

# Cabinet

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**Wednesday 21 October 2020 at 2.00 pm**

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

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

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## **Membership**

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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)

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## PUBLIC ACCESS TO THE MEETING

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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 at [www.sheffield.gov.uk](http://www.sheffield.gov.uk). You may not be allowed to see some reports because they contain confidential information. These items are usually marked \* on the agenda.

Members of the public have the right to ask questions or submit petitions to 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 Council's website for details of how to access 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).

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**CABINET AGENDA  
21 OCTOBER 2020**

**Order of Business**

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- 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 5 - 8)  
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 9 - 26)  
To approve the minutes of the meeting of the Cabinet held on 23<sup>rd</sup> September 2020
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. Items Called-In For Scrutiny**  
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. Covid-19 Update**  
Update by the Director of Public Health
- 9. Sheffield COVID Business Recovery Plan** (Pages 27 - 68)  
Report of the Executive Director, Place
- 10. Retirement of Staff** (Pages 69 - 72)  
Report of Executive Director, Resources
- 11. Month 5 Capital Approvals 2020/21** (Pages 73 - 116)  
Report of the Executive Director, Resources.
- 12. Medium Term Financial Analysis (MTFA) 2021/22 to 2024/25** (Pages 117 - 138)  
Report of the Executive Director, Resources
- 13. Procurement of a Kitchen, Worktops and Associated Products Supply Contract to support the Repairs and Maintenance Service** (Pages 139 - 148)  
Report of the Executive Director, Place.

- 14. Transport Framework For Taxi and Minibus Provision** (Pages 149 - 156)  
Report of the Executive Director, Place.
- 15. Report of the Local Government and Social Care Ombudsman - Complaint about Removal of Street Trees and Streets Ahead Contract** (To Follow)  
Report of the Executive Director, Place
- 16. Regional Adoption Agency** (Pages 157 - 168)  
Report of the Executive Director, People

**NOTE: The next meeting of Cabinet will be held on Wednesday 18 November 2020 at 2.00 pm**

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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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).

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Cabinet

Meeting held 23 September 2020

(NOTE: This meeting was held as a remote meeting in accordance with the provisions of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.)

**PRESENT:** Councillors Julie Dore (Chair), Jackie Drayton, Terry Fox, Mazher Iqbal, Bob Johnson, Mark Jones, Mary Lea, George Lindars-Hammond, Abtissam Mohamed and Paul Wood

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**1. APOLOGIES FOR ABSENCE**

- 1.1 No apologies for absence were received. All members of the Cabinet were present at the meeting.

**2. EXCLUSION OF PUBLIC AND PRESS**

- 2.1 It was reported that a number of appendices to the reports at items 12, 13 and 14 in the agenda were not available to the public and press because they contained exempt information described in Schedule 12A of the Local Government Act 1972 (as amended), as follows:

Item 12 - Appendices 1 and 2 (Paragraph 3)  
Item 13 - Appendix A (Paragraph 3)  
Item 14 - Appendix 1 (Paragraphs 3 and 5).

Accordingly, if the content of the appendices were to be discussed, the public and press would be excluded from the meeting.

**3. DECLARATIONS OF INTEREST**

- 3.1 Councillor Mazher Iqbal declared a personal interest in agenda item 14 (Provision of Grant Funding for Sheffield City Trust, to allow Ponds Forge to Re-Open) (See minute 4 below) as he was a Board Member of the Sheffield City Trust.

**4. PROVISION OF GRANT FUNDING FOR SHEFFIELD CITY TRUST, TO ALLOW PONDS FORGE TO RE-OPEN\***

- 4.1 The Executive Director, Resources, submitted a report reviewing the decision taken on 11th August 2020 regarding the re-opening of leisure facilities and recommending an additional package of funding support to Sheffield City Trust (SCT) in order to enable the Trust to reopen Ponds Forge. Members of the SCT Board attended the meeting to set out the latest position in respect of the Trust and to respond to Members' questions.

It was noted that the Covid-19 pandemic has had a significant impact on SCT ability

to generate income from events at Ponds Forge and without additional funding from Sheffield City Council it will not be possible to re-open Ponds Forge.

4.2 **RESOLVED:** That Cabinet, after considering the detail in the report, approves:-

- (a) additional funding to Sheffield City Trust (SCT) of up to £1.6m for the remainder of 2020-21, this will need to be funded from reserves.;
- (b) the payment to Sheffield City Trust by way of grant or loan an additional sum of up to £1.6m to enable the reopening of Ponds Forge;
- (c) the Council entering into revised security arrangements with SCT and Sheffield International Venues (SIV); and
- (d) further consideration of the opening of Ponds Forge and other venues to be dealt with as part of two future reports to Cabinet on the Leisure and Entertainment Strategy and the Council's Medium Term Financial Plan and Budget for 2020/21.

#### 4.3 **Reasons for Decision**

The financial support to SCT to re-open Ponds Forge will allow an increased range of facilities to re-open and will contribute to the health and wellbeing of residents.

#### 4.4 **Alternatives Considered and Rejected**

The alternative options considered included keeping Ponds Forge closed. In conjunction with SCT, Sheffield City Council is currently developing the future strategy for leisure and entertainment in the city and as part of that work is looking at areas for potential investment. There was an option to assess the potential to accelerate improvement works at Ponds Forge whilst the venue remained closed as this would avoid disruption in the future. However following consideration this option was ruled out because it was felt that re-opening Ponds Forge during 2020/21 would potentially help to restart the city centre economy, support students returning to the city, provide access for disability groups and other community users (226k visits per year) as well as a number of clubs and groups. Considering the wider implications of keeping this facility closed, particularly the impact on community groups that rely on this facility, along with the need to get our city centre moving again, means that we are making a recommendation to provide funding for the remainder of the financial year 2020-2021 to re-open the facility to all users.

A further option to open Ponds Forge for only club use was also considered. This option was ruled out as it did not provide equality of access for a wide range of users of Ponds Forge. The cost of this option was estimated at £90k per month (excluding lifecycle costs), with the clubs contributing c£30k and the Council needing to contribute the remaining £60k. This option was not supported due to the relatively small number of users it would support.

#### 4.5 **Any Interest Declared or Dispensation Granted**

None

#### **4.6 Reason for Exemption if Public/Press Excluded During Consideration**

The appendix to the report is not for publication by virtue of Regulation 20(2) Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 because, in the opinion of the proper officer, it contains exempt information under Paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 (as amended) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

#### **4.7 Respective Director Responsible for Implementation**

Eugene Walker, Executive Director, Resources.

#### **4.8 Relevant Scrutiny and Policy Development Committee If Decision Called In**

Economic and Environmental Wellbeing Scrutiny and Policy Development Committee.

### **5. MINUTES OF PREVIOUS MEETINGS**

- 5.1 The minutes of the meetings of Cabinet held on 18th March, 20th May, 17th June and 15th July, 2020 were approved as correct records.

### **6. PUBLIC QUESTIONS AND PETITIONS**

#### **6.1 Public Questions Concerning the Local Plan**

- 6.1.1 Nigel Slack commented that the first stage of consultation for the 'Local Plan' is now under way, this is good. We are years behind where we should be but, if we get it right, we will be stronger for it. It is just a shame about the abuse that developers have handed to this city in the meantime.

He stated that over time, changes to national planning laws have broken the ability of local planning committees to actually deliver democratic decisions on behalf of our residents. Even headline decisions like 'Owlthorpe Field' are not safe, an appeal is already under way with central government, where developers usually win. This was even used as outright threat by The University of Sheffield when there was even the least suggestion they might not be allowed to demolish the Grade 2 listed Jessops Hospital. On that occasion Sheffield City Council caved.

New government legislation is now looking to streamline the destruction of our system of local planning with ever more presumptive acceptance of planning applications. Offices transformed into some of the darkest tiniest flats in Europe, without permissions needed, and deregulated market forces trash our cities, towns and countryside. Money/profit is king and the planning system supports this wasteful and antisocial approach.

Local architects, whose motto should be destroy history, demolish the good and

sod the people, are now proposing new back to back housing for the city centre. Less than 100 years since the slums of the city were cleared for decent, affordable Council Housing. At the same time the economic impact of first Covid and then a disastrous Brexit will dictate a change from 'business as usual' and this Council must drive that change.

What will be the new 'Local Plan' be able to do to protect our city from the depredations of government and predatory developers?

- 6.1.2 Councillor Johnson commented that the Council also had concerns about many aspects of the proposals in the Government White Paper and how it will affect our Local Plan, the development mandate and the development management process. He stated that the Council welcomes some of the proposals, for example the shorter planning time, simpler process for preparing plans, the greater use of digital plans and a stronger emphasis on designing quality. There is however a lack of detail in many of the government's proposals, which seems to be a common thread amongst many of their proposals of late. So, its currently unclear as to what some of these plans mean in reality.

Under the government's proposals local plans will have a strong say over where development takes place, but the shift to a zonal system with fast track or automatic permission for certain categories of development specified in the Local Plan has significant risks attached to it, and removes democratic accountability and scrutiny from the planning application stage. It seems clear from the proposals however that areas defined in the Local Plan as protected areas, which include green belt, conservation areas and wildlife sites would still be subject to more stringent development controls and should still see full planning applications required for schemes affecting those type of areas. So, we will be keeping a close eye on that.

He added that the council's Local Plan is currently at the consultation stage, which means that the council should be able to adapt to any emerging changes resulting from this legislation, while still maintaining the direction of the Plan and of course maintaining and promoting what you and I both know is special about Sheffield.

## 6.2 Public Questions Concerning the Council's Reserves

- 6.2.1 Nigel Slack commented that with more of the city's reserves being earmarked to support Ponds Forge, John Lewis, etc, when will those reserves be exhausted and how long after that will the city be bankrupt? Also, what can this Council do to utilise the governments approach of 'Limited & Specific' unlawfulness to mitigate these issues?
- 6.2.2 Councillor Fox commented that the Council will be bringing the medium term financial analysis to Cabinet shortly, hopefully in October, and that analysis will give full details on our financial forecast including the reserves position. He stated that the Council and its elected members have a responsibility to set a balanced budget at the end of the year, otherwise we are in contempt and Government would send in individuals to run the Council. We believe that Elected Members are the right and accountable people to set that balanced budget.

6.3 Public Questions Concerning disposals of Parks and Countryside Estate

6.3.1 Mike Hodson commented on disposals of parks and countryside estate and asked:

Could the Cabinet Lead for Leisure and Culture confirm that any proposals for “disposals”, whether by lease or sale, of Parks & Countryside estate must be subjected to the Building Better Parks Policy approved by Cabinet in Nov 2018?

Could she also confirm that according to the decision making process of that Policy, laid out in Appendix 1, this entails;

(a) a prior assessment of any proposal for such disposal against the Reinvestment Assessment Criteria detailed in Appendix 2; and

(b) that such an assessment should be followed by a consultation with “key stakeholders” - including local Councillors, Friends Groups and the wider community etc (also detailed in Appendix 1); and

(c) that these should take place prior to any discussions with other Council departments including Planning, and prior to any authority to progress such a proposal by the Cabinet Member?

In relation to the proposal by True North Brewery (TNB) to lease a section of Millhouses Park, lodged with Parks & Countryside in November 2019, can she confirm that the proposal did not undergo the assessment prescribed above as a first step, and that the consultation prescribed as a second step did not take place, before she gave her authorisation to progress the proposal in Feb 2020? (in the light of the published Assessment bearing the date 28 August 2020, with internal evidence that it was prepared after the lodging of a Planning Application by TNB in May 2020; and in the light of the failure of Planning and Countryside Officers to carry out the required consultation with key stakeholders.)

Would she agree with Carter Knowle & Millhouses Community Group and the Friends of Millhouses Park that it would be appropriate for her to withdraw the authority to progress for the TNB proposal, given by her in Feb 2020; and that the proposal should revert to its status as at December 2019, so that the proposal can be subjected properly to the required steps in the Building Better Parks Policy?

Would she also agree with Carter Knowle & Millhouses Community Group and the Friends of Millhouses Park that it would be appropriate that any indications given by Parks and Countryside Officers that the proposal is being favourably considered, and that it would be approved if the Planning Application is successful, should likewise be withdrawn, as pre-judging the outcomes of any consultation? (which according to Council policies require 'the need for an open mind at the beginning of a consultation, and a readiness to modify proposals according to the feedback received.' In particular she is referred to the Sheffield City Council Involvement Table from 2016, which lays out the different levels of participation expected, and refers specifically to disposals as one situation where these would be needed.)

6.3.2 Councillor Lea commented that any proposal for disposal of our parks or sites are

subject to the Better Parks Policy and the criteria that's laid out in the Policy. She confirmed that a disposal in this case refers to a lease, it doesn't mean the sale of land.

All proposals are assessed against the criteria in the Better Parks Policy. Proposals are subject to consultation with key stakeholders, which includes users of the park, the community as well as the Carter Knowle & Millhouses Community Group and the Friends of Millhouses Park. She stated that there is no set order for the consultation and engagement process in the Better Parks Policy and that during that process we need to take advice from other services in the Council, including Property Services, Planning Services and Legal Services, to enable us to make an informed decision as to whether the proposal is feasible.

She clarified that as a Cabinet Member she does not give a formal authorisation for proposals such as this, officers recommend that a proposal be considered and that includes consultation and any planning application. This proposal was received initially in 2017 (As a result of this proposal the Better Parks Policy was developed). There was engagement with the Carter Knowle & Millhouses Community Group and the Friends of Millhouses Park during that time. We have supported this proposal because we think it benefits the park and community and it fits with the Better Parks Policy which is about betterment of the parks and enhancement of the benefits to the community. It was assessed against the relevant criteria in May 2019 and we then aimed to undertake further consultation, which was planned to take place during the pre-application part of the planning process. However, as you know the national lockdown commenced in March and the submission of a full planning application was submitted. This over rid the timetable that we had planned so we have had to amend the approach to the consultation. One of the ways we have done that is to use social media and we have had more than 500 responses. Planning applications are obviously subject to consultation themselves and again, because of the lockdown, that couldn't take place. At the request of the Friends of Millhouses Park the Planning Department extended the consultation process and determination date for the application. A lot of work has been undertaken on social media with regards to consultation and engagement in the community. More consultation is planned, hopefully in October, with the community including all the stakeholder groups. It is not appropriate for me to halt the consultation on this proposal.

She commented on the benefits of parks during this pandemic which had, for some, been the only thing that people had been able to enjoy, certainly in the first month of lockdown. They were widely used. When we were able to open up further, one of the things that we did was to allow businesses in parks such as cafes to extend their seating areas to outside their premises, and that this proposal is really about extending what is already there outside of the particular premises where that business takes place.

She stated that the recommendation by the Parks service to pursue the proposal will be part of the planning consultation process. Should the planning application be successful, we would expect that a 10 year lease would be granted. Consultation is part of the process and the Park's service are interested in these proposals due to the benefits that this would bring to Millhouses Park, the local

community and the City as well. She reiterated that we plan to have further consultation next month and that the basis of that further consultation will shape the proposals further. This will be done with people in the local community, the users of the park and True North Brewery as well.

## **7. ITEMS CALLED-IN FOR SCRUTINY**

- 7.1 It was noted that there had been no items called-in for scrutiny since the last meeting of the Cabinet.

## **8. RETIREMENT OF STAFF**

- 8.1 The Executive Director, Resources submitted a report on Council staff retirements.

- 8.2 **RESOLVED:** That this Cabinet :-

(a) places on record its appreciation of the valuable services rendered to the City Council by the following staff in the Portfolios below:-

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<b><u>People Services</u></b>		
Anita Barnsley	Senior Teaching Assistant Level 3, Pipworth Community Primary School	24
Philip Horton	Business Contingency and Continuity Officer	47
Val Huzzard	Lead Professional, Inclusion and Learning	35
Sharman Keverne	Children's Senior Social Worker	39
Victoria McDougall	Teacher, Hunters Bar Junior School	20
Shahzana Saeed	Children's Senior Social Worker	34
Dawn Walton	Director of Commissioning, Inclusion and Learning	35
Shirley Ward	Cleaner, Halfway Junior School	24
Cathy Wigg	Co-ordinator, Early Years Inclusion Team	23

**Place**

Keith Hoare	Gardener	50
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**Resources**

Valerie Pruzinsky	Human Resources Administrator	22
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(b) extends to them its best wishes for the future and a long and happy retirement; and

(c) directs that an appropriate extract of this resolution under the Common Seal of the Council be forwarded to them.

**9. MONTH 4 CAPITAL APPROVALS 2020/21**

9.1 The Executive Director, Resources, submitted a report providing details of proposed changes to the Capital Programme 2020/21, as brought forward in Month 4.

9.2 **RESOLVED:** That Cabinet 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.

**9.3 Reasons for Decision**

The proposed changes to the Capital Programme will improve the services to the people of Sheffield.

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.

To obtain the relevant delegations to allow projects to proceed.

**9.4 Alternatives Considered and Rejected**

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.

**9.5 Any Interest Declared or Dispensation Granted**



None

9.6 **Reason for Exemption if Public/Press Excluded During Consideration**

None

9.7 **Respective Director Responsible for Implementation**

Eugene Walker, Executive Director, Resources.

9.8 **Relevant Scrutiny and Policy Development Committee If Decision Called In**

Overview and Scrutiny Management Committee.

**10. EUROPEAN SOCIAL FUND, SECTOR ROUTEWAYS**

10.1 The Executive Director, People Services, submitted a report seeking approval for acceptance of £1,957,860.75 of funding from The European Social Fund (ESF) and approval for the Sector Routeways project of £3.2m comprising of ESF, City Council and Barnsley Council contributions. The Secretary of State is the managing authority for the ESF Operational Programme and wishes to offer the Grant under the terms and conditions of the Funding Agreement administered by the Department of Work and Pensions, following Sheffield City Council's successful bid under ESF Priority 1.4.

10.2 **RESOLVED:** That Cabinet:

- (a) approves Sheffield City Council accepting the European Social Fund grant offer of up to £1,957,860.75;
- (b) approves the £3.2m Sector Routeways project as described in the report;
- (c) grants delegated authority to the Executive Director, People Services, in consultation with the relevant Cabinet Members, the Executive Director, Resources and the Director of Legal and Governance, to:-
  - (i) develop and utilise an appropriate procurement strategy as and when required; and
  - (ii) accept and administer the Sector Routeways fund and procure the services required to deliver its related outcomes and award the associated contracts; and
- (d) approves that Sheffield City Council will act as the Accountable Body and also make grant payments for the Sector Routeways project to its Partner Barnsley MBC.

10.3 **Reasons for Decision**

By accepting this funding the Council will be able to:

(1) increase the skill levels for Sheffield and Barnsley out of work residents by streamlining access to entry level roles within sectors that require labour;

(2) improve the unemployed indicators within the City, moving long term unemployed residents to the “in demand” labour market and/or enhancing skill levels;

(3) create increased revenue for the Council; and

(4) attract inward investment through co-ordinated pipeline offer of workforce skills within key sectors.

#### 10.4 **Alternatives Considered and Rejected**

The Council could decide not to accept the funding. Alternative funding could be potentially sourced to support our businesses workforce needs as part of the Government Covid-19 response offer to regions. There is demand from other sectors to replicate the “building block” model, so rejection of funding could carry reputational risk within our regions employer base.

#### 10.5 **Any Interest Declared or Dispensation Granted**

None

#### 10.6 **Reason for Exemption if Public/Press Excluded During Consideration**

None

#### 10.7 **Respective Director Responsible for Implementation**

John Macilwraith, Executive Director People Services

#### 10.8 **Relevant Scrutiny and Policy Development Committee If Decision Called In**

Economic and Environmental Wellbeing Scrutiny and Policy Development Committee.

### 11. **COMMISSIONING NEW CARE AND SUPPORTED SERVICES FOR PEOPLE WITH COMPLEX NEEDS**

11.1 The Executive Director, People Services, submitted a report setting out proposals to commission new services to provide supported living and care for people with very complex needs. The report describes the needs and current service gaps and seeks approval to secure new provision through a competitive tender process

11.2 **RESOLVED:** That Cabinet:-

(a) approves the approach to commissioning new services to provide

supported living and care for people with very complex needs as set out in the report;

- (b) delegates authority to the Director of Strategy and Commissioning, People Services, in consultation with the Director of Finance and Commercial Services and the Cabinet Member for Health and Social Care to approve a procurement strategy to secure supported living services in line with the report and thereafter approve a contract award to the successful bidder; and
- (c) where no existing authority exists, delegates authority to the Executive Director, People Services, in consultation with the Director of Finance and Commercial Services to take such steps to meet the aims and objectives of the report.

### **11.3 Reasons for Decision**

The approach set out in the report will enable the development of specialist services to fill a gap in care and support provision for people with complex needs for whom current services have not been able to support effectively.

It enables the Council to consider the experience, innovation and resources that can be brought into Sheffield from the wider market. It enables services to be provided quickly and timely considering the current service end dates.

The services will form an essential part of a wider strategic response to people with complex needs and will compliment internal and external services.

### **11.4 Alternatives Considered and Rejected**

Consideration has been given to tendering for services in fixed blocks of accommodation against a very detailed specification with price as the lead factor. This option has the benefit of bringing stable provision for a range of clients who struggle to live independently. However, to specify too stringent a model, too early, would not give the flexibility to explore different market options to bring in innovation and choice and offer solutions that we may not have considered yet.

The current services could be allowed to close and not be replaced, and we could not take the opportunity to commission services that have been identified in the needs' analysis. This would save the Council immediate funding but would result in higher costs further down-stream in care, housing and community safety, and there would then be no suitable services for this client group. More importantly we would not be providing good quality services to support recovery and independence for people with specific needs, and in addition who are socially excluded. Consideration has been given to the potential for the Council to establish new provision and run it directly. However, the Council's housing service are having to accommodate a higher number of people who would otherwise be sleeping rough following the Covid Outbreak and new requirements, as well as finding alternative temporary accommodation.

Needs for new services are high and any new developments through the Next Steps funding for rough sleepers will be part of a separate and wider requirement to offer choice. Social care managers are already concerned about the lack of provision for this client group. There are a number of good external partners who would be in a position to bring innovation quickly to a commissioning process and secure new accommodation unavailable to the Council. The recommendation therefore is that this project commissions externally, as part of a wider strategy for support and housing which includes new provision being also developed by the Council.

**11.5 Any Interest Declared or Dispensation Granted**

None

**11.6 Reason for Exemption if Public/Press Excluded During Consideration**

None

**11.7 Respective Director Responsible for Implementation**

John Macilwraith, Executive Director, People Services.

**11.8 Relevant Scrutiny and Policy Development Committee If Decision Called In**

Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee.

**12. DECISION BY CABINET AS TRUSTEES OF HILLSBOROUGH PARK - LEASES OF FORMER COACH HOUSE AND BOWLS PAVILION\***

12.1 The Executive Director, Place, submitted a report seeking the approval of Cabinet acting as the Charity Trustee of Hillsborough Park (Registered Charity Number 510841) ("the Charity") to grant two leases to Age UK Sheffield being:

(a) a lease for the derelict former Coach House building, together with the adjacent Potting Shed, in order to undertake a restoration and conversion to a café, associated facilities and services; and

(b) a lease for parts of the Pavilion to deliver a dementia day centre and community activity services including exercise classes, choir and theatre performances.

12.2 **RESOLVED:** That Cabinet acting as the Charity Trustee of Hillsborough Park:

(a) approves the leases of the subject properties to Age UK Sheffield based on the terms set out in Appendix 1 of the report;

(b) agrees that the Trustees are satisfied that the proposed terms are the best that can be reasonably obtained in the circumstances based upon consideration of the commercial details in Appendix 1 and the Qualified

Surveyor's Report in Appendix 2;

- (c) approves the grant of a charge over the legal title of the Trust in relation to grant funding, as set out in the report; and
- (d) authorises the Chief Property Officer, in consultation with the Director of Legal and Governance, to negotiate the terms of the lease with the proposed lessee and the Director of Legal and Governance to prepare and complete all the necessary legal documentation, in accordance with the agreed terms and in respect of a charge over title.

### 12.3 **Reasons for Decision**

The proposal to grant two leases to Age UK Sheffield will achieve:

- full restoration of a derelict Grade II Listed Building via third party finance/funding
- provision of a new café, public toilets and activity/function space at Hillsborough Park which will support the site become more inclusive for the benefit of new and existing users of the Park
- Increased community use of the pavilion
- Increased presence in the Park which may reduce anti social behaviour
- increased income stream for the Trust which can be reinvested in the Park
- transfer of significant property liabilities
- regeneration of an under-utilised part of the Park
- enhancement of the quality and attractiveness of the Park as a valuable asset for visitors
- occupation for the purposes of the charitable objects of the Trust
- compliance with the provisos contained within the power granted to the Trustee by the Scheme and with the statutory provisions contained within the Act and further with the requirements of the Charity Commission.

### 12.4 **Alternatives Considered and Rejected**

The former Coach House has been in a dilapidated condition for many years and has generated little interest when offered to the market. The Parks and Countryside Service has previously explored the possibility of a Heritage Lottery bid to restore the Coach House, however this did not prove to be viable at that time. The costs of restoration can realistically only be met through grant funding via a third party such as the proposed lessee. The Pavilion offers modern facilities but comprises community space and changing facilities so has limited alternative potential. The building originally had a Parks & Countryside Ranger managing the bookings, but this was very costly and not very effective. Eventually this role was combined into managing a number of other Park buildings but this did not improve the use of the building as the Pavilion was not promoted and used to its full potential. Age UK Sheffield see that there is synergy with the Coach House proposals and an opportunity for better services/benefits by using both buildings. There is no better option in our opinion.

**12.5 Any Interest Declared or Dispensation Granted**

None

**12.6 Reason for Exemption if Public/Press Excluded During Consideration**

Appendices 1 and 2 of the report are not for publication by virtue of Regulation 20(2) Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 because, in the opinion of the proper officer, it contains exempt information under Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**12.7 Respective Director Responsible for Implementation**

Laraine Manley, Executive Director, Place.

**12.8 Relevant Scrutiny and Policy Development Committee If Decision Called In**

Economic and Environmental Wellbeing Scrutiny and Policy Development Committee.

**13. COVID-19 TEST, TRACK & ISOLATE PROGRAMME FUNDING\***

13.1 The Executive Director, Resources and Director of Public Health, submitted a joint report:

- advising Cabinet of the current position regarding COVID-19 in Sheffield;
- describing the programme established to implement the Outbreak Control Plan and the estimated costs of implementing that programme;
- informing Cabinet of Government funding received to assist with the costs of preventing, mitigating against and managing local outbreaks of COVID-19; and,
- seeking approvals and delegations to continue this work.

Greg Fell, Director of Public Health provided the meeting with an update on the latest position with regard to Covid-19.

13.2 **RESOLVED:** That Cabinet:

- (a) recognises the hard work and the achievements of Council employees, partner organisations and the voluntary, community and faith sector (VCFS) in preventing, mitigating and managing local outbreaks of COVID-19 to date, an enormous effort that began in March 2020;
- (b) notes that in June 2020, Sheffield City Council (SCC) was allocated a ring fenced grant of £3,101,989 from the Department of Health and Social Care

(DHSC) towards expenditure incurred in relation to the mitigation against and management of local outbreaks of COVID-19;

- (c) notes that Sheffield City Council, along with 6 other Local Authorities, has written to the Secretary of State for Health and Social Care to request further funding of approximately £2m to implement Integrated Local Arrangements for Test, Trace and Support;
- (d) notes that in July 2020, SCC was allocated a grant of £774,649 from the Department for Environment, Food and Rural Affairs (DEFRA) to support those struggling to afford food and other essentials due to COVID-19 and that this grant is not ring fenced but is expected to be used in accordance with DEFRA guidance;
- (e) notes and approves the Investment Plan described in Annex A of the report, including noting the expenditure already approved through the Category 1 Covid-19 decision making process, as set out in the report;
- (f) agrees to establish a fund as described in Annex A: Investment Plan of the report, sourced from DHSC funding received, for the purposes of providing grants to and purchasing services, as appropriate, from the VCFS;
- (g) to the extent not covered by existing delegations, delegates authority to the Executive Director Resources, in consultation with the Director of Public Health, to:
  - (i) award grants; and
  - (ii) approve procurement strategies and award contracts funded from the fund established in accordance with recommendation (f) above; and the Cabinet notes that a Steering Group will be established to provide advice and guidance as to the broad criteria for funding, with the Steering Group including the Executive Director, Resources, the Director of Public Health, the Executive Director, People Services, and appropriate Cabinet Members;
- (h) notes that the DEFRA grant for Food and Essential Supplies will be administered through the Local Assistance Scheme; and
- (i) to the extent not covered by existing delegations or the specific delegations outlined above, delegates authority to the Executive Director, Resources, in consultation with the Director of Public Health to take such other decisions as may be necessary to achieve the outcomes set out in the report.

### **13.3 Reasons for Decision**

The recommendations described in the report will enable Sheffield City Council to implement a Test, Track & Isolate Programme that will help to deliver the Sheffield Local Outbreak Control Plan and to prevent, mitigate against and manage local outbreaks of COVID-19.

#### 13.4 **Alternatives Considered and Rejected**

The Test, Track and Isolate Programme has been established to implement the Outbreak Control Plan and to prevent, mitigate against and manage local outbreaks of COVID-19.

The Programme is organisationally complex (it involves multiple Council services and partner organisations), it is technically complex (requiring new processes and systems to be established and incorporated into new and existing Council services), it provides a new and complex range of services (prevention, testing, track and trace, isolation support), and it exists in a complex environment that changes from week to week - based on the spread of the virus and changes in government policy.

The report describes what officers believe to be the best way of preventing, mitigating and controlling the virus in Sheffield. However, this will be kept under review and the approach described may need to change. The TTI Programme is agile and responsive, and is capable of adapting to changes in epidemiology and policy, in order to protect the health of the people of Sheffield.

There are also constraints over what the grants can be used for. The DHSC grant of £3,101,989 is ring fenced towards expenditure incurred in relation to the mitigation against and management of local outbreaks of COVID-19.

The DEFRA grant of £774,649 is not ring fenced but has been provided to support those struggling to afford food and other essentials due to COVID-19, and is expected to be used in accordance with the associated guidance and within 12 weeks of receipt.

Alternative options that have been considered and rejected include:

##### Implement Without Programme Management

This option was rejected because without the capability and capacity of the Council's Business Change and Information Solutions business change resources deployed on the project, it would not have been possible to translate the outbreak control plan into a consistent and coherent programme of activity, capable of delivering the additional processes and systems needed to prevent, mitigate and manage outbreaks of COVID-19 in Sheffield.

##### Implement Without Additional Staff Resources

This option was rejected because without additional resources to backfill existing staff or to provide additional knowledge, skills and capacity, then it is not possible to deliver the on the ground prevention, mitigation and outbreak management services needed to manage COVID-19 in Sheffield.

