relationships

More care leavers (20%) did not have a really good friend compared to their peers (2%) in the general population and young people (13%) in Sheffield. 24% of care leavers reported that they often/always felt lonely; 14% greater than their peers in the general population.

1.4.2 Finances

Many of the young people who responded to the survey were struggling to cope with living independently. Care leavers wrote about the cost-of-living crisis and being unable to pay for food and/ or bills. Some young people reported being in debt, and many young people wrote about not being taught budgeting skills.

More care leavers (28%) in Sheffield reported that they were experiencing financial difficulties compared to their peers (9%) in the general population, and care leavers (20%) nationally.

12% of care leavers in Sheffield reported that they did not have access to the Internet in their home: 8% greater than their peers in the general population.

1.4.3 Subjective Well-Being

39% of care leavers in Sheffield had high anxiety; 17% greater than their peers in the general population.

29% of care leavers felt the things they did in life were not worthwhile; 25% greater than their peers in the general population.

30% of care leavers reported low levels of happiness yesterday; 22% greater than their peers in the general population.

35% of care leavers in Sheffield reported low life satisfaction; 32% greater than their peers in the general population and 9% greater than care leavers nationally.

36% of care leavers were unhappy with their appearance; 8% greater than care leavers nationally.

Care leavers had a greater mean stress score (M=7.84) compared to their peers in the general population (M=6.66) and care leavers (M=7.44) nationally.

1.5 Scope of this decision

- 1.5.1 Councils that have carried motions to treat care experience as a protected characteristic have referred both to care leavers and to those with experience of children's social care (which could include people of any age).
- 1.5.2 The Council holds data on young people leaving children's social care, but it does not hold data on the total numbers of people with experience of care (of all ages) currently living in Sheffield. Therefore, it is not possible to reliably predict the figure of all people of any age with care experience in Sheffield. In terms of the former, as of 31 March 2023, there were 873 young people in Sheffield aged between 17 and 25 years old who were eligible for Care Leaving Support.
- 1.5.3 At a national level, the numbers of children in care have risen in recent years. Research by the County Councils Network estimates there could be over 100,000 children in care in England by 2025, representing an increase of 36% in a decade. This suggests that there are likely to be higher numbers of relatively younger people who have left care living in Sheffield, compared to relatively older people who have experience of care.
- 1.5.4 The rationale for a fully inclusive approach which considers all those with care experience in this decision to treat care experience as a protected characteristic is that, as a responsible corporate parent, the Council should recognise the significant challenges that people with care experience may have faced, regardless of their current age or the amount of time they have spent in the care system.

2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 Strong Economy

- 2.1.1 Investing in our young people's future and giving them the best start in life to enable them to live as thriving, inter-dependent adults.
- 2.1.2 Two areas of activity linked to a decision to treat care experience as a protected characteristic could improve access to opportunities and prosperity for this group: - The Council could explore opportunities to offer a guaranteed interview scheme for care experienced people. This could increase access to employment opportunities for more care experienced people.
- 2.1.3 Members and employees with care experience may also wish to serve as role models for children leaving care, by sharing information on the roles available at the Council, for example. This could help raise aspirations and encourage care experienced people to engage in local authority careers and consider career progression opportunities.

2.2 Better Health and Wellbeing

- 2.2.1 Ensuring that care experienced young people are not overlooked in Council decision-making and that additional consideration is given to their needs when changing or developing new policies.
- 2.2.2 Approval of this recommendation will demonstrate our commitment to the young people who are, and have been, in our care and our investment in supporting them to have prosperous, healthy, and happy futures.

2.3 Thriving Communities

- 2.3.1 Demonstrating our commitment now to young people who have been in our care and our aspirations for their futures, as opposed to waiting for national reform to impose these changes on our behalf.
Putting the needs of care experienced young people at the heart of our decision making through co-production and collaboration, proactively seeking out and listening to their voices when developing new policies.

2.4 Tacking Inequalities

- 2.4.1 Recognising the inequality and unique challenges faced by care experienced young people by going beyond our statutory requirements and putting the voices, needs, priorities and rights of children and young people at the heart of everything we do.
- 2.4.2 In turn, this would help improve equality of access to services and social and economic opportunities for the care experienced population in Sheffield and reduce social isolation among care experienced groups.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 “Bright spots” surveys are undertaken by Coram Voice on behalf of Sheffield City Council every two years. The last results were announced on 1st November 2023. 29% of Sheffield City Councils Children in Care and Care Leavers took part offering feedback about their lived experience and its impact on their wellbeing.
- 3.2 The proposal had been discussed the Care Leavers Steering Group and was fully supported.
- 3.3 In addition, the Voice and Influence Team which employs a group of Care Experienced Young People have been consulted about this proposal.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 The report recommends recognising ‘Care Experienced’ as a Protected Characteristic to demonstrate the Council’s commitment to advancing equality of opportunity between those with care experience and those

without and doing so in advance of national reform which will mandate this for all councils. This is in line with the Councils values.

- Put people at the heart of what we do.
- Open and honest
- Together we get things done.

4.1.2 The recommendations outlined will have positive equality implications for our young people in care and leaving care (up to the age of 25). Care experienced people face significant barriers that impact them throughout their lives, often facing discrimination and stigma across housing, health, education, relationships, employment and in the criminal justice system. Recognising and making allowances for this by making care experience a protected characteristic will positively impact on care experienced young people and support them to become thriving adults.

4.2 Financial and Commercial Implications

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

4.3 Legal Implications

4.3.1 The Council has existing duties to provide support to care leavers under the Children Act 1989 as amended by the Children and Social Work Act 2017. The proposals set out in this report will expand upon these duties.

4.3.2 Section 4 of the Equality Act 2010 sets out 9 characteristics and people with those characteristics are protected from discrimination on the grounds of those characteristics. There is no legal reason why the Council cannot add care experienced to the list to be considered locally in all situations where protected characteristics are considered (including, but not limited to, decisions on future services and policies, and including equality impact assessments). However, in the event that in any assessment there is a conflicting impact between care experienced and any of the statutory protected characteristics, then the statutory protected characteristics must take precedence.

4.3.3 While legally permissible to take a position of treating 'care experience' as an additional protected characteristic, this will require reflecting in the Council's policies and procedures to ensure that the commitments and obligations are clearly set out and established. Once established the Council will be expected to comply with the relevant duties and could be subject to legal challenge where a duty was not complied with.

4.4 Climate Implications

None

4.5 **Other Implications**

4.5.1 There are risks around how the Council defines ‘care experience’. It is important to acknowledge the different risk implications of the Council adopting a definition that is either:

a) restricted to ‘care leavers’ aged 16 to 25 years old; or

b) which includes care experienced people of any age and with any length of experience of being in children’s social care (recommended option).

4.5.2 The key difference of the latter is that it will include a greater number of people than if the Council was to adopt a definition expressing a particular age bracket and/or a minimum amount of time spent in children’s social care.

4.5.3 A comparison of the key risks of adopting either definition is below:

	Advantages	Disadvantages
‘Care leavers’ (16–25-year-olds)	The definition of ‘care leaver’ relies on specific qualifying criteria for young people aged 16+ years old.	A Council decision to treat ‘care leavers’ as a protected characteristic would only benefit a relatively small group of those who have experienced children’s social care.
	Targeted support could be made available to specific individuals identified as ‘care leavers’ in Sheffield, to whom the Council has a duty of care as corporate parent.	Excludes other young adults who no longer fall under the definition of ‘care leaver’ but who may continue to face discrimination and or/disadvantage due to having experience of the care system.
	Simpler to quantify potential costs to the Council of adopting care experience as a protected characteristic.	(As above)

‘Care experienced’ (any person of any age, and with any length of children’s social care experience living in Sheffield)	Inclusive definition to include anyone with children’s social care experience living in Sheffield.	Difficult to identify the total number of people with care experience in Sheffield.
	A broad definition of ‘care experienced’ will require all Council services and wider partners to acknowledge and take action to tackle the disadvantage care experienced people may face	May include some people who spent a very short period of time in care (and/or for whom care experience was a long time ago) who may be less likely to face disadvantages experienced by those formally identified as a ‘care leaver’.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 Future national reform may introduce care experience as a characteristic under the Equalities Act in the future. This was a key recommendation from the Care Review and is currently being implemented by 55 Local Authorities nationally.

6. REASONS FOR RECOMMENDATIONS

6.1 As corporate parent, the Council has a responsibility to provide the best possible care and safeguard children who are looked after by us as an Authority. It demonstrates Sheffield City Councils commitment as a Corporate Parent to ending the disparity and inequality faced by care experienced young people by going beyond our statutory requirements and ensuring that the needs of care experienced young people are at the heart of all our decision-making alongside other groups who formally share a Protected Characteristic.

6.2 By formally recognising care leavers as a protected characteristic the Committee are acknowledging those with care experience can face discrimination, stigma, and prejudice. The recognition demonstrates Committee’s commitment to advancing equality of opportunity between those with care experience and those without. By making ‘care experience’ a protected characteristic SCC are demonstrating its commitment to Care Leavers now as opposed to waiting for national reform to impose these changes on our behalf.

6.3 Councillors should be champions of our looked after children and young people and challenge the negative attitudes and prejudice that exist; and The Public Sector Equality Duty requires public bodies, such as councils, to have due regard to the need to:-

- (A) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

- (B) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (C) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

6.4 The decision to treat care experience as a tenth protected characteristic would further cement the Council's existing strong track record as a corporate parent. Performance and outcomes for care leavers are an important proxy for the overall effectiveness of the children's social care system and the experience of children in care. It is not possible to achieve good outcomes for care leavers unless the right children come into care, for the right reasons and they are supported effectively to reach their best potential during the time they are in care.



Report to Policy Committee

Author/Lead Officer of Report:
Laurie Brennan, Head of Policy and Partnerships

Tel: 0114 2734755

Report of: Chief Executive
Report to: Strategy and Resources
Date of Decision: 13th December 2023
Subject: Draft Council Plan 2024-28

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA: 2477		
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:

The report sets out an ambitious four-year draft Council Plan for Sheffield City Council and draft Performance Framework which will align to our new four-year Medium Term Financial Strategy.

The draft Council Plan (Appendix 1) sets out a new mission for the organisation – ‘together we get things done’ – which is underpinned by five new strategic outcomes. It demonstrates how we will put the people of Sheffield at the heart of everything we do and prioritise the long-term prosperity of the city, leading the transition to net zero economy while protecting and investing in our treasured local environment.

The draft Plan offers a positive vision for the role that the whole organisation can play in contributing to the city’s success and helping achieve Sheffield’s new City Goals.

The draft Council Performance Framework (PMF) (Appendix 2) is a vital companion to the Council Plan, enabling us to take a rigorous approach to delivering our outcomes for the city. The PMF ensures that we can drive continuous improvement and that the people of Sheffield can hold us to account for achieving our commitments.

It is proposed that the draft Council Plan will be considered as part of the forthcoming Budget Conversation for 2024/25 (launches 21st December) and then be considered by S&R Committee as a revised final draft in February 2024 with the intention of it being presented to Full Council in March 2024 alongside the proposed Budget for 2024/25.

Recommendations:

That Strategy and Resources Committee:

1. Consider and endorse the draft Council Plan, as set out in Appendix 1.
2. Agree to enable citizens to give their views on the draft outcomes as part of the budget conversation from the 21st December 2023.
3. Agree to receive a revised final draft of Council Plan at the Strategy and Resources Committee meeting in February 2024.
4. Agree the Draft Corporate Performance Management Framework in Appendix 2.
5. Request that officers prepare a new Outcomes Framework to support monitoring of performance against the draft Council Plan and provide the wider measures in the Performance Framework and present this to S&R Committee in early 2024.
6. Agree to receive annual reports providing an overview of performance against the proposed outcome framework once agreed.

Background Papers:

Strategic Framework 2023/24 -

<https://democracy.sheffield.gov.uk/documents/s59470/Strategic%20Framework%20202324.pdf>

Sheffield LGA Peer Corporate Peer Challenge Report, 2023 -

<https://democracy.sheffield.gov.uk/documents/s58181/9%20-%20Appendix%202%20Sheffield%20City%20Council%20-%20CPC%20FINAL%20Feedback%20Report.pdf>

Sheffield City Council Response to the LGA Corporate Peer Challenge -

<https://democracy.sheffield.gov.uk/documents/s58180/9%20-%20CPC%20Response%20and%20Action%20Plan%20FINAL%201.pdf>

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: Matthew Arden, Senior Finance Manager
		Legal: David Hollis, General Council
		Equalities & Consultation: Ed Sexton, Senior Equalities and Engagement Officer
		Climate: Victoria Penman, Sustainability Programme Officer
	<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:	Kate Josephs, Chief Executive
3	Committee Chair consulted:	Cllr. Tom Hunt, Chair of Strategy & Resources Committee
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: Laurie Brennan	Job Title: Head of Policy and Partnerships
	Date: 5 th December 2023	

Together we get things done:

Draft Sheffield City Council Plan 2024-28

1. **Proposal**

- 1.1 This paper sets out an ambitious, draft four-year Council Plan for Sheffield City Council. It proposes a new mission for the council, supported by five strategic outcomes which provide clear purpose for the future of the organisation and aligns directly to our four-year Medium Term Financial Strategy (MTFS).
- 1.2 This draft Council Plan (Appendix 1) demonstrates that we are ambitious for the future of the city and the positive role that the City Council will play as a whole organisation and with all communities and all partners in the city to drive the city's prosperity and deliver our outcomes as a vital contribution to Sheffield's new City Goals.
- 1.3 To drive delivery and transparently demonstrate progress, the paper also proposes a new Council Performance Framework (Appendix 2) which will align our strategic outcomes with performance metrics, our budgets and risk management arrangements.

2. **Council Plan – a clear statement of purpose for the Council and our role in a prosperous future for Sheffield**

- 2.1 Sheffield is a city that is being noticed globally and has the potential to be the best city to live and work in, grow up and grow old in, and to start, grow and scale a business in. The Council Plan is our organisation's commitment to helping Sheffield achieve its potential.
- 2.2 The draft new Council Plan is a significant milestone in the development of our organisation. It sets out a clear and positive statement of what we want to achieve for Sheffield over the coming four years, building on the progress that we made in the One Year Plan and the Corporate Delivery Plan. The Council Plan is part of our Policy Framework, setting the high-level policy direction for the whole organisation which is then delivered through our key strategies, service plans and the huge contributions that our staff make to the city every day.
- 2.3 It has been developed with a cross-party working group of Strategy & Resources Committee, reporting back regularly to all committee chairs to ensure involvement from all policy committees.
- 2.3 Alongside our four-year Medium-Term Financial Strategy and the new Performance Management Framework (see below), the draft Council Plan is a key building block of the strong foundations upon which our organisation can thrive and deliver for our communities. It is a further

demonstration of progress in the last year with a new Strategic Leadership Team embedded in the organisation, delivering high standards for our citizens (as recognised our 'good' OFSTED rating for Children's Services), and working collaboratively with communities and partners to set out a long-term City Goals.

2.4 The draft Plan also directly delivers on our commitments made in response to our 2022 LGA Corporate Peer Challenge.

2.5 The draft Council Plan sets out a clear **mission** for the organisation: *'together we get things done'*.

This builds directly from our organisation's values which were developed by our staff, reflecting their commitment to work together as a whole organisation but also with everyone in the city – communities, partners, businesses, and Government – to deliver for the city.

2.6 Our mission will be underpinned by three interconnected **policy drivers** and five strategic outcomes for the organisation. The three policy drivers will be central to everything we do and *how* we do it. We will always put people at the heart of what we do and prioritise the long-term prosperity of the city, leading the transition to net zero economy while protecting our treasured local environment.

The policy drivers are:

- **People** – we will listen, involve and work with the people of our great city. We will celebrate and stand up for the diversity of Sheffield, maximising the assets and strengths of communities, connecting more people into the city's success and creating opportunities for everyone. We want everyone in Sheffield to achieve their potential with fulfilling and healthy lives.
- **Prosperity** – we are a growing, creative, internationally leading city economy. We will prioritise Sheffield's long-term prosperity, taking tough decisions to deliver sustainable growth that genuinely benefits our communities and makes every part of our city better off. The more our people succeed, the more our whole city will succeed.
- **Planet** – a successful, accessible city which prospers while protecting the environment for future generations. We have an opportunity to play a leading role in a just transition to a low carbon future for Sheffield, with a growing green economy; respecting our Outdoor City and treating our planet well; creating a sustainable future with communities.

2.7 The five outcomes have been informed by the things that citizens have said really matter to them through Local Area Committees, issue-specific engagement and consultations, and through the broad involvement citizens have had in the development of the City Goals. The five outcomes are deliberately crosscutting so that every directorate in the organisation has a role in achieving each outcome, ensuring that we are focusing the capacity

of the Council on a small number of critical priorities for the city. By delivering the outcomes we set here, we will help to achieve the City Goals.

2.8 These five outcomes will structure our budgets, our Performance Framework and our directorate plans so that that we can visibly demonstrate to the people of Sheffield that we are making effective use of the money we have to deliver on the priorities that matter most our communities.

Five strategic outcomes:

1. A place where all children belong and all young people can build a successful future
2. Great neighbourhoods that people are happy to call home
3. People live in caring, engaged communities that value diversity and support their wellbeing
4. A creative and prosperous city full of culture, learning, and innovation
5. A city on the move - growing, connected and sustainable

2.9 Each outcome includes four key priorities, setting out the actions we will undertake in the coming years. These priorities are deliberately high-level as the detail will sit elsewhere in our key strategies and annual directorate plans. This ensures that our new draft Council Plan is resilient in a dynamic economic and social policy landscape so that when new opportunities and challenges appear, we can adapt our delivery priorities and interventions while staying resolutely focused our policy drivers and the strategic outcomes we want to achieve.

2.10 The draft Council Plan is ambitious and recognises that the commitments can only be achieved if we work with the city in everything that we do and that we focus our resources on the outcomes and priorities. The most vital resource we have is our staff and building on our values, we will empower and enable our staff to thrive so that they have a real sense of belonging in the organisation and feel they can channel the pride and passion they have for Sheffield in the work they do every day.

2.12 To support continued development and progress, the Future Sheffield programme will drive the changes we need as an organisation to become a learning, listening, customer-focused Council that has a strong culture of performance and delivery, values people and drives out discrimination where it exists.

3. A culture of performance and delivery – draft Council Performance Framework

3.1 During 2023 a fundamental revision and refresh of the council's performance management framework has taken place to align with development of the new council plan and strategic outcomes.

- 3.2 Acting a companion to the Council Plan, the Performance Framework provides the structure and approach for how Sheffield City Council will provide effective performance management for delivery of the Council Plan outcomes, our contribution to the City Goals, major programmes of work, and areas identified for improvement
- 3.3 The Performance Framework sets 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 council plan outcomes, service delivery and financial management.
- 3.4 We will report our progress and performance publicly, in line with our commitment to openness, transparency, and accountability. Initially this will be through traditional reports to Strategy and Resources Policy Committee, over time we will more performance information available online with a greater degree of interactivity.

4. Next steps

- 4.1 The outcomes in the draft Council Plan will form part of the Budget Conversation which will be launched on 21st December 2023. This will enable citizens to give their views on our new strategic outcomes alongside the financial plan to start to deliver those outcomes in the year ahead. Alongside this, we will be talking with senior leaders and staff across the organisation to look at how we embed the new outcomes in how we work and our service plans.
- 4.2 The revised draft of the Plan will then be presented to Strategy and Resources Committee in February 2024 with the intention of it being presented to Full Council in March 2024 alongside the proposed Budget for 2024/25.

5 How does this decision contribute?

- 5.1 The draft Council Plan is a significant step for the City Council, providing a positive, medium-term mission and set of outcomes for the whole organisation. It ensures that citizens, Members, staff and partners know what we want to achieve, what we stand for the sort of organisation we want to be.
- 5.2 The draft Plan is part of our responsibility as key partner in Sheffield to demonstrate our commitment to the city's prosperity and our contribution to the new City Goals.
- 5.3 It is a coherent statement of the things we will prioritise over the next four years, aligning to our Medium-Term Financial Strategy, and creating a strategic 'golden thread' that runs from the policy drivers

and outcomes in the Council Plan through our key strategies, directorate plans, and right to the work of every member of staff.

- 5.4 The draft Plan, alongside the draft Performance Framework, is a further demonstration of the continued improvement journey that the Council is on, responding directly to the recommendations of the LGA Corporate Peer Challenge in 2022.

6. Has there been any consultation?

- 6.1 The mission and outcomes set out in the draft Council Plan have been drafted with a cross-party group of democratically elected Members from Strategy and Resources Committee.
- 6.2 The outcomes and priorities in the draft Plan reflect the insight and ambitions that citizens have contributed in the development of the new City Goals and through the views that citizens have given through Local Area Committees and issue-specific consultations and engagement. The draft Plan is therefore a clear commitment to the ambitions of citizens.
- 6.3 The draft outcomes in the Council Plan will form part of the Budget Conversation due to launch on 21st December 2023. This will enable citizens to give their views on the draft outcomes alongside our financial plans to deliver those outcomes from April 2024.

7. Risk analysis and implications of the decision

7.1 Equality Implications

- 7.1.1 There is an opportunity to recognise and embed our organisational equality responsibilities within the Council Plan. There are clear overlaps with our legal and policy equality priorities. At the same time, effective monitoring and action is needed so that existing inequalities do not limit the reach and benefits of the Plan.
- 7.1.2 Our legal duties under the Equality Act 2010 include having due regard to the need to:
- eliminate discrimination, harassment, victimisation and other conduct,
 - advance equality of opportunity, and
 - foster good relations
- 7.1.3 Our emerging Council Equalities Framework is expected to include commitments around leadership and communities, with a focus on collaboration and empowerment, and recognising community diversity.

The Council Plan sets out priorities that are consistent with reducing inequalities, directly and indirectly including age/young people and other equality references in its strategic outcomes and policy drivers:

People

Some of the positive underpinning elements in the Plan relate to areas that, conversely, can expose inequalities, for example regarding:

- individual and community diversity
- health and wellbeing
- community involvement
- social inclusion and cohesion

Prosperity

Similarly, increasing prosperity in Sheffield has clear overarching benefits to the city, its communities and organisations, but there are some risks that benefits might not be experienced equally. For example, there are wide disparities at local levels in terms of community assets, indices of deprivation and other barriers. Financial inclusion is further inequality measure that the Council considers.

Planet

There is significant common ground between the impacts of inequality and environmental and climate impacts. For example, the effects of pollution and poor air quality, high energy costs or poor housing conditions are experienced more in areas of higher deprivation and poorer health outcomes.

Maintaining an equality perspective on the Plan that considers differential impacts between communities, and opportunities to address inequalities, would add value to the measures of the Plan's success.

7.2 Financial and Commercial Implications

7.2.1 A fundamental principle of the Council Plan is a closer alignment of service expenditure and the Council's priorities, as set out within the Plan. This is going to result in a move towards more outcome-based budgets to maximise the effectiveness of delivery against the priorities. However, any changes in approach and allocations of financial resources will still need to be delivered within the constraints of the medium-term financial envelope.

7.2.2 Following recent announcements in the Autumn Statements and analysis of the fiscal outlook, funding settlements for Local Government over the period of the Council Plan will place further constraints on the Council's funding, above those previously forecast.

7.2.3 However, Sheffield's prudent approach to fiscal management, means we are in more financially sustainable position than many other councils. This will provide a stable footing from which to deliver the required changes to support delivery of the plan.

7.2.4 It is important to emphasise the Council may see real terms cuts in its overall funding levels during the life of the plan. It is therefore vital to place more focus on priority-based outcomes delivery to maximise value for money of the resources the Council will have available.

7.3 Legal Implications

7.3.1 There is no legal requirement for the Council to have a Council Plan or a Performance Framework. However, the production of these does assist the Council in meeting other legal obligations such as its Best Value obligations under the Local Government Act 1999 and are permitted by the subsidiary power in s111 Local Government Act 1972 that allows the Council to do anything that is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.

7.3.2 The Council Plan forms part of the Council's Policy Framework as defined in its constitution and therefore formal adoption is a matter reserved to Full Council.

7.4 Climate Implications

7.4.1 The Council Plan is written in the context of Sheffield City Council having declared climate and nature emergencies, and having a target to see both the city and council greenhouse gas emissions reduce to net zero by 2030, just two years after the lifetime this plan . Respect for the planet, including our ambitions to achieve net zero by 2030, are a key driver and are woven throughout the plan with a commitment to work towards creating a successful, accessible city which prospers while protecting the environment for future generations. The alignment with the Medium-Term Financial Strategy and linking budget-setting to the outcomes should support the resourcing required to work towards achieving our targets.

8. **Alternative options considered**

8.1 **a) do nothing** – rejected – as set out in the Strategic Framework 2023/24, we are committed to developing and agreeing a medium-term plan for the council that sets out what we want to achieve for the city in the coming years and how we will contribute to the City Goals. The Council Plan is part of our Policy Framework and a critical step in our continued development as an organisation, connecting the ambitions and priorities of the administration to our Medium-Term

Financial Strategy, workforce plans, Council Performance Framework, and Directorate Plans. It also ensures that we deliver on one of the key recommendations of the LGA Corporate Peer Challenge, further demonstrating our strategic development and maturity as an organisation.

b) extend the Corporate Delivery Plan – rejected – the Corporate Delivery Plan has provided vital stability and focus for the organisation over the last year, building on the One Year Plan, and bringing clear focus onto a number of key challenges that citizens wanted to see improve. However, the Corporate Delivery Plan was deliberately short term and as recommended by the LGA Peer Team, it is important to bring medium-term focus for the Council so that citizens, staff and partners understand our priorities and ambitions.

9 Reasons for recommendations

- 9.1 The draft Council Plan provides a clear and positive statement of purpose and ambition for the whole council. It is aligned to our four-year Medium Term Financial Strategy and the draft outcomes will increasingly become the focus for our budget and Directorate Plans over the coming year.
- 9.2 It is recommended that we seek citizen views on the new draft Plan alongside our budget proposals for the coming year so that citizens can see how we are seeking to invest in delivering our outcomes. We will then ensure that S&R Committee and ultimately, Full Council, can consider the draft Plan alongside the proposed 2024/25 Budget in March 2024.
- 9.3 Similarly, the draft Council Performance Framework is a vital companion to the draft Council Plan. It will complement the new Plan, enabling citizens to hold us to account for achieving our outcomes and priorities.

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Together

we get things done

DRAFT Sheffield City Council Plan 2024 – 2028

A brighter future for our city (Leader's Foreword)

Sheffield is an amazing city with a proud heritage and a prosperous future. We're a city on the up, alive with activity and energy and bursting with talent.

People in Sheffield are ambitious for themselves and their families, and they want the city to do better. We share those ambitions.

We want to make sure all children and young people feel that they belong and can have successful futures here. We want to create the right environment for everyone to thrive with great neighbourhoods where communities have healthier lives in our Outdoor City. We want to enable businesses to grow and create more good jobs in the city, and to invest in the transport and new housing we need to power a low carbon economy.

