

# Cabinet

---

**Wednesday 17 June 2020 at 2.00 pm**

**To be held as an online video conference.**

**The Press and Public are Welcome to Attend**

---

## **Membership**

---

Councillor Julie Dore	(Leader of the Council)
Councillor Jackie Drayton	(Cabinet Member for Children & Families)
Councillor Terry Fox	(Cabinet Member for Finance, Resources and Governance)
Councillor Mazher Iqbal	(Cabinet Member for Business and Investment)
Councillor Bob Johnson	(Cabinet Member for Transport and Development)
Councillor Mark Jones	(Cabinet Member for Environment, Streetscene and Climate Change)
Councillor Mary Lea	(Cabinet Member for Culture, Parks and Leisure)
Councillor George Lindars-Hammond	(Cabinet Member for Health and Social Care)
Councillor Abtisam Mohamed	(Cabinet Member for Education and Skills)
Councillor Paul Wood	(Cabinet Member for Neighbourhoods and Community Safety)

---

---

## PUBLIC ACCESS TO THE MEETING

---

The Cabinet discusses and takes decisions on the most significant issues facing the City Council. These include issues about the direction of the Council, its policies and strategies, as well as city-wide decisions and those which affect more than one Council service. Meetings are chaired by the Leader of the Council, Councillor Julie Dore.

A copy of the agenda and reports is available on the [Council's website](http://www.sheffield.gov.uk/your-city-council) at [www.sheffield.gov.uk/your-city-council](http://www.sheffield.gov.uk/your-city-council). 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 Cabinet 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.

Cabinet meetings are normally open to the public but sometimes the Cabinet 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. Please see the website for details of how to view the remote meeting.

Cabinet decisions are effective six working days after the meeting has taken place, unless called-in for scrutiny by the relevant Scrutiny Committee or referred to the City Council meeting, in which case the matter is normally resolved within the monthly cycle of meetings.

If you require any further information please contact Craig Rogerson on 0114 273 4014 or email [craig.rogerson@sheffield.gov.uk](mailto:craig.rogerson@sheffield.gov.uk).

---

**CABINET AGENDA  
17 JUNE 2020**

**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.  
  
(NOTE: In accordance with the arrangements published on the Council's website in relation to meetings of the Cabinet held remotely ([Attending Cabinet Meetings](#)), questions/petitions are required to be submitted in writing, to [committee@sheffield.gov.uk](mailto:committee@sheffield.gov.uk), by 9.00 a.m. on Monday 15<sup>th</sup> June.)
- 6. Retirement of Staff** (Pages 5 - 8)  
Report of the Executive Director, Resources.
- 7. Date of the Cabinet Meeting in February 2021**  
To agree that the meeting of the Cabinet in February 2021 be held at 2.00 pm on Wednesday 17<sup>th</sup> February, not on 24<sup>th</sup> February as previously agreed.
- 8. Items Called-In For Scrutiny** (Pages 9 - 18)
  - 8.1 Items Called-in Since the Last Meeting of the Cabinet**  
The Director of Legal and Governance will inform the Cabinet of any items called in for scrutiny since the last meeting of the Cabinet.
  - 8.2 Call-In of the Leader of the Council's decision on Month 11 Capital Approvals 2019/20, as specifically relates to the Heart of the City Phase II**  
Report of the Overview & Scrutiny Management Committee.

- 8.3 Call-In of the Cabinet's decision on Investing in Young People**  
Report of the Children, Young People and Family Support Scrutiny and Policy Development Committee.
- 9. The Future Delivery of Youth Services** (Pages 19 - 34)  
Report of the Executive Director, People Services.
- 10. Month 1 Capital Approvals 2020-21** (Pages 35 - 48)  
Report of the Executive Director, Resources.

**NOTE: The next meeting of Cabinet will be held on Wednesday 15 July 2020 at 2.00 pm**

---

## 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](mailto:gillian.duckworth@sheffield.gov.uk).

This page is intentionally left blank





**Author/Lead Officer of Report:**  
Paul Robinson/Principal Committee Secretary

**Tel:** 0114 2734029

**Report of:** *Executive Director, Resources*

**Report to:** *Cabinet*

**Date of Meeting/Decision:** *17 June 2020*

**Subject:** *Staff Retirements*

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
- Expenditure and/or savings over £500,000	<input type="checkbox"/>	
- Affects 2 or more Wards	<input type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? <i>N/A</i>		
Which Scrutiny and Policy Development Committee does this relate to? <i>N/A</i>		
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>		
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:-		

**Purpose of Report:**

To report the retirement from the Council of staff with over 20 years' service and to convey the Council's thanks for their work.

**Recommendations:**

To recommend that Cabinet:-

- (a) place on record its appreciation of the valuable services rendered to the City Council by the members of staff in the Portfolios stated;
- (b) extend to them its best wishes for the future and a long and happy retirement; and
- (c) direct that an appropriate extract of the resolution now made, under the Common Seal of the Council, be forwarded to those staff with over 20 years' service.

**Background Papers: None**

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

## 1. PROPOSAL

1.1 To report the retirement of the following staff from the Council's Service and to convey the Council's thanks for their work:-

<u>Portfolio</u>		<u>Years' Service</u>
<b><u>People</u></b>		
Marie Biggs	Teaching Assistant Level 2, Lydgate Junior School	23
Janet Cann	Team Manager, Adult Services	30
Helen Davies	Teacher, Phillimore Community Primary School	37
Alison Hall	Senior Hub Practitioner, Children and Families	34
Mary Horner	Business Support Officer	22
John Kennedy	Senior Fieldwork Manager, Children's Services	44
Alison Murray	Teacher, Shooters Grove Primary School	20
Jill Scott	Senior Business Support Officer	43
Anne Wilson	Teacher - Hearing Impaired	26
Vivienne Wright	Contracts Officer, Commissioning	33
<b><u>Place</u></b>		
Anthony Andrews	Senior Engineer	40
Stuart Barratt	Senior Private Rented Standards Officer	37
Christopher Dorries	Coroner	28
Christopher Galloway	Principal Engineer	43
Jean Houghton	Senior Civil Enforcement Officer	38
Michael Pruzinsky	Environmental Services Officer	20
Garry Seargeant	Glazier	40

Wendy Woodhead	Operational Processes Manager	40
----------------	-------------------------------	----

**Resources**

Joanne Bellamy	Business Support Officer	35
----------------	--------------------------	----

Andrea Benson	Finance Officer	40
---------------	-----------------	----

Maria Day	Finance Officer	38
-----------	-----------------	----

Rebecca Drennan	Digital Content Production Officer	30
-----------------	------------------------------------	----

Susan Gears	Assistant Professional Officer	39
-------------	--------------------------------	----

Anthony Greenwood	Finance Manager	30
-------------------	-----------------	----

Karen Haigh	Finance Officer	42
-------------	-----------------	----

Paul Hale	Finance Support Officer	40
-----------	-------------------------	----

Margaret Radford	Payroll Administrator	49
------------------	-----------------------	----

Howard Rogerson	Claims Officer	39
-----------------	----------------	----

Gerald Turner	Senior Category Manager	37
---------------	-------------------------	----



**Author/Lead Officer of Report:** Deborah Glen,  
Policy & Improvement Officer

**Tel:** 0114 27 35065

**Report of:** Overview and Scrutiny Management Committee

**Report to:** Cabinet

**Date of Decision:** 17<sup>th</sup> June 2020

**Subject:** Call-in of decision - "Month 11 Capital Approvals 2019/20 – Heart of the City II – Block A, Palatine Chambers"

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
- Expenditure and/or savings over £500,000	<input type="checkbox"/>	
- Affects 2 or more Wards	<input type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? Cabinet Member for Finance, Resources and Governance (Deputy Leader) and Cabinet Member for Business and Investment		
Which Scrutiny and Policy Development Committee does this relate to? Overview and Scrutiny Management Committee		
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>		
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 paper reports the outcome of the Scrutiny Committee meeting held on 4<sup>th</sup> June 2020 where a Call-In of the Leader's decision on 16<sup>th</sup> April 2020 regarding "Month 11 Capital Approvals 2019/20 – Heart of the City II – Block A, Palatine Chambers" was considered.

