

# Co-operative Executive

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Wednesday 21 July 2021 at 2.00 pm

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

The Press and Public are Welcome to Attend

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## Membership

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Councillor Terry Fox	(Leader of the Council)
Councillor Julie Grocutt	(Deputy Leader and Executive Member for Community Engagement and Governance)
Councillor Mazher Iqbal	(Executive Member for City Futures: Development, Culture and Regeneration)
Councillor Jayne Dunn	(Executive Member for Education, Children and Families)
Councillor Cate McDonald	(Executive Member for Finance and Resources)
Councillor George Lindars- Hammond	(Executive Member for Health and Social Care)
Councillor Paul Wood	(Executive Member for Housing, Roads and Waste Management)
Councillor Douglas Johnson	(Executive Member for Climate Change, Environment and Transport)
Councillor Paul Turpin	(Executive Member for Inclusive Economy, Jobs and Skills)
Councillor Alison Teal	(Executive Member for Sustainable Neighbourhoods, Wellbeing, Parks and Leisure)

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## PUBLIC ACCESS TO THE MEETING

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The Co-Operative Executive 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 Terry Fox.

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 Co-Operative Executive 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.

Co-Operative Executive meetings are normally open to the public but sometimes the Co-Operative Executive 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.

Co-Operative Executive 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 Abby Brownsword on 0114 273 5033 or email [abby.brownsword@sheffield.gov.uk](mailto:abby.brownsword@sheffield.gov.uk).

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**CO-OPERATIVE EXECUTIVE AGENDA  
21 JULY 2021**

**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 - 24)  
To approve the minutes of the meeting of the Cabinet held on 23<sup>rd</sup> June 2021.
- 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. Retirement of Staff** (Pages 25 - 28)  
Report of the Executive Director, Resources.
- 9. Our Sheffield: One Year Plan**  
Report of the Chief Executive.
- 10. Transition to a Committee System of Governance** (Pages 29 - 36)  
Report of the Director of Legal and Governance and Monitoring Officer.
- 11. Update Report - Procurement of Daytime Opportunities for People Living with Dementia** (Pages 37 - 48)  
Report of the Executive Director, People Services.
- 12. Commissioning and Procurement of Community Dementia Support** (Pages 49 - 92)  
Report of the Executive Director, People Services.

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|---|----------------------|
| <b>13. Commissioning of Learn Sheffield</b><br>Report of the Executive Director, People Services.               | (Pages 93 - 106)     |
| <b>14. 2020-21 Revenue and Capital Outturn Monitoring Report</b><br>Report of the Executive Director, Resources | (Pages 107 -<br>158) |
| <b>15. Capital Approvals for Month 02 2021/22</b><br>Report of the Executive Director, Resources.               | (Pages 159 -<br>212) |

**NOTE: The next meeting of Co-operative Executive will be held on Wednesday 22 September 2021 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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## SHEFFIELD CITY COUNCIL

### Co-operative Executive

#### Meeting held 23 June 2021

**PRESENT:** Councillors Julie Grocutt (Deputy Chair), Jayne Dunn, Cate McDonald, George Lindars-Hammond, Douglas Johnson, Paul Turpin and Alison Teal

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**1. APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received from Councillors Terry Fox, Mazher Iqbal and Paul Wood.

**2. EXCLUSION OF PUBLIC AND PRESS**

2.1 It was reported that the appendix to the following report was not available to the public and press because it contained exempt information described in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), relating to the financial or business affairs of any particular person. Accordingly, if the content of the appendix was to be discussed, the public and press would be excluded from the meeting:-

<u>Item No.</u>	<u>Title</u>	<u>Excluded Appendix</u>
15	Sheffield Olympic Legacy Park: Proposed Lease for Canon Medical Park Community Area	Appendix 1

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest.

**4. MINUTES OF PREVIOUS MEETING**

4.1 The minutes of meetings of the Co-Operative Executive held on 19<sup>th</sup> May and 9<sup>th</sup> June 2021 were approved as a correct record.

**5. PUBLIC QUESTIONS AND PETITIONS**

5.1 Charlie Wilson attended on behalf of Medat Sheffield and asked the following question:

[‘Medact Sheffield](#) is asking for Sheffield City Council to become a signatory of the [Vaccine for All campaign](#), which seeks to ensure access to coronavirus vaccines for everyone, with particular regard to those with insecure immigration status; no

proof of address of ID; or those not registered with GP surgeries.

Other signatories include Sheffield's Director of Public Health, Greg Fell, and over 350 NGOs, Royal Colleges, Unions and other UK councils including Bristol City, Oxford City and Newcastle City among others. The council can become a signatory via the website ([www.vaccineforall.co.uk](http://www.vaccineforall.co.uk)) or by letting us know directly at [sheffield@medact.org](mailto:sheffield@medact.org)

We also ask, in addition to becoming a signatory, that the council:

- Offer a public statement of support for the campaign
- Review data collection and sharing arrangements at COVID-19 testing and vaccine centres, which can make people fearful to come forward, due to the on-going practice of healthcare information being used by the Home Office to target individuals
- Review the implementation of ID checks at COVID-19 testing and vaccine centres, which contributes to the issue above and, in of itself, forms a significant barrier to access
- Share good practice resources with local stakeholders about how to ensure everyone can access the vaccine without fear, including the [Doctors of the World briefing](#) and the Royal College of GPs (RCGP) [Vaccine Inequality Toolkit](#) and [Best Practice Guide](#)'

Councillor Julie Grocutt thanked Mr Wilson for his question and for attending. She said that the vaccination process had been a massive undertaking and NHS colleagues had done a great job at this mammoth task. Councillor Grocutt added that Sheffield City Council had engaged with partners to support the programme throughout the vaccination process, and had assisted with the logistics of attending vaccination appointments including through providing stewards at vaccination centres and gritters during the winter. Councillor Grocutt stated that Sheffield City Council was pleased to add its support to the Vaccines for All Campaign, which she stated emphasised that extra action must be taken to ensure that the vaccine is available to everyone. She stated that Sheffield City Council had added their signature to the website. She added that they were aware that those not registered with a GP would not be invited to a vaccination through text message, but they could attend appointments and receive their vaccination through pop-up clinics. Councillor Grocutt stated that Sheffield City Council recognised that their usual communication methods might not be the most effective to inform people that they could still be vaccinated, and added that they had worked with clinical commissioning groups to consider how best to get the message out. Councillor Grocutt said that Sheffield City Council would also work with the NHS to publicise the pop-up clinics to the appropriate community groups and organisations for as long as needed.

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

- 6.1 It was noted that there had been no items called-in for scrutiny since the last meeting of the Co-Operative Executive.

## **7. RETIREMENT OF STAFF**

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

**RESOLVED:** That this Co-Operative Executive :-

(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>Place</u></b>		
Julian Arnell	Building Surveyor	42
David Aspinall	Service Manager Countryside	37
Andy Barker	Civil Enforcement Officer	40
Carole Barrett	Transport Operational Delivery Officer, Transport Services	38
Margaret Beard	Passenger Assistant, Transport Services	41
Kevin Bramhall	Gardener, Parks and Countryside Service	41
Daniel Coyle	Working Team Leader, Parks and Countryside Service	22
Margaret Dakin	Older Persons Independent Living Team Manager	21
Neil Dawson	Director of Transport and Facilities Management	36
Jim McNeil	Archaeologist	23
Andrew Tilsley	Senior Engineer	44
David Roberts	Motor Vehicle Fitter, Transport Services	35
Catherine Whitworth	Neighbourhood Support Officer	20

**People Services**

Tracy Bagshaw	Teacher, Nether Green Infant School	31
Carmen Caine	Provider Services Worker	30
John Doyle	Director of Business Strategy	36
Madeleine Fryer	Library and Information Assistant	21
Angela Goddard	Night Residential Support Worker, Children and Families	26
Lisa Gregory	Operational Team Leader, Adult Health and Social Care	41
Christine Hall	Practice Teacher, Children and Families	54
Julie Heathfield	Independent Reviewing Officer, Children and Families	32
Jayne Kilby	Senior Learning Mentor, Lowfield Community Primary School	27
Jill Lees	Lunchtime Supervisor, Mundella Primary School	24
Debbie Matthews	Clerical Officer, Reignhead Primary School	42
Farhat Mumtaz	Intervention Worker, Children and Families	31
Carol O'Neil	Team Manager Adoption Panel Advisor, Children and Families	41
Hilary Smith	Teacher, Greystones Primary School	35
Julie Storey	Headteacher, Pipworth Community Primary School	29
Patricia Turner	After School Club Manager and Supervisory Assistant, Greystones Primary School	30

Jennifer Wilson                      Schools and Young People    39  
Library Officer

**Resources**

David Ashmore                      Intake Clerk                                      40

Sharron Wilde                      ICAM Officer                                      39

(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.

**8. SHEFFIELD OUTBREAK PLAN**

8.1        The Director of Public Health submitted the Sheffield Local Outbreak Control Plan Review report. The plan was first produced in June 2020, and had been reviewed and updated to reflect changes in circumstances and the Government’s Roadmap for exiting national lockdown (*Covid-19 Response: Spring 2021*). The report presented the revised Plan for approval and described the implications for longer-term planning.

8.2        **RESOLVED:** That Co-Operative Executive:

1. Notes that the Outbreak Control Plan has been updated to reflect changes in circumstances, in line with the Government’s roadmap for exiting lockdown, since the first iteration of the Plan was published in June 2020;
2. Approves the Sheffield Local Outbreak Control Plan;
3. Agrees that the Director of Public Health should continue to lead the direction of the Plan and any review framework or timeframe, and authorises him to update the Plan as necessary in 2021/22;
4. Notes that the financial impact of the Plan will be considered in the Medium-Term Financial Strategy; and
5. Notes that longer-term planning will be undertaken for the end of the Control Outbreak Management Fund (COMF) grant in March 2022, linked to corporate emergency planning arrangements, recovery and the response exit strategy.

**8.3 Reasons for Decision**

- 8.3.1
  - To continue to see a reduction in infection rates across the city
  - To open Sheffield in line with the Governments Road map, positively impacting the local economy
  - To continue monitoring and addressing health inequalities impacted by

SARS-CoV-2

- To understand and agree the medium and longer term financial, resourcing and health protection implications for Sheffield.
- To establish clear future governance arrangements and impacts on future Plan iterations
- To continue measure the success of our Plan through
  - Data intelligence,
  - Peer reporting

**8.4 Alternatives Considered and Rejected**

- 8.4.1 There is an expectation under the national strategy to reduce infection from SARS-CoV-2 that every area in England will create a local Outbreak Plan. No other options have been considered.

**9. DOMESTIC ABUSE FUNDING FROM CENTRAL GOVERNMENT FOR SPECIALIST SUPPORT FOR DOMESTIC ABUSE SURVIVORS / VICTIMS IN SAFE ACCOMMODATION**

- 9.1 The Executive Director, People Services submitted a report regarding domestic abuse funding from central Government. It was noted that the Council had accepted the funding, a government grant of £1,325,868 for the year 2021-22. The purpose of the grant funding was to assist the Council in meeting its new statutory duty within the Domestic Abuse Act 2021. There is a statutory duty upon local authorities to provide specialist support to domestic abuse victims / survivors in safe accommodation. Approval was sought to agree proposed spending plans and a delegated authority to agree a procurement strategy to the Director for Health and Social Care meet such statutory obligations.

**9.2 RESOLVED:** That Co-Operative Executive:-

1. Note that the Council has approved receipt of a government grant of £1,325,868 to meet its new statutory duties under Domestic Abuse Act 2021;
2. Approve such spending plans and strategy as outlined in this report, in respect of the grant funding;
3. To the extent not covered by existing delegations, delegate authority to Director of Director for Health and Social Care in consultation with the Director of Finance and Commercial Services to carry out such procurement as may be necessary in order to provide specialist support services to domestic abuse victims / survivors in safe accommodation, in line with this report;
4. To the extent not covered by existing delegations, delegate authority to the Director for Health and Social Care in consultation with Director of Finance and Commercial Services to agree appropriate contract terms and following the such procurement approve contract awards and thereafter enter into

such contracts; and

5. Where no such authority exists under the Leaders Scheme of Delegation, delegate an authority to Director for Health and Social Care in consultation with Director of Finance and Commercial Services and the Director of Legal Services to take such other steps as may be necessary to meet the outcomes and objectives of this report.

### **9.3 Reasons for Decision**

- 9.3.1 The funding is related to the statutory duty which is included in the Domestic Abuse Act that had cross party support and received Royal Assent on the 29<sup>th</sup> April. Part 4 of the Domestic Abuse Act has introduced a statutory duty for Local Authorities to ensure all victims of domestic abuse have access to the right support within safe accommodation when they need it.

Tier one LAs (such as Sheffield) have a duty to assess the need for support and prepare strategies to provide specialist support for victims who need to reside in the relevant safe accommodation.

The Government have provided £125 million to cover costs of the new duty in 2021/22 to ensure there is sufficient provision of support within domestic abuse safe accommodation.

Sheffield has been allocated £1,325,868 in funding for the year 2021-22 to meet the new statutory duties. As the funding is related to Domestic Abuse it is proposed that the funding is managed in the Domestic Abuse / Drug and Alcohol Coordination Team (under Head of Commissioning Sam Martin) who will work closely with Housing Independence Service and colleagues in Housing on implementing the proposals.

The governments draft statutory guidance for support in safe accommodation states that 'where possible, commissioning should be conducted on a long-term basis to encourage consistency and security for victims and their children. Unless there is good reason not to, commissioning should at a minimum reflect the period covered under the local strategy (3 years).' It is recommended that for key services such as the women's refuges, a 5year commissioning plan with break clauses and mitigations around central government funding reductions will enable high quality service provision for the city and demonstrate our ongoing commitment to reducing the impact of domestic abuse on individuals and families.

### **9.4 Alternatives Considered and Rejected**

- 9.4.1 None

## **10. EUROPEAN SOCIAL FUND, ADVANCE SCR**

- 10.1 The Executive Director, People Services submitted a report to seek approval to accept £637,885.02 of project funding from The European Social Fund (via the Department for Work and Pensions and Doncaster Borough Council) and the

payment of £463,493.83 match funding to operate the Advance SCR programme on behalf of Sheffield as outlined in the report.

The Secretary of State is the managing authority for the Operational Programme pursuant to Article 123(1) of Regulation 1303 and wishes to offer the Grant under the terms and conditions of the Funding Agreement administered by the Department of Work and Pensions following a successful Local Authority bid under ESF Priority 2.1.

ESF = **£637,885.02**  
Match (SCC) = **£463,493.83**

The Council intends to enter into a partnership agreement with Doncaster Borough Council, enabling the parties to cooperate and achieve the aims and objectives of the project, ADVANCE SCR.

**10.2 RESOLVED:** That Co-operative Executive approves:-

1. Sheffield City Council accepting the European Social Fund grant offer (administered via the Department for Work and Pensions and Doncaster Borough Council) of up to **£637,885.02** and to the payment of match funding up to £463,494;
2. Sheffield City Council acting as a delivery partner to Doncaster Borough Council (lead Local Authority for Advance SCR);
3. Sheffield City Council entering into the Delivery Partner Agreement as outlined in the report; and
4. To the extent not already delegated to them in accordance with the Leaders Scheme of Delegation, grants delegated authority to the Executive Director of People Services portfolio in consultation with the relevant Executive Members, the Executive Director of Resources and the Director of Legal and Governance, to
  - i) develop and utilise an appropriate procurement strategy as and when required; and
  - ii) administer the Advance SCR fund and procure the services required to deliver its related outcomes and award the associated contracts.

**10.3 Reasons for Decision**

**10.3.1** By accepting this funding the Council will be able to:

- 1) increase the skill levels for Sheffield in-work residents by streamlining access to skills required to support post-Pandemic growth ambitions.
- 2) improve the skills indicators within the City, moving long term unemployed residents to the “in demand” labour market and enhancing skill levels.



- 3) create increased revenue for the Council.
- 4) attract inward investment through co-ordinated pipeline offer of workforce skills within key sectors.

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

- 10.4.1 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 sectors to replicate the Advance Doncaster model of support to business/workforce, so rejection of funding could carry reputational risk within our regions employer base.

### 11. **EUROPEAN SOCIAL FUND, ADVANCE DIGITAL**

- 11.1 The Executive Director, People Services submitted a report to seek approval to accept £729,858.73 of grant funding, to provide match funding of £549,125.57 and for Sheffield City Council's involvement in the 'Advance Digital' project, as outlined in this report.

**Barnsley Metropolitan Borough Council are the accountable body for this £3.2m project with Sheffield City Council acting as a delivery partner.**

The Council intends to enter into a delivery partner agreement with Barnsley Metropolitan Borough Council, enabling the parties to cooperate and achieve the aims and objectives of the project.

The Total project spend for Sheffield City Council is **£1,278,984.30** which is made up of:

Grant =	£729,858.73 (57%)
SCC Match =	£549,125.57 (43%)

- 11.2 **RESOLVED:** That Co-Operative Executive approve:

- a) Sheffield City Council accepting the European Social Fund grant offer of up to £729,858.73;
- b) Sheffield City Council providing match funding of £549,125.57;
- c) Sheffield City Council entering into the Delivery Partner Agreement as outlined in the report;
- d) Sheffield City Council acting as a delivery partner for this project to Barnsley Metropolitan Borough Council; and
- e) To the extent not already delegated to them in accordance with the Leaders Scheme of Delegation, grants delegated authority to the Executive Director

of People Services in consultation with the relevant Executive Members, the Executive Director of Resources and the Director of Legal and Governance, to

- i) develop and utilise an appropriate procurement strategy as and when required; and
- ii) administer the Advance Digital fund and procure the services required to deliver its related outcomes and award the associated contracts.

### **11.3 Reasons for Decision**

11.3.1 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.
- 4) attract inward investment through co-ordinated pipeline offer of workforce skills within key sectors.

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

11.4.1 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.

## **12. GREEN HOMES GRANT LOCAL AUTHORITY DELIVERY SCHEME**

12.1 The Interim Executive Director, Place, submitted a report detailing a successful bid application for Green Homes Grant funding. The Green Homes Grant Local Authority Delivery (LAD II) Scheme is a government funding opportunity for retrofit insulation, energy efficiency and heating measures across all tenures of housing in low-income households with poor energy efficiency.

Specifically, the LAD II scheme is for retrofit of lower income homes (where the gross household income no more than £30,000 p.a.) with poor energy efficiency (Energy Performance Certificate (EPC) rating D-G).

Sheffield City Council completed an application for the LAD II funding, on the 26<sup>th</sup> of March 2021 and have now received confirmation that the funding application for

the project has been approved by the Tees Valley Combined Authority for grant funding up to £3,003,507 . On signature on the grant documentation the Council will become the accountable body for the full award and the programme of work.

12.2 A discussion took place regarding the equality impacts of a first come first served application process. It was explained that this was a very small amount of funding which was hoped to be the first in a series of funding schemes and would need to be spent by December 2021. An additional recommendation was suggested which would ensure that the Council used it's best endeavours to identify and encourage the most vulnerable homeowners to apply.

12.3 Councillor Johnson moved that recommendation 11 be amended to read:

*'That the Private Sector Housing Assistance Policy be amended to include the Green Homes Grant, as detailed in this report and set out in Appendix 1 to the report, subject to paragraph 16.4 of the Policy being deleted.'*

Councillor Turpin seconded the motion.

On being put to the vote, the motion was lost.

12.4 **RESOLVED:** That Co-Operative Executive approve:-

- 1) The Council accepting the government's grant funding offer of up to £3,003,507 from Tees Valley Combined Authority (TVCA) and approves the Council entering into a memorandum of understanding and funding offer letter on the terms outlined in this report;
- 2) The energy efficiency and carbon reduction measures programme set out in the report;
- 3) The addition to the Housing Revenue Account (HRA) capital programme of a total of £786,683 for additional works to council housing stock being delivered as a result of the successful funding bid (being £636,733 grant funding and £149,950 additional match funding from the HRA);
- 4) The procurement route set out in section 3.2 of the report for the residual element of the public sector housing works identified above not currently covered by existing contracts and procurement exercises;
- 5) The delegation of contract award for the above public sector housing contract to the Executive Director of Place in consultation with the Director of Finance and Commercial Services and the Director of Legal and Governance;
- 6) The principle of the Council acting on behalf of SYHA in undertaking the required procurement;
- 7) The principle of the Council entering into a council supply agreement with SYHA for the services provided by the Council relating to the

procurement and contract delivery of the works to SYHA properties of which the exact working arrangements between the two parties will be subject to a future decision via the Leaders Scheme of Delegation prior to commencing any works on SYHA properties;

- 8) Additional funding to the non HRA capital programme of £194,718 for the works to be delivered to improve South Yorkshire Housing Association (SYHA) owned properties (being £72,843 grant funding and £121,875 additional match funding from SYHA);
- 9) The procurement of a Principal Contractor, to deliver Private Sector works, by direct appointment from a national construction framework and delegation of contract award to the Executive Director of Place in consultation with the Director of Finance and Commercial Services and the Director of Legal and Governance on terms that are not materially different to those outlined in the report;
- 10) The additional funding to the non HRA capital programme of £2,261,672.38 for the works to Private Sector Houses;
- 11) That the Private Sector Housing Assistance Policy be amended to include the Green Homes Grant, as detailed in this report and set out in appendix 1 to the report;
- 12) To the extent not already delegated to them by the Leader's Scheme of Delegation, delegates authority to the Executive Director of Place, the Director of Finance and Commercial Services and the Director of Legal and Governance to take any other decisions necessary in order to meet the aims and objectives of the report; and
- 13) In recognition of the many vulnerable households who own their own home and would benefit from these works, to use best endeavours to identify those households and encourage them to apply for grant support.

## 12.5 **Reasons for Decision**

- 12.5.1 The recommendations as set out in this report will enable the Council to deliver energy efficiency and carbon reduction measures to 502 Council properties, and potentially 15 properties owned by SYHA and 265 properties in the private housing sector if these elements of the project are agreed and finalised. The LAD II project provides an excellent opportunity to retrofit some of the least efficient stock across tenure in the city and will contribute towards measurable changes and improvements towards the city's net zero carbon 2030 ambitions.

