

## **MANAGEMENT STRUCTURE**

### **CHIEF EXECUTIVE AND HEAD OF PAID SERVICE**

Designated as the Head of Paid Service under the Local Government and Housing Act 1989 section 4

Has overall corporate and management responsibility for the work of the Council, including the number and grade of officers required for the discharge of functions

Responsible for:-

#### **Senior Management Team:**

- Strategic Director of Public Health and Commissioning
  - Strategic Director of Adults Care and Wellbeing
  - Strategic Director of Children’s Services
  - Chief Operating Officer
  - Executive Director – City Futures
  - Executive Director –Neighbourhood Services
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## **PUBLIC HEALTH AND COMMISSIONING**

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### **STRATEGIC DIRECTOR OF PUBLIC HEALTH AND COMMISSIONING**

Designated as the Director of Public Health under the National Health Service Act 2006 section 73A

Statutory Member of the Health and Wellbeing Board

Responsible for:-

- Public Health functions:
  - Health Intelligence
  - Health Protection
  - Health Improvement
  - NHS and Cared Support
  - Public Health Grant
- Public Health input to the (NHS) Integrated Care Board
- Lead Director for the Joint Strategic Needs Assessment
- Work with Director of Children’s Services, Director of Adult Social Services and NHS commissioners helping to lead a whole system approach to public health across the public sector
- Planning for and responding to emergencies that present a risk to public health
- Writing an Annual Report on the Health of the Population

### **DIRECTOR OF INTEGRATED COMMISSIONING**

- Capital Strategy (jointly shared with Education and Skills)
- Contracts and Partnerships

#### Commissioning

- Building Successful Families – Supporting Families
  - Domestic Abuse and Service Commissioning and Performance Management, MARAC and Domestic Homicide Review Processes
  - Women’s Refuge Commissioning
  - Housing Related Support Commissioning
  - Drug and Alcohol Strategy and Service Commissioning including drug and alcohol treatment, pharmacy services, outreach and detox/rehab services.
  - Information Advice and Guidance
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- Early Years and Education Sufficiency capital
- Early Years and Education Sufficiency places
- SEND and SEND Transitions Sufficiency
- Special Educational Needs and Disabilities Information Advice and Support Services (SENDIASS)
- Transitions: Emotional Wellbeing and Mental Health, Eating Disorders services, sexual health
- Looked After Children and Care Leavers Sufficiency
- Children’s Mental Health Strategic Development and Joint Commissioning
- Leading commissioning of the Public Health Grant
- Changing Futures Programme – supporting people with multiple disadvantage
- Joint Commissioning Committee with NHS
- Carers Strategy and Commissioning of Carer Services (Children, Families and Young People)
- Sexual Health Service Commissioning

Voluntary Sector

- Voluntary Sector Liaison
  - Voluntary Sector Grant Aid Strategy and Programme (advice and management)
  - Strategic lead on relationships and development with the Voluntary, Community and Faith Sector building capacity and sustainability in the sector
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## **ADULTS WELLBEING AND CARE SERVICES**

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### **STRATEGIC DIRECTOR OF ADULTS CARE AND WELLBEING**

Designated as Director of Adult Social Services (DASS) under the Local Authority Social Services Act 1970 Section 6

- Nominated Officer for CQC Regulated Adults Services
- Statutory Member Health and Wellbeing Board
- Member Health and Care Partnership Board

Responsible for: -

#### **Chief Social Work Officer**

- Principal Social Worker
- Principal Occupational Therapist
- Adult Safeguarding - Serious Incidents, Safeguarding Adults Review, Domestic Homicide Reviews, Vulnerable Adults Panel, Organisational Safeguarding, Regulation 28 Reviews and Oversight
- Council Wide Assurance regards Adult Safeguarding arrangements, policy, guidelines, and implementation.
- Adult Safeguarding Board – Host management of manager and support posts on behalf Adult Safeguarding Partnership.
- Adult Practice Development including Social Work Practice Guidance, Casefiles, Training & Standards.
- Adult Caldicott Guardian and Adult Care Information Governance.
- Social Work England Adult Nominated Representative.
- Coordination of Adult Care Emergency Planning and Business Continuity