These ambitions can be seen in the new City Goals which are from the people of Sheffield. Like all major cities, we face complex modern challenges but by working together as a whole city in pursuit of these shared Goals, we are confident that we can find solutions that are made in Sheffield.

This Council Plan sets out our role in helping the city achieve its ambitions, both in the outcomes we deliver and how we do things. We have a vital role to play as a service deliverer and as a convenor, working with communities and partners to listen and learn, directly leading change where we need to and getting out of the way where others are better placed. The Plan will help us to improve our services and improve our engagement with residents.

In everything we do, we will focus on the people of Sheffield and enabling them to achieve their potential. We will take the bold decisions which will drive the city's long-term prosperity, ensuring that we are a global leader in the climate transition, capitalising on the path to net zero to grow our economy, improve lives and protect our beautiful natural environment.

We've always known that Sheffield is a great city and the word is spreading, with major investors backing Sheffield and new people moving here, wanting to contribute and be part of our story. We need to talk our city up, be proud of Sheffield, and shout it far and wide.

By working together with you - the people of Sheffield, with public and voluntary and community organisations, with business and with regional and central Government we can achieve great things.

Together, we get things done and can build a better, brighter future for Sheffield.

Delivering together (Chief Executive's Foreword)

This Council Plan is a milestone, a vital step for the Council that is rooted in the values of our organisation. It firmly places people at the heart of everything that we do, working with, listening to and ensuring that all our services are focused on communities and citizens. It is a four-year statement of our priorities, aligned to our four-year Medium Term Financial Strategy, so that citizens, partners and investors know where we're headed, what we stand for and can hold us to account for delivering. And it is a commitment to doing this together, with our communities and partners and as a united whole council because together, we get things done.

By 2028, we want to be one of the best performing councils in the country. We are working to build an organisation that this amazing city deserves, that reflects and respects the communities in it, that involves and engages people in everything that we do and delivers outcomes for the city. But if we are going to get there, we are going to need to change.

We can make a massive difference to our city and to the achievement of our new City Goals but we need to be relentless at getting quality and consistency of experience right for citizens when they interact with the council so that great service delivery is a foundation to our bold ambitions. We need to renew our relationship with communities, with equality, diversity and inclusion central to everything we do, improving equity and experience across all of our services. We need rigorous focus on our outcomes with citizens and partners to deliver genuine change and a positive impact on lives and prospects for all. This means we need to work as one council so that our whole is greater than the sum of our parts, being productive, proud of the work we do and what we deliver on behalf of the city.

We are lucky to have passionate and skilled employees across the whole Council who are committed to getting things done for our city. We need to do more to empower them with the skills and tools they need to flourish in our organisation, recognising and celebrating success, unlocking talent and enabling everyone to perform and develop their careers.

This is a Plan that provides outcomes we can all stand behind, a shared purpose for our whole organisation, and the touchstone for our future plans and strategies so that every single member of our team can thrive and contribute to the city's success.

Building a brighter future together: people, prosperity and planet

Sheffield is on the up and it is being noticed. You've helped create an amazing place for about 600,000 people to call home, for others to invest in, and for many to study as well as visit. More and more people from different backgrounds and cultures are joining you here in a city which is being recognised as one of the best cities in the UK to live in. What you are helping to create brings investment and opportunity into the city.

We are seeing real change and Sheffield is being talked about as setting the standard for modern city economies. Developments in the Heart of the City, West Bar, Kelham Island and Neepsend are transforming our city centre, creating new neighbourhoods and a basis for attracting more investment, more business and more good jobs. We need to make more high-quality places for everyone to live across Sheffield: our new Local Plan commits to unlocking 36,000 new homes in the city over the coming years - places for people to build their lives in our amazing city.

Sheffield is becoming known around the world as 'The Outdoor City'. This doesn't just mean countryside – yes, the Peak District is within our boundary and we have the highest percentage of green space of any city in the world – but it's as much about the 'City' as the 'Outdoor'. Sheffield is The Outdoor City because it's a unique place where nature and culture go hand in hand with beautiful natural surroundings, acclaimed independent food and drink businesses; and world-renowned theatre, heritage, sport, music, film and other cultural events. This unrivalled access to the great outdoors coupled with culture, food and drink is what brought lots of new people here, and what's charmed them to stay.

People are what make Sheffield special

We are known around the world for the friendly welcomes you give in the UK's first City of Sanctuary, and for your determined spirit. And this gives communities, neighbourhoods and networks their own unique feel, as well as significant strength. And we are lucky to have you, because you create that sense of what makes Sheffield special. You're also helping to grow our city. Your businesses, your ideas, your hardworking nature, your families.

As a whole council we want to work with you, with partners and everyone in the city. People have told us that they want meaningful influence over decisions in their communities and by working together to achieve real change will be the driving force behind our future. Every person in this city contributes to Sheffield's story, so let's tell our best version of it, together.

Prosperity

...you're the makers, the start-ups, the officers, the academics, the crafters, the poets, the community voices, the hard workers, the athletes, the designers, the creators... you're enthusiastically turning your talent into success across the city.

To be a successful city for the long term, we need more businesses and more people in Sheffield able to use their talents as part of our growing city so that they are better off and can flourish. By investing wisely and driving economic growth, we are creating opportunities for everyone. Working together with our business sectors and city

organisations, we can shape the best environment for Sheffield to prosper and enable everyone to succeed.

We have got a dynamic base of small businesses and we want to enable companies to scale up so that more and better opportunities are made available. We have to make full use of Sheffield's economic strengths to boost our numbers of businesses and good jobs across the board.

We're building a thriving city centre full of character and fit for the future, revitalising Castlegate, the place where Sheffield began, and transforming Fargate into a social hub. This has already encouraged major employers to relocate back into our city centre, and our footfall is increasing from not just residents but visitors too. We know that we need to see this revitalisation across our local centres too.

Our city is home to some of the world's leading work in the manufacturing, health and wellbeing and digital & technology sectors. We must be proud of this: through our incredible Universities, technical colleges, and other education providers we have some of the best talent of today and tomorrow, and the best facilities you can find. Along with our heritage and skilled tradespeople, the future of industry in Sheffield is in safe hands (with a healthy dose of passion and innovation, too).

It's time to work together – public, private, and third sector – to be a city where growth represents a progression towards a better future for everyone. A city which thrives sustainably, together.

Planet

However 'green' you consider yourself to be, you are here, on this planet, and it's likely that you want your children to inherit the world in as good a place as possible. That means change and change on the scale needed will be hard. This is a huge opportunity for Sheffield to transform our quality of life – for now, as well as the future – protecting and respecting the place we live in and ensuring we can thrive in how we respond to the greatest public health threat and opportunity we face in the coming century.

Sheffield is and can be a globally leading city. We are working hard to reduce our emissions and planning how we can decarbonise Sheffield to achieve a thriving, greener, healthier future for all who live, work and study here.

We can transform our transport networks, creating the infrastructure which enables people to get around *and* improve their health and wellbeing. We can make our homes climate-ready, and make them healthier, better heated places to live. Our ingenuity, skills and expertise can create business opportunities and jobs in the transition to a green economy.

There's so much to do, and none of us have had to do this before. But a just transition to net zero should bring significant improvements to our quality of life, addressing the threats to our health that also damage our environment, and using retrofit, decarbonisation and green energy as a route to tackling cold, damp homes and fuel poverty.

A city with a big future and a plan to get there

The story captures what we all knew already – that Sheffield is an amazing city bursting with character, with fantastic people and assets. As a leading modern city we also have a global role to play in finding solutions to the complex challenges facing people and the planet.

And we've now got a plan to get there – a shared set of City Goals for Sheffield that are built from the ambitions of the people of this city, their ideas and what they want to see for Sheffield's future. These shared Goals build from the city's existing strengths and set a course for a bright future where more people can be part of Sheffield's prosperity. But achieving the Goals is premised on everyone in Sheffield pulling in the same directions, with communities, organisations and businesses finding new and creative ways to work together, sharing success and tackling challenges.

The Goals aren't about one person or one organisation – it needs collective effort with everyone playing a role and contributing.

This is Sheffield City Council's plan for how we are going to play our role over the coming 4 years – working together with the city to achieve its Goals.

Our mission and strategic outcomes

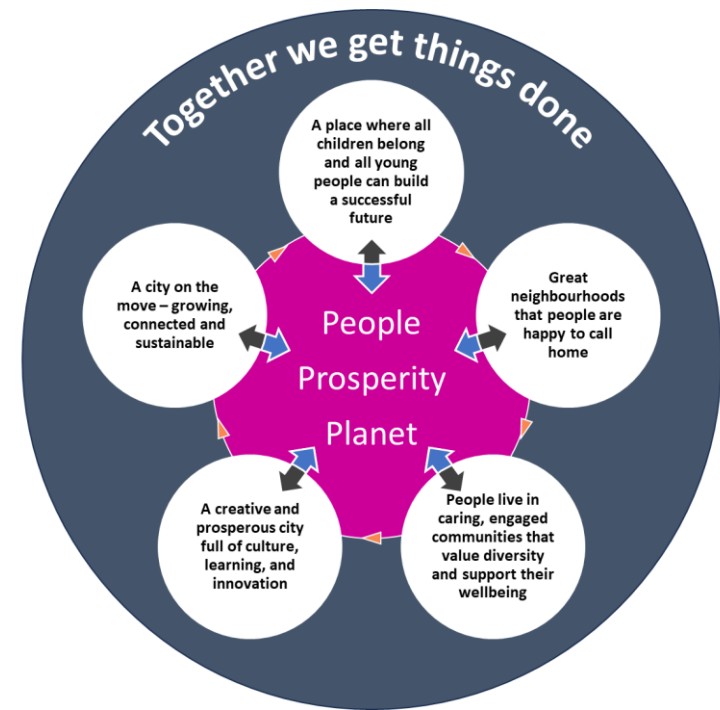
1. Our mission – Together we get things done

We will work with you - the people of Sheffield, with other public services, with our voluntary, community, faith and social enterprise (VCFSE) partners, with business and with Government as a whole council to get things done for our great city. **By delivering the outcomes set out in this plan, we will help to achieve the City Goals.** We will listen, involve, collaborate with others and empower – leading and taking action where we need to and getting out of the way where others are better placed.

2. Our drivers

In everything we do, we will challenge ourselves to make a positive contribution to the city's future through three key policy drivers:

- **People** – we will listen, involve and work with the people of our great city. We will celebrate and stand up for the diversity of Sheffield, maximising the assets and strengths of communities, connecting more people into the city's success and creating opportunities for everyone. We want everyone in Sheffield to achieve their potential with fulfilling and healthy lives.
- **Prosperity** – we are a growing, creative, internationally leading city economy. We will prioritise Sheffield's long-term prosperity, taking tough decisions to deliver sustainable growth that genuinely benefits our communities and makes every part of our city better off. The more our people succeed, the more our whole city will succeed.
- **Planet** – Sheffield will be a successful, accessible city which prospers, while protecting the environment for future generations. We have an opportunity to play a leading role in a just transition to a low carbon future for Sheffield, with a growing green economy; respecting our Outdoor City and treating our planet well; creating a sustainable future with communities.



3. Our strategic outcomes

These five outcomes will be the structure for the Council's priorities, for the money we spend and our performance framework so that we can be held to account for delivering for the city. We will set out the detail of the steps we will take to deliver these through our key strategies and delivery plans.

1. A place where all children belong and all young people can build a successful future

People – we want Sheffield’s children and young people to feel secure and safe in their lives, with a strong support network: to feel they can belong, whether that is in their local communities, their school, or wherever they want to be. We want them to have the opportunity to get involved in things that matter to them, to know that they are listened to and for Sheffield to help them build the foundations to succeed.

Prosperity – the future prosperity of Sheffield’s children and young people and the city’s prosperity are linked. Their aspirations are what will drive our city forward; their education, skills and talents are what will drive innovation and create the jobs of the future.

Planet – a sustainable planet is non-negotiable for children and young people’s futures. Young people will be the most affected by the impacts of unmitigated climate change, while the opportunities of the green economy will be critical to their future.

Our priorities for the next 4 years are:

Ensure all children and young people can feel like they can belong and thrive in Sheffield

We will build on our pioneering Family Hub network to ensure children and parents get the support they need so that children get the best start in life, and work across the system to ensure children and young people can feel comfortable and secure wherever they are. We want all children and young people to fulfil their aspirations and potential. With schools, businesses, and other partners we will link education, skills, and business investment into career pathways for every neighbourhood, including using our weight as an anchor institution to grow apprenticeships in Sheffield. In all this we will listen meaningfully to the voice of children and young people.

Address inequalities for our children and young people and ensuring we are equipped to support them

Racism and discrimination has no place in Sheffield or our services and we will be proactive in tackling them. We will be an exemplar employer across all protected characteristics, so that our workforce has the right experience and understanding to support all children and young people, including working hard to support Looked After Children and those with SEND to fulfil their potential in Sheffield and make a successful transition to adulthood.

Deliver the right care and support to those who need it, at the right time and in the right place

We will focus on preventing issues arising or getting worse, and on developing high quality care and support and addressing quality issues where they exist. We will also shift our care placements towards Council-run provision so that when they need it, children can access high quality care within our city

Ensure children and young people are safe across the city

We will take a whole council approach to safety and safeguarding, working with partners to deliver robust response to issues where these arise. We will also work with children and young people to address safety more broadly, designing the city with and around them to make it a safe place for them.

2. Great neighbourhoods that people are happy to call home

People – Sheffield has brilliant, distinctive, and diverse neighbourhoods: the places we meet friends and bring up our families, the places we call home. We want people to be happy with where they live, to be able to access the services and facilities they need close to home, and able to make the most of everything all the city’s neighbourhoods have to offer.

Prosperity – all Sheffield’s neighbourhoods will be clean, green and safe places to live and visit. They should be welcoming and healthy environments for people to spend time together, live healthily, move around and belong in their communities.

Planet – we will work with Sheffieldsers to protect and enhance the local environment. Recognising that communities may be affected in different ways, and that the most disadvantaged are likely to be most severely impacted, we will help deliver shared solutions which improve how local neighbourhoods work for people and contribute to Sheffield’s resilience to climate change.

Our priorities for the next 4 years are:

Increase the availability, quality and range of housing in our neighbourhoods	Sheffield’s homes should be fit for the present and the future. We will support everyone to have access to a home by increasing the provision of Council and other affordable homes. We will focus on improving the fabric of Sheffield homes and reducing carbon emissions, building in climate resilience. We will work across all types of housing so more homes are fit to live in and support the health of the people that live in them.
Ensure more parks and green spaces are high quality and maintained	Parks and green spaces should be safe, welcoming, fit for purpose: we will work towards all parks reaching the Sheffield Standard, of being Safe, Clean, Welcoming and Accessible, by 2030. We will work with communities to keep parks and green spaces financially and ecologically sustainable for the long term, championing, caring for and protecting Sheffield’s ecology and biodiversity.
High quality neighbourhoods which are clean, green, resilient and safe, and where people can live healthy lives	Neighbourhoods will meet high standards around clean and well-maintained streets and on waste and recycling. We will work with partners to ensure they are safe places for all residents, and to create more and safer options for people to move around, providing choices that support walking, wheeling and cycling. Neighbourhoods should be places that support health and provide resilience against the challenges of climate change.
Work with communities to improve the places and spaces that make neighbourhoods great places to live and be active	Working with communities and through LACs we will improve local facilities and the wider physical environment so that people have places in which they can come together. This will mean making the most of local strengths, investing in and securing the future of sport and physical activity facilities in areas of city that need it most, working with Community Youth Hubs to provide opportunities and safe spaces for young people, and continuing to support the network of Welcome Places across the city.

3. People live in caring, engaged communities that value diversity and support wellbeing

People – The wellbeing of Sheffielders drives the work of the Council. We want more people to live long, independent and fulfilling lives free from poverty. We will actively engage with residents and community partners to understand the challenges they face and the solutions they want to see, working together to deliver these and facilitating others to take the lead when they are best placed.

Prosperity – Sheffield’s communities and the people within them are the city’s greatest asset. Caring, engaged communities provide the foundations for more people to live healthy, fulfilling lives and to share in our success. The way we work with communities is central to supporting people to make the most of their lives in the city and creating a healthy, happier, more prosperous place for all.

Planet – a just transition to net zero which maximises the opportunities for Sheffield must involve everyone. Climate change is the biggest long-term risk to Sheffielders’ health and wellbeing and we can build resilience by working together with our communities.

Our priorities for the next 4 years are:

High quality care and support at the right time and place so people can be independent for longer and stay safe	We will deliver high quality care and support based on what matters to people, from early help, prevention and support for carers and vulnerable adults, through ongoing support and specialist housing, to compassionate end of life support. We will work with the NHS and other partners to keep vulnerable people safe, shift resources to provision that supports health and ensure services are accessible to all.
A new approach to community empowerment and engagement, working with our VCFSE partners and through LACs	We will develop new ways to build engagement into the way we work so that we listen better and work together to find shared solutions. We will also develop new approaches to community development, working differently with our VCFSE partners in ways that support and value their unique role, and build on the progress made with Local Area Committees in developing our work in places and with communities.
Work with communities to ensure people can access support and live the lives they want	We will continue to develop our approach to working with communities and with community organisations, exemplified by work such as People Keeping Well and Community Health Champions. We will work to connect people to networks to support social contact and support people to remain healthy. We’ll continue to develop the way we work with partners to support vulnerable people, building on work like that underway to make Sheffield an autism friendly city for all ages.
Celebrate the diversity of all our communities and enable everyone to feel valued and supported	We will support more Sheffielders to live happy, healthy and fulfilling lives whoever they are, wherever they live and whatever their background, working with partners to tackle poverty, prevent homelessness, and respond to the cost-of-living crisis. We will champion equality and diversity, including developing a new anti-poverty action plan, supporting the Sheffield Poverty Truth Commission and leading the response to the Race Equality Commission and the delivery of the new Race Equality Partnership for Sheffield.

4. A creative and prosperous city full of culture, learning, and innovation

People – the more people succeed, the more Sheffield will succeed. We want a thriving city economy focused on people, that benefits Sheffield residents so that more people can use their talents, create businesses, grow careers and have more money in their pockets. We want good growth that creates more opportunities for more Sheffielders to be part of everything the city has to offer, as well as vibrant and diverse culture in which everyone can find themselves.

Prosperity – we want to make the most of Sheffield’s assets, investing in them and making sure that more people are part of the city’s success. We need the infrastructure that makes modern cities thrive – reliable, convenient transport, culture, and spaces for people to mix and meet. We need to create the environment for more businesses to thrive, and for more investment so that more people are in good jobs.

Planet – at this time of transition to a net zero economy and society, Sheffield has the assets and abilities to be at the forefront of driving positive change again. Sheffield is the Outdoor City and as it continues to grow and prosper, we must protect and invest in its unique environment and minimise environmental impact.

Our priorities for the next 4 years are:

Drive growth by supporting Sheffield’s dynamic business base and building its global reputation	Sheffield needs more businesses growing and creating jobs. We will work with business, making the most of the city’s world class economic assets to create the ecosystem for new business to thrive, providing the space, access to investment and people to attract them to locate and grow here. We will work with city institutions and businesses to attract more inward investment, securing new opportunities for existing business and people.
Connect more people into the city’s prosperity with more good jobs, skills, training and better access to opportunities	We need to make the most of Sheffield’s world-leading position in certain sectors of the economy, the move to a low carbon economy, new investment, and new developments to create opportunities for people in every part of the city. We will work with businesses in foundational industries to support skills and business development so they can prosper and thrive in the emerging green economy. With national, regional and local partners, and communities, we’ll support people to overcome barriers to work and find fulfilling occupations.
A thriving, liveable and sustainable city centre that plays a major role in our region’s economy	We will deliver the Heart of the City 2 and transform Castlegate and Fargate, working with business, government and SYMCA to finalise other key developments. We’ll lead the continuing reimagination of the city centre, enabling the delivery of 20,000 new homes in new neighbourhoods and creating real communities. We’ll create new high streets and spaces, and a vibrant urban centre to attract business and investment.
A vibrant and diverse culture offer that animates and inspires Sheffield	We will set out an ambitious culture strategy, co-created with our cultural partners and communities, to help us attract new investment and ensure Sheffield’s amazing culture offer can flourish at all levels. We will celebrate culture with communities, push forward with plans to celebrate the city’s heritage and restore the Central Library and Graves Building, and support wider cultural accommodation across the city.

5. A city on the move – growing, connected and sustainable

People – successful cities have growing populations as they are magnets for skills, business and culture, and places where people feel they can get on and have fulfilling lives. For people to succeed and be part of life in the city, we need to build more homes and invest in infrastructure so they can live in and move around the city safely, affordably and sustainably.

Prosperity – Sheffield already plays a major role in transforming our world: home to the Advanced Manufacturing and Advanced Wellbeing Research Centres (AMRC and AWRC), and the UK’s first Investment Zone. We need more business and people to be part of these dynamic opportunities, connecting supply chains and more companies into Sheffield’s new economy, driving up demand for new skills, jobs and ideas.

Planet – Sheffield’s future is rooted in the transition to a green, net zero way of living, working, moving and fuelling our lives. This is about protecting the things we hold dear – our own and our families’ health, and Sheffield’s unique natural environment. It is also an opportunity: for new jobs, skills and careers in low carbon industries, retrofitting homes and infrastructure; for using Sheffield’s ingenuity and maker expertise to build new industries; for better, more affordable ways of heating homes, getting around the city and removing proven risks to health.

Our priorities for the next 4 years are:

More homes for a sustainably growing city with choice, quality and affordability across Sheffield	We will make rapid progress towards our target of 36,000 new homes in Sheffield over the next 17 years, including 900 affordable homes each year. This will mean building Council homes, as well as working with investors and developers to build the other homes that Sheffield needs. We will make places that people want to live in, focusing on high quality neighbourhoods with infrastructure, green space, amenities and public services.
Develop a reliable, quick and affordable transport system to power our green growth ambitions	We will work with the Mayor of South Yorkshire to develop a bus network that matches our ambitions for a growing city and makes buses an easy and green choice for more people. We will continue to develop Sheffield’s active travel network and will develop proposals to expand the tram network to make the daily commute easier and ensure that low-carbon mass transit reaches more parts of the city.
Drive prosperity and lead global industrial transformation through innovation	We will support the growth of world-leading sectors and capabilities to attract investment into South Yorkshire. With partners, we will bring together business support, with tailored skills and training, incubation and finance to accelerate ideas to market. Quality of place and space matters to attract investment and help new businesses start up and we will continue to link existing sites into Sheffield’s sustainable innovation district.
Become a leading city in the journey to a net zero, climate resilient future, creating new opportunities	We will be a leader in the transition to a net zero city economy, taking the opportunity to reduce the climate impact of homes, businesses, energy sources and travel to transform our city. We will lead by example as a council, aiming to reduce our carbon emissions by 95% by 2030 and work with partners to secure external investment to drive our transition and create new green economic opportunities.

Making it real – our policy priorities in action

This Plan creates the foundation for long-term change, for Sheffield to be a more prosperous city and for more people to succeed. Over the coming decade, there are game-changing investment opportunities across the city which will truly bring to life our ambitions for Sheffield to be more prosperous, with more people sharing in that prosperity. Investment at scale also represents a significant opportunity to make sure new developments make a positive contribution to a low carbon future. The projects below will go beyond the life of this Plan – and undoubtedly, other opportunities will arise in the coming four years – but the groundwork will be done now and in the coming years, transforming our city with more new homes; a dynamic environment for businesses to start-up and scale-up as part of our world class knowledge economy; and green, reliable transport networks to connect people throughout our city. Our mission - *‘together we get things done’* - is critical here, demonstrating the scale of opportunity and ambition in Sheffield that can be realised by working creatively and collaboratively with partners and local communities.

<p>Innovation in the city and the Investment Zone – working with the University of Sheffield, Sheffield Hallam University and the private sector, the Innovation District and IZ will provide in-demand incubation and scale-up space for businesses spun out of our world-class universities, helping them to grow.</p>	<p>Castlegate - regenerating the birthplace of Sheffield, Castlegate will be a core part of the Innovation district as a central anchor re-connecting West Bar, through Wicker and Victoria in the wider City Centre. opportunities for education and business spin-out spaces.</p>
<p>Moorfoot - creating a new central neighbourhood in our city centre over the next decade. This is a major investment opportunity for new homes that would continue the transformation of our city.</p>	<p>Neepsend - working with Homes England and the private sector on a new liveable urban neighbourhood that builds on the unique character and architecture of Kelham and Neepsend.</p>
<p>Furnace Hill and St. Vincent’s - celebrating and complementing the industrial heritage of the area with the development of a new neighbourhood for families in our city centre, with opportunities for new places and spaces for people to make their homes.</p>	<p>Station Quarter - with Homes England; London & Continental Railways and Network Rail, transforming the gateway into our city from the Midland Station over the next 10 years. Major opportunity to deliver new homes and attract new businesses to the city centre.</p>
<p>Tram/train expansion - our tram network represents a generational opportunity to extend efficient, green transport to more people in Sheffield and beyond. We will work with the SY Mayoral Combined Authority and partners to develop ambitious plans to grow our network, including looking at connections to Stocksbridge and Chesterfield.</p>	<p>Modern leisure and sport venues across the city - investing £117m in our leisure and sport venues so that we have modern, accessible leisure facilities across the city, ensuring that we have the venues to compete on the national and international stage.</p>
<p>Graves Gallery and Central Library Building - we will set out a credible plan for one of the cultural jewels of our city, securing the future of this beautiful building and set out a vision for its future and for a 21st Century central library service.</p>	<p>Attercliffe Waterside – delivering a new vision of communities, connected to some of our major economic assets with a zero-carbon neighbourhood, and transformed high street at its heart: a model for the city’s future.</p>

Making it happen - how we deliver for Sheffield

People are at the heart of what we do, and we know that supporting and developing our workforce is key to our success. We are striving to create an organisation where people thrive and have a real sense of belonging. Working together we have set out our values and a three-year plan for improvement, development and transformation called Future Sheffield.



People are at the heart of what we do



Openness and honesty are important to us



Together we get things done

The Future Sheffield Programme

Our programme is aligned to our values, the priorities set out in this Council Plan and the challenges of our Medium-Term Financial Strategy. The Future Sheffield programme is focused on a number of drivers for change and improvement, and every year we will set out the projects and initiatives we are undertaking to meet these challenges:

Together we get things done

- **Working as one council, and one city** more cross-cutting work across the council and working in partnership to contribute to the delivery of the Council Plan and Sheffield City Goals.
- **Working with Communities and customers** a renewed relationship with Sheffields driven by trust, compassion and a desire to work together. Creating a well-connected and consistent experience for communities and customers when they contact the council.

People are at the heart of what we do

- **A focus on Equalities, Diversity and Inclusion** tackling discrimination and inequalities (including those exacerbated by COVID and the Cost-of-Living crisis) and improving equity and experience of services.
- **Valuing People** empowering a committed, passionate and proud workforce to deliver on behalf of their organisation and the city.

Openness and honesty are important to us

- **Creating a culture of performance and delivery** setting out clear priorities that support effective service delivery and financial sustainability for the future and reporting back on our performance.
- **Always Learning and Innovating** open to being more creative and innovative in how we work, including embracing the opportunities created by digital working, new technologies and learning from others



Introduction

During 2023 a fundamental revision and refresh of the council's performance management framework has taken place to align with development of a new council plan and strategic outcomes.

