

Economic and Environmental Wellbeing Scrutiny and Policy Development Committee

Wednesday 20 December 2017 at 5.00 pm

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

The Press and Public are Welcome to Attend

Membership

Councillors Denise Fox (Chair), Ian Auckland (Deputy Chair), Mike Chaplin, Neale Gibson, Mark Jones, Abdul Khayum, Ben Miskell, Robert Murphy, Moya O'Rourke, Colin Ross, Jackie Satur, Ian Saunders, Gail Smith, Martin Smith and Paul Wood

Substitute Members

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

PUBLIC ACCESS TO THE MEETING

The Economic and Environmental Wellbeing Committee exercises an overview and scrutiny function in respect of the planning, development and monitoring of service performance and other issues in respect of the area of Council activity relating to planning and economic development, wider environmental issues, culture, leisure, skills and training, and the quality of life in the City.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday. 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 Scrutiny Committee meetings and recording is allowed under the direction of the Chair. Please see the 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.

Scrutiny 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. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Alice Nicholson, Policy and Improvement Officer on 0114 27 35065 or [email alice.nicholson@sheffield.gov.uk](mailto:alice.nicholson@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.

**ECONOMIC AND ENVIRONMENTAL WELLBEING SCRUTINY AND POLICY
DEVELOPMENT COMMITTEE AGENDA
20 DECEMBER 2017**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest** (Pages 1 - 4)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 6. China Economic and Civic Programme - Progress Update** (Pages 5 - 8)
Report of the Director of City Growth
- 7. Support for Small Businesses in Sheffield** (Pages 9 - 22)
Report of the Director of City Growth
- 8. Work Programme 2017/18** (Pages 23 - 34)
Report of the Policy and Improvement Officer
- 9. Date of Next Meeting**
The next meeting of the Committee will be held on Wednesday, 31st January, 2018, at 5.00 pm, in the Town Hall

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its executive or any committee of the executive, 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 Audit and Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email gillian.duckworth@sheffield.gov.uk.

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Report to the Economic and Environmental Wellbeing Scrutiny & Policy Development Committee – 20th December 2017

Report of: Edward Highfield, Director, City Growth

Subject: China Economic and Civic Programme Progress Update

Author of Report: Howard Varns, Programme Manager, City Growth

Summary:

To provide an update on the programme of activities that has been developed between Sheffield and the City's Chinese partner organisations.

Type of item: The report author should tick the appropriate box

Reviewing of existing policy	x
Informing the development of new policy	x
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	x
Other	

The Scrutiny Committee is being asked to:

- To note the activities within the programme that has been developed between Sheffield and its Chinese partner organisations.

Background Papers:

There are no background papers.

Category of Report: OPEN

China Economic and Civic Programme Update Progress Update

1. Purpose of Report:

- 1.1 To provide an update on the programme of activities that has been developed between Sheffield and Chinese partner organisations. This programme of work consists of the following thematic areas: a) Investment, b) Trade and c), Education and Civic activity

2. Matters for consideration:

2.1 Investment theme

- 2.2 A Memorandum of Understanding was signed between Sheffield, the Department for International Trade (DiT) and Sichuan Guodong Construction Group Ltd in late 2015. This agreement set out a common ambition to promote investment from China into Sheffield between the three parties.
- 2.3 Sichuan Guodong Group then approached the Council in November 2016 regarding the possibility of developing a hotel at the Central Library building on Surrey Street. They chose to prioritise this over other possible projects at that time.
- 2.4 Officers were given authority by Cabinet on 30 November 2016 to develop and enter into an exclusivity agreement with Sichuan Guodong Group to ascertain whether the Central Library building was viable for development.
- 2.4 Representatives from Guodong have surveyed the Central Library building on numerous occasions during 2016/ 2017 to make assessments of the condition of the building and to review its potential for development. External experts have also been engaged that have provided third party analysis on the buildings development potential and on possible re-configurations that could be made to the building.
- 2.5 This period of exploration and feasibility work has confirmed significant structural issues with the buildings along with numerous challenges in attempting to configure and creating sufficient space in order to establish a commercial viable hotel. It is therefore highly unlikely that this building can be developed into a commercially viable hotel in the future.
- 2.8 Guodong have confirmed that their appetite to invest in Sheffield remains despite the difficulties attached to progressing a viable scheme involving the Central Library building and work will continue with this investor to promote other possible development opportunities in Sheffield.

3 Trade theme

- 3.1 In November 2016, Cabinet authorised work on a business development programme which was to focus on assisting Sheffield's business sector with

accessing Chinese markets. This activity was planned in order to exploit Sheffield signing Trade and Investment agreements with the cities of Nanchang and Daqing in 2016, and our growing relationship with Chengdu.

- 3.2 A series of seminars have been held which are designed to help companies understand and gain insight about Chinese market opportunities, intellectual property rights, financing and money repatriation. Work is also underway on profiling and matching suitable businesses ahead of a series of outbound and inbound business delegations in 2018.
- 3.3 The “Sheffield - Nanchang Economic Cooperation Forum” is currently been planned and is likely to be held in Nanchang in March 2018. This will be hosted by Nanchang’s Municipal Government and will enable a delegation of around 10 - 20 Sheffield-based businesses to engage with Chinese businesses, governments representatives and investors from Nanchang and the wider province of Jiangxi.
- 3.4 DiT’s *Export for Growth Fund* will be accessed to provide match-funding to each individual business to assist with their costs. Currently the likely recruits for the trade mission include the food & drink sector, the advanced manufacturing sector and professional services sector in Sheffield.
- 3.5 A delegation of around 50 High-Tech businesses from Chengdu is also likely to visit Sheffield for trade and investment discussions during the summer of 2018. The Council is exploring other trade relationships with Chengdu Government and both Cities are seeking to further encourage business to business relationships. In order to support the current and future activities of partners from both cities, Sheffield and Chengdu are seeking to develop a Sheffield – Chengdu Trade and Business Incubator and “landing pad” facility in Chengdu’s High Tech Zone. It is hoped that this facility will enable partners across the City to promote their activities and ambitions in China and complement the China – UK Business Incubator facility which will be developed as part of the New Era Development at St Mary’s Gate in Sheffield.