#### **Adult Care Operational Service Delivery**

##### **Adult Future Options**

- Assessment, Support Planning, Review and Coordination of Support with people with a physical disability, people with a learning disability and/or who are autistic, people with a Sensory Impairment.
  - Assessment and support for Unpaid Carers supporting people with a disability, learning disability, sensory impairment and/ or who are autistic in partnership with Sheffield Carers Centre.
  - Transitions into Adulthood Assessment and Planning to ensure young people have the best start in life.
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- Future Options (Support to adults of working age living in care homes to increase their independence, inclusion and return to Sheffield where a person is living out of area).
- Learning Disability Provider Services - Supported Living, Day Services, Residential Short Breaks, Adult Placement Shared Lives, Respite
- Sensory Impairment Services including Sensory Impairment Register

#### Access, Mental Health and Wellbeing

- Adult First Contact information, advice, first response and early intervention support and services, including multi-agency support and delivery.
- Adult Safeguarding First Contact Investigations and Multi-Agency Safeguarding Hub coordination.
- Assessment, Support Planning, Review and Coordination of Support with people experiencing Mental Ill Health or who are vulnerable and at risk of harm.
- Assessment and support to Unpaid Carers supporting people experiencing mental ill health in partnership with Sheffield Carers Centre.
- Community Mental Health Social Work and Care Recovery Services – Council and Commissioned.
- Forensic Mental Health Social Work Services
- Approved Mental Health Professionals (AMHPS)
- Deprivation of Liberty Safeguards (DoLS)
- Best Interest Assessments (BIA)

#### Living and Ageing Well

- Assessment, Support Planning, Review and Coordination of Support for Older Adults, people living with Dementia, people long term medical health conditions.
  - Assessment and Support for Unpaid Carers supporting older adults, people living with dementia and people living with long term medical health conditions in partnership with Sheffield Carers Centre.
  - Occupational Therapy, Equipment and Housing Adaptation Services – provision of equipment and adaptation services including joint equipment contract.
  - Support To Live Independently and Well at Home – Commissioned and Sheffield City Council Homecare (Care and Wellbeing Services, Community Reablement and enablement, Short Term Interventions, City Wide Care Alarms, Rapid Response and Enablement Services, Joint Pharmacy Support)
  - Long Term Residential Support - Residential Care, Supported Living and Extra Care.
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- First Response Services - Hospital Based Social Work Officer.

### **Adult Care Strategy and Governance**

#### Care Governance and Financial Inclusion

- Social Care Accounts Services including charging policy, financial assessments, charging, payments to providers and deferred payments.
- Appointeeships and Deputyships services
- Executor Services including house clearance, funerals and next of kin searches.
- Income Management, maximisation, and financial inclusion and management of associated contracts.
- Care Governance and Assurance including leadership of performance clinics
- Care Financial Governance and business planning.
- Business Support and Operational Governance coordination, work planning
- Care Quality Commission Assurance coordination and ongoing planning.

#### Adult Social Care Commissioning and Partnerships

- Adult Social Care market position, shaping planning, management, and sufficiency plans including brokerage.
  - Adult Social Care Market Oversight, Sustainability and Provider Failure Contingency planning
  - Quality assurance and quality improvement support to all CQC regulated providers inclusive of Council, Commissioned and non-commissioned provision to deliver excellent quality care.
  - Provision of Support (Adults and Young People in Transition) – Commissioning, oversight and contracting of support for all adults and young people in need of support inclusive of homecare and care in the home, residential care, supported living, extra care, technology enabled care, day services and activities, respite and short breaks and advocacy services.
  - Provision of Support (Unpaid Carers) - Commissioning, oversight and contracting of support for unpaid carers.
  - Strategic Planning - Strategic development, planning and support to the All-Age Partnership Boards, Operational Services, and other partnership boards as and when required.
  - Personalisation, Choice, and Control – Delivery of direct payments, including audit, commissioning of money management services, direct payment and personalisation strategy, market shaping and individual service funds.
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- Independent Living - Digital and Technology Enabled Care commissioning, strategic development, and delivery.
- Health and Care Integration (Joint Commissioning and Joint Strategic Planning, with ICB and other relevant local and national partners)
- Co-Production and Engagement – Charter, Think Act Local Personal, people and carer engagement and involvement and strategic delivery.