Acting a companion to the Council Plan, the Performance Framework provides the structure and approach for how Sheffield City Council will provide effective performance management against delivery of the Council Plan outcomes, our contribution to the City Goals, major programmes of work, and areas identified for improvement.

The Performance Framework sets 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 council plan outcomes, service delivery and fiscal management.

We will report our progress and performance publicly, in line with our commitment to openness, transparency, and accountability. Initially this will be through traditional reports to Strategy and Resources Policy Committee, over time we will make more performance information available online with a greater degree of interactivity.

The framework sets out the 'golden thread' of how strategic priorities are reflected in the objectives of the senior leaders and managers and cascaded into service delivery, team, and personal development plans. At all levels this will help us use the framework to focus the right operational action and change activity on positive improvement of measures of our performance as a council.

The performance framework is made up of three key elements that will be fully implemented during 23/34:

- Outcomes Framework: The measures and targets that show the evidence of our improvements and progress.
- Performance Governance: The oversight, assurance, and management mechanisms that allow continued control and grip of performance at corporate, directorate and service level.
- Performance Reporting: To support our ambition for performance management, there is a need for a strong reporting infrastructure which delivers a single source of the truth.

Outcomes Framework

The foundation of the performance framework will be our outcomes framework. Consisting of a broad range of performance measures that provide the evidence that we are making progress against the commitments in the council plan and our fulfilling our statutory duties.

Moving to a multi-year plan means we have broader range of measures that reflect the wider ambitions in the plan. Each directorate will have a comprehensive set of measures that will be used manage performance at directorate level.

To provide a direct link to the council plan outcomes, we will choose several measures for each of the five outcomes that will function as the proxies for determining progress against the priorities in the Council Plan. These corporate level measures will sustain for the 4+ years of the plan and help show distanced traveled against our priorities.

Directorates will contribute measures across a range of outcomes where appropriate, recognising the contribution from all services in achieving our priorities and strengthening the golden thread approach.

In line with best practice, our measures will be evaluated against a quality framework to ensure that they provide transparency and accountability in the tracking of progress, with our council level measures having the highest levels of quality.

Our measures are assessed against:

- Relevance - Measures aligned to the overall Council Plan outcomes and priorities.
- Level of Control - Make the biggest impact with our improvement activity and resources for metrics within our control to change.
- Achievability - Through realistic setting of targets and use of progressive, multi-year targets
- Comparability - The council's performance measures put in context, benchmarked, and compared within Sheffield and with other local authorities and national frameworks.

Completing development of the Outcomes Framework is tied the finalisation of the Council Plan it supports. Collaborating with the Council Plan development team, performance officers will prepare an outcomes framework to support monitoring of performance against the council plan. To be tabled at S&R committee for approval in 2024.

Performance Governance

To enable regular review, control and grip of performance, the framework lays out how we build on existing governance arrangements to achieve a consistent structure that supports the golden thread across the organisation.

Performance clinics will operate on a regular frequency at directorate and service level, this will not be a one size fits all approach, recognising the differences in directorate make up and range of responsibilities. Directors and Heads of Service taking ownership of how their performance contributes to the Council Plan, hosting regular clinics to review performance against the relevant measures in the outcome's framework.

Performance review and management is part of the day-to-day job at all levels across the golden thread, for example Service performance meetings feeding up to Directorate outcomes clinics. Performance governance forums provide a hub of regular performance review, control, and grip. The intention is to manage and resolve performance issues at the lowest level where possible e.g., Directorate boards receiving escalation from service and resolving issues.

Where performance issues cannot be resolved at Directorate level, we will use the most senior forum in our governance structure, the Performance & Delivery board to unlock resources, unblock barriers, and assure that actions will address the performance challenges escalated to it.

Our behaviors at all levels will foster a performance culture based on the principles of:

- Openness and objectivity around performance conversations with a focus on objective improvement rather than judgement or blame
- Creating an empowerment and psychological safety to own performance issues and ask for help when needed.
- Performance management and early intervention are viewed as an enabler to positive change and impact.
- Honest reflection of data insights, why and what is needed for improvement.

In terms of the measures linked to the Council Plan, the Performance & Delivery board are accountable owners of corporate level performance and acts as a collective in supporting Council performance - providing constructive challenge, solving problems, making decisions, and driving improvement action.

Committees will continue to receive performance information drawn from Directorate and services level measures appropriate to the committee, to ensure one version of the truth.

Performance Reporting

To fully enable the Outcomes Framework and Performance Governance will require performance information to be available to support corporate, directorate and service level performance management.

This will be achieved a by suite on dashboards that bring together the key metrics, building on the work done to provide performance management for the metrics covered in our 22/23 delivery plan. In line with our ambitions for broader set of metrics, the reporting suite will be more comprehensive in response.

Common to all dashboards will be universal measures the complement specific delivery measures and breakdown from corporate to team level, these will include information about workforce and finance. This will allow a balanced score card view that ideally will show that the area is performing well against its quantitative and qualitative targets, has the right level of resourcing and is within budget. This will also pinpoint where internal factors like the workforce resources are the root cause of a performance issues we can influence for example through recruitment.

These dashboards will be available as performance management resource internally, we have researched examples of best practice from the Local Government Association where interactive dashboards are available to the public, to show progress linked the Codicil plan in

an open and transparent way. This will be an ambition to achieve fully during the time frame of the council plan.

Next Steps

Performance officers prepare a new Outcomes Framework to support monitoring of performance against the draft Council Plan and provide the wider measures in the Performance Framework. To be presented this to S&R Committee in early 2024 along with the finalised version of the of the council plan covered in this overview framework, informed by the agreement of the Council Plan.

To underpin the above, performance officers will work with Directorates to finalise measures at Directorate, committee, and service level.

Officers will continue to work to fully embed the governance framework described to support performance management and oversight.

Officers will begin planning for the information and technology infrastructure to support performance reporting ambitions.

PART A - Initial Impact Assessment

Proposal Name: Council Plan 2024-28

EIA ID: 2477

EIA Author: Deborah Glen (CEX)

Proposal Outline: The Council Plan for the year 2024-2028, sets out the strategic priorities for the Council as a whole. It contains the mission for the Council and strategic objectives for achieving this mission. It covers the key areas of the Council and will drive all of the Councils strategies, policies, service plans and service delivery. It therefore is a crucial document for tackling inequalities across the City, both as an employer and a community leader. Along with the new Equalities Framework and the proposed budget, this trio of strategies will drive the future direction of the Council.

Proposal Type: Non-Budget

Year Of Proposal: 24/25

Lead Director for proposal: James Henderson (CEX)

Service Area: policy and democratic engagement

EIA Start Date: 01/12/2023

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

Equality Lead Officer: Ed Sexton

Committees:

Policy Committees

Portfolio

Primary Portfolio:

Operational Services

EIA is cross portfolio:

Yes

All Directorates

EIA is joint with another organisation:

No

Overview of Impact

Overview Summery:

The Council Plan will drive all activities of the Council, therefore the aims should impact positively on all protected characteristic groups. There are specific activities within the plan which will target particular groups .e.g BAME Children and Young People. There are explicit aims within the plan which focus on anti-racist activities and inclusive services. The Council Plan aims to improve the City for ALL its residents, therefore

- Services will be expected to show how they meet this by focusing on excluded or disadvantaged communities. This will be achieved by drawing up Service Plans, as the next level of the Council Plan, in conjunction with the Equalities Framework and the budget. The end result will be a set of clear activities targeted at addressing inequalities in the City, for all protected characteristics. There is an opportunity to recognise and embed our organisational equality responsibilities within the Council Plan. There are clear overlaps with our legal and policy equality priorities. At the same time, effective monitoring and action is needed so that existing inequalities do not limit the reach and benefits of the Plan. The Council Plan sets out priorities that are consistent with reducing inequalities, directly and indirectly including age/young people and other equality references in its strategic outcomes and policy drivers: People Some of the positive underpinning elements in the Plan relate to areas that, conversely, can expose inequalities, for

example regarding: individual and community diversity health and wellbeing community involvement social inclusion and cohesion Prosperity Similarly, increasing prosperity in Sheffield has clear overarching benefits to the city, its communities and organisations, but there are some risks that benefits might not be experienced equally. For example, there are wide disparities at local levels in terms of community assets, indices of deprivation and other barriers. Financial inclusion is further inequality measure that the Council considers. Planet There is significant common ground between the impacts of inequality and environmental and climate impacts. For example, the effects of pollution and poor air quality, high energy costs or poor housing conditions are experienced more in areas of higher deprivation and poorer health outcomes. Maintaining an equality perspective on the Plan that considers differential impacts between communities, and opportunities to address inequalities, would add value to the measures of the Plan's success. The following detailed impact assessment details the specific commitments contained within the Council Plan for protected characteristics. Where specific protected characteristics are not referred to, more general statements have been noted, with a commitment to ensuring further specifics are provided at the next stage of planning.

Impacted characteristics:

- Age
- Armed Forces
- Carers
- Cohesion
- Disability
- Gender Reassignment
- Health
- Partners
- Poverty & Financial Inclusion
- Pregnancy/Maternity
- Race
- Religion/Belief
- Sex
- Sexual Orientation
- Voluntary/Community & Faith Sectors

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

The priorities outlined in the Council Plan have been drawn together over a period of 6 months. This has been an iterative process which has drawn on existing understanding and intelligence about the needs of the City. This has come from research, consultation and knowledge of elected members. Elected members are key in driving forward this vision for the City, and their understanding of the needs of their communities. Having said that, targeted consultation is planned during December and January, in conjunction with the Budget for 24/25 and the new Equalities Framework. These 3 key documents will be the driving forces for the Council moving forward, therefore consultation will be essential. In addition, each Directorate will be expected to consult with all relevant communities as part of their Service planning process, the next level of the Council Planning process.

Impact areas:

Year on Year

Initial Sign-Off

Full impact assessment required:

Yes

Review Date:

31/01/2024

PART B - Full Impact Assessment

Health

Staff Impacted:

Yes

Customers Impacted:

Yes

Description of Impact:

Great Neighbourhoods that people are happy to call home - all Sheffield's neighbourhoods will be clean, green and safe places to live and visit. Our neighbourhoods should be welcoming and healthy environments for people to spend time together, live healthily, move around and belong in our communities. These are the explicit aims within the Council Plan and will create a healthy and inclusive living environment for all our communities. Some of the positive underpinning elements in the Plan relate to areas that, conversely, can expose inequalities, including health and wellbeing. Ongoing monitoring and reviewing of the Plan will need to factor in equality impacts. In addition the Council as an employer will continue to provide health and welfare services for all of its employees.

Name of Lead Health Officer:

Comprehensive Assessment Being Completed:

No

Public Health Lead signed off health impact(s):

Age

Staff Impacted:

Yes

Customers Impacted:

Yes

Description of Impact:

A place where ALL children belong and ALL young people can build a successful future, addressing inequalities for our children and young people and ensuring we are equipped to support them. This will include anti-racist approaches and working with vulnerable groups of young people such as those in the Looked After System and those with SEND. This will be further developed at Service Planning level. HR policies continue to support specific requirement of employees based on age - e.g. apprenticeships, retirement, menopause etc.. High quality care and support at the right time and place so people can be independent for longer and stay safe - this will aim to

support older people to live in their communities for longer. Some of the positive underpinning elements in the Plan relate to areas that, conversely, can expose inequalities, including age. Ongoing monitoring and reviewing of the Plan will need to factor in equality impacts.

Armed Forces

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: With partners and communities, we'll support people to overcome their barriers to work and find fulfilling occupations. Supporting more Sheffielders to live happy, healthy and fulfilling lives whoever they are, wherever they live and whatever their background, working with partners to tackle poverty, prevent homelessness, and respond to the cost of living crisis. We will champion equality and diversity, we will listen, involve and work with the people of our great city. We will celebrate and stand up for the diversity of Sheffield, maximising the assets and strengths of communities, connecting more people into the city's success and creating opportunities for everyone. We want everyone in Sheffield to achieve their potential with fulfilling and healthy lives. Supporting more Sheffielders to live happy, healthy and fulfilling lives whoever they are, wherever they live and whatever their background, working with partners to tackle poverty, prevent homelessness, and respond to the cost of living crisis. We will champion equality and diversity, including developing a new anti-poverty action plan, supporting the Sheffield Poverty Truth Commission and leading the response to the Race Equality Commission and the delivery of the new Race Equality Partnership. Although there are no specific references to this protected characteristic within the plan, the above statement at the outset of the plan contains a commitment that will have a positive impact on them. This should be further clarified at the next stage of the planning process.

Carers

Staff Impacted:

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Yes

Customers Impacted: Yes

Description of Impact: Delivering good quality care and support based on what matters to people, from early help, intervention, prevention and support for carers, through ongoing support and specialist housing, to compassionate end of life support. We will work with partners to keep vulnerable people safe, shift resources to provision that supports people to be healthy and ensure services are accessible to all. We have specific HR policies providing support to Carers.

Cohesion

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: People – The wellbeing of our residents drives the work of the Council. We want more Sheffielders to live long, independent and fulfilling lives free from poverty. We will actively engage with our residents and community partners to understand the challenges they face and the solutions they want to see, working together to deliver these and facilitating others to take the lead when they are best placed. We have brilliant, distinctive, and diverse neighbourhoods throughout Sheffield, the places we meet friends and bring up our families, the places we call home. We want people to be happy with where they live and to be able to access the services and facilities they need close to home and make the most of everything all our neighbourhoods have to offer. # Some of the positive underpinning elements in the Plan relate to areas that, conversely, can expose inequalities, including social cohesion. Ongoing monitoring and reviewing of the Plan will need to factor in equality impacts.

Disability

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact:

The plan explains the overall to support vulnerable groups and promote diversity in our communities. This will impact positively on disabled people. There is a specific reference to children and young people who are SEND. However, there is little specific reference to disabled communities in Sheffield and this should be something to be addressed at the next stage of development. Some of the positive underpinning elements in the Plan relate to areas that, conversely, can expose inequalities, including disability. Ongoing monitoring and reviewing of the Plan will need to factor in equality impacts.

Gender Reassignment

Staff Impacted:

Customers Impacted:

Description of Impact:

We will listen, involve and work with the people of our great city. We will celebrate and stand up for the diversity of Sheffield, maximising the assets and strengths of communities, connecting more people into the city’s success and creating opportunities for everyone. We want everyone in Sheffield to achieve their potential with fulfilling and healthy lives. Supporting more Sheffielders to live happy, healthy and fulfilling lives whoever they are, wherever they live and whatever their background, working with partners to tackle poverty, prevent homelessness, and respond to the cost of living crisis. We will champion equality and diversity. Although there are no specific references to this protected characteristic within the plan, the above statement at the outset of the plan contains a commitment that will have a positive impact. This should be further clarified at the next stage of the planning process.

Partners

Staff Impacted:

Yes

Customers Impacted:

Yes

Description of Impact:

way we work so that we listen better and work together to find shared solutions. We will also develop new approaches to community development, working differently with our VCS partners in ways which support and value their unique role and building on the progress we have made with Local Area Committees. Supporting more Sheffielders to live happy, healthy and fulfilling lives whoever they are, wherever they live and whatever their background, working with partners to tackle poverty, prevent homelessness, and respond to the cost of living crisis. We will champion equality and diversity, including developing a new anti-poverty action plan, supporting the Sheffield Poverty Truth Commission and leading the response to the Race Equality Commission and the delivery of the new Race Equality Partnership.

Poverty & Financial Inclusion

Staff Impacted:

Yes

Customers Impacted:

Yes

Description of Impact:

We need to be making the most of our leading sectors, the move to a low carbon economy, new investment, and new developments to create opportunities for people in every part of Sheffield. We will work with businesses in the foundational economy to prosper and grow in the emerging green economy. With partners and communities, we'll support people to overcome their barriers to work and find fulfilling occupations. Supporting more Sheffielders to live happy, healthy and fulfilling lives whoever they are, wherever they live and whatever their background, working with partners to tackle poverty, prevent homelessness, and respond to the cost of living crisis. We will champion equality and diversity, including developing a new anti-poverty action plan, supporting the Sheffield Poverty Truth Commission and leading the response to the Race Equality Commission and the delivery of the new Race Equality Partnership. Some of the positive underpinning elements in the Plan relate to areas that, conversely, can expose inequalities, including poverty and financial inclusion. Ongoing monitoring and reviewing of the Plan will need to factor in equality impacts.

Staff Impacted: Yes

Customers Impacted: No

Description of Impact: We will work with partners to keep vulnerable people safe, shift resources to provision that supports people to be healthy and ensure services are accessible to all. This objective would relate to pregnancy/maternity. Building on our pioneering Family Hub network to ensure children and parents get the support they need so that children get the best start in life, again this will involve providing early help to pregnant and expectant parents. HR policies will continue to support employees during pregnancy and maternity.

Race

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: Racism and discrimination has no place in our services and city and we will be proactive in tackling them. We will champion equality and diversity, including developing a new anti-poverty action plan, supporting the Sheffield Poverty Truth Commission and leading the response to the Race Equality Commission and the delivery of the new Race Equality Partnership These specific actions will underpin the work done to promote an Anti Racist City. Some of the positive underpinning elements in the Plan relate to areas that, conversely, can expose inequalities, including race. Ongoing monitoring and reviewing of the Plan will need to factor in equality impacts.

Religion / Belief

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: We will listen, involve and work with the people of our great city. We will celebrate and stand up for the

diversity of Sheffield, maximising the assets and strengths of communities, connecting more people into the city's success and creating opportunities for everyone. We want everyone in Sheffield to achieve their potential with fulfilling and healthy lives. Although there are no specific references to religion or belief within the plan, the above statement at the outset of the plan contains a commitment that will have a positive impact for all protected characteristics. This should be further clarified at the next stage of the planning process.

Sexual Orientation

Staff Impacted: Yes

Customers Impacted: No

Description of Impact: We will listen, involve and work with the people of our great city. We will celebrate and stand up for the diversity of Sheffield, maximising the assets and strengths of communities, connecting more people into the city's success and creating opportunities for everyone. We want everyone in Sheffield to achieve their potential with fulfilling and healthy lives. Supporting more Sheffielders to live happy, healthy and fulfilling lives whoever they are, wherever they live and whatever their background, working with partners to tackle poverty, prevent homelessness, and respond to the cost of living crisis. We will champion equality and diversity. Although there are no specific references to this protected characteristic within the plan, the above statement at the outset of the plan contains a commitment that will have a positive impact. This should be further clarified at the next stage of the planning process.

Voluntary / Community & Faith Sectors

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: Developing new ways to build engagement into the way we work so that we listen better and work

together to find shared solutions. We will also develop new approaches to community development, working differently with our VCS partners in ways which support and value their unique role and building on the progress we have made with Local Area Committees.

Action Plan & Supporting Evidence

Outline of action plan:

The plan is an expression of the City Council's ambition set out in terms how it will impact on people, prosperity and the planet. The commitment to equality and diversity is woven into the document from start to finish. The detailed impact assessment has, however highlighted two issues: 1. The need to express specific intentions/projects with regard to all protected characteristics 2. The need to consult with all communities about the specific impact on protected characteristics. Both of these issues should be addressed at the next stage of development of the plan and in line with the Equalities Framework, also currently being developed. These actions should be reviewed in March 2024

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: 31/01/2024

Climate Change Impact Assessment Summary

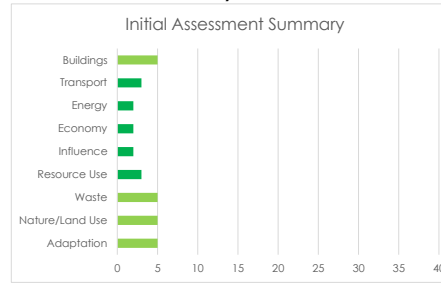
Project/Proposal Name	Council Plan 2024-28	Portfolio	Policy, Performance and Communications
Committee	Strategy and Resources	Lead Member	Clr Tom Hunt
Strategic Priority		Lead Officer	James Henderson
Date CIA Completed	01/12/23	CIA Author	Deborah Glen
		Sign Off/Date	

Project Description and CIA Assessment Summary	The Council Plan is written in the context of Sheffield City Council having declared climate and nature emergencies, and having a target to see both the city and council greenhouse gas emissions reduce to net zero by 2030, just two years after the lifetime this plan. Respect for the planet, including our ambitions to achieve net zero by 2030, is a key driver and is woven throughout the plan with a commitment to work towards creating a successful, accessible city which prospers while protecting the environment for future generations. The alignment with the Medium Term Financial Strategy and linking budget-setting to the outcomes should support the resourcing required to work towards achieving our targets. The Council Plan is a strategic document which sets out Sheffield City Council's ambitions with regard to all of its services. The document is organised around how it impacts on its three main objectives of People, Prosperity and Planet. This assessment shows how these ambitions under the heading of Planet will aim to reduce CO2 emissions via the delivery of a range of projects and services. The next stage of the planning process will be for each directorate to develop robust service plans, and how these plans will be evaluated in terms of performance and outcomes. This is the most appropriate stage for the development of full assessments. For the Plan as a whole, therefore an initial assessment only, has been completed.
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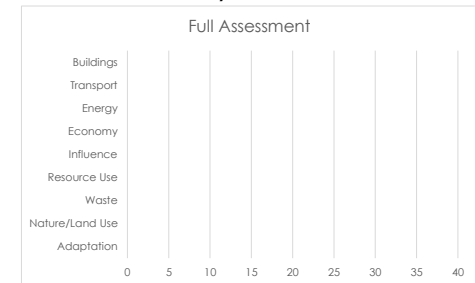
Rapid Assessment	Does the project or proposal have an impact in the following areas? Select all those that apply. Only complete the sections you have selected here in the assessment.		
Buildings and Infrastructure	Yes	Influence	Yes
Transport	Yes	Resource Use	Yes
Energy	Yes	Waste	Yes
Economy	Yes	Nature/Land Use	Yes
		Adaptation	Yes

[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	Implementation of the Plan will result in more construction within the City - We will deliver the Heart of the City 2 development, transform Castlegate and Fargate, working with the private sector to finalise other key developments. We'll lead the continuing reimagining of our city centre with new neighbourhoods, high streets and spaces for a growing city and enable the delivery of 20,000 new homes in the city centre, creating real communities and a dense urban centre to attract business and investment. We are seeking to have high sustainability standards in the construction that we undertake, with Heart of the City having minimum standards of BREEAM Very Good, and our draft Local Plan will also increase standards for building.	5
	Use	More homes for a sustainably growing city with choice, quality and affordability across Sheffield. The Central Library and Graves Gallery is one of the cultural jewels of our city, and its future has been uncertain for too long; we will set out a credible plan for securing the future of this beautiful building and set out a vision for its future and for a 21st Century central library service. Using retrofit, decarbonisation and green energy as a route to tackling cold, damp homes and fuel poverty. Individual projects will need to provide a detailed CIA which will include mitigation proposals.	
	Land use in development	More homes for a sustainably growing city with choice, quality and affordability across Sheffield	

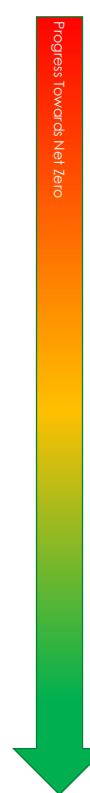
Transport	Demand Reduction		
	Decarbonisation of Transport	We will continue to develop our active travel network and we will develop proposals to expand our trams to make the daily commute easier and ensure that our low-carbon, mass transit system reaches more parts of the city.	3
	Public Transport	We will work with the Mayor of South Yorkshire to develop a bus network that matches our ambitions for our growing city and makes buses an easy and green choice for more people	
	Increasing Active Travel	We will work with partners to ensure they are safe places for all residents, and to create more and safer options for people to move around, providing choices that support walking, wheeling and cycling	

Energy	Decarbonisation of Fuel	using retrofit, decarbonisation and green energy as a route to tackling cold, damp homes and fuel poverty.	2
	Demand Reduction/Efficiency Improvements	using retrofit, decarbonisation and green energy as a route to tackling cold, damp homes and fuel poverty.	
	Increasing infrastructure for renewables generation		

Economy	Development of low carbon businesses	We will work with business, making the most of our world class sectors to create the ecosystem for new business to thrive	2
	Increase in low carbon skills/training	It is also an opportunity; for new jobs, skills and careers in low carbon industries, retrofitting homes and infrastructure; for using our ingenuity and maker expertise to build new industries; for better, more affordable ways of heating our homes, getting around the city and removing proven risks to our health.	
	Improved business sustainability	We need to be making the most of our leading sectors, the move to a low carbon economy, new investment, and new developments to create opportunities for people in every part of Sheffield. We will work with businesses in the foundational economy to prosper and grow in the emerging green economy.	

Influence	Awareness Raising	We will be a leader in the transition to a net zero city economy, taking the opportunity to reduce the climate impact of our homes, businesses, our energy sources and how we travel to transform our city. We will lead by example as a council, aiming to reduce our carbon emissions by 95% by 2030 and work with partners to secure external investment to drive our transition and create new green economic opportunities.	2
	Climate Leadership	"Plane" is one of the three key policy drivers for the Council Plan and is woven throughout. At this time of transition to a net zero economy and society, we have the assets and abilities to be at the forefront of driving positive change again. We are the Outdoor City and as we continue to grow and prosper, we must protect and invest in our unique environment and minimise our climate impact.	

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



Working with Stakeholders	a just transition to net zero which maximises the opportunities for our city must involve everyone. Climate change is the biggest long-term risk to Sheffielders' health and wellbeing and we can build resilience by working together in our communities.	
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Resource Use	Water Use		
	Food and Drink		
	Products	a successful, accessible city which prospers while protecting the environment for future generations. We have an opportunity to play a leading role in a just transition to a low carbon future for Sheffield, with a growing green economy; respecting our Outdoor City and treating our planet well; creating a sustainable future with communities. There will be an increase in manufacturing of utilities and products required for future low carbon energy projects. Procurement should be used to ensure products are sourced ethically and have the lowest embedded CO2e emissions.	3
	Services	a successful, accessible city which prospers while protecting the environment for future generations. We have an opportunity to play a leading role in a just transition to a low carbon future for Sheffield, with a growing green economy; respecting our Outdoor City and treating our planet well; creating a sustainable future with communities. Future low carbon energy supplies and associated services will lead to decarbonisation compared to existing electricity and gas infrastructure.	