##### Implement Without Communications



This option was rejected because without regular communications to people and businesses, providing advice and guidance about how to prevent infections, how to behave if there is an infection, and the support available, all of which is designed and delivered in ways that will achieve maximum impact, including translations into foreign languages, then we believe the virus will spread quickly across the city resulting in damage to public health and economic prosperity.

#### Implement Without Local Testing

This option was rejected because without a local testing service we would not be able to manage small localised outbreaks, in a homeless hostel or care home for example, and fulfil our duties to protect public health and manage and prevent COVID-19 outbreaks. A scalable solution has been designed so that we only pay for what we need (recognising there are some structural/set up costs), and that testers will be asked to help with other response related work when not engaged in testing activity. This could be prevention work or communications activity for example.

#### Implement Without VCFS Assistance

This option was rejected because since the outbreak of COVID-19, the Voluntary, Community and Faith Sector has provided tremendous support and resilience to communities in Sheffield. The connections, knowledge and understanding that these organisations have of their local areas will help us to be more effective in future prevention, outbreak management, testing, tracing and isolation support.

### **13.5 Any Interest Declared or Dispensation Granted**

None

### **13.6 Reason for Exemption if Public/Press Excluded During Consideration**

Annex A of the report is not for publication by virtue of Regulation 20(2) Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 because, in the opinion of the proper officer, it contains exempt information under Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **13.7 Respective Director Responsible for Implementation**

Eugene Walker, Executive Director, Resources and Greg Fell, Director of Public Health.

### **13.8 Relevant Scrutiny and Policy Development Committee If Decision Called In**

Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee.

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**Author/Lead Officer of Report:** Diana Buckley,  
Head of Strategy and Commissioning, City Growth

**Tel:** diana.buckley@sheffield.gov.uk

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**Report of:** Laraine Manley, Executive Director, Place  
**Report to:** Cabinet  
**Date of Decision:** 21<sup>st</sup> October 2020  
**Subject:** Sheffield COVID Business Recovery Plan

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 Business and Investment		
Which Scrutiny and Policy Development Committee does this relate to? Economic and Environmental Wellbeing		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
If YES, what EIA reference number has it been given? <b>800</b>		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>		

**Purpose of Report:**

This report sets out the priorities of the Sheffield COVID Business Recovery Plan which has been developed by the Sheffield Business Response Group – a co-operation between the Cabinet Member for Business and Investment and the business community in Sheffield. The report seeks Cabinet endorsement of the plan and notes the new approach to collaboration between the Council and the business community, which will continue as the plan is delivered.

**Recommendations:**

Cabinet is asked to:

1. note the role of the Council in developing the Sheffield COVID Business Recovery Plan as part of a collaboration with the Sheffield Business Response Group
2. endorse the Sheffield COVID Business Recovery Plan as a framework for action to help address the economic impacts of COVID
3. note and acknowledge the role the Council will play in delivering elements of the plan as part of the Business Response Group, with the plan informing the city's bids for COVID relief and recovery funding
4. note the collaborative approach taken to develop the action plan, creating the basis for a new long-term relationship with the private sector in Sheffield, working together to help to shape the city's long-term economic strategy

**Background Papers:**

[Sheffield City Council Report to Cabinet on the 20<sup>th</sup> May 2020 - COVID 19: Sheffield's Response and Recovery](#)

[Sheffield City Region Renewal Action Plan](#)

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: <b>Tim Hardie</b>
		Legal: <b>Sarah Bennett</b>
		Equalities: <b>Annemarie Johnston</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>	Laraine Manley
3	<b>Cabinet Member consulted:</b>	Cllr Mazher Iqbal, Cabinet Member for Business and Investment
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> Diana Buckley	<b>Job Title:</b> Head of Strategy and Commissioning, City Growth
	<b>Date:</b> 9 <sup>th</sup> October 2020	

<b>1.</b>	<b>PROPOSAL</b>
1.1	The economic environment is very challenging for most businesses as a result of the COVID pandemic. Those in sectors most reliant on social interaction or visits deemed non-essential, such as retail, hospitality and culture have faced dramatic reductions in demand, with many closing temporarily or operating at significantly reduced levels. The demand for support has been vast; the Council has distributed £100 million in grant funding whilst Business Sheffield has responded to over 6000 calls and provided 3000 1-2-1 business advisor sessions since March to support businesses to remain solvent through lockdown. Any period of local lockdown will also require a continuation in fast, clear help and support for our businesses.
1.2	As the economy opens up and people learn to live within the restrictions that keep the city COVID-safe, the nature of the economic challenge is evolving: for some businesses, support is required to just to survive and adjust and for others there are opportunities to explore new markets and deliver new products.
1.3	Supporting businesses through this period is essential to help retain jobs and incomes. Immediate action at city and district level is required, to promote consumer confidence, help businesses to adapt and survive and ensure that the foundations for economic renewal are not eroded during this unprecedented time.
1.4	<p>The Sheffield Business Response Group was established at the beginning of the COVID crisis, it brings key organisations together who can work collectively to develop solutions to key issues arising from COVID 19. It is made up of Sheffield’s leading business networks and support organisations, who are working together to help address the issues local businesses are facing now and into the future. The membership includes:</p> <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Sheffield Property Association</li> <li>• Sheffield Digital</li> <li>• The Company of Cutlers</li> <li>• The Culture Consortium</li> <li>• Unight Sheffield</li> <li>• The University of Sheffield</li> <li>• Sheffield Hallam University</li> <li>• Sheffield City Council</li> </ul> <p>In addition, a number of shadow groups were created to feed into the core group. This has facilitated wider engagement with the business</p>

	community across the city.
1.5	<p>One of the first actions of the Business Response Group was to undertake a city-wide business survey to understand the experiences of businesses. The first of which was conducted in May with a follow up survey in July. The results of these surveys suggested that businesses were concerned about cash flow, falls in demand and the impact of social distancing. There was also a desire for support and information to reflect local conditions. Many businesses were demonstrating resilience and determination to adapt to the changing conditions, expressing a positive willingness to explore new opportunities, markets and ways of working to ensure their businesses remain viable.</p>
1.6	<p>The COVID Business Recovery Plan provides a framework for action across 6 priorities identified by the BRG and informed by business survey responses. Against these 6 priorities, the plan highlights areas for immediate action (RELIEF), recommends ideas for short term interventions to help businesses adjust to the new economic environment (RECOVERY) and articulates key challenges for long term economic success (RENEWAL).</p> <p><b>1. Stimulating demand in the local economy</b>  COVID 19 has undermined consumer confidence; even as the economy re-opens demand remains low. Stimulating demand, improving consumer confidence and identifying new market opportunities will be essential in the short term to keep businesses trading and maintain jobs.</p> <p><b>2. Opening our city and district centres safely and securely</b>  To enable people to re-engage with the city, staff and consumers need to feel safe. This relies on our businesses and infrastructure operating in a COVID-safe way. Ongoing support is required to enable businesses and transport providers to put appropriate measures into place. Without intervention and in the absence of a high quality vaccination programme, people will continue to feel unsafe for years.</p> <p><b>3. Developing our skills base as a city to help communities get back to work</b>  COVID 19 has disrupted existing training and education, and it will inevitably lead to significant levels of unemployment as Government job retention schemes wind down. This priority puts forward some short-term steps to alleviate these issues whilst also looking ahead to a longer term strategic response to skills.</p> <p><b>4. Helping to stimulate the conditions to encourage more start-ups in the city</b>  Our business density is historically low compared to other major cities and while new start-ups in Sheffield tend to be successful, there aren't enough of them. If there is to be a legacy from this pandemic it should be more start-ups and scale ups in this new environment, taking every</p>

	<p>opportunity to build further resilience into our economy.</p> <p><b>5. Stimulating investment in culture to help rebuild confidence and visitor numbers</b></p> <p>The culture and hospitality sectors have been most affected by COVID, leaving a lot of businesses vulnerable. The sector is integral to our city’s vibrancy and attractiveness; as such we must identify ways for the broader business community in Sheffield to get behind its recovery.</p> <p><b>6. Working with business leaders on a longer-term economic strategy for Sheffield</b></p> <p>As we learn about the wholesale economic effects of COVID we will need to refocus our plans to tackle systemic economic challenges, both old and new, through a new economic plan. This will require creating a new economic partnership, to maintain private sector collaboration.</p>
1.7	<p>This framework will inform Sheffield’s bids for relief and recovery funding and help to shape the city’s long-term economic strategy. The interventions set out in the action plan could inform any Sheffield City Council COVID 19 Recovery Funding. Any proposals for funding will be subject to a separate, appropriate approvals.</p>
1.8	<p>Many of the interventions suggested within the plan will also complement and work in conjunction with the recently published <a href="#">Sheffield City Region Renewal Plan</a> which is bidding for recovery funds. The BRG were consulted on the SCR Renewal Plan and SCC officers are now working closely with Sheffield City Region to develop the interventions in more detail.</p>
<b>2.</b>	<b>HOW DOES THIS DECISION CONTRIBUTE ?</b>
2.1	<p>The Sheffield COVID Business Recovery Plan aligns with a number of Council strategies: it supports the Corporate Plan priorities for a strong economy and thriving neighbourhoods and communities. It also links to the delivery of Sheffield’s Transport Strategy and Green City Strategy, particularly in its emphasis on encouraging active travel and the economic growth opportunities arising from the city’s response to climate change.</p>
2.2	<p>The Business Recovery Plan also forms part of the Council’s response to the COVID pandemic. A report to Cabinet in May 2020 on ‘COVID 19: Sheffield’s Response and Recovery’ summarised Sheffield City Council’s five core principles in its approach and the decisions the Council makes for the city’s COVID recovery</p> <ol style="list-style-type: none"> <li>1. Keep people safe and well</li> <li>2. Protect the most vulnerable people</li> <li>3. Support people to get back to school and work safely when the time is right</li> </ol>



	<p>4. Follow Government and scientific lead and help people with the difficult decisions they are having to make</p> <p>5. Support the city's economic recovery</p> <p>The plan supports all five principles but in particular contributes to supporting the city's economic recovery.</p>
<b>3.</b>	<b>HAS THERE BEEN ANY CONSULTATION?</b>
3.1	The COVID Business Recovery Plan is the result of collaboration between the Council, the two universities and the business sector. As well as the core Business Response Group, shadow groups have fed into the drafting process and the plan was also informed by the findings of Sheffield Business COVID survey. The first survey was completed by over 450 businesses.
<b>4.</b>	<b>RISK ANALYSIS AND IMPLICATIONS OF THE DECISION</b>
4.1	<u>Equality of Opportunity Implications</u>
4.1.1	The overall impact of the plan is positive for everyone, but particularly benefits people with all affected protected characteristics. As the plan is high level and individual projects and actions will follow, it will be important that these projects, which are not likely to need Cabinet approval, take into account the needs of those with protected characteristics, and work to further their interests. This should also benefit the economy of the city by enabling the full economic potential of the city.
4.2	<u>Financial and Commercial Implications</u>
4.2.1	There are no direct financial implications arising from the recommendations in this report. Proposals for funding activity associated with this plan will form part of separate approval processes. For example, an upcoming Leader's Report deals with the decision on £2million of funding for the overall recovery fund scheme. Proposals from this plan may be submitted to this fund.
4.3	<u>Legal Implications</u>
4.3.1	There are no legal implications arising directly from the recommendations in this report. However, implementation of the Plan will require further decisions in due course and the implications of the specific proposals being recommended will need to be considered at that time.
4.4	<u>Public Health Implications</u>
4.4.1	<p>Good work is recognised as one of the wider determinants of health, and a strong local economy which provides good, secure, work for people is key to health and well-being in Sheffield.</p> <p>Work carried out by the Council in its response to Covid-19 and included</p>

	<p>in the Business Recovery Plan has included supporting businesses to keep employees and customers safe from Covid-19 in line with public health guidelines, with a commitment to support the city to stay safe and to support the economy to stay open.</p> <p>The plan also seeks to enable the city to build back better, including increasing active travel and reducing car journeys and reducing the city's carbon footprint. Both these priorities will have positive benefits on health and well-being.</p>
<b>5.</b>	<b>ALTERNATIVE OPTIONS CONSIDERED</b>
5.1	<p><b>Do nothing:</b> The Council had the option of not collaborating with the Business Response Group to produce an action plan and instead solely relying on the SCR Renewal Action Plan for its response to COVID. However, this approach would have several disadvantages:</p> <ol style="list-style-type: none"> <li>1. It ignores the issues affecting businesses at a city level which a regional approach may not always be able to reflect.</li> <li>2. It ignores the vital role that anchor institutions and business networks play in the economy, not only in the more 'traditional' economic sphere of business support, transport, infrastructure and skills but also addressing inequalities, public health and environmental sustainability which are intrinsically linked to the economy.</li> <li>3. The opportunity to build a refreshed, more collaborative relationship with the business community would have been missed.</li> <li>4. The process of developing the city's own plan for business has informed our discussions with Sheffield City Region and allowed the city to better articulate what it needs from the regional plan: this opportunity would have been lost under a 'do nothing' approach.</li> </ol>
<b>6.</b>	<b>REASONS FOR RECOMMENDATIONS</b>
6.1	<p>The COVID pandemic has presented a number of challenges for businesses and the economy which, if not addressed, could lead to long-term issues in terms for employment, business and wages with knock-on impacts on health inequalities and people's wellbeing. The Sheffield COVID Business Recovery Plan sets out the priorities for the city in addressing these issues and creates a framework for the Council to work alongside the business community to support the city's recovery, protecting jobs and businesses.</p>

# Sheffield COVID Business Recovery Plan

## ***Who is this plan for?***

This plan is for civic and city leaders spearheading Sheffield's economic recovery response. It has been produced by the Sheffield Business Response Group – a co-operation between the Cabinet Member for Business and Investment and the private sector.<sup>1</sup> It identifies interventions to help focus our collective efforts and resources to address the impact of the COVID crisis on Sheffield businesses and jobs and provide a route map for recovery.

The plan focuses on our business response and is designed to complement other recovery plans to form the city's COVID response.

## ***Why is it so important?***

The last six months have been very challenging for most businesses. Those in sectors most reliant on social interaction or visits deemed non-essential, such as retail, hospitality and culture have faced dramatic reductions in demand, with many closing temporarily or operating at significantly reduced levels. We enter the autumn with warnings about a second wave of the COVID virus, creating further uncertainty and anxiety for the City.

The demand for support has been vast; the Council has distributed £100 million in grant funding whilst Business Sheffield has responded to over 6000 calls and provided 3000 1-2-1 business advisor sessions since March to support businesses to remain solvent through lockdown.

As the economy opens up and we all learn to live within the restrictions that keep us COVID-safe, the nature of the economic challenge is evolving<sup>2</sup>. Many businesses are looking for new ways to operate; opening up and trading safely is a top priority, yet this is often necessary but not sufficient to regain pre-COVID levels of economic activity. Businesses are also seeking to explore new markets, work more digitally and remotely and invest in new equipment to increase productivity or deliver new products. All of this will require continued support from the City, its regional partners and Government.

The vast majority of business sectors are experiencing lower demand owing to increased uncertainty. Over 40% of businesses recently surveyed are looking to scale down their operation in the coming months. Those businesses able to make adaptations and flex to changing consumer needs have a more positive outlook. However, it is clear that restoring consumer confidence to enable people to re-engage in economic activity is critical to retain jobs and maintain incomes in the medium term.

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<sup>1</sup> The Council has co-chaired a Business Response Group (BRG), charged with overseeing development of a Covid 19 Economic Recovery Plan. The BRG is made up of representatives from the Chamber of Commerce, Sheffield Property Association, Sheffield Digital, Cutlers Company, the Culture Consortium, Unight Sheffield and both Sheffield Universities.

<sup>2</sup> BRG's COVID 19 impact on business survey analysis (July/August 2020)

The scale of the economic impact of COVID 19 is only just becoming clear, as the UK enters the deepest recession since records began. This recession will have knock-on effects for people's wellbeing, proving again the links between the economy and health. We also know social inequalities are widening, and that not all communities are affected equally by the health or economic impacts of COVID 19. Young people, people from BAME backgrounds, women and people with health conditions and disabilities have been highlighted as being particularly severely affected and we need to act now to reduce the worst effects on our society. We also need to consider both the short and long term impacts of our response on the environment. Supporting businesses through this period is essential to help retain jobs and incomes. Without mitigating action at all levels of Government, unemployment is likely to soar. Together we need to take immediate action at city and district level, to promote consumer confidence, help businesses to adapt and survive and ensure that the foundations for economic renewal are not eroded during this unprecedented time.

COVID 19 has presented the city with new challenges but in some cases the pandemic has highlighted and even accelerated pre-existing trends. For example, increased automation was already posing challenges in terms of adapting workforce skills to changing employment demands but COVID has brought about an acceleration of digital transformation and contact-free services, remote working and distance learning. The impact on the high street as a result of declining retail expenditure in physical shops and stores was already leading to questions about the future role for both city centres and districts centres. This action plan needs to take account of work that was already happening to try and address these issues. Equally, we need to acknowledge the nature of these trends means they require a long-term approach and will not be solved by this short-term action plan alone.

Sheffield has significant assets and strengths which can provide opportunities, if leveraged appropriately, to produce sustainable economic activity to pull the city and region out of the COVID-generated recession. The University of Sheffield's Advanced Manufacturing Research Centre (AMRC) and Sheffield Hallam University's Advanced Wellbeing Research Centre (AWRC) are at the heart of Sheffield's innovation strengths and will play a key role in the City's recovery. The city has a burgeoning digital and tech sector and a city centre that was already adapting to the changing role of the high street. Sheffield's unique offer as The Outdoor City sitting within the Peak District National Park also presents a particular opportunity to promote itself as an attractive and safe place to visit, live and work within the context of COVID.

Many of these assets will be developed through long-term solutions, rather than short-term projects, but they remain part of the City's COVID response by building resilience and strengthening key parts of the economy for the future.

## ***What does the Business Recovery Plan do?***

Our COVID Business Recovery Plan provides a framework for action across 6 priorities identified by the BRG and informed by business survey responses. Against these 6 priorities, the plan highlights areas for immediate action (RELIEF), recommends ideas for short term interventions to help businesses adjust to the new economic environment (RECOVERY) and articulates key challenges for long term economic success (RENEWAL). This work will inform our bids for relief and recovery funding and help to shape the city's long-term economic strategy.

### **1. Stimulating demand in the local economy**

COVID 19 has undermined consumer confidence; even as the economy re-opens demand remains low. Stimulating demand, improving consumer confidence and identifying new market opportunities will be essential in the short term to keep businesses trading and maintain jobs.

### **2. Opening our city and district centres safely and securely**

To enable people to re-engage with the city, staff and consumers need to feel safe. This relies on our businesses and infrastructure operating in a COVID-safe way. Ongoing support is required to enable businesses and transport providers to put appropriate measures into place. Without intervention and in the absence of an effective vaccination programme, people will continue to feel unsafe for years.

### **3. Developing our skills base as a city to help communities get back to work**

COVID 19 has disrupted existing training and education, and it will inevitably lead to significant levels of unemployment as Government job retention schemes wind down. This priority puts forward some short-term steps to alleviate these issues whilst also looking ahead to a longer term strategic response to skills.

### **4. Helping to stimulate the conditions to encourage more start-ups in the city**

Our business density is historically low compared to other major cities and while new start-ups in Sheffield tend to be successful, there aren't enough of them. If there is to be a legacy from this pandemic it should be more start-ups and scale ups in this new environment, taking every opportunity to build further resilience into our economy.

### **5. Stimulating investment in culture to help rebuild confidence and visitor numbers**

The culture and hospitality sectors have been most affected by COVID, leaving a lot of businesses vulnerable. The sector is integral to our city's vibrancy and attractiveness; as such we must identify ways for the broader business community in Sheffield to get behind its recovery.

### **6. Working with business leaders on a longer-term economic strategy for Sheffield**

As we learn about the wholesale economic effects of COVID we will need to refocus our plans to tackle systemic economic challenges, both old and new, through a new economic plan. This will require a refresh and repurpose of the City Growth Board, to develop new ways of working effectively with regional partners and strengthen private sector collaboration.

### ***The structure of the document***

The following sections of the plan are structured around RELIEF, RECOVERY and RENEWAL interventions for the 6 identified priority areas.

**RELIEF** interventions are focused on immediate actions to keep business solvent and trading during severe restrictions on economic activity. These interventions have shaped our response to date.

**RECOVERY** interventions are focused on helping businesses and communities adjust and adapt to a new normal and overcoming the longer-term effects of COVID 19.

**RENEWAL** interventions are about ensuring the long term structural weaknesses in the economy are addressed and a more resilient, sustainable, fair economy emerges. The interventions within this phase may be less defined, and will take place over a longer time period (approximately from 1-3 years).

The interventions set out in the action plan will inform Sheffield City Council's proposed 'COVID 19 Economic Recovery Fund', which will enable commissioning of projects designed to provide immediate relief to businesses and the economy. These interventions will also work in conjunction with the [Sheffield City Region Renewal Action Plan](#), bidding for recovery funds and to mitigate the long term impact of the crisis.

### ***What does success look like?***

#### **Outcomes of our plan for our people, business and places**

1. People are able to travel and work in COVID-safe conditions, in good jobs that support their health and wellbeing.
2. Business failure rates amongst profitable and productive companies are minimised and good quality jobs are safeguarded.
3. Businesses have the confidence, information, support and infrastructure they need to operate through and beyond the current crisis, to adapt to changing circumstances.
4. New businesses are born and supported to grow and thrive and new inward investment secured on the basis of external companies choosing to establish a presence in Sheffield
5. We will seize opportunities to rebuild and renew our economy whilst becoming a cleaner and more sustainable city.
6. Our places and venues, in the city centre and in local neighbourhoods, adapt to the changing circumstances
7. Visitors and residents will be able to visit, learn about and enjoy the cultural, leisure and green spaces that Sheffield is renowned for.
8. School leavers and college leavers move on to meaningful, well-focused education, employment and training.
9. Unemployment and under-employment is minimised, including amongst disadvantaged groups and communities.
10. Workforce skills are enhanced to meet current and future demands, enabling people to fulfil their potential and thrive.

## **PRIORITY 1: STIMULATING DEMAND IN THE LOCAL ECONOMY**

Factors that stimulate indigenous business growth and attract new businesses, investment and talent to the city are perhaps less well understood and harder to influence directly but the BRG believes that within the context of the challenge of COVID, the best way to maximise the long-term impact of the Government and Sheffield City Region proposals in Sheffield is to ensure they are supported by interventions that drive economic activity and demand for labour. This includes improving consumer confidence, city marketing and opening new market opportunities through pivoting, supporting innovation and strengthening localised supply chains.

### **RELIEF**

#### **Access to support (advice and finance)**

- **Advising and signposting businesses to finance for businesses**, including any future Government grants that are locally delivered. This includes a programme of webinars related to COVID issues and sector specific business support sessions. Utilising Business Sheffield's gateway service as a business helpline to access support services and grants, alongside signposting to other business networks.
- **Link into SCR's 'Services and Knowledge Support for COVID-19 Adaptation' intervention** (subject to confirmed funding). This intervention includes scaling up the business support offer, specialist areas like HR, legal, company formation and structure, health and wellbeing (especially mental health), and health and safety (including COVID adaptations). This intervention could include **additional business support within Business Sheffield** to provide hands on 1-2-1 advice with SMEs to assist in prioritising action plans to survive, adapt and recover with a view to long term strategic growth and resilience.
- **Support the delivery of the 'Flexible Investment and Recapitalisation' element of SCR's Renewal Plan** (subject to funding), deploying a range of flexible investment mechanisms to support the adaptation and survival of viable companies and accelerate growth. It includes grants, loans and patient equity investment.

#### **Harnessing the Make Yourself At Home initiative to build consumer confidence in the city**

- The initial objective of the initiative is to boost economic resurgence in the local economy, as well as provide a platform for cross sharing of how people can re-engage with their local culture and communities as businesses and venues reopen.
- This will include working with local media to achieve greater awareness and engagement with the business community, enabling businesses to make effective use of the campaign, and for those businesses to become ambassadors in all social media related activity.
- Whilst businesses will be the primary focus, there also needs to be greater awareness and engagement from the general public, as that will ensure a wider audience base for their activities, benefitting the whole city. Cultural engagements and interventions will be critical to achieving this.

- Content (including a mix of on-site articles, video and social posts) will be produced in collaboration with a range of events and businesses to profile the campaign. Social networks will be deployed to extend this reach.
- ERDF funding through 'Re-opening the High Street Safely' grant scheme (RHSS) will be spent on additional staff capacity to improve engagement directly with businesses, content, media and production and dissemination.
- The ambition is to have all physical measures put in place across the city and district centres be branded as part of the MYAH scheme.

## RECOVERY

### **Build on Make Yourself At Home to build the city's national brand and profile and support the city's economic ambitions**

- This will include working on external investor campaigns (across all sectors, with relevant city partners)
- Addressing the skills gap and talent attraction campaigns
- Attract inward investment
- Supporting universities to attract and welcome new students to the city
- Supporting the cultural sector to firmly establish culture as a key product, identity factor and export of Sheffield
- Supporting the meetings and live events sector to reopen and build demand to support hospitality and tourism businesses across the city
- Utilising sports and the outdoors to position Sheffield as a city with an unbeatable way of life

### **Enable businesses to sustain and even thrive under COVID**

- **Supporting business growth through all engagements** encountered during COVID 19 and through the collective efforts of intermediaries in the city and private sector leaders. This includes working to support manufacturing businesses, as a core business base of the city, to realise emerging opportunities.
- **Supporting the hospitality and tourism sector to meet industry standards and implement current guidance.** Support businesses to engage with national and regional campaigns and execute a sustained city marketing plan to build confidence and strengthen the reputation of the city for visitors and business travel.
- Addressing the climate emergency will require **large scale investment to improve the energy efficiency of Sheffield's buildings.** We will encourage these developments and endeavour to maximise Sheffield's take-up of available government and private sector funding for energy efficiency works such as the Green Homes Grant. We will work to ensure that Sheffield businesses are in a position to benefit from the available investment initiatives, and that individuals and landlords are encouraged to take up the grants, reducing the city's carbon footprint, saving people money and improving living conditions and health.
- **Promoting innovation support for SMEs** by utilising the new contacts made through the grants and survey work and captured through social media and intermediaries; improving effective referrals throughout the city into accelerator and incubation



programmes; improve access to a broad range of expertise and facilities, and assisting with finance and scaling ambitions.

- **Deliver the ‘Leadership Support’ intervention of SCR’s Economic Renewal Action Plan** (subject to funding), focused on supporting business leaders to improve strategic decision making. This includes support to enable decision making on investment in technology (e.g. AI), low carbon transition, employee health and wellbeing, social responsibility and to develop new markets.

### **Intensify interventions relating to supply chains and procurement**

- Working with SMEs to enable them to bid to be part of OEM (Original Equipment Manufacturer) supply chains. This often requires SMEs to have appropriate quality control / accreditations. This is particularly relevant in Sheffield City Region as we don’t have many tier 1 integrators (who directly supply to OEMs) and create demand for tier 2 supply chain.
- Harnessing anchor institutions procurement through the city’s Progressive Procurement Group. This work would build on the relationships formed and strengthened through the initial response to COVID.
- Awareness raising of existing opportunities with the broad Sheffield / Sheffield City Region business base, through the promotion of existing portals; tools; training etc. available locally and nationally.
- Direct approaches to local companies to better understand their capabilities using an account management approach.
- Working with local public sector organisations to better understand their tendering requirements and processes; and to encourage local companies to be given the opportunity to bid for contracts;
- Meet the Buyer events and platforms – Promotion of existing planned events and also the potential to work with organisations to put on specific events and establish online showcasing, if a business case is established.
- Exploring the potential of delivering specific ‘Masterclass’ events to provide advice and training to businesses in respect of submitting successful tender responses;
- As part of the SCR Renewal Action Plan, working with companies to **remove some of their identified barriers** that prevent them from supplying target companies
- **Utilise intelligence gleaned from engagement** with local companies in respect of their capabilities. If there is sizeable demand for companies wishing to supply a particular organisation and/or sector, work with those organisations to raise awareness of capabilities, potentially leading to specific events or activities .
- Linking to the **‘Supply Chain and Procurement’ intervention in SCR’s Economic Renewal Action Plan** (subject to funding).

## **RENEWAL**

### **Supporting businesses to identifying new market opportunities through research and innovation**

- Supporting delivery of the Sheffield City Region Strategic Economic Plan which places innovation at the heart of business growth and aims to offer structured support for businesses of all sizes and for different forms of innovation (R&D/application of new technologies/translating ideas into new or improved processes /pivoting/new products/service-development)
- Actively promoting the benefits of innovation in all of its forms to raise demand. Better integrate with higher level skills activity (particularly digital and leadership) to develop and expand innovation potential and capacity for businesses through targeted internship and mentor programmes.
- Identifying specific opportunities for pivoting and innovation as opportunities arise. For example, working through the Business Sheffield and other BRG partners' events programme we will help our city's businesses to be more aware of the challenges and opportunities relating to transitioning to a low-carbon economy, including new market opportunities.
- This work strongly links to Priority 4 regarding start-ups (see page 16) but our approach needs to recognise that both transformational and small-scale incremental innovation are important for the city's economy.

### **Further developing of City brand within the context of COVID**

- By April 2021 there will be a new digital interface for the city of Sheffield combining several existing websites and content.
- From this base we aim to work with partners and stakeholders across the city to better promote Sheffield in a joined up way as a place, and make the most of a number of inherent qualities which will be more desirable post-COVID – access to green space, diverse sector offerings and an independent and vibrant way of life full of culture.

## **PRIORITY 2: OPENING OUR CITY AND DISTRICT CENTRES SAFELY AND SECURELY**

It goes without saying that Sheffield's economic recovery relies on businesses being able to reopen and staff and customers feeling safe in the city. Whether they are reopening shops, getting back to the office or restarting production, businesses may need advice and support in how they follow COVID guidelines. Individuals, whether they are customers or workers, will also need reassurance that they can go to work and move around the city safely and as easily as possible. In order to create a safe and as pleasant an environment as possible, and to enable people across the city, including those who may have additional barriers to access business services and opportunities, there needs to be underpinning social and physical infrastructure. This includes childcare, public transport, active travel measures and changes to the public realm to allow for social distancing. Our approach also needs to link to the challenges and opportunities of addressing Climate Change imperatives, including accelerating zero carbon transport and energy outcomes.