**Recommendations:**

That Cabinet:

- a) Notes the decision of the Overview and Scrutiny Management Committee

**Background Papers:**Report to Leader, 16<sup>th</sup> April 2020.

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>(Insert name of officer consulted)</i> <b>n/a</b>
		Legal: <i>(Insert name of officer consulted)</i> <b>n/a</b>
		Equalities: <i>(Insert name of officer consulted)</i> <b>n/a</b>
<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	<b>EMT member who approved submission:</b>	<i>(Insert name of relevant Executive Director)</i> <b>n/a</b>
3	<b>Cabinet Member consulted:</b>	<i>(Insert name of relevant Cabinet Member)</i> <b>n/a</b>
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 Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> <i>Deborah Glen</i>	<b>Job Title:</b> Policy & Improvement Officer
	<b>Date:</b> <i>09/06/2020</i>	

## **Called-In Decision – Outcome of Scrutiny Committee Meeting**

### **1. Cabinet Member’s Decision**

1.1 The following decision was published on the 16th April 2020:

That the Leader:-

(a) approves the proposed additions and variations to the Capital Programme listed in Appendix 1 of the report, including the procurement strategies, and delegates authority to the Director of Finance and Commercial Services or nominated Officer, as appropriate, to award the necessary contract; and

(b) approves the making of grants to third parties, as detailed in Appendix 2 of the report.

### **2. Scrutiny**

2.1 As per Part 4, section 16 of Sheffield City Council’s Constitution, this decision was called in.

2.2 The Overview and Scrutiny Management Committee considered this call-in at a meeting held on 4<sup>th</sup> June 2020..

2.3 The Committee heard from the relevant Cabinet Members, Council Officers and Councillors who called-in the decision. The issues discussed included:

- The legal status of the agreement with Radisson Blu.
- Timescales and the value of the project.
- Market testing of construction phase, requiring approval first.
- Independent advice commissioned by the Council – the Committee requested access to this.

2.4 The Scrutiny Committee:

(a) agreed to take no action in relation to the called-in decision

(b) requested that a progress report is provided to a future meeting of the EEWB (or alternative covid-19 scrutiny arrangements, as maybe determined)

### **3. Recommendations:**

That Cabinet:

a) notes the decision of the Overview and Scrutiny Management Committee

This page is intentionally left blank





**Author/Lead Officer of Report:** Alice Nicholson,  
Policy & Improvement Officer

**Email:** alice.nicholson@sheffield.gov.uk

**Report of:** Children, Young People and Family Support  
Scrutiny and Policy Development Committee

**Report to:** Cabinet

**Date of Decision:** 17<sup>th</sup> June 2020

**Subject:** Call-In of Cabinet Decision on “Investing in Young People”

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
- Expenditure and/or savings over £500,000	<input type="checkbox"/>	
- Affects 2 or more Wards	<input type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? 1. <i>Education and Skills</i>		
Which Scrutiny and Policy Development Committee does this relate to? <ul style="list-style-type: none"> <li>• <i>Children, Young People and Family Support Scrutiny and Policy Development Committee</i></li> </ul>		
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>		
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 paper reports the outcome of the Scrutiny Committee meeting held on 21<sup>st</sup> May 2020 where a Call-In of Cabinet decision on “Investing in Young People” was considered.

**Recommendations:**

That Cabinet:

- (a) notes the decision of the Children, Young People and Family Support Scrutiny and Policy Development Committee to request that the decision be deferred until the Scrutiny Committee has considered all relevant issues and made recommendations to the Executive;
- (b) agrees to the request from Children, Young People and Family Support Scrutiny and Policy Development Committee to defer the decision, as above;
- (c) irrespective of recommendation (b) above, Cabinet agrees to provide more detail to Children, Young People and Family Support Scrutiny and Policy Development Committee on what is envisaged in the service going forward as identified in item 2.4, preferably at an early point in the timeline, prior to executive decision.

**Background Papers:**

Cabinet Members Decision and Report:

<http://democracy.sheffield.gov.uk/ieDecisionDetails.aspx?ID=2486>

<b>Lead Officer to complete:-</b>		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>(Insert name of officer consulted)</i> <b>n/a</b>
		Legal: <i>(Insert name of officer consulted)</i> <b>n/a</b>
		Equalities: <i>(Insert name of officer consulted)</i> <b>n/a</b>
	<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	<b>EMT member who approved submission:</b>	<i>(Insert name of relevant Executive Director)</i> <b>n/a</b>
3	<b>Cabinet Member consulted:</b>	<i>(Insert name of relevant Cabinet Member)</i> <b>n/a</b>
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 Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> <i>Alice Nicholson</i>	<b>Job Title:</b> Policy & Improvement Officer
	<b>Date:</b> <i>05/01/2020</i>	

## **Called-In Decision: Outcome of Scrutiny Committee Meeting 21<sup>st</sup> May 2020**

### **1. Cabinet Decision**

- 1.1 On the 19<sup>th</sup> March 2020 Cabinet made the following decision:
- (a) notes the findings of the Leader Review of Youth Services;
  - (b) endorses and approves the ambitions and proposals set out in this report, to support and improve the lives of young people in Sheffield;
  - (c) notes the concurrent decision made in the Council Meeting of 4th March 2020 to invest an additional £2m to further develop young people's services in 2020-21, with an ambition to identify additional mainstream funding through the Council's budget process in future years; and
  - (d) agrees not to retender the current contract for Youth Services when it expires.

### **2. Scrutiny**

- 2.1 As per Part 4, section 16 of Sheffield City Council's Constitution, this decision was called in.
- 2.2 Children, Young People and Family Support Scrutiny and Policy Development Committee considered this call-in at a meeting held on 21<sup>st</sup> May 2020.
- 2.3 The Committee heard from The Leader, Cabinet Member for Education and Skills, Cabinet Member for Children and Families, Director for and Councillors who called-in the decision. The members of the Scrutiny Committee considered the process and detail of the decision, in summary they want to know why this proposal of investing in young people had not come earlier to scrutiny for questions and with more information to be able to understand all options considered, the shape of the service going forward, and financial implications of proposals. The Committee heard the Executive emphasise the decision made is not to retender contract to protect Sheffield Futures, a report will come back to explain delivery, and that the administration is giving £2m more to youth services. Members of the Committee wanted to know how this change will encourage collaboration, how it is best value and best service for young people. The Children, Young People and Family Support Scrutiny and Policy Development Committee decided that there was not enough detail for them in the report to Cabinet 19<sup>th</sup> March to fully consider the decision of Cabinet and make any recommendations.