#### Adult Social Care Strategy and Workforce Delivery

- Adult Social Care Strategy delivery and co-designing and co-production of a refresh of the strategy every three years.
  - Adult social care and care sector workforce strategy delivery, workforce planning including joint health and care workforce planning.
  - Coordination of Adult Care equity, equality, and social justice delivery
  - Adult Care Prevention strategy and coordination and oversight of associated delivery plans and partnership arrangements.
  - Support to and management of Adult Care Strategy Delivery and Workforce Partnership Boards.
  - Management of Healthwatch contract and partnership arrangements
  - Health and Care Integration – Better Care Fund Oversight and Management and Health and Wellbeing Board.
  - Adult Care stakeholder, partnership and workforce engagement and communications
  - Information and advice digital offer
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## **CHILDREN’S SERVICES**

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### **STRATEGIC DIRECTOR OF CHILDREN’S SERVICES**

Designated as the Director of Children’s Services under the Children Act 2004 section 18

Statutory Member of the Health and Wellbeing Board

Responsible for:-

#### **DIRECTOR OF CHILDREN AND FAMILIES SERVICE**

- OFSTED Responsible Individual for Regulated Services
- Children’s Social Work Services
- Fostering Service
- Adoption Service
- Safeguarding Service
- Children with Disabilities
- Attendance Services
- Children in Care Placement Quality Assurance and brokerage (joint responsibility with Integrated Commissioning)
- Children in Care Services
- Care Leavers Services
- Corporate Parenting
- Children’s Residential Services
- Aldine House Secure Home
- Youth Justice Service
- Multi-Agency Support Teams (Early Intervention and Prevention Services)

#### **DIRECTOR OF EDUCATION AND SKILLS**

##### Schools and Education

- Oversight Academies Programme
  - Liaison with Ofsted, Department for Education, Education and Skills Funding Agency, Regional DfE Director, Association of Directors of Children’s Services network
  - Advocacy for Children & Young People
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- Access and Inclusion Services - School Attendance, Admissions and Admission Appeals, Elective Home Education, Inclusion and Exclusions, Educational Attainment of Looked After Children – Virtual School, Children Missing from Education, Alternative Provision
- Attendance Services
- Learn Sheffield including commission for delivery of statutory functions for school improvement (Primary, Secondary and Special Schools)
- School Governor Service
- E-Learning
- Maintaining Sufficiency of School Places
- Special Educational Needs and Disabilities (SEND) Services, including Education Psychology, Hearing Impaired, Visually Impaired and Autism Service
- Services to Schools including Consultation and Engagement, Music Service, Children’s University, Outdoor Education Service (including Swimming and Thornbridge)
- Targeted Support for Vulnerable Groups, including those with English as an Additional Language
- School Improvement, and School Enquiries and Complaints
- Community Cohesion (Engagement with Schools and Communities)
- Early Years: Inclusion and Standards
- Maintained Nursery Schools
- Hospital and Home Tuition Service
- Capital Strategy
- Standing Advisory Council on Religious Education (SACRE)
- Schools Financial and Resource Planning, including Resourcing Strategies, Transport Strategy, Food Services, Schools Forum
- Refugee Resettlement Programmes (education element)
- Family and Community Education

#### Learning and Skills

- Post 16 Learning Provision including 16 to 19 Study Programme, Post 16 Transition, High Needs Learning Provision
  - Targeted Education Interventions including NEET (young people Not in Education, Employment or Training) prevention
  - Progression Programme Development – Enterprise, Employment & Digital Skills (cross-cutting with Director of Economic Development, Skills and Culture)
  - Skills Policy and Programmes (Children and Young People)
  - Apprenticeship Programme
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## **STRATEGIC SUPPORT SERVICES**

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### **CHIEF OPERATING OFFICER**

Responsible for:-

#### **DIRECTOR OF FINANCE & COMMERCIAL SERVICES**

Designated as the Section 151 Officer (Chief Finance Officer) under the Local Government Act 1972

##### Strategic Finance

- Financial Planning, Accounting and Control
- Financial Systems support
- Internal Audit
- External Grant Funding
- Treasury: Banking, Cash Management and Investments
- Taxation
- Insurance
- Risk Management Process