4. Education and Civic

- 4.1 In 2016, Sheffield and Chengdu undertook to develop “sister” schools within each other’s High Technology and Innovation parks. Oasis Don Valley Academy at the Olympic Legacy Park will be replicated in Chengdu and a programme of teaching and student exchanges between the two schools then developed. This will be funded by Chengdu Government.
- 4.2 Sheffield based architects have been engaged by Chengdu directly to design the “Sheffield” school in Chengdu. The first stage concept design was signed off in June 2017 with the second stage expected to be signed off in the New Year. The overall design and construction programme has slipped from its original timetable but it is hoped that the entire design stage will be completed in May 2018. This will enable construction to commence and the school to open in spring 2019. Development work and the relationships between the two schools will be led by Don Valley Oasis Academy in Sheffield.
- 4.3 It is notable that the “Sheffield” school in Chengdu will be the first English-style school established within the Chinese state education system and as a

consequence is gaining significant interest, and profile for Sheffield, in both Chengdu and Beijing.

- 4.4 The benefits of this relationship for the two cities are expected to be significant and will:
- promote the advancement of the professional development of teachers in both Cities
 - Enrich school curriculums by providing greater learning experiences
 - Increase Sheffield's children and young people's readiness for learning through cultural partnership and engagement.
 - Support school improvement by providing schools with opportunities and tools to share learning with different learning environment.
 - Strengthen civic relationships between Sheffield and Chengdu
 - Provides a model relationship which can be implemented across the City's schools.
- 4.6 A number of civic visits are also likely to occur during the course of the next 12 months with visitors expected from the Cities of Anhui, from Jiangxi province, the City of Wuhan and also from Sheffield's sister city, Chengdu.



Report to the Economic and Environmental Wellbeing Scrutiny & Policy Development Committee – 20th December 2017

Report of: Edward Highfield, Director, City Growth

Subject: Support for Small Businesses in Sheffield

Author of Report: Kevin Bennett, Head of Business Growth and Investment, City Growth – kevin.bennett@sheffield.gov.uk – 0114 2232416

Summary:

The Committee wishes to understand, what support is on offer for small and medium sized firms in the City, what the impact of that support is and also, whether or not we are providing the most appropriate support. This report provides an overview of the issues faced by the City in relation to its business population and economy more generally, outlines the overall support available to small firms generally and specifically considers the support provided by the Council through the “Business Sheffield” brand. It also touches briefly on support provided – often indirectly by other parts of the Council.

Type of item: The report author should tick the appropriate box

Reviewing of existing policy	X
Informing the development of new policy	X
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	

The Scrutiny Committee is being asked to:

- note the current support provided by the Council, against the background of the economic/business data and what that tells us about our challenges;
 - consider the impact being achieved;
 - provide evidenced feedback on its views of the adequacy of that support; and
 - suggest any recommendations for changes in policy or content.
-

Background Papers:

There are no background papers.

Category of Report: OPEN

Report of the Director of City Growth Support for Small Businesses in Sheffield

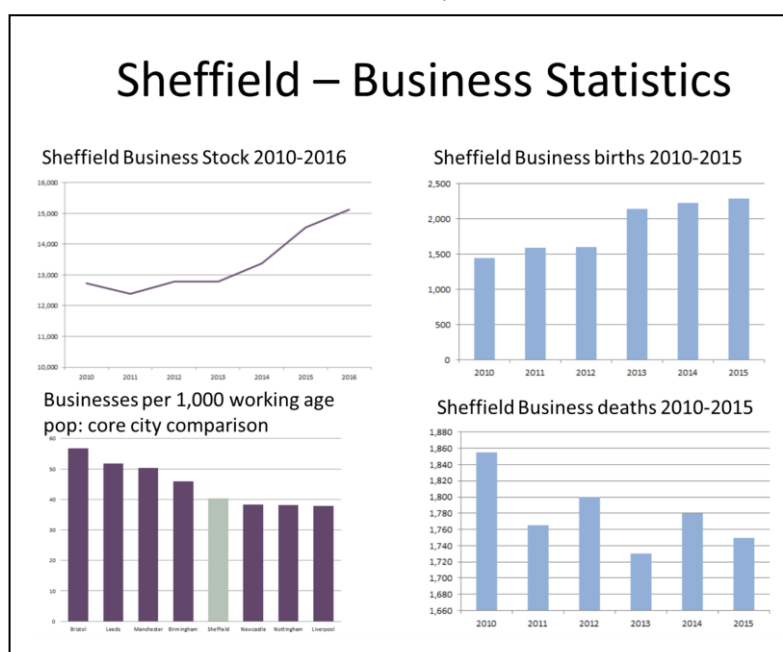
1. Introduction/Context

1. The Committee wishes to understand, what support is on offer for small firms in the City, what the impact of that support is and also, whether or not we are providing the right support. This report provides an overview of the issues faced by the City in relation to its business population and economy more generally, outlines the overall support available to small firms generally and specifically considers the support provided by the Council’s City Growth Department through the “Business Sheffield” brand.
2. The report also touches briefly on other areas of support within the Council which are less obvious, but should be considered alongside more mainstream activity. These include Environmental Health and Licensing, Business Rates and the Lifelong Learning elements of the People’s portfolio.