- 2.4 The Scrutiny Committee heard the reason for the Call-In, the Executive response to matters raised by the signatories and Members of the Committee in this regard, the Scrutiny Committee after hearing this determined to request that the Cabinet decision be deferred until the Scrutiny Committee has considered all relevant issues and made recommendations, specifically the Committee ask for (i) more information referred to in the original report to the Cabinet as being available in April this year, and, in particular, what aspects of the Service would be done in-house, and what would be provided externally and (ii) an impact assessment on the capability of the existing service provider to maintain other aspects of provision currently contracted to the Council. The Committee are aware this means there is a continuing bar on implementing the decision of Cabinet 19<sup>th</sup> March 2020.
- 2.5 Reasoning for the Children, Young People and Family Support Scrutiny and Policy Development Committee outcome is that members of the Committee require more information to be able to make recommendations to the executive on the Cabinet decision of 19<sup>th</sup> March 2020. The Children, Young People and Family Support Scrutiny and Policy Development Committee is asking for sight of more information referred to in the original report to Cabinet as being available in April this year, the Committee fully appreciate the April date for further information was set prior to the Covid-19 situation, lockdown and Council response, however we note from the meeting that this further information will be available in a paper soon.
- 2.6 We encourage Cabinet to share the further information and detail as soon as practicable with us so that we can make recommendations on this issue of importance to the young people of Sheffield, to ensure a service that benefits young people, and so that as a Committee we may undertake scrutiny and policy development.

### **3. Recommendations:**

That Cabinet:

- (a) notes the decision of the Children, Young People and Family Support Scrutiny and Policy Development Committee to request that the decision be deferred until the Scrutiny Committee has considered all relevant issues and made recommendations to the Executive;
- (b) agrees to the request from Children, Young People and Family Support Scrutiny and Policy Development Committee to defer the decision, as above;

(c) irrespective of recommendation (b) above, Cabinet agrees to provide more detail to Children, Young People and Family Support Scrutiny and Policy Development Committee on what is envisaged in the service going forward as identified in item 2.4, preferably at an early point in the timeline, prior to executive decision.



**Author/Lead Officer of Report:** Dawn Shaw,  
Director of Libraries, Learning Skills and  
Communities

---

**Report of:** *John Macilwraith, Executive Director of the People Portfolio*

**Report to:** *Cabinet*

**Date of Decision:** *17<sup>th</sup> June 2020*

**Subject:** *Future Delivery of Youth Services*

Is this a Key Decision? If Yes, reason Key Decision:-

Yes  No

- Expenditure and/or savings over £500,000

- Affects 2 or more Wards

Which Cabinet Member Portfolio does this relate to? *Education and Skills*

Which Scrutiny and Policy Development Committee does this relate to? *Children, Young People and Family Support*

Has an Equality Impact Assessment (EIA) been undertaken?

Yes  No

If YES, what EIA reference number has it been given? (56)

Does the report contain confidential or exempt information?

Yes  No

**Purpose of Report:**

This Report outlines the recommended next steps for delivery of youth services beyond September 2020.

**Recommendations:**

That Cabinet

- Notes the appraisal of delivery options and approves the future delivery model for youth services as set out in this report.
- Approves the establishment of a cross-portfolio Project Board and Project Group to manage the end of the current contract and transfer relevant staff and services to the Council.
- To the extent not covered by existing delegations, delegates authority to the Executive Director of People Services to make the appropriate arrangements to bring the relevant services in house on 1<sup>st</sup> October 2020.
- Notes that this decision will be subject to the Leader taking into consideration any recommendations from the Children Young People and Family Support Scrutiny and Policy Development Committee.

**Background Papers:***None*

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Paul Jeffries/Liz Gough
		Legal: <i>Sarah Bennett</i>
		Equalities: Bashir Khan
<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	<b>EMT member who approved submission:</b>	<i>John Macilwraith, Executive Director of People Services</i>
3	<b>Cabinet Member consulted:</b>	<i>Leader of the Council</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> <i>Sam Martin</i>	<b>Job Title:</b> <i>Head of Commissioning</i>
	<b>Date:</b> <i>9 June 2020</i>	



## 1. PROPOSAL

### Background

- 1.1 Since 2002 a number of youth and careers support services funded by Sheffield City Council have been delivered through a contract with Sheffield Futures, a local young people's charity. This contract comes to an end on 30<sup>th</sup> September 2020, having previously been extended to allow a strategic review to be undertaken.
- 1.2 On 18th March 2020 officers submitted a Report to Cabinet proposing a new strategic approach to services to support the Young People of Sheffield with the aim that services for young people would be more inclusive, ambitious and collaborative. More specifically it was proposed that the Council should:
- Invest an additional £2m in 2020/21 with an ambition to mainstream this funding from 2021/22 onwards through the Council's budget setting process, to develop young people's social and economic capital in the city in addition to the £3m we already invest annually
  - Ensure there are trusted adults or mentors and/or youth workers to provide consistent professional guidance, advice and wraparound support, and enable access to a wide range of leisure, educational, cultural experiences and activities.
  - Connect support across a wide range of provision depending on the needs of young people i.e. school/college and training, employment support and advice, safeguarding, youth justice, education, family support, and health, including mental health
  - Focus resources on the specific needs of teenagers (age 14+) supporting their journey into successful young adulthood and the rest of their lives.
  - Embed provision in communities so that it is responsive to and driven by local needs and the diversity of our city, and co-produced with young people themselves. Define young people by their contributions, aspirations and talents rather than being defined by problems or deficits.
  - Develop this into a city-wide approach through partnerships with key stakeholders including young people themselves, and our VCF partners and statutory partners like the NHS and the Police.
- 1.3 Given the proposed change in strategic approach it was also recommended that a decision be taken not to re-procure the current youth services contract and that officers be tasked with submitting a further report analysing the options for future delivery and recommending the most suitable delivery arrangements.
- 1.4 Cabinet approved the recommendations in the Report. However, that decision was subsequently called-in for scrutiny and the Scrutiny Committee have subsequently asked for further information about the proposals for the future delivery of services.

- 1.5 This Report seeks to set out the arrangements that it is believed will best deliver a more inclusive, ambitious and collaborative service and outline the other options considered and why those are not recommended as envisaged in the previous Report. The Report also seeks to provide the further information requested by the Scrutiny Committee.

#### The Recommended Delivery Option

- 1.6 Given the increasing complexities of young people's lives and the interconnected nature of a number of the issues that can affect them, the Council's youth services need to be more integrated and more flexible. We need to be able to respond quickly when young peoples' needs, and the issues they face, change and when new challenges emerge. On balance, we recommend that this can best be achieved through a predominantly in-house delivery model, accountable directly to local communities through Council oversight and scrutiny. Integration with other in-house Council services can be achieved more easily than would be the case if services were to be contracted out. Insourcing the services currently delivered through the contract will also enable transformation of the different elements of the service to be undertaken over time and at differing rates, as appropriate, something that would be more complex and potentially costly in a contractual arrangement.
- 1.7 Given the recommendation above, the proposal is therefore that planning and preparations are made so that when the current contract with Sheffield Futures comes to an end the management of the services and the relevant staff and resources transfer to the Council.
- 1.8 The insourcing exercise will be scoped out in more detail as part of an implementation plan, subject to approval of the recommendations in this report, but broadly the process will involve:
- A due diligence exercise undertaken by the Council and Sheffield Futures.
  - Staff from Sheffield Futures who are involved in delivery of the services on the Council's contract transferring to become Council employees through the operation of TUPE.
  - Any relevant assets and liabilities including relevant buildings (not including Star House, which belongs to Sheffield Futures and is not covered by any contractual arrangements requiring transfer), equipment and licenses transferring to the Council.
  - Overall management and day to day direction of service delivery transferring to the Council
  - Arrangements for appropriate transferred staff to join the South Yorkshire Pension Scheme.