##### Financial Business Partnering

- Financial Business Partnering for all directorates

##### Accounting and Infrastructure

- Finance Systems and Training
- Service finance and accounting support
- Schools finance support

##### Commercial Business Development

- Capital Programme Budgeting and Accounting
  - Finance & Commercial Projects
  - Housing and Council Tax Benefits
  - Management of Hardship Payments and Discretionary Funding Arrangements
  - Council Tax and Business Rates Collection
  - Collection of Sundry Debt
  - Income & Commercialisation Agenda
  - Investment Strategy
  - Corporate Debt Recovery
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#### Procurement and Supply Chain

- Commercial, Commissioning, Procurement and Contract Management, Processes and Support
- Strategic Contract Management (e.g. Waste, Streets Ahead, Howden House)
- Supplier Relationship Management
- All External Spend Data and related Freedom of Information Requests
- Approach/Process for Trade Supplier Payments
- Managing Community Right to Challenge Submissions

#### **DIRECTOR OF PEOPLE AND CULTURE**

- Organisation design and development
- Performance management
- Employee relations
- Learning and development
- Talent acquisition and recruitment
- Employee health, safety & wellbeing
- Employee engagement
- Diversity and inclusion
- Policy and procedure development
- HR compliance
- Delivery of payroll services

#### **DIRECTOR OF POLICY AND DEMOCRATIC ENGAGEMENT**

- Corporate Policy
  - Communications, including Campaigns, Marketing, Press and PR, Print and Design and Internal Communications
  - Corporate Consultation and Community Involvement
  - Equalities, Social Justice and Poverty Strategy
  - Sheffield Partnership Working at City Level
  - Elections, Referenda and Electoral Registration
  - Democratic Services
  - Member Development
  - Mayoral Team
  - Member Services
  - Governance
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## **GENERAL COUNSEL**

Designated as the Monitoring Officer under the Local Government and Housing Act 1989 section 5

- Legal Services
- Local Land Charges
- Standards
- Constitution
- Maintaining the list of Assets of Community Value

## **DIRECTOR OF ICT AND DIGITAL INNOVATION**

- IT Strategy and Planning
- IT Service Management including ICT Governance and Assurance
- Business Architecture
- Enterprise Architecture and the Enterprise Programme Office
- Digital Inclusion
- City Connectivity & Smart City
- Digital Services
- Senior Information Risk Officer (SIRO)

## **DIRECTOR OF ORGANISATIONAL STRATEGY, PERFORMANCE AND DELIVERY**

- Performance and Business Intelligence
  - Business Change including Business Analysis, Programme and Project Management
  - Strategic and Business Planning
  - Strategic Programme Support and Delivery
  - Information Governance and Management
  - Information Security and Management
  - Corporate Change Programme Development and Monitoring
  - Corporate Research and Analysis, including spatial analysis and GIS
  - Corporate Strategy
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## **CITY FUTURES**

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### **EXECUTIVE DIRECTOR, CITY FUTURES**

Strategic planning and partnerships for economy, culture, growth, planning, sustainability and investment. Lead for South Yorkshire Mayoral Combined Authority (SYMCA) partnership, Core Cities and central government growth and investment partnerships.

Responsible for:-

### **DIRECTOR OF ECONOMY, SKILLS AND CULTURE**

- Business Growth and Economic Strategy
- City Branding and Identity
- External Marketing of Sheffield
- Maximising Economic Impact of Major Events
- Promoting Sheffield
- Sector Development
- Sheffield City Region and Local Enterprise Partnership
- Arts development and major projects
- Contracts and funding with major arts partners including Sheffield Theatres, Museums Trusts, Showroom and Site Gallery
- Progression Programme Development – Enterprise, Employment & Digital Skills (cross-cutting with Director of Education and Skills)
- Employment Policy and Programmes
- Skills Policy and Programmes (adults)
- SYMCA Local Authority Lead Officer for Skills & Employment (shared with Education & Skills)

### **DIRECTOR OF INVESTMENT, CLIMATE CHANGE AND PLANNING**

- Building Standards and Public Safety
  - South Yorkshire Archaeology
  - Strategic Development and Funding
  - Climate Change and Sustainability, including Air Quality and Clean Air Zone
  - Flood and Water Management, including Flood Protection Programme, Natural Flood Management (NFM) and Sustainable Urban Drainage Systems (SUDS)
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**Head of Strategic Transport Sustainability and Infrastructure**