Waste	Waste Reduction	Our neighbourhoods will meet high standards around clean and well-maintained streets and on waste and recycling.	5
	Waste Hierarchy	Construction waste impacts will be considered at project level	
	Circular Economy	Construction waste impacts will be considered at project level	

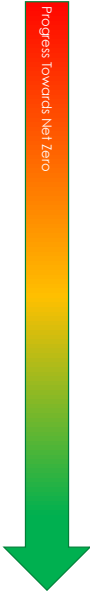
Nature/Land Use	Biodiversity	Our parks and green spaces should be safe, welcoming, fit for purpose and we will work towards all parks reaching the Sheffield Standard by 2030. We will work with communities to keep our parks and green spaces financially and ecologically sustainable for the long term, championing, caring for and protecting the ecology and biodiversity of our city	5
	Carbon Storage	Any land based energy infrastructure projects will be developed opportunities for carbon sequestration.	
	Flood Management	Infrastructure projects will need to consider any flood risks	

Adaptation	Exposure to climate change impacts	Energy infrastructure needs to be resilient for future climate impacts and the future energy needs of the city need to be based on future climate e.g. district heating needs to also consider future cooling needs.	
	Vulnerable Groups	We will work with partners to keep vulnerable people safe, shift resources to provision that supports people to be healthy and ensure services are accessible to all.	5
	Just Transition	We are the Outdoor City and as we continue to grow and prosper, we must protect and invest in our unique environment and minimise our climate impact. projects and programmes will support low carbon skills, jobs and supply chains.	

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					
	Decarbonisation of Transport					
	Public Transport					
	Increasing Active Travel					
Energy	Decarbonisation of Fuel					
	Demand Reduction/Efficiency Improvements					
	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					
	Services					

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					
	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 Policy Committee

Author/Lead Officer of Report: Keith Leyland

Tel: 07880784436

Report of: Director of Policy and Democratic Engagement

Report to: Strategy and Resources Policy Committee

Date of Decision: 13 December 2023

Subject: Cost of Living response funding update

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA: 2211		
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:

The purpose of this report is to provide an update on the cross-city Cost of Living response, including the Winter Plan. It also provides an update on plans to spend a previously ringfenced fund from the Household Support Fund (delegated to the Director of Communities) and sets out the approach that responds to recent Full Council motions.

Recommendations:

It is recommended that this Committee notes the approach outlined in this report that responds to recent relevant Full Council motions.

It is recommended that this Committee notes the report's update on amounts previously ringfenced from the Household Support Fund and the plan to allocate amounts that are now available to the application scheme.

It is recommended that this Committee approves the adjusted ring fenced spend and notes it as being consistent with the delegation to the Director of Communities in the 12 July 2023 Strategy and Resources Committee report.

Background Papers:

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

Report to S&R Committee- Household Support Fund, Alex Westran Operational Manager – Cost of Living Support Hub - 12th July 2023

Report to S&R Committee- Further enhancing support to Sheffield's communities through the Cost of Living Crisis, Cat Arnold - 12th July 2023

Appendix 1 Cost of Living Winter Plan 31st October 2023

Appendix 2 Further details of Household Support Fund Ringfenced Amount

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: Matthew Ardern
		Legal: Marcia McFarlane
		Equalities & Consultation: Ed Sexton
		Climate:
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	James Henderson, Director of Policy and Democratic Engagement
3	Committee Chair consulted:	Cllr Tom Hunt, Leader of the Council and Chair of Strategy and Resources Committee
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: James Henderson	Job Title: Director of Policy and Democratic Engagement
Date: 04/12/2023	

1.	Proposal
1.1	<p>Cost of Living response update: Winter Plan</p> <p>The cost-of-living response update report and action plan that went to the Strategy and Resources Committee (S&R Committee) in July 2023, sets out the next steps for the cost of living response, based on feedback from colleagues and partners across the city. That report committed to providing this committee with further details on operational plans for the winter period specifically, given the challenges associated with colder weather and increased costs. The Winter Plan in Appendix 1 sets this out in detail and includes activity in the following areas:</p>
1.2	<ul style="list-style-type: none"> • work to build and sustain Welcome Places • our communications plan and promoting the support available to individuals – this includes a simplified, updated leaflet and a campaign to encourage residents to seek support • facilitating the definition of a clear ‘ask’ from voluntary sector organisations to businesses who want to offer support to communities • interventions designed to make our SCC systems work better for people in crisis and before they reach crisis point • cross-departmental collaboration on preparations for responding to winter pressures • closer working with schools and Children’s services • access to affordable food and debt advice.
1.3	<p>Household Support Fund update</p> <p>The update on the Household Support Fund presented to the 12th July 2023 S&R Committee meeting identified £702,151 that would be set aside as a ringfenced amount to be used in the period July 2023 to March 2024. The Committee delegated decisions on how £700,000 of the ring-fenced amount should be spent, to the Director of Communities taking the decision in consultation with the Director of Finance and General Counsel. So far, the ring-fenced amount has not been spent but areas for spend have been identified and detailed later in this report.</p>
1.4	<p>The available ringfenced amount has changed to £666,390.90 which is the total shown in Table A. The table sets out components to this ringfenced amount and includes the correct figure for an inaccurate entry in the 12th July</p>

	<p>2023 report to this Committee. The table also includes more accurate predictions for additional reimbursements and uncashed vouchers that the council expects to receive. For completeness, the summary and tables at Appendix 2 explains the entry that was corrected and included in Table A.</p>
1.5	<p>Approach to Full Council Motions</p> <p>There have been two recent Full Council motions relating to the Cost-of-Living response.</p>
1.6	<p><u>The first motion:</u></p> <p>requested that the Strategy and Resources Policy Committee considered allocating from unallocated resources from the 2023/24 budget setting process:-</p> <ul style="list-style-type: none"> (i) £200k in additional grant funding to Citizens Advice Services, to expand their employment of Volunteer Trainers and provide increased face to face support; and (ii) £400k in additional citywide LAC funding, to be allocated by Indices of Multiple Deprivation and spent on the response to the Cost of Living crisis;
1.7	<p>Whilst no un-allocated funds have been identified, there was an existing £400,000 allocated to LACs in the 2023-24 budget to respond to the Cost-of-Living crisis. Each LAC has been considering how to spend their allocation and most have allocated a portion of their fund to Citizens Advice. This has resulted in £169,852 grant funding to Citizens Advice Sheffield for extra capacity for their city-wide freephone Advice Line.</p>
1.8	<p><u>The second motion:</u></p> <p>4th October 2023 Full Council motion:</p> <p>that Strategy & Resources Policy Committee look at fully costed proposals to help put cash in people’s pockets at Christmas, increasing and extending direct awards to those who most need it, with a report to Strategy and Resources setting out further options as soon as possible.</p>
1.9	<p>This motion included a request to consider targeted payments to low-income families who are not in receipt of benefits or free school meals. Officers have explored this but do not have the data available to target this cohort directly. However, the application scheme (where people can apply for hardship grants for essentials) is open to people who are not in receipt of means tested benefits and the amount awarded increases for families with children. Currently, 80% of applicants to the Household Support Fund are ‘families with children’.</p>

1.10	Mindful of this, the Director of Communities has decided to allocate the available ring-fenced amount i.e. £666,390.90 (see table A below) to the application scheme. This seems the most equitable way of meeting the objectives of the Full Council motion and ensuring money goes into pockets of people in crisis.												
1.11	This allocation also ensures there is enough in the application fund to meet need. We have seen a significant increase in demand for the Household Support Fund. The average number of applications received per day in November 2023 is 112, which is a 148% increase on last year. This year overall there is a 47% increase in applications compared to last year.												
1.12	The spending plan agreed for the Household Support Fund during the July 2023 S&R Committee, and the cohort analysis of people who are most affected by rising prices that accompanied it, has allowed the council to significantly speed up the application process for people in receipt of a means tested benefit. This is a cash first approach with the capability to put funds into people's pockets on the same day. This is proving to be the most equitable way to disburse these funds.												
1.13	We have also tried to identify children who are in receipt of Universal Credit (UC) but are ineligible for Free School Meal due to the low threshold (income of £7,400); this information is not made available to us by the DWP. However, we can see that this group comes to the council for support since 91% of payments are made to households in receipt a means tested benefit with the majority of those households being families.												
1.14	<p><i>Table A - showing updated estimations of available ringfenced amount (based on current figures):</i></p> <table border="1" data-bbox="339 1232 1417 1585"> <thead> <tr> <th data-bbox="339 1232 1145 1294">Expected returns/reimbursement</th> <th data-bbox="1145 1232 1417 1294">November 2023</th> </tr> </thead> <tbody> <tr> <td data-bbox="339 1294 1145 1375">Previously ringfenced amount (revised) - see Appendix 2</td> <td data-bbox="1145 1294 1417 1375">207,151</td> </tr> <tr> <td data-bbox="339 1375 1145 1415">Expected FSM returns</td> <td data-bbox="1145 1375 1417 1415">376,689.90</td> </tr> <tr> <td data-bbox="339 1415 1145 1456">Local Assistance Scheme reimbursed</td> <td data-bbox="1145 1415 1417 1456">66,400</td> </tr> <tr> <td data-bbox="339 1456 1145 1518">Expected target voucher returns</td> <td data-bbox="1145 1456 1417 1518">16,150</td> </tr> <tr> <td data-bbox="339 1518 1145 1585">Total</td> <td data-bbox="1145 1518 1417 1585">666,390.90</td> </tr> </tbody> </table>	Expected returns/reimbursement	November 2023	Previously ringfenced amount (revised) - see Appendix 2	207,151	Expected FSM returns	376,689.90	Local Assistance Scheme reimbursed	66,400	Expected target voucher returns	16,150	Total	666,390.90
Expected returns/reimbursement	November 2023												
Previously ringfenced amount (revised) - see Appendix 2	207,151												
Expected FSM returns	376,689.90												
Local Assistance Scheme reimbursed	66,400												
Expected target voucher returns	16,150												
Total	666,390.90												
1.15	<p>The Future of the Household Support Fund</p> <p>The Government indicated in the Autumn Statement that the Household Support Fund will not continue beyond March 2024. This will have implications for both the application scheme and the holiday Free School Meal vouchers that the HSF has been funding. Work is currently underway to consider future options.</p>												

<p>1.16</p> <p>1.17</p> <p>1.18</p> <p>1.19</p>	<p>Community Support Helpline access over holiday shutdown</p> <p>Over the Christmas period, the Community Support Helpline will deal with immediate need for support in crisis situations. It will be open on the 3 shutdown days between Christmas and New Year. These are the 27th 28th 29th December with normal opening times 8:30am-5:30pm.</p> <p>Those with no food and/or no energy and no way to get any will be able to call us for support, and we will be able to provide payments via the Paypoint system, which will be accessible from the point of application.</p> <p>The helpline will be closed on the following dates:</p> <ul style="list-style-type: none"> • 23rd 24th 25th 26th December • 30th 31st and 1st December <p>Universal Credit Migration date – February 2024</p> <p>Universal Credit (UC) was introduced a number of years ago, with new claimants or those with change of circumstances claiming UC rather than legacy benefits. The ‘migration’ of existing claimants on legacy benefits has been repeatedly delayed. DWP has just announced that Sheffield will see the beginning of this process in February 2024. It will impact claimants only on Tax Credits, of which there are 17,366 in South Yorkshire (Sheffield figures not yet know): they will be invited to apply for Universal Credit and their existing tax credits will be ended.</p> <p>There is support to claim UC from Citizens Advice helpline and DWP staff. Cost of Living communications will include messages about the UC migration and encourage residents to act on any letters they receive to prevent their benefits from being stopped. There has been close partnership working between SCC, DWP Partnership Team, Citizens Advice and VCS partners since the introduction of UC.</p>
<p>2.</p> <p>2.1</p> <p>2.2</p>	<p>HOW DOES THIS DECISION CONTRIBUTE?</p> <p>It contributes directly to addressing the following two key strategic issues outlined in the Strategic Framework report:</p> <ul style="list-style-type: none"> • City leadership – collaborating with partners to shape our future. • Team around the community / neighbourhood working. <p>It also outlines the continuation and development of work which reduces inequality and poverty and addresses the following two corporate delivery plan objectives:</p> <ul style="list-style-type: none"> • Strong and connected neighbourhoods which people are happy to call home. • Tackling inequalities and supporting people through the cost-of-living crisis.

3.	HAS THERE BEEN ANY CONSULTATION?
3.1	Our response is continuously developing and adapting based on the insight from our staff, public service and VCF partners on the impact on our communities and businesses.
4.	RISK ANALYSIS AND IMPLICATIONS OF THE DECISION
4.1	<u>Equality Implications</u>
4.1.1	Use and distribution of the HSF directly supports the Council’s legal responsibilities under the Public Sector Equality Duty (e.g., to advance equality of opportunity) and its own Equality Objectives and other policy commitments (e.g., to recognise poverty and financial exclusion as causes and symptoms of inequality).
4.1.2	Supporting people financially when they experience a crisis is a key component to preventing further hardship. We recognise that groups in our communities who are already more affected by inequalities, exacerbated by the unequal effects of COVID-19 and the cost-of living crisis, are more likely to need financial support.
4.1.3	The Equality Impact Assessment has been reviewed to reflect the decision to allocate the ringfenced amount to the application scheme. Equality implications will be monitored against awards made and they will be considered as part of the ongoing delivery of the scheme coordinated by a Household Support Fund Steering Group.
4.2	<u>Financial and Commercial Implications</u>
4.2.1	Expenditure being incurred in relation to the recommendations of this report are to be met from with existing resources, forecast reimbursements and an expected level of uncashed vouchers. Therefore, the figure of £666k being quoted as available for use, may change as actual levels of reimbursement and uncashed vouchers are realised. The expenditure profile will need to be adjusted to reflect any changes and ensure no new financial burden is placed upon the Council as a result of these recommendations.
4.3	<u>Legal Implications</u>
4.3.1	<p>This report updates on proposed spend and use for the ring-fenced amounts (revised), from the 12th July 2023 report.</p> <p>Section 1 of the Localism Act 2010 allows the council to do anything an individual may generally do, provided it is not prohibited by other legislation; this general power must be used in accordance with the Act. The Council can use this general power to make proposed payments where there is no other power to do so.</p> <p>Payments must be made in accordance with Household Support Fund’s funding terms, approved criteria and spending plans. Any unspent funds cannot be held over for future usage.</p>

	<p>As these awards are being made to individuals and not enterprises there will be no Subsidy Control implications.</p> <p>The council must comply with all existing legislation including those relating to GDPR and Data Protection.</p>
5.	ALTERNATIVE OPTIONS CONSIDERED
5.1	Allocate the ringfenced amount to another aspect of the response. This was dismissed as it would not address the risks associated with increased demand for the application scheme and it would not help us to meet the objectives of the Full Council motions.
5.2	Target the ringfenced amount to specific groups. Dismissed, as outlined above because we were unable to obtain information that would allow us to make the targeted payments and people in this group are able to make an application for the household support fund.
6.	REASONS FOR RECOMMENDATIONS
6.1	The recommendations build on the commitments made by the Strategy and Resources Committee on 31 May 2022 and 5 June 2022 and 12 July 2023 to support Sheffielders through the Cost of Living crisis. Working with communities and partners across the city, the recommendations ensure that SCC will continue to play a leading role through the strategic and tactical incident-type response.

Appendices- included separately as background papers

Appendix 1 Cost of Living Winter Plan

Appendix 2 Further details of Household Support Fund Ringfenced Amount

Appendix 1: Cost-of-Living Winter Plan 2023-24

Update 31st October 2023

Context

In the cost-of-living [response update report](#) and [action plan](#) that went to the strategy and resources committee in July 2023, we set out the next steps for the year ahead, based on feedback from the workshop we had with this group and from colleagues and partners across the city. In that report we said that we would provide further details on operational plans for the winter period specifically, given the challenges associated with colder weather and increased costs.

Whilst it is difficult to predict the scale of challenge, we are expecting an increase in the need for support over the winter period. Local data from our dashboard shows there was a rise in demand for the household support fund last year throughout the winter months and it is likely we will see the same this year, based on warnings from national experts about continuing pressures on households. As a city, we are using this plan to prepare and collaborate to make the best use of resources available to us. Below is the latest version of the winter plan. It includes activity in the following areas:

- work to build and sustain Welcome Places
- our communications plan and promoting the support available to individuals
- facilitating the definition of a clear ask for businesses who want to offer support to communities
- interventions designed to make our SCC systems work better for people in crisis and before they reach crisis point
- cross-departmental collaboration on preparations for responding to winter pressures
- closer working with schools and children's services
- access to affordable food and debt advice.

This plan is a live document, which has been – and will continue to be – adapted and added to through conversations within Cost of Living groups, other partnership networks and council services who are also preparing for the pressures of winter.

There are additional activities that are ongoing and longer-term in nature and included in the overall Cost of Living action plan. We are continuing to work on and monitor these activities and will report back on them regularly. They include a review of Council Tax Support and our Corporate Debt policy, work with the Poverty Truth Commission, longer-term planning for the response beyond winter and our approach to poverty and inequality, taking into account the City Goals when they are finalised.

Workstream	Activity	Actions	Key Milestones
Direct and indirect support	Building and sustaining welcome places	<p>Ask Welcome Places what they need, how they want to receive communication and use this information to develop the support offer.</p> <p>Build awareness internal and externally about what support is available.</p> <p>SPF funded community development workers and link workers will be supporting welcome places. When in post, workers to start to map Welcome Places (WPs) & CoL support locally & identify gaps in provision and assist WPs to access support & tailor and develop CoL provision. Support to be provided to workers to develop their knowledge on the support available for WPs and the community.</p> <p>Strengthen relationships between Cost-of-Living hub and LACs.</p> <p>Aligning of WPs with SYCF Funding – we are establishing closer links with all the Welcome Places that have applied for funding, but which aren't showing at present as Welcome Places.</p> <p>WPs will also receive support from the Citizens Advice Sheffield trainers if they want it, which will help to build and sustain their offer.</p> <p>A second round of Sheffield Cost of Living grants from SYCF has been announced of up to £5000 per organisation.</p>	<p>Complete SPF worker recruitment – almost complete</p> <p>Induction and training of workers - underway</p> <p>Communication method for WPs identified and set up – underway</p> <p>Regular meetings established for CDW/LWs - complete</p> <p>Definition of offer of support to welcome places - underway</p> <p>Round 2 SYCF grants awarded - underway</p>
Communications and information sharing	Refreshed communications	<p>Cost of Living communications winter plan is being produced. We are working on reviewing the 'Neighbourhood' leaflet, making sure advice is up-to-date and consulting with partners and LACs and responding to feedback e.g., simplifying the terminology and identifying different ways of sharing. Developing a campaign for social media, etc, that encourages residents to seek support. We are refreshing the toolkit and promoting it internally and externally. Local versions of the toolkit are being produced by Housing, supporting customers and employees to identify more easily services that are available in that locality.</p>	<p>Comms plan signed-off.</p> <p>Refreshed products launching w/c 13th Nov.</p>

	Focus on accessibility of COL help to communities	Continued programme of engagement through attending community events in different areas and working with partners to increase direct in-person support in community settings as well as working closely with DWP, Family Hubs, Housing and other statutory services.	
Support to and from business	Support from business	<p>Gather insight from voluntary sector partners on what might be needed from businesses and whether there is a clearly defined ask that could be used for any specific business campaigns e.g. warm packs. Action: Sheffield Business Together will promote their campaign to give money directly to the Food Bank Network (via S2 Food Bank's account).</p> <p>Promote opportunity for VCF partners to make requests for business support via online list.</p> <p>Promote generic message about how businesses can help, via existing communications to businesses in Sheffield e.g., via social media.</p>	<p>Feedback and insight from partners gathered by mid-Oct - complete</p> <p>Online list promoted - ongoing.</p> <p>General messages built into winter comms - ongoing</p>
Indirect and direct support and responding as a landlord and creditor	One Route In	<p>This activity is designed to make our SCC systems work better for people in crisis and before they get to crisis. The following is being established or explored:</p> <ol style="list-style-type: none"> 1. Changes to Household Support Fund have been approved by Strategy and Resource Committee and implemented. They are designed to make the scheme more accessible whilst ensuring there is enough money in the fund to last the year. 2. Development of the 'One Application Form' using the Council's CRM system to allow assessment for multiple hardship grants in one place is underway. 3. In addition to longer term work to review council tax support, we are working with colleagues in Revenue and Benefits teams to explore interventions that get support to people earlier and prevent crisis, for example where there's a trigger for a letter about Council Tax arrears, the Community Helpline could contact the household to provide in. ome maximisation support. 4. Working with Yorkshire Water to reduce water bills for people with a low income. SCC have supported over 8,500 tenants to access this support, which has reduced their water charges to £7/week, and work continues to identify further tenants that would be entitled. Meeting with YW in November to discuss rolling it out to all tenures. 	<p>HSF changes: complete 08/23</p> <p>'One Application Form' go-live in December</p>

		<ol style="list-style-type: none"> 5. We are working with the homelessness service to explore a targeted intervention to mitigate against Private Rented evictions. There is further scoping to be done, but increased communications and awareness raising could increase take up of the HSF, in addition to other interventions described here, as this is currently low in the Private Rented Sector compared to Council Housing and housing associations. We are also exploring ways to target Discretionary Housing Payments to people in PRS. 6. Income maximisation implemented as a core offer through the helpline after a successful pilot. Develop routes in via other requests for hardship support and online appointment requests. Also explore support to access benefits. 7. Resources freed up from service improvements to be moved into benefits maximisation and improving access to benefits. 8. Increased amount allocated to the Household Support Fund application scheme to prioritise putting money in people's pockets. Additional hardship fund has also been allocated to allow Housing to support tenants directly with their finances and rent payments. 9. Work with Changing Futures Sheffield to pilot a project to incorporate lived experience in design, delivery, and evaluation of CoL services. 	
Funding and Infrastructure	Cross-departmental collaboration	Co-ordinating our cost-of-living activity with Childrens, Adults and Housing and linking in with their work to prepare for winter pressures including attending staff briefings, distributing comms materials to front line staff.	
Responding to what matters to specific groups	Focus on children and young people	<p>An increased focus on the impact on children and young people and how we are working with schools and youth services. This has included mapping support for young people from the council and VCFS, identifying and strengthening working relationships with Youth Teams, Community Youth Teams, voluntary sector organisations and LACs.</p> <p>A number of events with young people are planned or have taken place, including one in partnership with Sheffield Futures seeing/supporting 60 young people and a workshop with the Northeast LAC with direct feedback from 40 young people with a deep dive supported session on cost of living, mental health and young people's own mapping of services they use in their local area. Feedback and comments being collated to support further young people's support and link to cost of living.</p>	Fir Vale workshops date tbc.

		<p>Pilot with Fir Vale deliver 3 short workshops for key stage 4 pupils that will repeat with parents. Where to get help, budgeting and debt. Will offer to other schools.</p>	
<p>Direct and indirect support and funding and infrastructure</p>	<p>Improve access to affordable food</p>	<p>Collaborative food sourcing</p> <ul style="list-style-type: none"> • Investment in S6 infrastructure to enable food purchasing on behalf of other food banks. Aim to increase food bank resilience through time and cost savings. • Investment in food works to enable expansion of food market model into other parts of city (current location Handsworth). Exploring High Green as potential first site for expansion, plan for 6 “pop up” market sites over 5 years. <p>VAS have received funding (from food access plan £200k last year, rolled over) to take on a food coordination and community organising role (linked to food). Community organiser role being recruited to by VAS to pilot Cooperation Towns (food co-op model started in London, we will be the first Northern town to try this). This will result in small scale food buying co-ops supported by community groups and orgs such as TARAs.</p> <p>Food coordinator role also still being hosted at VAS – enables intelligence to be gathered from food banks, facilitates Food Ladders network in order to develop partnerships, food banks small grants to be distributed (approx. £20k available, this is ICB funding being held by VAS)</p> <p>Work to promote healthy start voucher scheme and increase uptake.</p> <p>School food team lead work re auto-award, increasing FSM uptake and FSM vouchers.</p> <p>Holiday Activities and Food – DfE funded programme continuing until at least end of 2024. School holiday activities for CYP on benefits related food that also include a nutritious meal. Public health supplement this funding to enable activities to take place during half term holidays that are out of scope of HAF.</p> <p>Pilot at the development stage with TARAs and Foodworks Enhancing food options to provide affordable meals in areas of deprivation.</p> <p>Support for foodbanks is the focus of Sheffield Business Together this winter who are promoting their campaign to encourage businesses to donate to Sheffield’s foodbanks.</p> <p>Staff from Housing are working in 6 foodbanks across the city, and are present on a weekly basis, providing advice and support to those customers accessing the foodbanks.</p>	

Direct and indirect support and funding and infrastructure	Access to debt advice	Additional funding to Citizen's Advice Sheffield for their advice line. Increasing resource for income maximisation activity as part of HSF activity above. Encouraging people to access debt advice earlier, via communications and information in toolkit.	LACs considering allocation of funding throughout October and November.
Direct and indirect support	Support for cold weather	<p>The following further interventions are under consideration to support people in fuel poverty:</p> <ul style="list-style-type: none"> • Linking with Housing Team and Damp and Mould Taskforce. North locality work is already in partnership with the NHS. • understanding how to support people on prepayment meters. • using data to understand where fuel poverty is an issue but low take up of HSF or other support. E.g., in North LAC and SW LAC areas especially, data shows significant fuel poverty and large number of owner-occupiers. • Collaborate with the Housing Energy Efficiency Team to increase referrals through to LEAP programme, creating a link to support the correlations between energy efficiency and Cost-of-living. Embed process for referrals from Community Helpline to Agility Eco for home assessments, boiler replacement scheme and appliance replacement scheme. This includes quick and easy successes such as residents being provided with energy efficient lightbulbs, radiator heat reflectors, door and window seals etc 	

Measuring Impact

Alongside this plan we have developed a benefit realisation plan, which details how we are measuring the impact of our activities and what the financial and non- financial benefits will be. Measurable benefits include:

- Data about the use of our refreshed comms via QR code data and therefore how many people are accessing support.
- Income gained for households through Yorkshire Water, Income Maximisation and Council Tax support pilots.
- Feedback from people using Welcome Places, the number of Welcome Places receiving Cost of Living sign-posting training from CAB, number of Welcome Places receiving Cost of Living grants.

Recent version wider action plan [8 - App A Cost of living action plan update June 23.pdf \(sheffield.gov.uk\)](#) and Supporting the People of Sheffield Through the Cost of Living Crisis [Draft Protocol for Cabinet Reports \(sheffield.gov.uk\)](#).

Appendix 2 Further details of Household Support Fund Ringfenced Amount

An update on the Household Support Fund was presented the 12th July 2023 S&R Committee meeting. This included '£702,151' set aside as a ringfenced amount. The Committee agreed at that meeting to delegate the decision of how £700,000 would be spent to the Director of Communities. In consultation with the Director for Finance and Commercial Services and the General Counsel.

The figure was incorrect and appears to have been a calculation error where £495 000 of Free School Meal voucher spend was included in table showing the targeted support element but not included in the total for that table. This meant Targeted support figure was £4,620,000 instead of £5,115,000.

This means that the amount that could be ringfenced at that time was £207,151 and not £702,151. (See Table 1 and Table 2).

Furthermore, since then we have been able to make a more accurate predictions on additional reimbursements and uncashed vouchers we expect to receive. This is expected to be approximately £459,239.90. Therefore, the total amount we expect to have in this ringfenced allocation is now £666 390.90.