### **RELIEF**

#### **Opening our City Centre and District Centres**

- **Adapting public space and infrastructure** to support social distancing measures across 52 district centres:
  - Pavement widening, road closures, signage from floor stickers, queuing systems and hygiene practices.
  - Installing lamp post banners in every district centre to promote social distancing
  - Providing café seating barriers on loan free of charge to any business
  - Street spaces and places to support outdoor business trading and cultural activities - including physical provision and reallocation of public highways to enable increased space to be used for outdoor trading.
- **Increase levels of walking and cycling** to reduce demand on public transport and car use, with a view to developing lasting behaviour change. This will include continued capital investment in active travel infrastructure, as well as potential revenue streams to provide wrap around support for training and engagement.
- **Creating an exemplar** on Pinstone Street to demonstrate what can be done across the city to reclaim streets that have been closed.

#### **Giving businesses the most up to date and straightforward advice and support and streamlining processes to give them the best opportunity to operate effectively**

- **Providing advice on reopening** - Two comprehensive reopening guides have been produced and regularly updated to give retail and hospitality sectors the most up to date guidance. This has been complemented with a series of sector specific webinars, virtual Q&A sessions and regular mailings to hospitality businesses across the city region via Marketing Sheffield.
- Implementing the new **Temporary Coronavirus Pavement Café Scheme** which is free of charge and aims to allow any business with a straight-forward application to put seating outside to comply with social distancing requirements as quickly as possible.
- **Visits to all key district centres** to check on hospitality businesses being COVID secure and **connecting hospitality and visitor experience businesses in district centres** so they are linked into the support available. Funded by ERDF, **3 COVID Secure Ambassadors**

**recruited** to visit businesses to advise on COVID secure measures but also on business activities.

- Signposting to advice on disability accessibility to improve access to services for disabled people.

### **Confidence building with Make Yourself at Home**

- Engaging with the public to let them know what steps businesses are taking to make customers feel safe and secure and promote new retail and cultural experiences.

## **RECOVERY**

### **Supporting sectors particularly affected by COVID measures**

- **Reopening of Retail & Hospitality:**
  - Develop and implement a holistic plan to successfully allow the reopening of bricks and mortar retail, and the hospitality sector, whilst ensuring safety and providing reassurance to consumers and businesses.
  - Ensure the continuation of this support by establishing industry workshops and working groups.
  - Working with industry bodies and businesses to share best practice and start to stimulate demand.
  - Consider short-term projects to address vacant units on high streets as a result of declining shopping in physical retail stores – including changes of use to facilitate training, start-up space and digital access.
- **Conference, meetings and Live events:**
  - Supporting the meetings and events sector towards reopening into 2021 (and in some cases managing extended closure).
  - Developing and implementing a **sector specific programme of business support** through industry workshops, working groups and direct to businesses.
  - **Providing overnight coach parking** in the city centre for coach operators and group organisers wanting to bring groups into the city centre.
- **Childcare sector:**
  - **Monitor and review childcare provision** across the city to ensure it meets short-term demand and that childcare providers are able to access appropriate business support measures.

### **Measures to support active travel and public transport infrastructure**

- **Accelerate active travel plans** across the city, including delivery of the Transforming Cities Fund and Sheffield's Transport Strategy.
- **Bus and Tram recovery package** – A capital and revenue fund established to provide local enhancements to the bus network in response to impact of COVID 19 including a travel support scheme.
- **Confidence building measures** to support future bus use and investment in infrastructure and quality services, as well as continued commitment to develop the bus

and tram network, through capital investment and engagement with related policy mechanisms.

- **Access to local centres** – As home working becomes more prominent, demand for local centres is likely to increase as communities seek opportunities to make use of facilities and services closer to home. An enhanced package of safety, accessibility and resilience works are proposed to support the vibrancy of local centres and improve access to them by sustainable means.

## RENEWAL

### Redefining the role of Sheffield City Centre

- Ensuring there is enough land to meet business and employment needs, including potentially different floor space requirements as a result of COVID.
- The city's bid for the **Future High Streets Fund**, if successful, will help to 'future-proof' the area around the High Street, Fargate, Castle Square and the top of Angel Street both in terms of improving its long-term vibrancy and its capacity to support social distancing through more open space. Plans include event space, increased outdoor seating for cafes and bars, and new landscaping.
- Highlighting continued confidence in the City Centre, at **West Bar Square**, the partnership between Legal & General, Sheffield City Council and Urbo will bring forward £150m investment in the first phase of 200,000 sq ft of Grade A office space, 350 built-to-rent (BTR) homes, and landscaped public spaces.
- Advancing the development of **Heart of the City 2**, the city's commercial, leisure, retail and residential focal point, attracting occupiers and recognising the importance of quality public realm within the context of COVID 19.
- Continuing with developing the city centre housing offer to increase the residential population of the City Centre at **Sheffield Housing Zone North** and the **Devonshire Quarter**, including opportunities for family housing.
- **Castlegate** presents an opportunity to integrate the city's COVID 19 response as part of a new mixed use development, incorporating residential, office, retail and event space.
- Build on the success of **Grey to Green** as a means by which to improve the environment of the city centre, whilst also incorporating sustainable urban drainage, biodiversity and allowing for greater social distancing.
- As outlined in [Sheffield Plan: Our City, Our Future – Issues and Options 2020](#), future planning for the city needs to take account of challenges presented by COVID, including:
  - Greater importance of green spaces;
  - A need to reassess the requirements for office space;
  - The disproportionate impact on lower paid and less skilled people;
  - The future role of the City Centre;
  - Greater need for high quality, efficient digital infrastructure;
  - An expected reduction in commuting;
  - The increased importance of good and appropriate design of buildings.

## **Reimagining the role of District Centres**

- Explore the use of local Business Improvement Districts for local centres to enable local businesses to enhance existing services and run local marketing campaigns.
- Empowering more localised cultural activities linked to the keystone cultural institutions of the city.

## **Integrating the city's response to the Climate Emergency and COVID recovery**

- We will explore options to stimulate demand from businesses for improvements which will reduce energy use through accessing grant funding to provide advice, and funding for improvements, to reduce their carbon footprint and reduce energy costs.
- Addressing the demand for freight and logistics services, especially with the increase in delivery vehicles. Building on successful measures such as the eBike and the HE electric vehicle scheme, there is a potential to help businesses with new methods of delivering these services.
- Roll out of electric vehicle network to support transition to low carbon local economy and provide lower costs for businesses that could utilise this technology

## **PRIORITY 3: DEVELOPING OUR SKILLS BASE AS A CITY TO HELP COMMUNITIES GET BACK TO WORK**

Like any city, Sheffield faces long term challenges in how to improve its skills profile and ensure that there are opportunities to progress and retrain. The city also faces skills shortages in some areas which could act as a break on economic growth. But COVID 19 has created a sense of urgency around some key issues: it has disrupted existing training and education; it will inevitably lead to significant levels of unemployment as Government job retention schemes wind down and the impact of reduced demand for some services is felt. The unprecedented speed of the increase in remote working has made increasing digital skills, both basic and more advanced, even more vital than before. This action plan puts forward some short-term steps to alleviate these issues whilst also looking ahead to a longer term strategic response to skills.

### **RELIEF**

#### **More joined up working between skills providers and employers across the city**

- **Simplify communications** for individuals and businesses to help them understand the skills system, including opportunities to retrain and develop new skills.
- Leading skills providers will work with employers to **provide training routes** through to employment in key vocational sectors such as construction and health.
- **Provide more impartial advice for both individuals and employers** to help navigate training options, provide clear routes to employment, utilise individuals' transferable skills and support businesses to diagnose their skills gaps. This would complement and link to the SCR Renewal Action Plan.

#### **Identifying cohorts most at risk from COVID 19 disruption and recession, and finding ways that the business community can support them**

##### **Young People:**

- Business groups in the city will join up in partnership with the Council to give small businesses a **single gateway to access the Kickstart scheme**. The scheme is designed to create hundreds of thousands of 6-month work placements aimed at those aged 16 to 24 who are on Universal Credit and are considered at risk of long-term unemployment.
- Linking to the delivery of the 'Young People's Skills Guarantee' within the SCR Economic Renewal Plan. Examples of activity include:
  - Youth Hub to provide a single point of contact for young people to access independent advice and guidance
  - A mentoring scheme linking schools with recent graduates
  - Improving access to services for emotional wellbeing and support

##### **People at risk of being made redundant:**

- There is a gap in the current system for people who require immediate support as soon as they are aware they are being made redundant to start the transition towards new job opportunities, rather than waiting until they are officially unemployed.
- We need to accelerate the opportunity to access retraining and upskilling support, working with Sheffield City Region to access Adult Skills monies to deliver on a bigger scale and more quickly.

- This could potentially be addressed through the Advance SCR programme and the SCR Renewal Action Plan (subject to funding).

### **Most Vulnerable (including long term unemployed):**

- Short-term solutions to address immediate challenges for those digitally excluded including opportunities for businesses to support widening access (for example, replacing and recycling or disposing of old kit, and repurposing unused office premises)
- Focusing on scaling up and investing in existing infrastructure and programmes that we know work well rather than creating new programmes, and building key partnerships between agencies and providers that improves an individual's engagement and experience.
- Job brokerage is key to this element of work and requires job matching and labour market professionals, to provide a bridge between businesses looking to recruit and job seekers with the right aptitudes, to ensure that the eventual outcome for these groups is sustainable employment.

## **RECOVERY**

### **Address poor levels of digital use and innovation within the city's workforce and business base**

- Providing access to digital skill diagnostics for employers/workforce and tailored provision pertinent to specific industries. Digital specialists will be required to support organisational digital diagnostics and encourage better utilisation of digital tools, technologies and techniques to aid business productivity. This links to the delivery of 'Digital Adoption and Upskilling' intervention within the SCR Renewal Action Plan (subject to funding).

### **Matching skills provision with the local labour market**

- Improving impartial advice and guidance.
- Better promotion and marketing of opportunities.
- Improved employer engagement in the city to support an education, training and skills offer that matches employer ambition and future need.

## **RENEWAL**

### **Strengthening employer voice in skills system**

- Create a city-wide offer that links schools and colleges with employers in key sectors to strengthen employers' role in terms of engagement with individual programmes but also developing future strategies and projects.
- Enable employers who are already good at this to share their best practise.
- Improved regionally-focused industry advisory networks at local universities.
- Supporting SMEs to sponsor, mentor and support degree (and other) apprentices in key subjects.



## **Digital Inclusion**

- Accelerate the city's work on digital inclusion, recognising the increased emphasis on digital interactions as a result of the pandemic.
- Ensure that digital skills are embedded into support for those already facing barriers to employment and engagement e.g. disability, learning difficulties, poverty, homelessness.

## **Developing the skills for a low carbon economy**

- In order for Sheffield to achieve its ambition of zero carbon emissions by 2030, workers across a range of industries will need to learn new skills and ways of working. We will work with employers and with SCR to ensure that the city has the skills and knowledge necessary for the rollout of electric vehicles, widespread retrofitting of buildings and construction of low carbon sustainable buildings, and to support sustainable entrepreneurship.

## **PRIORITY 4: HELPING TO STIMULATE THE CONDITIONS TO ENCOURAGE MORE START-UPS IN THE CITY**

Sheffield has seen a significant increase in start-ups in recent years but has frequently seen lower start-up rates than other major cities. The reasons behind this are complex, and can't be easily solved in a short-term action plan. But we know that start-ups will be vital to Sheffield's economic recovery, and there are things that we can put in place to bolster existing work in this area. We need to take the friction out of the system and talk about it with one voice: there is already a lot of excellent support available in the city but as a business it can be confusing to work out which support is right for you. If we don't do this, Sheffield is at risk of falling further behind other cities, with knock on effects for individuals' employment, progression and wages.

### **RELIEF**

#### **Communicate and scale up the existing offer for start-ups in the city**

- Sheffield Incubator and Accelerator Network (SIAN) is in the process of creating a simple website that will provide **signposting** to the network members as sources of start-up support. The website is being funded by Sheffield Tech Parks. Additional support for this initiative would allow the website to provide a more detailed source of information, enable the network to undertake some communication activity and explore longer term ambitions around creating an angel investor group.
- Maximising the 'Launchpad' programme delivered across the Sheffield City Region. It brings a wide range of start up services, including workshops, events and one to one support from business advisors and coaches. It is fully inclusive and designed to help ambitious entrepreneurs set up and run successful businesses and support SME's with up to 10 employees to take the next step and grow their business. It works closely with its partners in the Sheffield Incubation and Acceleration Network to refer start ups and small businesses with physical office and co-working space in the city, alongside acceleration programmes such as Kollider and Twinkl Hive.
- Ensure that start-up support capacity and programmes addresses the needs of people who have **recently been made redundant** (or are at risk of being made redundant), those who have decided to, or been forced **to close their business** and are considering starting another one and women who are under-represented as business founders.
- Link start-up support to **supply chain activity** (page 7 ) and innovation activity and the opportunities this creates for new business.
- With additional funding, develop an **enhanced start up programme** to work with additional new start enquiries and deliver activity directly in **district centres** using community networks and the strong community response teams in the district centres of Sheffield who have good links in their high streets and communities to access community buildings and resources to deliver targeted place-based activity. These new enquiries should be linked into the start-up infrastructure in the city including those incubation and acceleration opportunities available through SIAN.
- Link to activity around the Sheffield City Region Renewal Action Plan, which proposes a **Digital Hub that will deliver digital adoption** to established businesses but also support more tech businesses to start-up and scale-up. Tech advisors would work as mentors in

those start-ups to link those new businesses into the business and incubation offer across the city alongside access to a co-investment fund which will focus on pre seed and seed investment.

- Subject to funding, potentially contribute towards existing **city investment funds** that provide equity investment for start-ups in specific sectors.

## **RECOVERY**

### **Introduce a ‘wraparound’ service to complement existing provision**

- This service would bring together existing provision and support it by filling gaps and providing signposting to resources and networks to create a more integrated offer. It would provide a single point of access to the city’s support for start-ups and would be a focal point for communications activity to promote Sheffield as an attractive destination for start-ups to develop and thrive.
- There is potential for these gaps to be addressed through the SCR Renewal Action Plan. Gaps identified so far include:
  - An enhanced start up programme to work with additional new start enquiries and refer effectively throughout the city into accelerator and incubation programmes and assist with finance and scaling ambitions. This could include providing dedicated start-up support in district centres using community networks to communicate the offer, improving access and engagement with support across the city.
  - Specialist advice
  - Individuals who can act as ‘connectors’ to introduce and link entrepreneurs with organisations that have problems to be solved.
  - City-wide mentor programme where our successful entrepreneurs and start-up/scale-up experts share relevant experience and know-how to support new start-ups.
  - Investment

## **RENEWAL**

### **Develop regional capacity to deliver solutions-based innovation**

- Challenge based models could be developed, connecting entrepreneurs with established businesses and anchor institutions, facilitating collaboration focussed on developing practical and commercial solutions to recognised industry problems or societal challenges affecting the city. The process would match skills with specific problems, as well as providing a way for existing start-ups to identify potential ways in which to flex their business model to enhance long term viability and impact . This model could involve the public sector and universities in the city to address issues and problems they are currently facing.
- For example, Sheffield is a centre of expertise in sustainable innovation, and the low carbon economy is a growth area for the city and nationally. We will explore options for

increasing the number of start-ups in the low carbon sector with a focus on those with the potential to scale.

- Engage and encourage more established businesses in the city to act as incubators - to either act as a catalyst for new spin out businesses or offer space and expertise for people with ideas that complement their business model.

“TwinklHive launched in October 2019, we support missional companies who want to make a difference in their sector to reach their goals and to create real impact - we do this by providing investment, mentorship, residency in our Sheffield office and also by helping them to build and market their products. Our goal is to attract 50% of our investment companies to open operations in Sheffield. To date, the Hive has invested in 8 companies, 4 of which have operations in Sheffield. In total TwinklHive has created 26 jobs.”

Tim Elgar, Head of Culture and Leadership, Twinkl

### **Continue to recognise the importance of place for start-ups**

- Promote the role places can play in supporting start-ups by encouraging economic clusters, where close proximity allows them to transact business more cheaply and easily; to resolve their problems quickly and efficiently; and learn earlier and more directly, about new practices. In Castlegate, for example, there is potential for an emerging concentration of interdependent knowledge-based businesses that are intrinsically linked through common or complementary creative and digital technology.
- Ensure there is provision for different types of start-up space, including non-office and flexible indoor and outdoor market spaces, which can still benefit from proximity to the city centre.

### **Creating a pipeline of ‘deal ready’ indigenous businesses for investors**

- Through start-up networks, identify businesses with greatest potential for growth.
- Work with these businesses to ensure they are investment ready.
- This would link to SCR Renewal Plan interventions on investment readiness.

### **Launch a new approach to promote Sheffield as a place to invest and start a business**

- Underpinned by research, package Sheffield as a destination for start-ups and investors excited by innovation - focus on our specialisms and signature places to help differentiate the city, and tell the story of why innovative companies thrive in the city.
- Harness contacts through wider business networks as part of the city’s external engagement.
- Utilising ‘Make Yourself at Home’ as part of a promotional communications campaign.

## **PRIORITY 5: STIMULATING INVESTMENT IN CULTURE TO HELP REBUILD CONFIDENCE AND VISITOR NUMBERS**

Culture plays an important and somewhat undervalued role in local economies, particularly in cities. Culture draws in talent, drives regeneration and stimulates creativity and enjoyment for residents. Yet the culture sector has been one of the sectors most affected by COVID-19, with nearly £11m in lost income from ticket sales, retail sales, sponsorship and donations reported through a recent University of Sheffield survey.

The vast majority of the city's culture and creative sector are small or micro businesses and many people who work in the industry are self-employed. Meetings, conferences and live events are the mainstay of the city's tourism and hospitality sector, and given the new restrictions many venues are not allowed to reopen or will find it economically unviable to open until 2021.

The BRG recognise the importance of the sector to Sheffield's long-term economic success and this plan supports the sector's Culture Recovery Plan and identifies ways for the broader business community in Sheffield to get behind its recovery.

Nationally there are calls for specific support for businesses in the hospitality, culture, arts and recreation sectors that are unable to operate at normal levels of capacity. The sector needs targeted support at viable firms who have higher fixed costs to prevent venues closing and job losses. Existing schemes like the, The Self-Employment Income Support Scheme should be extended for self-employed and freelancers in sectors affected by local restrictions.

### **RELIEF**

#### **Protecting cultural assets**

- Joined up city-wide strategic approach to support **its** cultural assets, including for those organisations that are unsuccessful or ineligible for Government support. Joining forces with other cities and organisations to make available a contingency support fund for these hard hit sectors.
- Utilising the University of Sheffield Impacts Snapshot and University of Sheffield Submission to DCMS to make the case for continued medium term investment in culture.
- Supporting creatives, especially micro-businesses and freelancers:
  - ensuring the city's business support offer is relevant and accessible, including digital infrastructure and training;
  - creating opportunities for graduates and young people in the sector to help to increase diversity in the sector
  - co-ordination of a collective arts sector Kickstarter programme (minimum cohort 30) to make it accessible for arts organisations
  - Assistance to small cultural organisations with apprenticeship schemes
- Supporting cultural organisations to adapt and develop new business models and income sources in order to survive the medium and longer term.

#### **Creating confidence for the sector and its audience**

- Communicating and promoting the city's cultural offer as it reopens to the public – including linking to the Make Yourself at Home campaign – using case studies/ambassadors to reassure visitors that venues are safe

- Reopening guidance for the sector that includes evolving updates to enable organisations to plan collaboratively, constructively and with confidence
- Engagement of wider business community: developing a programme for the business and culture sectors to support each other to regenerate the city centre; promoting commissions, community arts and media projects
- Potential for a fund to underwrite/subsidise cultural events in order that event organisers can plan with confidence and deliver creative content that encourages people to re-engage with the city centre
- Support for Create Sheffield (Sheffield's Cultural Education Partnership) to strengthen the cultural education offer for children and young people, focusing on activity designed with, by, for young people living in areas of socio-economic deprivation, inspiring creativity and developing individual social and cultural capital.
- Skills time banking scheme linking businesses and creatives, based on the existing time banking scheme run by Sheffield Creative Guild.
- Support for grass-roots music venues.

## **RECOVERY**

### **Establishing a strong research and data baseline**

- University of Sheffield UKRI year-long research (unique in the country) will use data from Sheffield audiences to inform how sector responds nationally to COVID: venues, audiences and freelancers.
- Move forward with South Yorkshire local authorities' report by Chamberlain Walker – Unlocking Culture, Arts and Heritage in South Yorkshire
- Lead national understanding of Covid recovery; learn from and contribute to other national research and best practice, to provide tools for advocacy and lobbying.

### **Linking strategic partners and advocacy**

- Culture Collective and Culture Consortium to forge stronger links to wider networks in the city, regionally and nationally
- Build a stronger relationship between culture and heritage
- Harness Sheffield City Region's commitment to culture (set out in its draft Strategic Economic Plan) for investment and advocacy on a national level – see notes above too.
- Engage with the Northern Cultural Powerhouse to 'level up' culture in the North

### **Promoting 'shovel-ready' opportunities**

These would include:

- Future High Streets Fund bid – renewal of Fargate with high quality street scene and indoor/outdoor events focus, to create vibrancy and dwell time.
- Darnall Community of Culture – 2-year programme of creativity linking Darnall and the City Centre, celebrating diverse communities
- Harmony Works – new music education centre accessible to all the city's young music-makers, in a beautiful repurposed Grade II Listed building in Castlegate quarter.
- Tinsley Art Project – major public sculpture by internationally-renowned artist Alex Chinneck, showcasing heritage and twenty-first century design and engineering.

- S1 at Park Hill – nationally-significant new arts complex in iconic Listed structure
- Castlegate – Sheffield’s historic core, with many cultural regeneration opportunities

## **RENEWAL**

### **Establishing a longer-term vision for culture and its role in the economy**

- Developing a strategy for investment at a regional and national level, including building stronger relationships with Arts Council England, British Film Institute, National Lottery Heritage Fund, other funders and philanthropic investment.
- Delivery of the City Council’s developing Cultural Assets Strategy, especially renewal of the Central Library/Graves Gallery building to provide spaces for knowledge, learning, art and creativity that the city can be proud of.
- Recognising the value of the city’s cultural and creative assets as part of a vibrant city centre
- Increasing diversity within the cultural sector’s workforce and leadership.
- Putting young people at the centre of the city’s cultural vision.
- Securing development funding for new and existing projects.
- *Make Yourself At Home campaign* to help celebrate the culture on offer in Sheffield, to bring both visitors and talent to the city.

## **PRIORITY 6: WORKING WITH BUSINESS LEADERS ON A LONGER-TERM ECONOMIC STRATEGY FOR SHEFFIELD**

As we learn about the wholesale economic effects of COVID we will need to refocus our plans to tackle systemic economic challenges, both old and new, through a new economic plan. The approach adopted by the Business Response Group has demonstrated the ability and appetite for the public and private sectors to work effectively together at a time of challenge and difficulty with a focus on a common purpose. It is important that the way in which partners across Sheffield work together changes and adapts to the new economic conditions, and that there are opportunities for the full diversity of businesses and economic actors to be involved at the appropriate levels.

### **RELIEF**

- Cabinet Member for Business and Investment working with the **Business Response Group** for fast and responsive business leadership in recovery planning. This represents a new collaborative relationship with the private sector, meeting weekly throughout the crisis to give front line feedback and guide the business response to COVID 19.
- **Direct business surveys** undertaken to assess how businesses are operating during lockdown, the impact on their trading activity, the critical challenges they face and the support they need. To inform our initial response and shape the short term interventions and calls for recovery funding.

### **RECOVERY**

- **Creating Sheffield's new Economic Partnership:** Learning lessons from the positive partnership activity of the former City Growth Board, and building on the impetus of recent successful collaborations illustrated by the BRG's approach; the City Growth Board will be replaced with a new private sector led city partnership. The partnership will forge constructive linkages across the Sheffield City Region to build synergies, and draw in trusted partners with specific knowledge, experience and expertise to add value and coalesce around a common purpose to shape and facilitate delivery of a new economic strategy for the city.
- Services and projects will be designed with the involvement of intended users to maximise effectiveness and accessibility.
- In order to bring a fresh perspective and ensure we have access to the latest data and economic thinking we will look to **engage independent external expertise** to help drive a new economic strategy forwards, engage stakeholders and advise civic leaders.
- **Strengthening the elected member/ business interface** – reinstate business 1-2-1s / visits with Cabinet Members.

### **RENEWAL**

- Core policy areas, not covered in detail in the Business Recovery Plan but **fundamental to a longer term economic strategy:**
  - Sustainability and moving to a low carbon economy
  - Health and wellbeing
  - Innovation and entrepreneurial culture



# Equality Impact Assessment

## Introductory Information

### Budget/Project name

Sheffield COVID Business Recovery Plan

### Proposal type

- Budget
- Project

### Decision Type

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

### Lead Cabinet Member

Cllr Mazher Iqbal

### Entered on Q Tier

- Yes
- No

### Year(s)

- |                             |                             |                             |                             |                             |                             |  |  |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|--|--|
| <input type="radio"/> 14/15 | <input type="radio"/> 15/16 | <input type="radio"/> 16/17 | <input type="radio"/> 17/18 | <input type="radio"/> 18/19 | <input type="radio"/> 19/20 | <input checked="" type="radio"/> 20/21 | <input checked="" type="radio"/> 21/22 |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|--|--|

### EIA date

06/10/2020

### EIA Lead

- |   |                                       |
|---|---------------------------------------|
| <input type="radio"/> Adele Robinson                | <input type="radio"/> Ed Sexton       |
| <input checked="" type="radio"/> Annemarie Johnston | <input type="radio"/> Louise Nunn     |
| <input type="radio"/> Bashir Khan                   | <input type="radio"/> Michelle Hawley |
| <input type="radio"/> Beth Storm                    | <input type="radio"/> James Henderson |
| <input type="radio"/> Diane Owens                   |                                       |

### Person filling in this EIA form

Victoria Penman

### Lead officer

Diana Buckley

### Lead Corporate Plan priority

- |  |   |   |   |   |
|--|---|---|---|---|
| <input type="radio"/> An In-Touch Organisation | <input checked="" type="radio"/> Strong Economy | <input type="radio"/> Thriving Neighbourhoods and Communities | <input type="radio"/> Better Health and Wellbeing | <input type="radio"/> Tackling Inequalities |
|--|---|---|---|---|

## Portfolio, Service and Team

### Cross-Portfolio

Yes       No

### Portfolio

Place

Is the EIA joint with another organisation (e.g. NHS)?

Yes       No

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

The Economic Recovery Plan has been produced by the Sheffield Business Response Group – a co-operation between the Cabinet Member for Business and Investment and the private sector. It identifies interventions to help focus our collective efforts and resources to address the impact of the COVID crisis on Sheffield businesses and jobs and provide a route map for recovery.

The plan focuses on our business response and is designed to complement other recovery plans to form the city's COVID response.

## Impact

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

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

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

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

### Overview

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

The Business Recovery Plan seeks to support businesses in sectors particularly hard hit by Covid-19, and for businesses to recover in a way which supports good jobs and sustainability. It aims for unemployment and under-employment to be minimised, including amongst disadvantaged groups and communities, and to improve skills, with a particular focus on those most likely to be made redundant, which includes people with protected characteristics.

Sectors particularly hard hit by Covid-19 include leisure and hospitality, culture and transport. These sectors all disproportionately employ people with protected characteristics and efforts to minimise job losses and improve working conditions in these sectors should have a positive benefit.

Supporting Sheffield to recover in a way which is sustainable and encourages good jobs will also have a positive impact on people and communities with protected characteristics

The plan itself is high level, and in maximising benefits for people with protected characteristics, it will be key beyond this report that any projects, and funding allocated to projects, under the plan take into consideration the needs of protected groups.

## Impacts

### Proposal has an impact on

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

Give details in sections below.

### Health

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

Yes     No    *if Yes, complete section below*

#### Staff

Yes     No

#### Impact

Positive     Neutral     Negative

#### Level

None     Low     Medium     High

#### Details of impact

#### Customers

Yes     No

#### Impact

Positive     Neutral     Negative

#### Level

None     Low     Medium     High

#### Details of impact

Work is recognised as one of the wider determinants of health, and a strong local economy which provides good, secure, work for people is key to health and well-being in Sheffield.

Unemployment, job insecurity and poor working conditions have a detrimental impact on health and well-being. Evidence has shown that job insecurity, unemployment and financial concerns during Covid-19 are fuelling worsening mental health, with people with protected characteristics being particularly at risk of unemployment and job insecurity. Young people in particular have reported worsening mental health and increases in feelings of isolation.

At the same time increases in unemployment and reduced income has also increased poverty rates, with the Trussell Trust reporting that nationally 100,000 used foodbanks for the first time since April. Poverty is anticipated to increase dramatically as the furlough scheme ends, and again people from protected characteristics are particularly likely to be impacted, with young people, disabled people and people of BAME heritage less likely to have savings to fall back on.

The Business Recovery Plan seeks to minimise the impact on jobs and so to have a protective effect on health.

Work carried out by the Council in its response to Covid-19 and included in the

Business Recovery Plan has included work to support businesses to keep employees and customers safe from Covid-19, with a commitment to support the city to stay safe and to support the economy to stay open.

The plan also seeks to enable the city to build back better, including increasing active travel and reducing car journeys and reducing the city's carbon footprint. Both these priorities will have positive benefits on health and well-being.

**Comprehensive Health Impact Assessment being completed**

Yes       No

*Please attach health impact assessment as a supporting document below.*

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

Yes    No

**Health Lead**

Susan Hird

## Age

### Staff

Yes       No

### Impact

Positive     Neutral     Negative

### Level

None       Low       Medium       High

### Details of impact

### Customers

Yes       No

### Impact

Positive     Neutral     Negative

### Level

None       Low       Medium       High

### Details of impact

People at the extremes of the age spectrum are particularly impacted by the economic impacts of Covid-19, as well as health impacts, with older people being at greater risk of acute impacts and younger people increasingly recognised as experiencing 'long covid'. Nationally, young people, particularly those under 25, have been more likely to be furloughed or become unemployed. Apprenticeships have stalled and graduate job recruitment has dropped significantly. Younger people are particularly likely to work in the leisure and hospitality sectors, and particularly in the night time economy, all of which are severely impacted by Covid-19 and likely to have long term impacts.

There are specific actions within the plan to address the disadvantage of young people, including:

- the Council becoming a single gateway to enable the small and medium enterprises that make up the majority of the city's employers to take part in the Kickstart scheme
- Linking to the delivery of the 'Young People's Skills Guarantee' within the SCR Economic Renewal Plan

The Business Recovery Plan has a specific focus on the culture and leisure sector and protection of this sector will go some way to protecting the interests of those young people employed in the sector.