## 12.6 **Alternatives Considered and Rejected**

- 12.6.1 **Alternative option one** - Include in imminent procurement  
One option would be for the works for the 330 SCC properties which are not currently in a planned programme (referred to under item 3.2 above) is to include

these in the imminent procurement of the Elemental contract. However, this increases the delivery risk should there be any procurement or tendering delays. This option was rejected on the basis that by spreading the delivery of the works over 3 contracts would reduce the risk of procurement or contract appointment delays.

**12.6.2 Alternative option two – Do Nothing**

This option is not a viable option as this mean that the works to 330 Council properties would be delivered and the Council would lose the opportunity to maximise on grant funding, available under LAD II, to improve the energy performance of 330 of the worst energy performing Council properties

12.6.3 Due to the tight timescales for delivering the bid requirement, on receipt of approval of the grant funding, the recommended procurement and delivery options set out under section 3 above in this report are considered to be the most expeditious.

**13. CAPITAL APPROVALS FOR MONTH 12 2020/21 & MONTH 1 2021/22**

13.1 The Executive Director, Resources, submitted a report providing details of proposed changes to the Capital Programme as brought forward in Month 12 2020/21 and Month 1 2021/22.

13.2 **RESOLVED:** That Co-operative Executive:-

- (i) Approve the proposed additions and variations to the Capital Programme listed in Appendix 1 of the report, 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;
- (ii) Approve the budget adjustments required as part of the financial year end close down procedure as detailed in Appendix 2 of the report
  - Slippage of expenditure of projects in delivery from 20/21 to 21/22 - £21.9m
  - Re-profiling of schemes not in delivery from 20/21 to 21/22 – £2.8m
  - Accelerated expenditure of projects in delivery from 21/22 to 20/21 of £1.6m
  - Overspends – net additions to the programme £1.1m
  - Underspends - £3.6m; and
- (iii) Delegate authorisation to The Head of Commercial and Business Development, in consultation with the Director of Legal and

Governance to:

- accept the stage 2 Transforming Cities Fund when formal offer received; and subject to receipt of this offer:
- authorise the corresponding budget increase to the project and associated procurement strategies; and
- award any resulting contracts as detailed at Appendix 3 of the report.

### 13.3 **Reasons for Decision**

- 13.3.1 The proposed changes to the Capital programme will improve the services to the people of Sheffield
- 13.3.2 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.
- 13.3.3 Obtain the relevant delegations to allow projects to proceed.

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

- 13.4.1 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.

## 14. **SHEFFIELD OLYMPIC LEGACY PARK: PROPOSED LEASE FOR CANON MEDICAL PARK COMMUNITY AREA**

- 14.1 The Interim Executive Director, Place, submitted a report seeking approval to the City Council entering into an agreement for lease and lease to deliver a new research and sports facility at the Sheffield Olympic Legacy Park on the terms outlined within the report.

### 14.2 **RESOLVED:** That Co-Operative Executive:-

1. Approve the proposals set out in the report and the terms of the proposed agreement; and
2. Delegate authority to the Executive Director, Place in consultation with the Executive Director, Resources and the Director of Legal and Governance and Chief Property Officer to finalise, agree and execute the terms of the agreement and the terms of any other documentation required to give effect to the proposals set out in this report and generally to protect the Council's interests.
3. That the terms set out in the report be approved.

### **14.3 Reasons for Decision**

- 14.3.1 The proposed CMPCA is an exciting new development which further enhances the existing facilities in accordance with the SOLP Vision and accelerates its growth and brings a range of benefits for both the local community and wider city region.
- 14.3.2 The investment from a major global business will almost certainly attract attention and interest from other organisations and businesses who wish to be associated with the ongoing success of the SOLP.
- 14.3.3 The facilities at the Sports Diagnostic Imaging Centre will offer affordable and accessible, state-of-the-art services to the region's elite, semi-professional and committed athletes, plus other healthcare services in conjunction with the Sheffield Clinical Commissioning Group and NHS providers for the wider community.
- 14.3.4 The proposals will deliver a longstanding aspirational sports project which had been proving difficult to secure. This will house new sporting and leisure events to be enjoyed by visitors and residents from across the city region with many being particularly aimed to attract and benefit the local community.

### **14.4 Alternatives Considered and Rejected**

- 14.4.1 The Council could decide not to enter into the proposed agreement to dispose of the site to Canon. It would then be necessary to reopen negotiations with SIPL for an alternative development of the site in accordance with the agreement for the wider SOLP. If this approach were to be taken then the major investment from Canon would be lost and the significant economic, environmental and social benefits to the city set out in the report would take longer to materialise and would be off a different nature.

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**Author/Lead Officer of Report:**  
Abby Brownsword/Principal Committee Secretary

**Tel:** 27 35033

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

**Report to:** *Cabinet*

**Date of Decision:** *21 July 2021*

**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>		
Patricia Burke	Targeted Youth Services Advisor	32
Juliette Foster	Teacher, Marlcliffe Primary School	32
Jane Lownsborough	Assistant Headteacher, The Rowan School	26
Angela Mason	Senior Fieldwork Manager	40
Tina Sherriff	Higher Level Teaching Assistant (Special) Level 4, Norfolk Park School	42
<b><u>Place Portfolio</u></b>		
Tony Bilsborough	Neighbourhood Officer	30
<b><u>Resources Portfolio</u></b>		
Julie Ward	Benefits Assessor	38

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**Author/Lead Officer of Report:** Hannah Boneham, Lead Business Change Manager

**Tel:** 0114 474 3373

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**Report of:** Gillian Duckworth, Director of Legal and Governance and Monitoring Officer  
**Report to:** Co-operative Executive  
**Date of Decision:** 21 July 2021  
**Subject:** Transition to a Committee System of Governance

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 Co-operative Executive Member Portfolio does this relate to? Cllr Julie Grocutt, Deputy Leader and Executive Member for Community Engagement and Governance		
Which Scrutiny and Policy Development Committee does this relate to? Overview and Scrutiny Management Committee		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

**Purpose of Report:**

The report outlines the proposed programme for the Transition to a Committee System and seeks a budget and delegations to enable the programme to move forward.

**Recommendations:**

It is recommended that the Co-operative Executive:

- Notes the decisions taken by Full Council
- Notes the proposed programme to facilitate the transition to a committee system of governance as required by Regulation 18 of the Local Authorities (Referendums) (Petitions) (England) Regulations 2011
- Approves a budget of £1.3m to enable the programme to be undertaken
- To the extent that any decisions to be taken are Executive decisions and are not the subject of existing delegations, delegates authority to the Director of Legal and Governance in consultation with the Governance Committee to take such decisions as are necessary to facilitate the programme outlined in this Report and the transition to a committee system of governance.

**Background Papers:**

- Report entitled Sheffield City Council Governance Referendum and the corresponding decision taken by Council on 19<sup>th</sup> May 2021
- Report entitled Transition to a Committee System of Governance and corresponding decision taken by Council on 16<sup>th</sup> July 2021

<b>Lead Officer to complete:-</b>	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: <i>Paul Schofield</i>
	Legal: <i>Sarah Bennett</i>
	Equalities: <i>Adele Robinson</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>Eugene Walker, Executive Director of Resources</i>
3	<b>Executive Member consulted:</b> <i>Cllr Julie Grocutt, Deputy Leader and Executive Member for Community Engagement and Governance</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.
	<b>Lead Officer Name:</b> <i>Hannah Boneham</i>
	<b>Job Title:</b> <i>Lead Business Change Manager</i>
	<b>Date:</b> <i>12/7/2021</i>

## 1. PROPOSAL

### Background

- 1.1 At its Annual Meeting on 19<sup>th</sup> May 2021 Full Council ratified the outcome of the Governance Referendum held on 6<sup>th</sup> May 2021 and agreed to change to a committee system of governance from the start of the 2022/23 Municipal Year. Full Council also requested the Director of Legal and Governance, in consultation with the Leaders of the political groups on the Council, to take all steps necessary to develop and implement the change.
- 1.2 Subsequently at its meeting on 16<sup>th</sup> June 2021 Full Council agreed to establish a Governance Committee to guide the transition and to set the parameters for stakeholder engagement.
- 1.3 This report now outlines for the Co-operative Executive the programme proposed to enable the Council to complete the transition and seeks a budget and delegations to enable the programme to move forward.

### The Proposed Programme

- 1.4 The proposed programme is divided into two projects: Engagement and Governance and Support Model.
  - 1.4.1 Engagement Project scope:
    - Procure an external organisation to help us plan our engagement with citizens and communities for both the Transition to the Committee System and the Empowering Communities programmes of work (the Programmes)
    - Coordinate an external communications campaign that sets any engagement activity for the Programmes in context
    - Deliver an internal engagement plan to ensure members and officers understand the governance and decision-making processes at each stage of development, how they can contribute and how the changes will impact on their roles
    - Analyse findings from the public engagement into order to inform the development of the Committee System
  - 1.4.2 Governance and Support Model Project scope:
    - To recruit a temporary Assistant Director for Governance, to report into the Director for Legal and Governance and manage the delivery of the project
    - Taking the feedback from the engagement workstream, design the new committee system for approval by Full Council and implementation in May 2022
    - Document the various iterations of the governance and decision-making processes

- Facilitate the delivery and approval by Full Council of an updated Constitution by May 2022
- Document the governance and decision-making relationship between Local Areas Committees and the new Committee system
- Identify, document and mobilise the support requirements for the new Committee system and determine any financial and resourcing implications
- Identify and deliver Members and officer training regarding any new roles and processes

1.4.3 The projects report into a monthly Programme Board, chaired by the Director of Legal and Governance.

## 1.5 Programme Board

1.5.1 The Programme Board will manage the day to day running of the Transition to a Committee System Programme and coordinate the delivery of the projects. It will manage the budget and resources for the programme and ensure all relevant stakeholders are kept informed via effective communication. Where it thinks it would be beneficial it will recommend that the Director of Legal and Governance commissions appropriate expert support and advice and will ensure regular reporting to the Governance Committee

1.5.2 This Programme Board will report to the Governance Committee.

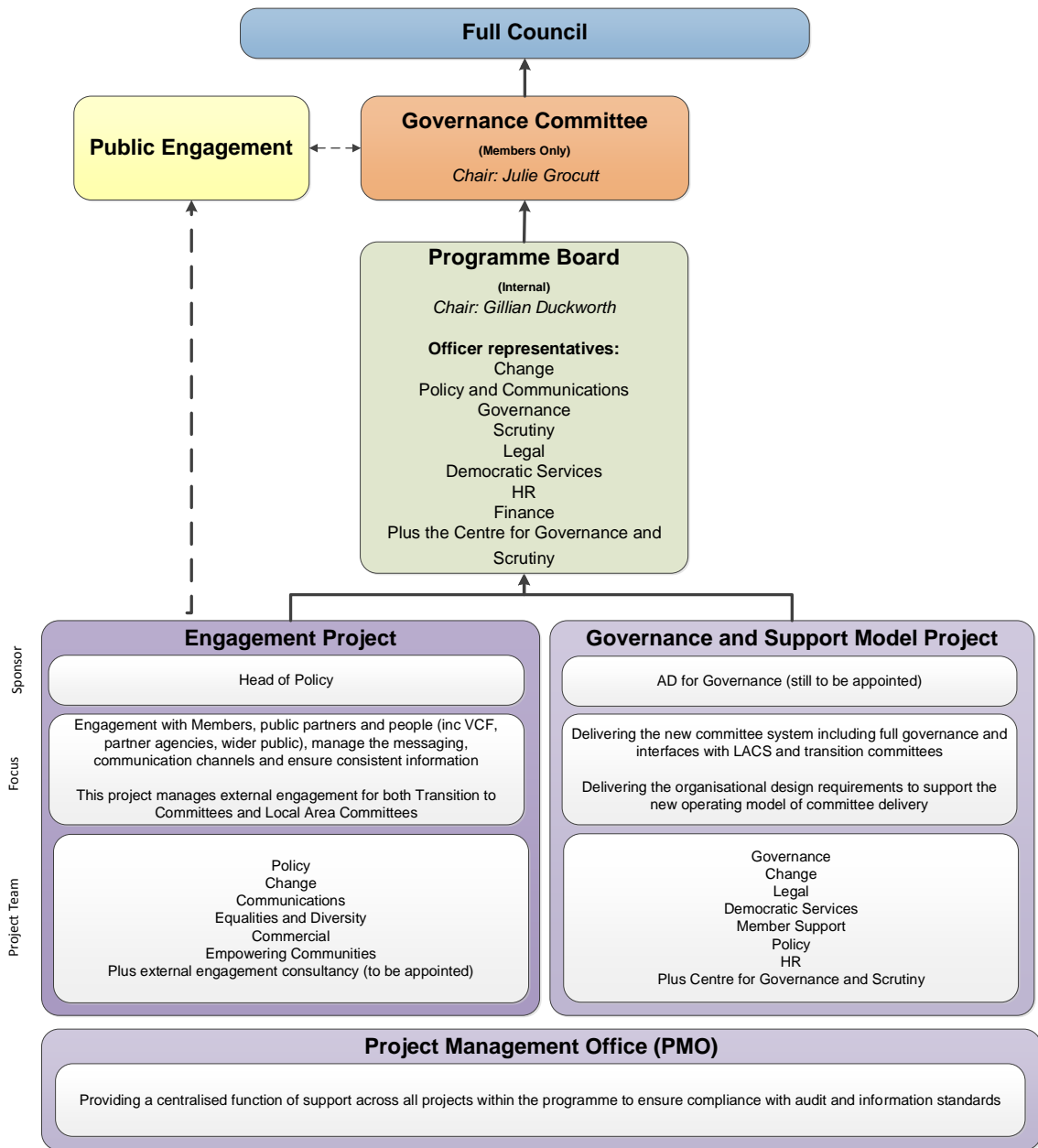
## 1.6 Governance Committee

1.6.1 The Governance Committee will be chaired by Cllr Julie Grocutt, with Cllr Penny Baker as Vice-Chair. It is proposed that this committee will meet monthly. The Governance Committee reports to Full Council.

1.6.2 At its first meeting, the Governance Committee will consider options for involving citizens and communities in its work.

## 1.7 Outline of Programme Governance





## 1.8 Support for the Programme

- 1.8.1 In order to benefit from the experience of other Councils that have made the transition to a committee system of governance support has been sought from the Local Government Association who have agreed to provide some training and development for Members and to co-fund a package of support, consultancy and member/officer development from the Centre for Governance and Scrutiny, who are recognised as a national centre of expertise on good governance and scrutiny.
- 1.8.2 Given the importance of engagement with the public and other stakeholders it is also proposed to procure the support of an external organisation

1.8.3 Finally, it is proposed to procure an external advisor to act as a critical friend in relation to the drafting of the new/revised sections of the constitution.

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

2.1 This decision facilitates the transition from a Leader and Cabinet model of Governance to Committee System of Governance, which is required following the outcome of the Governance Referendum on 6<sup>th</sup> May 2021.

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

3.1 This decision follows on from the Governance Referendum held on 6<sup>th</sup> May 2021.

3.2 A wide range of citizen and community engagement will form an important part of the programme proposed in this Report.

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

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

4.1.1 The overall proposal is supportive of the aims of the Public Sector Equality Duty, established through the Equality Act 2010, which requires the Council, in the exercise of its functions, to have due regard to the need to:

4.1.2 a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

4.1.3 b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

4.1.4 c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

4.1.5 The Public Sector Equality Duty (S149 of the Equality Act 2010) requires us to pay due regard when making decisions. To ensure we meet the Duties an Equality Impact Assessment will be carried out on the programme to assess any disproportionate impacts on people who share protected characteristics under the Act in relation to the transition and the move to the new Committee system to ensure decision making is fair and in accordance with these duties.

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

#### 4.2.1 Budget

4.2.2 The proposed budget for the programme is £1.3m.

4.2.3 This programme is complex and needs to be delivered to a tight deadline so it is essential that it is adequately resourced to ensure success.

4.2.4 The budget can be broken down to three main activities. Specialist external subject matter input is estimated to cost £30k, £300k for communications and consultation and £969k for delivery of the programme of change.

4.2.5 The decision to implement the Committee System was made after finalising the annual 2021/22 Budget so there is no provision for this expenditure in the 2021/22 budget. This expenditure will be an additional cost in year and result in an overspend. This report deals with the implementation cost of the new Committee System. Any additional ongoing costs required to operate it will need to be considered as part of the 2022/23 Business Planning process.

#### 4.2.6 Procurement

4.2.7 All procurement activity will be carried out in accordance with Contract Standing Orders and applicable legislation.

### 4.3 Legal Implications

4.3.1 In accordance with Regulation 18 of the Local Authorities (Referendums) (Petitions) (England) Regulations 2011, the Council must implement proposals for moving to a Committee System of Governance. The recommendations in this Report support that process.

### 4.4 Other Implications

4.4.1 The staffing structure will need to be reviewed and any changes will be considered and implemented through the Council's Change Process. Engagement on this programme has already been initiated with the Trade Unions and the wider workforce and this will continue on a regular basis throughout the whole Transition.

## 5. **ALTERNATIVE OPTIONS CONSIDERED**

5.1 In accordance with Regulation 18 of the Local Authorities (Referendums) (Petitions) (England) Regulations 2011, the Council must implement proposals for a Committee System of Governance. It could attempt to do so without putting in place the proposed programme governance and external support set out in this Report. However, this is not recommended. Without

suitable resource and support there is a risk that the Council will be unable to complete the transition as required or that the transition will not be successful.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 It is recommended that Cooperative Executive approve the budget in 4.2.1 of this report and that delegations be granted to the Director of Legal and Governance to enable to transition to a committee system of governance to be facilitated in the most efficient and effective way possible



**Author/Lead Officer of Report:** Deborah Willoughby – Commissioning Officer

**Tel:** 07741 168133

**Report of:** *Executive Director of People Portfolio*

**Report to:** *Co-operative Executive*

**Date of Decision:** *21/07/2021*

**Subject:** *Update Report - Procurement of Daytime Opportunities for people living with Dementia*

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 Executive Member Portfolio does this relate to? <i>Health and Social Care</i>  Which Scrutiny and Policy Development Committee does this relate to? <i>Healthier Communities and Adult Social Care 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>617</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>"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:**

To seek approval to implement the original decision to procure and award a number of contracts in relation to daytime opportunities for people living with dementia as described in this report.

Approval was previously given at Cabinet on 18<sup>th</sup> December 2019 however due to the impact of COVID-19 on the operation of existing daytime opportunities this was not implemented and the original tender was abandoned.

As the original decision was more than 12 months old, this report is a refresh taking into account the impacts of COVID and a request to proceed as per the original decision.

**Recommendations:**

It is recommended that the Co-operative Executive:-

- 1) Approve the implementation of the original procurement of daytime opportunities for people with dementia as outlined in this report and as per the original cabinet report of 18/12/2019.
- 2) Delegates authority to the Director of Health and Adult Social Care in consultation with the Director of Legal and Governance, the Director of Finance and Commercial Services and the lead Executive Member for Health and Social Care to:
  - i) Take any further decisions necessary, not covered by existing delegations, to achieve the aims, outcomes and objectives of this report.
- 3) Notes that the purpose of this report is to provide an update and to ensure the Co-operative Executive have all of the information available to them, this report contains similar detail to the original report that was approved in December 2019. However, this new report also contains new information for example updated and current data, details around the impact of Covid-19 and updated timelines.
- 4) Notes that since the original report was approved in December 2019, the Dementia Strategy was approved by Cabinet in December 2019.

**Background Papers:**

<b>Lead Officer to complete:-</b>	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: Ann Hardy
	Legal: Gemma Day
	Equalities: Ed Sexton
<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> John Macilwraith

3	<b>Executive Member consulted:</b>	<i>George Lindars-Hammond</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>Deborah Willoughby</i>	<b>Job Title:</b> <i>Commissioning Officer</i>
<b>Date:</b> <i>6<sup>th</sup> July 2021</i>		

## 1. PROPOSAL

### *Update*

- 1.1 The procurement of the Daytime Opportunities contract for people living with Dementia was previously given approval at Cabinet on 18<sup>th</sup> December 2019. The tender was issued however, prior to the tender being awarded the tender had to be abandoned to give the Council time to assess any potential impact of COVID-19 on the operation of such daytime opportunities and to decide if the specification needed to be updated to ensure that the services were fit for purpose.

It has now been decided that the specification will still work as originally proposed with an amendment to include if a situation such as Covid arises in the future.

As the original decision was more than 12 months old, this report is a refresh of the original report, updating the data, taking into account the impact of COVID and requesting agreement to proceed as outlined in this report and in line with the original procurement.

### *Strategic Context*

- 1.2 Dementia is a broad term used to describe a range of progressive neurological disorders. These disorders are characterised by a range of symptoms including memory loss, mood changes, and problems with communication and reasoning.
- 1.3 The total number of people estimated to be living with dementia in the city is in excess of seven thousand. This equates to 1.21% of the population which is slightly lower than the national average of 1.3%.<sup>1</sup>
- 1.4 Although the vast majority of people living with dementia are older people over the age of 65, there are approximately 130 people in Sheffield with young onset dementia which can be more progressive and brings with it different issues and challenges. Many of these people are living in family units often with partners and sometimes with young families.
- 1.5 Dementia remains a key priority for the Sheffield City Council (the “Council”) and the Sheffield Clinical Commissioning Group (“SCCG”) and together in partnership with other organisations we have been working on a number of initiatives to transform a range of services across the City to help support all people living with dementia and their family carers.
- 1.6 Following the Department of Health’s launch in 2015 of the ‘Prime Minister’s 2020 Challenge on Dementia’, the public, voluntary, community and private sector organisations across Sheffield have worked together to improve the care and support for people of all ages living with or caring for those living with dementia to enable them to live life to their full potential. One of the outcomes of this work was the development of a Sheffield Dementia Strategy (the “Strategy”).
- 1.7 The Strategy was developed over a 12 month period with robust co-production, discussion, debate and consultation with a significant number of stakeholders across

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<sup>1</sup> Sheffield JSNA



the city with particular emphasis on inclusion of people with dementia and their families at every stage.

1.8 The Strategy is made up of 13 commitments which the public, private and voluntary sector have agreed to deliver on and this proposal will support the delivery of a number of the commitments in particular the following:-

- Commitment 4 - For people with dementia, support in Sheffield will be more personalised, local and accessible to help people to remain independent for as long as possible.
- Commitment 5 - We will provide high quality support to families and carers of people with dementia in Sheffield to help people with dementia maintain their independence for as long as possible.
- Commitment 10 - Care and support services will take account of the needs of people with dementia.