- 1.9 This process will be undertaken in consultation and negotiation with Sheffield Futures Board and Chief Executive, and with trade union (or other relevant employee) representatives, in line with our legal duties under the TUPE regulations.

The Services and How they will be integrated

- 1.10 The following information outlines the different elements of service covered by the contract the Council has with Sheffield Futures, and sets out how these services would likely be integrated with other council services as part of the insourcing process. This will be subject to further review by the project group (see below on project governance), and as further and more detailed data becomes available through the due diligence process.

<b>Function</b>	<b>What does it do</b>	<b>Where could this delivery sit in SCC?</b>
Youth Work	Delivers Youth clubs and street outreach. 1600 sessions a year  Management of overall CYT including SCC prevention staff.	Community Services. This will link to wider community development work and offer further community youth provision developed with young people and the Head of Youth Services.
Targeted Careers Advice	Targeted Careers Advisors who carry a case load of NEET young people and year 11s at risk of NEET. Advice on progression routes and support to YP	The Learning and Skills Service, which will allow this work to be integrated with wider strategies for inclusion, school and college progression, apprenticeships, enterprise and careers education.
Specialist Careers and Progression advice for children with special educational needs and disabilities	Careers advisors working to Special schools, Inclusion Centre, hospital home education pupils on progression advice (post 16 options, contribute to EHCs etc).	The Learning and Skills Service which will allow this work to be integrated with wider teams supporting children with SEND and progression to adulthood.

Duty and NEETs tracking work	Workers providing advice to young people who drop in and ringing/contacting YP who may be NEET to identify those that need help with progression.	This function would be taken up by the People Commissioning and Strategy Service linked to our existing data and tracking processes for pupils.
Youth Involvement	Supporting the Sheffield youth cabinet, recruitment, training, campaigns. Developing youth voice opportunities, running the annual Make Your Mark campaign.	Community Services to integrate with our wider strategies around community involvement and linking to our member support and political and democratic processes.
CSE and Criminal Exploitation Team	Youth work support to young people at high risk of exploitation as part of multiagency team.	Children's Social Care.
Missing Young People	Return home interviews for young people who go missing from home	Children's Social Care.

1.11 It is important to note that following this recommendation does not preclude the Council in future securing the delivery of some services or projects which support young people through a commissioning or contracting approach. There may be a number of elements of the wider young people strategy which are best delivered by specialist organisations or charities. However, the current contract for services with Sheffield Futures covers key core support services (including, for example, a keyworker approach) which are recommended to be most effectively delivered in an integrated way with other council run provision.

#### Project Governance

1.12 To implement the insourcing process we will establish:

- A Project Board, reporting to the Executive Director of People Services and chaired by the Director of Communities with senior

officers from Legal, HR and Commercial and Finance services.

- A Project Group, reporting to the Project Board, Chaired by the Head of Youth Programme with officers from the relevant Council services.

1.13 The Board and Group will work to a detailed project plan, and will:

- Liaise with Sheffield Futures to obtain the relevant due diligence information under the TUPE Regulations and under the existing contract
- Consult with staff and their representatives subject to TUPE
- Identify any risks and mitigations as part of the project plan.

1.14 The objective will be to effect the smooth transition of staff and other relevant assets by no later than the 30 September 2020 and minimise any disruption to frontline service delivery through the transfer period.

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

2.1 This proposal will ensure that the young people of Sheffield receive the right services and support in their journey through their teenage years into early adulthood and beyond. It will ensure that community based provision is in place to provide young people with places to go, things to do, and someone to talk to when things get tough, help build the *human capital* of young people of the city and raise their aspirations and life chances.

## **3 HAS THERE BEEN ANY CONSULTATION?**

3.1 There has been extensive consultation with young people, staff, and wider stakeholders over the last 4 years as the current arrangements for young people services have been approaching an end.

3.2 Some consultation has taken place with Sheffield Futures over implications of insourcing or ending the current contract. This has informed the early view presented in this report, though will need to be revisited closely as part of implementation of the decision.

3.3 As part of a consultation process in summer 2017, the views of young people were sought on the future of services for young people in Sheffield. This consultation included speaking directly to young people, including more vulnerable young people. This included meeting with the Youth Cabinet and Young Advisers, as well as six of the Youth Clubs run by the current provider.

3.4 We heard a number of views from young people about existing services and their needs. In particular young people repeatedly told us they didn't like having to keep 'bouncing around' support services, having to

'tell their story' repeatedly to new keyworkers in different services, and would value having a more joined up and consistent support service that could meet a range of needs without needing to keep referring them on.

- 3.5 Visits were made to housing schemes for homeless young people aged 16-19 and consultation undertaken with the residents and staff there. The young people reported having to repeat their personal circumstances and support needs several times in each service they accessed which they found frustrating.

## **4 RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**

### **4.1 Equality of Opportunity Implications**

- 4.1.1 An equalities impact assessment has been completed for this proposal. In the short term there are no immediate impacts because the services for young people that are currently delivered through an external contract will continue but will be managed and delivered through staff being directly employed by the Council. The additional resources to be invested in supporting young people will reduce inequalities in outcome between younger people and their older peers. Resources will be balanced so that young people with greater disadvantage receive more support tailored to their needs, so this proposal will contribute to efforts to close the gap in areas like school engagement and attainment which are felt more greatly by young people from more disadvantaged or groups protected by equalities duties.

### **4.2 Financial and Commercial Implications**

- 4.2.1 Spend on the Sheffield Futures contract and services in 2019/20 was £2,966k. More widely the council spends upwards of £5m per year on a wider range of other associated support services for young people.

- 4.2.2 It is difficult to exactly quantify at this stage the financial implications of insourcing the service at this stage. Moving to an in-house delivery model would result in SCC taking on the costs for:

- Sheffield Futures Staff transferred by TUPE and associated pension costs. We have made some assumptions over the roles that are likely to transfer and their SCC grades in order to estimate costs;
- Accommodation costs. Further work would be required to identify what office accommodation would be suitable and available. We can make an estimate based on the likely office size required and using an average cost per sq. m.
- Operational running costs such as transport costs, equipment, stationery, training etc.

4.2.3 Initial costings indicate that an insourced service will cost in the region of the existing contract costs, however, until a full process of due diligence has been undertaken by using information that can be requested under the terms of the contract and in accordance with TUPE regulations these are just estimates and would need further review once more detailed information is available. For example, we need to identify through the TUPE process exactly which staff would be liable to transfer employment and the exact salary and pension costs for each staff member. Some staff not currently participating in the South Yorkshire Pension Scheme will be automatically enrolled to it unless they opt out, these additional participants are likely to increase staff costs. However, costs for office overheads and senior management are likely to reduce as a result of a transfer as the Council's overall running costs tend to be lower per head due to its size and financial capacity. Our reasonable starting assumption is therefore that a like for like in house service would be similar in ongoing running costs to the current contracted service provision.

### ***Budget***

4.2.4 Due to recent financial pressures, the budget for Services to Young People (Youth), from which the Sheffield Futures contract is currently paid, is lower than anticipated costs. As at month 1 2020/21, there is an underlying forecast overspend of £170k. This overspend does not include the potential costs of implementation, therefore the overspend for 2020/21 could be in the region of £270-370k.