Children's interests are protected by the focus on trying to keep the economy open and minimise job losses and income reduction as evidence shows that parental employment status, and stress, has an impact on childhood wellbeing and outcomes. Specific attention to the provision of childcare and early years education, as well as continuing a cultural offer for children also benefits children.

Older workers have also been impacted by Covid-19 and those who lose jobs are at greater risk of finding new employment. The increase in home working and reliance on digital technology means that those with fewer digital skills or access to technology are at a disadvantage, and whilst increases in digital skills have been seen across all age groups, many older people have lower levels of digital skills. The plan looks to improve digital inclusion which will have a positive benefit.

## Disability

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

### Customers

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

Many disabled people are at increased health risk from Covid-19 and this impacts both on their employment experience and opportunities, and experience and access to services as customers.

The focus on local district centres will be particularly beneficial to those who have barriers to travelling to the city centre, and Business Sheffield will share best practice on disability access and employment during Covid-19.

## Pregnancy/Maternity

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

### Customers

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

Childcare provision has been hard hit by Covid-19 in many places although Sheffield has so far not experienced nursery closures at a significant level, and the Council is continuing its usual work to ensure the provision of childcare, including providing advice to childcare providers on available funding support. The plan commits to monitoring childcare provision with the potential to act should the sector be affected as furlough comes to an end and then as any decrease in home working leads to increased levels of demand.

## Race

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

### Customers

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

People from BAME backgrounds have been disproportionately impacted as a result of Covid-19. Some people of BAME backgrounds are at increased risk from Covid-19 health impacts, increasing the need to shield, and resulting in long term health impacts that can affect employment opportunities. They are also more likely to work in sectors and roles with a high level of face to face contact, and so are at greater risk of coming into contact with the virus.

People from BAME backgrounds are also more likely to work in sectors which have been negatively impacted and so have increased job insecurity and unemployment and income loss, particularly those working in transport, hospitality and retail.

Actions to keep the economy open, and particularly the city centre and district centre retail and hospitality sectors, as well as support to travel providers, should have a positive effect on people from BAME backgrounds. It will be important that services provided to those at risk of unemployment or following redundancy are designed to be accessible. Involving potential service users from different backgrounds can assist with this.

## Sex

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

**Customers** Yes  No**Impact** Positive  Neutral  Negative**Level** None  Low  Medium  High**Details of impact**

During lockdown, women were more likely to work in the sectors that had to completely shut-down such as hospitality (23% of women vs 16% men in these industries nationally). Mothers were 47% more likely to have permanently lost their jobs or resigned as a result of COVID-19 than fathers, and for those mothers in work, mothers in two-parent households were doing, on average, a third of the uninterrupted paid-work hours of fathers. Women are also more likely to be negatively impacted financially: nationally 75% of furloughed male workers had their wages topped up beyond the 80% government cap provided for under the Coronavirus Job Retention Scheme, in comparison to 65% of female workers. The long term economic impact on women is likely to be significant, and the intersection of gender and race is likely to mean that women from BAME communities are impacted particularly, as are carers and single parents.

The Business Recovery Plan's focus on retail, hospitality and culture industries will benefit women, and it will be important that projects that come out of the plan and subsequent economic strategy support women to play a full role in the economy.

**Partners****Staff** Yes  No**Impact** Positive  Neutral  Negative**Level** None  Low  Medium  High**Details of impact****Customers** Yes  No**Impact** Positive  Neutral  Negative**Level** None  Low  Medium  High**Details of impact**

Sheffield City Council has developed the Business Recovery Plan in an equal partnership with city partners including representatives of businesses including:

- Chamber of Commerce
- Sheffield Property Association
- Sheffield Digital
- The Company of Cutlers
- The Culture Consortium
- Unight Sheffield
- The University of Sheffield
- Sheffield Hallam University
- Sheffield City Council

The plan aims to benefit the businesses of Sheffield, as well as to further joint working with partners to develop an economic plan for the city.



## Poverty & Financial Inclusion

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

### Customers

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

The Business Recovery Plan aims to protect jobs in the city, so that people are able to work in good, Covid-safe jobs that support their health and well-being and unemployment and under-employment are minimised. It aims to support the city to recover from the recession brought on by Covid 19 in a way which is sustainable. Those at risk of redundancy are prioritised in receiving skills and training and employment support, as are young people who are at particularly high risk. It will be important for the minimisation of poverty and financial exclusion that projects resulting from the plan take into account the needs of those experiencing poverty and financial exclusion.

## Cumulative Impact

### Proposal has a cumulative impact

- Yes       No

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

*If yes, details of impact*

All of Sheffield will be affected by the recession triggered by Covid-19. As has been evidenced by previous recessions, the response provided early on will have an impact for generations to come.

### Proposal has geographical impact across Sheffield

- Yes       No

*If Yes, details of geographical impact across Sheffield*

All of Sheffield will be impacted by the Business Recovery Plan. District Centres and the city centre are a specific focus.

### Local Partnership Area(s) impacted

- All       Specific

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

## Action Plan and Supporting Evidence

### Action Plan

- Projects resulting from the Recovery Delivery Plan will be required to take into consideration how they will ensure access for and advance the equality of people with protected characteristics.
- Projects will be required to monitor protected characteristics and access and outcomes of participants.
- Where appropriate and practicable, monitoring should be reviewed mid-way through projects and delivery models adjusted if they are not equitable and effective. High level monitoring of Sheffield economic indicators will be carried out for equality groups where this information is available.

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

The EIA draws on a wide range of material and knowledge accumulated during the development of the Business Recovery Plan including conversations with experts in relevant fields and academic and grey literature including:

- Sheffield City Region Renewal Action Plan <https://sheffieldcityregion.org.uk/renewal-action-plan/>
- “How Are Mothers and Fathers Balancing Work and Family After Lockdown”, Institute for Fiscal Studies <https://www.ifs.org.uk/publications/14860>
- “Minority Communities in the Time of Covid and Protest”, Hope Not Hate <https://www.hopenothate.org.uk/wp-content/uploads/2020/08/BAME-report-2020-08-v3-00000003.pdf>
- “Levelling Up the Economy Beyond Covid”, JRF <https://www.jrf.org.uk/event/webinar-levelling-up-the-economy-covid-19>
- “Coronavirus and Disability: What You Need to Know”, Business Disability Forum <https://businessdisabilityforum.org.uk/coronavirus-and-disability/>
- “Covid 19 and the career prospects of young people”, Institute for Fiscal Studies <https://www.ifs.org.uk/publications/14914>

## **Consultation**

### **Consultation required**

Yes  No

### **If consultation is not required please state why**

Cabinet is being asked to provide support for a shared plan created by the Council and representatives of business and the skills sector in Sheffield. In addition to the Business Recovery Group, a wide range of businesses have been consulted during the development of the plan which has been fully coproduced.

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

Yes  No

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

Yes  No

### **If you have said no to either please say why**

At this stage the plan is high level and does not have detrimental effects on staff or customers. As projects following the plan are progressed, further information will be made available.

## Summary of overall impact

### Summary of overall impact

The overall impact of the plan is positive for everyone, but particularly benefits people with all affected protected characteristics. As the plan is high level and individual projects and actions will follow, it will be important that these projects, which are not likely to need Cabinet approval, take into account the needs of those with protected characteristics, and work to further their interests. This should also benefit the economy of the city by enabling the full economic potential of the city.

### Summary of evidence

The EIA draws on a wide range of material and knowledge accumulated during the development of the Business Recovery Plan including conversations with experts in relevant fields and academic and grey literature from a range of organisations.

### Changes made as a result of the EIA

The EIA process has highlighted the need for individual projects to take into account the needs of those with protected characteristics, and work to further their interests, which will also benefit the economy of the city by enabling the full economic potential of the city. Specific actions relating to disability have been added to the plan.

## Escalation plan

### Is there a high impact in any area?

Yes  No

### Overall risk rating after any mitigations have been put in place

High  Medium  Low  None

## Sign Off

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

Yes  No

Date agreed

**Review Date**



**Author/Lead Officer of Report:**  
Craig Rogerson/Principal Committee Secretary

**Tel:** 27 34014

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

**Report to:** *Cabinet*

**Date of Decision:** *21 October 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 of the following staff from the Council's 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:-

<b><u>Name</u></b>	<b><u>Post</u></b>	<b><u>Years' Service</u></b>
<b><u>People Portfolio</u></b>		
Ruth Mather	Assistant Headteacher, Woodthorpe Community Primary School	23
Susan Woodhouse	Senior Teaching Assistant Level 3, Rowan School	31
Richard Tasker	Commissioning Officer	20
Lorraine Thorneloe	Specialist Teaching Assistant	25
<b><u>Place Portfolio</u></b>		
Diane Persks	Passenger Assistant	36

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**Author/Lead Officer of Report:**  
Damian Watkinson,  
Finance Manager

**Tel:** 0114 273 6831

**Report of:** *Eugene Walker*  
**Report to:** *Cabinet*  
**Date of Decision:** *21<sup>st</sup> October 2020*  
**Subject:** *Capital Approvals for Month 05 2020/21*

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? ***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 5 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 contracts
- Approve the acceptance of grants as detailed at Appendix 2
- Approve the making of grants to 3<sup>rd</sup> Parties as detailed at Appendix 2a

**Background Papers:**

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>Tim Hardie</i>
	Legal: <i>Nadine Sime</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</i>
3	<b>Cabinet Member consulted:</b> <i>Terry Fox</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>Damian Watkinson</i>
	<b>Job Title:</b> <i>Finance Manager Business Partner Capital</i>
	<b>Date:</b> 01/10/20

# MONTH 05 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 05 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:

13 additions of specific projects to the capital programme creating a net increase of £15.29m;

- 3 variations creating a net reduction of £14.36m;
- 1 re-profile of expenditure with no increase to budgets

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 in relation to schemes to be delivered, Appendix 2 in relation to grants to be accepted and Appendix 2a in relation to grants to be issued.

### 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, Appendix 2 in relation to grants to be accepted and Appendix 2a in relation to grants to be issued

### **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 Services | Commercial Business Development**

**October 2020**

Scheme name / summary description		Value £'000
<b>A</b>	<b>Economic growth</b>	
	New additions	
Page 77	<p><b>Kirkbridge Dyke Flood Alleviation</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>The Sheffield Three Brooks Environmental and Flood Alleviation Scheme (FAS) is part of the wider Sheffield Flood and Water Management Capital Programme. Sheffield City Council is leading the scheme in partnership with the Environment Agency. The scheme seeks to address the risk of flooding along three watercourses in Sheffield: Jervis Lumb, Kirkbridge Dike and Car Brook. Funding has become available from the Environment Agency to address the main issues at Kirkbridge Dyke.</li> <li>Historic flood events affected Kirkbridge Dike in May 2003 and June 2007. Across the Kirkbridge Dike catchment there are between 28 and 37 residential properties considered to be at risk of flooding depending on the severity of the flood event . In addition to the residential properties, the main flood risk receptors have been identified as a mixture of residential, industrial and commercial properties at Manor Park, Greenland, Parkway Business Park and highway infrastructure at Sheffield Parkway (A57) slip road.</li> <li>Without intervention it is considered that the existing condition of the Kirkbridge Dike will deteriorate. The consequences of not taking action would cause an increasing level of flood risk over time to people, property and infrastructure in the areas surrounding Kirkbridge Dike. This is not considered a viable or acceptable option and would not meet the aspirations of the local River Don Catchment Flood Management Plan, Sheffield City Council or Environment Agency objectives, which all prescribe taking action where possible and where economically viable.</li> </ul> <p><b>How are we going to achieve it?</b></p> <p>The proposed scheme would move 20 residential properties in a socially deprived area into lower flood risk categories, and would reduce predicted flood depth at many other locations across the catchment (although without changing their flood risk categories). It would do this via targeted work to culverts, based on priority, with Grade 5s being the most urgent.</p> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>move 20 properties into lower risk categories</li> <li>reduces predicted flood depth at many other locations across the catchments</li> <li><b>When will the project be completed?</b></li> </ul> <p>November 2020</p>	+139

	<b>Funding Source</b>	Environment Agency Grant In Aid	<b>Amount</b>	£139,000	<b>Status</b>		<b>Approved</b>		
	<b>Procurement</b>		i. Design and construction of flood alleviation works by instruction under the existing Sheffield Watercourses contract let to NMCN Ltd.						
Variations and reasons for change									
	<b>None</b>								
<b>B</b>	<b>Transport</b>								
New additions									
<b>Page 78</b>	<b>None</b>								
	Variations and reasons for change								
	<p><b>Inner Ring Road [IRR] Southern Study</b></p> <p><b>Scheme description</b></p> <p>The Inner Ring Road (IRR) is historically the busiest section of the Sheffield highway network.</p> <p>This scheme was originally approved to undertake a study and complete the tasks necessary to identify options for improving the southern part of the Inner Ring Road, to improve capacity and resilience, expedite public transport and reduce severance in a manner consistent with the draft Transport Strategy.</p> <p><b>What has changed?</b></p> <p>Due to changes in traffic movements as a result of Covid, the subsequent impact on the Clean Air Zone [CAZ] and the planned Transforming Cities Fund [TCF] programme these schemes have been put on hold. Once the full impact of Covid and TCF is understood the schemes will be reviewed and restarted.</p> <p>As a result, the 2020-21 Local Transport Plan budget of £62k has been removed from this year's Capital Program.</p> <p><b>Variation type: -</b></p>								-62

	<ul style="list-style-type: none"> <li>[budget decrease]</li> </ul>			
	<table border="1"> <tr> <td><b>Funding</b></td> <td>Local Transport Plan</td> </tr> </table>	<b>Funding</b>	Local Transport Plan	
<b>Funding</b>	Local Transport Plan			
	<table border="1"> <tr> <td><b>Procurement</b></td> <td>N / A</td> </tr> </table>	<b>Procurement</b>	N / A	
<b>Procurement</b>	N / A			
Page 79	<p><b>Inner Ring Road Western Study</b></p> <p><b>Scheme description</b></p> <p>The Inner Ring Road (IRR) is historically the busiest section of the Sheffield highway network.</p> <p>This scheme was originally approved to undertake a study and gather evidence to demonstrate current conditions and collate information regarding all current and future developments affecting the ring road. The overall objective was to prepare and deliver a number of small to medium schemes that will improve flow, capacity and journey times for all traffic on the Western IRR</p> <p><b>What has changed?</b></p> <p>Due to changes in traffic movements as a result of Covid, the subsequent impact on the Clean Air Zone [CAZ] and the planned Transforming Cities Fund [TCF] programme these schemes have been put on hold. Once the full impact of Covid and TCF is understood the schemes will be reviewed and restarted.</p> <p>As a result, the 2020-21 Local Transport Plan budget of £31.5k has been removed from this year's Capital Program.</p> <p><b>Variation type: -</b></p> <ul style="list-style-type: none"> <li>[budget decrease]</li> </ul>	-31.5		
	<table border="1"> <tr> <td><b>Funding</b></td> <td>Local Transport Plan</td> </tr> </table>	<b>Funding</b>	Local Transport Plan	
	<b>Funding</b>	Local Transport Plan		
	<table border="1"> <tr> <td><b>Procurement</b></td> <td>N / A</td> </tr> </table>	<b>Procurement</b>	N / A	
<b>Procurement</b>	N / A			
	<p><b>Double Yellow Lines</b></p> <p><b>Scheme description</b></p> <p>The Council receives a large number of requests for parking restrictions (yellow lines) via email, letter and phone. The lack of parking restrictions in certain areas causes road safety and access issues, including an inability for emergency services to access properties. This project is a rolling programme to introduce parking restrictions at locations where there is a need.</p> <p><b>What has changed?</b></p> <p>The programme of works for 2020-21 has been identified in the following areas at a cost of £50k Capital and £10k Commuted sum, fully funded from Local Transport Plan (LTP).</p>	+50		

	<ul style="list-style-type: none"> <li>• Cavendish Court</li> <li>• Graham Road (two locations)</li> <li>• Norton Lane at Little Norton Lane</li> <li>• Riverdale Road (four locations)</li> <li>• Surbiton Street (five locations)</li> </ul> <p><b>Variation type: -</b></p> <ul style="list-style-type: none"> <li>• [budget increase]</li> </ul>	
	<p><b>Funding</b> Local Transport Plan</p>	
	<p><b>Procurement</b></p> <ul style="list-style-type: none"> <li>i. Design and TROs undertaken in-house.</li> <li>ii. Signing and lining by Amey Hallam Highways under Schedule 7 of the Streets Ahead PFI.</li> </ul>	
Page 80	<p><b>Quality of life</b></p>	
	<p>New additions</p>	
	<p>None</p>	
<p>Variations and reasons for change</p>		
	<p><b>New Cremators City Road</b></p> <p><b>Scheme description</b> The project is for total replacement of the crematorium equipment, including cremators, mercury abatement equipment, filtration plant including blast coolers. The scheme also comprises a small modular extension to form a new office space, minor changes to the layout of the crematorium building to enable more effective operations within the building, refurbishment to affected areas of the existing building. etc.</p> <p><b>What has changed?</b> Due to the Covid19 lockdown the scheme was put on hold. A recent review of Covid19 information has been completed and the scheme will not now commence before spring next year. Most of the budget therefore needs slipping into 2021/22, apart from some fees regarding the proposed tender route and hold early client meetings after Christmas 20. The budget in 2021/22 will be profiled in March22 until a programme is agreed</p> <p><b>Variation type:</b> Slippage</p> <p><b>Budget</b> Current 20/21 Budget £2,409.9K - £2,407.2K = £2.7K</p>	<p>20/21 -2,407 21/22 +2,407</p>



	<p>Current 21/22 Budget    £0K + £2,407.2K = £2,407.2K                  Total 20-22 Budget £2,409.9K</p>		
	<b>Funding</b>	Revenue Contribution to Capital	
	<b>Procurement</b>	N/A	
<b>D</b>	<b>Green and open spaces</b>		
	New additions		
Page 81	<p><b>Millhouses Works Cricket Club Pavilion (transfer of S106, see Appendix 2a)</b></p> <p><b>Why do we need the project?</b>  <i>Problem trying to address</i>                  The existing Millhouses Park Cricket Club pavilion is in poor condition and is no longer suitable for changing and other facilities for the Club and visitors.</p> <p>Millhouses Park is a Council owned green space and the Millhouses Works Cricket Club have been running from this site for many years. To continue the successful operation of this club, the contribution it makes to the local community and the park there is a need to modernise the pavilion facilities. These works will allow the club to continue to provide this important sports offer with a significant impact of users' health and wellbeing.</p> <p>The Club, working with officers from Parks &amp; Countryside and the English Cricket Board (ECB), has successfully developed a project for the erection of a new pavilion, associated pitch improvements, and other facilities, with the Club being responsible for the all aspects of the project management.</p> <p><i>Why address it now?</i>                  The condition of the pavilion and the standard of its changing room facilities means that the club is endanger of not conforming to ECB standards. Therefore the consequence of not addressing this facilities renewal project is that the club will not be able to take part in competitive matches. This will jeopardise the future of the club.</p> <p><i>Implications of not doing it now?</i></p> <ol style="list-style-type: none"> <li>1. Jeopardise the future of the club</li> <li>2. Significant dissatisfaction of the club members and parents</li> <li>3. Negative effect on the relationship between SCC and ECB</li> <li>4. Further degradation of current clubhouse</li> <li>5. Funding both external and, SCC S106 funding is mostly now available</li> <li>6. Failure in delivering improvements will not address any of the current issues on the site and potentially result in the loss of the cricket club</li> </ol>		+270

Due to the Covid situation the funding from the ECB is secured for project delivery in this financial year as future funding from the ECB may not be available. They have stated 'we are in a very challenging time for cricket and for the ECB, its critical that we have this out of the door asap as we won't have this opportunity again'.

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

The demolition of the existing pavilion, the provision of a new pavilion and the landscaping improvements to the cricket pitch will be undertaken by the Millhouses Works Cricket Club. The Club will enter into a funding agreement for the S106 funding SCC are contributing to the project, including Procurement rules that must be followed. The Parks & Countryside Service will monitor the project delivery schedule in relation to the funding agreement to ensure outputs are delivered.

**What are the benefits?**

*Objectives*

- Demolish the existing pavilion and build a new fit for purpose structure
- Improve recreational value of the site by improving & enhancing the sport facilities
- Improve and maintain site quality of new and improved facilities

*Outputs*

- New fit for purpose MWCC pavilion
- Improvements to the cricket pitch

*Benefits*

- Renewal of the pavilion asset at Millhouses Park
- Provision of a fit for purpose cricket pavilion appropriate for modern user requirements, especially in relation to changing room facilities
- Improved quality of Millhouses Park, an important City Green Flag standard destination site
- Increased usage and membership of the cricket club as a result of improved facilities i.e. pavilion, accessibility and landscape/pitch improvements
- Sustained cricket club able to deliver competition-quality grounds and facilities

**When will the project be completed?**

Practical completion of the pavilion April 2021

Full completion of all cricket ground improvements December 2021

**Funding**

S106 Agreement 1376	£265K	<b>N.B. £201K currently held by SCC</b>
S106 Agreement 1383	£5K	
Total SCC Contribution	£270K	

Millhouses Works Cricket Club £25K

English Cricket Board Grant £55K Total Cost £350K								
<b>Funding Source</b>	S106, see above	<b>Amount</b>	£270K	<b>Status</b>	£206K held, £64K yet to be received	<b>Approved</b>	Green & Open Space PG Sept20	
<b>Procurement</b>		i. Funding Agreement specifies Millhouses Works Cricket Club follow to SCC Contract Standing Orders to ensure competition and achieve value for money.						
Page 83	<b>Mather Road Community Park (feasibility)</b>							+23
	<b>Why do we need the project?</b>							
	Mather Road Community Park is an area of Council owned green space in Darnall. It serves the neighbourhood of Littledale, Halsall and Bowden Housteads. It is the main recreational resource for these estates. In addition, it is in an area of health inequality making it eligible for Public Health funding.							
	It was the home of Throstles Junior Football Club, who had over 300 local children in the club. Due to this, Mather Community Park as long been a priority site for FA and Football Foundation Funding.							
	In 2008 the Park was awarded £350K to refurbish the pavilion, after a successful application to the Football Foundation. Plans were advanced, but before work could start it was subject to several arson attacks. The pavilion was eventually demolished and funding lost. Following this, Throstles moved off site and the energy drained out of the park.							
The park has suffered for anti social behaviour for many years, due to these circumstances the park is in a very poor condition. It has no facilities, other than a run down kick about area, which this is no longer fit for purpose.								
Improving the park has been a long term ambition for the Friends of Mather Community Park, local residents and Council Members. A masterplan was commissioned for the Park in 2016 and with public consultation the plan was finalised in 2017 covering play, pitch, and car park improvements.								
There is S106 funding available that has been part of the S106 Parks Approved Programme, as well as the Public Health funding previously mentioned.								
<b>How are we going to achieve it?</b>								
Carry out a feasibility to achieve the following:								
<ul style="list-style-type: none"> <li>• Concept Design Options</li> <li>• Order of Cost Estimate</li> <li>• Preferred Solution to RIBA 2</li> <li>• Cost Plan 1</li> <li>• OBC</li> </ul>								

- Procurement Strategy

**What are the benefits?**

*Objectives*

- Increase the active use of Mather Community Park by children, young people and adults through the provision of play and sport facilities, and landscape improvements.
- Improve the health of the local community

The aim is to include the following works in order of priority:

1. Playground
2. Pitch improvements and fence
3. Changing facilities
4. Landscape works
5. Car park improvements

*Benefits*

- Provide a functioning local park
- Increased range of facilities for keeping active in Mather Community Park
- Increased usage of the Park
- Raise the quality of the Park to at least the Sheffield Standard (with the intention of increasing this level)
- Ensure sustainability

**When will the project be completed?**

Complete the feasibility by December20 with a view to the whole project being complete by September 21

**Costs**

CDS Fees £18K  
 Surveys £5K  
 Total £23K

<b>Funding Source</b>	S106 via Q0093	<b>Amount</b>	£23K	<b>Status</b>	Available to draw down	<b>Approved</b>	Green & Open Space PG Sept20
<b>Procurement</b>	i. Concept design undertaken in-house by the Capital Delivery Service.						

	ii. Surveys by competitive quotes from local organisations where possible.	
Variations and reasons for change		
Page 85	<p><b>Philadelphia Gardens Phase 2</b></p> <p><b>Scheme description</b> The original project was to upgrade the Philadelphia Gardens basketball court and create a multi-use games area including the removal of the skate park.</p> <p><b>What has changed?</b> When works were about to start on site it met local community opposition, and it emerged that there was a desire to keep the skate park at least until alternative provision was provided elsewhere locally. A local community meeting was held where it was agreed that the skate park would remain, the existing slide would be removed due to H&amp;S concerns, and new play equipment would be added near the big swing. Consultation has since been carried out with St Marys C of E school where it emerged that a trim trail would be the preferred equipment for this area.</p> <p>The objectives are:</p> <ul style="list-style-type: none"> <li>• Add new play equipment (5 items of trim trail and a small trampoline) to create better play facilities for juniors and older children</li> <li>• Increase usage of the site to improve site surveillance</li> <li>• Increase usage of the MUGA</li> <li>• Remove the old slide which has associated H&amp;S concerns</li> </ul> <p><b>Variation type:</b> budget increase / change of scope</p> <p><b>Costs</b> Trim Trail Works £7.8K Trampoline Works £4.4K Contingency £0.3K <hr/>Total £12.5K</p> <p><b>Budget</b> Current 20/21 Budget £7.8K + £4.7K = £12.5K</p> <p><b>Funding</b> There is £7.8K leftover after completing the original works at the site, and £4.7K left on a S106 agreement being held in the Parks Approved Programme specifically for use at the site.</p>	+4.7
	<b>Funding</b>	S106 Approved Parks Programme

	Procurement	N / A															
Page 86	<p><b>Play Improvements Project Phase 4</b></p> <p><b>Scheme description</b> Phase 4 of the project is to carry out works at 3 of the 22 sites highlighted in the original Play Improvements Project Programme, and 3 additional sites added to the programme.</p> <p><b>What has changed?</b> The sites included in this phase that are from the original programme are: Mortomley Park, Upper Hanover Playground, and Osgathorpe Park which has had some works done as part of Phase 3.</p> <p>The sites being added are:</p> <ul style="list-style-type: none"> <li>• Angram Bank; removal of hedge to open up views into the playground</li> <li>• Bole Hill Rec Ground; install a new toddler climbing frame and swings, add nets to the goals, and install musical equipment</li> <li>• Worrall Rec; replacement of the old swings, install a Play Panel and some trim trail equipment</li> </ul> <p>Phase 4 will be delivered as follows:</p> <ul style="list-style-type: none"> <li>• Mortomley Park, Osgathorpe Park, Bole Hill Rec, and Worrall Rec: in-house Playgrounds Team</li> <li>• Upper Hanover Playground fencing: external contractor appointed via YOR tender</li> <li>• Angram Bank: external contractor appointed through Woodlands Maintenance Contract</li> </ul> <p><b>Variation type:</b> budget increase / change of scope (sites added)</p> <p><b>Costs</b></p> <table border="0"> <tr><td>Mortomley Park</td><td>£22.2K</td></tr> <tr><td>Upper Hanover Playground</td><td>£25.4K</td></tr> <tr><td>Osgathorpe Park</td><td>£9.1K</td></tr> <tr><td>Angram Bank</td><td>£1.5K</td></tr> <tr><td>Bole Hill Rec</td><td>£29.2K</td></tr> <tr><td>Worrall Rec</td><td>£8.0K</td></tr> <tr><td><b>Total</b></td><td><b>£95.4K</b></td></tr> </table> <p><b>Funding</b> S106 Parks Programme £34.7K (£23.3K already part of the scheme + £11.4K to draw down from S 106block allocation)</p>		Mortomley Park	£22.2K	Upper Hanover Playground	£25.4K	Osgathorpe Park	£9.1K	Angram Bank	£1.5K	Bole Hill Rec	£29.2K	Worrall Rec	£8.0K	<b>Total</b>	<b>£95.4K</b>	+70
Mortomley Park	£22.2K																
Upper Hanover Playground	£25.4K																
Osgathorpe Park	£9.1K																
Angram Bank	£1.5K																
Bole Hill Rec	£29.2K																
Worrall Rec	£8.0K																
<b>Total</b>	<b>£95.4K</b>																

Page 87	<p>S106 Other                    £18.1K (Added to the scheme)                  Public Health                £4.1K (Already part of the scheme)                  Parks Investment Fund    £26.5K (Added to the scheme)  <u>External Contributions    £12.0K (For Mortomley Park and Worrall Rec, added to the scheme)</u>                  Total                            £95.4K</p> <p>Funding already part of the existing budget from the S106 Parks Programme/Public Health for Phase 4 = £27.4K                  Costs/funding therefore being added to the budget for Phase 4 = £68K</p> <p>Also taking the opportunity to restore the budget following an overspend of Phase 3 funded at Year End 19/20 = £1.6K                  This will be funded by S106.</p> <p><b>Budget</b>                  Current 20/21 Budget    £59.2K - £33.8K = £25.4K                  Current 21/22 Budget    £0.0K + £103.4K = £103.4K                  Total 20-22 Budget      £59.2K + £69.6K = £128.8K</p>		
	<b>Funding</b>	Various sources, see Funding description above	
	<b>Procurement</b>	N / A	
	<p><b>Section 106 Parks Programme Block Allocation</b></p> <p><b>Scheme description</b>                  Block allocation of certain S106 agreements to deliver a programme of improvements to Parks across the city.</p> <p><b>What has changed?</b>                  With progress to the next stage on Philadelphia Gardens, Play Improvements, and a feasibility for Mather Road Community Park, the funding includes S106 agreements already approved as part of the Parks S106 programme that need drawing down from this block allocation. Please see entries above.</p> <p><b>Variation type:</b> budget decrease</p> <p><b>Budget</b>                  Current 20/21 Budget    £335.7K - £23.0K Mather Road - £4.7K Philadelphia - £11.4K Play Improvements = £296.7K                  Total 20-22 Budget    £678.2K - £39.1K = £639.1K</p>		-39

	<b>Funding</b>	S106	
	<b>Procurement</b>	N / A	
<b>E</b>	<b>Housing growth</b>		
	New additions		
	None		
	Variations		
	None		
<b>F</b>	<b>Housing investment</b>		
	New additions		
<b>Page 88</b>	<b>Council Housing Elemental Refurbishment Works 2021-26</b>		14,505
	<p><b>Why do we need the project?</b>  <i>Problem trying to address</i></p> <ul style="list-style-type: none"> <li>• There are 2932 properties that will not meet the minimum Ministry for Housing Communities and Local Government (MHCLG) Decent Homes Standards by 2026 and a further 467 properties require new windows and doors to improve thermal comfort and reduce future maintenance and cyclical painting programme costs</li> <li>• There is an opportunity to re-engage with tenants that have either previously refused access or declined the works in previous contracts.</li> <li>• To improve and invest in our housing stock supporting the 30 year HRA business plan</li> </ul> <p><i>Why address it now?</i></p> <ul style="list-style-type: none"> <li>• There is a statutory requirement for social housing to meet the minimum decent homes standard as set out by central government. Undertaking this work will address properties that currently failing and others that are forecast to fail (2932 properties or 7.3% of the housing stock) on the key components of the decent homes standard between 2021 and 2026. These key components include the kitchens, bathrooms, windows, and doors, electrical and heating systems. There are also an additional 467 properties require new windows and doors to improve thermal comfort and reduce future maintenance and cyclical painting programme costs</li> <li>• An anticipated 552 empty properties will also need to receive decent homes work to provide decent and good quality homes</li> <li>• Improve the condition of tenants homes to meet at least the minimum DH standard</li> <li>• Improve customer satisfaction</li> <li>• Contribute to improving local neighbourhoods and estates</li> </ul>		



*Implications of not doing it now?*

- No further improvements to the current 573 properties failing the minimum DH Standard.
- A further 2359 properties are anticipated to fail the minimum DH standard between 2021- 2026.
- Increased burden on the repairs and maintenance budget for repairing 467 properties’ windows and doors identified in flats and maisonettes.
- Empty properties will be let at the minimum letting standard leading to follow on works undertaken by the Repairs and Maintenance Service
- Increased dissatisfaction of tenants with their homes
- Potential for increased number of disrepair claims due to property conditions.

