

Strategy and Resources Policy Committee (Extraordinary Meeting)

Wednesday 28 June 2023 at 2.00 pm

**To be held in the Town Hall,
Pinstone Street, Sheffield, S1 2HH**

The Press and Public are Welcome to Attend

Membership

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

PUBLIC ACCESS TO THE MEETING

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

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

Meetings are chaired by the Leader of the Council.

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

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

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

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

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

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

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

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

FACILITIES

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

**EXTRAORDINARY
STRATEGY AND RESOURCES POLICY COMMITTEE AGENDA
28 JUNE 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. Public Questions and Petitions Relating to the Issues to be Discussed

To receive any questions or petitions from members of the public relating to the Issues to be Discussed.

(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 26 June 2023).

5. Proposed Agreement for Lease of former Cole Brothers Building

Report of the Executive Director City Futures

(Pages 11 - 54)

6. Review of Policy Committee Work Programmes

Report of the Director of Policy and Democratic Engagement

(Pages 55 - 104)

7. 2022-23 Financial Outturn

Report of Interim Director of Finance and Commercial Services

(Pages 105 - 114)

8. Sheffield's Gainshare Programme

Report of the Executive Director City Futures

(Pages 115 - 126)

*(NOTE: Appendix 1 and 2 to the report at item 5 and appendix 1 to the report at item 8 in the above agenda are not available to the public and press because they contain exempt information described in paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended)).

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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

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

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

You **must**:

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

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

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

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

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

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

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

You have a personal interest where –

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

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

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

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

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

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

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Report to Policy Committee

Author/Lead Officer of Report:

Neil Jones

Email neil.jones@sheffield.gov.uk

Report of: Kate Martin

Report to: Strategy & Resources Committee

Date of Decision: 28th June 2023

Subject: Proposed Agreement for Lease of former Cole Brothers Building

Type of Equality Impact Assessment (EIA) undertaken	Initial <input checked="" type="checkbox"/>	Full <input type="checkbox"/>
Insert EIA reference number and attach EIA		
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 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:-		
<i>"The appendix is not for publication because it contains exempt information under Paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 (as amended)."</i>		

Purpose of Report:

The Council acquired the former Cole Brothers Building from John Lewis in January 2022 and marketed it through external agents CBRE from May 2022. This report informs Committee of the very exciting outcome of this marketing and recommends a preferred bidder to take forward with detailed negotiations.

Recommendations:

That Strategy and Resources Policy Committee

1. notes the outcome of the marketing exercise conducted by CBRE on behalf of the Council and notes the outline of the preferred bid as set out in this report.
2. endorses proceeding with proposed scheme (Option 1) as set out in Parts 1 and 2 of this report and a conditional agreement for a 250-year lease of the Cole Brothers Building
3. notes that when further discussions have better particularised the lease terms, a further report will be brought to this Committee as soon as is

reasonably practicable for a further decision.

4. notes that as well as the preferred bid, the Council received a number of other credible bids and thank all bidders for their interest and endorses discussing alternative opportunities within the city which they may be interested in pursuing.

Background Papers:

Report to Cabinet Heart of the City December 2021

Reports to Strategy & Resources Committee 24th August 2022 and 15th March 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: Natalia Govorukhina/Tony Kirkham
		Legal: David Sellars/Rahana Khalid
		Equalities & Consultation:
		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:	Kate Martin
3	Committee Chair consulted:	Tom Hunt
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Neil Jones	Job Title: Partnership Manager City Regeneration
	Date: 19 th June 2023	

1. PROPOSAL

1.1 Introduction

In recent years the future of cities has been placed in the spotlight as society adapts to a post pandemic world. Changes to the way people work, shop, live and socialise has impacted the way cities are used. It is well known that City Centre retailing has suffered with major store closures affecting all UK core cities and Sheffield is no different.

With change comes opportunity and whilst the loss of big retail giants like Debenhams and John Lewis from high streets all over the UK brings significant changes to shopping it also presents new opportunities to reinvent city centres, and bring innovative ideas to reuse and repurpose streets, public spaces and buildings.

The former John Lewis store lies in a prominent position in Barkers Pool and forms a significant element of the Council's Heart of the City regeneration scheme. Recognising the prominent location of the store and the importance of the building to the people of Sheffield, the City Council took ownership of the building in January 2022 after John Lewis took the decision to close.

Since that time the City Council has undertaken a marketing process to secure a new use for the building and in particular has encouraged high quality, ambitious proposals that will secure the future of the building to ensure that it remains a centrepiece and focal point bringing people, jobs and life into the city centre.

Officers are extremely pleased with the quality of the impressive bids received from all of the bidders. This report sets out the exciting outcome and recommends a preferred bidder with which to progress.

1.2 Background

In March 2021 John Lewis & Partners announced that several department stores would remain closed following the Covid pandemic. This included the department store at Barker's Pool, Sheffield. Following discussion with the Council, John Lewis & Partners agreed to surrender their lease of the building on terms that included the payment of a premium to the Council. Following a decision by Cabinet in December 2021 the Council took possession of the building in January 2022 and in so doing secured control of a major site in the city centre providing an opportunity to embrace and support the regeneration of Sheffield and compliment Heart of the City.

Over the past 12 months specialist contractors have been removing asbestos from the building. These works have been funded from within the existing financial allocation for the Heart of the City project.

The property was marketed by external agents CBRE from May 2022.

1.3 Listing

In July 2022 the building was listed Grade II. The implications of that decision were explained to Strategy & Resources Committee on 24th August 2022 and a decision was taken to continue with the marketing of the building.

Whilst the Council had previously applied for a Certificate of Immunity from listing, there is no 'appeal' process for the decision to list a building. There was a limited right to request a review of the decision, but that was not possible without significant evidence of discrepancies in the facts which were considered as part of the listing.

It is important to note that listing does not mean the building cannot be altered or that parts cannot be demolished, but a strong justification will be required and any significant 'harm' to the heritage must be justified by more significant public benefits. There are many examples of listed buildings both within Sheffield and across the country which have been successfully altered, adapted and reused. Many have involved selective/ partial demolition to enable new elements to be created and adapted for reuse in modern society. Examples from Sheffield include Park Hill, the former Co-op building, and the Arts Tower which all involved major interventions or selective demolition.

All parties who had expressed an interest in the property were contacted regarding the listing of the building and the potential implications of the listing. Whilst some reconsidered their interest, several of the parties remained interested.

In order to ensure the development of credible, deliverable proposals following the listing decision, Officers from Regeneration and Planning teams together with CBRE and representatives from Historic England met with prospective developers in order to explore potential options for the reuse of the building that would be acceptable given its listed status.

1.3 Process

CBRE invited the developers to submit proposals by a closing date of 3rd February 2023. There was a strong response with six quality bids received from credible developers, all with impressive track records. One of the bidders subsequently withdrew.

A range of redevelopment and refurbishment options have been proposed with a variety of different uses for the building which are in keeping with the Heart of the City Vision and Council aspirations for the wider city centre.

A report to Strategy & Resources on 15th March 2023 updated Members on the latest position and it was agreed that the process to secure a developer should continue as planned and that a further report be brought back to this Committee following the elections in May for selection of the preferred developer.

CBRE invited best and final offers by 31st March 2023.

1.4 Current Position

Further clarification meetings have since been held with the bidders and detailed scoring carried out by CBRE and officers on the following criteria –

Planning 10%

- The proposed use mix is compliant with the planning brief and associated planning policy for the site; or a very strong case could be made for achieving an implementable consent.
- The proposal sets out how any significant impacts on the heritage assets ie both the listed building and Conservation Area, would be justified

Quality 20%

- The proposal demonstrates a high quality solution which meets Council aspirations in terms of environmental and social benefits; and provides an appropriate use-mix in the Heart of the City masterplan as well as the wider City Centre
- Sustainability of proposed use(s) i.e. continued and active occupation of the building in the medium to long term
- Bidders are an accredited Foundation Real Living Wage employer or can demonstrate a commitment to working towards becoming accredited

Engagement Strategy 5%

- The bidder has provided a detailed and satisfactory strategy for consultation and engagement with appropriate local stakeholders.

Deliverability and Track Record 20%

- The bidder has a track record of working in partnership with the public sector.
- The bidder has a demonstratable track record of working on mixed use, city centre developments of a comparable size, scale and complexity and/or Listed buildings
- The bidder has an appropriate professional team to deliver the proposal
- The proposal sets out a delivery programme that is ambitious whilst being realistic

Conditionality 5%

- The conditions attached to the transaction are realistic and can be overcome within a time period appropriate to the Council.

Financial 40%

- Amount of Premium
- Provision of any financial mechanism
- Extent of any enabling sought from the Council and how this would enhance the capital value of the property

- 1.5 In assessing and scoring the submissions officers and CBRE are in unanimous agreement on which one should be recommended as preferred bidder as set out below. The preferred bidder scored the highest overall score, including the highest or equal score on all of the assessment headings.

Further details on all of the submissions are included in a summary report prepared by CBRE that is annexed to a report in Part 2 of this agenda. This report contains sensitive commercial and financial information which cannot be released as it could affect the ability of the companies concerned to do business.

1.6 Preferred Bidder

The preferred bidder has proposed an exciting mixed-use scheme comprising flexible workspace and cafes/retail/leisure/cultural uses/event space which will

complement the existing and proposed development within the rest of the Heart of the City project.

At the core of the proposal is ambition is to re-establish the building as a place to meet, eat and shop in the city centre, with the ground floor filled with lively retail, food and drink and the upper floor providing flexible workspace for Sheffield's growing business base. The intention is to re-establish a strong identity for the building, rekindling the association and connection of Sheffield people with this iconic building.

Barkers Pool and Cambridge Street will be animated with cafes on perimeter of the building with retail (targeted at mainly independents) at the centre on the ground floor and leisure on the lower ground floors. There will be rooftop offices on the upper floors and in an extension above the existing main store building. There are large basements that will also be brought into use, the precise detail of which is yet to be decided. Substantial areas of the building will therefore be reopened to public use.

The existing car park structure would be maintained with public access to a pocket park at the top during the day and evening, with studio spaces and gym to the upper levels. A limited number of car parking spaces are proposed for the use of office tenants, including electric vehicle charging points, bike storage and hire facilities.

The number of parking spaces to be retained for use by office occupiers will be far lower than the 400 existing spaces and detailed discussions on vehicle routes to and from the parking and servicing of the building will ensure that the Council's wider proposals for access and streetscape improvements within the city centre are not compromised.

The proposal is likely to result in less disruption within the city centre and surrounding Heart of the city scheme to other bids as the car park structure is to be retained. Demolishing the car park, which was proposed by some bidders, could result in disruption to the nearby new apartments and hotel which opens next year.

Refurbishment of the building will be a 'light touch, maximum impact' approach with limited interventions. Retaining and exposing features and cleaning the façade rather than replacing panels, whilst improving thermal performance. Minimising mechanical services and creating a larger atrium through the building will help to maximise natural light and ventilation. This has many environmental benefits in terms of reducing potential energy and water use and retaining embodied carbon within the structure.

The scheme is the most acceptable of all of the proposals from a heritage and planning perspective. The large extent of the existing building proposed to be retained involves the least 'harm' to the heritage asset. It still contains original features that are specifically referred to in the listing description, such as white-glazed tiles, brown mosaic window panels, granite lined black terrazzo stairwells and some of the escalators.

The integrated car park is also specifically mentioned in the listing and in meetings between Historic England and the developers, it was stated that adaptation of this to other uses would be acceptable, subject to the details.

Temporary uses, such as events and pop-up shops and cafes will start to activate the building as soon as it is feasible to do so. Whilst it isn't yet possible to give precise timescales due to ongoing works in the building to remove asbestos it is hoped that this activity could commence in the next 6-12 months. However, at a very early stage, the preferred bidder will commence engaging with interested stakeholders and consulting with the wider Sheffield population in order to shape their plans as more details are drawn up.