Table 1 with errors highlighted in bold

Delivery Plan	Amount (£)
Reactive spend - application-based scheme	4,000,000
Targeted support – directed to existing cohort of children and families via food voucher scheme [FSM vouchers]	4,620,000
Targeted support for CTS/HB only claimants	789,500
Administration costs	738,000
Ringfenced spend for decision on use by Director of Communities later in yr	702,151
Planned Spend	10,849,651

Table 2 corrected amounts (this is what should have been included in the previous paper):

Delivery Plan	Amount (£)
Reactive spend - application-based scheme	4,000,000
Targeted support – directed to existing cohort of children and families via food voucher scheme	5, 115, 000
Targeted support for CTS/HB only claimants	789,500
Administration costs	738,000
Ringfenced spend for decision on use by Director of Communities later in yr	£207,151
Planned Spend	10,849,651

Table 3

Expected returns/reimbursement	July 2023	November 2023
Previously ringfenced amount	702 151	207,151
Expected FSM returns	0	376,689.90
Local Assistance Scheme reimbursed	0	66,400
Expected target voucher returns	0	16,150
Total	702 151 (700k recommendation in S&R report)	666,390.90

Update 04.12.23

Introductory Information

Budget/Project name

Household Support Fund

Proposal type

- Budget
- Project

Decision Type

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

Lead Cabinet Member

Julie Grocutt

Entered on Q Tier

- Yes
- No

Year(s)

- | | | | | |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <input checked="" type="radio"/> 21/22 | <input type="radio"/> 23/23 | <input type="radio"/> 23/24 | <input type="radio"/> 24/25 | <input type="radio"/> other |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|

EIA date: 28/09/21, updated 01/03/2023, 26/06/2023, updated 04/12/2023

EIA Lead

- | | |
|---|-----------------------------------|
| <input checked="" type="radio"/> Adele Robinson | <input type="radio"/> Ed Sexton |
| <input type="radio"/> Annemarie Johnston | <input type="radio"/> Louise Nunn |
| <input type="radio"/> Bashir Khan | <input type="radio"/> |
| <input type="radio"/> Beverley Law | <input type="radio"/> |

Person filling in this EIA form

Alex Westran

Lead Director for Project

Ajman Ali

Lead Equality Objective

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

Portfolio, Service and Team

Cross-Portfolio

- Yes No

Portfolio

Neighbourhoods

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

- Yes No

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

The aim of the proposal is to use the Household Support Fund to support vulnerable people who are experiencing hardship. We want to ensure that the fund goes to those most in need and that the distribution of the fund helps alleviate the impact of the cost-of-living crisis for those who are affected by inequalities. This EIA has been completed in conjunction with a Cost-of-living cohort analysis which has looked at which groups and communities are disproportionately impacted by the cost of living crisis, where support is already being received and which groups are not receiving enough support. **Update December 2023- a previously ringfenced fund from the Household Support Fund (delegated to the Director of Communities) has been allocated to the application scheme to ensure there is sufficient money in the scheme to meet need. It also seems the most equitable way of meeting the objectives of the October 2023 Full Council motion requesting the Strategy and Resources Committee look at fully costed proposals to help put cash in people's pockets at Christmas. Equality implications will continue to be monitored against awards made and will be considered as part of the ongoing delivery of the scheme and will be coordinated by the Cost-of-living strategy groups (Strategic, Tactical and Operational).**

Impact

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

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

More information is available on the [Council website](#) including the [Community Knowledge Profiles](#).

Note the EIA should describe impact before any action/mitigation. If there are both negatives and positives, please outline these – positives will be part of any mitigation. The action plan should detail any mitigation.

Overview

Briefly describe how the proposal helps to meet the Public Sector Duty outlined above

The objective of the Household Support Fund (HSF) is to provide support to vulnerable households who most need it through the cost-of-living crisis. It aims to assist households via small grants to meet daily needs such as food, clothing, and utilities.

The nature of the Covid-19 virus and latterly the cost-of-living crisis has not been felt evenly across all communities and what we have seen is there is a strong relationship between socio-economic disadvantage and health inequality which will be further compounded by the economic outfall as the cost-of-living crisis impacts.

During the delivery of the HSF and the cost-of-living crisis generally so far, we have collected data and consulted with community leaders to understand the scale of the impact of the crisis on different groups. Our understanding from the response phase supporting communities in Sheffield is that the people who were already classed as disadvantaged before this crisis are growing more disadvantaged, and that more people will be falling into vulnerability due to stagnant wages, lower employment levels, then compounded by rising costs for energy, food and essentials.

Analysis of HSF spend between October 2021 through to January 2023 demonstrates this, with 33% of spend going towards supporting individuals with energy and water costs, and a further 17% towards food (excluding Free School Meals cohort food voucher funding, which represented 28% of spend at this point). With continued inflation, it is anticipated that need in these areas is only likely to increase. Supporting people financially when they experience a crisis is a key component to preventing further hardship that they may be unable to recover from if help is not provided. We recognise that groups in our communities who are already more affected by inequalities are more likely to need financial support, we are using the data that we collect and the insight gained from consultation to ensure that our support is directed towards those who need it most. We are also using census data, national research and analysis, DWP data and data from other Council services such as Council Tax and Benefits to assess which groups are disproportionately impacted and which groups are in most need of support through the HSF and connected processes.

Equality implications will be monitored against awards made and will be considered as part of the ongoing delivery of the scheme and will be coordinated by the Cost-of-living strategy groups (Strategic, Tactical and Operational).

Communication with groups that are identified as needing additional support in raising awareness of the scheme and help to apply will be targeted, support to help those groups apply will be mainly facilitated by the Trusted Assessor process, but also using translation services on the community helpline and by in person sessions in communities, as well as comms campaigns and through engagement with community and voluntary sector partners.

Data and consultation insight will also help us decide where targeted awards should be made. Targeted awards will be made where we can determine that particular groups have not already received energy support or where we can determine that certain cohorts are not accessing the HSF in the levels expected in comparison to population levels and deprivation levels.

Please see the [attached link](#) to view the background paper relating to the cohort analysis

See supporting demographic information via the JSNA and Community Knowledge Profiles.

<http://www.sheffield.gov.uk/home/your-city-council/community-knowledge-profiles.html>

Impacts

Proposal has an impact on

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

Give details in sections below.

Health

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

- Yes *if Yes, complete section below*

Staff

- Yes

Impact

- Positive Neutral Negative

Level

- None Low Medium High

Details of impact

People with disabilities are more vulnerable to rising costs of essentials than many other groups, because energy and food make up a greater share of their budgets, partly because of additional needs caused by their health problems. Those in work are also more likely to be in low-income roles. Disabled people are almost three times as likely to live in material deprivation than the rest of the population (Resolution Foundation). Around 41% of disabled adults said they couldn't afford to keep their homes warm, as opposed to 23% of the rest of the population (Resolution Foundation).

This year, Citizen's Advice supported a record number of disabled people with cost-of-living issues, with people who are permanently sick or disabled being the most common occupational group to be assisted with crisis support (Citizens Advice Cost of Living Dashboard). Disability Sheffield also report that they expect to see a delayed impact of cost-of-living on disabled people, potentially due to the reduction in the general cost-of-living support provided to households, as well as the cumulative effect of ongoing high food and energy costs.

The proposal that will be taken to S&R committee sets out changes to the application process for HSF that will remove the evidence burden for those suffering from long term health conditions who are registered disabled. Applicants who meet this criteria and who are in receipt of means tested benefits will automatically receive an award and will not be required to provide evidence of their hardship.

Staff and customers are able to access the HSF fund if they meet the eligibility criteria.

Customers

- Yes

Impact

- Positive Neutral Negative

Level

- None Low Medium High

Details of impact

Same as staff - See above

Comprehensive Health Impact Assessment being completed

- Yes No

Please attach health impact assessment as a supporting document below.

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

- Yes No

Health Lead

Age

Staff

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Overall, poverty rates for individuals aged 16-24 are higher than for those in some higher age brackets (20% for 16-24s, as opposed to 17% for 25-29s and 18% for 30-34s - JRF). However, again, within this, there are specific groups of concern – notably single people under 25 who are living independently. Young people tend to have lower levels of earning, fewer savings and be more likely to rent, rather than own their property, with those in private rented accommodation being particularly hard-hit by increased rents.

Young people are also entitled to significantly less from benefits than older people. For example, the monthly standard allowance for Universal Credit for single people under 25 is £292.11, as opposed to £368.74 for single people aged 25 and upwards. Local Housing Allowance, the figure that governs the rent that can be covered by Housing Benefit/the housing element of Universal Credit for individuals in private-rented accommodation, is also lower for single people under 35 – as this is based around the costs of a renting a room in a shared property. Rates have also been frozen since April 2020, reducing the amount payable yet further. Private-rented property is also often the primary option for single people young people, who often have limited access to social housing.

The proposals set out in the form 2 provide enhanced awards for people who fall into this category, awards will also be provided without the requirement to provide evidence of hardship if the applicant is in receipt of a means tested benefit.

Customers

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Same as staff – See above

Disability - See health

Staff

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Customers

Impact

Yes No Positive Neutral Negative

Level

None Low Medium High

Details of impact

Pregnancy/Maternity - Not applicable

Staff

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Customers

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Race

Staff

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Nationally, [JRF](#) findings suggest there are huge variations in poverty rate by ethnicity. For example, around half of all people in households headed by someone of Bangladeshi ethnicity were in poverty in 2020/21, with rates for people in households headed by someone of Pakistani or Black ethnicity also having very high poverty rates of more than 4 in 10, more than twice the rate of people in households headed by someone of white ethnicity.

A Resolution Foundation [report](#) shows very recent polling evidence that people from diverse communities are more likely to be skipping meals compared to those from white households. This disparity between communities reflects inequalities that were also evident during the pandemic. We know from conversations with different communities throughout cost-of-living response and pandemic, that access to key information and support, and lack of trust can make it harder for people in to access support they are entitled to. There is ongoing work with

communities to co-develop messages in languages and formats that are more accessible to them, and work with trusted assessors within community organisations to improve access to HSF and other hardship support.

The diverse communities cohort includes asylum seekers, a group that we know can be often be in hardship, relying on asylum support payments of around £40 per week to meet day to day living costs. We have not considered this group in detail here, as Household Support Fund guidance currently restricts payments to any people without recourse to public funds, including asylum seekers, to individuals with needs beyond destitution, for example where there is a community care need, or a child's wellbeing is at-risk. Access to the scheme is therefore provided by referrals through from Social Care teams internally.

Customers

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

See above

Religion/Belief – Not applicable

Staff

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Customers

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Sex

Staff

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Although the Cohort Analysis has not specifically focussed on sex as an area that creates inequalities in the sense of financial hardship and poverty, within other areas of the cohort analysis there were key findings that related to sex. For example single parent families are more likely to experience hardship and those families and this can disproportionately affect woman.

Also people living independently and people who are under 25 and live independently, these households are most likely to be male, meaning in this group, males are disproportionately impacted.

Both of the above cohorts will be targetted for enhanced payments and the removal of the burden to evidence hardship when in receipt of means tested benefits.

Customers

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

See above

Sexual Orientation – Not applicable

Staff

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Customers

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Transgender – Not applicable

Staff

Yes No

Impact

Positive Neutral Negative

Level

- None Low Medium High

Details of impact**Customers**

- Yes No

Impact

- Positive Neutral Negative

Level

- None Low Medium High

Details of impact**Carers****Staff**

- Yes No

Impact

- Positive Neutral Negative

Level

- None Low Medium High

Details of impact

Unpaid carers are likely to be disproportionately impacted by cost-of-living issues. [JRF](#) report that carers are more likely to be in poverty than those without (29% compared with 20%), with 34% of households in receipt of Carer's Allowance being in poverty. [Office for National Statistics](#) report that people who were economically inactive for reasons other than being retired, such as those who are studying or have caring responsibilities, were more likely to have run out of food and be unable to buy more, and to be unable to keep their homes warm, than other groups.

Many carers live with an individual with a disability or long-term health condition, who themselves are more likely to be impacted by cost-of-living issues, something that is considered further below. Carers are also often less likely to be able to work, thereby restricting their ability to increase their income. Anecdotally, the Voluntary Sector Liaison Team also report that many carers do not claim Carer's Allowance, due to the potential impact of this on the benefits of the person that they care for. Many people also do not recognise themselves as carers and this is an important consideration when considering how to target support at this group.

Those in receipt of carers allowance will be provided with an enhanced award via the HSF, also, where an unpaid carer is also in receipt of other means tested benefits, the applicant will no longer be required to evidence hardship.

Customers

- Yes No

Impact

- Positive Neutral Negative

Level

None
 Low
 Medium
 High

Details of impact

See above

Voluntary/Community & Faith Sectors**Staff**

Yes
 No

Impact

Positive
 Neutral
 Negative

Level

None
 Low
 Medium
 High

Details of impact

Those processing applications to the HSF are supported by the CVFS by receiving applications from organisations who are supporting their clients, this means it is easier for staff members to make a decision and to ensure that support is going to those who need it the most.

Customers

Yes
 No

Impact

Positive
 Neutral
 Negative

Level

None
 Low
 Medium
 High

Details of impact

The cohort analysis and previous development of the HSF scheme and trusted assessor process has highlighted that the Voluntary/Community & Faith Sectors are key partners when it comes to increasing uptake of the Household Support fund, by supporting their clients to make applications and also by engagement with their communities and the distribution of comms messages.

There are over 40 trusted assessors from this sector, the cohort analysis has helped highlight where there are organisations in particular communities that we need to focus engagement work and comms messages, to allow us to increase scheme uptake in communities that are likely to need more support.

Cohesion – Not applicable**Staff**

Yes
 No

Impact

Positive
 Neutral
 Negative

Level

None
 Low
 Medium
 High

Details of impact

Customers

Impact Page 133

Yes No Positive Neutral Negative

Level

None Low Medium High

Details of impact

Partners – Not applicable

Staff

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Customers

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Poverty & Financial Inclusion

Staff

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Staff will be targeted with internal comms around the support available if they are impacted by the cost of living, and also with comms and toolkits to assist customers who may need to be provided with support to tackle poverty and improve financial inclusion.

Customers

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

The Cohort Analysis has focussed entirely on how cohorts and communities are disproportionately impacted by matters relating to poverty and financial inclusion. The form 2 proposals are designed to ensure that those who are most likely to experience poverty or less likely to be able to access support when it is needed, as highlighted by the cohort analysis, are given enhanced awards or are provided with support to apply, alongside targeted engagement and making it easier to apply and receive an award.

Armed Forces – Not applicable

Staff

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Customers

Yes No

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Other

Staff

Yes No

Please specify

Impact

Positive Neutral Negative

Level

None Low Medium High

Details of impact

Customers

Yes No

Please specify

Impact

Positive Neutral Negative

Level

None
 Low
 Medium
 High

Details of impact

Cumulative Impact

Proposal has a cumulative impact

Yes
 No

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

If yes, details of impact

Some communities will be more impacted by multiple factors affecting socio-economic disadvantage. Data showing multiple indices of deprivation will be used to target awards and engagement where disadvantage is identified. Those who receive an award from the HSF who are impacted by more than one factor may receive multiple enhancements to their award and may receive an automatic award. So cumulative impact is acknowledged in the payment calculation.

Proposal has geographical impact across Sheffield

Yes
 No

If Yes, details of geographical impact across Sheffield

Certain geographical areas will be more impacted by multiple factors affecting socio-economic disadvantage. The cohort analysis has highlighted these areas and engagement and communications are being targeted to these areas.

Local Area Committee Area(s) impacted

All
 Specific

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

Action Plan and Supporting Evidence

Action Plan

Targeted awards, engagement and communications campaigns to be carried out as an ongoing piece of work, to be taken forward by the Cost-of-living Support Hub.

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

Please see [Cohort Analysis](#)

Consultation

Consultation required

- Yes No

If consultation is not required please state why

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

- Yes No

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

- Yes No

If you have said no to either please say why

Part of the work to raise awareness of the Household Support Fund has identified that not everyone who is eligible is aware that they are eligible. Cohort data as helped us to identify those who may struggle to access the fund or who may be more impacted by socio-economic disadvantage. Engagement and communications campaigns are being targeted where disadvantage is identified.

Summary of overall impact

Summary of overall impact

Medium impact

Summary of evidence

Cost-of-living dashboard and community helpline dashboard data. [Cohort Analysis](#)

Changes made as a result of the EIA

Targeted comms, engagement and support to apply. Enhanced awards dependent on cohort, and the removal of the requirement to provide evidence of hardship if you are part of a disproportionately impacted cohort.

Escalation plan

Is there a high impact in any area?

- Yes No

Overall risk rating after any mitigations have been put in place

- High Medium Low None

Sign Off

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

Yes

No

Date agreed 04.12.23

Review Date



Report to Policy Committee

Author/Lead Officer of Report: Laura Ellendale,
Sustainability Programme Officer

Tel: 07729137476

Report of: Executive Director of City Futures
Report to: Strategy and Resources Policy Committee
Date of Decision: 13th December 2023
Subject: Committee Climate Statements

Type of Equality Impact Assessment (EIA) undertaken	Initial <input checked="" type="checkbox"/> Full <input type="checkbox"/>
Insert EIA reference number and attach EIA	EIA ID: 2455
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:

The Committee Climate Statements:

1. Respond to the Annual Climate Progress Report 2022/23 in a timely manner.
2. Restate the cross-party council commitment to taking what action we can to address the climate emergency, adapt our city and council for a changing climate and reduce emissions to achieve our ambition to be a net zero city and council by 2030.
3. Increase understanding of the impact climate change will have on committees, the opportunities that tackling climate change offers, and the contribution to climate and net zero action each committee is currently making and needs to make moving forward.

Recommendations:

The Committee is recommended to consider Committee Climate Statements.

Background Papers:

- 10 Point Plan on Climate Action
- Our Council and The Way We Travel Decarbonisation Routemap
- Annual Climate Progress Report 2022/23
- Sheffield City Council Constitution of 6 Sep 2023

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: Louise Bate
		Equalities & Consultation: Ed Sexton
		Climate: Mark Whitworth
	<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:	Kate Martin, Executive Director of City Futures
3	Committee Chair consulted:	Councillor Tom Hunt, Leader
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: Laura Ellendale	Job Title: Sustainability Programme Officer
	Date: 30th November 2023	

1. SUMMARY

- 1.1 The climate emergency is one of the biggest challenges we will face as a city, region, country and global community. It is acknowledged that achieving net zero by 2030 is going to be extremely challenging but publication of the Annual Climate Progress Report (approved by Transport, Regeneration and Climate Policy Committee 11th December 2023) has highlighted the scale of the challenge in the public domain.
- 1.2 The report shows while action is being taken and progress is being made in some areas or work, we have not reduced emissions at the pace and scale required to meet our 2030 target. It is clear that to achieve this target and to stay within the city's Carbon Budget, urgent action is needed at a scale not seen before, and maintaining an ambitious target is important in funding discussions and to enable robust policy frameworks to be developed.
- 1.3 Sheffield is not unusual amongst local authorities in the position in which we find ourselves. The Committee on Climate Change reported in summer 2023 that the lack of investment and consistent policy supporting the UK's legally binding target of achieving net zero by 2050 means that UK is at risk of missing its 2050 target and the announcement from Government in September 2023 to delay key climate change related legislation exacerbates this. We face a period of increased uncertainty around the policy levers that will be available in the coming years to support us to deliver our climate action at pace and at scale. We are working closely with other leading local authorities to both seek to influence government to make the policy changes needed to escalate our activity, and to explore options for seeking investment.
- 1.4 Further to this, significant additional resources from central government will be required to help us to meet our ambitions and realise the opportunities that climate action brings. We will continue to work with government and the Mayoral Combined Authority to influence this.
- 1.5 While the Sheffield City Council Constitution requires all committees to take climate into consideration in decision-making, we think it would be helpful to clarify the impacts that climate change will have on committees, the opportunities that tackling climate change offers and the role that all committees can and need to make towards Sheffield achieving its climate and net zero ambitions if we are to succeed.
- 1.6 The composite of Committee Climate Statements will:
1. Publicly respond to the report in a timely manner.
 2. Restate the cross-party council commitment to taking what action we can to address the climate emergency, adapt our city and council for a changing climate and reduce emissions to achieve our ambition to be a net zero city and council by 2030.
 3. Increase understanding of the contribution to climate action that each committee is currently and need to make moving forward.

- 1.7 The statements set out (1) our commitment to addressing climate change, (2) how climate change relates to our committees, and (3) how it relates to each of our specific policy committees.
- 1.8 ‘Our commitment to addressing climate change’ reiterates the cross-party and council-wide commitment to taking what action we can to address the climate emergency, adapt our city and council for a changing climate and reduce emissions to achieve our ambition to be a net zero city by 2030. It also states a commitment to requiring services to plan for adapting to the changing climate.
- 1.9 ‘How climate change relates to our committees’ reiterates the constitutional requirement for all committees to consider climate, and outline of the specific committees for which further content has been developed.
- 1.10 ‘How climate change relates to each of our specific policy committees’ contains a specific statement from each of our nine policy committees. These statements set out the following against the scope of each committee:
- Related or relevant City/Sector/Council emissions.
 - Impacts of climate change and benefits of acting.
 - How the committee can contribute and support climate action through decision-making.
 - Key actions on the current committee work plan and council service plans that strongly support climate/net zero.
- 1.11 The vast majority of the action that is required to tackle climate change will have benefits beyond reducing carbon emissions and so the content of the statements also draw attention to the socioeconomic, health and wellbeing and other benefits to taking action on climate change.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 In 2019, the council declared a climate emergency and set an ambitious target to become a net zero city and council by 2030. Our vision and the actions we are taking have been further set out in the ‘10 Point Plan for Climate Action’ and the ‘Our Council and The Way We Travel Decarbonisation Routemaps’.
- 2.2 The Council Plan 2024/25 is going to Committee in December 2023, and sets out our mission and purpose to focus on “people, prosperity and planet” in everything we do.
- 2.3 The statements will support action within the local authority and city to make progress towards net zero and to adapt to climate change by increasing understanding of the contribution to climate action that each

committee is currently and need to make moving forward through decision-making.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 The composite of Committee Climate Statements are for information only and do not explicitly require consultation.
- 3.2 We held a Climate Summit event in November 2022 to bring together a wide range of organisations across the city to start exploring the action needed on climate change.
- 3.3 Climate has been a strong theme in the City Goals consultation.
- 3.4 Individual decisions of committees are either currently subject to the relevant consultation or will be in the future.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 It is widely recognised that climate change will have a more negative effect on people with protected characteristics, particularly people living in poverty, people with some long-term health conditions and disabilities and people from ethnic minorities, who are disproportionately likely to both experience disability and poverty. Young people are also acutely impacted, both due to climate anxiety now, and by being more impacted by climate change throughout their lifetimes.
- 4.1.2 The transition to a net zero society is happening independently of any decision of Sheffield City Council, but the local authority has an ambition to reach net zero by 2030, well ahead of the national target, and this creates additional challenges. The Council has a key role to play in ensuring that the transition happens in a way which ensures both climate justice and social justice.
- 4.1.3 The statements also draw attention to the socioeconomic, health and wellbeing and other benefits to taking action on climate change, increase understanding that failing to act to address climate change will likely result in wider and greater inequality, and that activity taken to address climate change can also address social justice to deliver strong co-benefits.
- 4.1.4 We are committed to ensuring that our action on the climate emergency is grounded in our values of promoting equality, diversity and inclusion for all. A full Equality Impact Assessment has been undertaken alongside the creation of the 10 Point Plan for Climate Action in 2022, as well as initial assessment for the Our Council and The Way We Travel routemaps.
- 4.1.5 An initial assessment has been undertaken on the Committee Climate

Statements. As decisions are made on specific decisions, full Equality Impact Assessments will be prepared where appropriate for individual decision and actions and is not required on the statements.

4.2 Financial and Commercial Implications

- 4.2.1 There are no financial and commercial implications arising directly from this report, however there are financial implications of Net Zero by 2030 and climate change.
- 4.2.2 Tackling the climate emergency and responding to the national and global changes that are facing the city will require multi-billion-pound investment over many years. It was recognised in the 10 Point Plan for Climate Action published in 2022 that it will not be possible to find the necessary finance within the local authority's, or the city's, existing resources. One of the ten points in the 10 Point Plan was specifically focused on the exploration of external funding streams and this work is ongoing.
- 4.2.3 The Our Council routemap chapter commits the local authority to prioritising climate action in our budgeting, and officers will need to work with Members to commit to specific sums or projects. Whilst sourcing the up-front investment is challenging, decarbonising the Council's estate and fleet can result in savings in ongoing energy costs.
- 4.2.4 Action will also need to be taken that commits us to working to reduce the carbon emissions we are indirectly responsible for through our procurement. These may potentially have additional up-front costs but decisions will be taken on a case by case basis.
- 4.2.5 Many of the actions that we will need to take in order to achieve our ambitions will require working differently or taking decisions in ways which ensure that we do not increase our carbon emissions. Some of these decisions may have additional short term costs, but in many cases, whole life costing may demonstrate that additional up-front investment has long term benefits. In other cases, the action that is taken can reduce costs without significant additional investment (for example by reducing the milage of our fleet, changing the way we use our equipment or buildings or buying less and reusing more).
- 4.2.6 The true financial implications of the decarbonisation of the local authority and the city are difficult to quantify, and the costs of not taking or delaying action are equally difficult to quantify. There is increasing recognition that, globally, delayed action will increase the eventual costs. Locally, this is more difficult to estimate, but the climate is changing and investment in mitigation works that also enable adaptation are likely to have long term benefits both in terms of reduced requirement for retrofit in future, but also in terms of potentially reduced health and social care costs. An example of this is building well-insulated homes with renewable energy. Similarly, other actions which have dual outcomes may potentially have positive benefits (for example,

action taken to decarbonise and create a sustainable economy may result in increased business rates).

4.3 Legal Implications

4.3.1 There are no legal implications arising out of this report. There may be legal implications arising from decisions and actions arising from the implementation of proposals, and these proposals and their legal implications will be the subject of further reports where required.

4.4 Climate Implications

4.4.1 The Statements in themselves do not increase, maintain or reduce GHG emissions against any of the categories. However, they restate our climate commitments amidst a challenging time, commit to developing council-wide service climate adaptation plans, and include an overview of and commitment to the decisions that committees intend to take to support and accelerate net zero and climate action at pace and scale.

4.4.2 By communicating commitment and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making, it is considered that if utilised, they have the potential to contribute to large reductions in emissions and increased climate action at pace and scale over the coming years and support an overall moderate decrease in emissions.

4.4.3 It is important to note however that realisation of climate benefits is reliant on future decision-making being in line with the commitments outlined.

4.4.4 Decisions are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions.

4.5 Other Implications

4.5.1 Human Resources

4.5.1.1 There are no HR implications arising directly from this report, however there may be HR implications arising from decisions and actions arising from the implementation of proposals.

4.5.1.2 We need actions that support employees to become carbon literate, to include our position in induction and in job roles and descriptions, and it is clear that the action that is needed to make both the Council and city net zero will require employees across the organisation to play their part. As time goes on, retraining is likely to be needed for employees, including those in roles working with technology that becomes obsolete.

4.5.1.3 Proposals and their HR implications will be the subject of further reports

where required.