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

Procure a new contract through a competitive tender process in order to secure a suitable contractor to deliver this work over an initial contract period of 3 years, with the facility to extend this by 2 x 1 years.

**What are the benefits?**

*Objectives*

To deliver improvement works (kitchens, bathrooms, windows and doors, heating, electrics and windows) to approximately 3399 properties plus an estimated 552 voids over the next 5 years

*Outputs*

3399 improved homes plus a further estimated improved 552 properties through the voids process

*Benefits*

- Improve the condition of homes and improve customer satisfaction
- Reduce the repairs and maintenance cost and deliver the renewal works to these components in line with best practice through programming the works
- Secure and sustain essential rental income for the HRA by providing good quality homes through the letting process.
- Help improve the appearance of local neighbourhoods and estates
- Public health and well-being benefits through well designed improvements that address health and safety issues
- Job creation and economic stimulus to the local and city-wide economy.
- It is anticipated that the number of Properties currently failing and forecasted to fail on Key components of the Decent Homes Standard will be brought up the decent homes standard and therefore improve the key performance indicator on number of properties meeting the Decent Homes Standard

**When will the project be completed?**

31 March 2024 ( plus 2 x 1 year contract extension period which are subject to further approvals)

**Costs**

Revised costs to include inflation in construction costs	Cost
Cost of DH Works - Current Failures	1,458.1K
Cost of DH Works - Failures 2021 - 2026	6,121.4K
Cost of W&D replacement (flats and Maisonettes)	1,305.8K
Cost of DH works to Empty Properties	4,619.5K
CDS fees	157.5K
Direct Costs	42.5K
Contingency Sum @ 5.5%	800.0K
<b>Total</b>	<b>£14,504.8K</b>

**Budget**

20/21	£150.0K
21/22	£2,444.8K
22/23	£2,986.5K
2023-	£8,923.5K
<b>Total</b>	<b>£14,504.8K</b>

**Funding**

Funded from the following draw downs, see entries below:

Heating & Energy Efficiency Block Allocation	£952.5K
Health & Safety Essential Work Block Allocation	£919.6K
Internal Works Block Allocation	£12,632.7K
<b>Total</b>	<b>£14,504.8K</b>

<b>Funding Source</b>	HRA from Q0079/84/86	<b>Amount</b>	£14,504.8K	<b>Status</b>	Funding Available	<b>Approved</b>	Housing Investment PG Sept20
<b>Procurement</b>		i. Principal Contractor via restricted procedure with PQQ.					

**Older Persons Independent Living (OPIL) On-Site Boiler House – Balfour House (Feasibility)**

**Why do we need the project?**

The proposal is to replace the commercial heating equipment and refurbish the boiler house at Balfour House for the following reasons:

- SCC is obligated to ensure an adequate and robust heating system is available to the tenants of Balfour House. Whilst the existing boilers remain reasonably reliable, gas boilers manufactured in the 1980's are not efficient. They were no more than 78% efficient when newly installed and these efficiencies have diminished over the years now being in the region of 60 - 65%, i.e. 40% of the generated heat is lost to the atmosphere.
- SCC is committed to the reduction of carbon emissions and is obligated to ensure any heating equipment operated by the organisation is of good efficiency. This district heating site is very poor in this respect. Balfour House heating was omitted from the decent homes programme in 2012 as it was deemed that these boilers had 5 years remaining lifespan. This site is 1 of only 2 sheltered schemes that has the original heating system still in operation.
- Many of the tenants at Balfour house are vulnerable and require reliable heating and hot water for health reasons.
- The 6 Hamworthy gas boilers are almost 40 years old and apart from providing very poor efficiencies, there are increasing concerns regarding the limited availability of spare parts. It is envisaged that although these boilers remain reasonably reliable the difficulty in sourcing parts will prevent successful and safe repairs.
- Using the recommendations given by CIBSE (Chartered Institution of Building Services Engineers), these boilers are beyond their intended working life.
- The BEMs (building energy management system) is how the heating and production of hot water is electronically managed efficiently ensuring the minimum usage of energy. The existing system is inadequate and cannot be monitored or controlled remotely, resulting in significant energy waste.
- Replacement BEMs will also ensure faults can be notified, alarms activated, and ensure a quick response from the repair engineers.

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

A feasibility report is required to determine what investment is needed at Balfour House and what options are available to achieve a reliable, cost effective heating source that will contribute to reduced carbon emission.

CDS will examine the options for replacement of the heating equipment. This feasibility study will assess the fuel type, the methodology by which domestic hot water is generated, and the working methods that would be required to maintain heating services whilst installation of the new equipment was being undertaken.

**What are the benefits?**

*Objectives*

The eventual objective of the project is to deliver a reliable and efficient heating system for the residents of Balfour House. This should also contribute to the Councils objectives on carbon reduction.

Page 92	<p>The proposal includes important immediate objectives e.g. avoidance of reputational damage resulting from a sheltered scheme housing vulnerable residents having an old unreliable heating system, and the avoidance of maintenance problems resulting from the non-availability of spare parts.</p> <p><i>Benefits</i></p> <ul style="list-style-type: none"> <li>Reduced risk of heating service failure increasing the quality of care for sheltered residents, measured by a reduction in the reported faults and complaints.</li> <li>Reduced carbon emissions; an aim of both SCC and National Government. Any savings can be measure and reported using efficiency data from the boiler technical information and a comparison made with the old equipment.</li> <li>Reduction in maintenance costs; new equipment will require fewer engineer visits which will result in a lower overall maintenance cost.</li> </ul> <p><b>When will the project be completed?</b> Feasibility by end September 2020 Scheme completion by March 2021</p> <p><b>Cost 20/21</b> Fees £3K</p>							
	<b>Funding Source</b>	HRA	<b>Amount</b>	£3K	<b>Status</b>	Funds available in Heating Block Allocation (see below)	<b>Approved</b>	Homes Board Sept20
	<b>Procurement</b>	i. Feasibility undertaken in-house by the Capital Delivery Service.						
	<p><b>OPIL On-Site Boiler House – Cherrytree (feasibility)</b></p> <p><b>Why do we need the project?</b> The proposal is to replace the commercial heating equipment and refurbish/relocate the boiler house at Cherrytree Sheltered Scheme for the following reasons:</p> <ul style="list-style-type: none"> <li>SCC is obligated to ensure an adequate and robust heating system is available to the residents of Cherrytree. The existing boilers are not reliable and repairs are particularly difficult due to an internal asbestos lined flue that’s not accessible. This inaccessibility is a particular problem due to recent gas regulation changes. The possibility of moving this boiler house to a disused bin room where the flue won’t be an issue will be investigated.</li> <li>SCC is committed to the reduction of carbon emissions and is obligated to ensure any heating equipment operated by the organisation is of good efficiency. This site is not particularly inefficient as the boilers are condensers, however modern boilers have higher efficiency ratings and carbon savings will be made.</li> </ul>							3

- Many of the tenants at Cherrytree are vulnerable and require reliable heating and hot water for health reasons.
- It's becoming increasingly difficult to service and repair the boilers due to the now non-compliant internal flue system. Any future failure involving the flue of waste gasses would result in the engineers condemning and isolating the entire heating system.
- The BEMs (building energy management system) is how the heating and production of hot water is electronically managed efficiently ensuring the minimum usage of energy. The existing system is inadequate and cannot be monitored or controlled remotely, resulting in significant energy waste.
- Replacement BEMs will also ensure faults can be notified, alarms activated, and ensure a quick response from the repair engineers
- It's also possible that asbestos will become a factor due to the flue linings, which will become apparent after the initial feasibility report is completed.

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

A feasibility report is required to determine what investment is needed at Cherrytree and what options are available to achieve a reliable, cost effective heating source that will contribute to reduced carbon emission.

CDS will examine the options for replacement of the heating equipment. This feasibility study will assess the fuel type, the methodology by which domestic hot water is generated, the existing flue issues, and the working methods that would be required to maintain heating services whilst installation of the new equipment was being undertaken.

**What are the benefits?**

*Objectives*

The eventual objective of the project is to deliver a reliable and efficient heating system for the residents of Balfour House. This should also contribute to the Councils objectives on carbon reduction.

The proposal includes important immediate objectives e.g. avoidance of reputational damage resulting from a sheltered scheme housing vulnerable residents having an old unreliable heating system, and the avoidance of maintenance problems resulting from flue issues.

*Benefits*

- Reduced risk of heating service failure increasing the quality of care for sheltered residents, measured by a reduction in the reported faults and complaints.
- Reduced carbon emissions; an aim of both SCC and National Government. Any savings can be measure and reported using efficiency data from the boiler technical information and a comparison made with the old equipment.
- Reduction in maintenance costs; new equipment will require fewer engineer visits which will result in a lower overall maintenance cost.

**When will the project be completed?**

Feasibility by end September 2020 Scheme completion by March 2021  <b>Cost 20/21</b> Fees £3K								
<b>Funding Source</b>	HRA	<b>Amount</b>	£3K	<b>Status</b>	Funds available in Heating Block Allocation (see below)	<b>Approved</b>	Homes Board Sept20	
<b>Procurement</b>		i. Feasibility undertaken in-house by the Capital Delivery Service.						
Page 94	<b>On-Site Boiler House – Stannington Towers (feasibility)</b> <b>(Citywide Tower Block – FS; part of the Single Staircase Tower Block Fire Safety Scheme)</b>							7
	<b>Why do we need the project?</b> The proposal is to replace the commercial heating equipment and refurbish the boiler house at Stannington Towers for the following reasons: <ul style="list-style-type: none"> <li>• SCC is obligated to ensure an adequate and robust heating system is available to the residents of Stannington Towers. The existing boilers are not reliable and repairs are particularly problematic due to spare parts becoming difficult to source. These boilers are very old having been installed in 1994 as part of the building refurbishment.</li> <li>• SCC is committed to the reduction of carbon emissions and is obligated to ensure any heating equipment operated by the organisation is of good efficiency. This site is particularly inefficient as the boilers are old ‘pressure jet’ burners, something rarely used today with only 2 RMS heating engineers qualified to maintain them. Modern boilers have much higher efficiency and carbon savings will be particularly important here.</li> <li>• The site is unreliable; it consists of 3 very large boilers, one of which is virtually unusable. Whist 2 boilers will supply the required demand the non-availability of the 3rd boiler removes the ‘safety net’ resulting in total dependency on the remaining boilers.</li> <li>• It’s becoming increasingly difficult to service and repair these boilers due to their age and parts availability. Any future failure could result in the engineers condemning and isolating the entire heating system.</li> <li>• The external boiler flues where last tested for integrity over 15 years ago and are due for re-testing. These flues span the entire height of the building (38m) and are fixed to the outer walls facing the full force of weather, making them very difficult to inspect.</li> <li>• Quick ‘off the shelf’ boiler replacements which can be used on other smaller sites, cannot be used here as there are 261 properties supplied via this site.</li> <li>• The BEMs (building energy management system) is how the heating and production of hot water is electronically managed efficiently ensuring the minimum usage of energy. The existing system is inadequate and cannot be monitored or controlled remotely, resulting in significant energy waste.</li> </ul>							

- Replacement BEMs will also ensure faults can be notified, alarms activated, and ensure a quick response from the repair engineers

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

A feasibility report is required to determine what investment is needed at Stannington Towers and what options are available to achieve a reliable, cost effective heating source that will contribute to reduced carbon emission.

CDS will examine the options for replacement of the heating equipment. This feasibility study will assess the fuel type, the methodology by which domestic hot water is generated, the existing flue issues, and the working methods that would be required to maintain heating services whilst installation of the new equipment was being undertaken.

**What are the benefits?**

*Objectives*

The eventual objective of the project is to deliver a reliable and efficient heating system for the residents of Stannington Towers. This will also contribute to the Councils objectives on carbon reduction.

The proposal includes important immediate objectives e.g. avoidance of reputational damage resulting from 261 residents having a non-compliant unreliable heating system, and the avoidance of maintenance problems resulting from flue issues and boiler issues.

*Benefits*

- Reduced risk of heating service failure increasing the quality of care for Stannington Towers, measured by a reduction in the reported faults and complaints.
- Reduced carbon emissions; an aim of both SCC and National Government. Any savings can be measure and reported using efficiency data from the boiler technical information and a comparison made with the old equipment.
- Reduction in maintenance costs; new equipment will require fewer engineer visits which will result in a lower overall maintenance cost.

**When will the project be completed?**

Feasibility by end October 2020  
Scheme completion by September 2021

**Cost 20/21**

Fees £7.0K

<b>Funding Source</b>	HRA	<b>Amount</b>	£7K	<b>Status</b>	Funds available in Heating Block Allocation (see below)	<b>Approved</b>	Homes Board Sept20
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	<b>Procurement</b>	i. Feasibility undertaken in-house by the Capital Delivery Service.																									
Variations and reasons for change																											
Page 96	<b>Council Housing Heating, Energy Efficiency, &amp; Carbon Reduction Block Allocation</b>		-965																								
	<p><b>Scheme description</b> Block allocation of HRA funding for heating and energy efficient projects on the Council Housing stock.</p> <p><b>What has changed?</b></p> <ol style="list-style-type: none"> <li>The new Elementals contract will soon be procured, and a contribution from this allocation to fund the replacement of boilers or heating systems in the programme will be drawn down from here. See entry above for Elemental Refurbishment Works</li> <li>Initial Business Cases for Boiler House Refurbs have been brought forward for approval and therefore the appropriate funding needs drawing down from this block allocation. See the 3 entries directly above.</li> </ol> <p><b>Variation type:</b> budget decrease</p> <p><b>Budget</b></p> <table border="0"> <tr> <td>Current 20/21 Budget</td> <td>£4,706.5K - £13.0K Boiler Houses</td> <td>=</td> <td>£4,693.5K</td> </tr> <tr> <td>Current 21/22 Budget</td> <td>£5,100.0K - £285.2K Elementals</td> <td>=</td> <td>£4,814.8K</td> </tr> <tr> <td>Current 22/23 Budget</td> <td>£5,100.0K - £279.7K Elementals</td> <td>=</td> <td>£4,820.3K</td> </tr> <tr> <td>Current 23/24 Budget</td> <td>£6,783.5K - £122.7K Elementals</td> <td>=</td> <td>£6,660.8K</td> </tr> <tr> <td>Current 24/25 Budget</td> <td>£7,361.7K - £264.9K Elementals</td> <td>=</td> <td>£7,096.8K</td> </tr> <tr> <td>Total 20-25 Budget</td> <td>£29,051.7K - £965.5K</td> <td>=</td> <td>£28,086.2K</td> </tr> </table>			Current 20/21 Budget	£4,706.5K - £13.0K Boiler Houses	=	£4,693.5K	Current 21/22 Budget	£5,100.0K - £285.2K Elementals	=	£4,814.8K	Current 22/23 Budget	£5,100.0K - £279.7K Elementals	=	£4,820.3K	Current 23/24 Budget	£6,783.5K - £122.7K Elementals	=	£6,660.8K	Current 24/25 Budget	£7,361.7K - £264.9K Elementals	=	£7,096.8K	Total 20-25 Budget	£29,051.7K - £965.5K	=	£28,086.2K
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<b>Funding</b>	HRA																										
<b>Procurement</b>	N / A																										
	<b>Council Housing Health &amp; Safety Essential Work Block Allocation</b>		-920																								
<p><b>Scheme description</b> Block allocation of HRA funding for health and safety projects on the Council Housing stock.</p> <p><b>What has changed?</b> The new Elementals contract will soon be procured, and a contribution from this allocation to fund the electrical upgrade works in the programme will be drawn down from here. See entry above for Elemental Refurbishment Works</p>																											



	<p><b>Variation type:</b> budget decrease</p> <p><b>Budget</b>                  Current 20/21 Budget    £6,815.5K -    £0.0K =    £6,815.5K                  Current 21/22 Budget    £11,947.5K - £214.5K = £11,733.0K                  Current 22/23 Budget    £12,109.9K - £216.5K = £11,893.4K                  Current 23/24 Budget    £12,507.9K - £123.1K = £12,384.8K                  Current 24/25 Budget    £12,458.0K - £365.5K = £12,092.5K                  Total 20-25 Budget    £55,838.8K - £919.6K = £54,919.2K</p>					
	<table border="1"> <tr> <td data-bbox="170 708 322 643"><b>Funding</b></td> <td data-bbox="322 708 2000 643">HRA</td> </tr> <tr> <td data-bbox="170 643 555 708"><b>Procurement</b></td> <td data-bbox="555 643 2000 708">N / A</td> </tr> </table>	<b>Funding</b>	HRA	<b>Procurement</b>	N / A	
<b>Funding</b>	HRA					
<b>Procurement</b>	N / A					
Page 97	<p><b>Council Housing Internal Works Block Allocation</b></p> <p><b>Scheme description</b> Block allocation of HRA funding for improvement to the inside of the Council Housing stock.</p> <p><b>What has changed?</b> The new Elementals contract will soon be procured, and a contribution from this allocation to fund the kitchen, bathroom, windows and doors elements of the works, and the fees in the Programme will be drawn down from here. See entry above for Elemental Refurbishment Works</p> <p><b>Variation type:</b> budget decrease</p> <p><b>Budget</b>                  Current 20/21 Budget    £ 654.6K -    £654.6K =    £0.0K                  Current 21/22 Budget    £3,150.0K - £3,150.0K =    £0.0K                  Current 22/23 Budget    £3,150.0K - £3,150.0K =    £0.0K                  Current 23/24 Budget    £3,150.0K - £3,150.0K =    £0.0K                  Current 24/25 Budget    £3,150.0K - £2,528.1K = £621.9K                  Total 20-25 Budget    £13,254.6K - £12,632.7K = £621.9K</p>	-12,633				
	<table border="1"> <tr> <td data-bbox="170 1489 322 1425"><b>Funding</b></td> <td data-bbox="322 1489 2000 1425">HRA</td> </tr> <tr> <td data-bbox="170 1425 555 1489"><b>Procurement</b></td> <td data-bbox="555 1425 2000 1489">N / A</td> </tr> </table>	<b>Funding</b>	HRA	<b>Procurement</b>	N / A	
<b>Funding</b>	HRA					
<b>Procurement</b>	N / A					

<b>G</b>	<b>People – capital and growth</b>	
	New additions	
Page 98	<p><b>Shooters Grove Primary Adaptations - Phase 2 (post-feasibility stage)</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>• What is the problem we are trying to address? <ul style="list-style-type: none"> <li>○ In summer 2019, works were completed at the school to enable a wheelchair-using pupil entering full time education to access internal and external areas of the Foundation Second Year (FS2)/Key Stage One (KS1) accommodation. This was in line with the pupil's Education, Health &amp; Care Plan (EHCP). The intention is for this pupil to stay at the School throughout KS2 as well which will also require enabling works.</li> <li>○ A feasibility study was completed which produced 4 options which were presented to a Clients Review on 14 July 20 and a design option was selected.</li> <li>○ This will now give adequate time for this design to be technically developed and delivered in the required timeframe.</li> <li>○ Accessibility improvements will also benefit any future wheelchair user.</li> </ul> </li> <li>• Why do we need to address it now? <ul style="list-style-type: none"> <li>○ A pupil of Shooters Grove Primary School has an EHCP which identifies access requirements in relation to the KS2 accommodation. The works will need to be completed by the end of August 2022 as the pupil will enter KS2 that September. Therefore following recommended options selected from the feasibility study, progressing design and procurement now will give adequate time to fully develop the most cost effective design solution for delivery in the required timeframe.</li> </ul> </li> <li>• What are the implications of not doing it now? <ul style="list-style-type: none"> <li>○ The works will need to be completed in time for the identified pupil to enter KS2 in September 2022 as noted above.</li> </ul> </li> </ul> <p><b>How are we going to achieve it?</b></p> <ul style="list-style-type: none"> <li>○ Provide thresholds, access ramps and a wheelchair-suitable new platform lift to serve the change in level between the Junior Block and the Dining room / Hall.</li> <li>○ Provide new hygiene room within the Junior Block by converting the pupil toilets into unisex cubicles.</li> <li>○ Check all door openings along the route from the new entrance lobby up to the classrooms and external entrances to ensure that both are accessible for wheelchairs and also dynamic standing frames.</li> </ul> <ul style="list-style-type: none"> <li>• What is the proposed solution / recommended option? <ul style="list-style-type: none"> <li>○ Design, procurement and delivery of a project that meets the requirements of the Equality Act, SEND regulations and ECHP to provide specific reasonable adjustments and improves accessibility of the school building and external play /exercise area for the current and future wheelchair users.</li> </ul> </li> </ul>	+229

Page 99	<p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>• Objectives: to complete design and delivery stages of the accommodation at Shooters Grove including:                             <ul style="list-style-type: none"> <li>○ Meeting specific access needs for this and future pupils with similar disabilities.</li> <li>○ Noting any constraints on addressing the access needs identified.</li> <li>○ Providing further cost estimates for the proposed works as the designs progress.</li> </ul> </li> <li>• Outputs/ Benefits:                             <ul style="list-style-type: none"> <li>○ To ensure wheelchair access around the school building, including changes in level and to outdoor play &amp; exercise areas.</li> <li>○ To provide adequate and appropriate hygiene facilities serving KS2 accommodation.</li> </ul> </li> </ul> <p><b>When will the project be completed?</b> Expected hand-over: 27/08/2021</p>							
	<b>Funding Source</b>	Special Provision Capital - SEND	<b>Amount</b>	+£229k (in addition to £16k feasibility; total budget of £245k)	<b>Status</b>		<b>Approved</b>	
	<b>Procurement</b>		<p>i. Design completed in-house by the Capital Delivery Service.</p> <p>ii. Adaptations by mini-competition via the YORbuild2 framework. If insufficient levels of interest are received to ensure a competitive process, procurement will defer to open procedure with Suitability Assessment.</p>					
<p><b>Broomhill Infant School Heating (feasibility)</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>• What is the problem we are trying to address?                             <ul style="list-style-type: none"> <li>○ A rolling programme of building condition surveys is carried out across the Children, Young People &amp; Families' (CYPF) estate. This information is used to prioritise capital resources into programmes of work that will have the most impact on maintaining buildings that are fit for purpose and prevent the closure of CYPF buildings, particularly schools. Within these programmes the data enables us to rank buildings according to the scale and urgency of work required.</li> <li>○ The heating system at Broomhill Infant School has significant operational problems and is at the end of its life. The system has been identified as a priority for replacement.</li> </ul> </li> </ul> <p><b>How are we going to achieve it?</b></p> <ul style="list-style-type: none"> <li>• Feasibility study will look at the following options:</li> </ul>								+10

Page 100	<ul style="list-style-type: none"> <li>○ Option 1 – Do nothing / minimum:                             <ul style="list-style-type: none"> <li>▪ Condition of system would continue to deteriorate and increase the maintenance work and revenue costs: not viable option as this school is of strategic importance and costs will increase;</li> <li>▪ Risk of damage closure with loss of heating or leaks: not viable due to increased risk of closure.</li> </ul> </li> <li>○ Option 2 – Full Pipework and heating system replacement.</li> <li>○ Option 3 – Upgrade of essential works only and heating system replacement.</li> </ul> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>• Objectives: Develop a design solution and tender works to address issues identified with the heating system.</li> <li>• Outputs/ Benefits: Replacement of hot and cold pipework and installation of a new heating system.</li> </ul> <p><b>When will the project be completed?</b></p> <p>18/02/2022</p>							
	<b>Funding Source</b>	DfE School Condition	<b>Amount</b>	£10k	<b>Status</b>		<b>Approved</b>	
	<b>Procurement</b>		<ul style="list-style-type: none"> <li>i. Feasibility undertaken in-house by the Capital Delivery Service.</li> <li>ii. Asbestos survey by call-off from the existing Asbestos Consultancy Term Contract 2018 – 2022.</li> </ul>					
<p><b>Lowfield Primary School Chimney Rebuild (feasibility)</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>• What is the problem we are trying to address?                             <ul style="list-style-type: none"> <li>○ Following an inspection in 2018, a chimney at Lowfield Primary School was found to be out of plumb by 100mm over its height. The ongoing stability of the chimney is a concern and remedial works are required to restore the chimney to its original state.</li> <li>○ Address structural issue and remove Health &amp; Safety (H&amp;S) issue.</li> </ul> </li> <li>• <b>How are we going to achieve it?</b></li> <li>• Feasibility study will look at the following options:                             <ul style="list-style-type: none"> <li>○ Option 1 – Do nothing / minimum:                                     <ul style="list-style-type: none"> <li>▪ The biggest hazard for a leaning chimney stack is the risk of falling masonry; an unstable chimney stack is effectively an accident waiting to happen. Chimneys, being the most exposed part of the roof system, bear the full force of any adverse weather. Structural issue identified as being at risk during annual inspections is not addressed.</li> <li>▪ Potential H&amp;S issue.</li> </ul> </li> </ul> </li> </ul>								+9

Page 101	<ul style="list-style-type: none"> <li>▪ Potential reputational risk</li> <li>○ Option 2 – Take down &amp; Rebuild                             <ul style="list-style-type: none"> <li>▪ The leaning chimney is to be taken down and rebuilt to restore the verticality of the chimney.</li> <li>▪ Preferred option:                                     <ul style="list-style-type: none"> <li>• Will stabilise the chimney stack.</li> <li>• Eliminate the risk of falling masonry, the cause of a potential accident.</li> <li>• Prevent further determination leading to more expensive repair costs.</li> </ul> </li> </ul> </li> </ul> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>• Objectives: Develop a design solution and tender works to correct structural defect.</li> <li>• Outputs/ Benefits: Correct structural defect and prevent future H&amp;S issue.</li> </ul> <p><b>When will the project be completed?</b></p> <p>20/08/2021</p>							
	<b>Funding Source</b>	DfE School Condition	<b>Amount</b>	£9k	<b>Status</b>		<b>Approved</b>	
	<b>Procurement</b>		i. Feasibility undertaken in-house by the Capital Delivery Service.					
<p><b>Heritage-Holgate Schools Accommodation Review (feasibility)</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>• What is the problem we are trying to address?                             <ul style="list-style-type: none"> <li>○ Additional accommodation is required: There are 7 Y9s and 4 Y10s who currently cannot be placed at Heritage and Holgate in September 2020 due to lack of space.</li> <li>○ This requests forms part of a wider strand of work looking to improve Social, Emotional and Mental Health (SEMH) provision across the system, with a focus on early intervention, support in schools and sufficiency.</li> </ul> </li> <li>• Why do we need to address it now?                             <ul style="list-style-type: none"> <li>○ A 6% rise is forecast across Special Educational Need (SEN) placements over the next 4 years, with acute pressures currently being seen in relation to SEMH at all ages, and in Autism Spectrum Disorder (ASD) at a primary level.</li> <li>○ SEMH provision has grown by 47% in the last four years; a continuation of this trend would see a requirement for an additional 113 places by 2024. However the development of two new special schools should mitigate some of this pressure, meaning a growth in the region of 40 would be reasonable to assume for Heritage and Holgate.</li> </ul> </li> </ul>							+6	

<ul style="list-style-type: none"> <li>What are the implications of not doing it now?                             <ul style="list-style-type: none"> <li>If we do nothing, the 11 learners will likely be placed in Individual Service Plan (ISP) at significant additional cost. There will also be no room for growth in SEMH specialist placements in line with the sufficiency forecast.</li> </ul> </li> </ul> <p><b>How are we going to achieve it?</b></p> <ul style="list-style-type: none"> <li>What is the proposed solution / recommended option?                             <ul style="list-style-type: none"> <li>Options are being explored to attempt to place the young people at the school, however if the 11 young people are placed within the existing set up, there will be no space for additional KS3 and KS4 admissions for the 2020/21 academic year.</li> <li>Securing additional accommodation would provide the space required and also broaden curriculum delivery options e.g. using the site for a specific cohort of learners who would benefit from a separate environment from the main site.</li> <li>This would also provide some system resilience in the event of an increase in SEMH specialist referrals following the Covid-19 lockdown. For context there were 10 in-year placements in 2019/20, any negative impact from Covid-19 would be likely see this figure be higher during 2020/21.</li> </ul> </li> </ul> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>Objectives: Feasibility study to provide a review of capacity at Heritage and Holgate sites and identify options for site expansion and/or changes to site configuration in order to increase capacity. To anticipate output including surveys, designs and options appraisal for expansion.</li> <li>Outputs: If this review identifies no additional options for on-site expansion and/ or changes, additional off-site accommodation to be identified.</li> <li>Benefits: Ideally, expansion would see a rise in capacity of at least 40 pupils (across both sites).</li> </ul> <p><b>When will the project be completed?</b> Feasibility to complete by 31/10/2020</p>							
<b>Funding Source</b>	Special Provision Capital - SEND	<b>Amount</b>	£6k	<b>Status</b>		<b>Approved</b>	
<b>Procurement</b>		i. Feasibility undertaken in-house by the Capital Delivery Service.					
<p><b>Locality E Bradway School Integrated Resource (IR) Hub (feasibility)</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>What is the problem we are trying to address?                             <ul style="list-style-type: none"> <li>There is a growing demand for Special Educational Need (SEN) placements within Locality E. The ongoing pressure on The Rowan and Mossbrook Specials Schools has created a capacity issue due to lack of space, being oversubscribed and increasing requests for placements.</li> <li>Having a localised solution would alleviate the pressure on the system, reduce the number of tribunal cases and provide a local</li> </ul> </li> </ul>							+26

provision for those children who cannot be placed in a special school.