### ***Current Day Support***

1.9 Currently there are a number of daytime opportunities for people living with dementia which also supports their families. Some of these are funded by the Council and SCCG, others are totally independent. Some have been in place for many years with old outdated specifications; others have been developed and tendered for more recently to replace centres which have closed.

<b>Description of current services in scope for re-procurement</b>	
Dementia Day Care for over 65's	<ul style="list-style-type: none"> <li>• Personalised daytime opportunities (approx 5 hour per day) to support adults of all ages with dementia to continue to remain independent within their community and provide them with meaningful activities</li> <li>• Provide a break for the family carer and support them in their caring roles</li> <li>• Traditionally (but not always) those using a self-referral route will not have significant planned care needs although incidental care will be provided when needed. Those referred via the Council will need to have been assessed as having a care need.</li> </ul>
Dementia Day Activities for under 65's & Self-Referrals	

1.10 There are a number of other jointly funded community dementia support services that are outside the scope of this contract and which the new services are expected to work in partnership with. These services are described in the community dementia commissioning plan 2021-2027 and the co-operative executive report titled Commissioning and Procurement of Community Dementia Support.

1.11 Before Covid-19 the number of people attending day opportunities has been mixed with reducing numbers in the day care and increasing numbers in day activities all of which had waiting lists. It is anticipated that joining both in one procurement will improve the offer and availability and ensure supply meets demand.

1.12 Historically there has always been a separation between the care and non-care support available. In this context 'care' means some element of personal care, for example support with eating and drinking or prompts to support continence management. Services have staffed their day support accordingly which can lead to the possibility of people needing to move from one day support provider to another when their needs change.

- 1.13 A commissioning review of the day opportunities has taken place; the aim of this was to find a way to integrate the proposals for day care and day activities, whilst also integrating them across health and social care. The proposal described below aims to deliver a more responsive service which responds to people's needs at the time and minimises where possible the need to transfer services.

***Impact of Covid-19***

- 1.14 The procurement of dementia day opportunities that had been approved by Cabinet on 19/12/2019 had gone out to tender, but during the procurement process the Covid-19 pandemic struck. The tender process was initially put on hold for 6 months as it wasn't clear at that point what the impact of Covid would be.
- 1.15 In August 2020 an options appraisal was completed which recommended that the current contracts be extended to September 2021 to enable further work to take place about what type of support would be needed for the future, with a new Tender to begin in April 2021. These dates have been slightly delayed to ensure that there is time available for mobilisation. Contract extensions have been issued to all current providers for this interim period via a decision taken in accordance with the Leaders Scheme of Delegation.
- 1.16 At the same time, existing services were forced to adapt, they acted quickly and creatively to continue supporting individuals with dementia even through several lockdowns and imposed social distancing restrictions.
- 1.17 Providers had to change the way they delivered services as not all face-to-face building based services could continue. This saw some services move to on-line, via telephone and doorstep delivery of activity packs as well as vital support with food and medicine deliveries.

***Future Plans***

- 1.18 Since the abandonment of the previous tender the service requirements have been reworked in consultation with service users and with feedback from providers to better suit the needs of the city both during and post covid.
- 1.19 There is no intention to reduce the current level of funding available for this procurement but instead to improve the effectiveness using an integrated approach and enhance the offer by re-specifying what the service should look like and robustly monitoring the outcomes which need to be achieved.
- 1.20 As before, it is proposed that the Council will lead the procurement on behalf of both the Council & SCCG and by combining what previously was two contracts (day activities and day care) into one contract (day opportunities) multiple providers will be able to bid for either one element or all elements depending on the service they are able to offer.
- 1.21 The timeline for the procurement will be as follows:-

Activity	Date
Scheme of Delegation Approval	21/07/2021
Contract Notice/ITT Issued	02/08/2021-13/09/2021

Evaluation	Week commencing 20/09/2021
Preferred Bidder	04/10/2021
Standstill	04/10/2021-14/10/2021
Award	31/10/2021
Contract Start	01/02/2022

## 2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 The development of the daytime opportunities model will contribute in the following ways:

- To develop Sheffield as a healthy and successful city – Dementia specific activities are key to delivering on the recently developed dementia strategy and will enhance the lives of those both living with dementia and their families.
- Increase Health and Wellbeing – Being allowed the opportunity to contribute, give and learn affords people the chance of better health and wellbeing. <sup>2</sup> The provision of a stimulating environment and supportive opportunities should afford individuals with dementia the same opportunity and give carers the break needed to continue with their caring role.
- Provide adults with the help, support and care they need and feel is right for them – The model of support is based around the consultation and evidence based practice therefore will offer the right sort of support at the right time.

2.2 As stated in section 1.7 this proposal has a key link to the Sheffield Dementia Strategy and will assist in delivering a number of the commitments.

2.3 As well as responding to the voice of people living with dementia and their carers this proposal also assists the council to meet its statutory duties under the Care Act 2014 in the following ways: -

2.3.1 **The Care Act 2014 (Sections 42-47-** safeguarding from the 6 key principles)

- Prevention - From the basis that it is better to take action before harm occurs
- Partnership - Local solutions through services working with their communities. These communities have a part to play in preventing, detecting and reporting neglect and abuse

2.3.2 **The Care Act 2014 (Section 2)** - The requirement to provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support and take account of:-

- What services, facilities and resources are already available in the area (for example local voluntary and community groups), and how these might help local people
- Identifying people in the local area who might have care and support needs

<sup>2</sup> New Economics Foundation - Five Ways to Wellbeing 2008

that are not being met

2.3.3 **The Care Act 2014 (Section 4)** provide information on:

- What types of care and support are available – e.g. specialised dementia care, befriending services, reablement, personal assistance, residential care etc.
- The range of care and support services available to local people, i.e. what local providers offer certain types of services

2.4 It supports and links to the principles of the draft **Adult Health and Social Care Strategic Plan (2021 – 2030)**, in particular the models of care by delivering: Resilient Communities and Universal Services  
Supporting people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support when needed

2.5 In particular it has a strong link to and supports the proposals to develop the new **Local Area Committees** and will assist in delivering some of the key aims of the Committees by:

- Engaging, empowering, enabling and seeking the active participation of all residents and community organisations on a topic of local interest
- Actively utilising all available communication methods, including social media, improved local websites and blogs and where possible the use of virtual meeting technology
- Providing a geographical framework that prioritises and directs the local delivery of services
- Contributing to the production of a co-produced annual Area Committee Plan, with strong commitment to delivery from Council services and partner organisations, which reflect resident priorities
- Providing plans which have ambitious but achievable improvement targets that have been agreed with the community, feeding into, and influencing the strategic plans of the Council
- Demonstrating work with local partners and stakeholders to ensure services are joined up and operating effectively in line with the needs of local communities
- Involving key partnership with local Voluntary, Community and Faith Sector organisations to ensure greater efficiency of resources, improved services, and a stronger local voice.

2.6 It supports the **Sheffield City Council People Portfolio Strategic Objectives 2021-22**

- Increase equality, resilience and inclusion
- Thriving communities where people like to live
- People are and feel safe
- People are independent and can achieve their potential
- People are healthier and happier

### 3. HAS THERE BEEN ANY CONSULTATION?

3.1 There has been a several consultation activities over recent years and months, and the evidence of which has informed this proposal.

3.2 General consultation on the dementia strategy by the Council and SCCG (2018/19)

and by other independent organisations such as Healthwatch<sup>3</sup> and Shindig<sup>4</sup> and a small scale consultation exercise in 2021.

- 3.3 Between August and September 2019 - Consultation exercises with people living with dementia and their family carers, and professionals working with people living with dementia, specific to the day opportunities, have been undertaken using different consultation approaches including, meetings, online questionnaires, paper questionnaires and were supported by, SHINDIG, current providers and Health watch.
- 3.4 February 2021 – A Soft Market Test was undertaken to obtain the views of potential providers to inform our view towards the market to get an understanding of the impact of Covid-19 on the delivery of day activities before a formal tender opportunity.
- 3.5 **Changes & Impact of Covid-19:**
- Covid-19 has shown it was important for carers to have a break from their caring role and people living with dementia to have their own opportunities to engage with others and build relationships
  - Technology for example the use of online engagement opportunities could enhance services and be more beneficial at the early stages, but also a barrier for those who cannot participate due to accessibility; remote activities only utilised as a temporary measure.
  - If further restrictions are imposed, services can be delivered safely without affecting the level of support, but more staff/volunteers needed, and staff trained in best practice i.e., PPE, Social distancing, etc.
- 3.6 All the above have been taken account of when planning the model.

## 4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

### 4.1 *Equality of Opportunity Implications*

- 4.1.1 In Sheffield, there are currently an estimated 7,000 people living with dementia in the city, of which approximately 4,000 have a formal diagnosis. The number of people living with dementia in Sheffield is expected to rise to 8,000 by 2030, with the biggest increase in people aged 85 and over. Prevalence varies significantly by age group from as low as 1% in females aged 65-69 to almost one in three for females aged 90+.
- 4.1.2 Studies have shown that people living with dementia have been among those most impacted by the Coronavirus pandemic. In July 2020, an Alzheimer's Society survey found that since the start of Lockdown 1 in March 2020 for people living with dementia:
- 76% had seen a deterioration in their dementia
  - 36% had lost confidence in going out and carrying out daily tasks
  - 46% felt it had impacted on their mental health
  - 35% felt more lonely
- 4.1.3 For people living with dementia, the most common symptoms reported as having

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<sup>3</sup> Sheffield Healthwatch 'Sheffield Dementia Voices: What we already know' 2018

<sup>4</sup> Sheffield Shindig 'What care and support is needed to live well with dementia...' 2018

increased were difficulty concentrating (48%), memory loss (47%), and agitation / restlessness (45%). The longer the pandemic continues, these figures are likely to increase. This highlights the clear benefits to people's physical and mental health of being able to be part of their local community.

4.1.4 In November 2020, Carers UK released research into carers' experiences during the COVID-19 pandemic which showed that "More than three quarters (78%) of carers reported that the needs of the person they care for have increased recently."

4.1.5 An equality impact assessment has been undertaken and there are no adverse effects as a result of this proposal.

## 4.2 **Financial and Commercial Implications**

4.2.1 The expectation of this proposal is that the current arrangements will be brought in line with commercial requirements and that there will be further effectiveness and efficiency as a result of joining the procurement and investment across both the Council and SCCG.

4.2.2 The total investment for this procurement will be in the range of £500,000 - £700,000 per annum which is in line with the current budget.

4.2.3 A waiver for a further extension has been granted to continue with the current contracts to 30<sup>th</sup> January 2021 with new contracts to start with an effective date of 1<sup>st</sup> February 2022 and will be for a period of 5 years and 2 months and follow an open tender process.

4.2.4 The procurement is being undertaken in line with advice and guidance from Commercial Services and will meet all legal commercial requirements.

4.2.5 TUPE may apply but this will form part of the negotiations between outgoing and incoming providers.

## 4.3 **Legal Implications**

4.3.1 The Council has a number of powers and duties that are relevant to the provision of the services proposed in this report:

- a) Section 75 of the National Health Service Act 2006 and National Health Service Bodies and Local Authorities Partnership Regulations 2000 allows local authorities and specified NHS bodies to work jointly including having pooled budget arrangements and undertaking commissioning on each other's behalf.
- b) The Care Act 2014 provides the legal framework for adult social care and places a duty on councils to promote individuals wellbeing. Under the Care Act, councils must support and promote the wellbeing and independence of working age disabled adults and older people, and their carers; provisions of the Care Act 2014 include:
  - Section 1, Promoting individual well-being.
  - Section 2, Preventing needs for care and support.
  - Section 3, Promoting integration of care and support with health services etc.

- Section 18, Duty to meet needs for care and support.
- Section 20, Duty and power to meet a carer's needs for support.

The proposed service will contribute to the fulfilment of these duties.

- 4.3.2 The proposed contract outlined in this report has a value in excess of the threshold for contracts for services in accordance with the Public Contracts Regulations 2015 (the 'Regulations') and thus the procurement and contract award processes to be followed in relation to the proposed contracts will be subject to those Regulations.
- 4.3.3 The procurement process outlined above, which also complies with the Council's Contract Standing Orders, should ensure the Council fulfils these legal obligations.
- 4.3.4 If there is a change in service provider this will have an impact on the staff providing the service and TUPE may apply. This will be drawn to the bidder's attention so that they can consider the potential impact of TUPE and current providers will be required to share information as appropriate in accordance with their existing contracts and the TUPE legislation.
- 4.3.5 As outlined in this report and the original report of December 2019, the Council will be procuring providers via a compliant tender process, in doing so there may be a combination of day activity and day care services under one contract with various providers. The Council will ensure that any charging for these services will be in accordance with all relevant legislation and policies.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 *Alternative option 1* - Extend the contract with the current providers.

This option would not meet the council's procurement requirements and would lead to the continuation of a fragmented service design.

- 5.2 *Alternative option 2* - Do not Procure.

The Sheffield Dementia Strategy recognises the need to support people in different ways and offer people living with dementia the opportunity to live fulfilling lives, the contracts for all these services expire at end January 2022 and there would be no alternative if we did not procure.

- 5.3 *Alternative option 3* - Provide the service in house.

Day opportunities for people with dementia is currently provided by the voluntary sector in all but one of the contracts. Bringing this in house would not be in keeping with the Council and SCCGs aim to develop and maintain a thriving voluntary sector. The delivery of day opportunities in house will also increase the funding require or would mean a reduction in service to meet the price difference.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 These proposals will ensure that:

- People living with dementia are able to enjoy life, forge meaningful relationships and feel they have a purpose.
- Daytime opportunities actively contribute to a more fulfilling rewarding life that maintains good health and well-being and help prevents 'decline'.
- Support is aimed at families so individuals are able to remain at home for as long as possible but carers are also able to take a break from their caring role and improve their own health and wellbeing.
- Daytime opportunities are person centred, tailored towards the individual, their preferences and their support needs.
- There will be improved access through more locally based provision and the support will be able to adapt to changing need.
- There will be improved collaboration across health and social care which will achieve better outcomes for people and increase value for money across the system.
- It will meet with legislation, guidance and operational requirements.





**Author/Lead Officer of Report:**

Joanne Knight – Strategic Commissioning Manager (Dementia and Older Adults)  
Amelia Stockdale – Commissioning Officer (Dementia)

**Tel:** 0114 205 7142

**Report of:** Executive Director of People Services

**Report to:** Co-operative Executive

**Date of Decision:** 21<sup>st</sup> July 2021

**Subject:** Commissioning and Procurement of Community Dementia Support

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 Executive Member Portfolio does this relate to? *Health and Social Care*

Which Scrutiny and Policy Development Committee does this relate to?  
*Healthier Communities and Adult Social Care 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? 617

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: -  
n/a

### **Purpose of Report:**

The purpose of the report is to seek Co-operative Executive approval for the Community Dementia Commissioning Plan for 2021-2027, the implementation of this Plan and the procurement and award of i) a contract; and ii) three grants.

This includes:

- The tendering for and award of a contract for the Dementia Specialist Advice Service which:
  - provides advice and training for professionals and volunteers supporting people living with dementia and their carers
  - fills a gap to provide a single point of access into local community dementia support for people living with dementia and their carers
- The award of grants to:
  - People Keeping Well organisations for local community dementia support across the city
  - Sheffield Dementia Action Alliance to support Sheffield becoming a dementia-friendly city
  - Sheffield Dementia Involvement Group to hear the voices of people living with dementia and their carers

The current contracts and grants expire during the period 1<sup>st</sup> December 2021 – 31<sup>st</sup> March 2022.

**Recommendations:**

That Co-operative Executive:

1. Approve the Commissioning Plan for Community Dementia Support 2021-27 as explained in the Proposal in this Report; and
2. Delegate authority to the Executive Director of People Service Portfolio in consultation with the Director of Legal and Governance Services, Director of Finance and Commercial Services and the lead Executive Member for Health and Social Care:
  - i) To undertake a procurement exercise and award a contract in line with this report and the Commissioning Plan; and
  - ii) Award grants in line with this report and the Commissioning Plan; and
  - iii) Take other such necessary steps not covered by existing delegations to achieve the outcomes and objectives of this report.

**Background Papers:**

Commissioning Plan: Community Dementia Support 2021-2027 – Appendix 1

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: Ann Hardy
		Legal: David Cutting
		Equalities: Ed Sexton
<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>	John Macilwraith
3	<b>Executive Member consulted:</b>	George Lindars-Hammond
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> Joanne Knight	<b>Job Title:</b> Strategic Commissioning Manager (Dementia and Older Adults)
	<b>Date:</b> 10/06/2021	

## 1. PROPOSAL

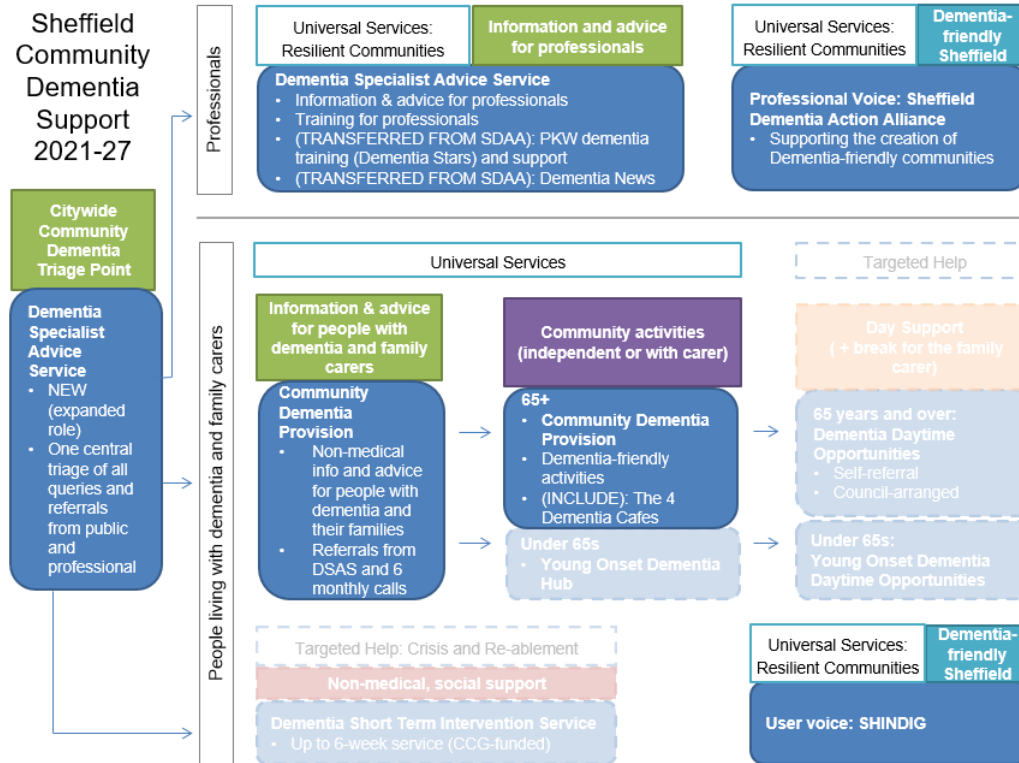
### 1.1 The Proposal

It is proposed that the community dementia commissioning model described in diagram 1 below is developed and implemented. To achieve this the following will be required:

- A slight re-alignment of existing community dementia support to distribute funding where it is most needed (as described in Section 1.4 of this report)
- The re-tendering for and award of a contract for a Dementia Specialist Advice Service April 2022 – March 2027 which:
  - provides advice and training for professionals and volunteers supporting people living with dementia and their carers
  - fills a gap to provide a new single point of access into local community dementia support for people living with dementia and their carers
- The award of grants to:
  - People Keeping Well organisations January 2022 – March 2027 to continue local community dementia support across the city
  - Sheffield Dementia Action Alliance December 2021 – March 2027 to continue to support Sheffield becoming a dementia-friendly city
  - Sheffield Dementia Involvement Group December 2021 – March 2027 to continue to hear the voices of people living with dementia and their carers

Diagram 1 : The Sheffield Community Dementia Support Model

(NB: The paler dashed-edged boxes are outside the scope of this Commissioning Plan but are relevant to the pathways and show other support available)



## 1.2 Current position

1.2.1 The community dementia model is a network of services which operate in partnership to provide support to individuals living with dementia and their families, friends, and carers. The current community dementia support model has been in place for 3 years. Over this period there have been discussions with individuals,

carers and providers and an evaluation of the current offer to establish what works well. Although the contracts and grants are due to come to an end during 21/22 there is evidence that they are working well. Therefore it is not proposed that there should be any significant changes.

1.2.2 The proposal within this Co-operative Executive Report therefore builds on what is already available for people living with dementia and their carers', but also aims to close the known gap to access on information and advice for individuals and build on the success of the current community offer. It involves some slight changes to the current support and some realigning of the investment to ensure it is focussed on what works well and what people have told us is needed.

1.2.3 Community dementia activities offer support to some of the 7,000 people already living with dementia in the city and support their unpaid carers. Continuing these services will provide community support and information to help individuals and their families to live safe and well in their local community and reduce or delay the need for more intensive ongoing support.