Context

3. Sheffield is a small business economy. 86% of our registered 15,905 firms employ less than 10 people with 1% of our businesses which are classed as large companies (employing over 250 people) equating to 65 businesses. We have plenty of world class SMEs operating in international markets and key supply chains and our SMEs have shown resilience in the last recession – possibly with the exception of those who were active in the oil and gas sector. However, our analysis still identifies a number of underlying weaknesses insofar as:

- Our business stock has grown, but at the slowest rate of any of the core cities;
- We have seen an increase in business births, but this remains well behind the core cities and national average;
- Too high a proportion of our SMEs are trading local and regionally;
- Despite perceived strengths in manufacturing, digital and healthcare technology,



we still have few too businesses in ‘knowledge based’ sectors.

1.4 It is against this background and the backcloth of national support that the Business Sheffield programme has been developed in order to:

- Increase the number of business starts;
- Add to the stock of businesses in the City, in particular by reducing failure rates; and
- Supporting sustained growth and investment.

2. Support for Sheffield SMEs

- 2.1 Support can be looked at in several different ways; ie by geography, by organisation, according to the type of business or by theme eg export or innovation. Without over-complicating the report, it is probably necessary to look briefly at all of these.
- 2.2 **National:** Since 2014, Government funding for generic business services has become very limited. At a basic level the Government funds the national business support help line which is essentially a sub-contracted call centre designed to provide base level information on; eg, tax and company formation and to direct businesses to local services. Through the Gov.UK website, the helpline also provides access to helpful material such as business plan and cashflow templates. Overall, this is helpful but very much a baseline resource.
- 2.3 The Government also continues to provide export support through the Department of International Trade (DiT). Delivered through regional teams, the support helps new and existing exporters to develop export plans, identify and research target markets and make contact with potential customers through trade missions and trade fairs. The service is comprehensive and well regarded, although in recent years, the resource has increasingly been targeted on key markets such as China and India and on initiatives and events (eg trade missions) delivered under the banner of the Northern Powerhouse.
- 2.4 **Regional:** Support at the Sheffield City Region level is delivered through the SCR Growth Hub. This was established two years ago to provide a comprehensive and consistent business support service to all businesses across the City Region. SCC was actively involved in the development of the initial model which revolved around establishing a strong core of advice and guidance – eg through highly experienced business advisors – together with a series of ‘centres of excellence’ designed to provide more detailed and specific input in areas such as finance, innovation, skills, export and business start-up.
- 2.5 The core Growth Hub team is now well established and their advisors are active in the region. In respect of Sheffield, we have an agreement that SCC’s Business Sheffield team will largely deal with the majority of Sheffield enquiries and this demarcation largely works. In respect of the centres of excellence, these have not followed a single model and have achieved mixed success. The Access to Finance team is highly regarded and has supported several hundred businesses in their search for growth finance. Similarly, the Skills Bank has supported many SCR firms with their training and upskilling efforts. However, export has never developed into a CofE and is largely just the services offered through DiT mentioned above, with a relatively minor local

grant enhancement. Likewise on innovation, where notwithstanding an excellent innovation programme run by Sheffield Hallam University, we have no coordinated, strategic approach to providing SMEs with easy access to innovation support. The start-up support is actually delivered by the Local Authorities through their own services – Business Sheffield in the case of SCC (see below).

2.6 There are a number of institutions delivering important sources of support. This list is not comprehensive, but includes:

- The **University of Sheffield and Sheffield Hallam University** who both run start-up programmes and offer access to some innovation support through the Sheffield Innovation Programme and more advanced products such as Knowledge Transfer Partnerships. The impact Universities can have on SMEs is significant, although their reach into the small business community is often regarded as limited.
- **Sheffield Chamber of Commerce and Industry** - this is a membership organisation with over 1,000 members in the City. The cost of membership varies depending on the nature and size of the business but is typically in the region of between £300-400. Member benefits broadly span ‘representation’, business services and workforce development. Business services are wide ranging but typically cover: health and safety, legal advice, support with tax and VAT issues and business signposting.
- In the area of workforce development, the Chamber offers a wide range of courses across most aspects of business. The offer is comprehensive and is often delivered in partnership with FE institutions or private sector providers. Course costs can range from £250 for 1 day for members to up to £1000 for sessions of longer duration.
- One of the strongest aspects of Chamber support is international trade. The Chamber is accredited to provide export documentation, organises specific export trade events and has access to international markets through the Global Business Network. This consists of partnerships with British Chambers of Commerce in 60 overseas markets which can help Sheffield’s SMEs to research and secure a foothold in key growth export markets.
- The **Federation of Small Business** is a national representative organisation with Sheffield covered by the South and East Yorkshire branch. Membership benefits include; employment law advice, tax advice, health and safety updates, online legal documents, business banking, crisis management and lobbying government on issues affecting small business.

Sheffield City Council’s “Business Sheffield” programme

2.7 Business Sheffield provides business support across the whole spectrum; from residents who have a business idea to the largest businesses in the city. The service comprises the following key elements:

- **Workshops for individuals at pre start stage** – delivered by Business Sheffield’s two Start-Up Advisors, these are designed to help an individual develop their idea and understand whether it is viable. The programme is

organised around three start-up workshops covering: idea viability, business planning and market research; financial planning and registering the business (eg for tax and purposes). In addition to the workshop programme the Start-Up Advisors also deliver one to one support for clients progressing through the workshops requiring more specific and tailored advice.