The bidder has a shorter programme to start and complete the development than most others. It is important to note that redevelopments of this sort take time and can be affected by external events, as we have seen in recent years. However, the ambition is to have the scheme totally completed within the next 3 years.

The bidder has a strong track record of working with many public sector parties in a number of cities across the UK including Manchester, Liverpool and Birmingham. The proposed project team have redeveloped many listed and challenging buildings, including both historic and post-war structures in regeneration areas. They have over a million sq ft of commercial space that they have developed, hold and manage and have set out that Cole Brothers would be the next commercial scheme in their pipeline, and that they would retain and hold the building as part of their portfolio.

Finally, the bidder submitted the highest financial offer and is not requiring any financial contribution from the Council.

1.7 **Other Bidders**

The other submissions were for a mixture of uses which in summary were –

- High quality 199 bed hotel with large reception and ancillary retail and leisure uses on ground and lower ground and a roof top bar. Existing car park replaced with 174 BtR apartments 1-3 bedrooms. Large, dramatic atrium with escalators retained/replaced
- Good quality offices in existing store for co-location of university spin outs, tech startups and scaleups as well as larger, more corporate occupiers; cafes/leisure/retail at ground floor; Apartments on demolished car park plot. Rooftop offices extension above existing main store building
- Mixed use residential (for sale and rent) and employment uses; cafes/leisure/retail at ground and lower ground floors; office/workspace on two floors; Roof top duplexes on top of the existing store with communal outdoor space for residents; Innovative, medium scale family homes on site of existing car park
- Cafes/leisure to ground and lower ground floors; offices on upper floors; Roof top leisure and amenity area; car park to be maintained as public pay and display mscp with less spaces than existing
- The sixth bidder withdrew recently but the proposal was entirely residential on the upper floors of the former store and in a new building on the site of the car park with leisure uses at ground and lower ground floors.

These submissions were also all of a very high quality, from reputable developers who should be welcomed to the city and will officers be discussing other alternative opportunities with them.

1.8 **Next Steps**

If the Committee agrees the recommendation to proceed with the suggested preferred bidder, they will start their consultation and engagement proposals to inform the development of the detailed design and planning application being progressed. In tandem officers will prepare and negotiate the detail of the terms of the agreement for lease and these will be reported back to Committee for final approval before entering into necessary legal documentation.

Given the importance and profile of the building the legal documentation will be in the form of conditional agreement for a 250 year lease with clear milestones and timescales to ensure delivery and strategic fit. The proposed conditions are set out in Part 2 and as stated in recommendation 3 of this report, once discussions with the preferred bidder have concluded and officers are able to better particularise the lease terms, a further report will be brought to this Committee as soon as is reasonably practicable for a further decision.

1.9 Due to the high profile and level of local interest in the future of the building, it is proposed that progress is monitored in regular reports at key stages in the project, taken to Transport, Regeneration & Climate Change Committee.

1.10 The interest that the marketing generated and the quality and amount of work that was submitted by all of the bidders was hugely impressive and encouraging for other projects which the Council will be bringing forward in the near future. Officers will therefore continue to discuss proposals with the bidders who were unsuccessful on this occasion to engage with them on other opportunities.

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

2.1 Redevelopment of the building is an important part of realising the vision for the city centre and the Heart of the City project. The proposals that have now been submitted by the preferred bidder incorporate a range of different uses that meet the Council's aspiration for the delivery of imaginative high quality, sustainable development which is appropriate to the transformational nature of the opportunity & the surrounding proposals

The proposed scheme will create space for new jobs, places to shop, eat and visit and will help to increase the vibrancy and attractiveness of the city centre for residents and visitors.

Bringing this vacant listed building back into active use will be hugely beneficial. Retaining the large majority of the structure, whilst improving the thermal performance of the building, should have a positive impact on climate change as the embodied carbon in the structure is not lost and fewer new materials need to be produced and used. In addition, improvements to the thermal performance and efficiency of the building will reduce the operational carbon cost.

Whilst the decision to lease the building does not in itself increase or reduce

inequalities, the developer is committed to ensuring that the various opportunities which the scheme will enable are open and available to all. This will form part of their forthcoming engagement strategy.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 Public engagement on the future options for the building was undertaken through the work on the City Centre Strategic Vision in January / February 2022. Due to the commercial sensitivity of the bidding process it has not been appropriate for the details of the bids to be consulted upon with the public.

However, if the Committee agrees the recommendation to proceed with the suggested preferred bidder, they will start their consultation and engagement proposals enabling a wide variety of organisations, stakeholders and the public to shape the final details of the scheme.

As part of the submissions all of the bidders were required to outline their engagement strategy and officers will agree a detailed consultation programme as one of the first steps

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 As stated above, the decision to lease the building does not in itself increase or reduce inequalities. The developer is committed to ensuring that the various opportunities which the scheme will enable are open and available to all.

4.2 Financial and Commercial Implications

4.2.1 Financial implications are outlined in the Part 2 report.

4.3 Legal Implications

4.3.1 This report seeks approval to proceed with the proposed scheme (Option 1) set out in Part 2 of this report. This includes an endorsement for officers to enter discussions with the preferred bidder to particularise the terms of the proposed 250-year conditional lease agreement of the Cole Brothers Building. A further decision paper will be presented to this committee once the terms and conditions of the lease can be particularised.

4.3.2 Under Section 123 of the Local Government Act 1972, the Council has the power to grant a 250- year long lease of land or property owned by the Council provided it is based on achieving best consideration. This will need to be considered when a further report is presented to committee for a decision to grant the 250-year lease by way of a conditional agreement.

4.4 Climate Implications

4.4.1 Environmental considerations have been addressed at a high level in the submission, with principles set out for water, energy efficiency, material and sustainable transport strategies.

Retaining the large majority of the structure, whilst improving the thermal performance of the building through replacing windows and increasing insulation, should have a positive impact on climate change as the embodied carbon in the structure is not lost. Exposing the structure and soffits internally will reduce waste associated with a more intensive fit out as fewer new materials need to be produced and used.

It is also intended to introduce photovoltaics and low energy plant and mechanical systems and natural ventilation where possible. A green roof will be added to the top floor and rainwater harvesting introduced for toilet flushing and irrigation.

A detailed Climate Impact Assessment has not been undertaken at this stage but will be done as the proposals are progressed.

4.4 Other Implications

4.4.1 None

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 The summary report annexed to the Part 2 report explains why the preferred bidder is being recommended to progress with rather than the other bidders.

As stated in the previous reports to this Committee in August 22 and March 23, the Council could decide not to progress with a disposal of the building at the present time. However, to do so would lead to further delays and uncertainty around what is an important building for the regeneration of the city centre and of a lot of interest from many people both within and outside of Sheffield. There is also a risk that developers currently interested in the scheme could withdraw.

Retaining the building without securing its redevelopment will have financial implications for the Council both in vacant property management, security and holding costs and in potential blight suppressing values and interest in the surrounding property and the Heart of the City Scheme.

6. REASONS FOR RECOMMENDATIONS

6.1 The proposed agreement for lease to the preferred bidder will result in the delivery of an exciting mixed-use scheme comprising flexible workspace and cafes/retail/leisure/cultural uses/event space which are all considered to be complementary uses to the rest of the Heart of the City project. The scheme will create space for new jobs, places to shop, eat and visit and will help to increase the vibrancy and attractiveness of the city centre for residents and visitors

The bidder has a strong track record of working with many public sector parties. The proposed project team have redeveloped many challenging and listed buildings, including both historic and post-war structures.

Bringing this vacant listed building back into active use will be hugely beneficial both for the wider city centre and the surrounding Hart of the City Scheme. Retaining the large majority of the structure, whilst improving the thermal performance of the building, should have a positive impact on climate change.

The building was openly marketed over a significant period of time and the preferred bidder submitted the highest financial offer.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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Report to Policy Committee

Author/Lead Officer of Report:

Laurie Brennan
Head of Policy and Partnerships

Tel: 0114 2734755

Report of: Director of Policy and Democratic Engagement

Report to: Strategy and Resources Committee

Date of Decision: 28th June 2023

Subject: Review of the Policy Committee Workplans 2023/24

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

Purpose of Report

This report:

- Recognises the important role that the S&R Committee plays in providing strategic direction to Council's Policy Committees and in particular ensuring that cross-cutting policy issues are strategically and collaboratively managed through Sheffield's Committee System
- Identifies S&R Committee's role in supporting and overseeing the workplans of Policy Committees across the year
- Sets out an initial version of the S&R Committee's workplan for this year based on the Strategic Framework that was agreed by S&R Committee on 31st May 2023.

Recommendations

That S&R Committee:

1. Recognise the vital role S&R Committee plays in supporting and overseeing the Committee System.
2. Welcomes the work that all Policy Committees have undertaken to date on developing workplans for the year ahead.
3. Discusses and agrees the current draft of the Strategy and Resources Committee Workplan based on the Strategic Framework for 2023/24 as agreed at the 31st May meeting of this committee.

Lead Officer to complete:-					
1	<p>I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Finance: Liz Gough, Head of Service: Finance & Commercial Business Partnering (pending)</td> </tr> <tr> <td>Legal: David Hollis, Interim General Counsel (pending)</td> </tr> <tr> <td>Equalities & Consultation: Adele Robinson, Equalities and Engagement Manager (pending)</td> </tr> <tr> <td>Climate: N/A</td> </tr> </table>	Finance: Liz Gough, Head of Service: Finance & Commercial Business Partnering (pending)	Legal: David Hollis, Interim General Counsel (pending)	Equalities & Consultation: Adele Robinson, Equalities and Engagement Manager (pending)	Climate: N/A
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Climate: N/A					
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>				
2	<p>SLB member who approved submission:</p> <p>Kate Josephs, Chief Executive</p>				
3	<p>Committee Chair consulted:</p> <p>Cllr. Tom Hunt, Leader of the Council, Chair of S&R Committee</p>				
4	<p>I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Lead Officer Name: James Henderson</td> <td style="width: 50%;">Job Title: Director of Policy Democratic Engagement</td> </tr> </table> <p>Date: 19th June 2023</p>	Lead Officer Name: James Henderson	Job Title: Director of Policy Democratic Engagement		
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Review of the Policy Committee Workplans 2023/24

Strategy & Resources Committee's role in providing support, oversight and enabling Sheffield's Committee System

1. The Strategy and Resources Committee undertakes an important role in Sheffield's Committee System, setting the overall direction of the council while supporting and enabling committees to lead their policy remit effectively. The S&R Committee has the following responsibilities:
 - cross-cutting responsibility for development and submission to Full Council for adoption of the Budget and Policy Framework;
 - providing strategic direction to the operation of the Council by developing and recommending the Corporate Plan (including determination of the priorities set out therein) to Full Council and making decisions on cross-cutting policies and practice where such decisions are not reserved to Full Council;
 - Responsibility for any issue identified as being of significant strategic importance or financial risk to the Council (which is considered to be by its nature cross-cutting);
 - Responsibility for any policy matter not otherwise allocated to a Committee;
 - Considering reports which an Ombudsman requires to be published by the Council where it is proposed that the Council take the recommended action.
2. In the recent Six-Month Review of the Committee System, Members and officers reflected on the experience of working in the Committee System in the initial phases after its implementation in May 2022. Through the engagement and evidence submitted to the review, there was a clear challenge about the extent to which S&R was fully undertaking its constitutional role to convene Sheffield's committee system and determine the most appropriate place for cross-cutting items to be considered. The Governance Committee recommended:

“The role of the Strategy & Resources Committee and senior officers in early identification of cross-cutting issues and directing them to the most appropriate Policy Committee needs to be re-emphasised – including the role of Strategy & Resources Committee in maintaining an oversight of Policy Committee work programmes. This should be actioned through the Governance Review Implementation Plan”.¹

¹ Sheffield City Council (2023) *Six Month Review of New Governance Arrangements*, Governance Committee, <https://democracy.sheffield.gov.uk/documents/s59110/Item%207%20-%20Six%20Month%20Review%20of%20Governance%20Arrangements.pdf>

3. As part of their initial work planning for the year ahead, Strategy and Resources Committee Members discussed how they want to undertake their role and how they want to work together. S&R Members have agreed that they will:
 - **Be led by our values** – embody the Council’s values in how they operate as a team, as chairs of policy own committees and in their ways of working
 - **Be an enabling and empowering committee** – the S&R Committee want to act as an enabling committee, supporting Policy Committees to undertake their role and lead on their own remits with the emphasis on S&R having oversight and supporting the overall strategic direction of the council. S&R Committee will have regular discussions reviewing the workplans of all Policy Committees, helping to provide strategic direction, ensuring that crosscutting issues are considered across policy areas and cross-party and helping to navigate where a crosscutting issue is best led.
 - **Be visible leaders for our new governance model** – the S&R Committee want to use their workplan and approach to demonstrate our commitments to working in a modern committee system, working collaboratively across parties, with partners and creating opportunities through the year to engage citizens and stakeholders in policy making.