- Why do we need to address it now?
  - A site visit was carried out in February 2020 to assess the area that the school had identified for the Integrated Resources (IR) Hub. Unfortunately, due to access issues and the lack of drainage this was not a suitable space. Therefore, it is recommended that a full feasibility study is undertaken to investigate other options available within the school to establish an IR Hub.
- What are the implications of not doing it now?
  - Children not able to access placements.
  - Potential of LA not meeting legal requirements.
  - Increased tribunal cases.
  - Increase in Individual Service Plan (ISP) places.
  - Families having to travel further to access support and reach destination.

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

- What is the proposed solution / recommended option?
  - Feasibility will look at the Options listed below to determine the most suitable way forward:
    - Option 1 - Do nothing / minimum
    - Option 2 - Establish an IR Hub at Bradway Primary School with a 1 class-base (8-10 pupils)
    - Option 3 - Establish an IR Hub at Bradway Primary School with a 2 class-base (16-20 pupils)

**What are the benefits?**

- Objectives:
  - Create a new IR facility at Bradway Primary School for approximately 10-12 pupils (following site visit and input from Head teachers at Rowan and Mossbrook confirmation that a single class-base would only provide accommodation for 8-10 pupils; therefore, likely that 2 class-bases are needed to meet the anticipated demand).
  - Places to be provided for September 2021
- Outputs/ Benefits:
  - Fill gaps in spaces in Locality E and relieve pressure on Mossbrook and Rowan
  - Reduced tribunal case incidents

**When will the project be completed?**

27/08/2021

<b>Funding</b>	Special Provision Capital	<b>Amount</b>	£26k	<b>Status</b>		<b>Approved</b>	
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	Source	- SEND							
	Procurement	<ul style="list-style-type: none"> <li>i. Concept design undertaken in-house by the Capital Delivery Service.</li> <li>ii. Surveys by competitive quotes from local organisations where possible.</li> </ul>							
Page 104	<p><b>Fire Risk Assessment Works at 5 School sites - as listed below (feasibility)</b></p> <ul style="list-style-type: none"> <li>• Coit Primary</li> <li>• Carter Knowle Junior</li> <li>• Bradway Primary 4-11</li> <li>• Waterthorpe Nursery Infant</li> <li>• Brunswick Primary</li> </ul> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>• What is the problem we are trying to address?             <ul style="list-style-type: none"> <li>○ Fire Risk Assessments have highlighted shortfalls in the provision of necessary Fire Precautions in a number of school buildings. These issues are being mitigated by short term management actions. In the medium to longer term, physical improvements to these buildings are required to make them compliant.</li> <li>○ The next five highest priority school buildings have been identified as listed above.</li> </ul> </li> <li>• Why do we need to address it now?             <ul style="list-style-type: none"> <li>○ To meet the highlighted shortfalls in the provision of necessary Fire Precautions.</li> </ul> </li> <li>• What are the implications of not doing it now?             <ul style="list-style-type: none"> <li>○ Does not address identified Fire Risk issues.</li> <li>○ Reputational risk to SCC.</li> <li>○ Increase liability for damage to property or personnel should there be a fire.</li> </ul> </li> </ul> <p><b>How are we going to achieve it?</b></p> <ul style="list-style-type: none"> <li>• What is the proposed solution / recommended option?             <ul style="list-style-type: none"> <li>○ Feasibility will look at the following options to arrive at a recommended solution:                 <ul style="list-style-type: none"> <li>▪ Option 1 – Do nothing / minimum</li> <li>▪ Option 2 – Install Compartmentation and Fire Safety Systems to Five Schools</li> <li>▪ Option 3 – Install Compartmentation and Fire Safety Systems to the highest priority sites within the budget allocation</li> </ul> </li> </ul> </li> </ul> <p><b>What are the benefits?</b></p>								+61



Page 105	<ul style="list-style-type: none"> <li>• Objectives:                             <ul style="list-style-type: none"> <li>○ Design, tender and manage site works to five school sites as listed above.</li> <li>○ Review Fire Strategy and ensure appropriate strategy is in place.</li> <li>○ Identification of necessary works to fire compartmentations and installation of appropriate fire safety systems.</li> <li>○ Fire Plan in place within each site.</li> <li>○ 3rd Party Certification to verify completed works.</li> </ul> </li> <li>• Outputs / Benefits:                             <ul style="list-style-type: none"> <li>○ Address identified fire safety issues.</li> <li>○ Provide suitable protection to pupils, staff and visitors to the building.</li> <li>○ Provide compartmentation to the building to allow South Yorkshire Fire and Rescue Service (SYFRS) adequate protection to fight any future fires.</li> </ul> </li> </ul> <p><b>When will the project be completed?</b> 18/02/2022</p>							
	<b>Funding Source</b>	DfE School Condition	<b>Amount</b>	£61k (£12.2k per site)	<b>Status</b>		<b>Approved</b>	
	<b>Procurement</b>		i. Concept design undertaken in-house by the Capital Delivery Service. ii. Surveys by competitive quotes from local organisations where possible.					
Variations and reasons for change								
<p><b>Pipworth Primary School Structural Works (Modular Dining Hall / Kitchen Pod)</b></p> <p><b>Scheme description</b></p> <ul style="list-style-type: none"> <li>• Structural cracks were originally identified on the rear wall of the school dining hall in August 2018. Emergency propping and bracing was installed to stabilise the wall and ensure it is safe whilst further investigation and monitoring took place. However, evidence of further movement has been found.</li> <li>• Two options were considered and the chosen proposal to install dining pod and kitchen on school car park then demolish existing dining facility and re-instate as new car park minimises disruption for the school, leaving better quality facilities that will be easier to operate in and maintain.</li> </ul> <p><b>What has changed?</b></p>							<b>+135</b>	

Page 106	<ul style="list-style-type: none"> <li>An options appraisal has been carried out which resulted in a proposal to replace the existing kitchen/dining facilities with a new modular/pod type structure on the current car park of the school site. The existing kitchen/dining facilities will then be demolished to enable the reinstatement of the car park. The new facilities will be sited away from the area currently experiencing ground movement.</li> <li>Objective: to ensure the school has permanent dining hall / kitchen facilities that are fit for purpose.</li> <li>Proposal                         <ul style="list-style-type: none"> <li>Installation of a new dining hall / kitchen pod in the top car park of the school</li> <li>Demolition of the old dining hall</li> <li>Relining of drain under the old dining hall</li> <li>Resurfacing the site of the old dining hall as a staff car park</li> </ul> </li> </ul> <p><b>Variation type: -</b></p> <ul style="list-style-type: none"> <li>Budget increase of £135k on the current authorised budget of £880k due to further work requirement being identified.</li> </ul>		
	<b>Funding</b>	DfE School Condition Allocation	
	<b>Procurement</b>	i. Principal Contractor by mini-competition via the YORbuild2 framework. If insufficient levels of interest are received to ensure a competitive process, procurement will defer to open procedure with Suitability Assessment.	
	<p><b>Talbot Special School Special Educational Needs</b></p> <p><b>Scheme description</b></p> <ul style="list-style-type: none"> <li>This scheme was created to meet the statutory duty for Special Education Needs and Disabilities (SEND) learner provision in the area.</li> </ul> <p><b>What has changed?</b></p> <ul style="list-style-type: none"> <li>An opportunity has arisen to undertake works through one contract rather than cause further disruption to the school. Additional works include unforeseen structural work to install the hoist, various elements of electrical work and some works to the car park.</li> </ul> <p><b>Variation type: -</b></p> <ul style="list-style-type: none"> <li>Budget increase of £32k on the current authorised budget of £42.5k and an increase in scope.</li> </ul>		+32
	<b>Funding</b>	Special Provision Capital - SEND	
	<b>Procurement</b>	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	
<b>Page 107</b>	None	
	Variations and reasons for change	
	None	

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	Scheme name / business unit / summary description of key terms	Funder	Value £'000
<b>A</b>	<b>Economic growth</b>		
	<p><b>Kirkbridge Dyke Flood Alleviation</b> For Details of Scheme see Appendix 1 Section A</p> <p><b>Financial and Commercial Implications.</b></p> <ul style="list-style-type: none"> <li>Grant is provided on the understanding that the programme is completed. Grant may be withheld should the programme not be completed.</li> <li>The grant must be spent on capital projects.</li> <li>Competitive tendering should be undertaken unless there is a good reason to use another method.</li> <li>Sale of the land or asset funded by the grant demands a repayment of a share of the proceeds.</li> <li>Authorised entry to the work area and provision for inspection of the work must be available to the funder, at all reasonable times.</li> <li>All funded work must be maintained and necessary repairs must be carried out promptly.</li> <li>The grant is made on the basis of “whole life” costs and so includes an allowance for future maintenance.</li> <li>Grant becomes due once the programme is satisfactorily completed. However due to the cost of the programme the funder may make interim payments during the work.</li> <li>A final account must be submitted within two years of completion.</li> <li>The grant is subject to clawback if terms and conditions are not complied with.</li> </ul> <p><b>Commercial Implications</b></p> <ul style="list-style-type: none"> <li>There are no direct commercial implications arising from this report. Any procurement activity associated with the grant award will be reported</li> </ul>		139

	<p>separately.</p> <ul style="list-style-type: none"> <li>• All public sector procurement is governed by and must be compliant with both European Legislation and UK National Law. In addition, all procurement in SCC must comply with its own Procurement Policy, and internal regulations known as 'Contracts Standing Orders' (CSOs).</li> <li>• Contracts Standing Orders requirements will apply in full to the procurement of services, goods or works utilising grants. All grant monies must be treated in the same way as any other Council monies and any requirement to purchase/acquire services, goods or works must go via a competitive process.</li> </ul> <p>The Project Manager will need to:</p> <ul style="list-style-type: none"> <li>- Read, understand and comply with all terms and conditions of the grant.</li> <li>- Ensure that there are no ongoing unfunded costs once the grant funding has ended</li> </ul> <p><b>Legal Implications</b></p> <p>The local authority has a duty under section 9 of the Flood and Water Management Act 2010 as the Lead Local Flood Authority to develop, maintain, apply and monitor a strategy for local flood risk management in the area. The Upper Don Valley Flood Alleviation Scheme has been identified by the Council's own risk assessment as a project which is eligible for funding. The Environment Agency may under section 16 of the same legislation provide funding for such projects.</p> <p>The Council has the power to do anything incidental to its functions (s111, Local Government Act 1972). This includes the acceptance of grant funding. The grant must be used on specific projects outlined in the Upper Don Valley Flood Alleviation Programme Outline Business case submitted to the Environment Agency as part of our application for funding. The expenditure of the grant is subject to the Approval of Application letter and the Grant Memorandum relating to capital grants for local authorities and Internal</p>		
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	<p>Drainage Boards in England under the Flood and Water Management Act 2010, Coast Protection Act 1949, and Land Drainage Act 1991. Payment is made in arrears, although the Environment Agency may approve interim payments. As the grant is given for a specific purpose, use of the money otherwise than in accordance with the determination letter and Memorandum could potentially lead to the funding being reclaimed or could reduce the amount of funding received in the future:</p> <p>Condition 14 of the memorandum states that if we sell land or assets funded by the grant, we must repay a share of the proceeds, based on the original purchase financed from the grant.</p> <p>The Memorandum draws attention to the fact that when we applied for the grant we had to show how the 'capital asset' would be properly maintained. It goes on to say that if we fail to maintain the project for its planned lifecycle, the Environment Agency may take this into account when assessing any future application for grant.</p>		
<b>B</b>	<b>Transport</b>		
	None		
<b>C</b>	<b>Quality of life</b>		
	None		
<b>D</b>	<b>Green and open spaces</b>		
	None		
<b>E</b>	<b>Housing growth</b>		
	None		

<b>F</b>	<b>Housing investment</b>		
	None		
<b>G</b>	<b>People – capital and growth</b>		
	None		
<b>H</b>	<b>Essential compliance and maintenance</b>		
	None		
<b>I</b>	<b>Heart of the City II</b>		
	None		



	Scheme name / business unit / summary description of key terms	Recipient	Value £'000
<b>A</b>	<b>Economic growth</b>		
	None		
<b>B</b>	<b>Transport</b>		
	None		
<b>C</b>	<b>Quality of life</b>		
	None		
<b>D</b>	<b>Green and open spaces</b>		
	<p><b>Millhouses Works Cricket Club Pavilion</b></p> <p>For details of the scheme see Appendix 1 Section D</p> <p>The key aspects of the grant are:</p> <p><u>Special conditions</u> impose obligations on Recipient to:</p> <ul style="list-style-type: none"> <li>• demonstrate that total funding has been identified and secured by the Recipient</li> <li>• appointment of competent &amp; qualified contractors and works maintained to appropriate sports BS EN 15312:2007</li> <li>• submit final plans to the Council and get European Design Standards certification on completion</li> <li>• assume the full duties and responsibilities of 'Client' for CDMR</li> <li>• be responsible of post completion maintenance</li> </ul> <p><u>Key general conditions</u> are:</p>	Millhouses Works Cricket Club	270

	<ul style="list-style-type: none"> <li>• Grant payment is conditional on the Recipient abiding by the FA terms</li> <li>• A 10% retention will be kept until final completion to Councils satisfaction</li> <li>• The Recipient has to procure the successful delivery of the project following appointment of contractors under Council procurement procedures</li> <li>• Recipient must abide by on-going project monitoring requirements and maintain good / transparent records</li> <li>• Maintain a register of and not dispose of capital assets purchased with grant funding</li> <li>• Warrants that it is able (financially and project management wise) to deliver the project</li> <li>• Clawback and withholding provisions protect the Council's interests and act as penalties for breach / default of delivery</li> <li>• Ensuring project drift is eliminated by obligation to provide project monitoring information and notify of changes to project</li> </ul>		
<b>E</b>	<b>Housing growth</b>		
	None		
<b>F</b>	<b>Housing investment</b>		
	None		
<b>G</b>	<b>People – capital and growth</b>		
	None		
<b>H</b>	<b>Essential compliance and maintenance</b>		
	None		

I	Heart of the City II		
	None		

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**Author/Lead Officer of Report:** Dave Phillips,  
Head of Strategic Finance

**Tel:** 0114 273 5872

**Report of:** *Eugene Walker*

**Report to:** *Cabinet*

**Date of Decision:** *21 October 2020*

**Subject:** *Medium Term Financial Analysis, 2021/22 to 2024/25*


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? <i>Finance and Resources</i>				
Which Scrutiny and Policy Development Committee does this relate to? <i>Overview and Scrutiny Management Committee</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:-				

<p><b>Purpose of Report:</b></p> <p>The purpose of the Report is to:</p> <ul style="list-style-type: none"> <li>Provide Members with details of the forecast financial position of the Council for the next 4 years (2021/22 to 2024/25) and to set the financial constraints within which the budgeting and business planning process will need to work to achieve a balanced budget position over the medium term.</li> </ul>
<p><b>Recommendations:</b></p> <p>It is recommended that Members:</p> <ol style="list-style-type: none"> <li>1. Note the forecast position for the next 4 years;</li> <li>2. Note, as a planning assumption, core Council Tax increases of 2% each</li> </ol>

year.

3. Note the additional pressures caused by the COVID crisis, and in response consider what further transformation savings are required, and lobby Central Government for additional financial support;
4. Note that the Council's current level of reserves provides time for action to be taken strategically in response to the COVID crisis and the more general financial position, but that actions will be needed, on current projections, to maintain financial stability in the medium term. These actions will include further co-operation with other key stakeholders, in particular the NHS;
5. Consider the information contained in the capital sections of this report and provide guidance on how to proceed with the programmes highlighted.

**Background Papers:**

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>Dave Phillips</i>
		Legal: <i>Sarah Bennett</i>
		Equalities: No
<p><i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i></p>		
2	<b>EMT member who approved submission:</b>	<i>Eugene Walker</i>
3	<b>Cabinet Member consulted:</b>	<i>Councillor Terry Fox Cabinet Member for Finance and Resources</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>Dave Phillips</i>  	<b>Job Title:</b> <i>Head of Strategic Finance</i>
	<b>Date:</b> 6 <sup>th</sup> October 2020	

## **1. PROPOSAL**

### **1.1** The purpose of the Report is to:

Provide Members with details of the forecast financial position of the Council for the next 4 years (2021/22 to 2024/25) and to set the financial constraints within which the budgeting and business planning process will need to work to achieve a balanced budget position over the medium term.

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

### **2.1** To recommend the approach to budgeting and business planning that will be necessary to achieve a balanced budget position over the medium term.

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

### **3.1** *No*

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

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

#### **4.1.1** There are no specific equal opportunity implications arising from the recommendations in this report.

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

#### **4.2.1** This is a revenue & capital financial report, as such all financial and commercial implications are detailed in the main body of the report.

### **4.3** Legal Implications

#### **4.3.1** There are no specific legal implications arising from the recommendations in this report.

### **4.4** Other Implications

#### **4.4.1** Although this report deals, in part, with the Capital Programme, it does not, in itself, contain any property implications, nor are there any arising from the recommendations in this report.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

### **5.1** 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.

## **6. REASONS FOR RECOMMENDATIONS**

### **6.1** To inform Cabinet Members of the latest changes to the Council's medium term forecasts, and to provide a strategic framework for the development of budget proposals and the business planning process beyond 2021/22.

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## Medium Term Financial Analysis October 2020

### Purpose and Context

1. The purpose of the Medium Term Financial Analysis (“MTFA”) is to provide Members with details of the forecast financial position of the Council for the next 4 years (2021/22 to 2024/25) and to set the financial constraints within which the budgeting and business planning process will need to work to achieve a balanced budget position over the medium term.

This report includes some critical judgements that need to be made on the use of the reserves that arise from the fact that the Council is currently in better financial shape than some other large authorities. If we use them wisely, then we can continue to support a priority based budget process and additional investments in key areas. However, the next few years are fraught with uncertainty – not least about Government funding and the impact of COVID. Injudicious use of the reserves we have could tip the Council over the edge of the financial cliff that many Councils are already closer to.

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2. <b>The MTFA sets the financial context and envelope for the Council</b>	<p>The Council will have to determine the order and speed in which it delivers its priorities, taking account, amongst other things, of its capacity to deliver change and the financial constraints within which it operates.</p> <p>The MTFA assists with this process by setting out the forecast financial envelope for the period 2021/22 to 2024/25. More detailed plans will need to be made that will feed into annual financial budgets.</p>										
3. <b>COVID brings significant uncertainty</b>	<p>This MTFA needs to be viewed in the context of the rapidly changing position caused by the COVID pandemic. The Council has moved from the initial response phase of the crisis, and is now in a recovery phase for its services whilst, at the time of writing, operating in the context of increasing national and local infection rates.</p> <p>The final stage is the longer term renewal of Council priorities and activities and the longer-term regeneration of the City.</p> <p>This MTFA sets the financial envelope within which the policy and strategy conversations can be held.</p>										
4. <b>Key Dates</b>	<table><tr><td>MTFA – to Cabinet –</td><td>21/10/2020</td></tr><tr><td>Public Consultations completed by</td><td>30/11/2020</td></tr><tr><td>Medium Term Financial Strategy to Cabinet</td><td>16/12/2020</td></tr><tr><td>2021/22 Budget to Cabinet for approval</td><td>17/02/2021</td></tr><tr><td>Budget Council</td><td>03/03/2021</td></tr></table>	MTFA – to Cabinet –	21/10/2020	Public Consultations completed by	30/11/2020	Medium Term Financial Strategy to Cabinet	16/12/2020	2021/22 Budget to Cabinet for approval	17/02/2021	Budget Council	03/03/2021
MTFA – to Cabinet –	21/10/2020										
Public Consultations completed by	30/11/2020										
Medium Term Financial Strategy to Cabinet	16/12/2020										
2021/22 Budget to Cabinet for approval	17/02/2021										
Budget Council	03/03/2021										

## Executive Summary

5. **Forecasts have been revised substantially because of COVID-19**
- The MTFA sets out the Council's latest financial forecast for the period 2021/22 to 2024/25. It has had to be substantially revised to take account of the impact of the pandemic.
- COVID-19 has increased the Council's costs, both in meeting the immediate costs of the crisis, but also expected higher costs in the future e.g. additional longer-term costs of care services, support for leisure providers and reduced council tax and business rates income due to the forecast downturn in the economy.
- The pandemic has also delayed the implementation of the Council's medium term change strategy, designed to transform services and save money.
6. **The full impact of the crisis is not yet known and government support is uncertain**
- The MTFA has been drafted before the full impacts of the COVID crisis or the path of recovery are clear. The figures will need to be revised, potentially substantially, and this revision could well cause conclusions and recommendations to change as we learn more.
- The level of future Central Government support is a material unknown that will have a very significant effect on the Council's future financial position.
- The longer-term impacts of the pandemic on income levels and the additional expenditure required by changes in working practices are also still being determined.
7. **The Council has survived 10 years of austerity, by prudent financial management**
- The Council has taken a careful and pragmatic approach to managing its finances throughout 10 years of government austerity, whilst ensuring the services that the people of Sheffield depend upon and expect from the Council continued to be delivered. At the same time the Council has also focused on the protection of services to the most vulnerable people, households and communities in the city
- This careful, pragmatic and balanced approach has meant that it has not been done in a way that had left the Council's finances in an unsustainable position.
- It has enabled the Council to manage the unprecedented consequences of a pandemic from a stable position, but facing severe difficulties in the longer term if the Government is not forthcoming with the financial support it promised at the start of the pandemic.
8. **Careful financial management**
- The 2019/20 budget committed £35m of reserves to support

**over the last 10 years means that some reserves and corporate budgets that are no longer needed can be used to give us some flexibility.**

future years' budgets.

Additional government funding for 2020/21 meant that the budget was set in March 2020 without the need to draw on reserves. This means that the original £35m is still available to support the budget. However, these reserves are not “spare”, they will be needed to support the pressures that we know will arise over the next three years, unless other decisions reduce those pressures.

Further work done since then has identified a further £18m that could be committed to support the budget - a total of £53m.

Balancing 2020/21 would currently require £18m of the Council's reserves – leaving £35m to support future years.

Reserves are one-off money that, once spent, are gone.

Of course, the 2020/21 in-year position could change in either direction before the end of the year depending on how the pandemic unfolds and whether further government funding is provided.

The Council also has some corporate budgets that can now also be used to support the budget.

The £9m pension deficit recovery budget is no longer needed following the 2019 Fund Valuation that was completed in March 2020. Central social care budgets of a further £9m could also be released. These, together with others means that a total of £19.4m on a recurrent basis can be used to support the Council's overall budget.

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**9. There is a cumulative budget gap of £72m by 2024/25**

Over the next 4 years, our current view is that the Council's cumulative budget gap will be £71.7m as shown in Figure 1 below. This is clearly less than our available reserves and represents ongoing pressures, whereas reserves are one off.

This £71.2m gap takes account of changes to the Council's main sources of income (i.e. central government grant and local taxation), corporate expenditure (e.g. capital financing costs) and pressures on services (COVID related, inflation pressure, demand or legislative changes such as the increase to the minimum wage).

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**10. The budget gap for 2021/22 is £39m**

The 2021/22 budget gap stands at £38.8m, and that is after the £19.4m of corporate budgets that have been used to support the overall position. This gap includes our current forecast of the pressures from COVID in 2021/22.

11. **This gap cannot be met from reserves alone** All the reserves we have are not enough to meet the budget gap for 2021/22, and using them in this way would leave the Council in a fragile position going into 2022/23.

But some reserve usage could cushion the impact of the higher projected costs and lower income as a result of COVID and give us a little more time to adjust.

12. **Significant savings are required to balance the budget** It is clear that, in the absence of further government support, the Council will need to deliver significant savings over the coming years to balance the budget.

13. Figure 1 – Summary of Projected Budget Gap for the 4 years to 2024/25

<u>£m</u>	<u>21/22</u>	<u>22/23</u>	<u>23/24</u>	<u>24/25</u>	<u>Total</u>
Reduction in Central Government Funding (RSG)	0.0	0.0	0.0	0.0	0.0
Business Rates & Council Tax Income	1.8	(6.5)	(6.6)	(6.6)	(17.9)
Corporate Expenditure variations	5.4	1.9	4.4	(4.0)	7.7
Extra funding for Leisure 21/22	10.3	0.0	0.0	0.0	10.3
Social Care pressures*	35.2	17.7	17.4	18.0	88.3
Other service pressures	10.8	2.0	5.0	2.3	20.1
<b>Overall Budget Gap</b>	<b>63.5</b>	<b>15.1</b>	<b>20.2</b>	<b>9.7</b>	<b>108.5</b>
Proposed Savings / Mitigations**	-24.7	-8.0	-3.3	-0.8	-36.8
<b>Net Gap Still to Find</b>	<b>38.8</b>	<b>7.0</b>	<b>16.9</b>	<b>8.9</b>	<b>71.7</b>

\* includes longer term impacts of Covid

\*\* includes use of £19.4m of corporate budgets

14. **Most pressures come from Social Care** The Council's Social Care services expect significant cost and demand pressures which completely outstrip growth in local taxation.

The budget gap before savings is £108m over four years, of which £88m relates to Social Care.

15. **We have choices about the extent and nature of the consultation we do as part of this...** We have a statutory requirement to consult as part of the budget process, but there are many ways in which that can be achieved.  
We can do the minimum necessary, or use the process for wider citizen engagement building, for example, on the Big City Conversation work done before the pandemic.

16. Overall the Executive Director of Resources and Section 151 officer has reviewed

the adequacy of reserves, and, on the basis of the information currently available, he feels the impacts on reserves would only be sustainable for 2021/22. Therefore, the medium to long term financial position is, in his view, not sustainable without further savings or additional funding.

## Recommendations

17. **It is recommended that Cabinet**
1. Note the forecast position for the next 4 years;
  2. Note, as a planning assumption, core Council Tax increases of 2% each year.
  3. Note the additional pressures caused by the COVID crisis, and in response consider what further transformation savings are required, and lobby Central Government for additional financial support;
  4. Note that the Council's current level of reserves provides time for action to be taken strategically in response to the COVID crisis and the more general financial position, but that actions will be needed, on current projections, to maintain financial stability in the medium term. These actions will include further co-operation with other key stakeholders, in particular the NHS;
  5. Consider the information contained in the capital sections of this report and provide guidance on how to proceed with the programmes highlighted

## MTFA Detail

### Background

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- 1. Statutory requirement to set a balanced budget**

Every year the Council is required by law to set a balanced budget. The approval of the Council's budget in March is the culmination of the annual business planning process. This report seeks Cabinet endorsement of the proposed approach to this year's business planning process.

The first step in the business planning process for 2021/22 is to estimate the gap between the Council's resources and expenditure.
- 2. Funding from central government is very uncertain at this stage**

It is difficult at this stage to forecast what Central Government's approach to funding Local Government (LG) will be in either the short or medium term.

The Settlement for 2020/21 was, for the first time in ten years, a positive one in terms of increasing in real terms the amount of funding LG received from Central Government (CG).

The Spending Round announced on 4<sup>th</sup> September 2019 highlighted an increase on baseline funding in-line with CPI inflation, and new monies to support adult and children's social care.
- 3. A long planned review of Local Government funding has been delayed further**

At the time CG announced that there would be a full re-assessment of overall LG funding, as part of a four-year Spending Review, as well as a review of the split of this funding between the different parts of LG (known as the Fair Funding Review), and a review of the 50:50 split of business rate retention.

These inter-linked series of reviews will present risks to the City Council, particularly if the costs of deprivation were insufficiently recognised, but would give the benefit of providing certainty in funding over the next four years.
- 4. We are assuming that no additional government funding will be provided**

The COVID crisis means these reviews have been delayed, and there is no certainty when or if additional government support for 2021/22 and beyond will be available. For this reason we are assuming that we will receive a one-year funding settlement for 2021/22 instead and that we will receive notification of this very late in the budget cycle.

Our planning assumption is that 2020/21 funding levels will be rolled forward into 2021/22, at a cash standstill.

For the years 2022/23 to 2024/25 we believe no additional funding will be provided by Central Government and therefore our planning assumption is a cash standstill settlement for the period

of this MTFA.

5. **We have updated our estimates for the usual cost increases**

Our estimates also reflect expenditure variations such as:

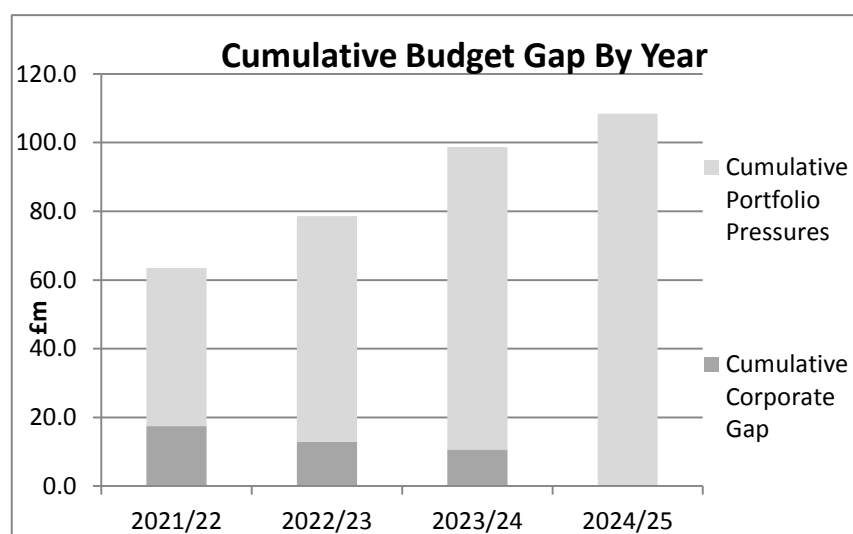
- Capital financing requirements for economic development projects in the city, including Heart of the City
- the estimated cost of pay awards, assumed at 2% p.a. after 2020/21
- contractual inflation on the Streets Ahead contract

The budget challenge before mitigations also takes into account pressures on services arising from inflation, demand or legislative changes such as increases to the minimum wage. These pressures are currently forecast at £61.7m for 2021/22 (includes £4.3m of forecast pressures relating to the longer term impacts of Covid).

Further details on the overall budget challenge before mitigations of £108.5m for 2021/22 to 2024/25 are detailed in **Annex 1** and **2**.