- Transport Planning, Road Safety, Traffic and Network Management and Regulation

**Head of Planning**

- Planning applications and permissions
- Development control
- Development Management
- Local Plan

**DIRECTOR OF REGENERATION AND DEVELOPMENT**

- Development and Regeneration Partnerships
  - Heart of the City 2 Plan
  - City Centre and Central Area Major Developments
  - District Centre Plans
  - Strategic Asset Management Plan
  - One Public Estate Property Partnerships
  - Property & Regeneration
  - Capital Delivery Services and Partnerships
  - Housing Growth Plan
  - Homes England Agency – Growth Delivery Partnership
  - Housing Association / Developer Partnerships
  - Local Housing Company and Growth Partnership
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## **NEIGHBOURHOOD SERVICES**

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### **EXECUTIVE DIRECTOR, NEIGHBOURHOOD SERVICES**

Responsible for:-

#### Business Strategy

- Business Partner Relationship Management
- Directorate Business Planning and Budget
- Governance, Compliance and Assurance
- Performance Management
- Directorate Business Continuity, Organisational Resilience and Risk Management
- Strategic Resource Planning for the Portfolio
- Directorate Business Applications, Systems & Data
- Directorate Information Risk Owner (PIRO)
- Directorate Caldicott Guardian

### **DIRECTOR OF PARKS, LEISURE AND LIBRARIES**

#### Parks and Countryside Services

- Parks and green spaces, including playgrounds and park facilities, maintenance and development
- Ecology services
- Allotments
- Trees, Woodlands & Plantations (non highways)
- Graves Park Animal Farm
- Closed Landfill sites

#### Bereavement and Coronial Services

- Cemeteries / Crematoriums / Grounds Maintenance and funerals
- Coroner's Service (Sheffield & Barnsley) including courts and inquests
- Medico-Legal Centre (Mortuary)

#### Sport, Physical Activity and Major Events

- Sport, Physical Activity and Leisure including projects and programmes and relationship management with governing bodies / Sport England
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- Contracts and funding with sports and entertainment facility providers, e.g. Sheffield City Trust, Places Leisure, Sheffield Arena and City Hall
- Community sport and leisure relationships
- Major Events including City Centre
- City and Community Events

#### Libraries, Archive and Information Services

- Community Libraries including partnerships with co-delivered and associate Library Groups
- Central Library
- Library Services: Home, Patient, Children’s and Schools
- Governance of Library Assets
- Business and Intellectual Property Centre
- Archives and Heritage Services
- Local Studies
- Records Management

### **DIRECTOR OF STREETSCENE AND REGULATION**

- Corporate Emergency Planning
- Waste Management (including abandoned vehicles)

#### **Head of Highways Maintenance**

- Highway maintenance and management including Streets Ahead PFI

#### **Head of Street Scene**

- Regulatory licensing (Safety at Sports Grounds, Safety Advisory Group and Taxi Licensing)
- Parking Services (parking and traffic management enforcement)
- City Centre Management
- Markets
  - Leases, tenancies and licences for stalls and markets
  - Protection of the Council’s market rights
  - Enforcement to secure and recover payments of rental fees
  - Adjudication over appeals relating to stall licences
  - Submitting planning application for minor schemes
  - Variation of fees and changes for premises, property or services (where not covered by any other agreement)



### **Head of Environmental Regulation and Licensing**

- Health Protection
- Environmental Protection
- Trading Standards and Consumer Protection
- Pest Control
- Food Control and Safety
- Animal Welfare and Control
- Noise and Nuisance
- Statutory licensing (including powers directly delegated by Statutory Licensing Committee)
- Regulatory licensing (except Safety at Sports Grounds, Safety Advisory Group and Taxi Licensing)