1.2.4 The community dementia services described in this report sit alongside:

- an existing contract for the Young Onset Dementia Hub (providing support for those aged under 65 with dementia) which is already in place and continues until 31<sup>st</sup> March 2025
- Dementia Daytime Activities which is the subject of a separate procurement exercise and decision report and
- the Dementia Short Term Intervention Service (DSTIS) which is solely funded by Sheffield Clinical Commissioning Group and which will continue in its current form

1.2.5

<b>Sheffield City Council funding</b>	<b>Description of current services</b>
Dementia Specialist Advice Service	<ul style="list-style-type: none"> <li>• Link all those newly diagnosed with dementia from the Memory Service and Neurology to their local community dementia provision</li> <li>• Provide dementia guidance for professionals</li> </ul>

(for professionals)	<ul style="list-style-type: none"> <li>• Provide dementia training for professionals</li> <li>• Advise on dementia case reviews</li> </ul>
Community dementia provision (18 partnership areas covering the whole of Sheffield)	<ul style="list-style-type: none"> <li>• Initial phone call on referral from Dementia Specialist Advice Service and six-monthly check-in call thereafter</li> <li>• Provide dementia information, advice and support</li> <li>• Run regular dementia-specific and dementia-friendly groups</li> <li>• Dementia Small Grant pot</li> </ul>
4 Dementia Cafes	<ul style="list-style-type: none"> <li>• Run a monthly memory café in a specific location</li> <li>• Provide dementia information, advice and support</li> </ul>
Sheffield Dementia Action Alliance	<ul style="list-style-type: none"> <li>• Help organisations /communities make their activities/services more accessible to people with dementia and their family/carers</li> <li>• Upskill the workforce and volunteers of local organisations</li> <li>• Encourage organisations/communities to work towards becoming Dementia Friendly Communities</li> </ul>
SHINDIG (Sheffield Dementia Involvement Group)	<ul style="list-style-type: none"> <li>• Run four events each year to hear user voice feedback on dementia services and issues</li> <li>• Run four planning events each year</li> <li>• Produce and share a report about each event</li> </ul>
<b>Relevant to the community dementia model but outside the scope of this report</b>	



<b>SCC funded</b> Young Onset Dementia Hub	<ul style="list-style-type: none"> <li>• Provide specific young onset dementia information, advice and guidance</li> <li>• Provide and connect people with young onset dementia (aged under 65) into activities, groups, courses or support specific to living well and remaining independent with young onset dementia, and if appropriate, remaining in work</li> </ul>
<b>SCC/SCCG funded</b> Dementia Daytime Opportunities	<ul style="list-style-type: none"> <li>• Personalised daytime opportunities (approx 5 hour per day) to support adults of all ages with dementia to continue to remain independent within their community and provide them with meaningful activities</li> <li>• Provide a break for the family carer and support them in their caring roles</li> </ul>
<b>SCCG funded</b> Dementia Short Term Intervention Service	<ul style="list-style-type: none"> <li>• An up-to-6 week service to support those struggling to cope with their situation, to help increase their resilience and avoid a crisis</li> <li>• Once the situation has stabilised, to reconnect people to support in their local community through the People Keeping Well community dementia provision</li> </ul>

### 1.3 The Impact of COVID

- 1.3.1 The current Dementia Commissioning Plan 2018-21 was only just over a year into delivery when the COVID-19 pandemic struck. Services were forced to adapt rapidly and creatively in the face of the first and subsequent lockdowns, as well as ongoing social-distancing restrictions. Provision moved online, via the telephone and by way of post and doorstep deliveries. Providers had to entirely change their planned delivery.
- 1.3.2 For some services, there was positivity: “COVID has helped us as a new service to become more established and recognised as professionals are looking for support”. For some people with dementia, receiving community dementia support it was a lifeline: “When this Coronavirus happened you’ve been absolutely wonderful and kept us all in contact and I’m sure we wouldn’t have coped like we do without you”.

- 1.3.3 However, there were obvious difficulties and barriers to participation, as well as a heavy and intense workload for dementia workers with caring natures.
- 1.3.4 The current 'model' of community dementia support has been going well since 2019 but has not yet had a prolonged length of stable time to become fully embedded.

#### 1.4 The need for change and the evidence considered

- 1.4.1 While the past 3 years have shown many positives in the model of community dementia support, there is also a need for some changes. Feedback from people with dementia, their carers and the professionals working with them has identified a gap in support and the need for increased investment and simplification in some of the current services. These are described in 1.4.2 – 1.4.5
- 1.4.2 ***The need for a single point of access to Community Dementia Support:*** Although the local community dementia support provided by the 18 partnerships has been described by many as a 'lifesaver', it can be hard for people to find the 'way in' as there is no central point of access for the public. Unless they have been referred by the Memory Service or Neurology (which is now the established pathway, but was only set up in 2019), they have to find the details of their nearest of the 18 partnerships on the Sheffield Directory website. However, this is not an obvious place for people to look, and they may not have access to the internet.

Some of the comments received included:

- *"Finding information about services and activities can be difficult"*
- *"Need a list of useful numbers!!"*
- *"Need a directory of up to date information"*
- *"If I have a problem who do I ring?"*
- *"Why is it all online? That's no use! I need a telephone number. Isn't there just one telephone number for Sheffield?"*

Some people also do not feel ready to be referred to community dementia support at the point of diagnosis but may desire some support a few years later. There are also many people in the city who were diagnosed with dementia before 2019 and therefore have not had the opportunity to be referred at the point of diagnosis. In addition, diagnosis rates have slowed due to the pandemic.

Creating a well-publicised triage point within the Dementia Specialist Advice Service would enable people living with dementia to have one initial contact point which would then direct them to their nearest community dementia support organisation.

- 1.4.3 ***The need for increased investment for the People Keeping Well Community Dementia Support partnerships:*** With the number of people living with dementia in Sheffield expected to rise from c.7,000 in 2020 to c.8,000 in 2030 there is an urgent need for more early help investment. The non-medical social support provided in the community, especially during the pandemic, has been invaluable. It has enabled people living with dementia to remain engaged and not feel abandoned. It has provided dementia carers with advice, information and peer support when they needed it most. For a relatively small-scale investment this has a huge impact, although the toll on the workload and emotional wellbeing of the dementia-trained workers is high.

Feedback showed that people who were already connected into their local community dementia support highly valued it:

- *“It’s a lifeline for us, especially through this COVID. Don’t know where we would have been if it hadn’t been for this”*
- *“We saw people in the same boat, and we could communicate amongst ourselves the best way of doing things”*
- *“I’ve got to know people better. It’s been one of the best things [about lockdown] for me”*
- *“I am living alone. I felt so alone due to all my family live out of town. I was so pleased [the] dementia link worker stayed contacted with me throughout*
- *“The amazing activity packs which were focused round our needs. They actually kept me going with my mum”*

- *“The referral to local [dementia] services who despite the restrictions have gone out of their way to support with calls, referrals to other agencies and keeping us occupied with activities and support like joining a Zoom”*
- *“Having an assigned [dementia] contact in my community. They have helped with signposting, [dementia] activity support and keeping in touch and updated especially with COVID info. This has been most helpful and kept me feeling less isolated and supported as I knew they would call and send things and that I could talk through my worries and concerns - the staff worth their weight in gold 10/10”*

1.4.4 ***The need for dementia training and support for professionals to sit within one organisation:*** Dementia training and support for professionals is high quality, creative, engaging and well-regarded, but is currently split between the Dementia Specialist Advice Service and Sheffield Dementia Action Alliance. This is confusing for professionals and even for the providers of these services. Efficiencies and clarity would be brought by bringing all of these together under the Dementia Specialist Advice Service, leaving Sheffield Dementia Action Alliance clear to focus on supporting organisations to become dementia friendly.

Feedback has shown there is some unnecessary confusion:

- *“Training is available but a bit piecemeal”*
- *“I didn’t know there’s some training in Dementia Advice Sheffield and some in Sheffield Dementia Action Alliance – and I work for them!”*
- *“Why is it separate? It doesn’t make sense”*
- *There could be economies if it was all in one place”*

1.4.5 ***The need to ensure investment for dementia activities is equitable across the city:*** The dementia cafés in 4 specific locations that form part of the community dementia offer have been in place for over 10 years. At that time there was little other dementia provision available. In mid-2019 the original provider decided to step back due to a change in the way they operated. To ensure the continuation of these 4 dementia cafés, delivery of them was transferred to the People Keeping Well community dementia providers in those 4 areas. When the 18 People Keeping Well community dementia providers were established at the start of 2019 covering all areas of Sheffield, part of their remit was to start similar dementia cafés and dementia-friendly activities across the city, including in the 4 areas in which the original cafés were held. There are now at least

24 different dementia groups in operation across the city, most online at the time of writing due to the national restrictions caused by the pandemic, but planning to resume face-to-face when safe and permitted. The investment and availability of support therefore now needs to be more equitable across the city. These 4 Cafés may continue to exist but as part of the People Keeping Well community dementia provision.

1.4.6 In order to fill the information gap, rationalise the training offer, increase the community dementia People Keeping Well support and create equitable investment, the following changes are proposed.

Current Service	Proposed Change
Dementia Specialist Advice Service (for public and professionals)	<ul style="list-style-type: none"> <li>• Tender for a contract for 5 years 2022 – 2027 increasing the current investment</li> <li>• Include the requirement for a Sheffield Community Dementia Triage Point for public as well as professionals</li> <li>• Transfer all training and support for PKW dementia workers into this contract</li> <li>• Transfer Sheffield Dementia News for professionals into this contract</li> <li>• Remove Case Reviews from the contract</li> </ul>
Community Dementia Provision (18 partnership areas covering the whole of Sheffield)	<ul style="list-style-type: none"> <li>• Re-commission as grants to meet with current People Keeping Well arrangements</li> <li>• Increase in funding for each area</li> </ul>
4 Dementia Cafés in specific locations (a legacy of previous funding)	<ul style="list-style-type: none"> <li>• De-commission the 4 dementia cafes that were established 10 years ago in specific locations</li> </ul>
Sheffield Dementia Action Alliance (SDAA)	<ul style="list-style-type: none"> <li>• Re-commission as a grant</li> <li>• Move the training element and support for People Keeping Well dementia workers</li> </ul>

	<ul style="list-style-type: none"> <li>• Move the Sheffield Dementia News for professionals</li> <li>• Reduce the funding accordingly</li> </ul>
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1.4.7 All other aspects of the contracts/grants as described in 1.2.5 and not mentioned as a change in 1.4.6 will continue in their current form

## 2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 As well as responding to the voice of people living with dementia and their carers this proposal also assists the council to meet its statutory duties under the Care Act 2014 in the following ways:

### 2.1.1 ***The Care Act 2014 (Sections 42-47)***

Safeguarding from the 6 key principles

- Prevention - From the basis that it is better to take action before harm occurs
- Partnership - Local solutions through services working with their communities. These communities have a part to play in preventing, detecting and reporting neglect and abuse

### 2.1.2 ***The Care Act 2014 (Section 2)***

The requirement to provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support and take account of:

- What services, facilities and resources are already available in the area (for example local voluntary and community groups), and how these might help local people
- Identifying people in the local area who might have care and support needs that are not being met

### 2.1.3 **The Care Act 2014 (Section 4)**

Provide information on:

- What types of care and support are available – e.g. specialised dementia care, befriending services, reablement, personal assistance, residential care etc
- The range of care and support services available to local people, i.e. what local providers offer certain types of services

2.2 This proposal supports and links to the principles of the draft **Adult Health and Social Care Strategic Plan (2021 – 2030)**, in particular the models of care by delivering:

- Resilient Communities and Universal Services
  - Supporting people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support when needed

2.3 In particular this proposal has a strong link to the new **Local Area Committees** and their **Empowering Communities** work. Community dementia services will be in line with the commitments to:

- Empower communities
- Harness community assets to strengthen cohesion and connectedness
- Improve health and wellbeing.

It will contribute to the Local Area Committees' aims of:

- Engaging, empowering, enabling and seeking the active participation of all residents and community organisations on a topic of local interest
- Actively utilising all available communication methods, including social media, improved local websites and blogs and where possible the use of virtual meeting technology
- Providing a geographical framework that prioritises and directs the local delivery of services
- Demonstrating work with local partners and stakeholders to ensure services are joined up and operating effectively in line with the needs of local communities

- Involving key partnerships with local Voluntary, Community and Faith Sector organisations to ensure greater efficiency of resources, improved services, and a stronger local voice.

2.4 The **Joint Sheffield Dementia Strategy** identifies six dementia commissioning objectives towards which this proposal contributes:

- To ensure people receive good quality information, advice and guidance at the right time
- To ensure people and their families are listened to and involved in future service shaping
- To invest in building capacity within organisations and upskilling our communities to support people with dementia (i.e. providing advice to organisations about making services and activities more dementia friendly and offering training and awareness sessions)
- To invest in the local voluntary, community and faith sector
- To increase the number and range of activities across the city for people with dementia and their families, enabling people to live well, at home, for longer
- To focus on prevention and increasing awareness about how lifestyle changes can reduce the risk of developing dementia

2.5 This proposal supports the **Sheffield City Council People Portfolio Strategic Objectives 2021-22:**

- Increase equality, resilience and inclusion
- Thriving communities where people like to live
- People are and feel safe
- People are independent and can achieve their potential
- People are healthier and happier

### 3. HAS THERE BEEN ANY CONSULTATION?

3.1 We have undertaken several consultation activities over recent years and months, the evidence of which has informed this proposal.



- 3.2 Consultation with people living with dementia and their family carers:
- March 2021 – Sheffield Dementia Strategy Survey on progress made in meeting the Strategy Commitments
  - September 2020 - two online dementia groups run by People Keeping Well community dementia providers – Parson Cross Forum Memory Café and Age UK Sheffield Dore Rosemary Dementia Café
  - July 2020 - SHINDIG meeting ‘The impact of Covid-19 and lockdown on people with dementia’
  - March 2019 - SHINDIG meeting ‘Information, advice and support services experiences and needs of people with dementia’
  - April 2018 - SHINDIG meeting ‘What support and care is needed to live well with dementia: informing Sheffield Dementia Strategy’
- 3.3 Consultation with professionals working with people living with dementia:
- March 2021 – meeting with providers of the 4 dementia cafes in specific locations
  - November 2020 – Workshop ‘Community Dementia Support beyond 2021’ and to review Year 2 of the community dementia provision
  - February 2020 – Workshop to review Year 1 of the community dementia provision
- 3.4 The evidence collected in these ways led to the aspects of community dementia support that need change, as detailed in Section 1.4.2 – 1.4.5
- 3.5 We have kept the local market informed of the plans by meeting individually with current providers. We will also be holding a provider events during 2021 to further share our plans and receive feedback which we can build into the development of our specifications before we release the tender and grants.

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

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

- 4.1.1 In Sheffield, there are currently an estimated 7,000 people living with dementia in the city, of which approximately 4,000 have a formal diagnosis. The number of people living with dementia in Sheffield is expected to rise to 8,000 by 2030, with the biggest increase in people aged 85 and over. Prevalence varies significantly by age group from as low as 1% in females aged 65-69 to almost one in three for females aged 90+.
- 4.1.2 Studies have shown that people living with dementia have been among those most impacted by the Coronavirus pandemic. In July 2020, an Alzheimer's Society survey found that since the start of Lockdown 1 in March 2020 for people living with dementia:
- 76% had seen a deterioration in their dementia
  - 36% had lost confidence in going out and carrying out daily tasks
  - 46% felt it had impacted on their mental health
  - 35% felt more lonely
- 4.1.3 For people living with dementia, the most common symptoms reported as having increased were difficulty concentrating (48%), memory loss (47%), and agitation / restlessness (45%). The longer the pandemic continues, these figures are likely to increase. This highlights the clear benefits to people's physical and mental health of being able to be part of their local community.
- 4.1.4 In November 2020, Carers UK released research into carers' experiences during the COVID-19 pandemic which showed that "More than three quarters (78%) of carers reported that the needs of the person they care for have increased recently."
- 4.1.5 An Equalities Impact Assessment has been undertaken and there are no adverse effects as a result of this proposal.
- 4.2 ***Financial and Commercial Implications***

- 4.2.1 The anticipated cost of this proposal is £449,000 per annum which is an increase of £12,300 however this difference is being met by reductions to day care contracts within the same budget and therefore this plan fits within the current community dementia budget envelope.
- 4.2.2 The existing contracts and grants are coming to an end during late 2021 and 2022. The re-procurement and new commissioning is being undertaken in line with advice and guidance from Commercial Services. The grants will be undertaken with advice and guidance from the Voluntary Sector Liaison Team who administer many grants on behalf of the Council.
- 4.2.3 The re-procurement of the Dementia Specialist Advice Service will meet all legal and commercial requirements, the contract will be for up to 5 years and follow a tender process.
- 4.2.4 TUPE may apply for the Dementia Specialist Advice Service but this will form part of the negotiations between the outgoing and incoming provider.
- 4.2.5 The proposed timeline for the Dementia Specialist Advice Service is as follows

Activity	Date
Co-operative Executive Decision	July 2021
Tender released	August 2021
Evaluation	October 2021
Award of Contract	November 2021
Mobilisation	Dec – March 2021/22
Start date	1 <sup>st</sup> April 2022

- 4.2.6 The grants will be awarded in-line with Council requirements and issued as each current grant ends.
- 4.3 Legal Implications

4.3.1 The Council has a number of powers and duties that are relevant to the provision of the services proposed in this report:

- a) Section 75 of the National Health Service Act 2006 and National Health Service Bodies and Local Authorities Partnership Regulations 2000 allows local authorities and specified NHS bodies to work jointly including having pooled budget arrangements and undertaking commissioning on each other's behalf.
- b) The Care Act 2014 provides the legal framework for adult social care and places a duty on councils to promote people's wellbeing. Under the Act, councils support, and promote the wellbeing and independence of working age disabled adults and older people, and their carers; provisions of the Care Act include:
  - Section 1: Promoting individual well-being.
  - Section 2: Preventing needs for care and support.
  - Section 3: Promoting integration of care and support with health services etc.
  - Section 18: Duty to meet needs for care and support.
  - Section 20: Duty and power to meet a carer's needs for support.

The proposed services will contribute to the fulfilment of these duties.

4.3.2 The proposed contract outlined in this report has a value in excess of the threshold for contracts for services in accordance with the Public Contracts Regulations 2015 as recently amended (the 'Regulations') and thus the procurement and contract award processes to be followed in relation to the proposed contracts will be subject to those Regulations.

4.3.3 The Council must also comply with the Council's Contract Standing Orders.

4.3.4 If there is a change in service provider this will have an impact on the staff providing the service and TUPE may apply. This will be drawn to the bidder's attention so that they can consider the potential impact of TUPE

and current providers will be required to share information as appropriate in accordance with their existing contracts and the TUPE legislation.

- 4.3.5 Each grant will be subject to a subsidy control assessment prior to a grant being awarded. This assessment will be undertaken to ensure that it complies with the subsidy control rules and details around the grant may require publishing in accordance with the government requirements if deemed to be a subsidy.
- 4.3.6 The terms and conditions for both the contract and the grant have not yet been finalised. Legal will support with the drafting of these documents.

## 5. ALTERNATIVE OPTIONS CONSIDERED

5.1 In making the recommendations two other options were considered and rejected:

5.1.1 *i. Continue with the existing services*

This alternative was rejected because:

- It does not respond to feedback gathered during the past 3 years from people with dementia, their carers and professionals working with them
- It does not allow us to update the current service specifications and
- It does not meet with legal and commercial regulations

5.1.2 *ii. End the existing services and invest in other new provision*

This alternative was also rejected because:

- The current model begun in 2019 has not yet fully embedded, particularly due to the pandemic
- More change for existing users would be disruptive

## 6. REASONS FOR RECOMMENDATIONS

6.1 The preferred option is:

*iii A slight re-alignment of existing community dementia support services*

This option was chosen because it:

- Distributes funding where it is most needed and is simplified
- Responds to feedback gathered during the past 3 years from people with dementia, their carers and professionals working with them
- Allows us to update the current service specifications
- Meets with legal and commercial regulations
- Allows the current model to become more fully embedded, particularly during and after the COVID-19 pandemic
- Reduces disruptive change for existing users and workers

6.2 The intended outcomes are that people living with dementia and their carers will be supported in a dementia-friendly Sheffield to:

- Receive suitable relevant, quality and timely dementia information and advice
- Access good quality community dementia support and participate in activities that are meaningful to them
- Develop and build resilience
- Remain independent, safe and well for as long as reasonable
- Be listened to and involved in future service shaping

# Commissioning Plan

## Community Dementia Support

2021 to 2027

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## Introduction

### What is dementia?

Dementia is a syndrome (a group of related symptoms) associated with an ongoing decline of brain functioning, but it is not an inevitable part of ageing<sup>1</sup>. The main types of dementia include Alzheimer's disease and vascular dementia, although there are over 200 different types of dementia.

Nationally, 1 in 14 people over the age of 65 have dementia, and it affects 1 in 6 people over 80. People under the age of 65 can be diagnosed with Young Onset Dementia – the prevalence is lower but the impact just as significant.

The number of people with dementia is increasing because people are living longer. It is estimated that by 2025, the number of people with dementia in the UK will be more than 1 million<sup>2</sup>.

The most common symptom of dementia is memory loss, but it can also affect the way an individual speaks, thinks, feels and behaves. Other symptoms include difficulties with problem-solving or language, mood changes, problems with communication and reasoning, spatial awareness and difficulties with movement and doing daily activities. Dementia can affect all aspects of a person's life, as well as the lives of those around them, particularly their family carers and supporters.

### Living well with dementia

At present, dementia is incurable and progressive, but medication and other social interventions can lessen symptoms for a time, enabling people to live well with dementia. The NHS advises:

“If you have been diagnosed with dementia, it's important to remember that:

- You're still you, even though you have problems with memory, concentration and planning
- Everyone experiences dementia differently
- Focusing on the things you can still do and enjoy will help you to stay positive
- With the right help and support when you need it, many people can, and do, live well with dementia for several years”<sup>3</sup>

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## Purpose of this Community Dementia Commissioning Plan

This Plan will:

1. Introduce the background to and scope of the Plan, including the national and local context and impact of the COVID-19 pandemic on people living with dementia
2. Set out Sheffield City Council's strategic aim, with principles and objectives in relation to community dementia support
3. Update on the 'Commissioning Plan for Community Dementia Services 2018-19 to 2021-22' with feedback on how it is working in practice
4. Outline how the Council will spend the community dementia support budget (approximately £449,000 per annum) to help people to live well with dementia in their local community

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<sup>1</sup> NHS, <https://www.nhs.uk/conditions/dementia/about/>

<sup>2</sup> NHS, <https://www.nhs.uk/conditions/dementia/about/?tabname=symptoms-and-diagnosis>

<sup>3</sup> NHS, Living Well with dementia, <https://www.nhs.uk/conditions/dementia/living-well-with-dementia/>



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# 1. Introduction

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## Background and scope

This commissioning plan concentrates, in the main, on non-medical, social, community activities and services for people with dementia and/or their family or carers – i.e. people with dementia who are living in their own home, in their community. It focuses in the main on those with dementia aged 65 and over, although these services can be accessed by those aged under 65 if they wish. A specific service catering for the needs of under 65s with Young Onset Dementia has already been commissioned and will continue and is therefore outside of the scope of this Plan.

This Plan also covers support for professionals who are supporting people living with dementia, with the aim of creating a dementia-friendly Sheffield.