- **Business Sheffield Masterclass Programme** - for early stage and established small businesses, this masterclass programme covers a wide range of business topics. A sample of the events calendar is attached at Appendix 1. This is delivered by the Business Sheffield team where we have the expertise or through the private sector on a pro-bono basis.
- **Business Advisor Support for early stage business** – the Business Sheffield team includes two Business Advisors with many years of experience of working with small businesses through the most difficult early years tackling challenges such as acquiring new customers and managing cashflow.
- **Sales and Marketing Advisor** – many of the issues associated with business growth and survival revolve around sales and marketing. The Business Sheffield team includes a specialist in this field who delivers several relevant masterclasses and one to one support.
- **Quarterly Networking Event** – an extremely successful series of events, regularly attracting 100 businesses and a great source of new clients – both new starts and existing businesses.
- **Growth Advisor Support** – this is the element of the service that targets well established growing SMEs. We have a team of 7 sub-contracted Growth Advisors, with a wealth of private sector experience who have caseloads of between 20-30. They work with these businesses to support strategic growth planning and specific strands of work to help them achieve their aims.
- **Key Account Managers (KAMs)** – the team contains two KAMs who are responsible for working with the City’s largest businesses to ensure that they remain and re-invest in the City. This can include helping them in their investment plans or simply ensuring that all relevant parts of the Council are supporting their development and growth.

2.8 Promoting business support from within the public sector is always a challenge. Pre-starts and existing businesses are very different markets and there is no one solution to getting the message out. For example, the Business Sheffield Facebook page and twitter account works especially well for promoting the service to early stage clients, as does the regular networking session. On the other hand, we find that promotion of the Growth Advisor and KAM service works much better through the intermediary network of Banks, Accountants etc. To this end, we organise a series of events each year for the ‘professional’ sector to communicate major developments in the City and provide updates on the programme. Underpinning this, Growth Advisors and KAMs regularly meet contacts within this sector in order to maintain the profile of the service.

2.9 In terms of impact of the programme, there is no way of easily linking business support inputs to macro outcomes such as gross value added. However, our activities are driven by the themes mentioned in 1.4 above and are clearly

designed to contribute to business sustainability and growth. The following is a snapshot of the outputs achieved by the programme in the most recent 12 month period:

- 1000 individuals/businesses accessing the programme
 - 450 pre starts per year on workshops
 - 250 starting up
 - 200 small/early stage businesses receiving 1-2-1 support with Business Advisor
 - 700 people/businesses accessing the masterclass programme
 - 140 established businesses receiving ongoing growth support from a Growth Advisor
 - 100 'key accounts' visited and supported.
- In addition to the above, we run a regular Advisor survey which demonstrates satisfaction levels with the service of over 90%.

Supply chains

2.10 The Committee have previously expressed an interest in understanding more about the approach we have taken to working with the likes of Boeing and McLaren on supply chain activity.

2.11 Since the latter investment was announced in February, we have been working closely with the company's procurement team to identify supply chain opportunities in Sheffield and the SCR. This has basically involved us working with a specific 'shopping list' of over 100 items relevant to both the Sheffield and Woking plants to find potential suppliers with relevant accreditations and broker introductions.

2.12 So far, we have achieved one major success with Sheffield Business Simpson Patterns who have secured a £100,000 order and look forward to further business.

2.13 A major reason for Boeings attraction to Sheffield was that they had already identified eight potential supply chain companies in Sheffield. What we have been able to do is take this supply chain to 12 Sheffield businesses which will continue to build. The opportunity that this brings to Sheffield companies to supply Boeing on a global scale is enormous.

3 Wider Implications

3.1 **Legal and financial** - There are no legal implications for this service. In terms of finance, the service is core funded through the City Growth Department and generates in the region of £150,000 each year through European Funds to support revenue. We are also in receipt of significant in-kind support from private sector partners who deliver workshops and events for us. This has not been quantified.

3.2 **Environmental** – none.

3.3 **Human Resources and Equality of Opportunity** – there are no particular HR issues although it should be noted that the team is a mixture of SCC staff and self-employed consultants in order to provide the breadth of experience and

skills we need. In respect of equalities, the programme is open to all residents and businesses and is widely promoted. Equalities data produced for the Place equalities dashboard does demonstrate that the reach to individuals from minority communities is positive at around 23%.

4. What does this mean for the people of Sheffield?

- 4.1 The Business Sheffield programme and wider support activities address key economic issues for the City. Maintaining support for SMEs and encouraging further investment is creating and sustaining employment and the start-up service often provides a pathway for individuals who are either not suited to structured employment or are pursuing alternative lifestyles.

5. Recommendation

- 5.1 The Committee is asked to consider the report and provide views on the overall level of support in the City, the Business Sheffield service in particular and any perceived gaps or issues based on feedback members may have had from businesses in their wards.

Business Sheffield



Business Information Sessions October – December 2017

Please find below a list of our upcoming expert delivered business information sessions, all of which are free of charge. To reserve yourself a place or for more information please call our Gateway on 0800 043 55 22 or 0114 224 5000. Our sessions are very popular so places are limited to one person per company/organisation. In the event of a session being fully booked, we will offer you the option to go on a shortlist in case we have any cancellations.