The current proposal to insource this service is not aiming to deliver financial savings. Therefore, the People Portfolio will be required to manage this pressure through its in year financial monitoring systems and budget planning for future years.

### ***Implementation costs***

4.2.5 Delivering the insourcing of a service in the timescale proposed will be challenging, so it is likely that it will require significant input from HR, Finance and Commercial Services and Legal and this will attract a one off cost for which budget is not currently allocated. In addition, resource will be required to project manage the change and ensure that service delivery is maintained. This may be a combination of staff from People portfolio and BCIS project resource.

4.2.6 The implementation costs are difficult to estimate at this stage, but could be in the region of £100-200k.

4.2.7 The proposal to insource delivery is driven primarily by the ambition to integrate provision for the benefit of young people. It is not a cost-saving exercise. Once an insourcing process is complete the council will have reduced commissioning and contracting costs associated with youth services. These costs are likely to be offset against other direct service management costs for the new services the council will be

running which it has not run for 18 years.

### ***Future Additional Investment***

- 4.2.8 Under these proposals, and to support the wider ambition set out above to support young people, an extra £2million investment for 2020/21 was approved at the council's budget meeting on 4 March 2020. There is also an ambition to mainstream this funding through the budget setting process in future years.
- 4.2.9 Exactly how this additional resource will be distributed across the range of service provision has not been determined in detail at this stage, and will be subject to further decision once the initial insourcing exercise has been completed, because at that point SCC will have a clearer picture of the services, staff and resources and will be better placed to make decisions about where additional resources can be best deployed. Also, since the Council's budget meeting on 4<sup>th</sup> March the Coronavirus pandemic has disrupted every aspect of Council activity, and many new initiatives have had to be suspended or delayed. It is therefore likely that the original plan to invest additional funding in 2020/21 is delayed until 2021/22 in order to allow an insourcing process and further strategic plans to be developed once services return to some kind of normal delivery.

### ***Pension Implications***

- 4.2.10 Some of the staff currently working for Sheffield Futures are members of the South Yorkshire Pension fund. The council has arrangements in place so that pension costs will not increase regardless of whether those staff TUPE to the council and therefore the only additional pension costs will be staff who TUPE to the council and are new participants to the scheme.

### **Implications for Sheffield Futures**

- 4.2.11 Sheffield Futures is a robust and thriving local charity of reasonable size with a good reputation. It has been a constructive and positive partner of the Council over the last two decades and we are proud of the partnership and what it has achieved. It is also, notwithstanding the Council's membership of the company, an independent charitable company, with its own Board of Trustees and is not directed by the Council.
- 4.2.12 Over the last 10 years it has successfully diversified its income base so that it is no longer entirely reliant upon a single Council contract. It has a number of contracts and service arrangements with other funders, including local schools (for careers advice), and other government and national funders (like the National Lottery and Children in Need), the NHS and Police and Crime Commissioner. Sheffield Futures employs around 180 staff, and around 90 of these staff are estimated to work



directly in services covered by the Youth Services contract and are likely to transfer to the Council in accordance with TUPE regulations in the event of a decision to insource the service. If the decision is to do nothing or no decision is taken the service will end and these 90 staff may be subject to redundancy. Around half of Sheffield Futures annual income currently comes from the Council Contract for Youth Services.

4.2.13 Having said this, notwithstanding its other work and its reputation in the market, if a decision is taken to insource youth services Sheffield Futures would lose a significant amount of its existing income in one go, which will inevitably present considerable challenge to the Board and management of the charity. Council officers will therefore ensure close communication and working with Sheffield Futures through this period to identify any specific risks, to mitigate wherever possible any potential negative impacts of this decision, and work in a constructive way to support the charity in its future development.

4.2.14 It is important to note that any further external delivery of the service would need to be put out to competitive tender with the opportunity open to any competent and relevant provider. There are a number of other charities and other organisations both locally and nationally who may be interested in bidding for such a contract. There is no guarantee therefore that in this situation Sheffield Futures would be the successful bidder. This would then trigger a TUPE process to transfer relevant staff, management and other assets to a new provider, following the same principles set out above. It would involve consideration of staff, pension and other liabilities in the same way as set out in the implications for an insourcing process above.

#### 4.3 Legal Implications

4.3.1 The proposals in this Report will assist the Council in meeting a number of statutory duties including

- the duty under Section 507B (inserted into the Education Act 1996 by section 6 of the Education and Inspections Act 2006) to, so far as reasonably practicable, secure for qualifying young persons in the authority's area access to:
  - a) sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and
  - b) sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities.
- the duty to prevent needs for care and support following implementation of the Care Act 2014;
- the duty to provide advice and assistance to persons in its area who are homeless or threatened with homelessness and to

provide accommodation for persons in its area who are eligible, homeless and in priority need under Part VII of the Housing Act 1996;

- the duties under the Crime and Disorder Act 1998 relating to youth crime and disorder; and
- the duties in the Education and Skills Act 2008 in relation to the participation of young people in education, employment or training.

4.3.2 Exit from the existing youth services contract with Sheffield Futures will be managed in accordance with that contract and the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) (as amended). It is anticipated that this will include the transfer of the overall management and day to day direction of service delivery, the transfer of staff who are involved in delivery of the services on the Council's contract (please see HR Implications below) and the transfer of specified equipment and other assets.

#### 4.4 Other Implications

##### ***HR Implications***

4.4.1 The proper assessment of whether TUPE will apply requires employee information that the Council does not have access to at this stage. However, it is likely that insourcing will require transfer of some personal data and personnel and the Council must comply with the Data Protection Act 2018 and, where applicable, Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) (as amended). If TUPE does apply, the Council will need to undertake proper consultations on the transfer with affected staff and their representatives. The Council must also undertake all statutory checks required after receiving staff and ensuring full compliance with pension legislation.

4.2.2 In advance of insourcing, the Council must clearly define the scope of the insourced service, role within the organisation and where possible determine how it will fit with existing services.

4.2.3 If after insourcing staff other changes become necessary then in addition to compliance with TUPE, the council must also adhere to Employment Legislation and HR policies that govern consultation, organisational change and obligations under the Equality Act 2010.

## 5. **ALTERNATIVE OPTIONS CONSIDERED**

5.1 Since 2015 a number of exercises have been undertaken by Council officers to consider the potential future delivery options for youth

services, in preparation for the end of the long term contract with Sheffield Futures. In 2015, for example, work investigating the potential to develop a youth mutual type organisation was undertaken with support from the Cabinet Office through its Delivering Differently for Young People programme. Alternative approaches to the proposal set out in the recommendations in this report are outlined below:

## 5.2 Alternative Option 1 – Retender the current services contracted to Sheffield Futures

- Delivery partnerships with charities or other independent organisations can provide opportunity to secure other resources (for example from charitable sources) to add value to the funding from council contracts. These opportunities will not be as available to Council-run services. However, there are also a number of disadvantages of this option.
- There exist a number of organisations nationally who might be in a position to bid to deliver our youth services. However, there is a risk that the market might not be able to deliver services at a competitive price that meets the Council's stringent pay and output requirements.
- Some of the complexities of the TUPE and in particular pension costs of the existing staff are likely to be a barrier to new providers having an interest in the contract. This might limit realistic bids and reduce competition or innovation.
- External contracts do not always provide sufficient flexibility in delivery and resources to respond to emerging and changing needs and requirements. This is a particular concern given that the intention is to develop more integrated and more flexible services that can adapt quickly
- If Sheffield Futures were not successful in securing this retendered contract then this would mean introducing a new provider to our local landscape of youth services as set out in this report. This would create a more complex picture of services in contradiction of our ambition to integrate and simplify service provision for young people.