This Commissioning Plan continues the work begun in the Commissioning Plan for Community Dementia Services 2018-19 to 2021-22<sup>4</sup>, which was part of a long-term vision to invest in dementia community activities and services.

Dementia Day Services are now being considered under commissioning for ‘Dementia Daytime Opportunities’ in 2021 and are therefore out of the scope of this work. These will therefore be the subject of a separate Commissioning Plan and Cabinet Report. Also out of scope of this piece of work is formal, emergency respite, EMI care home placements and any CQC registered services.

The commissioning intentions described in this Plan build on the work done by community dementia providers since 2018-19, while offering solutions to the non-medical social gaps identified by people living with dementia, their family carers, and professionals.

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## National context

### **Lancet Commission**

A 2020 update to the 2017 Lancet Commission on dementia, while adding 3 new risk factors for the development of dementia, highlights that “Wellbeing is the goal of much of dementia care. People with dementia have complex problems and symptoms in many domains. Interventions should be individualised and consider the person as a whole, as well as their family carers. Evidence is accumulating for the effectiveness, at least in the short term, of psychosocial interventions tailored to the patient's needs, to manage neuropsychiatric symptoms. Evidence-based interventions for carers can reduce depressive and anxiety symptoms over years and be cost-effective.”<sup>5</sup>

### **Impact of the COVID-19 pandemic nationally**

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<sup>4</sup> Dementia Commissioning, <http://democracy.sheffield.gov.uk/ieDecisionDetails.aspx?Id=2149>

<sup>5</sup> The Lancet, Dementia prevention, intervention, and care: 2020 report of the Lancet Commission, [https://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(20\)30367-6/fulltext](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(20)30367-6/fulltext)

Since the last Dementia Commissioning Plan, the world has faced the COVID-19 pandemic. A study in August 2020 by the London School of Economics & Political Science and University College London<sup>6</sup> showed that people with dementia accounted for 25% of all COVID-19 related deaths in England and Wales up to that point. In addition, there will be longer term affects from Shielding, increased social isolation, reduced opportunity for physical movement and greater burdens placed on family carers. Individuals living with dementia and their carers have been disproportionately affected by the pandemic and will need greater support in the future.

Just a few months into the pandemic, in July 2020, an Alzheimer's Society survey<sup>7</sup> found that since the start of Lockdown 1 for people living with dementia:

- 76% had seen a deterioration in their dementia
- 36% had lost confidence in going out and carrying out daily tasks
- 46% felt it had impacted on their mental health
- 35% felt more lonely

For people living with dementia, the most common symptoms reported as having increased were difficulty concentrating (48%), memory loss (47%), and agitation / restlessness (45%). The longer the pandemic continues, these figures are likely to increase. This highlights the clear benefits to people's physical and mental health of being able to be part of their local community.

In November 2020, Carers UK released research into carers' experiences during the COVID-19 pandemic which showed that "More than three quarters (78%) of carers reported that the needs of the person they care for have increased recently."<sup>8</sup>

### **Living well with dementia**

An Alzheimer's Society report<sup>9</sup> published in October 2020, suggested that nationally, interventions to support people to live well with dementia are not always tailored to individual preferences and that provision should reflect the diversity of society, considering future population trends and needs. The same report highlighted that nationally "Few non-pharmacological interventions are provided after the initial diagnosis" and that there should be "More opportunities within the pathway to access post-diagnostic support interventions, both for people with dementia and for carers". Sheffield has made progress to offer such support, and this national study suggests it should continue to be provided.

Guidance produced by the Local Government Association, explains that "enabling people with dementia to take part in 'everyday activities' – to meet up with friends, take part in sporting activities, enjoy green space, go shopping – is key not only to enabling them to live healthier and

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<sup>6</sup> International Long-Term Care Policy Network, Impact and mortality of COVID-19 on people living with dementia: cross-country report, 2020, <https://ltccovid.org/2020/08/19/impact-and-mortality-of-covid-19-on-people-living-with-dementia-cross-country-report/>

<sup>7</sup> Alzheimer's Society, The impact of COVID-19 on people affected by dementia, 2020, [https://www.alzheimers.org.uk/sites/default/files/2020-08/The\\_Impact\\_of\\_COVID-19\\_on\\_People\\_Affected\\_By\\_Dementia.pdf](https://www.alzheimers.org.uk/sites/default/files/2020-08/The_Impact_of_COVID-19_on_People_Affected_By_Dementia.pdf)

<sup>8</sup> Carers UK, Unseen and undervalued: the value of unpaid care provided to date during the COVID-19 pandemic, 2020, <https://www.carersuk.org/for-professionals/policy/policy-library/unseen-and-undervalued-the-value-of-unpaid-care-provided-to-date-during-the-covid-19-pandemic>

<sup>9</sup> Alzheimer's Society, From diagnosis to end of life: the lived experiences of dementia care and support, 2020, <https://www.alzheimers.org.uk/about-us/policy-and-influencing/from-diagnosis-to-end-of-life>

more fulfilling lives, but to reducing and delaying their dependence on expensive health and social care services.”<sup>10</sup>

There are many benefits to supporting a person with dementia to stay mentally and physically active by taking part in meaningful activities. The benefits of such activities range from encouraging independence, to social inclusion and aiding channels of expression and communication – with resultant overarching benefit to the person’s feeling of self-worth and wellbeing.

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## Local context

### Prevalence

It is estimated that the prevalence of people living with dementia in Sheffield is around 7,000, which is 1.21% of the population.<sup>11</sup>

The graphs below show the number of people aged 65+ predicted to have dementia within Sheffield, which show that the incidence is expected to increase.

Graph 1<sup>12</sup> shows the predictions made in 2017, whilst Graph 2<sup>13</sup> shows the predictions made in 2020, still with an increase, but at a marginally slower rate overall.

Graph 3<sup>14</sup> shows the projections of the number of people predicted to have young onset dementia in Sheffield.

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<sup>10</sup> Local Government Association, Dementia Friendly Communities: Guidance for Councils, <https://www.local.gov.uk/creating-dementia-friendly-communities-resources>

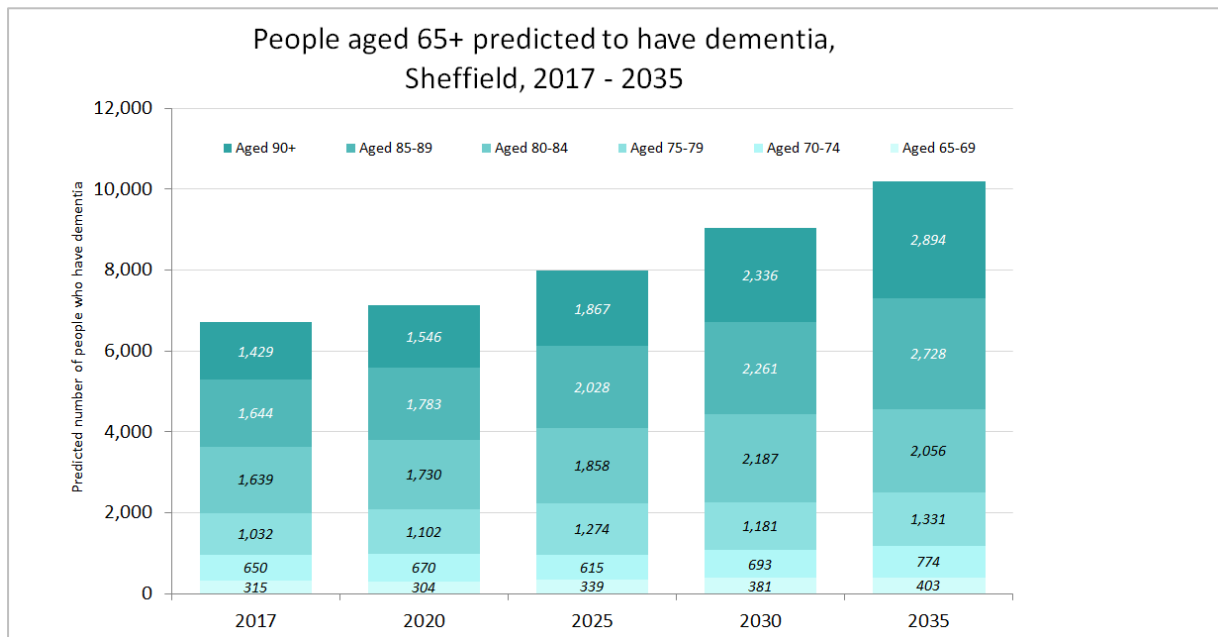
<sup>11</sup> Sheffield Joint Strategic Needs Assessment, <https://sheffieldcc.maps.arcgis.com/apps/Cascade/index.html?appid=64e9dcb79b8141f384cdee38c53a7b9b>

<sup>12</sup> Ibid.

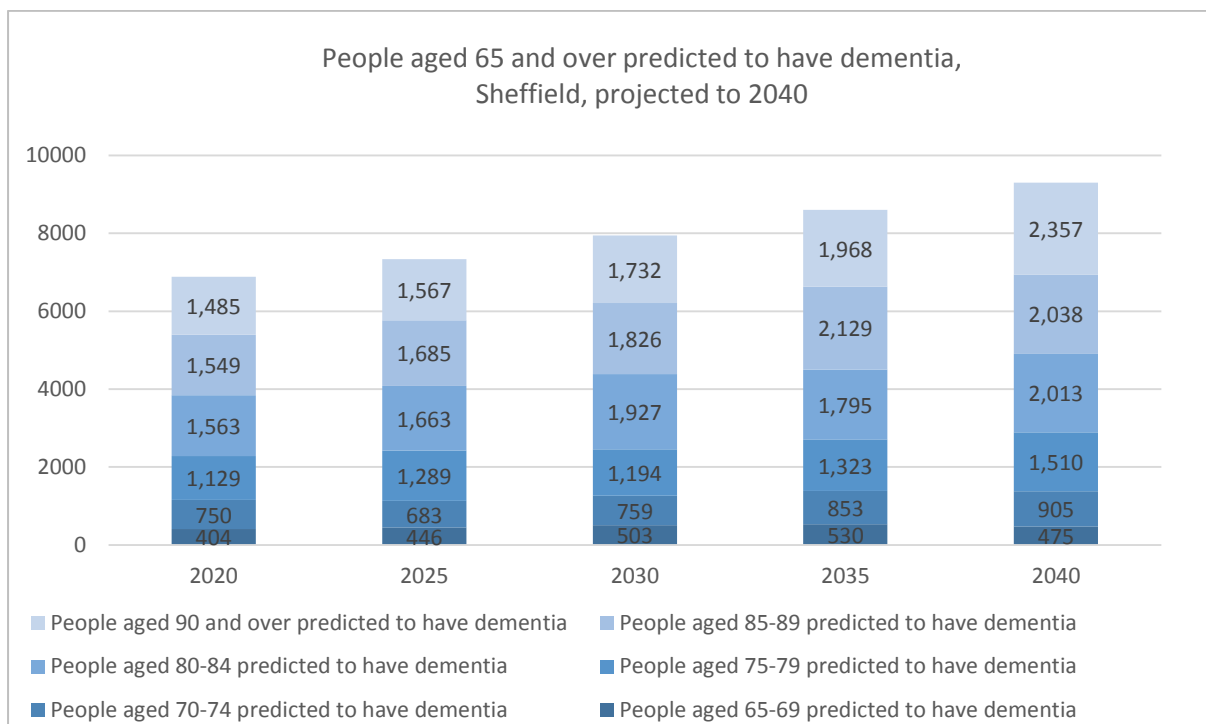
<sup>13</sup> Projecting Older People Population Information System, <https://www.poppi.org.uk/index.php?pageNo=314&mapOff=1>

<sup>14</sup> Projecting Adults Needs and Information System, <https://www.pansi.org.uk/index.php?pageNo=408&areaID=8384&loc=8384&mdvis=1>

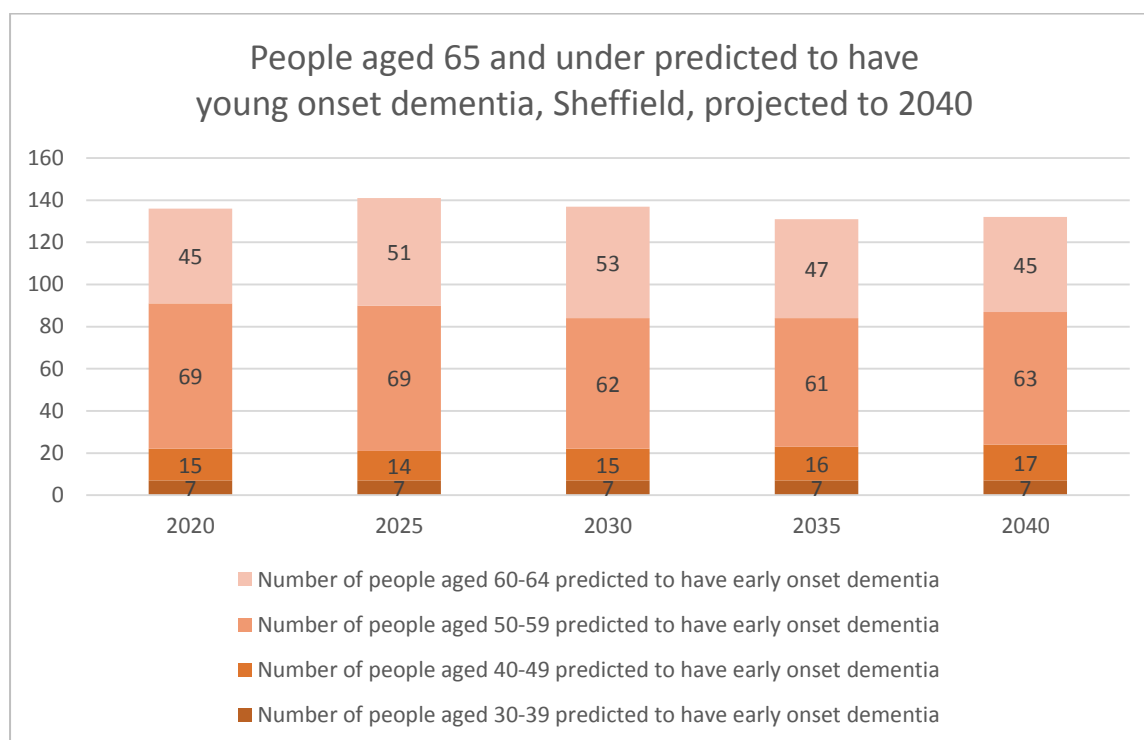
Graph 1



Graph 2



Graph 3



### Sheffield Dementia Strategy Commitments

Following the Department of Health’s launch in 2015 of the ‘Prime Minister’s Challenge on Dementia 2020’<sup>15</sup>, public, voluntary, community and private sector organisations across Sheffield have worked together to improve the care and support for people of all ages living with or caring for those living with dementia to enable them to live life to their full potential.

One of the outcomes of this work was the development of a fully co-produced Sheffield Dementia Strategy 2019-24<sup>16</sup> which describes 13 Commitments. This Commissioning Plan will support the delivery of the following Dementia Strategy Commitments in particular:

- Commitment 4: For people with dementia, support in Sheffield will be more personalised, local and accessible to help people to remain as independent for as long as possible
- Commitment 5: We will provide high quality support to families and carers of people with dementia in Sheffield to help people with dementia maintain their independence as long as possible
- Commitment 10: Care and support services will take account of the needs of people with dementia.

Citywide delivery against the Dementia Strategy Commitments is being measured via the Dementia Strategy Implementation Group and its multi-agency working groups. It includes baseline data and key measurable targets, as well as progress reporting to local people with dementia and their family carers.

<sup>15</sup> Prime Minister’s Challenge on Dementia 2020, <https://www.gov.uk/government/publications/prime-ministers-challenge-on-dementia-2020>

<sup>16</sup> Sheffield Dementia Strategy Commitments 2019-24, <https://www.sheffieldccg.nhs.uk/our-projects/sheffield-dementia-strategy-commitments.htm>

## Sheffield Joint Health and Wellbeing Strategy

This Dementia Commissioning Plan also fits with the aims of the Sheffield Joint Health and Wellbeing Strategy 2019-2024,<sup>17</sup> in particular:

- Living Well
  - Everyone has a fulfilling occupation and the resources to support their needs
- Ageing Well
  - Everyone has equitable access to care and support shaped around them
    - ‘A... person-centred approach must be taken to understand what is most important to any given person and how they may be enabled to care for their own health and live a meaningful life within the confines of their illness’
  - Everyone has the level of meaningful social contact that they want

## Shaping Sheffield 2019-24

Another citywide plan within which this Dementia Commissioning Plan aligns is Sheffield Accountable Care Partnership’s Shaping Sheffield vision.<sup>18</sup>

- Delivery priorities
  - Neighbourhood Development
  - Ageing Well
- Principles and values
  - A population focused approach
  - A preventive approach built into delivery at all levels of complexity
  - Care closer to home or a home via neighbourhood, localities hubs
  - A focus on reducing health inequalities in Sheffield
  - Effective and efficient use of resources whilst assuring safety and effectiveness

## Sheffield Carers Commissioning Plan

The work delivered by the Dementia Commissioning Plan will feed into the work delivered by the Commissioning Plan for Carers 2020-2024, as support for people with dementia will in turn provide support for their family carers.

## Sheffield Adult Social Care Strategy

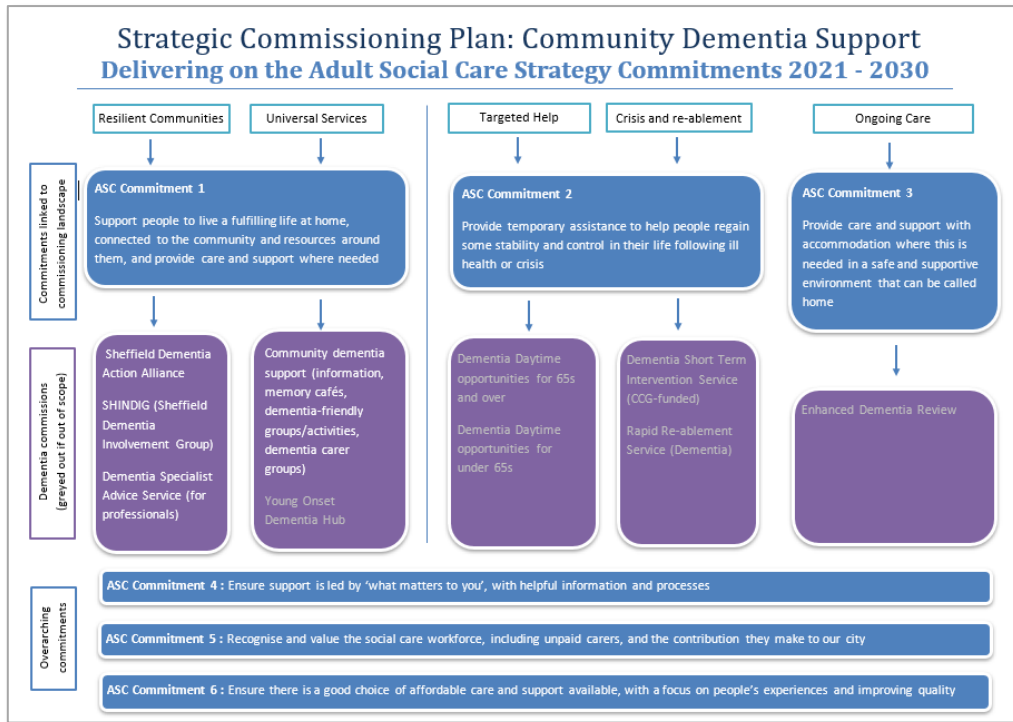
In autumn 2020 the Council consulted on its Adult Social Care Strategy Commitments for 2021-30. Although the final version of the strategy and commitments are still under review, the Community Dementia Commissioning Plan has been aligned to the commissioning models of care described below.

Please note that the diagram also includes (greyed out) wider dementia services outside the scope of this Community Dementia Commissioning Plan.

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<sup>17</sup> Sheffield Joint Health and Wellbeing Strategy 2019-2024, <http://democracy.sheffield.gov.uk/documents/s34527/2%20Joint%20Health%20Wellbeing%20Strategy%202019-24.pdf>

<sup>18</sup> Shaping Sheffield 2019-24, <https://www.sheffieldacp.org.uk/content/uploads/2020/02/Shaping-Sheffield-Main-Doc-Final.pdf>



## Sheffield City Council People Portfolio Strategic Objectives 2021-22

The Portfolio's approach centres on all-age prevention and early help. This Dementia Commissioning Plan will deliver on the Portfolio's Strategic Objectives:

- Increase equality, resilience and inclusion
- Thriving communities where people like to live
- People are and feel safe
- People are independent and can achieve their potential
- People are healthier and happier

## Impact of the COVID-19 pandemic locally

The current Commissioning Plan was only just over a year into delivery when the COVID-19 pandemic struck. Services were forced to adapt rapidly and creatively in the face of the first and subsequent lockdowns, as well as ongoing social-distancing restrictions. Provision moved online, via the telephone and by way of post and doorstep deliveries. Providers had to entirely change their planned delivery.

For some services, there was positivity: "COVID has helped us as a new service to become more established and recognised as professionals are looking for support". For some people with dementia receiving community dementia support it was a lifeline: "When this Coronavirus happened you've been absolutely wonderful and kept us all in contact and I'm sure we wouldn't have coped like we do without you". However, there were obvious difficulties and barriers to participation, as well as a heavy and intense workload for dementia workers with caring natures.

The current 'system' of community dementia support has started well since 2019 but has not yet had a prolonged length of stable time to become embedded.

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## 2. Strategic Aim

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### Commissioning Principles and Objectives

#### **Dementia Commissioning Principles**

The Council's Commissioning Principles in the previous Dementia Commissioning Plan were based on consultation feedback and information from the Lancet Commission on Dementia and the Prime Minister's Challenge 2020. In the light of research surrounding the impact of the COVID-19 pandemic and the recent findings in the Alzheimer's Society report mentioned above, these still align and therefore have not changed.

1. To support people with dementia and their families to:
  - Develop and build resilience
  - Access suitable relevant and timely information and advice
  - Access good quality community support
  - Remain independent, safe and well for as long as reasonable
2. To develop 'dementia friendly communities' in Sheffield, in which people with dementia are empowered to have high aspirations and feel confident, knowing they can contribute and participate in activities that are meaningful to them.