Policy Committee Workplans 2023/24

4. In line with the Strategy and Resources Committee’s responsibilities to provide strategic direction across the Committee System, the Committee will regularly consider and review the workplans of all Policy Committees. This is not an attempt to micro-manage the activity of other committees but rather to help co-ordinate activity or identify opportunities for cross-cutting Policy Committee working.
5. Policy Committee workplans are published as part of the respective agendas for each Policy Committee but are appended here for information.
6. Strategy and Resources Committee also has a workplan of its own which is presented here. As with all Policy Committees, the workplan is a live document that will be updated and re-presented at each meeting to ensure that the Committee can add contemporary issues while managing longer term projects and strategy development across the year.
7. At the Strategy and Resources Committee on the 31st May, Members agreed the Strategic Framework for the year ahead². The Strategic Framework recognised the progress made in the Corporate Delivery Plan last year but suggested that, alongside the developing City Goals for Sheffield, the Council needs to set out its medium-term strategic direction and priorities to achieve the city’s ambitions. The

² Sheffield City Council (2023) *Strategic Framework 2023/24*, S&R Committee, 31st May 2023. <https://democracy.sheffield.gov.uk/documents/s59470/Strategic%20Framework%20202324.pdf>

Strategic Framework also set out a number of issues that Members want to progress through Policy Committees for the organisation and for the city over year.

8. The areas that S&R Members want to prioritise over the coming year include:

<p>Continuous development of our system of democratic committee governance</p>	<p>Working alongside the Governance Committee, continue to develop our model and how we modernise and embed the committee system.</p> <p>Embed approaches and policies and need to support Member development</p>
<p>Establish a new strategic framework for the city and organisation</p>	<p>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</p> <p>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</p>
<p>Cost of living crisis</p>	<p>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.</p>
<p>Leading the ongoing development and improvement of the organisation, including its governance</p>	<p>This includes:</p> <ul style="list-style-type: none"> • Lowcock Report - taking forward the actions 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. • Future Sheffield - overseeing our 3-year 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. • LGA Peer Challenge – ensuring the delivery of the LGA Peer Challenge Action Plan, as agreed by S&R Committee in March 2023. • Race Equality Commission – working with city partners and driving SCC’s delivery of the REC recommendations in line with our SCC action plan.
<p>Street Trees recommendations and reconciliation</p>	<p>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.</p>

Continuing to develop our community involvement and neighbourhood and locality working arrangements	Working with the Governance Committee to <ul style="list-style-type: none"> • consider further devolution of powers and funding to the LACs this year; • making neighbourhood working more integral to the culture of the wider organisation (including through the Future Sheffield programme); • 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
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.

9. These are reflected in the S&R Committee's workplan that is attached to the report in Appendix 1.

How does this decision contribute?

10. This sets out the S&R Committee's proposed workplan for the year ahead. It is a live document that reflects issues that S&R Members want to lead alongside Policy Committees as set out in the 2023/24 Strategic Framework. These commitments are vital to leading the transformation of the council and delivering for the people of Sheffield.
11. By developing a new S&R workplan and regularly overviewing the other Policy Committee workplans, S&R is responding to the challenge in the Governance Committee's Six Month Review of the Committee System, requiring S&R to fulfil its role of providing strategic direction for the Committee System.

Has there been any consultation?

12. Citizen, partner and stakeholder engagement is fundamental to our way of working and will form a crucial part of the work of all Policy Committees throughout the year.

Risk analysis and implications of the decision

Equality Implications

13. There are no equality implications directly arising from this report. However, equality, diversity and inclusion implications will be fully considered as part of the items detailed in the proposed S&R workplan for 2023/24.

Financial and Commercial Implications

14. There are no financial implications directly arising from this report but the financial and resourcing implications of the items detailed in the proposed S&R workplan will be fully considered as part those individual projects and decisions.

Legal Implications

15. There are no legal implications directly arising from this report but the legal implications of the items detailed in the proposed S&R workplan will be fully considered as part those individual projects and decisions.
16. Policy Committees are required within their remits to keep their workplans under review at each meeting.
17. Under Part 3c of the constitution, 'Strategy and Resources Policy Committee may refer any issue falling within its remit to another Policy Committee for decision if it considers appropriate. This includes where matters are within its remit because they cut across other Policy Committees' remits and can do this as it discusses and agrees its workplan each meeting.

Climate Implications

18. There are no climate implications directly arising from this report but the climate implications of the items detailed in the proposed S&R workplan will be fully considered as part those individual projects and decisions.

Alternative options considered

19. The following options were considered:
 - **Do nothing** – this was dismissed as Policy Committees are required to set out and regularly review their workplans under the SCC Constitution. It is

essential that citizens, Members and officers are able to see what decisions a Committee plans to take and when.

- **Strategy and Resources Committee to focus only on its own work plan** – this option was rejected as it is essential that in order to fulfil its remit the committee is able to coordinate and provide strategic oversight across the breadth of the other committees' work plans

Reasons for recommendations

20. Agreeing a workplan for the S&R Committee is an important part of the Committee's responsibilities to manage work over the coming year and demonstrate to the people of Sheffield the areas that the Committee will lead and progress this year.
21. As part of Sheffield City Council's constitution, citizens have the right to see what decisions committees will take and when.

Review of the Policy Committee Workplans 2023/24

Appendix 1 – Strategy and Resources Policy Committee Work Programme

Part 1: Strategy and Resources 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.
Leading the ongoing development and improvement of the organisation, including its governance	This includes: <ul style="list-style-type: none"> • Lowcock Report - taking forward the actions 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. • Future Sheffield - overseeing our 3-year 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. • LGA Peer Challenge – ensuring the delivery of the LGA Peer Challenge Action Plan, as agreed by S&R Committee in March 2023. • Race Equality Commission – working with city partners and driving SCC’s delivery of the REC recommendations in line with our SCC action plan.

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 <ul style="list-style-type: none"> • consider further devolution of powers and funding to the LACs this year; • making neighbourhood working more integral to the culture of the wider organisation (including through the Future Sheffield programme); • 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
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 2: Agenda Items for Forthcoming Meetings

Meeting 3 (23/24)	12 July 2023	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • Decision • Referral to decision-maker 	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee

			<ul style="list-style-type: none"> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 	<i>(with reference to options in Appendix 1)</i>		<ul style="list-style-type: none"> • Another Cttee (eg S&R) • Full Council • Officer
Supporting the people of Sheffield through the cost-of-living crisis	The cost-of-living crisis continues to have profound implications for people across Sheffield. SCC and partners in the public, private and voluntary, community and faith (VCF) sector have taken to steps together over the last year to provide support and advice to those who are being most impacted. This multi-agency approach was agreed by S&R Committee in June and July 2022, and the Committee agreed to receive an update on activity at a future meeting.	James Henderson/ Laurie Brennan	Decision	Leaders Briefing 12 June 2023 Cost of Living strategy group – regular meetings and workshop	Engagement with partners and the public has been a key part of the cost of living response. Engagement with residents across the city, and regular meetings and workshops with VCF, public sector and private sector partners have all shaped the multi-agency approach.	This Committee
Food Strategy and related commissioning model	A new Food Strategy for Sheffield has been written. This was endorsed at the H&WBB where it was also recommended that the	Greg Fell/Jessica Wilson	Decision	Discussion at pre-agenda meetings (brief on content of food strategy, present recommendations for	Public, service user and stakeholder consultation is informing the dietary improvement/obesity	This Committee

	<p>strategy should be formally passed by a committee</p> <p>A number of contracts and initiatives funded by the public health grant to improve dietary outcomes and prevent obesity are due for review and in some cases retendering by 2024. Due to the value of investment (£3.2 million total for 5 years investment) this will require a decision at committee</p>			<p>proposed commissioning model and take steer where there are multiple options e.g. procurement route)</p>	<p>prevention commissioning model</p> <p>Food Strategy developed collaboratively with ShefFood partnership with broad stakeholder engagement in subsequent action planning</p>	
Household Support Fund	Decision required prior to school holidays.	Alex Westran	Decision	<p>A member briefing will be provided detailing initial findings and options to comment on prior to the S&R Committee in July.</p> <p>Also, members who attend the Cost-of-Living Strategy Group will be consulted on progress at each occurrence of the meetings between now and the S&R Committee in July</p>	<p>The Community and Voluntary Sector are directly involved pulling together the analysis that sits behind the proposals.</p> <p>They have provided data relating to which cohorts are asking for support. They have also provided insight and qualitative information in their role as trusted assessors for the HSF relating to how</p>	This Committee

					<p>applicants find it difficult to apply.</p> <p>We have also used customer feedback direct from service users to inform our findings.</p>	
Local Land Charges – Proposed Fee Increases		Vicky Clayton		Limited prior engagement required	Once approved, customers will be notified of increases and date of implementation	
Extension of the Dynamic Purchasing Scheme (DPS) for transport services		Tom Smith/ John Hudson				

Extraordinary Meeting	2 August 2023	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Local Plan ahead of submission to Government		Michael Johnson/ Simon Vincent	Decision	Member Working Group/Sub Committee & full committee briefings	<i>This stage will be post public consultation.</i>	Full Council

Meeting (23/24)	7 September 2023	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
White Ribbon Plan and new Strategy	Sheffield achieved White Ribbon Accreditation in November 2022 until November 2025. In order to maintain the accreditation an action plan must be submitted usually within 6 months.	Alison Higgins	Decision	Political group briefings required	There is a regular Violence Against Women and Girls Forum that meets bi monthly that will be consulted on key aspects of the plan. The action plan itself will include actions on community engagement.	This Committee

Meeting (23/24)	18 October 23	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Tackling the Stigma of Menopause and Period Poverty	James Henderson					

Meeting (23/24)	20 November23	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Budget Updates and delivery options (TBC)						
Endorsement of City Goals		James Henderson				Full Council
Equalities Objectives	James Henderson					
Corporate Plan	Development of a new 5-year Corporate Plan for the organisation which connects to the developing City Goals, sets out what we want to achieve and our priorities and gives clear direction for the whole council, citizens and partners	James Henderson	Decision			Full Council. Report to be submitted in the Autumn

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)

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

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

Meeting (23/24)	12 March 24	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)

Meeting (23/24)	17 April 24	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	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	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Adopting the All-Party Parliamentary Group (APPG) on British Muslims' Definition of Islamophobia	Response to Council Resolution of 14/12/22	James Henderson/ Adele Robinson	Referral from Council			To be considered as part of the Equalities Objective report being submitted to this Committees.
Driving Forward the Heritage Strategy for Sheffield	Response to Council Resolution of 20/2/23	Kate Martin/Diana Buckley	Referral from Council			Note: Report being prepared for consideration later in the year.