Autumn Networking Event - Piccolino

*4th October
5.30 pm onwards*

After the success of our Summer Networking event come and join Business Sheffield for drinks and canapés on Wednesday 4th October for a relaxed and informal evening of networking.

Starting Up - Coaching Session 1

Research, planning and starting a business

(fortnightly)

This session will provide you with the tools to analyse the viability of your business using market research techniques, topics include; looking at your marketing avenues; identifying what is required through market research; explaining the purpose of business planning; legal structures.

APPENDIX 1

Starting Up - Coaching Session 2

Financial Forecasting

(fortnightly)

This workshop teaches you the principles of basic business financial planning for the year ahead & helping you understand whether the business is financially viable, topics include; personal survival budgeting; start-up costs & overheads; cash flow forecasts; pricing and terms and conditions.

Starting Up - Coaching Session 3

Tax Record Keeping and Expenses

(fortnightly)

This workshop will advise you on your legal obligations relating to self-employment, including; registration (when & how); tax and NI contributions; expenses and allowances; record keeping.

Terms and Conditions

Tuesday 17th October

Friday 17th November

Already trading or nearly there? Learn how to put robust terms and conditions in place: Why you need them; what to include; sales of goods terms; and terms of service.

Connect Sheffield

Wednesday 18th October

Join Business Sheffield at Connect Sheffield – a prestigious business conference and exhibition at Ponds Forge. Free to attend or discounted stands to exhibit. Contact Sheffield Chamber Events on 0114 201 8888.

Innovative Businesses; R and D Tax Credits, Patent Box Reliefs and IP Protection

Wednesday 25th October

Is your business innovative, does it develop new or improved products or software solutions, improve manufacturing processes or solve technical problems? This workshop will explain R&D tax credits (£26 savings for every £100 spent innovating), Patent Box reliefs and IP Protection. Join Shorts Chartered Accountants Innovation Taxes Group and Patent Attorneys Withers and Rogers for this informative workshop.

APPENDIX 1

Start-Up Marketing & Sales

Friday 27th October

Without effective marketing there will be no sales and without sales no business can survive. This workshop explores the need for a strong brand, understanding your customers and how to reach them using key messaging and compelling marketing material. The second half deals with how to close business using the consultative sell. This session is an ideal precursor to the Marketing Fundamentals workshop.

Basic Book Keeping

Tuesday 31st October

Wednesday 29th November

For new starts and young businesses undertaking bookkeeping and accounts themselves.

Topics include how to keep: a sales ledger, purchase ledger; cash book, reconcile the business cash and bank accounts; prepare and understand your profit and loss account. Tips and hints on bookkeeping. Computerised and cloud accounting.

Marketing Fundamentals for your Business

Wednesday 1st November

Building on the start-up marketing and sales workshop, looking at the 7 P's of marketing, how to formulate a marketing strategy, explore routes to market, tactics and more. It also looks at understanding your business and marketing goals, so that an effective marketing plan can be created. Finally we ask you to bring along a piece of your own marketing material, a leaflet, a business card, or we can look at your website and have a fun, constructive brainstorming session to see how things could be made more impactful.

MADE Entrepreneur Conference

Thursday 9th November

Join Business Sheffield at the UK's premier entrepreneurship event – back to educate and inspire in the Sheffield Crucible. Use our code for discounted tickets BusSheffMADE (£25) at www.madefestival.com

Retail Workshop – Driving sales through effective buying, marketing and merchandising

Thursday 9th November

Inspired by Mary Portas, delivered by the Source Academy. This workshop is a must for any retailer covering the following key things: Vision - how you remain true to your brand, Brand Values - and how you resonate with your customers, Knowing your customer – profiling and understanding their needs, Buying the right stock at the right price, Pricing correctly and profitably, Marketing - developing a targeted and effective marketing strategy, Delivering excellent customer service, Visual display techniques.

APPENDIX 1

Winning New Customers via the Telephone

Friday 10th November

For business to business (not business to consumer) sales. Learn how to approach prospects and gain new business via the phone.

Explores why so many of us are nervous about using the phone, dispels some of the myths and fears associated with cold calling and gives advice and tips on all aspects of running a successful telephone campaign.

An introduction to Digital Marketing

Monday 13th November

An insight into how a Google & Bing certified agency would address an online marketing campaign. Focussing on a potential client's journey from discovering, to interacting with and finally purchasing from your business. During the session we will look at...

Landing destinations for the campaign and the customer journey once there. Focussed keywords and strategies. Digital marketing platforms, Including PPC, SEO and social media. Campaign tracking with the use of goals through Google analytics.

Social Media

Tuesday 14th November

Tuesday 12th December

How can social media platforms (Twitter, Facebook and LinkedIn) be used to promote your business? Tips and tricks to grow your social media presence.

How to Sell Face to Face

Wednesday 15th November

For anyone whose business success depends on selling face to face.

Improve your success rates from appointments. Pre-appointment preparation; creating a good first impression; opening and keeping control of the meeting; questioning techniques; objection handling; recognising buying signals; and closing/agreeing the next step.

Maximising your website

Wednesday 22nd November

Gain more business from your web presence. How to drive traffic to your website via SEO including; long-tail keywords; click bait; backlinks; internal links; and using Google Webmaster and Analytics.

APPENDIX 1

Shows you how to use social media to attract visitors; how to convert website traffic into leads and sales, how to influence your visitors actions creating urgency, the art of writing good text; the power of FAQ's and customer reviews as a way of capturing visitor details.

Recruiting and Employing Staff

Monday 27th November

Recruiting for the first time or want to check you are doing it right? The session will explore safe recruitment practices and attracting the right people; induction process; contract of employment; staff handbook and policies (understand what is essential and what is desirable); and probationary periods.