On balance we believe the positive benefits of this option are outweighed by the disadvantages compared to the preferred option of taking core services in house.

## 5.3 Option 2 – Integrate and outsource a wider range of youth support services through an external commission

- By expanding the number of additional functions included in an external contracted service there are potential advantages through integration, and ability to attract alternative external resources through new funding models like social investment/impact bonds.
- However, having explored a number of possible options we have concluded that social investment models can be very complex, and are costly to commission and monitor. The outcomes for

young people we are seeking to achieve are often long term and influenced by a wide range of factors out of the control of the services we directly deliver. This makes them unsuitable for a narrowly defined 'payment by results' approach overall, although this might be suitable for some individual defined projects.

- Integrating externally would involve outsourcing a number of other existing council run services including youth justice, care leaver support etc. Our conclusion is that these services would be unsuitable for outsourced delivery as they are high risk and part of the council's core delivery of children's social care services.
- An external model reduces the council direct control and influence, and flexibility of service delivery and resources.

#### 5.4 Option 3: Seek to create a new Sheffield Youth Mutual Organisation

- A number of local authority areas have, in the last 10 years, moved to create new independent youth mutual organisations, effectively 'spinning out' their existing youth services into a new employee-led charitable organisation.
- However, this option is not available to the Council, because our Youth Services are already delivered through a contract with an independent charity, and the staff are not employed by the Council.

#### 5.5 Option 4: Create an alternative type of new organisation (for example a Sheffield 'Youth Trust').

- Under this option a new organisation could be established, if possible in partnership with other organisations, in order to pool resources and funding.
- The new organisation could take just a commissioning role (acting on behalf of all statutory organisations for example and contracting services on their behalf) OR directly employ staff and direct delivery.
- This approach has some potential advantages in terms of collaboration and aligning of resources. However, it would involve establishing a number of complex legal and organisational structures, including financial and contractual arrangements that would involve considerable costs to set up and maintain. There was concern when looking at this option that funds better used for frontline youth services would be used in managing the organisational arrangements and potential sub-contracting arrangements.
- One option in this category that was investigated was creating what is called a 'teckal' organisation – this is a company operating at arm's length from a council, but which is owned and directed by the Council. This model has potential advantages in that it can be more directly controlled and resources can be shared without competitive tender processes. However, a teckal company has limited scope to trade externally and draw in other

resources, meaning ultimately it has been rejected as no more advantageous than the council directly running the services and employing the staff itself.

5.6 Option 5: Stop or significantly reduce youth services

- This is not considered a viable option because council committed to positive outcomes for young people and to community based youth work and support.
- A number of statutory duties still exist which we need to continue to deliver.

## **6. REASONS FOR RECOMMENDATIONS**

6.1 The approach set out in this report will provide a more coordinated set of provision and support for the young people of Sheffield and enable them to fulfil their potential. Taking back the direct management and delivery of a range of youth services will enable the Council to take a flexible and integrated approach in future provision for young people. A wider strategic citywide approach will enable the Council to engage with a range of other partners, including the NHS, Police, Schools, Communities and the Voluntary Sector, to coordinate resources and approaches across the city, and enable us to deliver our ambitions and aspirations for young people in Sheffield.

This page is intentionally left blank



**Author/Lead Officer of Report:**

Damian Watkinson,  
Finance Manager

**Tel:** 0114 273 6831

**Report of:** *Eugene Walker, Executive Director, Resources*

**Report to:** *Cabinet*

**Date of Decision:** *17<sup>th</sup> June 2020*

**Subject:** *Capital Approvals for Month 01 2020/21*

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
- Expenditure and/or savings over £500,000	<input checked="" type="checkbox"/>	
- Affects 2 or more Wards	<input checked="" type="checkbox"/>	

Which Cabinet Member Portfolio does this relate to? ***Finance and Resources***

Which Scrutiny and Policy Development Committee does this relate to?

***Overview and Scrutiny Management Committee***

Has an Equality Impact Assessment (EIA) been undertaken? Yes  No

If YES, what EIA reference number has it been given? *(Insert reference number)*

Does the report contain confidential or exempt information? Yes  No

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

**Purpose of Report:**

*This report provides details of proposed changes to the Capital Programme as brought forward in Month 01 2020/21.*

**Recommendations:**

- Approve the proposed additions and variations to the Capital Programme listed in Appendix 1, including the procurement strategies and delegate authority to the Director of Finance and Commercial Services or nominated Officer, as appropriate, to award the necessary contract

**Background Papers:**

<b>Lead Officer to complete:-</b>			
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.		
	Finance: <i>Tim Hardie</i>		
	Legal: <i>Nadine Sime / Sarah Bennett</i>		
Equalities: No			
<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	<b>EMT member who approved submission:</b> <i>Eugene Walker, Executive Director, Resources</i>		
3	<b>Cabinet Member consulted:</b> <i>Cllr Terry Fox, Cabinet Member for Finance, Resources &amp; Governance</i>		
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.		
<table border="1"> <tr> <td><b>Lead Officer Name:</b> <i>Damian Watkinson</i></td> <td><b>Job Title:</b> <i>Finance Manager Business Partner Capital</i></td> </tr> </table>		<b>Lead Officer Name:</b> <i>Damian Watkinson</i>	<b>Job Title:</b> <i>Finance Manager Business Partner Capital</i>
<b>Lead Officer Name:</b> <i>Damian Watkinson</i>	<b>Job Title:</b> <i>Finance Manager Business Partner Capital</i>		
<b>Date:</b> 09/03/20			



## **MONTH 01 2020/21 CAPITAL APPROVALS**

### **1. SUMMARY**

- 1.1 A number of schemes have been submitted for approval in line with the Council's capital approval process during the Month 01 reporting cycle. This report requests the relevant approvals and delegations to allow these schemes to progress.
- 1.2 Below is a summary of the number and total value of schemes in each approval category:
- 5 additions of specific projects to the capital programme creating a net increase of £831k
  - 4 variations of specific projects and recognition of allocations in the capital programme creating a net increase of £472k
- 1.3 Further details of the schemes listed above can be found in Appendix 1.

### **2. WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE**

- 2.1 The proposed changes to the Capital programme will improve the recreational leisure facilities, schools, roads and homes used by the people of Sheffield, and improve the infrastructure of the city council to deliver those services.

### **3. BACKGROUND**

This report is part of the monthly reporting procedure to Members on proposed changes to the Council's capital programme.

### **4. OUTCOME AND SUSTAINABILITY**

- 4.1 By delivering these schemes the Council seeks to improve the quality of life for the people of Sheffield.

### **5. OTHER IMPLICATIONS**

#### **5.1 Finance Implications**

The primary purpose of this report is to provide Members with information on the proposed changes to the City Council's Capital Programme further details on each scheme are included in Appendix 1.

#### **5.2 Procurement and Contract Award Implications**

This report will commit the Council to a series of future contracts. The procurement strategy for each project is set out in Appendix 1. The award of

the subsequent contracts will be delegated to the Director of Financial and Commercial Services.