#### **Dementia Commissioning Objectives**

Again, based on feedback from people with dementia and their families, national research, and local knowledge, to meet our commissioning principles from late 2021 onwards, we will continue to work towards the six Commissioning Objectives:

1. To ensure people receive good quality information, advice and guidance at the right time
2. To ensure people and their families are listened to and involved in future service shaping
3. To invest in building capacity within organisations and upskilling our communities to support people with dementia (i.e. providing advice to organisations about making services and activities more dementia friendly and offering training and awareness sessions)
4. To invest in the local voluntary, community and faith sector
5. To increase the number and range of activities across the city for people with dementia and their families, enabling people to live well, at home, for longer
6. To focus on prevention and increasing awareness about how lifestyle changes can reduce the risk of developing dementia

#### **Commissioning Activity**

Our Principles and Objectives will be achieved through three strands of dementia commissioning activity:

1. Continuing most current services in the ongoing wake of the pandemic, allowing them to continue to develop
2. Re-aligning some current services to ensure they better meet local needs
3. Commissioning a new service to fill an identified gap in support



### 3. Update on current Dementia Commissioning Plan

#### Existing Services

Currently, the Council funds the following community dementia services/activities:

Sheffield City Council funding	Description
Dementia Specialist Advice Service (for professionals)	<ul style="list-style-type: none"> <li>• Link all those newly diagnosed with dementia from the Memory Service and Neurology to their local community dementia provision</li> <li>• Provide dementia guidance for professionals</li> <li>• Provide dementia training for professionals</li> <li>• Advise on dementia case reviews</li> </ul>
Community dementia provision (x 18 partnerships covering the whole of Sheffield)	<ul style="list-style-type: none"> <li>• Initial phone call on referral from Dementia Specialist Advice Service and six-monthly check-in call thereafter</li> <li>• Provide dementia information, advice and support</li> <li>• Run regular dementia-specific and dementia-friendly groups</li> <li>• Dementia Small Grant pot</li> </ul>
4 Dementia Cafes	<ul style="list-style-type: none"> <li>• Run a monthly memory café in a specific location</li> <li>• Provide dementia information, advice and support</li> </ul>
Sheffield Dementia Action Alliance	<ul style="list-style-type: none"> <li>• Help organisations/communities make their activities/services more accessible to people with dementia and their family/carers</li> <li>• Upskill the workforce and volunteers of local organisations</li> <li>• Encourage organisations/communities to work towards becoming Dementia Friendly Communities</li> </ul>
SHINDIG (Sheffield Dementia Involvement Group)	<ul style="list-style-type: none"> <li>• Run four events each year to hear user voice feedback on dementia services and issues</li> <li>• Run four planning events each year</li> <li>• Produce and share a report about each event</li> </ul>
<b>TOTAL</b>	<b>£449,000 per year</b>

Outside of the scope of this Commissioning Plan (current contract October 2020-March 2025):

Young Onset Dementia Hub	<ul style="list-style-type: none"> <li>• Provide specific young onset dementia information, advice and guidance</li> <li>• Provide and connect people with young onset dementia (aged under 65) into activities, groups, courses or support specific to living well and remaining independent with young onset dementia, and if appropriate, remaining in work.</li> </ul>
<b>TOTAL</b>	<b>£10,000 per year</b>

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## Feedback and Consultation on current services

### People living with dementia and their family carers

At the April 2018 SHINDIG (Sheffield Dementia Involvement Group) meeting<sup>19</sup>, members were asked how access to information could be improved:

- *“Don’t know what’s out there”*
- *“Council could do more to advertise what’s available”*

SHINDIG members were asked at their March 2019 meeting<sup>20</sup> about the places that they currently use to access dementia information, advice and support. A key source was from other people with dementia and other family carers / supporters, through groups such as SHINDIG, dementia groups and peer support groups, which demonstrates their value:

- *“People may or may not want to join a group – but in fact it helps when you join a group”*
- *“Peer support is the most important – learning from your peers is more valuable than listening to a professional”*
- *“Being in peer support groups is more relaxed – no-one will tell you you’re wrong”*
- *“Peer activities reduce self-consciousness – it doesn’t matter if you make a mistake”*
- *“You get to find out about benefits and support – most information we find out comes from groups like this rather than going asking for advice”*

Attendees were also asked about the challenges they face in accessing information, support and services. People spoke about not always knowing who to contact for what:

- *“Finding information about services and activities can be difficult”*
- *“Need a list of useful numbers!!”*
- *“Need a directory of up to date information”*

At July 2020’s SHINDIG (Sheffield Dementia Involvement Group)<sup>21</sup>, one of the questions was ‘Have you known how and where to get dementia support, information and services?’ Responses included:

- *“If I have a problem who do I ring?”*
- *“Why is it all online? That’s no use! I need a telephone number. Isn’t there just one telephone number for Sheffield?”*

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<sup>19</sup> SHINDIG Report – April 2018 – What Support and Care is needed to Live Well with Dementia: Informing Sheffield Dementia Strategy <https://www.shsc.nhs.uk/get-involved/service-user-groups/sheffield-dementia-involvement-group-shindig>

<sup>20</sup> SHINDIG Report – March 2019 – Information, Advice and Support Services: Experiences and needs of people living with dementia <https://www.shsc.nhs.uk/get-involved/service-user-groups/sheffield-dementia-involvement-group-shindig>

<sup>21</sup> SHINDIG Report - July 2020 - The impact of Covid-19 and lockdown on people with dementia <https://www.shsc.nhs.uk/get-involved/service-user-groups/sheffield-dementia-involvement-group-shindig>

There was also positive feedback about community dementia support when members were asked 'What services have you used or been supported by during lockdown?' Responses included:

- *"Regular welfare telephone calls"*
- *"Accessing various groups and activities via Zoom"*
- *"Food parcels and 'goody bags'"*

Commissioners also attended (online) dementia groups run by People Keeping Well community dementia providers during the autumn of 2020<sup>22</sup>, to hear the views of people living with dementia and their family carers on the current community dementia services. Positive feedback included:

- *"She [my wife with dementia] wouldn't go out, but at the café [before lockdown] she got up and sang and danced because she became more confident"*
- *"I struggle during COVID for things to do, but the Zoom dementia café once a week is good, better than fortnightly"*
- *"The Zoom dementia café is better for [my husband with dementia] – we'd tried the actual dementia café before but it was difficult for him to join in due to other problems"*
- *"This online group is one of my only interactions with people during the week. Apart from this I'm completely isolated and not going out"*
- *"He [my husband with dementia] needs stimulation – he's just sleeping all day"*
- *"It's a sense of community"*

### Comments from people living with Dementia and their carers who attend Sheffield's online Dementia groups



<sup>22</sup> Parson Cross Forum Memory Café 29/09/2020 and Thank You video 31/08/2020, Dore Rosemary Dementia Café 22/09/2020

## Comments from people living with Dementia and their carers who receive support from their local community dementia worker

"When this Coronavirus happened you've been absolutely wonderful and kept us all in contact and I'm sure we wouldn't have coped like we do without you"

"It's a lifeline for us, especially through this Covid. Don't know where we'd have been if it hadn't been for this"

"You're the only people, other than the other family carers, who are even bothered about us. Friends don't ring, but if I don't turn up on an online Memory Café day you ring and find out what's up with me. I can't thank you all enough, and the volunteers"

Attendees also identified gaps in the current community dementia provision:

- *"Knowing where to access services is the problem"*
- *"There's a lack of reliable and up-to-date information"*
- *"The information is there, but I need to know how to deal with the dementia as it progresses"*
- *"It was difficult to get hold of people to find out what there was"*
- *"We don't really know what's available"*
- *"Isolation and loneliness is the big problem"*

In March 2021 the Sheffield Dementia Strategy Implementation Group circulated a survey to monitor progress on the Sheffield Dementia Strategy Commitments 2019-2024. The survey particularly asked respondents to answer in relation to the previous 12 months (ie since the start of the COVID-19 pandemic in March 2020).

In response to the question "What has helped make things better or easier for you? (this might include about care, support, or information and advice)" answers included:

- *"The referral to local [dementia] services who despite the restrictions have gone out of their way to support with calls, referrals to other agencies and keeping us occupied with activities and support like joining a Zoom"*
- *"Having an assigned contact in my community. They have helped with signposting, activity support and keeping in touch and updated especially with Covid info. This has been most helpful and kept me feeling less isolated and supported as I knew they would call and send things and that I could talk through my worries and concerns - the staff worth their weight in gold 10/10"*
- *"I am living alone. I felt so alone due to all my family live out of town. I was so pleased [the] dementia link worker stayed contacted with me throughout"*
- *"My friends and family, neighbours and dementia link worker made this hard time easy for us by staying in touch and been a listening ear for us and gave us hope and positivity"*
- *"The simple training I received by the team at [People Keeping Well dementia support organisation] who showed us how to become more Dementia aware"*
- *"The amazing activity packs which were focused round our needs. They actually kept me going with my mum"*

- *“Invitation to join the Dementia Cafe via Zoom - this has been a lifesaver during lockdown”*
- *“The group Zoom calls have helped. It’s nice to meet up with people, learn more about dementia and hear what others have gone through. The activities have brightened up the day for my mum who is at home with little contact during the current situation. She’s really looked forward to them”*
- *“The support group helped with understanding dementia and it’s different ways of manifesting itself. Strategies to try etc”*

In response to the question “What do you wish could have been different? (this might include about care, support, or information and advice)” answers relevant to community dementia support included:

- *“It is a shame there is not a central well-known service offering information and advice”*
- *“More easy access to support and care. Where we can find help. I’m not a digital person”*
- *“Strategies of coping with someone who has dementia”*
- *“More information and advice initially, a booklet and ‘ring if you need help’ wasn’t enough when you are struggling with a diagnosis and worrying about the future. I have got most of my information from Facebook carer groups”*
- *“Much more available information in one place”*
- *“I still think there needs to be something more that people can tap into online to learn more about dementia in a more day to day aspect of the illness. It’s all very medical and doesn’t really help you to make adjustments that suit how you will all need to live in your circumstances. I feel I’m having to dig around everywhere to learn more. Although the Zoom calls initially did go some way to helping with the info”*
- *“Too much information given at the beginning. Was too much for my parents to take in. Information should be staggered when a need arises. Contact details of someone they can phone”*

## **Professionals**

Following an event in February 2020 to review Year 1 of the community dementia provision, a workshop ‘Community Dementia Support beyond 2021’ was held with professionals in November 2020, towards the end of Year 2. These meetings<sup>23</sup> found that the aspects of the current community dementia support ‘system’ which are working well are:

- It is based on local need
- There is flexibility within the contract
- It has enabled good partnership working across the city
- Referrals have continued through the pandemic and there is growing credibility amongst other professionals in other health and social care teams
- The initial phonecall upon diagnosis helps to build relationships with people with dementia
- Dementia Groups and Dementia Carers Groups are a real support to people, even online
- Additional support for those at/near crisis point is very valuable

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<sup>23</sup> Dementia workers from: Age UK Sheffield, Darnall Wellbeing, Darnall Dementia Group, Dementia Advice Sheffield, Enrichment for the Elderly, Heeley City Farm, Heeley Trust, Manor & Castle Development Trust, Parson Cross Forum, Reach South Sheffield, Sheffield Dementia Action Alliance, Shipshape, SOAR, Stocksbridge Community Care Group, Woodhouse & District Community Forum, Zest

- Dementia training has been very positive

The professionals also identified a number of gaps in the current provision. Those within the scope of this Commissioning Plan were:

- People with dementia or their family carers are not able to self-refer into community dementia provision through one single centralised access point
- Publicity needs to improve for and about other professionals/services
- Dementia carers require more support
- There is a lack of individual support
- Dementia workers require more centralised support
- Concerns about adapting services in the post-pandemic future

In March 2021 a meeting was also held with the providers of the 4 Dementia Cafés which are currently contracted to meet in 4 specific locations<sup>24</sup>. These 4 Cafés are a legacy of previous commissioning and were established before Dementia Cafés and Groups and Dementia-friendly activities were set up across the city in the 18 different partnership areas. It was felt in the meeting that:

- These cafes offer more 1-1 support/advice to people in a quieter setting and safe space
- The people who attend these 4 dementia cafés usually also link into other dementia activities and some areas have tried to replicate the cafés as part of their existing work
- Some have this as part of the People Keeping Well dementia offer anyway
- Most could be merged into current PKW dementia activities
- In some areas this is additional to the ongoing PKW work
- Most seemed to understand the need to share the experience across the city rather than in these 4 specific locations
- There remain some sensitivities with the existing volunteers around moving to other cafés.

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## 4. Proposed new Community Dementia Support Commissioning Plan

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### Reasons for proposed changes

Based on the evidence provided above, some changes are proposed to the existing services, in order to better serve the non-medical social needs of people living with dementia and their family carers.

This is because:

- There is currently no easy single point of access for people with dementia directly into local support
- Due to the pandemic, some provision has naturally merged
- Some services duplicate the work of other services
- Some services have struggled to deliver effectively during the current delivery period

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<sup>24</sup> Meersbrook, City Centre, Beighton, Hillsborough

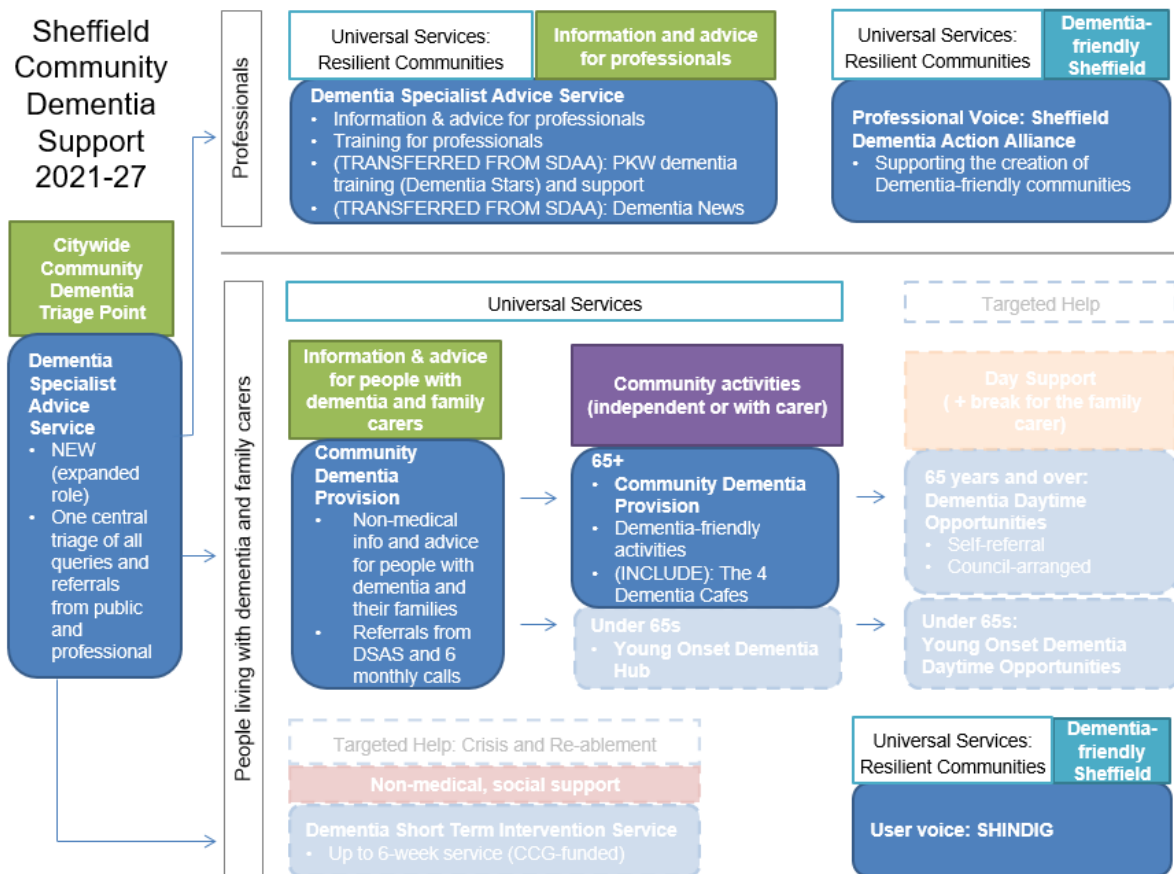
## Proposed changes to current community dementia support

The diagram below illustrates the proposed minor alterations to the current provision.

Please note that the following services (shown in the paler dashed-edge boxes) are outside of the scope of this Community Dementia Support Commissioning Plan:

- Young Onset Dementia Hub – commissioned until March 2025
- Day Support – commissioned under Dementia Daytime Opportunities
- Dementia Short Term Intervention Service – funded by NHS Sheffield Clinical Commissioning Group

### The Community Model



Community Dementia Support Commissioning Intentions 2021-2027

Service	Aligned to Dementia Commissioning Principles	Aligned to Dementia Commissioning Objectives	Change	Rationale	New Description
Dementia Specialist Advice Service (for public and professionals)	<p>1. To support people with dementia and their families to:</p> <ul style="list-style-type: none"> <li>• Develop and build resilience</li> <li>• Access suitable relevant and timely information and advice</li> <li>• Access good quality community support</li> <li>• Remain independent, safe and well for as long as reasonable</li> </ul> <p>2. To develop ‘dementia friendly communities’ in Sheffield, in which people with dementia are empowered to have high aspirations and feel confident, knowing they can contribute and participate in activities that are meaningful to them.</p>	<p>1. To ensure people receive good quality information, advice and guidance at the right time</p> <p>3. To invest in building capacity within organisations and upskilling our communities to support people with dementia (i.e. providing advice to organisations about making services and activities more dementia friendly and offering training and awareness sessions)</p> <p>4. To invest in the local voluntary, community and faith sector</p>	<p>Re-commission:</p> <ul style="list-style-type: none"> <li>• Refreshed tender for a contract</li> <li>• <b>New:</b> Sheffield Community Dementia Triage Point for public as well as professionals</li> <li>• <b>Transfer into this contract:</b> Training and support for PKW dementia workers</li> <li>• <b>Transfer into this contract:</b> Sheffield Dementia News for professionals</li> <li>• <b>Remove:</b> Case Reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Filling access point gap for public identified during feedback and consultation</li> <li>• Consolidate dementia training within one organisation</li> <li>• Main initial source of information for professionals and public</li> <li>• Case Reviews under-utilised and now covered by Dementia Short Term Intervention Service</li> </ul>	<ul style="list-style-type: none"> <li>• Act as single point of access for all dementia enquiries, including for the public</li> <li>• Link all those newly diagnosed with dementia, and those contacting the triage point, to their local community dementia provision</li> <li>• Provide dementia guidance and training for PKW dementia workers and professionals</li> </ul>
Community Dementia Provision	<p>1. To support people with dementia and their families to:</p>	<p>1. To ensure people receive good quality information, advice and guidance at the right time</p>	<p>Re-commission:</p> <ul style="list-style-type: none"> <li>• As a grant</li> <li>• Incorporate all areas of the city in same</li> </ul>	<ul style="list-style-type: none"> <li>• Grant funding method aligned with other People Keeping Well funding methods</li> </ul>	<ul style="list-style-type: none"> <li>• Initial phone call on referral from Dementia Specialist Advice</li> </ul>



	<ul style="list-style-type: none"> <li>• Develop and build resilience</li> <li>• Access suitable relevant and timely information and advice</li> <li>• Access good quality community support</li> <li>• Remain independent, safe and well for as long as reasonable</li> </ul> <p>2. To develop 'dementia friendly communities' in Sheffield, in which people with dementia are empowered to have high aspirations and feel confident, knowing they can contribute and participate in activities that are meaningful to them.</p>	<p>2. To ensure people and their families are listened to and involved in future service shaping</p> <p>4. To invest in the local voluntary, community and faith sector</p> <p>5. To increase the number and range of activities across the city for people with dementia and their families, enabling people to live well, at home, for longer</p> <p>6. To focus on prevention and increasing awareness about how lifestyle changes can reduce the risk of developing dementia</p>	<p>process (ie People Keeping Well, South West, Stocksbridge &amp; Upper Don, and South Sheffield)</p> <ul style="list-style-type: none"> <li>• Increase in funding for each area</li> <li>• Local dementia provision based on local needs</li> </ul>	<ul style="list-style-type: none"> <li>• The Community Dementia Provision has supported well, especially during the pandemic</li> </ul>	<p>Service and six-monthly check-in call thereafter</p> <ul style="list-style-type: none"> <li>• Provide dementia information, advice and support</li> <li>• Run regular dementia-specific and dementia-friendly groups</li> <li>• Dementia Small Grant pot</li> </ul>
4 Dementia Cafés in specific locations (a legacy of previous funding)	n/a	n/a	De-commission	These 4 Cafés will continue to exist as they have been incorporated within the PKW dementia groups/cafés/activities, but there is no longer any need for them to be separate	n/a
Sheffield Dementia Action	2. To develop 'dementia friendly communities' in Sheffield, in which people	3. To invest in building capacity within organisations and	Re-commission: <ul style="list-style-type: none"> <li>• Continue as a grant</li> </ul>	<ul style="list-style-type: none"> <li>• Training and support for dementia professionals more</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage organisations/communities to</li> </ul>

Alliance (SDAA)	with dementia are empowered to have high aspirations and feel confident, knowing they can contribute and participate in activities that are meaningful to them.	upskilling our communities to support people with dementia (i.e. providing advice to organisations about making services and activities more dementia friendly and offering training and awareness sessions) 4. To invest in the local voluntary, community and faith sector	<ul style="list-style-type: none"> <li>• <b>Transfer:</b> Training element and support for PKW dementia workers</li> <li>• <b>Transfer:</b> Sheffield Dementia News for professionals</li> </ul>	suited to being delivered in one place by a service for dementia professionals <ul style="list-style-type: none"> <li>• A toolkit will already have been developed to support Sheffield communities to become dementia friendly</li> <li>• An element of the existing grant was to make itself more sustainable</li> </ul>	work towards becoming Dementia Friendly Communities <ul style="list-style-type: none"> <li>• Help organisations/communities make their activities/services more accessible to people with dementia and their family/carers</li> </ul>
SHINDIG (Sheffield Dementia Involvement Group)	2. To develop 'dementia friendly communities' in Sheffield, in which people with dementia are empowered to have high aspirations and feel confident, knowing they can contribute and participate in activities that are meaningful to them.	2. To ensure people and their families are listened to and involved in future service shaping 6. To focus on prevention and increasing awareness about how lifestyle changes can reduce the risk of developing dementia	Re-commission: <ul style="list-style-type: none"> <li>• Continue as a grant</li> </ul>	Allow more flexibility in the methods of collecting user voice feedback – not necessarily limited to 4 large events per year	<ul style="list-style-type: none"> <li>• Gain user voice feedback on dementia services from events and sessions</li> <li>• Produce and share a report on each topic</li> </ul>
<b>TOTAL</b>			<b>£449,000</b>		

The increased investment will be met from the current wider dementia budget.