Contracts for typical workers - subcontractors, casual staff and zero hours workers.

Limited Company Workshop

Tuesday 28th November

This workshop dispels some of the myths and will explain how to register a ltd company, reporting requirements including when accounts will need filing, difference between your money and money that belongs to the company, how to take money out of the business and what way is best to pay yourself? (employee of the company?), what is corporation tax, capital allowances, responsibilities of a company director and how to dis- incorporate.

Exploring Finance

Monday 4th December

For start-up/early stage businesses. Gain an insight into the different finance solutions available in the current market place as well as assessing the advantages/disadvantages of each finance route. Understand the different legal obligations for taking on different types of finance.

Creating a Brand

Thursday 7th December

Why a strong brand is essential: what constitutes a brand; how to understand your own brand and its identity; style and tone of voice. Includes several thought provoking branding exercises including looking at a live case study to explain some of these key principles and finally will show you how to use your brand.

Employing people for the first time from an Accountancy Perspective

Monday 11th December

Find out all you need to know to avoid penalties and interest when employing people. What I need to tell HMRC, when I need to tell them, on-going reporting requirements, do I need an accountant to prepare my payroll, how do I pay my staff, what is the national minimum wage, can I pay my employees expenses and benefits, what is Real Time Information and Auto Enrolment.

APPENDIX 1



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Report to Economic and Environmental Wellbeing Scrutiny and Policy Development Committee 20th December 2017

Report of: Policy & Improvement Officer

Subject: Work Programme 2017/18

Author of Report: Alice Nicholson, Policy and Improvement Officer
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The updated work programme for 2017/18 is attached at Appendix 1 for the Committee's consideration and discussion.

The work programme has been updated with meeting dates for agenda items where possible, and items still to be scheduled for the few meetings remaining in 2017/18. To prioritise and update the work programme for the remaining meetings the Committee may wish to reflect on the prioritisation principles attached at Appendix 3 to ensure that scrutiny activity is focussed where it can add most value. Appendix 2 provides a log of the issues looked at in 2014/16, 2015/16 & 2016/17.

Where an issue is not appropriate for inclusion on a meeting agenda, but there is significant interest from members, the Committee can choose to request a written briefing.

The work programme remains a live document and will be shared / discussed at each committee meeting.

The Scrutiny Committee is being asked to:

- Consider and discuss the committee's remaining work programme for 2017/18, including prioritisation of items not yet scheduled
- Provide comment / feedback/agree the updated work programme

Category of Report: OPEN

Economic and Environmental Wellbeing Scrutiny and Policy Development Committee
Work Programme 2017/18

Last updated: 11th December 2017

Please note: the work programme is a live document and so is subject to change.

Topic	Reasons for selecting topic	Key contacts	Proposed scrutiny style
Wednesday 12th July 2-5 pm			
<i>Non-City Centre Parking Developments (Call-In)</i>	<i>Call-In of Individual Cabinet Member Decision on 30.05.2017 - Call-In Lead Signatory: Cllr Ian Auckland</i>	<i>Jack Scott, Cabinet Member Transport and Infrastructure; Paul Fell, Transport, Traffic & Parking Services Manager, Place (Report Author)</i>	<i>Single agenda item</i>
<i>Draft Work Programme 2017/18</i>	<i>Committee to agree work programme 2017/18 – within framework of selecting scrutiny topics & remit</i>	<i>Policy & Improvement Officer</i>	<i>Standard Agenda Item</i>
Thursday 27th July 2-5 pm (Special)			
<i>Western Road First World War Memorial Scrutiny Task and Finish Working Group (committee group)</i>	<i>Consideration of Western Road First World War Memorial Scrutiny Task and Finish Working Group draft report and recommendations - agreement of final report by the full scrutiny Committee</i>	<i>Scrutiny Working Group</i>	<i>Single agenda item</i>

Wednesday 13th September 5-8pm			
<i>POSTPONED TO 11TH OCTOBER: Retaining World Snooker Championships in Sheffield</i>	<i>To receive an update on the retention of the World Snooker Championships in Sheffield</i>	<i>Mick Crofts - Director of Business Strategy and Regulation, Place</i>	<i>Agenda Item</i>
<i>Western Road First World War Memorial Committee recommendations - update</i>	<i>Verbal update from Cabinet Member to the Committee's Working Group report and recommendations</i>	<i>Cabinet Member, Cllr Bryan Lodge, Director of Culture and Environment, Paul Billington, Lisa Firth, Head of Parks and Countryside</i>	
<i>Response to Public Questions</i>	<i>response to public questions asked at Economic and Environmental Wellbeing Scrutiny and Policy Development Committee 27th July</i>	<i>Alice Nicholson - Policy & Improvement Officer</i>	<i>For information</i>
<i>Work Programme 2017/18</i>	<i>To consider and discuss the committees work programme for 2017/18</i>	<i>Alice Nicholson - Policy & Improvement Officer</i>	<i>Standard Agenda Item</i>
Wednesday 18th October 5-8pm			
POSTPONED - to be rearranged (20th December)			
<i>NEW DATE 20TH DECEMBER - MOVED FROM 13TH SEPTEMBER - China Economic and Civic Programme Update</i>	<i>To receive an update on this following Call-in of Cabinet Decision - December 2016</i>	<i>Lead Officer - Edward Highfield</i>	<i>Agenda Item</i>
<i>NEW DATE 30TH NOV - POSTPONED FROM 13TH SEPTEMBER: Retaining World Snooker Championships in Sheffield</i>	<i>To receive an update on the retention of the World Snooker Championships in Sheffield</i>	<i>Mick Crofts - Director of Business Strategy and Regulation, Place</i>	<i>Agenda Item</i>