Moving Towards An Ethical Debt Collection Policy and Ending The Use Of Bailiffs	Response to Council Resolution of 14/12/22	Tim Hardie	Referral from Council			Note: Finance Working Group to consider. Proposed that this be added to Finance Committee Work Programme
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

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Review of the Policy Committee Workplans 2023/24

Appendix 2 - Work Programmes and Agendas for the Next Two Meetings of each Policy Committee

This document collates the work programmes and agendas for the next two meetings of each policy committee. It aims to provide Strategy and Resources Committee with an overview of the suite of forthcoming Committee agendas, to help make links between Committee work programmes and ensure that agendas reflect the strategic priorities; identify cross-cutting issues; and shape Briefing agendas.

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[Adult Health and Social Care Policy Committee](#)

Meeting 2	September 20 th , 2023	10am				
Topic	Description	Lead Officer/s	Type of item <i>Decision/Referral to decision-maker/Pre-decision (policy development)/Post-decision (service performance/ monitoring)</i>	Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) This Cttee/Another Cttee (eg S&R)/Full Council/Officer
Recommissioning of Advocacy Services	Proposal for retender of Advocacy Services following the report presented in March 23	Avi Derei	Decision	Member Briefing and Engagement	Included in proposal	Adult Health and Social Care
Adults with a Learning Disability Strategy and Delivery Plan and Adults future options (Inc Day service and Respite/ Short Breaks)	Approval of Adults with a Learning Disability Strategic Plan, Adult Future Options Recommissioning Update including Day Activities and Respite and Short Breaks	Andrew Wheawall/ Christine Anderson	Decision	Member Briefing	Included in report and development of strategy	Adult Health and Social Care NOTE: Cross Cutting issue requiring briefings for ECF
Adult Care Strategy Delivery and Service Performance Update	Quarterly update on Adult Care Strategy Delivery and Service Performance Update including update against Council Delivery Plan.	Jon Brenner	Post Decision – Assurance and Scrutiny	Member Briefing	N/A	Adult Health and Social Care
Adult Working with People Delivery Plan	Approval of Working with People Delivery Plan	Janet Kerr	Decision	Member Briefing	Included in Report	Adult Health and Social Care

Transitions of young people to Adult Services	Endorsement of model and programme to ensuring effective transition of young people to adult services	Joe Horobin Janet Kerr	Decision	Member Briefing.	Included in Report	Adult Health and Social Care. NOTE: Cross Cutting issue requiring briefings for ECF
Adult Safeguarding and Ensuring Safety Delivery Plan Update and Safeguarding Board Annual Report	Endorsement of Safeguarding Board Annual Report and six-monthly update on Adult Safeguarding and Ensuring Safety Delivery Plan	Chief Social Work Officer	Post Decision – Assurance and Scrutiny	Member Briefing	Included in report	Adult Health and Social Care
DASS Local Account and Annual Performance report	Approval of Local Account and annual performance report	Liam Duggan Jon Brenner	Decision	Member Briefing	As part of development of the account	Adult Health and Social Care
Adult Care Budget Programme 2024/ 2025	Endorsement of budget proposals 2024/ 2025	Liam Duggan Liz Gough	Decision	Member Briefing	N/A	Adult Health and Social Care
Adult Care and Wellbeing Budget, Risk and Financial Governance	Adult Care Budget, Financial Governance and Risk Register Update. Financial Thematic Update	Liam Duggan/ Jonathan McKenna-Moore	Post Decision – Assurance and Scrutiny	Member Briefing	N/A	Adult Health and Social Care

	on Purchasing, Reviews and Contract Register					
DASS highlight report	<p>This paper provides the Strategic Director's update regards the performance and governance of Adult Health and Social Care services, including progress in meeting DASS (Director of Adult Social Services) accountabilities and delivering on our statutory requirements.</p> <p>It also provides an update regards Adult Care & Wellbeing progress in relation to the Council's Delivery Plan, key strategic events and issues on the horizon.</p>	Jon Brenner	Strategy/Policy Development	Regular briefings with both the group leads, and on occasions whole committee, will keep Members informed of progress.	Much of the content of the updates will be informed by wide ranging involvement and co-production across our services.	Adult Health and Social Care
Recommissioning Lincoln Court (Homeless Woman)	Proposal to recommission Services	Sam Martin	Decision	Member Briefing	Included in proposal	Adult Health and Social Care
2023/24 Q1 Budget Monitoring	Budget Monitoring report	Jane Wilby	Monitoring			Adult Health and Social Care
Adult Care and Wellbeing Directorate Plan	Summary plan for the Adult Care & Wellbeing Directorate setting out	Jon Brenner	Decision	Member briefing	The plan is informed by wide ranging	Adult Health and Social Care

	priorities, objectives and measures across the service for 2023/24				involvement and co-production across our services.	
Commissioning a Community Infection Prevention and Control Service	<p>A key learning from Covid was that a range of settings lacked consistent confidence or skills in Infection Prevention and Control as they could be. This affected services ability to provide safe care and reduce the risk of infectious diseases and outbreaks.</p> <p>A number of settings particularly need to be the focus of support to deliver good practice. These are settings where the users of the service are vulnerable to serious effects of poor infection control because of their own health or ability to take action such as effectively washing hands. These settings include: care homes, supported living, domiciliary care, nurseries and early years settings, special schools, children's residential</p>	Ruth Granger	Decision	Members would require briefing on this work. It has been referenced at the Health and Well Being Board as an issue emerging from Covid debrief but this specific proposal has not been discussed there because it is not a decision-making Board.	Providers sought Infection Prevention and Control support, good practice and advice during the Covid pandemic so there is a broad understanding of the operational issues based on recent feedback. This is not a public facing service but we know from debriefs of serious incidents/outbreaks that the public are affected when Infection Prevention and Control practice is poor. We have sought advice from our IPC working group on consultation with stakeholders from different settings.	Adult Health and Social Care

	homes and homelessness settings. Sheffield City Council could be accountable and liable (i.e. legal action be taken) in the event of a critical incident resulting from poor IPC, where the organisation had a direct contracting or purchasing arrangement.				We plan to discuss what the service will offer, with providers, when we have plans in a more developed form.	
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Meeting 3	November 8 th , 2023	10am				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Adult Early Intervention Strategy and improving Wellbeing outcome and tackling inequalities.	Approval of Adult Early Intervention Strategy and progress made in improving wellbeing outcomes following decisions at Committee in 22/23.	Sandie Buchan Jon Brenner Tim Gollins	Decision	Member Briefing	Included in report and development of strategy	Adult Health and Social Care
Recommissioning of Early Intervention Services	Proposal for retender of Live Well at Home Services following the report presented in September 22 and Early Intervention Strategy	Sam Martin Tim Gollins	Decision	Member Briefing	Included in Proposal	Adult Health and Social Care

Adult Care Mental Health and AMHP Service Annual Report	Adult Care Mental Health Service update and approval of AMHP Annual Report.	Tim Gollins Sid Fletcher	Decision	Member Briefing	N/A	Adult Health and Social Care
Changing Futures Delivery Plan update and Annual Report	Annual Report on Changing Futures Programme for approval and update regards programme future.	Michael Corbishley Sam Martin	Decision	Member Briefing	Included as part of development	Adult Health and Social Care
Approval of Care Fees 24/25	Approval of Care Fees for 24/25	Catherine Buntun	Decision	Member Briefing	N/A	Adult Health and Social Care
Residential Commissioning Strategy and Delivery Plan	Approval of recommissioning plans to ensure a stable residential market following agreement to review model in February 23.	Catherine Buntun	Decision	Member Briefing	As part of development of the plan	Adult Health and Social Care
All Age Mental Health and Emotional wellbeing Strategy	Update on strategy and delivery plan following approval at S & R Committee in March 23.	Steve Thomas Tim Gollins	Post Decision	Member Briefing	As part of development of the plan	Adult Health and Social Care
Technology and Digital Commissioning Strategy and Delivery Model	Technology and Digital Commissioning Strategy, update on progress since approval of Strategies and update regards information and advice offer	Paul Higginbottom Catherine Buntun	Decision	Member Briefing	As Part of development of the plan	Adult Health and Social Care

Communities, Parks and Leisure Policy Committee

Meeting 2 2022/23	18th Sept 2023	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Community Asset Transfer	To provide a briefing on the transfer of a Community Asset	Carl Mullooly	Update			CPL
Community Infrastructure Levy	To provide an update to committee on the approach to utilising the Local proportion of CIL funding in communities	Carl Mullooly	Update			CPL
Community Cohesion	To provide an update to the PC on the work around Community Cohesion	Colin Harvard	Update			CPL
Library re-design and Opening Hours	To provide an update	Hilary Coulson	Update			CPL
Future of Central Library	To provide an update	Hilary Coulson	Update			CPL
Green and Open Spaces Strategy Review	Discussion prior to decision	Ruth Bell	Update			CPL
Update on the Leisure Investment and Facilities Review	To provide and update	Tammy Barrass	Update			NOTE: S&R Committee to be briefed on this matter.

Youth Strategy Update	To provide an update to the committee on the Youth Strategy	Chelsea Renehan	Update		Young Residents Participation	CPL
Meeting 3 2022/23	13th Nov 2023	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Strategic review of Libraries: Next Steps	Update for discussion prior to decision	Hilary Coulson	Update			CPL
Library Stock Management Approach	Update for discussion prior to decision	Hilary Coulson	Update			CPL
Allotment Policy Review	Update for discussion prior to decision	Ruth Bell	Update			CPL

Economic Development and Skills Policy Committee

Meeting 2 (23/24)	13th September 2023	Time 2pm				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Culture Strategy development update	Update of the process of developing the city's new Culture Strategy	Diana Buckley/ Rebecca Maddox	Policy Development	(Note – this will also need SLB and S&R Briefing discussion).	Full consultation will be undertaken in the	This Cttee This is a cross cutting issue and other

					development of the strategy.	relevant Cttees will need briefing.
Briefing on Marketing Sheffield	Overview of current and future key projects led by Marketing Sheffield to promote the city as a destination to visit, study, work and live.	Di Buckley/Emma France / Mark Mobbs	Briefing			This Cttee

Meeting 3 (23/24)	8th November 2023	Time 2pm				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Noted that future issues have been identified by Ch/D CH and Spokesperson, including : Outcome of OFSTED inspection of Learning and Skills Team; Support for small businesses and start ups; and Culture Collective.						