**Out of scope**

<p>Young Onset Dementia Hub</p>	<p>1. To support people with dementia and their families to:</p> <ul style="list-style-type: none"> <li>• Develop and build resilience</li> <li>• Access suitable relevant and timely information and advice</li> <li>• Access good quality community support</li> <li>• Remain independent, safe and well for as long as reasonable</li> </ul> <p>2. To develop ‘dementia friendly communities’ in Sheffield, in which people with dementia are empowered to have high aspirations and feel confident, knowing they can contribute and participate in activities that are meaningful to them.</p>	<p>1. To ensure people receive good quality information, advice and guidance at the right time</p> <p>2. To ensure people and their families are listened to and involved in future service shaping</p> <p>4. To invest in the local voluntary, community and faith sector</p> <p>5. To increase the number and range of activities across the city for people with dementia and their families, enabling people to live well, at home, for longer</p> <p>6. To focus on prevention and increasing awareness about how lifestyle changes can reduce the risk of developing dementia</p>	<p>Re-commission after March 2025:</p> <ul style="list-style-type: none"> <li>• No current change</li> </ul>	<ul style="list-style-type: none"> <li>• New service only started October 2020</li> <li>• Current contract runs until March 2025</li> </ul>	<ul style="list-style-type: none"> <li>• Provide specific young onset dementia information, advice and guidance</li> <li>• Provide and connect people with young onset dementia into activities, groups, courses or support specific to living well and remaining independent with young onset dementia, and if appropriate, remaining in work.</li> </ul>
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## Timeline

The current contracts and grants have a variety of end-dates. In order to utilise and re-purpose the funding in the most effective way, one existing grant will require a slight extension.

<b>Service</b>	<b>Current end date</b>	<b>Proposed Extension</b>	<b>Start date for next grant/contract</b>
Dementia Specialist Advice Service	31/03/2022	None	01/04/2022
Community dementia provision	31/12/2021	None	01/01/2022 with variation from 01/04/2022
4 Dementia Cafés	31/03/2022	None	n/a
Sheffield Dementia Action Alliance	30/11/2021	01/12/2021 to 31/03/2022	01/04/2022
SHINDIG	30/11/2021	None	01/12/2021
Young Onset Dementia Hub	31/03/2025	None	01/04/2025

The extension for SDAA will enable it to develop a sustainable model following a period of organisational change during the current grant period.

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**Author/Lead Officer of Report:**

Nicola Shearstone – Head of Commissioning for Prevention and Early Help

**Tel:** 0114 205 3403

**Report of:** Executive Director of People Services

**Report to:** Executive Cooperative

**Date of Decision:** 21<sup>st</sup> July 2021

**Subject:** Commissioning of Learn Sheffield

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 Executive Member Portfolio does this relate to? <i>Children and Education</i>				
Which Scrutiny and Policy Development Committee does this relate to? <i>Children's 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? 955				
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 the report is to seek Co-operative Executive approval to renew the School Improvement contract between Sheffield City Council (SCC) and Learn Sheffield.

This includes:

- The award of a contract to Learn Sheffield for the school improvement service which:
  - Delivers the statutory duties in relation to school improvement on behalf of SCC

- Supports the delivery of the Sheffield Inclusion Strategy
- The provision of services in kind from SCC to Learn Sheffield which support Learn Sheffield to deliver these statutory duties:
  - Performance and Analysis service
  - E Learning
  - Crisis Communication

The current contract expires on the 31st August 2021.

**Recommendations:**

That the Co-operative Executive:

1. Approve the award of a further contract with Learn Sheffield for school improvement from 1st September 2021 – 31st August 2026 and
2. Delegate authority to the Executive Director of People Services in consultation with the Director of Legal and Governance Services, Director of Finance and Commercial Services and the lead Cabinet Member for Children and Education:
  - i) To instruct Learn Sheffield further under the proposed agreement, to provide any additional services that are required, to address school improvement.
  - ii) Take other such necessary steps not covered by existing delegations to achieve the outcomes and objectives of this report.
  - iii) Take decision on the contract break points in year 3 and year 4
  - iv) Take decision, in negotiation with Learn Sheffield, on any changes to the offer of services in kind within the budget envelope outlined for this commission.

**Background Papers:**

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

<b>Lead Officer to complete:-</b>	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: Helen Damon
	Legal: Henry Watmough-Cownie
	Equalities: Bashir Khan
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	<b>EMT member who approved submission:</b> John Macilwraith
3	<b>Executive Member consulted:</b> Jayne Dunn
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> Nicola Shearstone	<b>Job Title:</b> Head of Commissioning for Prevention and Early Help
	<b>Date:</b> 10 <sup>th</sup> June 2021	



## **1. PROPOSAL**

1.1 It is proposed that SCC award a further contract to Learn Sheffield for the school improvement service which delivers the statutory duties in relation to school improvement on behalf of SCC.

### **1.2 Background to Learn Sheffield**

1.2.1 Learn Sheffield is a school company established in accordance with the Education Act 2002, the School Company Regulations 2002 and the Companies Act 2006. The company is limited by guarantee and has 2 cohorts of membership – Sheffield City Council (SCC) holds 20% of the voting rights and schools (including academies and colleges) hold 80%.

1.2.2 SCC is also the “supervising authority” for the purposes of the School Company Regulations 2002.

1.2.3 The company was established following Cabinet approval on 22nd July 2015 and was subsequently commissioned to manage and deliver school improvement services across Sheffield for three years, until the end of the 2017-18 academic year in August 2018.

1.2.4 In December 2018, SCC entered into a new school improvement commission contract with Learn Sheffield according to the Cabinet decision dated 24 July 2018.

1.2.5 Learn Sheffield is within the “Teckal” exemption in accordance with Regulation 12 of the Public Contract Regulations 2015. Under the “Teckal” exemption to the usual procurement rules, the Council is able to award work directly to Learn Sheffield.

1.2.6 The current contract runs until 31 August 2021.

### **1.3. Learn Sheffield**

1.3.1 Learn Sheffield is a not for profit schools’ company which is focussed on school improvement. It is 80% owned by Sheffield’s schools and colleges and 20% by SCC.

1.3.2 Learn Sheffield provides support and challenge to schools and colleges to support their improvement. Their goal is to ensure that Sheffield children receive the best education in the country, so that our young people’s achievement and readiness enables them to be active citizens of Sheffield.

1.3.3 Learn Sheffield is currently commissioned by SCC to deliver the statutory duties relating to school improvement.

1.3.4 Learn Sheffield has 2 main sources of income – funds received from the

SCC commission and a subscription offer that has been available to schools in the city since April 2018. Currently approximately 90% of all schools in the city schools subscribe to the organisation.

**1.4.1 Award of a contract to Learn Sheffield**

1.4.2 SCC has statutory responsibilities for educational excellence and must exercise its education functions with a view to promoting high standards. This duty is exercised within the context of increasing autonomy and changing accountability for schools, alongside an expectation that improvement should be led by the school sector itself.

1.4.3 Learn Sheffield was established following Cabinet approval on 22 July 2015. The organisation has subsequently been commissioned by SCC to manage and deliver school improvement services across Sheffield since 1 September 2015.

1.4.4 Over this period Learn Sheffield has been successful in delivering school improvement services. The organisation has also built a strong market position and is continuing to build positive relationships with the schools. During the period of the Learn Sheffield establishment and commission Sheffield has seen significant improvement in setting and pupil outcomes and data indicates that Sheffield is the closest to national performance outcomes.

1.4.5 A peer review of Learn Sheffield took place in May 2018 which concluded that outcomes in Sheffield have improved during the lifetime of Learn Sheffield and stated that Learn Sheffield is a thriving local area partnership which is working collaboratively and effectively to improve outcomes for children and young people in Sheffield. It found OFSTED inspection outcomes for the percentage of schools in Sheffield judged as Good or Outstanding increase overall, and pupil outcomes had also improved, in absolute terms, across the majority of national indicators since Learn Sheffield's inception. The impact of the pandemic on school inspections and pupil outcome data means it is not possible to provide current data on these measures.

1.4.6 The proposed new commissioning arrangement with Learn Sheffield will be tightly focused on key priorities which contribute to SCC delivering its statutory duties to Local Authority maintained schools and improving outcomes for all Sheffield children including vulnerable learners.

1.4.7 The commission will be delivered via a collaborative approach to partnership working across the city. It will build upon the previous commission and will include a clear monitoring and evaluation framework which will provide a firm basis that allows the commission to be rigorously monitored and evaluated regularly.

1.4.8 The commission will be delivered in 2 parts. Firstly, the commission and financial allocation to Learn Sheffield will ensure the delivery of our statutory school improvement requirements and support the

development of a strong school system in the city. This will be done through:

- Universal support – ensuring a partnership culture which supports the improvement of our school system which leads to improved outcomes for our children and young people
- Maintained schools offer – to support school improvement across our maintained primary, secondary and special schools
- Targeted support – to ensure that any school causing concern receives relevant, appropriate, and timely support

1.4.9 The second element of the commission will be several services offered ‘in kind’ from SCC to Learn Sheffield. Currently these services are purchased by Learn Sheffield from SCC utilising the finance provided within their commission. It is proposed that these services are provided ‘in kind’ as part of the contract to support Learn Sheffield in delivering the commission. The finance awarded for the contract will be adjusted accordingly.

1.4.10 The services provided ‘in kind’ will be:

- Performance and analysis service (PAS) - This will include delivery of agreed reports, dashboards and information at a school, city and national level as well as advice and guidance on the interpretation and use of data and analysis.
- E Learning - The focus of the service is improving outcomes for children and young people through the effective and purposeful use of learning technologies, so that all children and young people can reach their full potential. The service has the skills, experience and equipment to support schools in implementing technology in a way which is proven to support teaching and learning.
- Crisis Communication - The focus of this service is to support schools in challenging situations, where crisis communication is required. This would be in partnership with Learn Sheffield.

1.4.11 These services in kind are being discussed with Learn Sheffield and may need to adapt and change during the contract period. For that purpose the report requests a delegation to negotiate and agree changes to the services in kind provided by the Council, whilst remaining within the overall financial envelope for contract value as set out below.

1.4.12 In addition, a briefing will be made available which outlines the role of Learn Sheffield and the relevant pathways and contact arrangements to manage questions or complaints received relating to education establishments.

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

2.1 Local Authorities should act as champions of high standards of education across their schools. SCC has a statutory duty to challenge and where necessary intervene in schools in order to raise standards. Local Authorities have considerable freedom as to how they deliver their statutory responsibilities.

2.2 A Local Authority's statutory responsibilities for educational excellence are set out in the School Standards and Framework Act 1998. A local authority must exercise its education function with a view to promoting high standards. This duty has to be discharged within the context of increasing autonomy, changing accountability for schools and the expectation that schools themselves should lead improvement.

2.3 There is a strong connection to the Sheffield Inclusion Strategy which has a vision that Sheffield will be an inclusive city where we work together to ensure that all children and young people get the right support at the right time so that they can live a happy and fulfilled life. School improvement plays a significant role in meeting the success of the strategy outlined as:

- More satisfaction from young people and their families in the support and services available to them
- Shorter waiting times for access to specialist support and provision, including health services
- Increased inclusion and attendance at school for those with SEND and other needs; reduced exclusions, absence from school and fewer young people inappropriately removed from school roll
- Better educational attainment and progress
- More young people moving into work and other meaningful activity in adult life
- All children and young people are safe, settled and ready to learn

2.4 The school improvement service also supports the Sheffield City Council People Portfolio Strategic Objectives 2021-22:

- Increase equality, resilience and inclusion
- Thriving communities where people like to live
- People are and feel safe
- People are independent and can achieve their potential
- People are healthier and happier

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

3.1 There is no requirement for formal consultation.

### **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 as the school improvement partner for the city, Learn Sheffield will work in partnership with the Council and schools to deliver a shared commitment to improving outcomes by recognising the different needs of a diverse cohort of children and young people. This will ensure improvement in attainment for all children and in addition address the relationship between socio economic deprivation and low education achievements.

#### 4.2 Financial and Commercial Implications

4.2.1 The School Improvement Monitoring and Brokering Grant is provided to Local Authorities to assist them to fulfil their statutory responsibilities for school improvement. The guidance is clear that Local Authorities should focus their activity on the schools they maintain rather than academies which are accountable to the Secretary of State.

4.2.2 This grant is the source of funding for this contract. In the academic year, 2020/21 the council will receive grant funding of £295k for the School Improvement Monitoring and Brokering Grant. Currently, the DFE have not confirmed the grant allocations beyond August 2021, but have said that the grant will continue into the next academic year, with an adjustment to reflect the reduction in the number of maintained schools since the grant was introduced in 2017. If the grant is reduced in future years then the commission will be reviewed to ensure that it is managed within the available resources.

4.2.3 The anticipated total cost of this proposal is £651,000 per annum which is consistent with the previous commission.

4.2.4 This total cost will be divided into 3 separate elements. The first will be an award of £320k to Learn Sheffield to deliver the commission. The second element of £186k is for specific items included in the Commission for posts and costs incurred by Learn Sheffield. Both of

these elements will be paid to Learn Sheffield directly. The third element will be the offer of 'in kind' services as outlined previously in this paper. These costs total £145k and the SCC services involved will receive an internal transfer to cover the associated costs. However, as alluded to at 1.4.11 above, Learn Sheffield have expressed a desire for flexibility in the sourcing of the services to be delivered under the Council's in-kind contribution. This could result in the translation of some or all of the value of the in-kind service element into the monetary equivalent. Therefore this report requests a delegation to negotiate in respect of the in-kind services within the financial envelope suggested of £145,000 for this element of the contract.

- 4.2.5 The existing contract comes to an end on the 31<sup>st</sup> August 2021. The award of a new contract is being undertaken in line with advice and guidance from Legal and Commercial Services.
- 4.2.6 The re-procurement of the School Improvement service will meet all legal and commercial requirements, the contract will be for up to 5 years and be a direct award. There will be break clauses at the end of year 3 and year 4 at which point the Authority will have the option to terminate the contract should it wish to do so for reasons as yet unforeseen.
- 4.2.7 Procurement will take place by direct award in accordance with the Teckal exemption which applies in the case of Learn Sheffield as explained at 4.3.5 below.
- 4.2.8 SCC will instruct Learn Sheffield on the core element of work with the flexibility delegated to Executive Director of People Services to instruct them on other services, such none core work, under the agreement.

#### 4.3 Legal Implications

- 4.3.1 As well as responding to the needs of the school sector this proposal also assists the council to meet its statutory duties in the following ways:
- 4.3.2 The Education and Inspections Act 2006 places responsibility on the Local Authority to promote the fulfilment by children of their educational potential, to promote diversity and choice in their provision of schools. The Act defines the strategic role of the Local Authority in the school improvement process:
- As champion of the needs of children and young people and their families
  - In the planning, commissioning and quality assurance of educational services
  - In challenging schools and, where appropriate, to commission support and, if necessary, intervene in the management and governance of schools and
  - Where a Local Authority has concerns about academy performance it must raise them directly with the DfE.

4.3.3 The 2006 Act also required Local Authorities to respond to parental concerns about the quality of local schools and granted new powers to intervene early in maintained schools where performance was poor. Part 4 of the Act set out measures for tackling school underperformance by:

- Enabling early action to tackle school underperformance so that it does not become entrenched and lead to school failure
- Ensuring that effective support and challenge is provided immediately when unacceptable standards are identified so that improvements can be made quickly
- Securing decisive action if a school in special measures fails to make sufficient progress so that the education and life chances of pupils are safeguarded.

4.3.4 The proposed contract will contribute to the fulfilment of these duties.

4.3.5 The proposed contract outlined in this report is within the “Teckal” exemption in accordance with Regulation 12 of the Public Contract Regulations 2015. Under the “Teckal” exemption to the usual procurement rules, the Council is able to award work directly to Learn Sheffield.

#### 4.4 Other Implications

4.4.1 No further implications identified

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

5.1 In making the recommendations two other options were considered and rejected:

5.1.1 1) End the existing service and deliver in house:

This alternative was rejected because:

- It does not respond to the need to support a school sector led system of school improvement
- It does not respond to feedback from the sector – 90%of schools currently financially support Learn Sheffield through a subscription model demonstrating a commitment from the sector to this organisation

5.1.2 2) End the existing provision and invest in a new provision through a procurement exercise

This alternative was also rejected because:

- The current model begun in 2015 and we are continuing to work

- in partnership to develop and mature the role of this organisation.
- More change for schools would be disruptive, particularly during the recovery from the COVID pandemic

## 6. REASONS FOR RECOMMENDATIONS

6.1 The preferred option is:

- 1) The award of a new contract to Learn Sheffield
- 2) Enable, through the delegations outlined, flexibility in the approach to the contract and services in kind, whilst remaining within the outlined financial envelope.

This option was chosen because it:

- Allows SCC to continue to work with Learn Sheffield to deliver the statutory requirements for School improvement
  - Responds to the school system who support Learn Sheffield through a financial based subscription model
  - Allows us to update the current service specification to address the current needs of children in the city
  - Meets with legal and commercial regulations
  - Allows the current school improvement work to become more fully embedded, particularly during and after the COVID-19 pandemic
- 6.2
- Reduces disruptive change for schools and other workers
  - Circumstantial evidence of the improvement in Sheffield schools' standards during the current contract would suggest that Learn Sheffield has proven itself to be an effective provider

The intended outcomes are to achieve better outcomes for all children and young people, particularly our most vulnerable:

- Sheffield will be an inclusive city
- All children and young people get the right support at the right time so that they can live a happy and fulfilled life
- Innovative and collaborative approaches improve the quality of schools and teaching
- The interests of disadvantaged children and young people are championed
- There is sustainable improvement across the system





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**Author/Lead Officer of Report:** Paul Schofield,  
Head of Accounting and Infrastructure

**Tel:** 07980 781036

**Report of:** Executive Director, Resources

**Report to:** Co-operative Executive

**Date of Decision:** 21<sup>st</sup> July 2021

**Subject:** Revenue and Capital Budget Monitoring 2020/21 –  
as at 31<sup>st</sup> March 2021

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 Executive 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:-		

**Purpose of Report:**


*This report provides the outturn monitoring statement on the City Council's Revenue and Capital Budget Outturn as at the end of Month 12, 2020/21*

**Recommendations:**

1. Co-operative Executive are asked to:
  - (a) Note the updated information and management actions provided by this report on the 2020/21 Revenue Budget Outturn;
  - (b) Consider for approval two requests from the People portfolio to carry forward underspends from 2020/21 into 2021/22, as detailed in **Appendix 1;**

- (c) Note the annual Treasury Management Outturn report for 2020/21, attached as **Appendix 2**;
- (d) Approve the actual 2020/21 Prudential and Treasury Indicators presented in Annex 2 of Treasury Management Outturn report; and
- (e) In relation to the Capital Programme, note the forecast Outturn position described in **Appendix 3**.

**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: Paul Schofield
		Legal: David Hollis
		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>Executive Member consulted:</b>	<i>Councillor Cate McDonald Executive 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> Paul Schofield 	<b>Job Title:</b> <i>Head of Accounting and Infrastructure</i>
	<b>Date:</b> 30 <sup>th</sup> June 2021	

**1. PROPOSAL**

- 1.1 This report provides the outturn monitoring statement on the City Council's Revenue and Capital Budget for 2020/21

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

- 2.1 To formally record changes to the Revenue Budget and gain Member approval for changes in line with Financial Regulations.

### **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 The primary purpose of this report is to provide Members with information on the City Council's Budget Monitoring position for 2020/21, and as such it does not make any recommendations which have additional financial implications for the City Council.

#### **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 record formally changes to the Revenue Budget and the Capital Programme.

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## Revenue Budget & Capital Programme Monitoring As at 31<sup>st</sup> March 2021

Report author: Paul Schofield, Head of Accounting and Infrastructure

### Purpose of the Report

1. This report describes the Outturn budget monitoring position on the City Council's Revenue Budget and Capital Programme as at Month 12.

### Summary

2. The Council's Revenue Budget as at 31st of March is overspent by £237k. This overspend is prior to two carry forward requests from the People portfolio totalling £112k. If agreed, the overspend will increase to £349k.
3. During the year the Council estimates that the net cost of the Covid-19 pandemic has been £67.9m. This figure includes additional costs (after specific government grants) to deliver its response to the pandemic plus lost income due to a downturn in economic activity or restrictions to control the outbreak. The detail composition of these costs is described in the chart below.
4. Support to Councils from the UK Government is via specific grants (e.g. Track, Trace and Isolate activities, over £1m to accommodate homeless and rough sleepers in hotels), free issue PPE and £60.7m of general support through block grants and partial reimbursement of lost fees and charges e.g. parking.
5. The headline net cost of Covid in 2020/21 after UK Government support is estimated at £7.2m. This does not include potential losses from Council Tax or business rates, the effects of the pandemic will not be seen on this revenue stream until 2021/22 and beyond.
6. Given that the Council has almost balanced its budget this year, that would imply that there has been underlying cost savings on business as usual activities of approximately £7m. In practice it is very likely that some of this saving is due to Covid restrictions too, for example spending less on office type expense such as stationery, travel costs, energy and the general lower level of BAU activity seen from March to July during the first lockdown. The **incremental** costs of the Council's response to Covid have become, after considerable effort, much easier to understand and identify than the savings which are difficult to separate out from the BAU activity.

7. Month-on-month estimates of the cost of the pandemic have improved as more data has been accumulated.
8. The Medium-Term Financial Analysis presented to Cabinet in October 2020 emphasised the additional uncertainty which the Covid-19 pandemic is creating for all types of organisations in their financial planning.