4.5.2 Public Health

- 4.5.2.1 There are no public health implications arising directly from this report, however there may be public health implications arising from decisions and actions arising from the implementation of proposals.
- 4.5.2.2 The climate emergency is recognised by the Director of Public Health as a public health emergency. Climate change is the greatest global health threat facing the world in the 21st century, but it is also the greatest opportunity to redefine the social and environmental determinants of health. It threatens to undermine the last 50 years of gains in public health, intensifying heatwaves and extreme weather events, worsening flood and drought, altering the spread of infectious diseases, and exacerbating poverty and mental ill-health. However – and crucially - the response to climate change brings immense benefits for human health in Sheffield, with the potential for cleaner air, healthier diets, and a more liveable city.
- 4.5.2.3 Across all the work that we do to mitigate and adapt to climate change, it will be important to understand where our actions might widen inequalities and then act to mitigate against that widening of inequalities, for example, through provision of additional support to those people that are most impacted by the effects of climate change.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Not providing committee climate statements considered due to the resource required to collate.
- 5.2 Providing more detailed Committee Climate Statements that provided an overview of strategic climate goals, with each Chair then reading the committees statement publicly at their respective committee meeting following release of the report.

6. REASONS FOR RECOMMENDATIONS

- 6.1 It is important that the response to the Annual Climate Progress Report is open and transparent in setting out the challenges which the local authority faces in making progress and clarifies future expectations on the part we all have to play in addressing climate change.
- 6.2 Committee do not currently have specific strategic goals for climate. The process required to develop these, and have the statements approved to be read at each committee meeting meant that option 5.2 was not feasible with the available resource and timeframe.

Sheffield City Council
**Our Statement of Climate
Commitments**

December 2023



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Our Commitment to Addressing Climate Change

On 11th December 2023, the Transport, Regeneration and Climate Policy Committee approved the first Annual Climate Progress Report since Sheffield City Council declared a climate emergency in 2019 and set an ambitious target to be a net zero city by 2030.

This report highlighted that progress has been made, however it is not at the pace and scale needed to meet our 2030 target:

- 12.03% reduction in Sheffield City CO₂e emissions between 2017 and 2021
- 3% reduction in Sheffield City Council CO₂e emissions between 2019 and 2022
- Sheffield is expected to exceed its recommended carbon budget for 2018-2022

The climate emergency is one of the biggest challenges we will face as a city, region, country and global community. Following the announcement from Government in September 2023 to delay key climate change related legislation, we face a period of uncertainty around the policy levers that will be available in the coming years to support us to deliver our climate action at pace and at scale. Further to this, significant additional resources from central government will be required to help us to meet our ambitions and realise the opportunities that climate action brings. We will continue to work with government and the South Yorkshire Mayoral Combined Authority to influence this.

We, as elected Members, wish to restate our support and commitment to the targets that Sheffield has set around addressing climate change. We remain committed to tackling challenges that can be addressed by this council, using the opportunities and levers that are available to us. We also commit to developing council-wide climate adaptation plans within each of our service areas. By working together with Sheffield's communities, businesses, institutions and partner organisations to reduce our carbon emissions and adapt to our changing climate, we can minimise the impact of change, realise the widespread benefits of investing in homes and new technologies, and address issues around social justice.

How Climate Change Relates to Our Committees

It is stated in the Sheffield City Council Constitution under the council functions of each committee that 'when devising policy, evaluating service delivery and taking decisions the committee must consider...climate and biodiversity'. In relation to climate change, each of our committees' work is impacted and affected by other

committees' decisions, and we will only succeed if we take a cross-committee approach to climate action.

The following pages set out how climate change relates to the nine policy committees and highlights key activity on the current work plans and service plans that support net zero and address climate change.

Policy Committee Statements

Transport, Regeneration and Climate Change Policy Committee

The Transport, Regeneration and Climate Change Policy Committee's remit is to provide oversight and steer in relation to climate and net zero, as well as for specific regeneration and transport activity.

The latest CO₂e emissions data set released by the Department of Energy Security and Net Zero (DESNZ) in 2023, shows Sheffield's 2017 baseline emissions at 2,580 ktCO₂e, with the largest contributors being the housing sector (30%), followed by industrial and commercial (24%), and transport (22%) sectors. In 2021, the latest year for which data is available, Sheffield produced 2,270 ktCO₂e. This showed a reduction in annual emissions by 310 ktCO₂e (12.03%) since the 2017 baseline, but an annual increase of 89 ktCO₂e (4.09%) since the previous year, 2020.

The impacts of climate change will be very significant for the city. They are many and varied, and include increased extreme weather events, increased risk of flooding and drought, ecological degradation, higher goods, services and energy costs, food and water insecurity, and reduced health and well-being. Those in vulnerable groups, already living in poverty or in deprived communities will be most affected, and the impacts of climate change are likely to further increase the number of people within these groups.

Some of these impacts are unfortunately now inevitable, however any delay in acting will only increase the scale and severity of the impacts in the future. We need to, and can, act now to minimise, mitigate and adapt to the changing climate. This committee will lead the council's response to the climate emergency by taking decisions which:

- support the development and integration of climate action as a cross-cutting issue, embedding climate responsibility across the organisation and city
- take a longer-term approach, particularly where data or funding requirements for future years may be unclear, or where benefit realisation is not immediate
- take a proactive approach to climate leadership and highlight climate as an issue of significant strategic importance
- take a pro-active approach to the management and mitigation of climate adaptation, recognising it as a significant financial and wider risk to the council and city
- are aligned with policy and strategy, backed by robust evidence, and supported by inclusive and balanced public engagement which seeks to reach a wide range of views, including less-heard communities, those likely to be disproportionately affected and the majority of the population who polling evidence suggests are concerned about and want to see action on climate change, but do not regularly engage with the council.

Transport

The Transport sector contributed 572.03 ktCO₂e (22%) to Sheffield's emissions in 2021 and remains the third largest emitting sector in the city. Transport emissions have reduced by 15.9% since 2017, however they increased again by 2.4% between 2020 and 2021. Almost two-thirds of these emissions are from cars and over a quarter from light and heavy goods vehicles, and around 98% of the vehicles in the city are either diesel or petrol.

If the city doesn't act further to shift to low- or zero-emission modes of travel mode and decarbonise its transport system, we could see:

- reduced air quality and increased air pollution-related illnesses such as asthma, strokes, lung cancer, cardiovascular and respiratory disease, and air-quality related deaths
- increasing traffic growth leading to an increase in congestion, journey time, gridlock events and road collisions, and causing disruption to services, businesses and basic amenities
- significant continuing CO₂e emissions past 2030, due to transport being the third largest sector in Sheffield
- increasing vehicles ownership, exacerbating existing parking constraints and increasing emissions further
- increase in time-poverty for those who do not have the means or capacity to travel by vehicle, are reliant on public transport, or have to trip-chain in order to meet their needs
- increased insecurity over fuel cost and supply.

This committee will contribute to increased travel mode shift, and decarbonising the way we travel, by taking decisions which:

- enable and encourage modal shift towards zero emission travel by supporting increased safe active travel and public transport participation for as many people as possible
- lower resident and business dependency on cars and vehicles to reduce journeys, traffic and vehicle numbers
- lever influence to support businesses in consolidating and decarbonise their freight fleets whilst maintaining efficient and affordable goods movement in the city
- support an equitable provision of infrastructure necessary for the transition to vehicles powered by electricity or alternative fuels, suitable for each locality and community
- give consideration of every opportunity for investing in renewable energy projects on council land and buildings to generate energy and income.

Reducing travel emissions has perhaps the most extensive, strongest and most obvious wider benefits, many of which would be worth the investment even without the carbon benefits:

- increased social inclusion and travel choices as bus and tram services expand and improve, and more people are able, and choose, to use them

- better health and wellbeing as more people walk, cycle and wheel, helping increase healthy life expectancy, reduce absenteeism, and increase productivity
- quieter neighbourhoods with better air quality, where people feel safe to walk and cycle and where children are free to be more independent and to play
- less dependency on car ownership and use reduces the number of cars, improving pressure on car parking and congestion and making neighbourhoods more pleasant places to live and spend time
- new economic and business opportunities are created as the sector grows, and well-planned improvements result in more people visiting local businesses as they travel about their day.

Regeneration

The impacts of regeneration on our cities are varying and difficult to quantify. Construction activity can be a significant source of emissions, and land-use and surface structure changes can decrease carbon sequestration. However, regeneration also offers the significant opportunity to implement equitable and lasting change in relation to decarbonisation and adapting our city for a changing climate, as we invest in the areas that need improvement and development from a city-wide to neighbourhood level.

The council can lead, influence and support sustainable regeneration by using its spheres of influence, through direct delivery and working with partners to encourage delivery that goes beyond building regulations, facilitates innovation, and showcases good practise for replication at scale. Taking a place-based approach to delivery of regeneration enables a number of varying measures, such as renewable energy generation, electric vehicle charging and sustainable urban drainage, to be incorporated into schemes, to reduce emissions and deliver an adapted, climate-ready and lasting solution, while reducing local disruption and increasing the schemes lifecycle benefits.

If the city doesn't act further to support reducing city emissions and deliver an equitable distribution of regeneration that is adapted for a changing climate, we could see:

- increased infrastructure maintenance and repair costs, as well as an increased cost and occurrence of abortive works
- increased costs for future schemes
- increased property and infrastructure damage from extreme weather events such as flash flooding, drought and heat waves
- on-going and repeated local disruption from multiple schemes as we deliver the action needed to respond to the climate emergency
- loss of green-space, reduced carbon sequestration and ecological degradation
- a city, neighbourhoods and infrastructure that does not meet the changing future needs of its residents.

This committee will contribute to support sustainable and equitable regeneration, by taking decisions which:

- take a longer-term approach that reduces the need for further future intervention, particularly where investment and innovation in future years is unclear
- support taking a place based, multi-measure approach to maximise climate mitigation and adaptation, and reduce the need for future works to decarbonise and adapt for a changing climate
- give consideration of every opportunity for investing in renewable energy projects on council land and buildings to generate energy and income
- explore opportunities to integrate sustainable urban drainage, following a similar approach to our award-winning Grey to Green schemes to replicate best practice
- Our draft Local Plan requires new developments to cut carbon emissions and supports the council's clear objective to be net zero carbon by 2030.

The benefits of taking this approach are:

- a city, neighbourhoods and infrastructure which is future-proofed and fit for a changing climate, while meeting the needs of our citizens
- supporting a just and fair transition, by ensuring that actions we take consider inequities and have a positive impact on those who are already disadvantaged
- helping to create a more sustainable economy, through supporting the development of local supply chains and skills to deliver our regeneration programmes
- utilising investment in high quality, sustainable public realm to create a setting for wider investment
- helping to support creation of new habitat and improving biodiversity.

Key Actions

1. Decarbonisation Routemaps	The seven thematic routemaps will set out the vision of a net zero city and council, and the action that will be taken over the next few years to achieve that. The Transport, Regeneration and Climate Committee approved the Our Council and The Way We Travel routemaps on 19 th July 2023, and will continue to have oversight, and contribute to, the development of the remaining thematic routemaps.
2. Local and Neighbourhood Transport Programme 2022-2023	The programme for developing and implementing the council's capital transport schemes, including pedestrian and cycling enhancements, electric vehicle charging, highway safety enhancements active neighbourhoods, cycle parking, and signage for active travel routes, wayfinding to public transport and localised pedestrian navigation.
3. Connecting Sheffield	Connecting Sheffield supports mode shift toward zero-carbon travel by delivering high-quality, convenient and safer routes into and around the city for walking, wheeling,

	cycling and public transport, such as the Arundel Bus Gate, Sheaf Valley cycle route, and a number of active neighbourhoods.
4. Sheffield Local Plan	Local Plan addresses climate change through choice of spatial strategy to determine distribution of regeneration and new development and by inclusion of policies in the plan that embed sustainable principles within the decision-making process relating to proposals.
5. Sheffield Flood Programme	Our city-wide flood programme continues, with city flood schemes significantly having reduced impacts in floods experienced in February 2023 and October 2023. Following the completion in October 2023 of the Upper Don Flood Alleviation Scheme phase 1 (Loxley) the business case for phase 2 of the scheme from Neepsend to Kelham will be presented next year (2024/25). This will be followed by proposal for the Sheaf & Porter Catchment Flood Alleviation Scheme which is also in business case development. We will also continue to work with our partners in the Environment Agency, our Parks & Countryside colleagues and wider groups including the Sheffield & Rotherham Wildlife Trust in delivering nature-based flood risk reduction measures across the city.
6. Decarbonisation Routemap: Energy, Generation and Storage	This report will bring forward the Energy Generation and Storage Routemap, setting out city-wide actions up to 2026.

Strategy and Resources Policy Committee

The Zero Carbon Mitigation Pathways report on governance recommended that climate change needs to be a central council priority, structuring action around outcomes, and that embedding climate action into the structure of the organisation will be essential to deliver our climate objectives. As the committee with overall responsibility for the development of cross-cutting policy and providing strategic direction to operation of the council, the Strategy and Resources Policy Committee is in a key position to enable this to happen.

The impacts of climate change are many and varied and are predicted to include higher energy and food bills to extreme weather, increased risk of flooding and negative impacts on our health. Our more vulnerable communities are expected to be more negatively affected by these changes, which is why it is essential that as an

organisation we act now to both reduce our impact on the climate, as well as preparing for the changes that are predicted to occur.

This committee will contribute to the council’s net zero ambitions and to adapting to climate change, by taking decisions which:

- support the development and integration of climate action as a cross-cutting issue, embedding climate responsibility across the organisation
- ensure that the strategic direction of the council is taking climate into account, in a dynamic and evolving way, recognising rapid changes in various factors such as cost
- take a longer-term approach, particularly where funding requirements for future years may not be covered within the council’s medium term financial plan, as many climate decisions, and funding to support delivery will require a longer-term approach
- along with the Transport, Regeneration and Climate Policy Committee, take a proactive approach to climate leadership as an issue of significant strategic importance
- take a pro-active approach to the management and mitigation of climate adaptation as a significant financial and wider risk to the council,
- give consideration of every opportunity for investing in renewable energy projects on council land and buildings to generate energy and income.
- support and align with the draft Council Plan 2024-28 which sets out a clear mission for the Council and three interlinked policy drivers - People / Prosperity / Planet.

The benefits of taking this approach will help to enable the council to accelerate the pace and increase the scale of the decarbonisation and climate mitigation activities we are directly delivering or where we are supporting and enabling others in the city to take action and invest their own resources. It will support greater ownership across the organisation and help to embed climate action, which will not only benefit climate change goals but also support wider strategic objectives.

Key Actions

1. City Goals	The City Goals are bringing together views on our future from across the city, so everyone, no matter who they are or where they come from, can live well and be part of Sheffield's story on terms that make sense to them. The goals will help drive our response to the changing and challenging world we live in, and the draft version has a goal specifically on a green and resilient Sheffield, which recognises the need for us all to act faster on the climate and environmental crisis.
2. Council Plan	Sheffield has the opportunity to lead the transition to a low carbon world. Building on our ingenuity, industry and talented workforce, we can use the path to net zero to propel the city's prosperity, creating opportunities for businesses to start-up, grow and create more good jobs;

	enabling more people to use their skills and talents in our economy and have more money in their pockets; and improve health by tackling air pollution and using decarbonisation as a driver to tackle cold, damp homes. The draft Council Plan 2024-28 sets out a clear mission for the Council and three interlinked policy drivers - People / Prosperity / Planet - which will be part of everything we do and ensure that we are focused on the positive contribution that the Council can make to the city's future.
3. Continuous development of our system of democratic committee governance	The committee has the opportunity to ensure that as it develops our democratic committee governance, climate action continues to be integrated across all committee structures, as well as considering how our committees work together to co-ordinate activities.
4. Budget delivery and Medium-Term Financial Strategy	The council has committed to ensure that its budget and Medium-Term Financial Strategy will take account of climate impact and consider appropriate mitigation measures. The committee should scrutinise this and ensure that decisions consider climate implications. (Shared with Finance Committee)
5. Cost of living crisis	Everyone is affected by the cost-of-living crisis in some way, and the council is providing support through a number of programmes. This includes home energy efficiency advice through Warm Homes Sheffield. A future discussion could consider other ways we can support people to reduce their energy costs.

Finance Committee

Our Zero Carbon Mitigation Pathways report on governance recommended that the council considers structuring budgets and funding priorities around outcomes to support delivery, including placing climate as a central decision-making factor. Following this, our 10 Point Plan for Climate Action, adopted in 2022 gave a commitment that the organisation will be proactive in finding ways to resource the action that is needed.

The significant costs associated with decarbonisation require flexibility in our investment strategies, recognising that it is not the council's duty or responsibility for its entirety– we will need others to invest, fund or contribute, for example the Government or private sector. However, the report also acknowledged that the council understood that it needs to increase financial resources significantly to deliver zero carbon. To do this, we will need to identify additional resources to support our climate activities.

The impacts of climate change are many and varied and are predicted to include higher energy and food bills, extreme weather, including an increased risk of flooding and negative impacts on our health. Our more vulnerable communities are expected to be more negatively affected by these changes, which is why it is essential that as an organisation we act now to both reduce our impact on the climate, as well as preparing for the changes that are predicted to occur.

This committee will contribute to the council’s net zero ambitions and to adapting to climate change through the following actions:

- we have developed and implemented a Climate Impact Assessment Tool (CIAT) in response to this, and there are further opportunities that should be exploited to ensure that climate is a dominant factor in financial decision-making
- ensuring that monthly monitoring of the council's budget considers climate implications, primarily through application of the Climate Impact Assessment tool
- our budget-setting process and Medium-term Financial Strategy will take account of climate impact and consider appropriate mitigation measures
- explore the commissioning of a carbon budget to assess and report overall carbon emissions created directly or indirectly as a result of activities it contains
- our investment strategy will help us to prioritise and to identify funding and investment routes for our decarbonisation programme
- we will identify funding, invest in feasibility studies and develop outline business cases so that we are ready to respond to funding opportunities. We will develop a pipeline of investment opportunities and continue to work with partners to explore funding and investment routes
- give consideration of every opportunity for investing in renewable energy projects on council land and buildings to generate energy and income.

The benefits of taking this approach will enable us to accelerate the pace and increase the scale of the decarbonisation and climate mitigation activities we are directly delivering or where we are supporting and enabling others to take action and invest their own resources. It will also help to ensure that we have a pipeline of deployable projects and are ready to take advantage of other external investment and funding, from a range of sources including public (Government) or private sources.

Key Actions

1. Budget monitoring and budget implementation plan delivery	The council faces many budget challenges but will use its Climate Impact Assessment Tool as required to ensure environmental impacts are considered.
2. Medium-Term Financial Strategy	We have committed to ensure that our budget and Medium-Term Financial Strategy will take account of climate impact and consider appropriate mitigation measures. The committee should scrutinise this and

	ensure that decisions are consider climate implications (shared with Strategy and Resources Committee)
3. Capital scheme approvals	We will require capital projects to complete a Climate Impact Assessment as part of the approval process.
4. Review financial regulations with a view to climate impact	The annual review of financial regulations provides an opportunity to consider climate impacts, and to share this with the committee as part of the sign-off process.

Housing Policy Committee

Sheffield's housing sector contributed 769.5 ktCO₂e (30%) of Sheffield's carbon emissions in 2021, a 4% reduction since the baseline year of 2017, and is the largest contributing sector in the city. Approximately 77% of these emissions come from non-renewable gas consumption for space heating and cooking. The latest 2015 BRE data for Energy Performance Certificate (EPC) ratings for private housing across the city, commissioned in 2022, showed that only 23.4% of private housing is within EPC band A-C, with 25.3% falling into the lowest energy performance band, E-G.

Sheffield City Council's social housing was responsible for 86% the council's own emission in 2019. Unfortunately, more recent data is not available (*Annual Climate Progress Report page 11*), however it is expected that emissions have remained at a similar level despite the investment that has taken place. In comparison to private tenure housing, 82% of our council homes are within EPC bands A-C, and 18% are within the D-G band. Notably, less than 1% of council stock falls into the E-G rating.

If the city doesn't act further to decarbonise its existing housing estate and new homes, we could see:

- a reduction in social justice, independence and inclusion, and greater social division, as the negative impacts of climate change are more severely felt by vulnerable groups
- an increased number of vulnerable residents, fuel poverty, and potentially homelessness as higher energy costs will impact households without the financial means to adequately heat or cool their home more severely
- increased risk of property damage and the associated repair and maintenance costs due to more frequent and more extreme weather events
- worsening health due to the increased risk of exposure to excess cold hazards and damp and mould in households without adequate heating or cooling
- a reduction in quality and quantity of available housing that is fit for a changing climate.

It is important to note the challenge of how we change our behaviour and interact with our homes in a different way. Our homes are strongly linked to how we each live our lives; it may influence our personal schedules, hobbies and interests, family and social interactions and self-care. Some low carbon technologies need to be operated in different ways at different times and have the potential to change daily routines if not carefully supported and managed. Adopting new technology can also present a challenge to people, regardless of age, background or ability, if they do not feel confident using it. New technology needs to be accompanied with supportive education and engagement to ensure the intended benefits to the occupant can be achieved.

This committee will contribute to the council's net zero ambitions and to adapting to climate change, at the same time as supporting the provision of safe, good quality and affordable housing, by taking decisions which:

- improve the quality of housing to that which supports good health, is more affordable to heat and cool, and is fit for a changing climate and a net zero future
- reduce fuel poverty and support vulnerable citizens with the costs associated with decarbonisation and climate adaptation
- enable and support all residents to reduce their personal impact on the climate by improving the building fabric, reducing energy consumption, transitioning to renewable energy, and adapting the way they interact with their home
- incorporate supportive education and engagement into the delivery of new technologies to ensure the intended benefits to the occupant can be achieved
- support collaborative working with other council services, committees and external partners on place-based approaches that deliver multiple climate and low carbon solutions, whilst reducing costs and disruption to residents
- incorporate and address multiple key challenges and strategic priorities, such as climate, health, social justice, fuel poverty and economic growth
- support an exit from fossil fuels such as gas
- give consideration of every opportunity for investing in renewable energy projects on council land and buildings to generate energy and income
- reduce future abortive or upgrade works from the installation of measures that will not be fit for a changing climate or a net zero future
- support housing that is planned and designed to support biodiversity and nature through schemes such as 'wild' green spaces, vertical gardens, green roofs, bee and swift bricks, and sustainable urban drainage systems (SuDS)
- encourage growth of a local retrofit supply chain that can deliver the best quality of outcomes, value for money and is supported by our procurement approach
- support green jobs, training and skills within the council and city to deliver retrofitting, including the training of new entrants to the jobs market in new technology of the future, and reskilling of workers whose jobs may become redundant in a net zero future
- lead by example, such as adapting our services to continue to operate effectively in a changing climate with lower carbon impact, sharing and demonstrating good practice, and piloting innovation to increase market confidence and accelerate take-up

- contribute to revenue streams for the council (whether in the Housing Revenue Account or general fund).

In addition to reducing carbon emissions, there are significant societal and economic benefits associated taking this approach to adapting and decarbonising our homes:

- homes that are well-insulated are healthier and more affordable to heat and cool, as they provide a more consistent and comfortable internal temperature that keeps people warm in winter, cool in summer and reduces occurrences of excess cold hazards, damp and mould
- healthier and more affordable housing reduces the number of vulnerable residents due to fuel poverty, worsening physical and mental health conditions and homelessness, in turn increasing social justice, independence and inclusion
- increase opportunities to socialise for people who may have felt unable to have friends and family visit due to a previously cold, damp or mouldy home
- adapting our homes to a changing environment reduces the risk and scale of property damage from extreme weather events, such as flooding, drought and intense storm winds, and the associated repair and maintenance costs
- retrofitting properties can also both preserve and enhance property value, securing its longer-term future, as well as make estates look more attractive and increase pride in the local environment and community
- job creation within a growing local retrofit supply chain, supported by better quality available housing, attracts people, organisations and businesses to the city, increasing investment and economic growth.

Key Actions

1. Housing Strategy 2024-2034	The Housing Strategy will reflect the climate crisis and the councils climate commitments and set climate change mitigation and adaptation as a key priority across all strategic objectives to meet our vision of Sheffield homes that are “affordable, safe and climate-ready”. Each of the key objectives will outline the actions we will take to accelerate decarbonisation of social and private housing, encourage and support behaviour change, and achieve a just transition to climate-ready housing and neighbourhoods, along with the timeframes.
2. Roadmap to net zero for Council homes	We have commissioned Rider Levett Bucknall (RLB) to develop a roadmap for its social homes to achieve carbon net zero, which will include actions and the timeframes in which they should be taken.
3. Roadmap to net zero for Private tenure homes	Development of a roadmap for private tenure homes to achieve net zero, which will include actions and the timeframes in which they should be taken.
4. Maximise energy funding support across the city	Developing the Warm Homes Sheffield offer to bring together a range of grant funding support and energy advice, including ECO4 (Energy Company Obligation),

	HUG (Homes Upgrade Grant), GBIS (Great British Insulation Scheme) and Connected for Warmth. Sourcing and bidding for investment and funding support wherever possible, including pension funds and institutional investors.
5. Develop retrofit accelerator scheme and 'one stop' shop offer	Work with South Yorkshire Mayoral Combined Authority (SYMCA) and South Yorkshire Sustainability Centre (SYSC) to evaluate a range of models through which to develop a Sheffield offer. Identify potential partnerships including compelling delivery and finance solutions for both private sector as well as council stock.
6. Grounds maintenance	Ongoing grounds maintenance supports nature and biodiversity e.g. enhance tree and hedge planting; identify spaces for food-growing / community projects; enhance spaces to protect against water run-off to reduce flooding; phase out use of glyphosate.
7. Climate adaptation planning	Review Housing Service operations and resources and develop a climate adaptation plan that sets out how we will adjust our systems, ways of working and services to continue to operate effectively in a changing climate and with lower carbon impact.
8. Home energy Advice	Continue to develop Warm Homes Sheffield as a single, multi-tenure hub for residents across Sheffield to access energy support and advice. Work closely with the Local Energy Advice Partnership (LEAP) and Green Doctor schemes, and other voluntary and community sector organisations, such as the Citizens' Advice Bureau to deliver services.
9. Future Homes Standard	Ahead of its introduction 2025, we are developing plans for how we will meet the Future Homes Standard, which will require new build homes to be future proofed with low carbon heating and high levels of energy efficiency.
10. Repairs and maintenance programme	Integrating low carbon solutions into activity within the ongoing repairs and maintenance programme, such as boiler replacements and gas fire removals/replacements, as well as measures taken to address damp and mould and excess cold hazards.
12. Partnership and Collaboration	Encourage pilot project funding, best practice and driving funding changes, by working in partnership with Government, Department for Levelling Up, Homes and Communities, Homes England, National Level Associations, universities, for example.

Economic Development and Skills Policy Committee

In 2021, business and industry in Sheffield was responsible for 27% of greenhouse gas emissions generated in the city. As well as being a significant contributor to the city's emissions, the transition to a net zero economy has profound implications for Sheffield's economy. With the necessary investment from Government, there is the opportunity for significant growth and new jobs in the low carbon economy. At the same time, businesses that improve their energy efficiency can reduce costs, and finance and investment is increasingly dependent on clear commitments to becoming environmentally sustainable: businesses which do not become environmentally sustainable will risk becoming uncompetitive, reducing financing and income options.