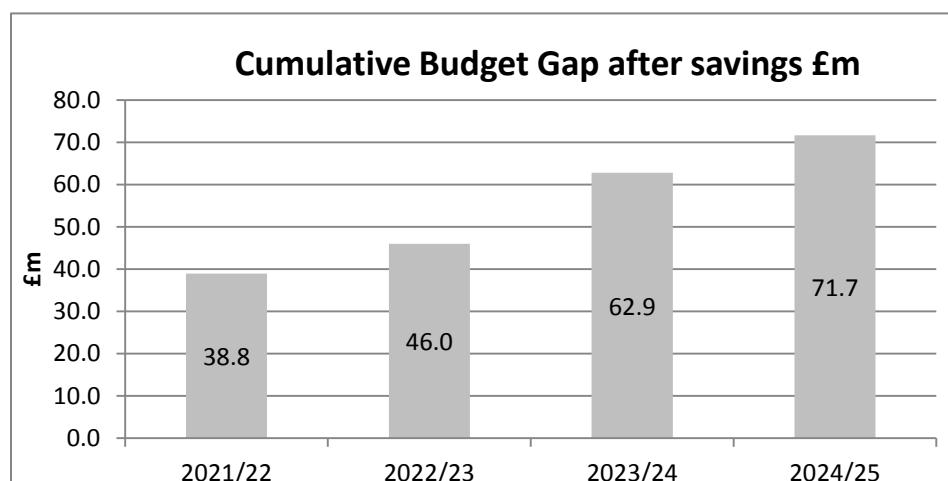
6. **The cumulative gap increases over the next 4 years to £108.5m**

Figure 2 – Cumulative Budget Gap before savings and mitigations



7. **After savings, the gap remains close to £71.7m**

Figure 3 – Cumulative Budget Gap after savings and mitigations



8. **The gap remains despite significant action**

The net gap (the budget gap after planned mitigations) still to find for 2021/22 to 2024/25 now stands at £71.7m (see figures 1 & 3). The 2021/22 net gap is currently forecast at £38.8m despite a release of the £19.4m of corporate contingencies including mainly due to release of social care contingencies and reduced pension deficit costs.

This gap is clearly not sustainable over the medium term. Ensuring ongoing viability will have to involve the prioritisation of resources, identification of additional savings, demand management controls and the effective and prudent utilisation of the Council’s reserves.

## Assessing the Budget Gap – Base Case

9. As shown in Figure 1, the scale of the budget gap is affected by changes in the Council’s resources (Revenue Support Grant - RSG, Business Rates, Council Tax and other specific grants) and expenditure, as well as one-off and exceptional items. **Annex 1** provides a more detailed breakdown of these changes.

**Annex 2** details the assumptions applied in reaching the Base Case numbers in figure 1.

## Sensitivity Analysis

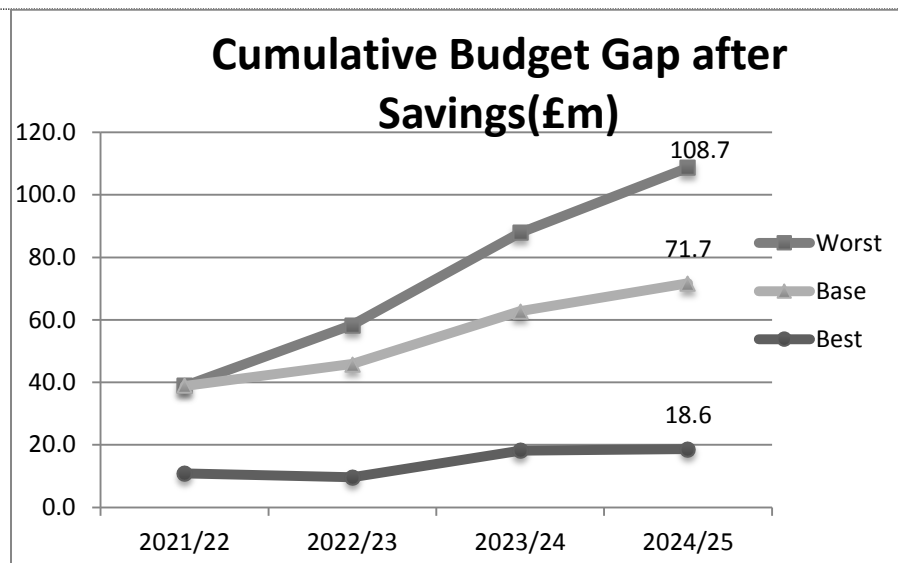
10. **Two scenarios have been developed in addition to the base-case** A **best-case** assumes that SCC will receive inflationary uplifts to its government funding and business rates income, as well as the ability to raise a Social Care Precept in each of the years of the MTFA. It also assumes some additional, above inflation budget support for 2021/22. This reduces the budget gaps significantly, from a 4-year total of £71.7m in the base case to £18.6m.

The **worst-case** assumes that an economic downturn reduces



the resources available to Local Authorities. This planning assumption anticipates a reduction in RSG from £37m to zero over the years 2022/23 to 2024/25. This increases the 4-year budget gap to £108.7m.

11. The sensitivity analysis highlights uncertainty in the forecasts



12. To reiterate, COVID makes the forecasts more uncertain than normal

The full costs and longer term financial impacts of this crisis are unknown.

As discussed above, this crisis has increased the Council’s costs, both in meeting the immediate costs of the crisis, but also in the forecast additional longer-term costs to support care and leisure providers. On the income side, we may well face reduced council tax and business rates income due to the forecast downturn in the economy.

The pandemic has also delayed the continuing implementation of the Council’s medium term change strategy, designed to transform services but also save money.

In reaching the forecasts used in this report we have used the best information available at early September 2020. We have included estimates of the impact of the crisis on our longer term costs, reduced income and slipped savings. However these impacts are not yet clear, and there is a significant risk that more asks and pressures will arise, which would adversely impact on the forecasts in this report.

### Capital Programme

13. Context

Capital spending pays for buildings, roads and council housing and for major repairs to them. It does not pay for the day-to-day running costs of council services. Therefore for budgetary purposes, the Capital Programme is kept separate to the General Fund revenue budget. The revenue consequences of

capital expenditure, in terms of interest payments and allowances for the consumption of capital assets (known as the Minimum Revenue Provision or MRP) have been included however. The next update to the Capital Programme will be presented to Cabinet in February 2021.

- 
14. **The Council has a significant programme** As at July 2020 the budget for the Capital Programme for 2020/21 totalled £233m and the five year programme to 2024/25 is £822m. Through the Strategic Commissioning exercise in 2019-2020 Cabinet members have identified key projects (both existing and new) for their respective portfolio areas with lead officers. This is intended to inform the short, medium and long-term demands on the future Capital Programme.
- 
15. **COVID is causing delays** Whilst the subsequent impact of COVID-19 raises the possibility of other challenges for the Capital programme, some of which are detailed below, these identified areas of need have not gone away.
- However, one of the impacts of COVID-19 is likely to be a delay to the implementation of some of these proposals. Also, for context, there is currently only £1m of unrestricted funding in the CIF where SCC has complete discretion over what it can be spent on, plus £12.2m of CIF comprising restricted funds.
- Clearly, SCC will need to lobby for further funding before many schemes will become viable.
- 
16. **Some COVID specific funding has become available** An example where Capital schemes are being brought forward in response to COVID-19 is the Emergency Transport Action Plan.
- The DfT has released some initial funding to help facilitate the reopening of our high streets and local centres whilst maintaining social distancing. Phase 1 of this scheme comprised £484k revenue and £99k capital, with a bid for further funding for Phase 2 currently under consideration by DfT.
- The measures will also help facilitate active travel by foot and cycle due to the impact of social distancing on public transport and provide people with alternatives to making those journeys by car.
- 
17. There are five key areas which members need to decide how we take forward detailed below. Getting a steer on these five projects enables us to move on to the next stage of Strategic Commissioning and refine our priorities and begin the process of financial planning.
- 
18. **Heart of the City 2** The largest forecast area of capital expenditure is the Heart of the City Two (HotC2) project, which aims to revitalise the City

Centre with additional high quality office, retail and residential spaces.

This project is timetabled to occur over the next six years, and incur up to £400m of capital expenditure, which should be largely recouped by the sale of the redevelopments. This scheme will require cash-flowing by the Council however, with the revenue consequences forecast as peaking at £2.6m in 2022/23. We have allowed for this sum in this MTFA.

If the forecasts of asset sales fail to reach expectations, then additional revenue impacts will occur, and consequent reductions in services will have to be made to compensate. This remains a key area of financial risk for the Council.

Another key aspect of this programme is ensuring the future of John Lewis Partnership (JLP) in its current location in Sheffield City Centre. The above capital and revenue figures include the impact of the re-gear of the lease with JLP.

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|---|---|
| 19. <b>Town Hall</b>                                | A number of longstanding essential compliance and maintenance works (ECM) have been identified and require attention. The future role and function of the building needs review before agreeing the investment required. A full reconfiguration would require commitment to a significant investment programme. Our approach needs to be aligned to the wider city centre vision and the Central Library.   |
| 20. <b>Central Library &amp; Graves Art Gallery</b> | Options range from ECM to a major redevelopment with estimated costs varying significantly dependent upon preferred option and agreed specification.  |
| 21. <b>Leisure and Entertainment</b>                | Work is underway to develop a new leisure and entertainment strategy for the City. It is likely that significant investment will be required as a result. Clearly, COVID-19 has a huge impact on how these venues will operate for at least the short term and the strategy will need to take this and the related Government guidance into account.  |
| 22. <b>Corporate Estate</b>                         | Our strategic approach on the Corporate Estate needs separate review and discussion. The status quo position severely limits our ambitions and the timescales over which they can be delivered. Conversely, disposal of assets can provide income for further investment in strategic priorities (noting the limited amount of funding currently available). Identifying a route that will help us agree some general principles we can then apply to the estate and help with individual decision making needs to be part of the overall approach. |
-

23. It should be noted that of the five areas listed above, only HOTC2 is a fully funded scheme. A funding strategy will have to be developed to progress with the remaining four areas, balanced with the Council's other priorities.

### Housing Revenue Account

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24. The Housing Revenue Account (HRA) is the statutory financial account of the Local Authority as landlord. The Council owns approximately 39,000 homes that are home to around 45,200 tenants, together with their families or other occupiers. In addition, 4,500 leaseholders also receive housing services from the Council. It is the Council's current and future tenants and leaseholders who are impacted by the decisions made in the HRA Business Plan.
25. For budgetary purposes, the HRA is kept separate to the General Fund, hence any proposed changes to the HRA business plan are not expected to have any impact on the MTFA.

The HRA is a self-funding account relying on the income from tenants to fund day-to-day operations as well as a long term capital investment plan to maintain the Council's housing stock at a decent standard. The impact of Covid-19 on the local economy and the introduction of Universal Credit may affect the future income stream. The next update to the HRA Business Plan will be presented alongside the HRA revenue budget for 2021/22 to Cabinet in January 2021.

### Reserves

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26. The Medium Term Financial Analysis is prepared against a backdrop of increased uncertainty and potential risk. There is nothing new in this, and the Council has been managing significant financial risks for many years. However the COVID crisis has increased the risks faced. In addition, for an organisation of the size of Sheffield City Council, relatively small movements in cost drivers can add significantly to overall expenditure.
- |  |  |
|--|--|
| 27. <b>£35m of reserves identified to support the budget</b> | In the 2019/20 budget, the Council identified £35m of reserves that it could use to support its programme of transforming services. Additional government funding for 2020/21 means that this £35m remains unused and is still available to support the budget.  |
| 28. <b>A further £18m has been identified</b>                | <p>In response to the COVID crisis we have carried out a further review of all the Council's reserves and have identified another £18m of available reserves on top of the £35m identified above.</p> <p>However, the current 2020/21 overspend means that, unless further government funding is provided, all these additional reserves will be required to balance the 2021/22 budget.</p> |
| 29. <b>Balancing the budget using</b>                        | Balancing the budget over the next 4 years without additional government funding or additional savings / income generation by the Council would require over £200m of reserves – far more  |

**reserves** than is available.

**alone is not possible**

The Council's reserves are only sufficient to provide some ability to smooth out the timing of savings that are required.

However if savings actions or revised resource allocation processes are not in place, the Council will reach a financially unsustainable position within the next year.

- 
30. Overall the Executive Director of Resources and Section 151 officer has reviewed the adequacy of reserves, and, on the basis of the information currently available, he feels the impacts on reserves would only be sustainable for 2021/22. Therefore, the medium to long term financial position is, in his view, not sustainable without further savings or additional funding.

## Implications and Alternative Options

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31. **Financial & Commercial Implications** This is a revenue & capital financial report, as such all financial and commercial implications are detailed in the main body of the report.
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32. **Legal Implications** There are no specific legal implications arising from the recommendations in this report.
- 
33. **Equal Opportunities Implications** There are no specific equal opportunities implications arising from the recommendations in this report.
- 
34. **Alternative Options** 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

## Annex 1- Forecast Revenue Position 2021 - 2025

	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
<b><u>Grant variations:</u></b>				
Revenue Support Grant (RSG)	0.0	0.0	0.0	0.0
<b><u>Business rate income:</u></b>				
Growth in Business rate base	0.0	0.0	0.0	0.0
<b><u>Council Tax income:</u></b>				
Growth in Council Tax Income	-6.4	-6.5	-6.6	-6.6
Social Care Precept	0.0	0.0	0.0	0.0
<b><u>Collection Fund surplus:</u></b>				
Reversal of the 2020/21 Council Tax surplus	8.2	0.0	0.0	0.0
<b><u>Expenditure variations:</u></b>				
Pay Strategy	2.5	1.2	1.2	1.2
Streets Ahead contract	1.8	1.8	1.8	1.8
MSF ongoing increase	0.5	0.5	0.5	-7.0
Heart of the City	-3.3	6.0	-0.2	-0.2
Council Tax Hardship Fund	0.2	0.2	0.2	0.2
Other	14.0	-7.8	0.9	0.0
<b>TOTAL</b>				
<b>Year on year movement (excluding service pressures)</b>	<b>17.5</b>	<b>-4.6</b>	<b>-2.2</b>	<b>-10.6</b>
Social Care Pressures	35.2	17.7	17.4	18.0
Other Service Pressures	10.8	2.0	5.0	2.3
add bf position	0.0	63.5	78.6	98.8
<b>Overall Budget Gap (before savings / mitigations)</b>	<b>63.5</b>	<b>78.6</b>	<b>98.8</b>	<b>108.5</b>

## Annex 2 – Key Assumptions

Assumption / Scenario

Base Case

### Income Variations

RSG This grant or central government funding will remain at 2020/21 levels.

Business rates

The overall position on Business Rates for the medium term is an anticipated reduction in the early years, with a slow recovery to current levels by 2024/25. This reduction is mainly the result of the anticipated economic downturn resulting from the Covid pandemic.

The income reductions will be managed via the collection fund but will also require the utilisation of the specific Business Rates earmarked reserve. For these reasons the impact of reduced business rates income is shown as a nil impact for this MTFA. Further reduction beyond current forecast will result in a revisiting of the impact in the MTFA.

Business ratepayers can seek an alteration to the rateable value of a property by appealing to the VOA. However, because of the large volume of appeals, decisions by the VOA can take several years. A prudent provision has been taken for the appeals and as such this should not impact on the MTFA. It is difficult to arrive at a reliable estimate of the potential refunds due on outstanding appeals in addition to any new ones that may be lodged. Based on the most recent data provided by the VOA, it is assumed that the cost of refunds due to appeals will remain at 2019/20 levels. There will be a one off repayment of business rates relating to ATM's however this has been fully provided for and will not impact on the cash position.

There are a number of reliefs against business rates liability, including small business rates relief, charitable relief, and deductions for empty properties and partly occupied premises. It is estimated that the total value of these reliefs and deductions will be approximately £49.5m. This includes the Pre-Covid increase of Retail relief to 50% however it does not include the enhanced retail relief of £113m. It is anticipated that if the government repeated the enhanced relief, that local authorities would be fully compensated.

Top-up Grant is forecast to rise in line with Government announcements but will be used to offset reduction in rates income.

Council tax

The MTFS has a planning assumption of a 2% per annum rise in Core Council Tax from 2021/22 to 2024/25, although the actual Council Tax level will be set by members each year, including any decision to take any future Social Care Precepts which the Government might announce.

The tax base for Sheffield is forecast to continue growing, and provides us with enough confidence to forecast an increase of 1,300 new Band D equivalent properties for 2021/22 onwards. It is worth noting the forecast growth levels have been revised down by 200 Band D equivalents from the previously published MTFA, and reflects the anticipated impact of Covid 19 on the house building sector.

We are assuming that the number of properties claiming discounts, reliefs and/or the Local Council Tax Support Schemes, will increase in the short term due to the Covid 19 but recover during the MTFA period. Any reductions in income as a result of the above schemes or due to properties falling into

arrears, will be managed via the collection fund and associated reserves.

Local Council Tax Support Scheme stays the same. The current CTSS in Sheffield which was introduced in 2013 requires council tax payers of working age to pay a minimum of 23% of their council tax bills. For financial planning purposes, it has been assumed that the scheme will not be altered in the medium term. However this will be an issue for Members to consider alongside the savings proposals for 2021/22.

Collection Fund surplus/ deficit	The 2020/21 budget reflected an £8.2m collection fund surplus generated in previous years. This surplus was only temporary and is not available for 2021/22, which causes a budgetary pressure.
Specific grants	No additional specific grants are forecast.
Other Income	Rental income from the Heart of the City Development of approximately £3.5m for 2021/22. This reduces during 2022/23 after the anticipated sale of part of the development, but increase again in 2023/24 and 2024/25, as further phases of the development are completed. This income along with the anticipated additional business rates mentioned above offsets the majority of capital financing costs relating to the development highlighted in the expenditure variation section below.
Public Health	The public health grant will remain at 2020/21 levels for the period of MTFA.
<b>Expenditure Variations</b>	
Pay inflation	2% per annum from 2021/22, to be absorbed by portfolios
Pay strategy	An estimated £6.1m of pay and reward costs have been included over the period of this MTFA. This is above the 2% pay inflation that portfolios have added to their pressures. It also allows for the cost of increments to be taken corporately rather than by portfolios.
Employers' national insurance	No further changes to NI anticipated.
Pension Contributions	No budget pressure assumed for the MTFA period. The results of the triennial review of the amounts to be paid to South Yorkshire Pensions Authority for years 2020/21 to 2022/23 were announced late in 2019/20. This review concluded the past service deficit on the Fund had significantly reduced, following improved fund performance. Consequently the amounts payable by the Council to the Fund for the years 2020/21 to 2022/23 reduced, and these reductions have supported the Council's financial position.  We anticipate that increased contributions will be required for 2023/24 onwards and we have set aside an earmarked reserve to cover these contributions. The Council do not anticipate that recent high-profile national legal cases affecting pension payments, such as the McCloud case, will significantly affect contributions payable, as the impact of these cases was largely anticipated by the actuary in their contribution figures for 2020/21 to 2022/23. Of course the stock market remains uncertain with both the COVID crisis and continuing Brexit negotiations, so falls are possible, which might well necessitate increased pension contributions from the date of the next valuation (currently 2023/24, but may be amended following current CG consultation).
Streets Ahead Contract	The Council investment in the Streets Ahead contract will result in the



Inflation	required amount increasing by approximately £1.8m per annum from April 2017, as planned, taking the total cost in 2021/22 to £87.8m.
MSF	Corporate support for Sheffield City Trust (SCT) debt charges: The additional costs shown against the 'MSF ongoing increase' line in 1. The £7.0m reduction in 2024/25 reflects the finalisation of historic debt payments for the Major Sporting Facilities.
Council Tax Hardship Fund	Hardship Fund increases by £0.2m per annum.
Heart of the City Capital Financing Costs	The MRP and Interest on borrowing for the city centre development will be approximately £5.0m for 2020/21, increasing to £9.1m by 2024/25, albeit with temporary reduction in 2021/22 resulting from the sales of the part of the development. As mentioned above, this additional capital financing requirement is significantly offset by the additional rental and business rates income the scheme is anticipated to generate.
Sheffield International Venues	During the 2020/21 budget process, £2.8m was set aside to cover losses on the Major Sport Facilities. In addition, a specific reserve was created to offset potential further shortfalls in funding. However the impact of the COVID crisis means that we currently forecast that a further £8.2m of subsidy per year is required, and this sum has been included in the above analysis
Portfolio pressure	Are the best estimates of the future costs in relation to demand for services, contract inflation cost pressures and national pay awards.

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 Service

**Tel: 0114 2735624 / 07387 064246**

**Report of:** Laraine Manley, Executive Director of Place

**Report to:** Cabinet

**Date of Decision:** 21<sup>st</sup> October 2020

**Subject:** Procurement of a Kitchen, Worktops and Associated Products Supply Contract to support the Repairs and Maintenance Service in the Place Portfolio

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?		
<i>Neighbourhoods and Community Safety</i>		
Which Scrutiny and Policy Development Committee does this relate to?		
<i>Safer and Stronger Communities Scrutiny and Policy Development Committee</i>		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
If YES, what EIA reference number has it been given? <i>As SharePoint is currently unavailable we have email approval from Michelle Hawley dated 25<sup>th</sup> June 2020.</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:**

The purpose of this report is to seek authority to procure the contracts for the supply of fitted kitchens, worktops and associated products to support the Repairs and Maintenance Service in line with the contents of this report.

**Recommendations:**

It is recommended that Cabinet:

1. Approves the tendering of the fitted kitchens, worktops and associated products supply contract via an existing compliant framework as outlined in this report.
2. Delegates authority to the Executive Director of Place, in consultation with the Director of Finance and Commercial Services and the Director of Legal and Governance to:
  - a. decide the award of the new contracts to the successful suppliers chosen by the Council following the procurement;
  - b. take all other decisions necessary in order to meet the aims, objectives and outcomes of this report which are not already covered by existing delegations in the Leaders Scheme of Delegation.

**Background Papers:**

N/A

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 Schofield
		Legal: Gemma Day
		Equalities: Michelle Hawley
<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>Laraine Manley</i>
3	<b>Cabinet Member consulted:</b>	<i>Councillor Paul Wood</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>  Mark Freeth	<b>Job Title:</b>  <i>Head of Repairs and Maintenance Service</i>
	<b>Date: 1 October 2020</b>	

## 1. PROPOSAL

This report will detail the proposal to re procure Kitchen, Worktops and associated products on behalf of Sheffield City Council for use in the main by the Housing Repairs and Maintenance Service. The Corporate Repairs and Maintenance Service may also occasionally use the contract that is set up. This will include ongoing provision for the supply of fitted kitchens, worktops and associated products for the Repairs and Maintenance service to maintain our Housing stock including the refurbishment of void and acquisitions properties.

Given the anticipated value of a new four-year contract arrangement we are required by Law and under our own Contracts Standing Orders to procure this supply chain in a fully compliant manner. Full details of the routes to market that have been considered are detailed within this report.

### 1.1 Background

The Council successfully insourced its Housing Repairs and Maintenance (HRM) and Corporate Repairs and Maintenance (CRM) Service's on 1st April 2017.

Prior to the insourcing the Project team established a number of OJEU compliant contracts with a range of both suppliers and contractors prior to 1<sup>st</sup> April 2017 to cover much of the external spend for the service. However, the broad nature of the activities undertaken necessitated that additional specialist companies subsequently had to be commissioned at short notice to support ongoing service delivery. The provision of kitchens & associated products is one such commission and we have managed this supply under the ESPO framework on a direct award basis. This arrangement ended on the 31<sup>st</sup> March 2020 with no further option to extend and is on the Forward Plan of Procurements. Delays to tendering due to the Councils response to the Coronavirus pandemic have been inevitable.

Under the Decent Homes Programme and in consultation with tenants a number of styles of kitchens and associated products were market tested, evaluated, selected and subsequently specified by the Housing Service Asset Team. Tenants have a choice of styles and colours of kitchen doors and handles to enable them to personalise their homes in addition to the access to products which can demonstrate durability.

These products have been installed and maintained by the HRM service latterly and under Kier over many years. Continued availability of the selected products and styles is critical to delivering an efficient and effective repairs and maintenance service for our tenants with some of these products currently installed in over 38,000 social properties across the city.

For consistency of standards, styles and safety features, ongoing repairs and maintenance and the supply chain logistics required to support the service it is key we continue to procure these specified products and maintain the quality throughout the Housing asset.

Kitchen cabinets and carcasing, worktops and associated products are currently supplied by Joinery and Timber Creations (JTC).

## 1.2 **Contract values**

The current contract value is £390K per annum, this is split approximately 30% full kitchen replacements in voids or acquisition properties and 70% day to day smaller scale ad hoc repairs.

The forecast spend, based on letting a four year Framework, for this supply line is circa £1.56m and therefore requires the appropriate Cabinet approval to approach the market and re procure.

With spend over £150K under the Councils Standing Orders a full tender is required, for spend in excess of £190K we are legally bound to tender under the Public Contract Regulations (PCR) 2015. As our forecast 4 year spend is in excess of these levels, we are required by law to compete this opportunity. The exceptions to this would be either

a Direct Award or further competition under a fully PCR compliant Framework where the legal requirements of PCR have already been satisfied.

### 1.3 **Proposal**

The Repairs & Maintenance service is undergoing a period of transition following insourcing and all supply chain arrangements initially put in place for the insource are due to either expire or require a full Commercial review. The supply chain for Kitchens and associated products is one such arrangement.

This report is to seek approval for procuring the ongoing provision of the specified fitted kitchens, worktops and associated products with emphasis on service delivery to include testing stock availability and critical lead times to ensure we fully manage service delivery for our tenants. Procuring this contract will help the Council to maintain our Housing stock including the refurbishment of void and acquisitions properties.

The Procurement Strategy explored our best value options via a full OJEU tender route, direct award or mini competition under an existing OJEU compliant framework. We have identified a number of OJEU compliant frameworks – Procurement for Housing (PfH), Eastern Shires Purchasing Organisation (ESPO) and LHC which have all been developed with the Social Landlord and the ongoing maintenance provision in mind.

All the Framework providers are not for profit procurement consortium established to serve the procurement needs of the social housing landlord community, understanding the needs of the maintenance clients.

All the identified Frameworks are compliant the Procurement Regulations and Directives (OJEU). This means as potential Clients we would not have to openly advertise the opportunity or follow the full procedural rules. This is a more time and cost-efficient process than running a “full” procurement exercise for the Authority. This also ensures we procure to the current specifications and standards set by the Housing Client in addition to access to competitive pricing by taking advantage of the economies of scale these Frameworks provide.

Frameworks offering this specific supply via a Direct Award have been benchmarked on pricing. Following the benchmarking the best value option in terms of the Frameworks offering was that of PfH whose pricing proved the most competitive.

Having considered the options the recommendation is to procure our specified kitchen products via the fully OJEU compliant framework let by PfH on a direct award basis.

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

2.1 The Corporate Plan sets the Council's direction, priorities and common goals. This proposal specifically supports the priorities around:

- An in-touch organization
- Strong Economy
- Thriving neighbourhoods and communities
- Better health and wellbeing
- Tackling inequalities

2.2 This procurement will enable the Council to engage with the market to ensure that the standards and products for HRM demonstrate best value and are also compliant with Legal and Corporate requirements for the Council, and the industry.

2.3 The procurement opportunity will enable suppliers both local and national to trade with the Council and will contribute to keeping the local economy strong. Local Economic Impact will be assessed as part of the total Social Value offering in line with the Council's award winning Ethical Procurement Policy.

2.4 By providing the best value, quality products for the benefit of our Council tenants we are contributing to both thriving neighbourhoods and communities and better health and wellbeing as properties are improved and maintained to the decent homes standards.

2.5 The HRM provision is available to all tenants and all tenants are treated equally in respect of access to services including maintenance and improvement works across the social housing asset.

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

3.1 No external consultation is required or has taken place as the proposed procurement is for the supply of goods to support the internal HRM service provision. External consultation has taken place in the past with tenants representatives (TARA's) to determine best value products under the Decent Homes Programmes.

3.2 This report has been jointly developed in consultation with relevant stakeholders in the HRM, Housing Service, Legal Services and Financial & Commercial Services.

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

4.1 Equality of Opportunity Implications



4.1.1 An EIA has been completed and signed off. Overall there are no significant differential, positive or negative, equalities impacts as this decision is for a continuation of an ongoing supply arrangement and not a new provision.

By ensuring that there are the correct materials for any repairs this has a positive impact on the health & wellbeing and health & safety of the operatives. This then has a positive impact indirectly to clients across the city that utilise the various repairs services

#### 4.2 Financial and Commercial Implications

4.2.1 As set out in paragraph 1.1, a revised framework is estimated to be:

- in the region of £390K per annum for day to day tenants repairs and upgrades to voids and acquisition properties.

4.2.2 The proposed new Frameworks will be for 4 years (2 years with an option to extend for a further 2 years).

4.2.3 The Council has a duty to ensure that all of its procurement is based on value for money principles, achieving the optimum mix of quality and effectiveness for the least outlay. In addition to this duty and the overarching EU Treaty Principles relating to transparency and equality of treatment, the value of the services in scope is above the OJEU threshold and so requires a number of specific procedural steps to be followed.

4.2.4 In undertaking an OJEU compliant tender process or by accessing a compliant Framework, the Council will ensure compliance with the necessary legal and regulatory provisions relating to procurement, whilst encouraging innovation and competition from the market and allowing the Council to choose the optimum solution for our specified products based on a balance of quality and price.

4.2.5 The contracts will not provide any guarantees in relation to volumes or a value committed to supplies over the course of the arrangement, and so provides flexibility for the Council to carry out ongoing reviews of its needs and amend its requirements as required.

4.2.6 Sheffield City Council is committed to ensuring a high standard of ethical practice across our supply chain.

4.2.7 The Council expects all internal staff, partners and suppliers to work to these augmented standards which assure we will:

- Trade with those who comply with an Ethical Code of Conduct
- Exclude suppliers committing acts of Grave Misconduct
- Improve Social Outcomes for the citizens of Sheffield

- Increase the power of procurement and its local economic impact.

#### 4.3 Legal Implications

- 4.3.1 The Localism Act 2011 provides local authorities with a “general power of competence” which enables them to do anything that an individual can do as long as the proposed action is not specifically prohibited. A purpose of the Act is to enable local authorities to work in innovative ways to develop services that meet local need.
- 4.3.2 The Council has a responsibility under the Council tenancy conditions to carry out certain repair and maintenance work. This procurement and any contracts that are awarded will enable the Council to meet these obligations.
- 4.3.3 When the Council delivers services it is subject to the ‘best value duty’. This requires the Council to ‘make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 4.3.4 The proposed procurement outlined in this report has a value in excess of the threshold for contracts for services in accordance with the Public Contracts Regulations 2015, therefore the procurement and contract award processes to be followed will be subject to those Public Contracts Regulations.
- 4.3.5 The procurement process and any contract awards must also be undertaken in accordance with all relevant provisions of the Council’s Constitution including its Contracts Standing Orders.
- 4.3.6 Successful suppliers chosen by the Council following a compliant procurement process will be required to enter into formal written legal contracts with the Council.