### **5.3 Legal Implications**

Any specific legal implications in this report are set out in Appendix 1

### **5.4 Human Resource Implications**

There are no direct Human Resource implications for the Council.

### **5.5 Property Implications**

Any specific property implications from the proposals in this report are set out at Appendix 1.

## **6. ALTERNATIVE OPTIONS CONSIDERED**

- 6.1 A number of alternative courses of action are considered as part of the process undertaken by Officers before decisions are recommended to Members. The recommendations made to Members represent what Officers believe to be the best options available to the Council, in line with Council priorities, given the constraints on funding and the use to which funding is put within the Revenue Budget and the Capital Programme.

## **7. REASONS FOR RECOMMENDATIONS**

- 7.1 The proposed changes to the Capital programme will improve the services to the people of Sheffield
- 7.2 To formally record changes to the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the capital programme in line with latest information.
- 7.3 Obtain the relevant delegations to allow projects to proceed.

## **Finance & Commercial Service – May 2020**

Scheme name / Q number / summary description		Value £'000
<b>A</b>	<b>Economic growth</b>	
	New additions	
	None	
	Variations and reasons for change	
	None	
<b>B</b>	<b>Transport</b>	
Page 39	New additions	
	<p><b>20 MPH New Schemes [Hutcliffe Wood, Fairleigh and Crosspool]</b></p> <p><b>Why do we need the project?</b></p> <p>On 8 March 2012, the City Council Cabinet Highways Committee approved the 'Sheffield 20mph Speed Limit Strategy', the long-term aim of which is to establish 20mph as the maximum speed in appropriate residential areas of Sheffield. Since then 18 'sign only' 20mph speed limit areas have been introduced across the City.</p> <p>Reducing the speed of traffic in residential areas will, in the long term, reduce the number and severity of accidents, reduce the fear of accidents, encourage sustainable modes of travel and contribute towards the creation of a more pleasant, cohesive environment.</p> <p>The current 20mph speed limit areas consist of a speed limit change but no physical measures to reduce vehicle speeds within the areas. Drivers are alerted to the speed limit by 20mph speed limit repeater signs. 20mph speed limit areas are identified by entry signs to the area together with smaller repeater signs throughout the area.</p> <p><b>How are we going to achieve it?</b></p> <p>The latest areas to be proposed for 20 mph zones are Hutcliffe Wood East, Fairleigh and Crosspool. Initial consultation and preliminary design works are to be undertaken to establish the feasibility and full costs of these schemes.</p> <p>The total cost for these initial works for the three areas is £45k (£15k per area) which is to be funded from Local Transport Plan (LTP).</p> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>• Improve road safety for all by reducing the number and severity of road traffic collisions.</li> <li>• Encourage more walking and cycling.</li> </ul>	+45

	<ul style="list-style-type: none"> <li>Promote a more pleasant local environment and improve safer access around local neighbourhoods, shops, schools, health centres</li> <li>provide better access to public transport</li> <li>Improve health by reducing obesity levels and increasing fitness</li> <li>Reduction in traffic speeds</li> </ul> <p><b>When will the project be completed?</b> Feasibility stage – 2020-21</p>									
	<b>Funding Source</b>	Local Transport Plan	<b>Amount</b>	£45k	<b>Status</b>	Ring-fenced for Transport Schemes	<b>Approved</b>			
	<b>Procurement</b>		i. Consultation and preliminary design works will be delivered in-house.							
Page 40	<p><b>Carver Street Safety</b></p> <p><b>Why do we need the project?</b></p> <p>A request for temporary night time closure of Carver Street has been received, following reports from South Yorkshire Police of Anti-Social Behaviour and ‘near misses’.</p> <p>Carver Street is a localised night time economy hotspot, with a number of popular eating and drinking establishments on both sides of the carriageway, along its full length between West Street and Division Street. The bars are often busiest on Friday and Saturday nights, between the hours of 8pm and 2am). The nature of the bars spanning both sides of the road encourages road crossings between stationary vehicles (in the parking bays), the Carver Street Car Park and taxi drop offs and pick-ups. These pedestrian movements are the main safety concern of South Yorkshire Police.</p> <p>This is an important location for the taxi trade given the demand for the bars etc. Any closure would need to provide adequate relocation of facilities.</p> <p><b>How are we going to achieve it?</b></p> <p>Preliminary feasibility works will be undertaken to identify the best solution(s) to implement a night time closure of Carver Street, considering the implication on existing on street parking, taxi facilities and the Carver Street Car Park. The cost of the initial stage will be £25k funded from Community Infrastructure Levy. Traffic and pedestrian movements are currently reduced as a result of the COVID-19 pandemic, and this will be taken into consideration when commissioning surveys.</p> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>Improved facilities for pedestrians</li> <li>Accident reduction</li> </ul> <p><b>When will the project be completed?</b> 2020-21</p>								+25	

	Funding Source	Community Infrastructure Levy	Amount	25k	Status	Approved			
	<b>Procurement</b>			i. Traffic planning, design and project management will be delivered in-house. ii. Surveys will be procured by competitive quotes, prioritising local providers where possible.					
	Variations and reasons for change								
	None								
<b>C</b>	<b>Quality of life</b>								
	New additions								
Page 41	None								
	Variations and reasons for change								
41	None								
<b>D</b>	<b>Green and open spaces</b>								
	New additions								
	<p><b>Hillsborough All Wheels Park</b></p> <p><b>Why do we need the project?</b></p> <p>Hillsborough Park currently lacks facilities which appeal to a diverse group of young people. A partnership project between the Parks and Countryside Service, Move More, Access Sport and Sheffield Hallam University (SHU) aims to address this through the creation of a progressive and exciting all-wheeled bike park, supported through a 2 year activation programme.</p> <p>Access Sport are a national charity who specialise in delivering facilities and activation programmes which normalise youth, inclusion and diversity in cycling; to support people from typically underrepresented groups to kick-start a lifelong love of cycling that leads to cycling for sport, recreation and travel. The other Partners have been working with Access Sport since hearing they were looking to expand their network, and fund sites further North than the Midlands.</p> <p>The project will address a gap in provision for high quality youth recreational facilities at Hillsborough Park, raise the overall standard of the Park,</p>							+266	

contribute to the wider aim of establishing an Active Park, and secure investment in both a capital improvement project and community activation programme.

Consultation has highlighted unprecedented levels of support from the local community. A community survey completed by over 800 people showed 91% of respondents supported the facility.

**How are we going to achieve it?**

Working with Access Sport and project partners we will deliver the capital project and implement the activation programme.

**What are the benefits?**

This project will create:

- a high quality community cycling facility designed to be accessible to a wide range of bike users
- a new community cycling club run by a workforce of local coaches, volunteers and young leaders
- a community outreach programme with local schools, pupil referral units and special schools to engage the most inactive, at-risk and underrepresented people

It will also increase the ‘Sheffield Standard’ site quality score, attracting more users.