The city needs to ensure that the workforce has the skills needed to enable a transition to net zero economy, and to harness the opportunities that the scale of activity required provides. Some skills and jobs are likely to become obsolete, and existing employees will require retraining to ensure that the transition is a fair one.

The impacts of extreme weather events are also likely to have an impact on the economy, with heat waves, extreme cold and flooding all creating significant risks for businesses and the culture sector.

This committee will contribute to our net zero ambitions and to adapting to climate change, at the same time as supporting the economy, jobs, skills and culture, by taking decisions which:

- raise awareness to support businesses and organisations to decarbonise and to adapt to climate change
- maximise the potential of local academic and business strengths in the low carbon economy to support green economic growth, including through innovation and research and development
- ensure that the future workforce is equipped with the skills to take advantage of jobs and opportunities presented by the transition to net zero and that funding drawn into the city generates local wealth by providing jobs for local people
- support the culture sector to be part of the transition, harnessing its potential to inspire and facilitate change in the city
- give consideration of every opportunity for investing in renewable energy projects on council land and buildings to generate energy and income.

Key Actions

1. Our business and industry decarbonisation Routemap	The 10 Point Plan committed the local authority to developing plans (routemaps) for the decarbonisation of seven sectors, including business and industry. This will involve engaging with businesses and their representatives and will need to consider both how businesses decarbonise their processes and operations,
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	and how commercial landlords can be influenced and encouraged to decarbonise their buildings.
2. Low Carbon Business Support Programme	£1.292m of Shared Prosperity Fund finance will be used to support Sheffield small and medium sized enterprises (SMEs) to improve their energy efficiency through energy audits and grants. The committee will continue to receive reports on performance of the programme.
3. Sustainable Community and Cultural Assets Project	£2.3m of Shared Prosperity Fund finance will be used to support Sheffield cultural and community organisations to improve the energy efficiency of their buildings. The committee will continue to receive reports on the performance of the programme.
4. Employment and Skills Strategy	The low-carbon economy creates significant opportunities for Sheffield, as demand for sustainability professionals beyond 'traditional' green economic sectors. Green skills are integral to the drive of clean, inclusive growth in Sheffield, as products, services and processes are adapted to account for climate change and organisations respond to environmental regulations and corporate social responsibility expectations. Green skills and jobs will therefore feature prominently in the new Employment and Skills Strategy to be delivered in 2024.
5. Economic Recovery Fund	The Economic Recovery Fund will offer a range of support for beneficiary organisations. This will include providing advice and information to raise awareness of the climate emergency and empower beneficiaries to make decisions that will contribute to the city's net zero goals.

Communities, Parks and Leisure Policy Committee

The Communities, Parks and Leisure Policy Committee is responsible for a broad range of services and will be impacted by the climate emergency and be able to contribute to the council's response in several ways.

Communities are likely to be impacted over time as the impacts of climate change are felt. This is already starting to impact as extreme weather conditions may increase the need for community support to cope with heat, cold and flood, especially in the context of cost-of-living crises. The increasing number of adverse weather events is increasing the need to provide our communities with greater support, including help with energy bills through our cost-of-living helpline and providing welcoming spaces in our libraries and other buildings which can keep people warm in winter, cool in summer and safe in the event of flooding.

Communities with high levels of renewable energy and planning for adapting to

climate are likely to be better protected from both extreme weather and from crises such as cost-of-living and fuel and food insecurity.

Extreme weather events, sea level change and resulting conflict in countries impacted most by climate change is likely to increase the number of people seeking refuge in the UK (as well as internally displaced people from low lying areas of the UK in the longer term). The wellbeing and financial position of communities with strong connections to affected countries can also be affected by climate change. These have the potential to impact on cohesion and the support needed by communities.

The work of this committee will contribute to the council's commitment to net zero by 2030 and to adapting to climate change, at the same time as benefiting its core purposes by:

- taking decisions to invest in buildings which are future-proofed against climate and energy policy changes. These can have low carbon emissions, lower long term costs and provide warm and cool spaces to communities
- taking decisions to minimise the emissions of services (including by decarbonising vehicles and machinery). These improvements have the potential to save costs and improve the health and well-being of employees using machinery
- taking decisions to mitigate actions which might otherwise have negative impacts on climate (for example where tree felling is required, replacing trees on a two for one basis wherever possible)
- working closely with the Transport, Regeneration and Climate Policy Committee to support people to increase physical activity through active travel, improving well-being and strengthening communities as well as reducing emissions
- maximising the potential for the council's parks and rural estate to protect the city from flood risk and extreme heat and to capture carbon from the atmosphere to offset residual emissions
- using our expert ecologists to design land management schemes that increase and protect biodiversity whilst reducing our carbon footprint
- increasing availability of allotments to encourage sustainable communities growing their own food
- supporting communities to be resilient and adapt to climate change, including encouraging wealth generating community energy and sustainable food systems
- giving consideration to every opportunity for investing in renewable energy on the land and buildings within Communities Parks and Leisure Policy Committee's remit, to generate energy and income.

Key Actions

1 Update on Green and Open Space strategy	A Green and Open Spaces Strategy will be developed in the context of the nature and climate emergencies, to include:
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	taking opportunities to include nature-based solutions to climate change related challenges, including natural flood management, the potential for sustainable food growing and the potential for renewable energy in line with recommendations from the forthcoming Local Area Energy Plan.
2. Bereavement provision	A Bereavement Strategy will be developed in the consideration of the nature and climate emergencies by offering alternatives to traditional burial and cremations and considering the future replacement of cremators from traditional carbon-based fuels to water and electronic cremations.
3. Biodiversity task and finish group	A task and finish group has been established to consider the committee's response to the nature and biodiversity emergency considering how to embed the nature emergency into council policy in a similar way to the climate emergency. This review is taking into consideration the inter-relationship between climate and nature emergencies.
4. Investment in sport and leisure Facilities	Following the Leisure and Investment Review, investment in our sport and leisure facilities will include capital interventions to reduce energy usage and carbon output of facilities and include renewable energy.
5. Our Land and Energy Storage and Generation decarbonisation Routemaps	The Our Land decarbonisation Routemap is scheduled to be developed during 2024 and will sit across several committees, but Communities, Parks and Leisure Policy Committee will have a clear interest and involvement.

Waste and StreetScene Policy Committee

The Waste and StreetScene Committee has responsibility for the council's key environmental services including waste management, highways maintenance, parking services, licensing and environmental regulation. These services both contribute to the council's and city's greenhouse gas emissions and will be impacted by future climate scenarios. This committee therefore recognises the leadership role and responsibility it has to achieving net zero and building resilient services.

Since 2017, emissions from the city's waste management have reduced by nearly 4% to 2,270kt/CO₂e in 2021, contributing nearly 7% of Sheffield's overall greenhouse gas emissions.

The emissions from our streetlighting and other ancillary services on our highways such as CCTV and traffic signals are included in the council's greenhouse gas

reporting and make up just over 2% of the council’s emissions. Through the replacement with LED technology and smart controls, along with the decarbonisation of electricity supply, these emissions have reduced by 32% since 2019.

As a result of climate change, Sheffield is most likely to experience:

- wetter winters and more intense rainfall events throughout the year, increasing the risk of flooding. This could result in a high amount of surface water, exceeding the capacity of drainage systems leading to localised flash flooding
- warmer and drier summers will increase the risk of damage to our highways infrastructure

The policies and work programme of this committee will contribute to the council’s and city-wide net zero by 2030 target as well as adapting to climate change by:

- working with other policy committees on surface water flooding remediation and wider flood strategy work
- engaging with Yorkshire Water to ensure their business plan for maintaining and managing their assets, infrastructure and sewers are robust and fit for future weather events
- ensuring the future Waste Strategy for the city maximises decarbonisation and circular economy opportunities
- continuing to maximise opportunities for heat decarbonisation by promoting the district Energy Network and supporting expansion opportunities
- Working with the Street Tree Partnership to enable carbon sequestration opportunities, whilst also recognising the climate adaptation contributions street trees make
- improving local environmental quality through our regulation and licensing function
- giving consideration of every opportunity for investing in renewable energy projects on council land and buildings to generate energy and income.
- influencing the development of our green travel plan for all our staff and partners to include grey fleet, staff parking and active travel
- continuing to identify the regulatory levers/powers that we can employ to reduce carbon emissions.

Key Actions

<p>1. Future waste collection service options</p>	<p>Collect a wider range of plastic and cartons for recycling to meet our new legal obligations of the Environment Act. Refresh our Waste Strategy and set out options for future waste collection services, consider different collection services (different containment options) and our consultation strategy. Review lower carbon collection vehicles.</p> <p>We will carry out proactive campaigns to encourage more food recycling and composting.</p>
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<p>2. Review of the district energy network</p>	<p>The district energy network supplies a low carbon source of heat to buildings within the city centre. To meet national 2050 net zero targets, the Government is introducing Heat Network Zoning legislation in which buildings within a zone will be mandated to connect to a heat network. The zones will be designated where it is identified that heat networks can provide the lowest cost low carbon heat. Having participated in the Department for Energy Security and Net Zero's Heat Network Zoning Pilot and Advanced Zoning Programme, Sheffield is working towards designating and progressing Heat Network Zones from 2025. We have secured funding from the Heat Network Delivery Unit to undertake a techno-economic feasibility study to inform early opportunities for expanding the heat network and further decarbonising heat supply through the integration of waste heat supplies, the findings of this will be finalised in early 2024.</p>
<p>3. Street Tree Partnership</p>	<p>The Sheffield Street Tree Strategy has a vision of a network of street trees that Sheffield can be proud of, well maintained and cared for; resistant to the threats of disease and climate change; and delivering many benefits for people and our environment. These benefits include contributing to offsetting our carbon emissions and helping combat the effects of climate change such as flash floods and rising temperatures. Delivery of the strategy is led by the Sheffield Street Tree Partnership. The Waste and Street Scene Policy Committee will continue to engage with, and champion the work of, the partnership, providing support where required.</p>
<p>4. Renewable energy and infrastructure projects</p>	<p>Develop a business case and source funding to connect Moor Market onto the District Energy Network. Explore opportunities to increase renewable energy generation on our assets, including the installation of solar panels on car parks. Work to increase the amount of electric vehicle charging infrastructure across our car parks.</p>
<p>5. Regulatory and licensing influence</p>	<p>Further work to identify the regulatory levers/ powers that we can employ to reduce carbon emissions via our work with business. For example, packaging & plastic use in food venues. Ensure we support businesses where possible through this transition to reduce / eliminate all forms of waste. Continue to build resilience and develop approaches across Parking Services to continue to effectively manage bus lanes, yellow box, pavement parking, idling, school streets and circling for spaces.</p>
<p>6. Reduce single use plastics</p>	<p>Install more drinking water fountains in public spaces to encourage refills rather than consumption of single use plastics.</p>

7. Influence the development of our green travel plan for all our staff and partners to include grey fleet, staff parking and active travel	Ensure all officers are aware and have access to green travel plans. More secure bike parking in the city centre. Work with contractors to decarbonise their fleet.
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Education, Children and Families Policy Committee

As set out in the Our Council Decarbonisation Routemap, this Committee acknowledges that whilst children and families in our city who already experience disadvantage have contributed the least to greenhouse gas emissions, they will be most impacted by it and be least able to adapt to it, especially those living in poverty and in deprived communities and those with health issues.

Our maintained schools accounted for 4,425t/CO₂e in 2022, a reduction of 36% from the council's emissions baseline year of 2019. Emissions from our maintained schools account for 46% of our non-domestic estate emissions or 3% of the council's overall emissions.

As a result of climate change in Sheffield, the following impacts will be experienced by our citizens:

- an increase in heat related illnesses and reduced well-being during extreme weather, leading to an increase in loss of life
- increased costs for food, utilities and other goods and services, increasing the number of children living in poverty
- impact on educational provision during extreme heat events as seen in the summer of 2022.

This committee commits to ensuring climate change and decarbonisation is at the heart of our decision making when designing our policies, support and service provision to children and their families and our looked after children. This will:

- enable the decarbonisation of our school estate and residential settings ensuring our children and young people have access to quality school environments and homes in which they feel safe to learn and live and develop the skills to reach their full potential
- ensure we're meeting our primary objective in promoting and enhancing the rights, wellbeing and safeguarding of all our children
- ensure that our learning and skills policy, programme and intervention work support climate change education and develops the skills required for our future workforce and low carbon economy

- ensure our work aligns to the Department for Education’s (DfE) sustainability and climate change strategy
- give consideration of every opportunity for investing in renewable energy projects on council land and buildings to generate energy and income.

Key Actions

1. Draft School Improvement Framework 2023-2024	Ensure sustainability and climate education is embedded into school improvement. Encouraging the implementation of the DfE’s Sustainability and Climate Change Strategy and supporting schools with their climate action plans by 2025.
2. Children and Families Sufficiency Strategy	This Strategy will set out our approach to ensuring our looked after children are placed within Sheffield as priority as this is in their best interest. This will also ensure that children and their social workers are having to travel less for appointments and contact sessions, helping to reduce our travel related emissions. In seeking options for new residential settings, we will look for opportunities to install renewable energy and refurbish any acquired properties to ensure their energy efficiency and reduced operational costs.
3. Belonging Framework	The Belonging Framework will ensure that everything we do is focussed on developing and deepening children and young people’s sense of belonging. This will lead to sense of pride of the places they call home and may in time lead to children going to school and socialising in their community, reducing the need for travel.
4. Renewable energy projects	We will work with other policy committee areas to identify opportunities and funding for renewable energy projects.
5. School transport	We will work with other policy committee areas to ensure a sustainable school transport service.

Adult Health and Social Care Policy Committee

It is difficult to quantify the emission that our adult health and social care services contribute to the city’s emissions, however Sheffield public sector as a whole

contributed 127.5 ktCO₂e (5%) of Sheffield's carbon emissions in 2021 and has increased by 7.7% since 2017.

Our performance data along with the Joint Strategic Needs Assessment, highlights that demand for social care will continue to rise. The recent COVID-19 pandemic showed how reliance on social care services can increase exponentially in the face of a public emergency. While adult health and social care is not a major contributor to emissions in the city, the negative impacts of climate change are disproportionately and more severely felt by vulnerable groups reliant on our adult health and social care services as was the case with COVID.

If the city doesn't act further to adapt our adult health and social care services in readiness for a changing climate, we could see the severity of these impacts increase further. In particular:

- climate change impacts such as extreme weather events such as heatwaves and flooding, poor air quality, food and water shortages and changes in ecology increases climate-sensitive health risks, particular for those already in poor health, such as:
 - malnutrition
 - heat-related illnesses
 - serious noncommunicable diseases such as cancers, cardiovascular disease and lung diseases
 - mental and psychological health conditions
 - injury and mortality from extreme weather events
 - water-borne, vector-borne and animal-to-human (zoonotic) transmitted diseases.
- rising costs, such as for energy, food and water, will exacerbate existing poverty and push more citizens below the poverty line further increasing inequalities in the city
- the rising costs for energy, food and water also affect providers of care services and voluntary sector ability to meet these costs. This risk destabilising our market and reducing the options for support, should funding not be provided to adult social care services to meet these costs
- increased reliance on adult health and social care services, facilities and providers will lead to an increase in operational cost and the necessary resources to meet demand
- increase in frequency and severity of extreme weather events, as well increased power outages from reduced energy security, will cause delays in response, disruption and reduced access to care and services and more reliance on ensuring effective business continuity and agility of social care services across all sectors to meet demand
- widen social division and exclusion – those who can participate and those who can't – pollution tends to be higher in less affluent areas, food and water scarcity driving up prices, trip-chaining (time-poverty), reliance on car ownership (transport poverty)

This committee will contribute to the council's net zero ambitions and to adapting to climate change, at the same time as supporting adult health and social care, by taking decisions which ensure adult social care is:

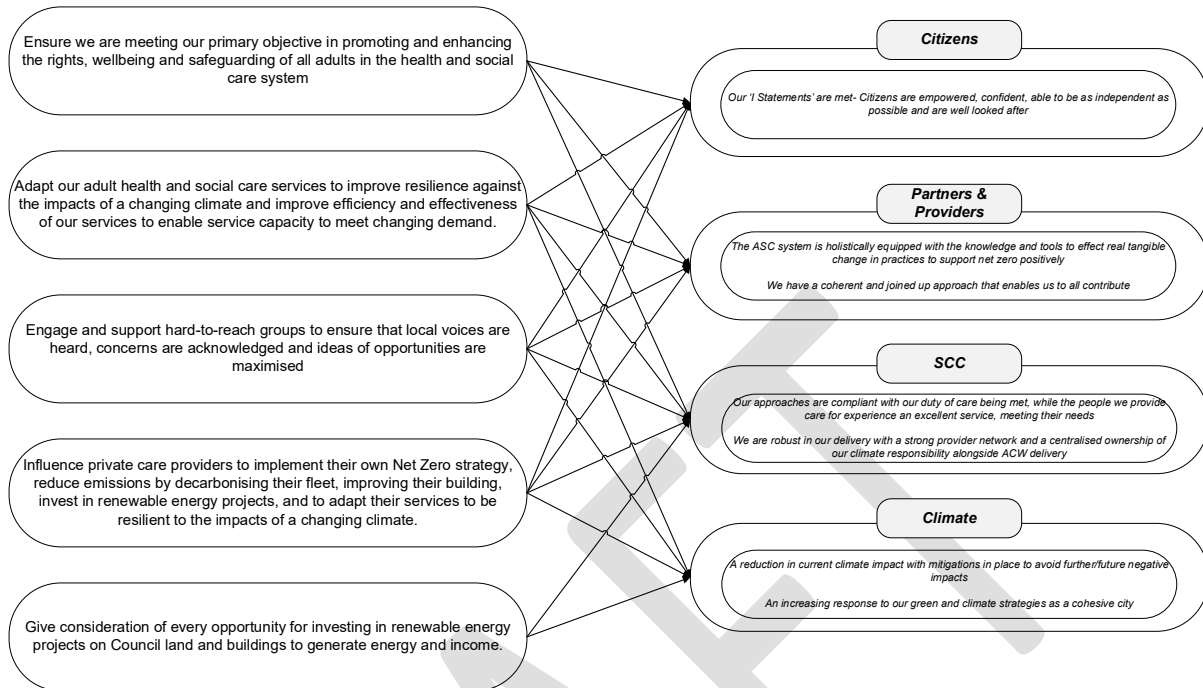
- meeting our primary objective in promoting and enhancing the rights, wellbeing and safeguarding of adults
- adapting our adult health and social care services to improve resilience and agility against the impacts of a changing climate
- openly discussing the impact of climate change with individuals, family members, providers, faith and voluntary sector so that we are working collaboratively to mitigate effects of climate change as well as contributing to net zero
- through our commissioning and strategic planning actively including our ambitions about net zero, so that any provider funded through the council is contributing to climate change
- influence private care providers to implement their own net zero strategy as part of their own corporate strategies, reduce emissions by decarbonising their fleet, improving their building, invest in renewable energy projects, and to adapt their services to be resilient to the impacts of a changing climate
- give consideration of every opportunity for investing in renewable energy projects on council land and buildings to generate energy and income.

The benefits of this approach:

- for citizens and unpaid carers, our 'I Statements' are met 'I have aspirations in my life and achieve my goals'
- providers of social care are holistically equipped with the knowledge and tools to effect real tangible change in practices to support net zero positively and can respond effectively to impact of climate change, ensuring continuity of service delivery
- we have a coherent and joined up approach across care providers that enables us to share best practice and learn from each other
- our approaches enable people to live the life they want to live, are compliant with our duties and enable individuals, families, and unpaid carers to experience an excellent service and satisfaction with our delivery, no matter who the provider.
- we are robust in our delivery with and a centralised ownership of our climate responsibility alongside delivery
- a reduction in current climate impact with mitigations and adaptations in place to avoid further/future negative impacts
- an increasing response to our green and climate strategies as a cohesive city.

Decisions

Benefits



Key Actions

Milestone	Benefit	Priority
<p>1. Through our contract monitoring arrangements ensure that:</p> <ul style="list-style-type: none"> All commissioned providers have effective business continuity arrangements are in place to respond to impacts of climate change. We have agreed with providers our climate expectations and opportunities for development. 	<p>Providers are holistically equipped with the knowledge and tools to effect real tangible change in practices to support net zero positively and can respond effectively to impact of climate change, ensuring continuity of service delivery.</p>	<p>Outcome 4: Effective and Efficient - Priority 12- Climate & Net Zero</p> <p>Outcome 1: Safe and Well - Priority 2 – Quality and Continuity of Care</p>
<p>2. Review through our internal arrangements that all council providers have effective business continuity arrangements are in place to respond to impacts of climate change</p>		
<p>3. Embed through our recommissioning programmes, a requirement for providers funded by Adult Care to work to net zero and ensure that providers</p>		

can respond to effects of climate change.		
<p>4. Organise dedicated climate focused workshops during 2024 with providers and voluntary sector funded via Adult Care to identify opportunities for:</p> <ul style="list-style-type: none"> • innovation projects which support and can realise net zero • mid to longer-term projects in which we can pool or share resources to reduce our overall carbon footprint • 'buy and use local' as using local resources has a substantially better impact on our climate than importing from other areas; • introducing climate champions who will be responsible for holding us to account, providing a climate steer, horizon scanning and identifying opportunities for improvements • a move towards fleet vehicles and/or electric vehicles for our workforce. 	<p>We have a coherent and joined up approach across care providers that enables us to share best practice and learn from each other.</p> <p>We are robust in our delivery with and a centralised ownership of our climate responsibility alongside delivery.</p> <p>An increasing response to our green and climate strategies as a cohesive city</p>	<p><i>Outcome 4: Effective and Efficient - Priority 12- Climate & Net Zero</i></p>
<p>4. Through implementation of Adult Care Target Operating Model – specifically homecare, residential, supported living and care management - embed locally community-based and connected working to:</p> <ul style="list-style-type: none"> • enable travel necessary to reduce our carbon footprint • launch an inter-agency car share scheme, promote the use of bicycles and walking route • optimise the use of assistive technology or wider digital applications, enabling more remote working, a reduction of risk and transport emissions. 	<p>A reduction in current climate impact with mitigations in place to avoid further/future negative impacts.</p> <p>Our approaches enable people to live the life they want to live, are compliant with our duties and enable individuals, families, and unpaid carers to experience an excellent service and satisfaction with our delivery, no matter who the provider.</p>	<p><i>Outcome 4: Effective and Efficient - Priority 12- Climate & Net Zero</i></p> <p><i>Outcome 3: Active and Independent Living – Living and Ageing Well, Mental Health and Disability Friendly City.</i></p>
5. Through our Strategic Planning Partnerships have open discussions about climate change and agree actions	Our 'I Statements' are met- I aspire in my life and achieve my goals.	<i>Outcome 4: Effective and Efficient - Priority</i>

which will support people to achieve their own goals.

12- Climate & Net Zero

Outcome 3:
Active and Independent Living – *Living and Ageing Well, Mental Health and Disability Friendly City.*

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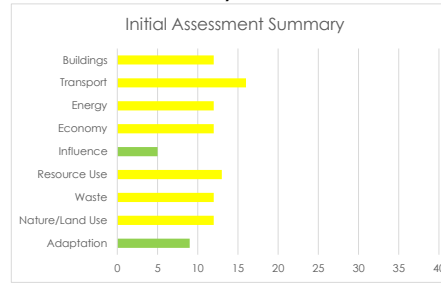
Climate Change Impact Assessment Summary

Project/Proposal Name	Committee Climate Statements	Portfolio	City Futures
Committee	Strategy and Resources	Lead Member	Cllr Tom Hunt
Strategic Priority	Clean Economic Growth	Lead Officer	William Stewart
Date CIA Completed	27/11/23	CIA Author	Laura Ellendale
		Sign Off/Date	27/11/23

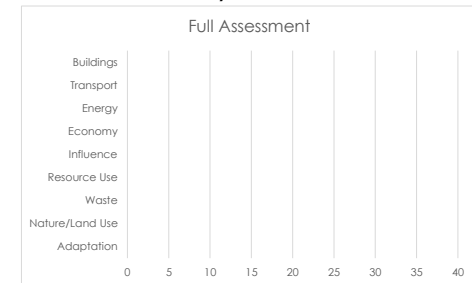
Project Description and CIA Assessment Summary	<p>Project Description: Composite of Committee Climate Statements that: 1. Respond to the Annual Climate Progress Report 2022/23 in a timely manner. 2. Re-state the cross-party council commitment to taking what action we can to address the climate emergency, adapt our city and council for a changing climate and reduce emissions to achieve our ambition to be a net zero city and council by 2030. 3. Increase understanding of the impact climate change will have on committees, the opportunities that tackling climate change offers, and the contribution to climate and net zero action each committee is currently making and needs to make moving forward.</p> <p>Overview of Climate Impact: The Statements in themselves do not increase, maintain or reduce GHG emissions against any of the categories. However, they restate our climate commitments amidst a challenging time, commit to developing council-wide service climate adaptation plans, and include an overview of and commitment to the decisions that committees intend to take to support and accelerate net zero and climate action at pace and scale. By communicating commitment and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making, it is therefore considered that if utilised, they have the potential to contribute to large reductions in emissions and increased climate action at pace and scale over the coming years. The statements will support an overall moderate decrease in emissions. It is important to note however that realisation of this is reliant on future decision-making being in line with the commitments made. Decisions are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions. On that basis, further assessment is not required on the Statements.</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	Yes	Influence	Yes
Transport	Yes	Resource Use	Yes
Energy	Yes	Waste	Yes
Economy	Yes	Nature/Land Use	Yes
		Adaptation	Yes

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	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Use	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Land use in development	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
Transport	Demand Reduction	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Decarbonisation of Transport	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Public Transport	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Increasing Active Travel	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
Energy	Decarbonisation of Fuel	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Demand Reduction/Efficiency Improvements	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4

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	
4	The project will achieve a moderate decrease in CO2e emissions compared to before.
3	
2	
1	The project will achieve a significant decrease in CO2e emissions compared to before.

Progress Towards Net Zero

Increasing infrastructure for renewables generation	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
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0	The project can be considered to achieve net zero CO2e emissions.
Carbon Negative	The project is actively removing CO2e from the atmosphere.