#### 4.4 Other Implications

- 4.4.1 No further implications as a result of this procurement.

### 5. **ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 Alternative Option 1 – Do not Procure.

If the Council did not carry out this procurement then the Repairs and Maintenance Service would not be able to maintain the Council’s Housing Stock fully.

We are bound by the Public Contracts Regulations and Council Governance to conduct a procurement where the level of financial spend indicates this, alternatives around the route to market will be

options appraised, considered and benchmarked and fully documented in the Procurement Strategy.

5.2 Alternative Option 2 – Extend the contract with the current supplier.

The current contract has expired and there are no further extensions possible under the framework agreement.

5.3 Alternative Option 3 – Conduct a full OJEU compliant SCC Tender

The option to conduct a standalone tender was ruled out as there was no option to open up the specification and include other manufacturers, the JTC kitchens are fitted in almost every Council rented property which has been upgraded under the Decent Homes programme over time. Kitchens from other manufacturers are not completely interchangeable and sizes do vary making the responsive repair of these kitchens and the component parts very difficult.

Given the specification can only be met by one manufacturer there is no competitive market to approach. Value on this will be driven by a competitive offering via a Framework and harnessing the economies of scale these bring. In addition, much due diligence on the supplier has already been satisfied which does save time and resource compared to conducting a full tender.

5.4 Alternative Option 4 – Conduct a further competition under a fully OJEU compliant Framework.

The option to conduct a further competition under a Framework has been considered but again has been ruled out for the same reasons as in option 3. There is no opportunity to accept a bid from another manufacturer who's products will not be compatible with the items we have installed.

## 6. REASONS FOR RECOMMENDATIONS

6.1 The procurement will enable the Council to:

- Have a compliant mechanism in place to meet the service requirements, whilst allowing for a thorough review in the medium term to identify any further savings/efficiencies as part of the ongoing Repairs & Maintenance TOM (target operating model) project.
- Harness any immediate savings and economies of scale that can be realised by re-engaging the market, any savings realised that can be cashable in nature will contribute to the services' savings targets.
- Realise the Councils Social Value ambitions by driving further value added impact through this supply chain.





**Author/Lead Officer of Report:** John Hudson /  
Assistant Transport Manager

**Tel:** 07791 905808

**Report of:** Laraine Manley, Executive Director of Place  
**Report to:** Cabinet  
**Date of Decision:** 21 October 2020  
**Subject:** Extension to the Transport Framework for taxi and minibus provision

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 type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? <i>Transport and development / Education and Skills</i>		
Which Scrutiny and Policy Development Committee does this relate to - <i>Economic and Environmental Wellbeing Scrutiny and Policy Development Committee</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:**

Sheffield City Council currently provide taxi and minibus transport for Special Education Needs (SEN) children, Looked after Children (LAC) and vulnerable adults. This report seeks authority to extend the current Transport framework for taxi and minibus provision (with or without escorts).

## Recommendations:

It is recommended that Cabinet:

- Approves the extension of the current Transport framework for taxi and minibus provision (with or without escorts) for a period of 3 years in accordance with and for the reasons outlined in this report.
- Delegates authority to the Executive Director of Place, in consultation with the Director of Finance and Commercial Services and the Director of Legal and Governance to:
  - a. decide the award of any new contracts to the successful suppliers chosen by the Council following their application to the DPS framework and following any further competition.
  - b. take all other decisions necessary in order to meet the aims, objectives and outcomes of this report which are not already covered by existing delegations in the Leaders Scheme of Delegation.

## Background Papers:

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: <b>Helen Damon</b>
	Legal: <b>Gemma Day</b>
	Equalities: <b>Annemarie Johnston</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>
	<b>Lorraine Manley</b>
3	<b>Cabinet Member consulted:</b>
	<b>Robert Johnson / Abtisam Mohamed</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> John Hudson
	<b>Job Title:</b> Assistant Transport Manager
	<b>Date:</b> 08/10/2020

## 1. PROPOSAL

- 1.1 Sheffield City Council currently provide taxi and minibus transport for Special Education Needs (SEN) children, Looked after Children (LAC) and vulnerable adults. This transport is provided by the Council's in-house fleet with additional capacity added via the Transport framework for taxi and minibus provision (with or without escorts). This framework, which is a Dynamic Purchasing System (DPS), was procured following an above OJEU open competitive tender in July 2016 for a 2+1+1 year period up to 31 July 2020 (subject to satisfactory performance). Under the Public Contracts Regulations 2015 (PCR) however, there is no duration applied to a DPS unlike a standard framework which is for a fixed period of time. A DPS has a period of validity which must be stated in the OJEU Contract Notice (this doesn't bind the Council to any fixed period however, as it can be shortened or extended via a further OJEU Notice). A DPS can also be cancelled any time.

The Council has a statutory responsibility to provide travel assistance to children who have an entitlement because of their special educational needs and for Adult Care clients to meet their respite and other needs. Part of this assistance is met by the Council's in-house fleet. However as it is not possible for all provision to be met in-house and in order to complement the Council's in-house fleet and maintain an appropriate level of service support for end users further capacity is generated by outsourcing provision to taxi and minibus suppliers. Although the DPS was set up primarily for the Council to use, it also allows both the DWP and Sheffield College access to it.

In the initial setup stage, all suppliers who met the selection criteria and were not excluded were admitted to the DPS. The council cannot impose any limit on the number of suppliers that may join a DPS. Unlike framework agreements, suppliers can also apply to join the DPS at any point during its lifetime and so new suppliers are continually admitted to the DPS should they meet the selection criteria. Individual contracts are awarded during the second stage for when services are required. In this stage (further competition), the council invites all suppliers on the DPS at that time (or the relevant lot within the DPS) to bid for the specific contract. The contractor offering the most-economically advantageous tender will usually be selected, unless specific care arrangements are required which can only be provided by a supplier with the requisite specialisms. Services commissioned via the DPS are contract managed and monitored for safeguarding and compliance.

The approximate spend against this framework is in the region of £2.5 million per year based on 2019/20 financial spend. Contracts for these services are let through running a further competition via the DPS framework to ensure best value is achieved and in order to comply with the Public Contracts Regulations 2015.

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

2.1 The DPS follows the council's ethical procurement policy and some of the benefits of it are:

- Flexibility for local suppliers to be added to the DPS arrangement at any stage of its lifetime, in other words open/ongoing access
- Cost savings through increased competition
- Opportunity to stimulate local transport markets
- Potential to increase access for harder to reach suppliers including small medium enterprises.
- Increase opportunities for local employers and employees
- Influence the local taxi / minibus trade to be more environmentally focused

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

3.1 From the initial implementation of the DPS, the Council has engaged all stakeholders in the journey including key internal stakeholders and suppliers. Considerable time has been spent in engaging with the current suppliers, advertising the DPS, and providing a complimentary range of support including open days to talk about this and a dedicated point of contact. We provided demonstrations of the DPS technology for potential suppliers at roadshows taking them through the registration process. Suppliers have been supported during its delivery and they will continue to be adequately supported in the future. To ensure the Council continues to engage with suppliers it will:

- schedule in further open days
- carry out surveys of suppliers who are (or have been) part of supplying services on the DPS to obtain specific feedback on the use of the DPS.
- Provide training (face-to-face, tutorials and guidance)

Internal stakeholders such as heads of service and cabinet members will be consulted as part of the Councils approval process.

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

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

4.1.1 There are no equality implications from the extension of the current DPS framework. The DPS framework will specify that in order to be considered for inclusion in the tendering process, companies will need to demonstrate that they have a robust policy for equality, diversity and



inclusion.

Contractors have to provide evidence of these policies and practices at the time of tendering and will only qualify to be on the contract if they can satisfactorily demonstrate that these standards are met.

Once on the contractor is working on the contract Transport's compliance and monitoring officer carries out spot checks to ensure that the policies and practices are being actioned. Services commissioned via the DPS are contract managed and monitored for safeguarding and compliance. This benefits children who required travel assistance because of their special educational needs and for Adult Care clients to meet their respite and other needs.

The framework follows the principles of the council's ethical procurement policy.

#### 4.2 Financial and Commercial Implications

- 4.2.1 The contract will be let for a period of 3 years, with specific routes being awarded (for one year at a time) following a further competition between suppliers. This will ensure value for money is consistently being achieved from the market.

Based on historic expenditure, the total expenditure under this contract will be £2.5m per annum. It is anticipated however, that costs may increase as and when the Clean air zone is implemented, but this cannot be quantified at this stage.

An extension of the current DPS is forecasted to achieve annual contract savings and the client will work with appropriate finance business partner to agree any figures.

The contract will be managed through Transport services the Procurement and Supply Chain Team.

#### 4.3 Legal Implications

- 4.3.1 The Council have a statutory responsibility to provide travel assistance to children who have an entitlement because of their special educational needs and for Adult Care clients to meet their respite and other needs. This statutory responsibility is covered by the following legislation: the Education Act 1996, the Education and Inspections Act 2006, the Equality act 2010, Children Act 1989 and 2004 and the Chronically Sick and Disabled Persons Act 1970. This DPS framework will assist with meeting these statutory requirements.

The Localism Act 2011 provides local authorities with a "general power of competence" which enables them to do anything that an individual can do as long as the proposed action is not specifically prohibited. A purpose of the Act is to enable local authorities to work in innovative ways to develop services that meet local need.

When the Council delivers services it is subject to the 'best value duty'. This requires the Council to 'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The proposed extension outlined in this report has a value in excess of the threshold for contracts for services in accordance with the Public Contracts Regulations 2015, therefore any procurement and contract award processes to be followed will be subject to those Public Contracts Regulations.

Any contract awards must also be undertaken in accordance with all relevant provisions of the Council's Constitution including its Contracts Standing Orders.

The DPS Framework will specify that in order to be considered for inclusion in the tendering process, companies will need to demonstrate that they comply with minimum wage and health & safety requirements including public safety (e.g. delivery drivers' license checks) thereby ensuring that the Council meets its own standards and those obligations imposed by statute.

#### 4.4 Other Implications

4.4.1 There are no other implications arising from this proposal.

### **5. ALTERNATIVE OPTIONS CONSIDERED**

#### 5.1 Alternative Option 1 – Do nothing

If the Council did nothing and did not put in place a new framework or extend the existing DPS framework then the Council would not be able to meet their statutory responsibility to provide travel assistance to children who have an entitlement because of their special educational needs and for Adult Care clients to meet their respite and other needs.

Alternative Option 2 – Put in place a new Council framework agreement.

A framework agreement is an umbrella agreement that will set out the terms of supply such as price, quality, and quantity under which individual contracts can be made throughout an agreed period, usually up to 4 years. Frameworks help streamline procurement for both suppliers and authorities; suppliers don't have to demonstrate suitability and capability every time they wish to compete for a contract, and the award of individual tenders can be quicker than under some other procedures. The Council requires a highly flexible contracting system that is responsive to changing client needs and/or funding arrangements, whilst maintaining specified levels of service quality. The main benefit of a framework agreement is providing taxi services on a call off arrangement meaning the Council can increase or decrease its demand

for taxi services in the future as this arrangement gives no guarantee of any minimum or maximum value of work for suppliers. Furthermore, it is evident that this service would highly benefit from multiple suppliers making a DPS framework more suitable.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 The continuation of the DPS framework will permit competitive tendering amongst local businesses and will drive down the cost and increase availability of taxis & Minibuses to the City Council. The DPS is preferred to any of the existing frameworks as a better and more economic fit for the needs of Sheffield Transport. It is expected that the framework will continue to develop over its 3-year period, delivering a service that users benefit from as well as providing local employment and developing local businesses

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**Author/Lead Officer of Report:** Paul Dempsey  
 Assistant Director Provider Services  
**Tel:** 0114 2734982

**Report of:** John Macilwraith  
**Report to:** Cabinet  
**Date of Decision:** 21st October 2020  
**Subject:** South Yorkshire Regional Adoption Agency

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 type="checkbox"/>	
- Affects 2 or more Wards	<input checked="" type="checkbox"/>	

Which Cabinet Member Portfolio does this relate to? *Cllr Drayton*  
 Which Scrutiny and Policy Development Committee does this relate to?  
 Children, Young People and Family Support Scrutiny and Policy Development Committee

Has an Equality Impact Assessment (EIA) been undertaken? Yes  No   
 If YES, what EIA reference number has it been given? **Peoples/C&F/BK/030920**

Does the report contain confidential or exempt information? Yes  No   
 If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-  
*"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."*

**Purpose of Report:**  
 This report sets out the proposals for Sheffield City Council's Adoption Service to form a Regional Adoption Agency (RAA) with three other local authority adoption services, those of Barnsley MBC and Rotherham MBC, Doncaster Council together with Doncaster Children's Services Trust, and seeks approval to proceed.

**Recommendations:**

1. Approve the proposal for Sheffield City Council's Adoption Service to form and be part of the South Yorkshire Regional Adoption Agency (SYRAA) in line with this report.
2. Delegate authority to the Executive Director of People Services Portfolio in consultation with Director of Legal and Governance to enter into a formal Agreement with participating bodies to effect the SYRAA; and thereafter to take such steps, where no authority exists under the LSOD to achieve the aims and objectives as set out in this report.

**Background Papers:**

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

**Sufficiency assessment and placement strategy 2017/20**  
**Corporate Parenting Strategy 2018/20**

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>Helen Damon</i>
	Legal: <i>Steve Eccleston and Henry Watmough-Cownie</i>
	Equalities: <i>Bashir Khan</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	<b>EMT member who approved submission:</b> <i>John Macilwraith</i>
3	<b>Cabinet Member consulted:</b> <i>Cllr Drayton</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>Paul Dempsey</i>
	<b>Job Title:</b> <i>Assistant Director Provider Services</i>
<b>Date:</b> 23.10.20	

## **1. PROPOSAL**

### **1.1 Background**

- 1.1.1 This report seeks approval for Sheffield City Council's Adoption Service to form and be part of a Regional Adoption Agency with the adoption services of Barnsley, Rotherham and Doncaster Councils, together with Doncaster Children's Services Trust. It is anticipated that creating a regional service will reduce competition and create efficiencies through the pooling of resources. Most importantly, a regional service will widen the pool of adopters for Sheffield's looked after children who need adoption and enhance our ability to place those children for adoption in a timelier manner than as a single agency. Regionalising the service is consistent with the Government agenda for all adoption services nationally to regionalise.
- 1.1.2 The Government policy paper, 'Regionalising Adoption', published in 2015, set out the Government's plans for all local authority adoption services nationally to merge into larger regional adoption agencies. The Government subsequently legislated to provide powers in the Education and Adoption Act 2016 to require local authority adoption services to regionalise where they were not making voluntary plans to do so by 2020. The legislation stated that planning must have started by 2017 with entry into a regional adoption agency completed by 2020.
- 1.1.3 The drive to regionalise adoption services comes from the belief that too many children are waiting too long to be placed for adoption and for some children who need adoption local authorities have been unable to secure it for them. The rationale supporting regionalised adoption services is that by pooling resources and expertise in fewer, but larger organisations, and working collaboratively rather than competitively to recruit adoptive families, more adoptive families would be recruited and matching children to families would occur more quickly, as each regional agency would have a larger pool of adopters to match children with. At the time of writing, 75% of adoption services nationally have now regionalised.
- 1.1.4 The provision of an adoption service is a statutory requirement for all local authorities. The Adoption and Children Act 2002 provides the legal framework for an adoption service. Under section 3 of the Act each Council must maintain within its area an adoption service designed to meet the needs of children who may be adopted, their parents, natural parents, and former guardians. The development of RAAs does not absolve each local authority of its statutory responsibilities. However, as Barnsley, Rotherham and Sheffield (BRS) and the Trust are public contracting Authorities they are permitted to delegate their functions or cooperate in the discharge of their functions, enabling the development of regional arrangements for the delivery of an adoption service. Further detail of the legal and governance issues is provided within this report.
- 1.1.5 Directors of Children's Services in Sheffield, Barnsley, Doncaster and Rotherham agreed in April 2016 that the four organisations should endeavour

to form the South Yorkshire Regional Adoption Agency. Doncaster Children's Services Trust was identified to 'host' the new agency, and a representative project group was established to drive the necessary planning and development work. While development work proceeded, progress stalled due to an inability to agree the exact operating and financial model.

1.1.6 In April 2020 the position was reviewed and all four South Yorkshire Local Authorities committed to establish the Regional Adoption Agency by January 2021, and for it to be hosted by Doncaster Children's Services Trust. Funding for project support was secured from the Department for Education (DfE) and the DfE also appointed a coach to support the development work.

1.1.7 A new South Yorkshire Regional Adoption Agency Implementation Board is now established and is overseeing the development work. It is chaired by the Director of Children's Services in Doncaster and has membership from Assistant Directors from the three participating local authorities and the Trust, as well as the Project Manager and DfE coach.

## **1.2 Proposal Outline**

1.2.1 The four participating organisations have determined that the RAA should be developed in line with the following principles:

- The RAA will have no negative impact on performance and quality
- The RAA staffing model will enable staff to maintain their existing terms and conditions and not be subject to TUPE transfer into the new RAA
- The cost of the RAA will be no more than the cost of the existing adoption services

1.2.2 The proposal here is that we establish a Regional Adoption Agency with the legal status of a 'Partnership'. This will be secured and committed to via a 'Partnership Agreement'. This is discussed in more detail in the legal section of this report.

1.2.3 In year one each local authority and the Trust will pool their existing adoption service budgets centrally so as to establish the budget for the RAA. Sheffield's budget contribution will be £1.558m in year 1. The total RAA budget will be £4.949m. The Head of Service for the RAA, under the guidance, scrutiny and oversight of the Implementation Board, will be responsible for managing the budget. Beyond year one, the allocated budget, and the mechanism for determining the budget total and the contributions from each authority, will be considered by the RAA Implementation Board. The Board will make recommendations that will need to be endorsed, or not, by the individual authority decision making bodies.

1.2.4 Staff in each of the four current adoption services will continue to work, once the RAA has commenced, under their existing terms and conditions in the



employ of their existing employer. All adoption service staff other than the service managers will continue to work from their existing work locations and their line manager reporting arrangements will remain the same. Service managers will report into a new RAA Head of Service who will be employed as part of a small central 'hub' team by Doncaster Children's Services Trust.

1.2.5 The central hub team referred to above will consist of the Head of Service for the RAA, a Business Support Officer, and a Performance Analyst. The costs for these additional staff will be met through non staffing related efficiencies.

1.2.6 We have estimated that the RAA will need to place 154 children for adoption in 2021/22. Within the RAA budget, there is £1.4m set aside for the purchase of inter-agency placements. The RAA could purchase up to 46 adoptive placements with this budget. This means the RAA will need to approve 92 adopters to place the remaining 108 children. We think this is realistic given that in 2019/20 across South Yorkshire the four agencies approved 88 adoptive families. Success in approving more than 92 families will reduce spending from the inter-agency budget, which will help to offset any centralised RAA costs and/or be given back proportionately to the 3 local authorities and the Trust. How to deal with 'overspends' and 'underspends' is addressed in the Partnership Agreement.

1.2.7 The vision for the RAA is to 'achieve excellent outcomes for children and adults involved in adoption through:

- Ensuring that children's best interests are at the heart of placement decisions which will fully meet their needs.
- Targeting recruitment and establishing a wide and diverse pool of prospective adopters.
- Timely matching so that children are placed without delay in secure, loving families.
- Providing creative and outstanding adoption support services.
- Investing in the workforce to ensure they have the right skills and capacity to deliver excellent services.
- Continually seeking to apply best practice and innovation to ways of working.
- Actively listening to and learning from children, adults, and staff to develop and improve the services provided.

1.2.8 In relation to Governance arrangements, the RAA Implementation Board is currently meeting monthly and will continue to do so once the RAA has commenced operating. The Head of Service for the RAA will be required to report monthly to the Board on business, activity, performance and quality, as well as report on the budget

1.2.9 A detailed performance report template will be drafted and agreed upon at the Implementation Board. Regular performance reports will be shared with each of the local authorities and the Trust. In Sheffield, the Assistant Director for

Provider Services will maintain a responsibility for overseeing that the RAA is delivering high quality services and outcomes for Sheffield's children and families, and for reporting in the usual way within the Council for example to the Senior Leadership Team, the Cabinet Member for Children and Families, the Corporate Parenting Board, and Cabinet and Scrutiny Committees where required.

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

- 2.1 As indicated above, the rationale for creating larger regional adoption agencies is to pool resources, to collaborate rather than compete for recruitment of prospective adopters, and to improve timeliness of adoption through the recruitment of more adopters and agencies having immediate access to a wider pool of adopters across a larger region in which to match children with. We think that by developing a well-managed Regional Adoption Agency we can benefit from these anticipated gains in Sheffield.
- 2.2 Joining the Regional Adoption Agency will increase our ability to provide quality permanent family homes for looked after children with a plan for adoption. It supports our aim to secure permanence outside care for looked after children and our aim to ensure that only children who need to be in care are in care. The proposals support our aim to provide equality of access to all children who need adoption including those groups of children who often 'wait longer' or do not have adoption secured for them.
- 2.3 Regionalising will enable us to develop a regional adoption support service that can provide the same consistent and comprehensive service to adoptive families regardless of where they live in South Yorkshire. This means that adoptive families living in one local authority area and adopting a child from another South Yorkshire authority area can confidently know they will receive the same high quality adoption support service.

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

- 3.1 The following stakeholder consultation took place between 2016 and 2019 and was used to inform the RAA model:
  - Teen groups in Barnsley and Doncaster (2016)
  - Adopter Voice (Yorkshire and Humber) undertook a robust in-depth survey of the timeline and experience of adopters within the adoption process and beyond. (2017)
  - Leeds Beckett University were commissioned (October 2016) to deliver workshops involving a cross section of staff. The formal research report identifies both opportunities and challenges from a staff perspective all of which have been taken account of in the proposed structure of the RAA.
  - Adopters participated in the Leeds Beckett workshop (2016). The Adopter Development coordinator in South Yorkshire established a good network of adopters who have contributed to the task and finish groups.

- Key topics raised by service users and staff have been incorporated into previous development work(2018-2019)
- 3.2 The Portfolio Leadership Team, Senior Leadership Team and Cabinet Member for Children and Families have all been regularly consulted and kept abreast of developments.
  - 3.3 A member of Adoption UK who represents adopters in South Yorkshire is now a member of the Project Board.
  - 3.4 Trades Unions Representatives were consulted most recently in August 2020 about the RAA and the particular implications for staff. No objections were raised to the proposals. A formal 30 day staff consultation will be conducted in November 2020 if Cabinet approve this proposal.
  - 3.5 Consultations have taken place with colleagues in Legal, Human Resources, Finance, Information Technology and Commissioning Services.

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

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

- 4.1.1 Decisions need to take into account the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010. This is the duty to have due regard to the need to:
  - eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
  - foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- 4.1.2 The Equality Act 2010 identifies the following groups as a protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 4.1.3 An Equality Impact Assessment has been carried out and highlights that the proposals support our aim to provide equality of access to all children who need adoption. It is expected that there will be a greater positive impact on those groups of children who often wait longer or do not have adoption secured for them, for example children aged over 5, children from BAME backgrounds, children with disability and those with sibling groups.

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

- 4.2.1 As detailed above, one of the key principles for the development of the RAA is that it costs no more to deliver than our existing adoption service.
- 4.2.2 The RAA budget will be made up of the pooled budgets of the four participating adoption services and will be held by Doncaster Children's Services Trust and managed in accordance with the SYRAA service plan and Partnership Agreement.
- 4.2.3 There are some additional costs as a result of establishing the RAA. These are related to the salary costs for the three central hub staff, the Head of Service, the Business Support Officer, and the Performance Analyst. For 2021/22 the cost of the Head of Service and Business Support Officer will be £100k. It is anticipated that the following non staffing efficiencies will offset the costs of the central hub staff totalling £136k:
- £57k Adoption Panel Costs – reduction in the number of Panels across the region.
  - £32k Subscriptions – consolidation of subscriptions across the region
  - £25k Marketing – greater use of social media across the region
  - £22k Misc – average spend reduction.
- 4.2.4 The recruitment for the Head of Service for the RAA has started and they should be in place for the implementation of the RAA on 1 January. The cost of this post for the three months to March 2020 is estimated at £20k. This will either be covered from existing budgets or will be split evenly as an additional contribution from the four organisations.
- 4.2.5 The RAA budget will be managed by the RAA Head of Service with monthly oversight, support and scrutiny from the Implementation Board.
- 4.2.6 The way in which annual budget overspends and underspends are dealt with is set out in the Partnership Agreement. Essentially, the RAA will manage any overspends within its own existing resources, but if this is not possible then the three authorities and the Trust will share responsibility proportionately for overspends. The RAA Board will determine the action required for an underspend, but will consider the following:
- is applied to the SYRAA
  - is deducted proportionately from the Authorities' Financial Contributions for the following Financial Year; or
  - is returned to the Authorities in proportion to their Financial Contribution for the Financial Year
- 4.2.7 Adoption allowances are not in scope of the RAA and will remain part of the Sheffield City Council budgets.

### 4.3 Legal Implications

- 4.3.1 The Department for Education in 2015 published 'Regionalising Adoption' setting out changes to improve adoption services, essentially advocating Regional Adoption Agencies. The Education and Adoption Act 2016 reinforced that policy and placed a legal requirement on local authorities to form Regional Adoption Agencies by 2020. It is of note that under the Act the Secretary of State may specifically direct an authority to make arrangements for all or any of their adoptive functions to be carried out on their behalf by another authority or adoption agency; essentially the Act provides the Secretary of State with a power, if an authority failed to act, to specify who should carry out the adoptive service function for the authority. Most local authorities across the country now utilise or have formed Regional Adoption Agencies.
- 4.3.2 As set out in this report it has been proposed that the SYRAA will be established as a partnership between the 4 participating Authorities to be hosted by DCST. The partnership will be formed under a formal Partnership Agreement, which is being drafted by solicitors from each of the participating authorities and DCST.
- 4.3.3 Two specific legal issues arose during discussions regarding the proposed SYRAA, Procurement implications and State Aid.
- 4.3.4 The Trust currently carries out children Service functions including adoption services on behalf of Doncaster Council and therefore can be deemed as a 'public contracting authority' for the purposes of the Procurement Regulations. All the Authorities involved have considered whether DCST can be directly appointed to host the adoption services for the SYRAA without the Authorities having to run a procurement exercise. All the Authorities agree that we can rely on Regulation 12(7). Under this exemption the Authorities are able to enter into a co-operation arrangement with DCST in so far as the following requirements will met:
1. There is no private sector party to the agreement;
  2. The co-operation is governed solely by considerations and requirements relating to the pursuit of objectives in the public interest;
  3. The character of the agreement is that of real co-operation aimed at the joint performance of a common task, as opposed to a normal public contract;
  4. It enables the public service activity to be carried out more effectively;
  5. There are mutual requirements for co-operation with "give or take" between the parties;
  6. Payment is related to the reimbursement of costs (and is not based on the generation of profit);
  7. The arrangements are not contriving to circumvent the procurement rules.
- 4.3.5 In the proposed arrangements it is considered that the above conditions are met and as such, the Regulation 12(7) exemption applies. Therefore no procurement exercise is considered to be required and the Trust may be

appointed to carry out this work for the participating Authorities on the basis of the proposed collaboration agreement.

- 4.3.6 In terms of State Aid, Doncaster Council advises that DSCT is an Arms Length Management Organisation (ALMO) which is wholly owned by Doncaster Council. Therefore support and financial contributions provided to SYRAA / DCST by the contracting authorities cannot amount to unlawful state aid.
- 4.3.7 It is the view of each of the Local Authorities that TUPE is not thought to apply to the proposed staffing arrangements, staff will remain employed by their current employers and will see no material change to their employment which would likely trigger TUPE.

#### **4.4 Human Resource Implications**

- 4.4.1 As detailed above, the establishment of the RAA will not require the existing adoption service staff to transfer under TUPE regulations. All staff will remain employed by their current employer, meaning all Sheffield's Adoption Service staff will continue to be employed by Sheffield City Council under the same terms and conditions. Except for the Service Manager, they will all remain working from their current work locations and their line management reporting arrangements will remain the same.
- 4.4.2 A memorandum of understanding has been produced to be signed by all parties in the RAA that clearly explains that all Sheffield City Council employees will continue to be employed under existing Sheffield City Council terms and conditions. This document addresses the queries and concerns that staff may have and provides assurance that there is no change for them.
- 4.4.3 No redundancies are planned as a result of the formation of the RAA and no changes are planned to the adoption team structure other than the additional Head of Service post employed by Doncaster Children's Services Trust. Sheffield City Council will retain full control of its staffing structure.
- 4.4.4 Whilst there are no changes to terms and conditions, there will be some minor changes to the way people work and a formal consultation exercise involving the recognised trade unions will take place to ensure that all staff suggestions and concerns are considered and responded to. Normal consultation approaches will be adapted to fit in with current Covid secure ways of working.

#### **5. ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 In consideration of the 'do nothing' and remain as we are option we have to account for the Government legislation that requires all adoption services nationally to regionalise. As such, it is not a choice whether we become part of

a regional adoption agency in some way or other. A failure to act could result in the Secretary of State designating which RAA the Sheffield adoptive function should be provided by, either by allocating another local authority and/or an adoption agency to provide the adoptive service. By being proactive Sheffield can be involved in the formation of the South Yorkshire RAA, being instrumental in its formation. Aside from it being a requirement, we do believe that regionalising provides an excellent opportunity to pool resources and expertise across the region to deliver improved services and outcomes for the region's children and importantly for Sheffield's children.

- 5.2 There was an option to develop a more fully integrated and separate service inclusive of transferring staff under TUPE regulations. This is not a preferred option as we wish to continue employing our existing staff This model was objected to by staff and trades unions and it presents a risk to staff retention and continuity that would have a negative impact for children and adopters.
- 5.3 Our preferred and recommended model is that set out above.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 Being part of a Regional Adoption Agency will improve our ability to place Sheffield's children in adoptive families and to do so in a timely manner. This will be good for children and will result in costs efficiencies for the Council.
- 6.2 It will cost us no more financially to be part of a RAA and over time will increasingly lead to cost efficiencies. In particular, improved recruitment of adopters will reduce the need to spend money purchasing inter-agency placements
- 6.3 Joining a RAA in the model proposed is in line with staff preferences not to be transferred out of their Council employment and as such promotes staff retention and continuity.
- 6.4 Joining a RAA is consistent with the Government's drive for all adoption services to regionalise.

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