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Education, Children and Families Policy Committee

Meeting 1	21st June 2023	2pm				
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Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Sheffield Threshold of Need Refresh 2023	The Department for Education sets out Local Authorities statutory duty to work with partners to produce a Threshold Document in its guidance 'Working Together to Safeguard Children, A guide to inter-agency working to safeguard and promote the welfare of children (2018)' Sheffield's Threshold of Need Guidance is held by Sheffield Childrens Safeguarding Partnership and was last reviewed in 2017. Changes in practice, partnership working protocols and new challenges means it is time to refresh Sheffield's Threshold of Need Guidance.	Mark Storf	Decision	The usual engagement methods outlined in Appendix 1 are thought to be appropriate for this piece of work. Further briefings can be arranged at Members request.	Changes to the Threshold of Need Guidance do not require public consultation. Extensive work has taken place with key partners to develop the Draft Threshold of Need Guidance. Practitioner Testing of the Guidance has taken place across a range of agencies, including, professionals and the voluntary, community and faith sectors.	Education, Children and Families
Annual update of the Building Successful Families Programme (<i>Referred to nationally as the National Supporting Families Programme</i>)	This report is to provide an annual update to the Education, Children and Families Committee on the Building Successful Families programme, referred to nationally as the Supporting Families programme.	Joe Horobin	Performance/ Monitoring	Briefings with the Chair, Vice Chair and Spokesperson of the Education, Children and Families Committee will be undertaken.	Partnership workshops to discuss the Early Help System Guide Self-Assessment have been held in February 23 with a further workshop scheduled for May 23.	Education, Children and Families

2022/23 Final Outturn		Jane Wilby	Monitoring			Education, Children and Families
Future of School Improvement – SCC activities and contracting with Learn Sheffield	<p>This follows the report presented to Committee on 13 December which presented options for the future funding of Sheffield City Council school improvement activities and outlined further investigative work that needed to be undertaken as to how best to deliver these activities. The purpose of this report is to update on the outcome of that further investigative work.</p> <p>The current contract for School Improvement activities with Learn Sheffield Expires on 31 August 2023. The report makes recommendations for the delivery of School Improvement activities from 1 September 2023 onwards.</p>	Steven Middleton	Decision	Member briefing	N/A	Education, Children and Families

Extraordinary Meeting	3rd July 2023	1pm				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)

Primary and Secondary School Sufficiency Plans	The purpose of this report is to provide Committee Members with an update on the citywide mainstream primary and secondary school places strategy, following the annual data review and planned actions.	Sam Martin	Strategy/ Policy Development	Briefing with CSLT to take place 24/05/2023		Education, Children and Families
Commissioning Plan 2023-2026: Early Education & Childcare, Primary, Secondary & Post 16 Sectors	To provide committee with the final version of the Commissioning Plan 2023-2026: Early Education & Childcare, Primary, Secondary & Post 16 Sectors.	Cathie Tandy	Decision	A draft version of the Commissioning Plan was presented to the January 2023 Education, Children and Families Policy Committee	At the June 2023 Committee meeting, we are seeking Committee approval to publish the final version of the "Commissioning Plan 2023-2026: Early Education & Childcare, Primary, Secondary & Post 16 Sectors". We consulted on a draft of the plan via a public consultation on the Council's engagement platform, Have Your Say Sheffield, from 6 th February to 15 th March 2023. We also held a consultation session with committee members as part of the consultation.	Education, Children and Families

Meeting 2	27 th September 2023	2pm				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)

Early Years Strategy	Awaiting Form 1	Marie McGreavey	Decision			Education, Children and Families
Child and Adolescent Mental Health Services	Overview of emotional health and wellbeing services and specialist CAMHS- for information and performance this is a collective report with the ICB, SCC and Sheffield Children's Hospital Foundation Trust (Awaiting Form 1)	Joe Horobin	Performance/Monitoring			Education, Children and Families
Sufficiency Strategy for Looked After Children	Awaiting Form 1	Paul Johnson				Education, Children and Families
Commissioning Intention	Short breaks framework for disabled children and young people (Awaiting Form 1)					Education, Children and Families
2023/24 Q1 Budget Monitoring	Awaiting Form 1	Jane Wilby	Monitoring			Education, Children and Families

Housing Policy Committee

Meeting 2 2023	14 September 2023	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/	Public Participation/	Final decision-maker (& date)

				development required	Engagement approach	
Council housing disrepair	Appraisal of council housing disrepair and a strategy for improvement, including implementation of the recommendations of the Housing Ombudsman's 2021 report "Spotlight on Damp and Mould"	Dean Butterworth	Post-decision (service performance/ monitoring)	Yes	TBC	This Committee (referred from Full Council)
Net-Zero Roadmap - for existing public and private homes	Consideration of plans for achieving Net Zero across SCC homes - Stage 1	Nathan Robinson	Decision	Yes	TBC	This Committee
HMO Licensing Fee Review	Approve the revised HMO License Fee and Charging Structure	Darryl Smedley	Decision	Yes		This Committee
Housing Ombudsman Complaint Handling Code – Annual Self-Assessment	Approve the outcomes of annual self-assessment against the Housing Ombudsman Complaint Handling Code	Bev Mullooly & Vicky Kennedy	Decision	Yes		This Committee
HNS and Repairs Performance Reports	Quarterly overview of HNS and Repairs Service performance (including Capital Programme and Stock Increase Programme updates)	Janet Sharpe Tom Smith	Post-decision (service performance/ monitoring)	N/A	Performance is shared with tenants through newsletters, the website and tenant meetings	This Committee
Revenue Finance Monitoring Report	Approval of Revenue Finance Monitoring Report	Jane Wilby	Post-decision (service	N/A	N/A	N/A

			performance/ monitoring)			
Capital Finance Monitoring Report	Approval of Capital Finance Monitoring Report	Janet Sharpe	Post-decision (service performance/ monitoring)	N/A	N/A	N/A

Meeting 3 2023	2 November 2023	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision- maker (& date)
Housing Revenue Account Business Plan	Consideration of planned financial pressures to achieve a balanced Business Plan for 2024/25	Janet Sharpe	Referral to decision-maker	Prior work with Members through briefings	Consultation with tenants on Business Plan options	Strategy and Resources
Housing General Fund savings proposals	Consideration of planned financial pressures to achieve a balanced Business Plan for 2024/25	Janet Sharpe	Referral to decision-maker	Prior work with Members through briefings	Consultation with tenants on Business Plan options	Strategy and Resources
Damp and Mould Partnership Task Force action plan	Consideration of progress on the Partnership Task Force and resultant actions	Janet Sharpe	Post-decision (service performance/ monitoring)	TBC	TBC	This Committee
Housing Regulation	Overview of new legislative requirements around Consumer and Building Safety Regulations	Janet Sharpe Tom Smith	Post-decision (service performance/ monitoring)	TBC	TBC	This Committee

Customer Engagement Strategy 2023-25	Report updating Committee on arrangements for tenant involvement and empowerment and approval of revised strategy	Janet Sharpe	Decision	Through Knowledge Briefings and LACs	Through a range of tenant consultation	This Committee
Revenue Finance Monitoring Report	Approval of Revenue Finance Monitoring Report	Jane Wilby	Post-decision (service performance/ monitoring)	N/A	N/A	N/A
Capital Finance Monitoring Report	Approval of Capital Finance Monitoring Report	Janet Sharpe	Post-decision (service performance/ monitoring)	N/A	N/A	N/A

[Strategy and Resources Policy Committee](#)

Extraordinary Meeting	28 June 2023	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Marketing of the Former Cole Brothers Building		Neil Jones	Decision			This Committee
Review of Policy Committee		James Henderson				

Work Programmes						
2022-23 Financial Outturn		Jane Wilby				
Sheffield's Gainshare Programme		Ben Morley/ Diana Buckley				REC EDS to consider?

Scheduled Meeting (23/24)	12 July 2023	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Supporting the people of Sheffield through the cost-of-living crisis	The cost-of-living crisis continues to have profound implications for people across Sheffield. SCC and partners in the public, private and voluntary, community and faith (VCF) sector have taken to steps together over the last year to provide support and advice to those who are being most impacted. This multi-agency approach was agreed by S&R Committee in June and July 2022, and the Committee agreed to receive an update on activity at a future meeting.	James Henderson/ Laurie Brennan	Decision	Leaders Briefing 12 June 2023 Cost of Living strategy group – regular meetings and workshop	Engagement with partners and the public has been a key part of the cost of living response. Engagement with residents across the city, and regular meetings and workshops with VCF, public sector and private sector partners have all shaped the multi-agency approach.	This Committee

Food Strategy and related commissioning model	A new Food Strategy for Sheffield has been written. This was endorsed at the H&WBB where it was also recommended that the strategy should be formally passed by a committee A number of contracts and initiatives funded by the public health grant to improve dietary outcomes and prevent obesity are due for review and in some cases retendering by 2024. Due to the value of investment (£3.2 million total for 5 years investment) this will require a decision at committee.	Greg Fell/Jessica Wilson	Decision	Discussion at pre-agenda meetings (brief on content of food strategy, present recommendations for proposed commissioning model and take steer where there are multiple options e.g. procurement route)	Public, service user and stakeholder consultation is informing the dietary improvement/obesity prevention commissioning model Food Strategy developed collaboratively with ShefFood partnership with broad stakeholder engagement in subsequent action planning	Cross cutting issue: SLB recommends S&R consideration (15/5). Agreed at S&R on 31/5.
Household Support Fund	Decision required prior to school holidays.	Alex Westran	Decision	A member briefing will be provided detailing initial findings and options to comment on prior to the S&R Committee in July. Also, members who attend the Cost-of-Living Strategy Group will be consulted on progress at each occurrence of the	The Community and Voluntary Sector are directly involved pulling together the analysis that sits behind the proposals. They have provided data relating to which cohorts are asking for support. They have also provided insight and qualitative information in their role as trusted assessors for the HSF relating to how	Cross cutting issue: SLB recommends S&R consideration (15/5). Agreed at S&R on 31/5.

				meetings between now and the S&R Committee in July	applicants find it difficult to apply. We have also used customer feedback direct from service users to inform our findings.	
Local Land Charges – Proposed Fee Increases		Vicky Clayton	Decision			This Committee
Extension of the Dynamic Purchasing Scheme (DPS) for transport services		Tom Smith/ John Hudson				

Extraordinary Meeting	2 August 2023	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Local Plan ahead of submission to Government		Michael Johnson/Simon Vincent	Decision	Member Working Group/Sub Committee & full committee briefings	<i>This stage will be post public consultation.</i>	Full Council

Meeting (23/24)	7 September 2023	Time				
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Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
White Ribbon Accreditation Action Plan	Sheffield achieved White Ribbon Accreditation in November 2022 until November 2025. In order to maintain the accreditation an action plan must be submitted usually within 6 months.	Alison Higgins	Decision	Political group briefings required	There is a regular Violence Against Women and Girls Forum that meets bi monthly that will be consulted on key aspects of the plan. The action plan itself will include actions on community engagement.	Cross cutting issue: SLB recommends S&R consideration (22/5). Agreed at S&R on 31/5.

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Finance Committee

Meeting 2 (23/24)	10 July 2023	2pm				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Capital Approvals Month 2 (2023/24)		Tony Kirkham / Damian Watkinson	Decision			This Cttee

Sale of Land at Thomas Street / Egerton Street		Tammy Whitaker	Decision			This Cttee
Social Housing Decarbonisation Fund (SHDF) 2	The Council has secured £4,007,500 grant funding from the Dept for Energy Security & Net Zero in contribution toward its planned programme of works to improve 370 Council homes. The proposal is that the Council accept the grant fund and become the accountable body.	Nathan Robinson	Decision	Information was previously given to the Housing Committee through a knowledge briefing report.		This Cttee
Fargate and High Street, Future High Streets Fund – Front Door Scheme Update	To update on progress with delivery of the Front Door Scheme intervention funded by Future High Streets Fund (FHSF) and seek approval to grant awards to landowners to deliver access and refurbishment works.	Sean McClean / Matt Hayman	Decision	Briefing on this proposal given to Members of the Finance Sub Committee (Chair, Deputy Chair and Group Spokesperson) on 26th September 2022.	Extensive public and stakeholder consultation was undertaken throughout 2019 and 2020 to inform the strategic case and final business case approved by Government. Officers have and will continue to meet with retailers, businesses, landowners and wider stakeholders to keep them updated and receive feedback to	This Cttee

					inform any review of the interventions.	
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Meeting 3 (23/24)	1 August 2023	2pm				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Capital Approvals Month 3 (2023/24)		Tony Kirkham / Damian Watkinson	Decision			This Cttee
The Sheffield NHS Health check programme	<p>The proposal is that permission is given to commit £185,000 per year for a period of 5 years to secure a provider for the NHS Health Check programme in Sheffield.</p> <p>It is proposed that an open tender process will be used to secure a provider who will meet the specifications of the NHS health check programme, reduce health inequalities and improve the health and wellbeing of the residents of Sheffield.</p>	Karen Harrison / Greg Fell	Decision	Discussion of the proposal with the Chair, Vice chair and spokesperson	It is a mandated service and in being so there is a structure that must be followed. However, during the open tender process potential providers will be asked to describe how they will approach public participation and engagement to provide a service that will improve the health of the residents of Sheffield in a way most appropriate to them.	This Cttee
Sale of Land at Junction Road Woodhouse	Following the publication of an open space notice, two written responses were	Tammy Whitaker/ James Dibaj	NEW: Sale of Land at Junction Road Woodhouse	Approved by ICM on	The proposed sale of land (which constitutes open space) was	This Cttee

	received from local residents. These are to be treated as objections to the sale of an open space. Given this they are now to be considered by Finance Committee.			12/11/2021 see: click here	published in the Sheffield Telegraph on 3rd February 2022 (week one) and 10th February 2022 (week two) and the Councils website: click here and generated the attached objections.	
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Transport, Regeneration and Climate Policy Committee