Economy	Development of low carbon businesses	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Increase in low carbon skills/training	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Improved business sustainability	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4

Influence	Awareness Raising	The Statements publicly communicate and restate our climate commitments to taking what action we can to address the climate emergency, adapt our city and council for a changing climate and reduce emissions to achieve our ambition to be a net zero city and council by 2030, and state how all policy committees intend to support delivery of those commitments at pace and scale through decision-making across the council and city. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	1
	Climate Leadership	The Statements publicly communicate and restate our climate commitments to taking what action we can to address the climate emergency, adapt our city and council for a changing climate and reduce emissions to achieve our ambition to be a net zero city and council by 2030, and state how all policy committees intend to support delivery of those commitments at pace and scale through decision-making across the council and city. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	0
	Working with Stakeholders	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4

Resource Use	Water Use	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Food and Drink	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4

Products	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
Services	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	1

Waste	Waste Reduction	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Waste Hierarchy	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Circular Economy	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4

Nature/Land Use	Biodiversity	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Carbon Storage	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4
	Flood Management	The Statements communicate our climate commitment, and increasing understanding of how committees can support delivery of those commitments at pace and scale through decision-making relevant to this category. The statements also commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. Decisions relevant to this category are made on specific decisions and action, and initial/full Climate Impact Assessments will be prepared where appropriate for individual decision and actions, setting how both adaptation and mitigation we will take to reduce climate impacts. On that basis, further assessment is not required for specific categories.	4

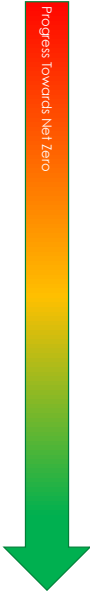
Adaptation	Exposure to climate change impacts	The statements commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate. The climate emergency is one of the biggest challenges we will face as a city, region, country and global community. By restating our commitment to developing council-wide Climate Adaptation Plans within each of our service areas. By restating our support and commitment to the targets that Sheffield has set around addressing climate change, to tackling challenges that can be addressed by this council, and using the opportunities and levers that are available to us working together with Sheffield's communities, businesses, institutions and partner organisations we support further reduction to our carbon emissions and adapt to our changing climate, minimising the impact of change, realising the widespread benefits of investing in homes and new technologies, and addressing issues around social justice. The statements commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate.	3
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Vulnerable Groups	It is widely recognised that climate change will have a more negative effect on people with protected characteristics, particularly people living in poverty, people with some long-term health conditions and disabilities and people from ethnic minorities, who are disproportionately likely to both experience disability and poverty. Young people are also acutely impacted, both due to climate anxiety now, and by being more impacted by climate change throughout their lifetimes. The Council has a key role to play in ensuring that the transition happens in a way which ensures both climate justice and social justice. The statements also draw attention to the socioeconomic, health and wellbeing and other benefits to taking action on climate change, increase understanding that failing to act to address climate change will likely result in wider and greater inequality, and that activity taken to address climate change can also address social justice to deliver strong co-benefits. The statements commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate.	3
Just Transition	It is widely recognised that climate change will have a more negative effect on people with protected characteristics, particularly people living in poverty, people with some long-term health conditions and disabilities and people from ethnic minorities, who are disproportionately likely to both experience disability and poverty. Young people are also acutely impacted, both due to climate anxiety now, and by being more impacted by climate change throughout their lifetimes. The Council has a key role to play in ensuring that the transition happens in a way which ensures both climate justice and social justice. The statements also draw attention to the socioeconomic, health and wellbeing and other benefits to taking action on climate change, increase understanding that failing to act to address climate change will likely result in wider and greater inequality, and that activity taken to address climate change can also address social justice to deliver strong co-benefits. The statements commit us to developing council-wide service climate adaptation plans, which will set out how we will adapt our services to changing climate.	3

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					
	Decarbonisation of Transport					
	Public Transport					
	Increasing Active Travel					
Energy	Decarbonisation of Fuel					
	Demand Reduction/Efficiency Improvements					
	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					
	Services					

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					
	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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PART A - Initial Impact Assessment

Proposal Name: Committee Climate Statements

EIA ID: 2455

EIA Author: Laura Ellendale

Proposal Outline: Public facing composite of Committee Climate Statements to: 1. Respond to the Annual Climate Progress Report 2022/23 in a timely manner. 2. Restate the cross-party council commitment to taking what action we can to address the climate emergency, adapt our city and council for a changing climate and reduce emissions to achieve our ambition to be a net zero city and council by 2030. 3. Increase understanding of the impact climate change will have on committees, the opportunities that tackling climate change offers, and the contribution to climate and net zero action each committee is currently making and needs to make moving forward.

Proposal Type: Non-Budget

Year Of Proposal: 22/23

Lead Director for proposal: William Stewart

Service Area: Sustainability and Climate Change

EIA Start Date: 11/20/2023

Lead Equality Objective: Break the cycle and improve life chances

Equality Lead Officer:

Ed Sexton
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Decision Type

Committees:

Policy Committees

- Housing
- Adult Health & Social Care
- Communities, Parks & Leisure
- Economic Development & Skills
- Education, Children & Families
- Strategy & Resources
- Transport, Regeneration & Climate
- Waste & Street Scene

Portfolio

Primary Portfolio:

City Futures

EIA is cross portfolio:

Yes

All

EIA is joint with another organisation:

No

Overview of Impact

Overview Summary:

It is widely recognised that climate change will have a more negative effect on people with protected characteristics, particularly people living in poverty, people with some long-term health conditions and disabilities and people from ethnic minorities, who are disproportionately likely to both experience disability and poverty. Young people are also acutely impacted, both due to climate anxiety now, and by being more impacted by climate change throughout their lifetimes. The transition to a net zero society is happening independently of any decision of Sheffield City Council, but the local authority has an ambition to reach net zero by 2030, well ahead of the national target, and this creates additional challenges. The Council has a key role to play in ensuring that the transition happens in a way which ensures both climate justice and social justice. The statements also draw attention to the socioeconomic, health and wellbeing and other

benefits to taking action on climate change, increase understanding that failing to act to address climate change will likely result in wider and greater inequality, and that activity taken to address climate change can also address social justice to deliver strong co-benefits. We are committed to ensuring that our action on the climate emergency is grounded in our values of promoting equality, diversity and inclusion for all. A full Equality Impact Assessment has been undertaken alongside the creation of the 10 Point Plan for Climate Action in 2022, as well as initial assessment for the Our Council and The Way We Travel routemaps. An initial assessment has been undertaken on the Committee Climate Statements. As decisions are made on specific decisions, full Equality Impact Assessments will be prepared where appropriate for individual decision and actions and is not required on the statements.

Impacted characteristics:

- Age
- Cohesion
- Disability
- Health
- Poverty & Financial Inclusion
- Pregnancy/Maternity
- Race
- Religion/Belief
- Sex
- Carers
- Other

Impacted local area(s):

All

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

Impact areas:

Initial Sign-Off

Full impact assessment required: No

Review Date: 11/20/2023

Action Plan & Supporting Evidence

Outline of action plan:

Action plan evidence:

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures:

Outline of impact and risks:

Review Date

Review Date: 11/20/2023



Report to Policy Committee

Author/Lead Officer of Report: Philip Gregory,
Director of Finance and Commercial Services

Tel: +44 114 474 1438

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

Report to: *Strategy & Resources Policy Committee*

Date of Decision: *13th December 2023*

Subject: *2023-24 Q2 Budget Monitoring Report & 2024/25 S&R Budget Update*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
Part B is not for publication because it contains exempt information under Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended)				

Purpose of Report:

This report brings the Committee up to date with the Council's revenue outturn position for 2023/24 as at Quarter 2. The report also sets out new financial pressures facing the Strategy and Resources Committee in 2024/25, and budget options including savings, fees, grant and other income available to the Council to offset these pressures.

Recommendations:

The Committee is recommended to:

1. Note the updated information and management actions provided on the 2023/24 Revenue Budget Outturn as described in this report.

2. Note the budget proposals presented to the Policy Committee.
3. Note this Committees initial response for budget proposals set out in this report, including savings set out in Part B of this report.

Background Papers:

[2023/24 Revenue Budget](#)

[MTFA & Committee Budget Savings Targets](#)

Lead Officer to complete: -			
1	<p>I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.</p> <p>Finance: Philip Gregory, <i>Director of Finance and Commercial Services</i></p> <p>Legal: Sarah Bennett, <i>Assistant Director, Legal and Governance</i>, Nadine Wynter, <i>Service Manager, Legal Services</i></p> <p>Equalities & Consultation: Adele Robinson, <i>Equalities and Engagement Manager, Policy, and Performance.</i></p> <p>Climate: n/a</p>		
<p><i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i></p>			
2	<p>SLB member who approved submission:</p> <p><i>Philip Gregory, Director of Finance and Commercial Services</i></p>		
3	<p>Committee Chair consulted:</p> <p><i>Cllr Tom Hunt, Chair of the Strategy & Resources Committee</i> <i>Cllr Zahira Naz, Chair of the Finance Committee</i></p>		
4	<p>I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</p>		
	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Lead Officer Name: <i>Philip Gregory</i> <i>Jane Wilby</i></p> </td> <td style="width: 50%; vertical-align: top;"> <p>Job Title: <i>Director of Finance and Commercial Services</i> <i>Head of Accounting</i></p> </td> </tr> </table>	<p>Lead Officer Name: <i>Philip Gregory</i> <i>Jane Wilby</i></p>	<p>Job Title: <i>Director of Finance and Commercial Services</i> <i>Head of Accounting</i></p>
<p>Lead Officer Name: <i>Philip Gregory</i> <i>Jane Wilby</i></p>	<p>Job Title: <i>Director of Finance and Commercial Services</i> <i>Head of Accounting</i></p>		
	<p>Date: 30th November 2023</p>		

1. PROPOSAL

- 1.1. This report provides an update on the current outturn position for Sheffield City Council's revenue budget for 2023/24 from sections 1.2 – 1.7.

Section 1.8 of the report sets out the budget pressures for 2024/25 and mitigation plans for the Strategy & Resources Committee.

2023-24 Q2 Financial Position by Directorate

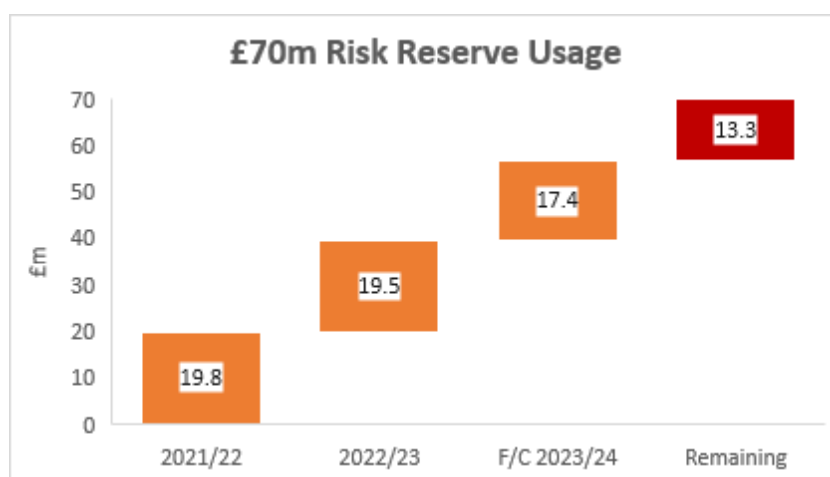
- 1.2. At the end of the second quarter of 2023-24, the Council's revenue budget shows a forecast overspend of £17.4m. This was a movement of £200k from the previous quarter's outturn position.

Full Year £m	Q2		Q1	Move- ment	
	Outturn	Budget			Variance
Neighbourhood Services	149.2	145.9	3.3	3.2	0.1
Adults	146.8	143.4	3.4	3.5	(0.1)
Children's	138.9	130.1	8.8	8.7	0.0
City Futures	49.1	48.2	1.0	0.6	0.3
Public Health & Integrated Commissioning	14.2	12.4	1.8	(0.2)	2.0
Strategic Support	14.1	9.7	4.4	4.7	(0.3)
Corporate	(494.9)	(489.7)	(5.2)	(3.0)	(2.2)
Total	17.4	(0.0)	17.4	17.6	(0.2)

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

Full Year Variance £m	One-off	BIPs	Trend	Total Variance
Neighbourhood Services	(4.0)	2.5	4.8	3.3
Adults	(9.9)	2.7	10.7	3.4
Children's	(3.9)	4.0	8.8	8.8
City Futures	0.5	0.4	0.0	1.0
Public Health & Integrated Commissioning	0.0	0.0	1.8	1.8
Strategic Support	(0.2)	0.0	4.6	4.4
Corporate	0.0	0.0	(5.2)	(5.2)
Total	(17.5)	9.6	25.4	17.4

- 1.4. 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 £17.4m as this current forecast outturn position suggests, just £13m would be left to mitigate future budget pressures.



1.5. 2023-24 Q2 Financial Position by Committee

1.5.1. The major budget risk areas are in Childrens & Adults Social Care and in Homelessness services:

Full Year £m	Q2 Outturn	Budget	Q2 Variance	Q1 Variance	Move- ment
Adult Health & Social Care	155.4	152.3	3.1	3.2	(0.1)
Communities Parks and Leisure	47.4	46.6	0.8	0.3	0.5
Economic Development & Skills	10.9	10.9	(0.0)	0.1	(0.1)
Education, Children & Families	142.9	132.1	10.9	8.9	2.0
Housing	11.2	8.1	3.2	3.2	(0.0)
Strategy & Resources	(459.4)	(460.0)	0.6	3.1	(2.5)
Transport, Regeneration & Climate	43.1	43.1	(0.0)	(0.4)	0.4
Waste & Street Scene	65.8	66.9	(1.1)	(0.8)	(0.3)
Total	17.4	(0.0)	17.4	17.6	(0.2)

1.5.2. In 22/23, the Council's overspend improved by over £14m from the first quarter's forecasts to final outturn. This was mainly due to additional income received rather than underlying improvements in budgets and cost reductions. A big contributor to this was the Government's £500m discharge fund announced in November 2022.

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

1.5.3. Most of the overspend is due to underlying cost and demand pressures in services. We estimate that £26m is embedded in the baseline costs but is somewhat mitigated by one-off income:

Full Year Variance £m	One- off	BIPs	Trend	Total Variance
Adult Health & Social Care	(9.9)	2.7	10.3	3.1
Communities Parks & Leisure	0.0	0.2	0.6	0.8
Economic Dev & Skills	0.0	0.0	(0.0)	(0.0)
Education, Children & Families	(3.9)	4.0	10.9	10.9
Housing	(1.7)	0.2	4.7	3.2
Strategy & Resources	(2.0)	2.2	0.4	0.6
Transport, Regen & Climate	0.0	0.1	(0.2)	(0.0)
Waste & Street Scene	(0.5)	0.3	(0.9)	(1.1)
Total	(18.0)	9.6	25.9	17.4

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

General Fund Budget Improvement Plans (in £m)

Committee	Total Savings	Financial Savings Deliverable in Year	In Year Gap	Financial Savings Deliverable Next Year (Slippage)	Undeliverable Savings
Adult Health & Social Care	31.6	28.9	2.7	3.3	0.6
Comm, Parks & Leisure	2.0	1.9	0.2		0.2
Economic Dev & Skills	0.5	0.5	0.0		0.0
Ed, Children & Families	6.9	2.9	4.0	0.3	3.6
Housing	0.6	0.5	0.2		0.2
Strategy & Resources	4.1	1.9	2.2	2.1	0.2
Transport, Regen & Climate	0.8	0.7	0.1		0.1
Waste & Street Scene	1.1	0.8	0.3		0.3
Grand Total	47.7	38.1	9.6	5.7	3.9

The current forecasts show £9.6m savings plans are undeliverable this year. This represents a delivery rate of 80% against target. In 22/23, less than 65% of savings targets were delivered. Whilst we are improving upon overall delivery performance, we are still falling short of targets meaning further draws could be required from our reserves to meet these overspends if they are not managed and mitigated. Delivering in year budgets must be a key focus for all services for the Council to retain financial sustainability.

- 1.5.5. Inflation is continuing to fall; from April 2023 CPI at 7.8% to 6.3% in September (month 6). This fall in inflation does not mean that our cost base will now reduce, higher costs are now embedded in baseline expenditure. There is an increased demand for services alongside cost pressures in social care, home to school transport and homelessness services.

1.6. Key Committee Overspends:

- 1.6.1. **Adult Health and Social Care are forecast to overspend by £3.1m** The high cost of packages of care put in place during covid increased our baseline costs and this carries into 23/24. A huge amount of work has been done as part of an investment plan to tackle the underlying issues. One off funding has mitigated the position this year leaving a £0.5m overspend in the purchasing budgets. Work continues on the package reviews to reduce the baseline costs for the future. Recovery work is underway including establishment of Task & Finish groups and the development of business cases around invest to saves including focus on enablement, day services, reviewing high cost 1 to 1 support and maximising income.

The main area of overspend in the service now sits in staffing budgets. Service improvements in the Short -Term Intervention Team (STIT) are underway to deliver a stable position.

-
- 1.6.2. **Education, Children and Families are forecast to overspend by £10.9m** The key overspends in the service relate to placements with external residential placements a particular issue which are forecast to exceed the previous year's costs by £6.6m. The average placement cost is £5,400 per week but due to a limited number of places in the city, placements for the most complex children can cost a much more. Actions are being taken to ensure that the right costs for placements are being met by all elements including education and where possible health. High-cost placements are also being reviewed.
- The savings proposal for £1.6m to increase fostering placements this year is forecast to not be delivered. Marketing is taking place, but our number of foster carers remains static. Nationally this has been an issue since the pandemic as older foster carers decided to exit the market and there has not been the like for like recruitment to new foster carers.
- Further demand in home to school transport costs are forecast to create a £3m overspend against budgets this year. Whilst not included in the month 6 position, the new school year has increased this overspend with a further 89 children now requiring transportation to school. Sheffield City Council are now supporting over 2,360 children with transportation to school, this has increased by almost 1,000 children in 4 years. An overarching review of this area will commence in 2024.
- Integrated Commissioning budgets are forecast to overspend by £2m in recognition of the unachieved saving from 2022/23 relating to leveraging additional funding from Health partners.

-
- 1.6.3. **Homelessness support in temporary and exempt accommodation is forecast to cost the Council £8.4m** The Government does not fully subsidise all housing benefit payments made by the Council even though it sets the rules that determine the amount the Council has to pay. In 2022/23, the Council incurred a loss of £5.9m as a result of the legislation relating to temporary homelessness and supported accommodation. The Council is essentially bridging the gap between the amount the accommodation costs to procure and the amount we are able to recover via housing benefits.
- In 2023-24, this is forecast to cost the Council £4.9m for temporary accommodation and £3.5m for supported accommodation. The shortfalls are split between the Housing General Fund and Strategy and Resources budgets respectively.

The Budget Implementation Group

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

from each Directorate: Adults, Children’s, City Futures, Neighbourhoods and Strategic Support Services.

Transformation Funding

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

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

Medium Term Financial Analysis (MTFA)

- 1.6.6. **The MTFA presented to S&R Committee on 7th September detailed committee budget savings targets** The Council is facing a challenging financial position. The Strategy and Resources Committee on 5th September received the Councils Medium-Term Financial analysis, highlighted the financial pressures facing the Council over the coming 4 years and the potential gap of £61.2m in resources.
- Each Committee was set a target to ensure a balanced budget for 2024/25, which requires them to find mitigations for any service pressures over above the additional resources allocated to them. The purpose of this is to allow the Council to achieve a balanced position for 2024/25 by the time the Strategy and Resources meets on 21st December 2023.

Timetable to 2024/25 Budget Setting

- 1.6.7.
 - Services have been developing solutions to bridge the budget gap for 2024/25 and brought forward proposals recent policy committee meetings.
 - All Policy Committees will make their final decisions in December.
 - Consultation on the existing proposals and overall budget will need to take place.
 - Further budget balancing options will need to be developed.
 - The impact of the Local Government Financial Settlement to be assessed and reported.
 - On December 21st 2023, Strategy and Resources will be asked to make a recommendation on savings to date to Council.
 - On February the 21st 2024, Strategy and Resources will be asked to recommend the full Budget Report to Council
-

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

23-24 Q2 Committee Budget Outturn Position

1.7. Strategy and Resources - £0.6m overspend

1.7.1.	The Strategy and Resources Committee budget is forecast to overspend by £0.6m	Full Year £m	Outturn	Budget	Variance
		Housing Benefit	3.7	0.2	3.5
		Regeneration And Development (Property)	(3.5)	(4.6)	1.1
		Organisational Strategy P & D	5.0	4.8	0.2
		People & Culture	6.4	5.9	0.5
		General Counsel	3.4	2.7	0.7
		Operational Services (Customer Services; Facilities Management; Transport)	22.2	21.9	0.3
		Policy & Democratic Engagement	7.7	7.5	0.2
		Digital Innovation & Ict	15.0	15.1	(0.1)
		Finance & Commercial Services	21.9	21.8	0.0
		Central Costs	(47.9)	(47.6)	(0.3)
		Public Health (Public Health Dph)	(0.1)	(0.1)	0.0
		Corporate Transactions	(517.7)	(517.7)	(0.0)
		Community Services (Local Area Committees)	2.8	2.9	(0.0)
		Resources Management& Planning	(0.0)	0.0	(0.0)
		Contract Rebates & Discounts	(1.0)	(0.7)	(0.3)
		Consolidated Loans Fund	22.8	28.1	(5.2)
		Total	(459)	(460)	0.6

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

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

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

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

The subsidy shortfall cost the Council £3m for this type of accommodation in 22/23 and is forecast to cost in the region of £3.5m for 23/24 unless immediate action is taken to limit our exposure to the issue.

1.7.3. **Shortfalls in income from commercial** There is a shortfall against budgeted income for Electric Works of £305k due to low occupancy rate. The property lost key

property are forecast to create a £1.1m budget gap

tenants in 2022/23 and more have left in this financial year leaving occupancy at 57% where the budget is for 85% occupancy to meet income targets.

The property team are falling short of their fee targets by £219k on property disposals and £128k on acquisitions. There is also a further £200k shortfall in other commercial estate income and vacant property management costs.

1.7.4. **Shortfalls in 2022/23 BIP delivery have left legacy issues for 2023/24**

Savings plans in 2022/23 required significant budget savings relating to operating model changes in the Council's Strategic Support Services directorate. Some of the savings plans were not delivered in 22/23 and have slipped into this financial year. Affected services include Organisational Strategy Performance and Delivery (formally Business Change), Human Resources, General Council (Legal Services), Finance & Commercial Services, Policy, and Democratic Engagement.

The Future Sheffield programme will look to re-base budgets in some of these services over the coming months to ensure resourcing is financially sustainable in the directorate. Allocations from the transformation fund have been made to support this programme of work to right size services to ensure operational and financial resilience for the future.

1.7.5. **Interest income from cash balances continues to remain strong**

High interest rates have had a positive impact for the Council for 2022/23 and further gains above budget have been made into 2023/24. At the Bank of England's last Monetary Policy Committee meeting in November 2023, the interest rate was held at 5.25%, the market implied path is that the bank rate will remain at this level until Q3 of 2024.

The Council has strong cash balances and agile treasury management activity has enabled us to benefit from these favourable market investment rates. Slippage in the capital programme has also reduced the need to externalise borrowing. A forecast £5m improvement against expectations has been reflected in the Q2 forecast and goes some way towards mitigating some of the challenges faced in Strategy and Resources committee budgets.

1.8. **2024/25 Budget Position November 2023 – Strategy and Resources Committee**

1.8.1. **In addition to the overall position, this Committee has its own budget to balance** This Committee responsibilities include:

- Strategic Support Services Directorate
- Facilities Management
- Property
- Local Area Committees
- Cross cutting central costs such as borrowing costs

1.8.2. **The S&R Committee pressures consist both Corporate and Specific Committee Pressures.** The pressures can be split into 5 key areas detailed in the table below. The biggest element being the need to set aside reserves for the risk Government continues to provide insufficient Housing Benefit funding to cover the Council's costs in relation to its supported and short stay accommodation duties.

The Corporate Pressures have been balanced...

In addition, the Heart of the City project is going to require short-term support as the scheme development comes to its conclusion. Cost in future years will reduce as blocks are sold or let in line if the strategy.

Corporate Pressures

Housing Benefits Subsidy Shortfall Reserve	£7.9m
Support for Heart of the City	£5.0m
Direct Schools Grant contribution	£1.0m
Local Area Committees support	£0.7m
Increase Council Tax Hardship Fund	£0.2m

Total **£14.8m**

Offset by:

MTFS Assumptions – Capital Financing Savings	£14.8m
Council Tax, Govt grant etc	

1.8.3. **...but there remains a small gap on the Specific Committee pressures of £0.2m**

Specific Committee Pressures

Pay Award	£2.7m
Members Allowances Uplift	£0.3m
ICT Applications Contract Indexation	£0.2m
Reduced Communications Income	£0.2m
HR Contract Uplift	£0.1m
Reduced Local Land Charges income	£0.1m
Cyber Crime Prevention	£0.1m
Property Insurance Premiums increase	£0.1m
Additional Staffing Pressures	£0.1m
Reduced property income due to disposals	£0.3m
Blue Badge Capacity and Medical Assessments	£0.1m

Total **£4.3m**

Offset by (more detail in confidential appendix):

Share of Corporate funding including Pay Awards	£3.6m
Portfolio savings proposals	£0.5m

Total **£4.1m**

Further work is required to identify the remaining £0.2m of savings required to balance.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The recommendations in this report are that each Policy Committee notes their 2023/24 budget forecast position and takes action on overspends.

The proposals in this report will deliver a significant saving in order to achieve a balanced budget for the Council for 2024/25.

3. HAS THERE BEEN ANY CONSULTATION?

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

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

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

4.2 Financial and Commercial Implications

- 4.2.1 The purpose of this report is to provide Members with information on the City Council's revenue budget monitoring position for 2023/24 and provide an update of the budget setting proposals for 204/25.

Each Committee including S&R is required to deliver savings against Committee pressures for 2024/25. The purpose of this is to allow the Council to achieve a balanced position for 2024/25 by the time this committee meets on the 21st December 2023.

The proposals to address the S&R budget savings target are set out in Part B of this report. Currently this Committee has not met all financial pressures aligned to S&R in 2024/25.

4.3 Legal Implications

- 4.3.1 Under section 25 of the Local Government Act 2003, the Chief Finance Officer of an authority is required to report on the following matters:
- the robustness of the estimates made for the purposes of determining its budget requirement for the forthcoming year; and
 - the adequacy of the proposed financial reserves.
- 4.3.2 There is also a requirement for the authority to have regard to the report of the Chief Finance Officer when making decisions on its budget requirement and level of financial reserves.

4.3.3 By the law, the Council must set and deliver a balanced budget, which is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term. This can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves. However, a budget will not be balanced where it reduces reserves to unacceptably low levels and regard must be had to any report of the Chief Finance Officer on the required level of reserves under section 25 of the Local Government Act 2003, which sets obligations of adequacy on controlled reserves.

4.3.4 Any new legal implications will be addressed in the report to Committee on 21st December 2023.

4.4 Climate Implications

4.4.1 Sheffield has adopted a Net Zero 2030 City target. As such, climate impacts are considered as part of decision making. Working with Service Managers and the Sustainability Team, assessments have been given to the proposals. The proposals within this report are deemed to have a neutral impact on the climate.

4.4 Other Implications

4.4.1 We will initiate consultation with union representatives on the outlined proposals that are agreed as part of the budget setting process and will continue to work with them as detail develops.

5. **ALTERNATIVE OPTIONS CONSIDERED**

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

6. **REASONS FOR RECOMMENDATIONS**

6.1 To record formally changes to the Revenue Budget

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