### **DIRECTOR OF HOUSING**

- Neighbourhood and Tenancy Management
  - Management of the Council's housing stock, estates and related assets, including the Housing Revenue Account and HRA Business Plan, Capital Investment, Fire Safety Compliance and Building Safety (joint responsibility with Director of Operational Services)
  - Delivery of Housing Strategy and Policy
  - Registered Private Providers of Social Housing – strategic planning partnerships and social landlord relationships
  - Tenant, Resident and Leaseholder Engagement (including supporting Tenant Governance & Scrutiny roles)
  - Rehousing, Allocations Policy
  - Homelessness and Rough Sleeping Services
  - Management of Refugee Resettlement programmes
  - Supported housing (specialist, emergency and temporary accommodation, Gypsy and Travellers sites)
  - Housing Related Support Accommodation Services
  - Older Persons Independent Living and Extra Care
  - Leaseholder services including support and enforcement
  - Home Ownership and Revenue Services including Regional Homes and Loans Service and Administration of Right to Buy
  - Private Sector Housing regulation, licensing, tenant support services and enforcement including Building Safety and Fire Safety Compliance
  - Housing and Estate Regeneration
  - Net Zero investment for existing homes in Council housing and private sector
  - Directorate Safeguarding lead
  - Responsible officer to Regulator of Social Housing
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## **DIRECTOR OF OPERATIONAL SERVICES**

### Direct Services

- Facilities Management of the Corporate Estate
- Facilities Management Contract Management
- Duty Holder for Building Compliance of the Corporate Estate
- School Facilities Management, Repair and Building Compliance Service
- Property Records
- Transport Management of the Corporate Fleet
- Transport Contracts and Fleet Management
- Passenger Transport for Vulnerable Adults and Children
- Taxi Driver and Vehicle Testing
- Vehicle Testing, Maintenance and Repairs
- Operational Management of Repairs
- Repairs and Maintenance and Building Compliance (joint responsibility with Director of Housing) to Council Homes and to Offices and other facilities

### Customer Services

- Corporate Call Centre, Council Housing Call Centre and Repairs Service Centre
- City Wide Alarms Call Handling Service
- 101 Service/Out of Hours Service
- E-Services (Council Website)
- Corporate Complaints Team
- Translation and Interpretation
- Customer Service Strategy and Projects
- First Point, Reception Service
- Blue Badge Service
- Armed Forces Community Covenant
- Sheffield Register Office
- Customer Fulfilment Centre (processing of applications for parking permits, travel passes, free school meals)
- Revenue and Benefits Call Centre
- Lead Director for Customer Experience

## **DIRECTOR OF COMMUNITIES**

### Empowering, enabling and engaging with communities

- Local Area Committees (LACs)
- Building Community Assets
- Increasing Community Resilience
- Multi Agency and Partnership Working.
- Ward Pots and Community Infrastructure Levy (CIL)

### Prevention and Early Intervention

- Community Support Workers (CQC regulated service)
- Team Around the Person
- Covid Response
- Age Well – (WHO accreditation)
- Public Health Community Wellbeing Programme
- Family Hubs (Centres) – (OFSTED regulated service)
- UNICEF Baby Friendly City
- Infant Feeding Peer Support Workers & Doula
- 0–25 Whole Family Offer
- Early Years Prevention Workers
- Great Start to Life
- Transformation to Family Hubs
- Parenting, Groups, Community Outreach
- Early Learning Community (in partnership with Save the Children)

### Cohesion and Migration

- Refugee, Asylum and Migration Services
- Cohesion (includes poverty, equalities, Community Champions)
- Inclusive Cities

### Community Safety

- Prevent, Channel, Hate Crime, Human Trafficking and Modern Slavery and Reducing Reoffending
- Safer Neighbourhood Services including Tackling and prevention of Anti Social Behaviour
- Neighbourhood Warden Service
- Lead Director for the Community Safety Partnership and Community Safety Plan and Allocation of the Community Safety Partnership Grant funding
- Neighbourhood Management
- Partnership and joint working with the Police, Violence Reduction Unit, Police and Crime Commissioner’s Office and other related agencies

Youth Services

- Youth work (including detached and community youth services and youth involvement)
  - Youth participation
  - Targeted careers advice including specialist careers and progression advice for children with special educational needs and disabilities
  - Duty and tracking of young people Not in Education, Employment or Training (NEET)
  - Child Sexual Exploitation and Criminal Exploitation Team Youth work
  - Missing young people return interviews
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