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Meeting 2 (23/24)	19 th July 2023	Time 2pm				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Kelham Parking Scheme	Results of the consultation on the parking scheme and recommendations on how to proceed.	Tom Finnegan-Smith	Decision			This Committee
Climate Decarbonisation Routemaps: Our Council and The Way we Travel	<i>This report will bring forward the routemaps for action until 2025 covering decarbonising the council and the way we travel in the city.</i>	Victoria Penman	Decision	A Task and Finish Group has been convened with 5 meetings having been held. We are waiting for confirmation as to	An online event has been held for partners, interested stakeholder groups and representatives of people with protected	This committee

				whether political group briefings are required but we have not been requested to hold briefings by the TRCPC group spokespeople.	characteristics. It is intended that a survey will be shared with youth voice representatives.	
Connecting Sheffield SW Bus Corridors	Acceptance of funding to develop the Full Business Case (FBC) Next step is finalising a report for TRC in early summer following further briefings	Tom Finnegan-Smith	TBC	Briefings June 23	N/A further public engagement will form part of the FBC development stage	This committee in early summer 2023
A625 Ecclesall Road Road Safety Project						
Connecting Sheffield City Centre Scheme						
Transport Decarbonisation Routemap						
Update on Local Transport Programme						
Oughtibridge Cycle Improvement Scheme						
Rother Valley Parking Scheme						

Meeting 3 (23/24)	20 th September 2023	Time 2pm				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
2023/24 Q1 Budget Monitoring		Jane Wilby	Decision			This committee

Waste and Street Scene Policy Committee

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Meeting 2 (23/24)	September	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
2023/24 Quarter 1 Budget Monitoring		Jane Wilby / Tony Kirkham	Decision			This Cttee
Review of General Licensing Fees and Charges	Review of Licensing Fees and Charges	Claire Bower	Decision	Written briefing for the committee or all members	Public consultation on vehicle and operator fees	This Cttee
Review of Amey Performance challenge	Requested at December Committee	Davina Millership	Post Decision	Report to Waste and Street Scene Policy Committee on in December 2022		This Cttee

Review of glyphosate trials and options	Review following trials and setting out options	Davina Millership	Decision	Written briefing for the committee or all members		This Cttee
Potential Christmas Parking Offer	Awaiting details	Sabia Hanif	Decision	Written briefing for the committee or all members	Consult Retail sector	This Cttee
Review of Annual Parking Report	The Annual Parking report 2022/23- containing finance and performance figures – stat publication	Sabia Hanif	Performance report? Endorsement?	Written briefing for the committee or all members		This Cttee
Review of Hostile Vehicle Mitigation (HVM) measures	Progress on HVM measures, update on temporary proposals and approach to Carver Street.		Decision	Consult with TRC Policy Cttee members due to impact on road network.		This Cttee
Parking Enforcement Policy	City Wide Parking Policy Review	Sabia Hanif	Decision	Further discussion with W&SS members prior to meeting.	Public consultation will take place starting in the New Year. Consultation with councillors will take place as part of ongoing monthly briefings	This Cttee
Food Waste Collection trial and future options	Report to committee setting out parameters for a new city wide, weekly food waste collection, incorporating the lessons learnt from trial service (Sept – Nov 22)	Gill Charters	Decision	Food Waste Recycling Collection Trial report to Waste and Street Scene Policy Committee, 22nd June.	This report seeks approval for consultation and the methodologies to be used.	This Cttee
Review of Taxi Licensing Fees and Charges	Review of Licensing Fees and Charges	Steve Lonnia	Decision	Written briefing for the committee or all members	Public consultation on vehicle and operator fees	This Cttee

Meeting 3 23/24	15 November 2023	10am				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Future Waste Collection Service Options for Consultation	The council will be introducing new weekly food waste collections and collecting more types of plastic for recycling to meet our new legal obligations of the Environment Act 1990. The report set out options for future waste collection services, compares different collection services (box collection versus bins) and our consultation strategy.	TBC	Strategy/ policy development, feedback from the consultation will inform future decision.	Written briefing for the committee and/or all members.	Public consultation and trial	This Cttee
Discussion on Markets development options for indoor and outdoor	Report on proposals to address outdoor market reduced trading days and future options for indoor market improvements					This Cttee
Safety at Sports Grounds Policy	Requested by Committee at March meeting	Ben Brailsford / Steve Lonnia	Decision	Written briefing for the committee or all members Consultation with Sheffield Sport Ground operators	Consultation with Sheffield Sport Ground operators	This Cttee
Review of District Energy	Progress update on how the plans for district heating are		Post-decision			This Cttee

Network and future opportunities	progressing, particularly in relation to connecting SCC assets.					
Update on Hackney Carriage Vehicles	Progress on introducing greener vehicles into the hackney carriage vehicle fleet		Post-decision			This Cttee

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Report to Policy Committee

Author/Lead Officer of Report: Tony Kirkham,
Interim Director of Finance and Commercial
Services

Tel: +44 114 474 1438

Report of: *Tony Kirkham*
Report to: *Strategy & Resources Committee*
Date of Decision: *28th June 2023*
Subject: *2022-23 Financial Outturn*

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

Purpose of Report:

This report brings the Committee up to date with the Council's final outturn position for 2022/23

Recommendations:

The Committee is recommended to:

- a) Note the updated information and management actions provided by this report on the 2022/23 Revenue Budget Outturn.

Background Papers:

[2022/23 Revenue Budget](#)

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: <i>Tony Kirkham, Interim Director of Finance and Commercial Services</i></p> <p>Legal: <i>David Hollis, Assistant Director, Legal and Governance</i></p> <p>Equalities & Consultation: <i>James Henderson, Director of Policy, Performance and Communications</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: <i>Tony Kirkham</i></p>
3	<p>Committee Chair consulted: <i>Cllr Zahira Naz</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>
	<p>Lead Officer Name: <i>Tony Kirkham</i> <i>Jane Wilby</i></p> <p>Job Title: <i>Interim Director of Finance and Commercial Services</i> <i>Head of Accounting</i></p>
	<p>Date: 31st May 2023</p>

1. PROPOSAL

1.1 This report provides the final revenue outturn monitoring statement on Sheffield City Council's revenue and capital budget for 2022/23

1.2 Summary

1.2.1 The Council's revenue budget was overspent by £5m as of 31st March 2023.

Full Year £m	Outturn	Budget	Variance
Corporate	(456.6)	(450.5)	(6.1)
City Futures	34.1	34.9	(0.8)
Operational Services	111.4	111.6	(0.2)
People	304.4	294.2	10.2
Policy, Performance Comms	3.6	3.2	0.4
Resources	8.1	6.6	1.5
Total	5.0	(0.0)	5.0

1.2.2 This overspend is due to a combination of agreed Budget Implementation Plans ("BIPs") not being fully implemented and ongoing cost / demand pressures that are partially offset by one-off savings.

Full Year Variance £m	One-off	BIPs	Trend	Total Variance
Corporate	0.0	0.0	(6.1)	(6.1)
City Futures	(0.1)	0.0	(0.7)	(0.8)
Operational Services	(4.8)	2.7	1.9	(0.2)
People	(0.5)	14.8	(4.1)	10.2
Policy, Performance Comms	(0.1)	0.4	0.1	0.4
Resources	(1.0)	1.6	0.9	1.5
Total	(6.5)	19.5	(8.0)	5.0

1.2.3 In 2021/22, the Council set aside £70m of reserves to manage the financial risks associated with delivering a balanced budget position. In 2021/22, the council overspent by £19.8m which was drawn from this pool, a further £15m was used to balance the 2022/23 budget, final 2022/23 outturn £5m leaving a remaining risk allocation of £30m as we move in to 2023/24

M12	£m
Allocated reserves	70.0
21/22 Budget overspend	19.8
22/23 Base budget committed	15.0
22/23 Budget overspend	5.0
Reserves used @ M12	39.8
Remaining reserves	30.2

1.3 Committee Financial Position

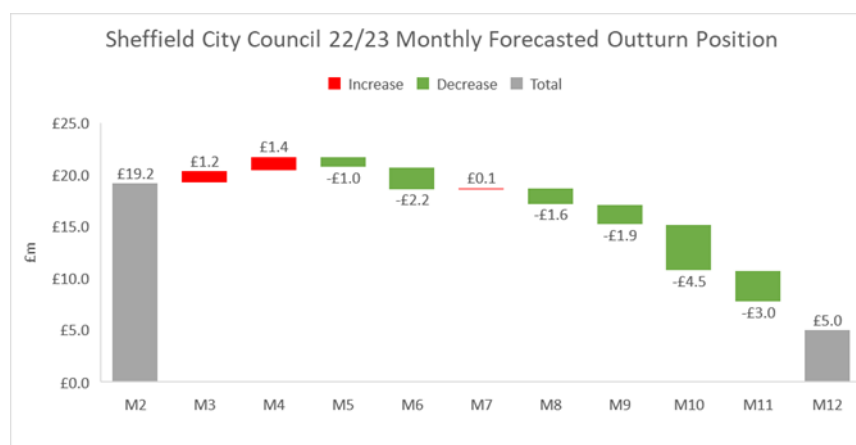
1.3.1 Overall Position - £5m Overspend

There is a £5.7m overspend in the Adult Health and Social Care Committee and a £5.8m overspend in the Education, Children and Families Committee

Full Year Forecast £m @ Month 12	Outturn	Budget	Variance	M11 Variance	Movement
Adult Health & Social Care	157.1	151.4	5.7	6.8	(1.2)
Education, Children & Families	134.2	128.4	5.8	7.1	(1.3)
Housing	6.2	6.0	0.2	(0.9)	1.1
Transport, Regeneration & Climate	28.4	29.7	(1.2)	(0.9)	(0.3)
Economic Development & Skills	10.7	11.1	(0.4)	(0.1)	(0.2)
Waste & Street Scene	54.7	55.0	(0.3)	(0.4)	0.1
Communities Parks and Leisure	44.2	45.9	(1.7)	(1.6)	(0.1)
Strategy & Resources	(430.5)	(427.5)	(3.0)	(2.1)	(0.9)
Total	5.0	(0.0)	5.0	7.9	(2.9)

The overall outturn position improved previous month's forecast overspend by £2.9m largely due to improvements in income in social care

The Council's forecast overspend has reduced by £14.2m from the M2 outturn position mainly due to unforeseen income



Substantial improvements have been made in the Council's financial position throughout 2022/23. The overspend in Adult Social Care was halved due to additional grant income, mainly from the Government's £500m discharge fund announced in November 2022.

	M2 Outturn	M12 Outturn	Movement
Full Year Variance £m			
Adult Health & Social Care	11.7	5.7	(6.0)
Education, Children & Families	5.6	5.8	0.1
Housing	0.0	0.2	0.2
Transport, Regeneration & Climate	1.2	(1.3)	(2.5)
Economic Development & Skills	(0.1)	(0.4)	(0.3)
Waste & Street Scene	(0.2)	(0.3)	(0.1)
Communities Parks and Leisure	(0.6)	(1.7)	(1.1)
Strategy & Resources	1.5	(3.0)	(4.5)
Total	19.2	5.0	(14.2)

Transport, Regeneration and Climate Committee's improvement of £2.5m was mainly as a result of the mitigation of unachievable savings targets for 2022/23.

The Communities, Parks & Leisure Committee's overall improvement was due to the underspend in the Youth Service following a delay in the implementation of the new operating model and recruitment slippage.