<i>MOVED TO JANUARY 2018 - FOR INFORMATION: Western Road First World War Memorial Committee recommendations - formal response</i>	<i>Formal response from Cabinet Member to the Committee's Working Group report and recommendations</i>	<i>Cabinet Member, Cllr Bryan Lodge</i>	
<i>Work Programme 2017/18</i>	<i>To consider and discuss the committees work programme for 2017/18</i>	<i>Report of Alice Nicholson - Policy & Improvement Officer</i>	<i>Standard Agenda Item</i>
Thursday 2nd November 10am			
<i>Changes to Environmental Maintenance Services</i>	<i>Call-In of Individual Cabinet Member Decision on 10.10.2017 - Call-In Lead Signatory: Cllr Rob Murphy</i>	<i>Bryan Lodge, Cabinet Member Environment and Streetscene; Laraine Manley, Executive Director Place; Philip Beecroft, Highway Maintenance</i>	<i>Single Agenda Item</i>
Thursday 30th (was 29th) November 8pm			
<i>Sheffield Retail Quarter – Heart of the City Phase 2</i>	<i>Update on Sheffield Retail Quarter (SRQ) & City Centre – what's already happened in SRQ, what's going to happen, when can you report more? Request in work programme since July 2016</i>	<i>Lead Cabinet Member - Mazher Iqbal; Lead officer - Nalin Seneviratne</i>	<i>Agenda Item</i>
<i>Protecting Sheffield from Flooding - Programme Update, includes Sheffield culvert renewal programme</i>	<i>A programme update on Protecting Sheffield from Flooding, considered previously by the Committee November 2017, and includes including culvert renewal</i>	<i>Lead Cabinet member - Bryan Lodge; Lead officer - Jim Fletcher;</i>	<i>Agenda Item</i>
<i>POSTPONED FROM OCTOBER: Retaining World Snooker Championships in Sheffield</i>	<i>To receive an update on the retention of the World Snooker Championships in Sheffield</i>	<i>Mick Crofts - Director of Business Strategy and Regulation, Place</i>	<i>Agenda Item/For Information</i>

Work Programme 2017/18	To consider and discuss the committees work programme for 2017/18	Report of Alice Nicholson - Policy & Improvement Officer	Standard Agenda Item
Wednesday 20th December 5-8pm			
POSTPONED FROM OCTOBER: China Economic and Civic Programme Update	To receive an update on this following Call-in of Cabinet Decision - December 2016	Cabinet Member, Mazher Iqbal; Lead Officer - Edward Highfield and Howard Varns	Agenda Item
Small Businesses in Sheffield	<p>A. To receive an update on support for small businesses in Sheffield Finding out are we providing right support in Sheffield for small business growth: What is the current offer in Sheffield? Impact of small business service, supporting business into supply chains - e.g. Maclaren as case study.</p> <p>B. Policy Development: suggest any recommendations for changes in policy of content</p>	George Lindars-Hammond, Cabinet Adviser; Kevin Bennett and Yvonne Asquith, Creative Sheffield. TBC – Federation of Small Businesses; Sheffield Chamber of Commerce and Industry (other view of small business support)	Agenda Item
Work Programme 2017/18	To consider and discuss the committees work programme for 2017/18	Report of Alice Nicholson - Policy & Improvement Officer	Standard Agenda Item
Wednesday 31st January 5-8 pm			
Growing Sustainably: A bold plan for a Sustainable Sheffield	Making it happen, a look at Programme/action plan for this Sheffield sustainability strategy and response to report of Sheffield Green Commission; could encompass a look at Clean Air Strategy and developing Sheffield Transport Vision	Cllr Jack Scott, Cabinet Adviser Transport and Sustainability; Mark Whitworth - lead officer	Agenda Item

Follow up to Implications for Sheffield of vote to leave the European Union (Brexit)	Update and current position	Lead Officer - Laurie Brennan, Policy and Improvement Officer	Agenda Item
<i>TBC WHEN: Sheffield Retail Quarter – Heart of the City Phase 2: revised Masterplan and delivery strategy</i>	<i>To receive an update on the revised masterplan and delivery strategy, when available</i>	<i>Lead Cabinet Member - Mazher Iqbal; Lead officer - Nalin Seneviratne</i>	<i>Agenda Item</i>
<i>FOR INFORMATION: Western Road First World War Memorial Committee recommendations - formal response</i>	<i>Formal response from Cabinet Member to the Committee’s Working Group report and recommendations</i>	<i>Cabinet Member, Cllr Bryan Lodge</i>	
Work Programme 2017/18	To consider and discuss the committees work programme for 2017/18	Report of Alice Nicholson - Policy & Improvement Officer	Standard Agenda Item
Wednesday 14th March 5-8 pm			
Sheffield Transport Vision	To look in detail at the Sheffield Transport Vision - during or post public consultation – development of a new transport strategy for Sheffield	TBC	TBC
Scrutiny Annual Report 2017-18 Draft Content & Work Programme 2018-19	This report provides the Committee with a summary of its activities over the municipal year for inclusion in the Scrutiny Annual Report 2017-18. It also includes a list of topics which it is recommended be put forward for consideration as part of the 2018-19 Work Programme for this committee.	Report of Alice Nicholson - Policy & Improvement Officer	Annual Agenda Item