**When will the project be completed?**

- Capital delivery to be completed by 31/03/21
- Full delivery (capital & revenue programme) is estimated to be completed 30/09/21

**Capital Costs**

Commercial Services Fee	£1.0K
Surveys	£4.5K
CDS Fees	£6.5K
<u>Contract Mgt Fees</u>	<u>£6.0K</u>
Total Fees	£18.0K

Landscaping etc.	£55.9K
Wheels Park	£99.9K
Lighting	£20.0K
Secure Storage Units	£35.0K
<u>Contingency</u>	<u>£37.6K</u>
Total Works	£248.4K

TOTAL COSTS            £266.4K  <b>Funding</b> British Cycling Grant    £150.0K Access Sport Grant        £50.0K HSBC Contribution        £10.0K Tramlines Contribution   £13.5K Public Health                £42.9K Total                            £266.4K							
<b>Funding Source</b>	See Funding section above	<b>Amount</b>	£266K	<b>Status</b>	Funding secured and approved by Cllr Lea	<b>Approved</b>	
<b>Procurement</b>		Competitive tender process to specialist contractors.					
Variations and reasons for change							
None							
<b>Housing growth</b>							
New additions							
<b>New Build Council Housing Phase 13 – Scowerdons FEASIBILITY</b> <b>Why do we need the project?</b>  Part of the original Scowerdons, Weakland and Newstead ('SWAN') sites regeneration proposals, this site is Housing Revenue Account (HRA) land that is still to be developed to provide affordable housing. A masterplan has been created and updated, which is now showing the site can deliver approximately 272 'general needs' units over 5 site Zones.  This proposal – part of the Stock Increase Programme (SIP) – forms part of the New Homes Delivery Plan and the HRA Business Plan, delivering new homes in line with the identified need. An indicative masterplan was presented to Members in March 2020, and again with additional options in early April 2020. Members have agreed the following mix of tenures: 50% SCC rented, 20% Shared Ownership and 30% Private Market Sale.  The scheme now needs progressing.							+143
<b>How are we going to achieve it?</b>							

Page 44	<p>Produce Concept Design Options and Select Preferred Option including:</p> <ul style="list-style-type: none"> <li>• Development and confirmation of brief</li> <li>• Options appraisal leading to costed options report to present to client</li> <li>• Design of preferred option to RIBA2</li> <li>• Development and agreement of procurement strategy</li> <li>• Development of detailed programme</li> <li>• Procurement of surveys (phase 2 geo tech, FRA, acoustic, tree and CCTV)</li> </ul> <p>It is proposed that the SCC rented and Shared Ownership properties will be delivered by SCC as part of the SIP (Zones 2, 3 &amp; 4). The 30% of properties for Private Market Sale (Zones 1 &amp; 5) will be delivered by a private developer following disposal of the land on the open market. The capital receipt for this land will return to the HRA Business Plan as income to fund further SIP projects. Members will agree the required Shared Ownership model. If demand is shown to be lacking, some properties can revert back to SCC General Needs properties for rent.</p> <p><b>Feasibility Costs 20/21</b></p> <table border="0"> <tr> <td>SCC Consultant Fees</td> <td>£102.1K</td> </tr> <tr> <td>External Consultant Fees</td> <td>£16.0K</td> </tr> <tr> <td>Surveys</td> <td>£25.0K</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>£143.1K</b></td> </tr> </table>							SCC Consultant Fees	£102.1K	External Consultant Fees	£16.0K	Surveys	£25.0K	<b>TOTAL</b>	<b>£143.1K</b>	
	SCC Consultant Fees	£102.1K														
	External Consultant Fees	£16.0K														
Surveys	£25.0K															
<b>TOTAL</b>	<b>£143.1K</b>															
<b>Funding Source</b>	HRA via Block Allocation	<b>Amount</b>	£143K	<b>Status</b>	Budget held in block allocation as part of the Stock Increase Programme.	<b>Approved</b>	By HGPG 18.05.20									
<b>Procurement</b>			<ul style="list-style-type: none"> <li>i. Design and technical services delivered in-house.</li> <li>ii. Design consultancy via the Capital Service Delivery Partner</li> <li>iii. Surveys by closed competitive tender.</li> </ul>													
Variations and reasons for change																
<p><b>Stock Increase Block Allocation</b></p> <p><b>Scheme description</b> Block allocation of funding for Stock Increase Programme schemes.</p> <p><b>What has changed?</b> An Initial Business Case has been brought forward to carry out feasibility on the Scowerdons site with a view to delivering general need housing properties. An indicative budget for the Scowerdons scheme is held in a block allocation and therefore the expected funding required for the feasibility</p>							-143									



	<p>needs to be drawdown to the scheme accordingly. See 'Additions' entry for Scowerdons Feasibility above.</p> <p><b>Variation type:</b> Re-profile to another scheme</p> <p><b>Budget</b>                  Current 20/21 Budget £6,449.0K - £143.1K = £6,305.9K                  Current 20-24 Budget £161,368.5K - £143.1K = £161,225.4K</p>					
	<table border="1"> <tr> <td><b>Funding</b></td> <td>HRA</td> </tr> <tr> <td><b>Procurement</b></td> <td>N/A</td> </tr> </table>	<b>Funding</b>	HRA	<b>Procurement</b>	N/A	
<b>Funding</b>	HRA					
<b>Procurement</b>	N/A					
<b>F</b>	<b>Housing investment</b>					
	New additions					
Page 45	None					
	Variations and reasons for change					
	None					
<b>G</b>	<b>People – capital and growth</b>					
	New additions					
	<p><b>STOCKSBRIDGE JNR SCH HEATING SYSTEM</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>Stocksbridge Junior School has been identified as requiring works to its mechanical (heating and domestic hot water) system.</li> <li>Feasibility study has been undertaken to determine the appropriate remedial works needed.</li> <li>Design produced from that study has now been priced by Corporate Repairs.</li> <li>The feasibility study has determined the suitable course of action to remedy the issues existing at the school.</li> <li>If no action is taken, the existing mechanical system will fail and the school will be without both heating and hot water.</li> </ul> <p><b>How are we going to achieve it?</b></p> <ul style="list-style-type: none"> <li>Purchase and install new plant, equipment and pipework.</li> </ul>	+351.6				

Page 46	<p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>Objectives: Works to renew the mechanical (heating and domestic hot water) system at the school, including replacement boiler, new flue system, BMS controls, pipework, insulation etc.</li> <li>Outputs: Procurement and installation of replacement mechanical system at the school</li> <li>Benefits: Stocksbridge Junior School provided with replacement heating and domestic hot water system.</li> </ul> <p><b>When will the project be completed?</b> Summer 2020</p>							
	<b>Funding Source</b>	DfE Condition Funding	<b>Amount</b>	£351,648 increase, to bring total post-feasibility project budget to £375,032	<b>Status</b>		<b>Approved</b>	
	<b>Procurement</b>			i. Design and construction will be delivered in-house.				
Variations and reasons for change								
<p><b>Schools' Devolved Formula Capital (DFC)</b></p> <p><b>Scheme description</b></p> <ul style="list-style-type: none"> <li>. In 2018/19 SCC agreed a policy of directly pass-porting the DFC Allocations for maintained schools from Central Govt. directly to the individual schools as best placed to make decisions on the use of these funds.</li> </ul> <p><b>What has changed?</b></p> <ul style="list-style-type: none"> <li>Confirmation of the DFC allocation for schools for 2020/21 has now been received and authorisation to make the relevant payments is now sought.</li> </ul> <p><b>Variation type: -</b></p> <ul style="list-style-type: none"> <li>Budget Increase</li> </ul>								+615
<b>Funding</b>	Devolved Formula Capital Grant Allocation							

	Procurement	N/A	
<b>H</b>	<b>Essential compliance and maintenance</b>		
	New additions		
	None		
	Variations and reasons for change		
	None		
<b>I</b>	<b>Heart of the City II</b>		
	New additions		
	None		
	Variations and reasons for change		
	None		

This page is intentionally left blank