Strategy & Resources saw a large recovery in income from interest on investments throughout the year. Cash balances remained strong and so did the bank rate. Careful management and investment of our funds resulted in a strong yield for the Authority.

Most of the overspend is due to shortfalls in Budget Implementation Plans (BIPs) delivery	Variance Analysis @ Month 12				Total Variance
		One-off	BIPs	Trend	
	Adult Health & Social Care	(0.3)	8.7	(2.7)	5.7
	Education, Children & Families	1.0	6.0	(1.2)	5.8
	Housing	1.2	0.0	(1.0)	0.2
	Transport, Regen & Climate	(2.1)	2.1	(1.2)	(1.2)
	Economic Development & Skills	(0.1)	0.0	(0.3)	(0.4)
	Waste & Street Scene	(3.5)	0.4	2.7	(0.3)
	Communities Parks and Leisure	(1.5)	0.0	(0.2)	(1.7)
	Strategy & Resources	(1.3)	2.2	(4.0)	(3.0)
	Total	(6.5)	19.5	(8.0)	5.0

Whilst the overspend for the Council closed at £5m, we were reporting that £19.5m of savings targets were not achieved in year. This was mitigated through either income contributions from grants or reserves or other fees and charges.

£6.5m of one-off savings mitigated the underlying overspend	Contributions from provisions for energy and waste inflation mitigated the in-year impact of rising baseline costs. In 2022/23 we saw a more than 100% increase in energy costs taking general fund energy costs from £2.5m to an annual bill of over £5m.
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Year on Year		
Energy price increase	22/23	23/24
Gas	107%	5%
Electricity	111%	30%

Wholesale energy prices have fallen over recent months and the Council has secured energy prices until March 2024. The impact of this has been built into the 2023/24 budgeted baseline position at a 30% increase on electricity and 5% on gas.

1.3.2 Key Committee Overspends:

Adult Health and Social Care overspent by £5.7m	The high cost of packages of care put in place during covid has increased our baseline costs into 2022/23. A huge amount of work has been done as part of an investment plan to tackle the underlying issues. Recruitment challenges reduced our ability to deliver targets in full in 2022/23. It is anticipated that 96% of
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savings will be delivered by 1st April 2024 within current plans, leaving £1.1m to be mitigated during 2023/24.

**Education, Children and Families
overspent by £5.8m**

Under-delivery of budget implementation plans in the service are the main cause of overspends; plans to reduce staffing and increase income from Health were not achieved.

Issues with staffing at Aldine House limited the capacity in the setting and affected the income for the service this year by £1.5m. Overspends in children's residential services, placements, short breaks, and direct payments have also been issues for the service's budgets.

**The Housing
Revenue Account is
overspent against
budget by £12m**

A significant issue in the HRA this year is the level of vacant properties within the Council's housing stock. This has led to a reduction in income (£2.7m) in rent plus additional costs for council tax to the HRA (£1.1m) from the empty properties. A backlog of repair jobs has led to gas servicing compliance issues and disrepair claims (£2.4m) for the service.

The housing repairs service overspent against budget by £10m. There has been a significant investment in addressing the backlog of repairs (in particular gas servicing) which have led to costs in excess of budget due to a higher volume of jobs and a higher than anticipated cost of fulfilling the work due to market factors and inflationary uplifts in materials and subcontractor costs.

1.4 Strategy and Resources - £3m underspent

The Strategy and Resources Committee budget underspent by £3m	Full Year Outturn £m @ Month 12	Outturn	Budget	Variance
	Business Change & Info Solns	18.1	17.2	0.9
	Central Costs	(47.4)	(46.5)	(0.9)
	Community Services (Local Area Committees)	1.9	1.9	0.0
	Consolidated Loans Fund	21.0	25.5	(4.5)
	Contract Rebates & Discounts	(1.1)	(0.7)	(0.4)
	Corporate Transactions	(477.6)	(476.0)	(1.6)
	Customer Services	5.4	5.6	(0.2)
	Finance & Commercial Services	18.4	18.4	(0.0)
	Housing Benefit	1.9	1.4	0.5
	Human Resources	5.5	5.0	0.4
	Legal & Governance	7.1	5.8	1.3
	Other Central Costs	0.0	0.0	(0.0)
	Policy, Performance & Comms	3.8	3.4	0.4
	Public Health	(0.1)	(0.1)	(0.0)
	Resources Management & Planning	0.3	0.3	(0.0)
	One Year Plan	0.0	0.0	0.0
	Direct Services (Facilities Mgmt)	16.4	16.2	0.2
	Inclusive Growth & Development (Property and Regeneration)	(4.0)	(4.9)	0.9
	Total	(430.5)	(427.5)	(3.0)

Shortfalls in BIP delivery were the main cause of budget overspends

Savings plans in 2022/23 required the committee to deliver over £7m of efficiencies from the budget mainly for operating model changes in the Council's Resources portfolio. Savings plans slipped in Business Change and ICT delivery (£1m), Performance and Communications (£0.5m) and Legal and Governance (£0.7m).

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 portfolio.

The Committee's forecast position improved by £4.5m throughout the year

The non-delivery of savings in 2022/23 (£2.2m) was mitigated by unexpected external sources as the year progressed.

The Government's business Rate Levy surplus for 2022/23 provided the Council with £1.2m above our expectations. Each year, in the Business Rates Retention System, the balance on the levy account must be calculated. If there is a surplus on the account, the Secretary of State for Housing, Communities and Local Government has discretion to designate all, part or none of that surplus to be distributed to local authorities. Sheffield City Council received a £1.2m share of the national £100m pot following this year's announcement.

There was a significant amount of interest income from investments during the year due to favourable interest rates.

Slippage in capitalisation of some blocks in the Heart of the City Programme favourably impacted the Capital Financing budget in 2022/23 (700k)

The pay award created a £0.4m pressure to the committee	The pay award of £1,925 flat rate per employee was paid to employees in M8 following Union agreement. The award directly impacted the Committee by £0.4m.
Local Area Committees spending plans have slipped	The budget of £2m for Community Services includes £1m for LAC staffing and a further £1m split between each Local Area for projects relating to the community plan which was approved in January. £800k of this budget is a roll-forward from prior year underspend. £239k unspent budget will slip into 2023/24 and spent according to the community plans that were approved in March 2022. Details of each committee's community plan can be viewed online here: Local Area Committees Sheffield City Council
Property services overspend largely relates to Electric Works.	There is a £0.4m shortfall in rental income at Electric Works following loss and downsize of 2 key tenants. An amendment to the letting policy for the building is underway, alongside floorplate re-design and investment in energy efficiency improvements will increase the attractiveness for commercial lets next year.
Economic conditions affecting interest rates has had a positive effect on investments	Our treasury management strategy was set for 2022/23 in November 2021, prior to the start of the Russia – Ukraine war. Expectations were for the bank rate to reach 0.75% by the end of 2022/23. However, exceptionally high inflation saw the Bank of England forced to raise interest rates. As a result, our investment earnings jumped dramatically during the year. Our strategy forecast an average return of 0.3% the actual being 1.85% but also with higher-than-expected cash balances. This generated a significant income in the Treasury budget. The effect of this has been accounted for in 23/24 already but is expected to reduce as cash balances and interest rates both normalise. The strong cash position has also mitigated the need to externalise borrowing.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The recommendations in this report are that the Strategy & Resources Policy Committee notes their 2022/23 outturn and takes action on overspends in budgets in preparation for the 2023/24.

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. 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 primary purpose of this report is to provide Members with information on the City Council's revenue outturn position for 2022/23.

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.

4.4 Climate Implications

4.4.1 There are no direct climate implications arising from this report. Individual Committees will consider climate implications as they develop their budget proposals in due course.

4.4 Other Implications

4.4.1 No direct implication

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 formally record changes to the Revenue Budget

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Report to Finance Committee

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

Tel: 07909898754

Report of: Kate Martin, Executive Director City Futures

Report to: Strategy and Resources Committee

Date of Decision: 28th June 2023

Subject: Sheffield's Gainshare Programme

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given?				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<i>The appendix 1 is not for publication because it contains exempt information under Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).</i>				

Purpose of Report:

The Council has, in principle, access to devolved Government funding, known as Gainshare, via the South Yorkshire Mayoral Combined Authority (SYMCA) to deliver inclusive and sustainable economic development in the City. Government has, in total, made £900m available to South Yorkshire over 30 years starting in 20/21.

Gainshare is being made available to the Council to bring forward projects that benefit the City and align with the South Yorkshire Strategic Economic Plan. SYMCA have agreed that in-principle funding will be available on an annual basis in the form of £6m capital and £4m revenue.

A number of strategic projects have been identified that require access to Gainshare that have either started and are facing significant cost inflation or are ready to progress subject to funding being available.

The number of projects and amount of funding required to take them forward means an approach based on annual allocations will significantly delay delivery and/or result in the opportunity to deliver some projects being lost altogether. In

order to address this issue an approach has been developed so that projects are progressed in the form of a programme where beneficial schemes are identified and Gainshare funding brought forward with the agreement of SYMCA to enable earlier delivery.

Recommendations:

That the Strategy and Resources Committee approves:

1. the strategy to explore accelerated Gainshare funding options with SYMCA enabling activity and benefits to be realised as soon as possible, as set out in this report;
2. the strategy to progress the existing pipeline of projects and develop additional projects using year 24/25 Gainshare funding, as set out in this report and subject to Council approval of any future commissioning decisions.

Background Papers:

South Yorkshire Strategic Economic Plan
Project Expressions of Interest

Lead Officer to complete:-	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: Damian Watkinson
	Legal Richard Marik
	Equalities & Consultation: Ed Sexton
	Climate: Kathryn Warrington
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>
2	EMT member who approved submission: Kate Martin, Executive Director, City Futures
3	Committee Chair consulted: Tom Hunt
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.
	Lead Officer Name: Diana Buckley Ben Morley
	Job Title: Director Economic Development, Skills and Culture Head of Programmes and Accountable Body
Date: 20th June 2023	

1. PROPOSAL

Background

- 1.1 In July 2020 South Yorkshire signed into law a Devolution Deal which, amongst many things, established a ‘Gainshare’ fund for the region. Gainshare funding of up to £900m has been awarded to the region in annual instalments of £30m per year over a 30-year period with 60% being capital and 40% revenue. The funding is provided by Government to the region through SYMCA and is made available in five-year tranches, with each tranche subject to a review.
- 1.2 The main purpose of Gainshare is to enable the delivery of the South Yorkshire Strategic Economic Plan and future iterations of it. Consequently, the focus of activity is to create a stronger, fairer and greener economy for the region.
- 1.3 SYMCA’s approach to Gainshare to date can be seen in three phases:

Reactive Phase - In March 2021 funding was released from the first two years’ allocation to support the immediate response to the Covid pandemic. Significant investment was directed towards business recovery and investment, skills development and transport. This phase also saw over £20m released for the numerous place based capital schemes across the four SY Local Authorities.

Planning Phase - In March 2022 further funding was released to support the development of longer-term plans together with a continuation of the place based schemes. In addition, as part of this interim step SYMCA released a further £26m to the Council for capital projects.