Task Group			
Western Road First World War Memorial task and finish cross party working group (committee group) - task group completed waiting Cabinet formal response	In response to Council on 4th January referring a petition to a cross party working group of Economic and Environmental Wellbeing Scrutiny and Policy Development Committee – Report of working group to full Committee on 27th July 2017	Scrutiny Working Group	Single Agenda Item
Items to be scheduled			
City Growth and Prosperity	City Growth - e.g. Housing Strategy, Transport Strategy, Clean Air Strategy, City Centre Master Plan, Local Plan - there are a number of strategies proposed to support growth and prosperity - the Committee might like to consider individual strategies and plans at an appropriate point.	Edward Highfield - Director of City Growth	TBC
Planning Applications - ward members	Briefing picking up this and other matters from 26.04.2017 - Economic Landscape item	Chief Planning Officer, Sheffield City Council	TBC
Bus service changes - Sheffield Bus Partnership	Receive an update on community response to September 2017 bus service changes in Sheffield	SYPTTE, Bus Service Providers	TBC
City Development Sites: Update on Sheffield Ski Village	What is the position on key development sites citywide e.g. Ski Village - map of development sites? Link to Growth Plan?	TBC	TBC

Air Quality Plan (Environmental Wellbeing)	Update on development of Air Quality Plan for December 2018 - see City Growth and Prosperity, overlap/relationship with Clean Air Strategy	Cabinet lead - Jack Scott; Officer lead - Tom Finnegan-Smith	TBC
University role in the economy - University of Sheffield and Sheffield Hallam University	Universities role in boosting the economy: What is your impact, what can we do better? - Understanding the value and impact to Sheffield of being a student city	TBC	TBC
The Outdoor City	Update on the Sheffield Outdoor City Programme	TBC	TBC
<i>POSTPONE - Bus Services Act 2017</i>	<i>Postpone, until mayor. An in depth follow up to the Bus Services Bill item 2016/17, and how Combined Authority can make best use of the powers - royal assent 27/4/2017</i>	<i>SYPTE, SCR CA, Sheffield Bus Partnership</i>	<i>TBC</i>

Economic & Environmental Wellbeing		
Log of Topics	Year	Month
Streets Ahead Action Plan on Street Lighting	2014/15	July
Cabinet Member Response to the Committee's Cycling Inquiry	2014/15	July
Draft Work Programme 2014/15	2014/15	July
Call-in of Highway Cabinet Member Decision Session on Parking Permit Prices	2014/15	August
Call-in of Individual Cabinet Member Decision on the Statement of Community Involvement	2014/15	August
Waste Strategy 2009-2020 - Update	2014/15	September
The Future Role of the City Centre	2014/15	October
Sheffield's Library Services - Update	2014/15	December
Waste Strategy - Update	2014/15	December
Air Quality in Sheffield	2014/15	February
How Sheffield Presents Itself	2014/15	April
Task Group Report on Private Sector House Building	2014/15	April
Call-in of the Cabinet Decision on The Graves Park Charitable Trust - Cobnar Cottage	2014/15	June
Leader's Decision on the Proposed Disposal of Walkley Library	2015/16	July
Waste Management - Assisted Collection Policy Review	2015/16	September
Streets Ahead Project - Winter Review	2015/16	September
Private Sector Housebuilding - report back from Cabinet Member & officers	2015/16	November
Broadband and Economic Development	2015/16	December
Sheffield Money - written briefing	2015/16	December
Future Role of City Centre - follow up	2015/16	February
Bus Services in Sheffield - petitions	2015/16	March
Sheffield Bus Partnership (SBP) review	2016/17	July
Bus Services Bill – briefing	2016/17	October
Business Rates	2016/17	October
Inclusive Growth	2016/17	October
Protecting Sheffield from flooding	2016/17	November
Economic Landscape Task Group draft scope	2016/17	November
Call In of Cabinet Decision: China Economic and Civic Programme Update - special	2016/17	December
Implications for Sheffield of the vote to leave the European Union (commonly referred to as Brexit)	2016/17	January
Western Road First World War Memorial Trees - task and finish cross party working group (committee group)	2016/17	January
Waste Services Review: Consideration of Delivery Solutions for Waste Services - Call In of Cabinet Decision 18th January 2017	2016/17	February
Economic Landscape - evidence session 1	2016/17	February
Economic Landscape - evidence session 2	2016/17	April
Sheffield Retail Quarter – update briefing for information	2016/17	April
Western Road First World War Memorial Trees - task and finish cross party working group report and recommendations - special	2016/17	July (2017/18)

Sheffield Council Scrutiny Selecting Scrutiny topics

This tool is designed to assist the Scrutiny Committees focus on the topics most appropriate for their scrutiny.

- **P**ublic Interest
The concerns of local people should influence the issues chosen for scrutiny;
- **A**bility to Change / Impact
Priority should be given to issues that the Committee can realistically have an impact on, and that will influence decision makers;
- **P**erformance
Priority should be given to the areas in which the Council, and other organisations (public or private) are not performing well;
- **E**xtent
Priority should be given to issues that are relevant to all or large parts of the city (geographical or communities of interest);
- **R**eplication / other approaches
Work programmes must take account of what else is happening (or has happened) in the areas being considered to avoid duplication or wasted effort. Alternatively, could another body, agency, or approach (e.g. briefing paper) more appropriately deal with the topic

Other influencing factors

- **Cross-party** - There is the potential to reach cross-party agreement on a report and recommendations.
- **Resources**. Members with the Policy & Improvement Officer can complete the work needed in a reasonable time to achieve the required outcome

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