Delivery Phase - In March 2022 the City Futures Programme Board also made decisions on the longer-term allocations of funding that would be made available for the delivery phase post 2024. Critically this decision determined that future allocations of Gainshare should be made available to SYMCA and the SY Local Authorities on a formula based on population. Having adjusted the allocation to provide 20% of Gainshare to SYMCA for regional activity the Sheffield allocation for the remaining 26 years of was set at 33.15% being equivalent to £155m capital (£5.97m annually) and £103m revenue (£3.98m annually). The South Yorkshire allocations are provided below:

Population	Allocation	Adjusted		26 Years		Annual	
		%	%	Capital £m	Revenue £m	Capital £m	Revenue £m
MCA			20.00%	£94	£62	£3.60	£2.40
BMBC	16.11%		12.89%	£60	£40	£2.32	£1.55
DMBC	23.42%		18.74%	£88	£58	£3.37	£2.25
RMBC	19.02%		15.22%	£71	£47	£2.74	£1.83
SCC	41.45%		33.16%	£155	£103	£5.97	£3.98
	100.00%		100.00%	£468	£312	£18.00	£12.00

1.4 Some of the projects in Sheffield that have benefitted from Gainshare funding to date include:

- Flood Alleviation in the Sheaf Valley
- Heart of the City
- Brownfield Housing
- Business Investment
- Active Travel
- Feasibility Fund (pipeline and project development)

Current Position

1.5 The £26m capital allocated in March 2022's Planning Phase was allocated in accordance with the principles set out for March 2022's Delivery Phase (formula based upon population) meaning that £8.66m has been made available to Sheffield immediately, with its annual allocation accruing each year after this.

1.6 In addition, a further £5.97m (annual capital allocation from SYMCA determined in the Delivery Phase in March 2022) can be added to the final year of the first five year tranche resulting in a current total capital 'pot' of **£14.6m capital** (£8.66m + £5.97m) and **£3.97m revenue** for year 24/25.

Year 24/25 Gainshare funding

1.7 With £14.6m capital available, work has been undertaken to assess a current pipeline of projects by the City Futures Directors which indicates a need for Gainshare funding to proceed. These projects include public realm improvements, cultural and leisure infrastructure, transport infrastructure, innovation and inward investment and funding to maintain the delivery of existing programmes that have faced significant inflationary pressure. A full list of projects is provided at Appendix 1.

1.8 All the capital projects put forward by each project's Senior Responsible Officer for Gainshare support have been assessed against a number of key criteria from Government's Green Book appraisal process with a focus on strategic fit, benefit realisation (outputs and outcomes), deliverability and additionality. Analysis of the proposals has been undertaken by the Directors of City Growth and this has determined that all bar one proposal demonstrates a clear need for Gainshare support and deliver significant benefits for the City. However, note that the total Gainshare requirement is least £35m over the next three years which significantly exceeds the £14.6m currently available.

1.9 In respect of revenue activity in year 24/25, an immediate need has been identified to underwrite the final year of UK Shared Prosperity Fund (UKPSF) activity. This underwriting is required due to the Government only making annual UKSPF allocations to multi-year projects. The full £3.97m of Gainshare revenue funding will be required in the first instance but the

underwriting need is expected to fall away in Q4 of 23/24. However, there is considered to be a very low risk associated with UKSPF and as a result, the focus for Gainshare activity is in respect to enhancing our offer for business support, skills development and supporting the culture/visitor economy. In addition, and only if necessary, some of the revenue funding could be used to support the capital programme.

Accelerated programme approach

- 1.10 Based on the profile of the projects identified, an approach that simply applies Gainshare funding on an annual basis would not see all activity completed until year 28/29. Consequently, no new projects could be brought forward until year 28/29 either. Critically, the time to deliver these projects would actually put some at risk through further inflationary pressure over this period and some may lose match funding that has previously been secured.
- 1.11 In order to overcome the issues associated with projects progressing in line with an annual Gainshare allocation, an accelerated programme approach is proposed whereby the annual allocation from SYMCA is used to forward fund a 5-year programme. The next 5-year tranche (year 25/26-year 29/30) of Gainshare capital (£29.95m) will be brought forward and made available as projects require. Such an approach would not only bring forward delivery of the current projects by two to three years – it would also release a further £8.6m to the Council for new activity.
- 1.12 The accelerated programme approach is subject to the Government's approval of the second tranche of Gainshare for the period 25/26 to 29/30. This approval is not expected until some point in later this year or 2024 and as such, the short-term projects can only progress with the current Gainshare allocation of £14.6m.
- 1.13 However, subject to Government approval, second tranche funding would enable SYMCA to advance fund activity themselves from the second tranche funding or the Council to cash flow the second tranche Gainshare income with the certainty the SYMCA will reimburse the expenditure over the five-year period. Without certainty of funding beyond each five-year tranche the ability to accelerate activity is limited to each period.
- 1.14 A programme for revenue activity will be developed once Government has indicated what will replace the UKSPF in 25/26. If no alternative is provided then it is expected that the Gainshare revenue programme will fill the gap in funding for business support, skills and employability activity and supporting the cultural/visitor economy.
- 1.15 The creation of the Programme will not be wholly constrained by access to Gainshare funding.

Proposed strategies

- 1.16 The main proposal of this report is therefore for the Council to implement a programme approach to the delivery of capital and revenue projects funded

by Gainshare.

- 1.17 In order for the Programme to deliver the greatest level of benefits in the shortest time period, the option of bringing forward Gainshare ahead of an annual allocation will be explored with the SYMCA. Options to be explored will include SYMCA directly forward funding capital activity from the second tranche of Gainshare funding and/or Council advance funding projects on the back of the future annual Gainshare allocation.
- 1.18 The initial capital programme will draw upon the £14.6m Gainshare capital funding for year 24/25 and will consist of existing or known pipeline projects that have a strong local and regional strategic impact, deliver significant benefits in terms of outputs and outcomes and are deliverable when provided access to Gainshare support.
- 1.19 The projects identified in Annex 1 represent the initial Programme and are in a position to be progressed immediately with SYMCA or advance quickly to a detailed business case using the existing Feasibility Fund.
- 1.20 The revenue programme will initially underwrite the final year of the UK Shared Prosperity Fund (UKSPF) but will primarily be used to fund business support, skills and culture. The use of Gainshare revenue to enable capital delivery will be kept to a minimum.
- 1.21 The programme approach has the ability to access Gainshare funding over and above the current list of potential projects. Furthermore whilst Gainshare will support the capital and revenue programmes it is to be expected that other alternative funding opportunities will continue to arise and further increase the size of the programme and the resulting outcomes for the City. In this respect the development of a City Investment Plan and the completion of the City Goals strategy will influence future programme activity. Should alternative funding sources become available such as a future round of Levelling Up Fund then the Council will look to secure funding from these sources too. Critically with access to the Gainshare funded Feasibility Fund projects can be developed in advance so that they are ready to access future Gainshare or can respond to as yet unknown funding opportunities.

Governance

- 1.22 All individual projects that are financed through or delivered directly by the Council will require approval through the appropriate capital or revenue process, with projects assigned to the most appropriate and relevant committee. In addition all projects will require separate approval from SYMCA through their assurance process.
- 1.23 The Economic Development and Skills Policy Committee, taking into account feedback from the members of any other Policy Committee whose remit covers the programme. will provide oversight of the Programme and also consider further additions to the Programme as new projects and concepts are developed. In particular the Feasibility Fund will be available to develop projects that flow from the development of the City Investment Plan and the

City Goals strategy. Regular updates will be provided from the City Futures Programme Board.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The Programme of activity to be progressed with Gainshare is expected to deliver a range of strategically important projects for the City and wider region. The broad nature of activity will contribute to many of the strategic goals outlined in the Council's Delivery Plan, in particular Clean Economic Growth and Strong and Connected Neighbourhoods. It is also expected, in due course, that the Gainshare Programme will be a significant means to deliver key elements 'City Goals' and accompanying City Investment Plan.
- 2.2 All projects within the Programme will need approval from SYMCA to access Gainshare funding. As a result all business cases will need to demonstrate a strong alignment with the SY Strategic Economic Plan by contributing to a stronger, greener and fairer economy.
- 2.3 An assessment has been undertaken of the benefits associated with the initial Programme of activity and the expected outcomes from the projects include:
- Match Funding: +£100m
 - Increased Land Values
 - Improved public realm
 - Reduced crime
 - Active travel
 - Increased Events programmes
 - Increased visitors
 - Job creation
 - New floorspace
 - Country Park with new access
 - Improved site infrastructure for major tourism facility
 - Site acquisitions
 - Completion of comprehensive Town regeneration programme
 - Creation of development plots
 - Public Art
 - De-culverting of Sheaf
 - Improved journey times on ring road
 - Improved public transport arrangements

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 Consultation in respect to the proposal has been undertaken with the Leader of the Council and the Leaders of the other main Parties. No objections have been raised.
- 3.2 It is expected that as individual projects from within the Programme are developed, they will undertake the appropriate consultation for the nature and scale of that project.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

- 4.1.1 An assessment has determined that this proposal should have a positive impact. The range of projects identified in the initial Programme will see projects that create conditions for sustainable and inclusive economic growth.
- 4.1.2 The initial EIA has identified potentially positive impacts in relation to several protected characteristics and equality interests, including Age, Disability, Race, Financial Inclusion and Cohesion.
- 4.1.2 Individual projects within the Programme will be expected to carry out their own Equality Impact Assessment and consider appropriate measures to maximise the positive benefits and mitigate the negative.

4.2 Financial and Commercial Implications

- 4.2.1 This proposal itself does not present any immediate financial implications but rather sets out a potential approach to accelerating a funded programme of activity.
- 4.2.2 Acceleration of the Programme as set out in the report is wholly contingent on SYMCA confirming that funding exists and will be contractually committed. In order for this to happen SYMCA will need Government approval of the next 5-year tranche of Gainshare. This position would allow either SYMCA or the Council to cashflow the Gainshare over that period with certainty that expenditure will eventually be paid for. The preferred option would be for SYMCA to provide this cash flow however the Council would have the ability to do so through taking a debtor position against the future income.
- 4.2.3 It is noted that Gainshare also provides a revenue budget. This might be suitable to fund commuted sums and other costs associated with capital projects should budgets allow.
- 4.2.4 The approach to accelerate delivery of projects at a time of high inflation is welcome as is the opportunity to potentially combine the delivery of several projects to achieve economies of scale.

4.3 Legal Implications

- 4.3.1 The Council has no specific powers or duties with regard to delivering economic regeneration. The final proposals may fall under other functions and where not is the Council is able to undertake this activity by virtue of Section 1 of the Localism Act 2011. This provides Local Authorities with a “general power of competence” and allows them to “do anything that individuals generally may do”. This power is subject to any other obligations or limitations in law that might be relevant and that is likely to include procurement or subsidy control restrictions and any restrictions contained in grant agreements. Those implications will be considered at the appropriate time based on actual proposals

4.4 Climate Implications

- 4.4.1 With future Gainshare likely to come forward over the next 25 years the funding source will become a potential funding source for environmental and climate change-based projects.
- 4.4.2 All projects progressed through the Programme will be expected to undertake their own Climate Impact Assessment and it will also be a requirement of applications to SYMCA.
- 4.4.3 Given the high level nature of this report, a Climate Impact Assessment (CIA) is not required at this stage.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 A do-nothing option would see the current Programme of projects progress at a slower rate being reliant on annual Gainshare allocations. This approach could potentially see a number of projects not progress because they can no longer access match funding or meet other funders requirements, or the projects could be reduced in scale as cost pressures mean some elements are no longer affordable. The consequence is that a number of the benefits outline in section 2 will either be reduced or not realised at all.
- 5.2 These benefits are seen as critical to improve the economic situation for many residents and businesses located in the City and failure to deliver may have reputational damage with other local, regional and national partners.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The underlying benefits of this proposal are:
 - 6.1.1 The creation of a Programme approach to Gainshare that enables the Council to significantly contribute to the outcomes of the South Yorkshire Strategic Economic Plan and deliver critical benefits for the residents and businesses of the City.
 - 6.1.2 It enables the Council to accelerate a strategic capital programme and ensure the delivery of projects that are at risk of not progressing or progressing in a reduced form and/or at a slower rate.
 - 6.1.3 It secures the delivery of the final year of UKSPF in 24/25 and establishes a secure funding stream for economic focussed revenue funding for the future.
 - 6.1.4 The proposal also sets out a governance regime for Gainshare so that Economic Development and Skills Committee maintains oversight of programme performance and future activity.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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