### **Response to the position**

9. Sheffield is not alone in facing additional financial pressures caused by the COVID pandemic, and councils nationwide are struggling to cope with the additional pressures and demands on services. The Council is taking the following actions to manage the position and mitigate the financial pressures:
  - Monitoring and controlling the immediate financial impacts of the crisis
  - Reviewing the delivery of its current agreed savings programme to minimise the delays to implementation caused by COVID
  - Reviewing emerging non COVID-related financial pressures to reduce or eliminate them where possible
  - Learning lessons from the ways of working adopted during the pandemic, including actions that can be taken jointly with other key partners such as Sheffield CCG and Sheffield City Trust, to identify improvements that maintain service levels to the public whilst potentially reducing costs
  - Re-working its Medium Term Financial Analysis, including identifying any reserves that can be judiciously released to temporarily support the financial position. The provision of further government support for 21/22 has allowed the Council to balance its Budget in 2021/22 but the latest assessment is that the Council has a budget gap in the medium term which is not sustainable. 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. Consequently we will need further financial support from Central Government if the Council's medium term financial position is to be sustainable. Without this Government support we will move in time to the position where we cannot set a sustainable budget
  - Lobbying Central Government for further support to recognise the short and longer term impacts of the pandemic, and the role the Council can play in regenerating the economy
10. The Council does welcome the additional revenue funding announced so far by the Government to manage the financial pressures it and other local authorities face,

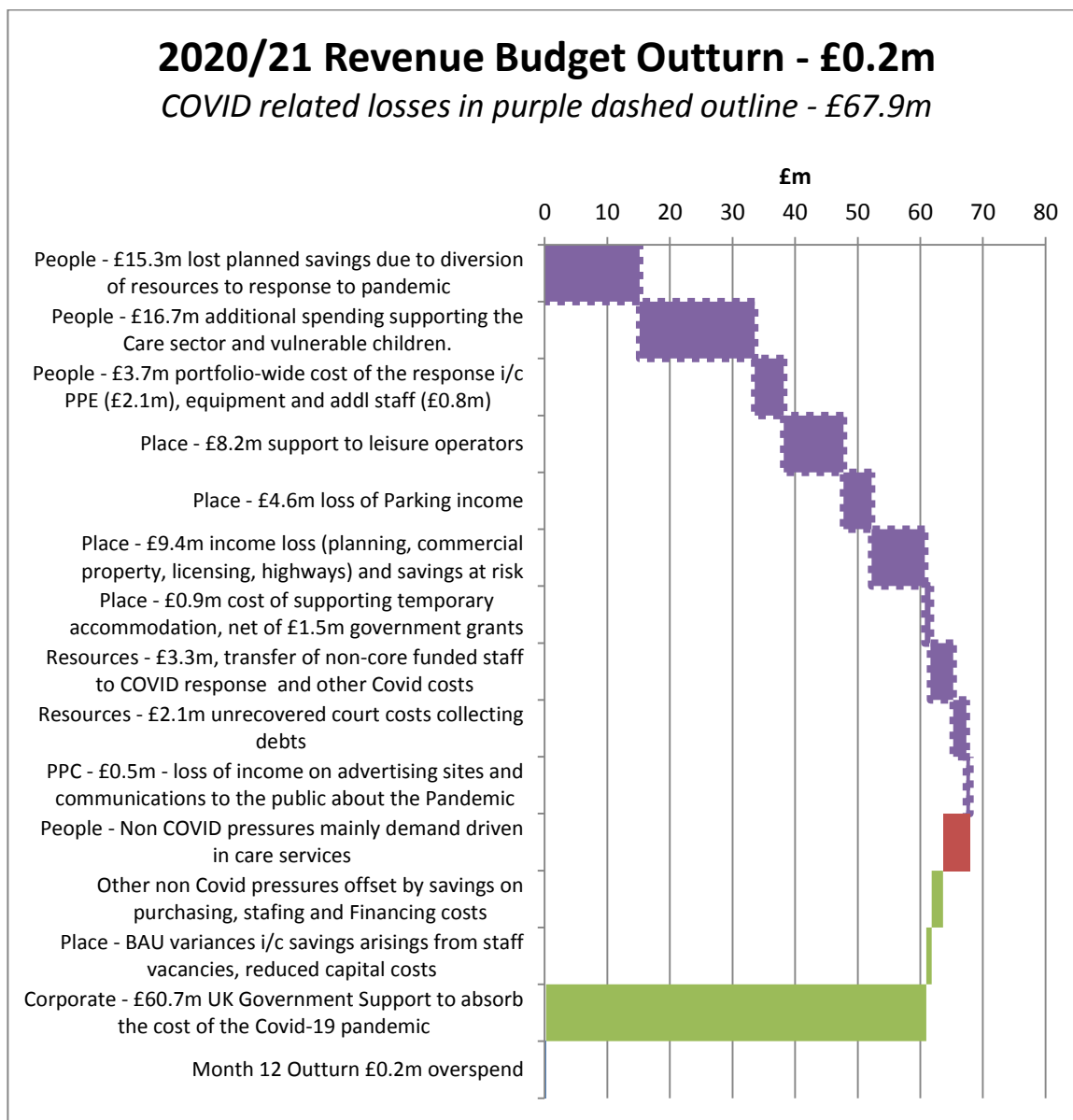


though, as above, it must be emphasised that more financial support is needed to support the sector through the immediate crisis and the medium term, potentially to cushion the impact of lower receipts from Council Tax and business rates.

11. Thus, the Council needs to deliver, much quicker than previously achieved, the transformative changes that are needed to re-balance its financial position and protect services in the medium term. This process will be challenging however, and the Council is also keen to act as a catalyst to regenerate the economy of the city and the wider region. To fulfil fully this role, and to maintain a sustainable financial position in the medium term, the Council will need significant further Central Government funding.
12. In summary, despite substantial challenges, the Council has withstood the financial pressures emerging from the crisis this year.

### Detailed position

13. The graph below summarises the main movements toward this forecast outturn from an initially balanced budget with comments on significant issues.



### Position by Portfolio

14. The table below summarises the outturn position by portfolio at Month 12. Reasons for the variance to budget for the full year are summarised in the waterfall chart above.

Portfolio	Outturn	Month 12		Month 9	Change
		Full Year Budget	Variance	Forecast Variance	From Month 9 to Month 12
People	305,141	271,232	33,909	35,898	(1,988)
Place	182,184	159,621	22,563	19,757	2,806
Policy, Performance & Communications	2,850	2,816	34	149	(116)
Resources	39,223	34,853	4,370	5,244	(874)
Corporate	(529,161)	(468,522)	(60,639)	(59,254)	(1,386)
<b>Grand Total</b>	<b>237</b>	<b>0</b>	<b>237</b>	<b>1,795</b>	<b>(1,559)</b>

The main changes from Month 9 to Month 12 forecast are:

- People – additional income from NHS to pay for increased costs arising from Covid, plus the underlying rate of spend was not as great as had been forecast earlier in the year once management time could be released from the demands of responding to the Covid pandemic to review the forecasts;
- Place – heavily influenced by the impact of the Covid pandemic. Reduced use of grants to support our leisure services providers as their activities were closed by the Lockdown and further income losses in Markets, Licensing, property rentals and Parking Services. The leisure grants are available in 2021/22 to mitigate anticipated reopening costs;
- Resources and PPC – reduced cost of pensions to former employees as this group has declined in number, and, a higher level of apportionment of Council overheads to the Housing Revenue Account; and
- Corporate – receipt of further central government funding (£0.9m) to mitigate the impact of the Covid-19 pandemic plus £0.4m lower interest charges as borrowing to fund the capital programme was reduced due to reprofiling activity into later years as a result of the pandemic.

### Dedicated Schools Grant (DSG)

15. At Month 12, the Outturn was a £0.4m overspend on DSG budgets. The position has improved £0.5m from the Month 9 forecast as a result of savings in school transport and building running costs. These savings in the last quarter have offset the underlying reasons for the full year overspend - undeliverable savings due to COVID lockdown of £0.2m, £0.2m staffing pressure within MAST teams due to demand in children's services and £0.3m pressure caused by pay award in excess of budget assumptions.

### Public Health

16. Public Health services are funded by Public Health Grant – any variances to budgeted expenditure will be managed by adjusting the drawdown of grant income to match, therefore Public Health variances will be nil in terms of net expenditure and invisible

within the above reported position. The Public Health reserve will be utilised in case of any overspend at year end – there is forecast to be no General Fund impact this year. This table demonstrates the variances to budget before the application of grant income.

Public Health	Outturn	Month 12		Month 9	Change
		Full Year Budget	Variance	Forecast Variance	From Month 9 to Month 12
People	29,283	29,853	(570)	(406)	(164)
Place	2,822	2,884	(62)	(11)	(51)
Director of Public Health	1,797	1,940	(143)	(88)	(55)
<b>Total</b>	<b>33,902</b>	<b>34,677</b>	<b>(775)</b>	<b>(505)</b>	<b>(270)</b>

17. The key reason for this position is the overall reduction in staffing costs in Drug and Alcohol Coordination Teams and Public Health Staffing due to COVID-19 lockdown. There were no significant variances between the Month 9 forecast and Outturn position. Although a considerable saving of £270k, this is the cumulative effect of many small variances.

### Housing Revenue Account

18. The HRA income and expenditure account provides a budgeted contribution towards funding the HRA capital investment programme of £23.1m. The Outturn position was a contribution of £23.4m, £0.3m higher than budget. This is an improvement of £1.0m on the Month 9 forecast.

Housing Revenue Account (excl. Community Heating )					
	Outturn	Month 12		Month 9	Change
		Full Year Budget	Outturn Variance	Forecast Variance	From Month 9 to Month 12
Net Income - Dwellings	(141,892)	(142,801)	908	850	59
Other Income	(5,973)	(6,217)	243	109	135
Tenant Services incl.					
Repairs & Maintenance	87,552	88,843	(1,291)	(250)	(1,041)
Depreciation	23,740	23,935	(195)	(0)	(195)
Interest on borrowing	13,178	13,175	4	(41)	45
Contribution to Capital Programme	23,396	23,065	331	(667)	998
<b>Total</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>

19. The reasons for this improvement include £0.5m lower spend on repairs due to Lockdown restrictions, £0.3m lower spend on tenant services following a review of historic provisions, a minor variation on the annual depreciation charge (£0.2m) offset by a £0.1m shortfall on interest on cash balances due to the depressed market rates.

20. The Outturn position has been dominated by the effects of the Lockdown. Additional provision has been made for rent arrears and the repairs activity has been significantly reduced to emergency and compliance repairs only resulting in a saving against budget this year. The backlog work will need to be recovered and it is proposed to set utilise the accumulated Reserves to cover this liability.
21. Any surplus on the Housing Revenue Account is traditionally re-invested back into the HRA Capital Programme to improve the Council's Housing stock to leave the overall position balanced.
22. There is also an adverse variance to budget of £331k on the community heating account caused by increased gas consumption (£0.2m) and higher district heating supply costs (£0.1m). The account is balanced in the near term and a further report will be provided in due course if officers consider it is necessary to recommend any changes to the current tariffs.

### **Annual Treasury Management Review**

23. The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury review of activities, and the actual prudential and treasury indicators for 2019/20. This review is needed to meet the requirements of the CIPFA Code of Practice on Treasury Management (the code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code). During 2020/21 the Full Council received the Annual Treasury Strategy, whilst Cabinet were presented with the Outturn Report. Reports were also taken to the Cabinet Member for Finance during the year.
24. The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.
25. The Annual Treasury Management Review is attached as **Appendix 2**.

### **Capital Summary**

26. The approved capital programme budget for 2020/21 at 31<sup>st</sup> March 2021 was £148.1m. The overall outturn of expenditure against this approved budget is £122.6m, a variance of £25.5m which has increased by £17.6m from Month 6. The programme has been severely disrupted by a combination of the lockdown measures taken to stop

the spread of the virus, and, operational problems in the construction activities. Further information on the Capital Programme is reported in **Appendix 2**.

## Implications of this Report

### Financial implications

27. The primary purpose of this report is to provide Members with information on the City Council's Budget Monitoring position for 2020/21. There is one recommendation to approve the carry forward of £112k underspend from 2020/21 to 2021/22. The details are in Appendix 1..

### Equal opportunities implications

28. There are no specific equal opportunity implications arising from the recommendations in this report.

### Legal implications

29. There are no specific legal implications arising from the recommendations in this report.

### Property implications

30. There are no other property implications arising from the recommendations in this report this report.

## Recommendations

31. Co-operative Executive are asked to:

- (a) Note the updated information and management actions provided by this report and including the recommended budget underspend carry forward in **Appendix 1**.
- (b) In relation to the Treasury Management report, note the Outturn position described in **Appendix 2**.
- (c) In relation to the Capital Programme, note the Outturn position described in **Appendix 3**.

## Reasons for Recommendations

32. To record formally changes to the Revenue Budget and the Capital Programme.

## Alternative options considered

33. Several 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.

## Appendix 1

**Approval of carry forward expenditure from 2020/21**

## 1. Recommendation

To approve the carry forward of £112k of budget underspend in respect of two specific activities within the People portfolio. This will increase the budget overspend in 2020/21 to £349k.

## 2. Ward Pots Budget (£82k)

This budget supports local communities in delivering improvements to their neighbourhoods through small but locally important works selected by themselves. The planning and delivery of these works has been disrupted by the Covid pandemic resulting in a shortfall of £82k against budget. The works are important to the local communities and will be completed when restrictions are lifted. If not approved, the slippage from 20/21 would have to be funded out of the 21/22 budget allocation.

## 3. Cohesion Migration Project (£30k)

This project aims to improve community cohesion and integration of new arrivals to the city. The programme has been disrupted by the pandemic and it has not been able to progress as intended. If not approved this work would have to be prioritised above other planned activities.





# Treasury Management Outturn Report 2020/21

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- Coronavirus Impact
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Outturn Report

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Borrowing and Investment Rates

Borrowing Requirement and Debt Position

2020/21 Borrowing Outturn

Debt Rescheduling

2020/21 Investment Outturn

Annex 1: Outturn Position with General Fund & HRA Split

Annex 2: Prudential and Treasury Indicator

## Key Messages

All investment and borrowing transactions were in line with the principles approved in the 2020-21 Annual Treasury Strategy Statement and the Annual Ethical Investment Strategy.

No new borrowing was taken in 2020/21. Capital expenditure has been financed by internal borrowing. This avoids cost but increases exposure to future interest rates

During 2020/21 Bank of England Base Rates remained at 0.1% and inflation regularly dropped below target levels (2%).

## Director of Finance and Commercial Services' Overview

The Council is required, under the Local Government Act 2003, to produce an annual review of Treasury Management activities and the actual prudential and treasury indicators for 2019/20. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2020/21, the Full Council received the annual Treasury Management Strategy Statement (TMSS), whilst Cabinet were presented with the 2019/20 Outturn Report and a Mid-Year Treasury Management Update Report.

The regulatory environment places responsibility on Members for the review and scrutiny of TM policy and activities. This report is therefore important, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.

### The Strategy for 2020/21

The expectation for interest rates within the Treasury Management Strategy for 2020/21 anticipated that the Bank Rate would increase by 0.25% to 1.0% by the end of the financial year. However, this was prior to the impact of Covid19 and the government cut rates in March 2020 to try to stimulate the economy. The potential for the bank rate turning negative seems to have dissipated in recent months but investment returns have fallen throughout the year and are unlikely to bounce back strongly in the short to medium term.

The Treasury Management Strategy anticipated steady increases in borrowing costs, and given Sheffield's under borrowed position (using temporarily available cash balances to delay external borrowing, avoiding interest payments) we expected to take significant borrowing before rates started to rise. Borrowing rates did increase steadily but the Authority didn't need to borrow, so interest cost was lower than anticipated. The main reasons for the absence of borrowing were the large amounts of government grants received which supported the cash position, and the fact that some borrowing was taken late in 19/20 to mitigate the potential risks to cash-flow at the start of the pandemic, when market conditions could potentially have become very uncertain.

The Council operated within the Prudential Indicator Limits for 2020/21 set by the authority (see annex for details of limits).

The impact of the Coronavirus outbreak has been unprecedented this year. The Council started the year with a strong cash position, and cash balances have increased through the year as additional grants and support have been received from Government.

### Coronavirus Impact

The full extent of the impact from Coronavirus will not be known for some time. The impact this year on Treasury and the financing of debt has been a large influx of grant funding early in the year. This influx allowed the deferral of new borrowing, which in turn kept interest costs lower than forecast, but increases the Council's internal borrowing position.

Current economic forecasts are positive, with the Bank of England upgrading their GDP growth forecasts and at the same time reducing their forecasts for peak unemployment. Strong market growth usually leads to lower Government gilts demand and therefore higher PWLB borrowing costs.

What has been abundantly clear this year is that the outlook can change very quickly, so we will continue to monitor economic forecasts and take advice from our treasury advisors to make the right decisions at the right time in terms of new borrowing.

### Recommendations

1. Approve the actual 2020/21 prudential and treasury indicators in this report
2. Note the annual Treasury Management Outturn report for 2020/21

## Key Messages

Slippage in major capital investment projects, such as the Heart of the City Programme, has seen the CFR increase slightly less than expected

Within the overall CFR total, the HRA's CFR remains unchanged – as expected.

No external borrowing was required in year

Investment balances increased as a result of additional Government funding, with funds kept in highly liquid assets.

## Outturn Report

The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR).

The CFR grows when the Council uses borrowing to fund capital projects but falls as we put money aside each year to repay that debt. The money we put aside to repay the debt each year is known as our 'minimum revenue provision' (MRP), and mimics depreciation charges that are used in the private sector.

The table below shows the outturn for 2019/20 and 2020/21, and the 2020/21 budget position including PFI liabilities.

	2019/20 Actual (£m)	2020/21 Actual (£m)	2020/21 Budget From TMS (£m)
General Fund CFR (non PFI)	817	844	849
General Fund - PFI Liabilities	373	360	360
Overall General Fund CFR	1190	1204	1209
HRA CFR	346	346	346
Total CFR	1536	1550	1569

After adjusting for PFI liabilities of £360m, the overall underlying financing requirement of the Authority was £1,198m (an increase of 1.6% on the 2019/20 figure). This is lower than the increase forecast in the budget.

Actual capital investment for 2020/21 was £122.6m, this is lower than the planned £154.5m set out in the TMSS. Capital Expenditure financed by borrowing was £47.5m, £26.9m lower than anticipated at the start of the year.

Gross external debt, excluding PFI liabilities, has reduced by a net £10.7m to £858m compared to 2019/20. This is because no new debt has been taken but loans have matured in year.

As the 20120/21TMSS predicted, the overall CFR position for the Housing Revenue Account's (HRA) of £346m is unchanged on last year. The HRA CFR primarily relates to legacy housing investment, such as the Decent Homes programme.

**Key Messages:**

The UK's Growth saw one of the largest contractions globally, though positive data and sentiment has begun to emerge moving in to 2021.

UK Base Rates have remained at 0.1% all year, and the likelihood of future increases looks low in the near term.

Inflation has fallen below Bank of England target levels (2%), and commentary from the Bank indicates they may be more willing to accept over 2% if for short durations.

Brexit remained a cause of major uncertainty for most of the year.

**External Context: The Economy and Interest Rates****Source: Link Asset Services**

**UK. Coronavirus.** The financial year 2020/21 will go down in history as being the year of the pandemic. The first national lockdown in late March 2020 did huge damage to an economy that was unprepared for such an eventuality. This caused an economic downturn that exceeded the one caused by the financial crisis of 2008/09. A short second lockdown in November did relatively little damage, and by the time of the third lockdown in January 2021, businesses and individuals had become more resilient in adapting to working in new ways during a three month lockdown, so much less damage than was caused than in the first one. The advent of vaccines starting in November 2020, were a game changer. The way in which the UK and US have led the world in implementing a fast programme of vaccination which promises to lead to a return to something approaching normal life during the second half of 2021, has been instrumental in speeding economic recovery and the reopening of the economy. In addition, the household saving rate has been exceptionally high since the first lockdown in March 2020, so there is plenty of pent-up demand and purchasing power stored up for services in the still-depressed sectors like restaurants, travel and hotels as soon as they reopen. It is therefore expected that the UK economy could recover its pre-pandemic level of economic activity during quarter 1 of 2022.

Both the Government and the Bank of England took rapid action in March 2020 at the height of the crisis to provide support to financial markets to ensure their proper functioning, and to support the economy and to protect jobs.

The **Monetary Policy Committee** cut Bank Rate from 0.75% to 0.25% and then to 0.10% in March 2020 and embarked on a £200bn programme of quantitative easing QE (purchase of gilts so as to reduce borrowing costs throughout the economy by lowering gilt yields). The MPC increased then QE by £100bn in June and by £150bn in November to a total of £895bn. While Bank Rate remained unchanged for the rest of the year, financial markets were concerned that the MPC could cut Bank Rate to a negative rate; this was firmly discounted at the February 2021 MPC meeting when it was established that commercial banks would be unable to implement negative rates for at least six months – by which time the economy was expected to be making a strong recovery and negative rates would no longer be needed.

**Average inflation targeting.** This was the major change adopted by the Bank of England in terms of implementing its inflation target of 2%. The key addition to the Bank's forward guidance in August was a new phrase in the policy statement, namely that "it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and **achieving the 2% target sustainably**". That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years' time, do not expect any action from the MPC to raise the Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if the Bank takes no action to raise Bank Rate. This sets a high bar for raising Bank Rate and no increase is expected by March 2024, and possibly

for as long as five years. Inflation has been well under 2% during 2020/21; it is expected to briefly peak at just over 2% towards the end of 2021, but this is a temporary short-lived factor and so not a concern to the MPC.

**BREXIT.** The final agreement on 24<sup>th</sup> December 2020 eliminated a significant downside risk for the UK economy. The initial agreement only covered trade, so there is further work to be done on the services sector where temporary equivalence has been granted in both directions between the UK and EU; that now needs to be formalised on a permanent basis. There was much disruption to trade in January as form filling has proved to be a formidable barrier to trade. This appears to have eased somewhat since then, but is an area that needs further work to ease difficulties, which are still acute in some areas.

**USA.** The US economy did not suffer as much damage as the UK economy due to the pandemic. The Democrats won the presidential election in November 2020 and have control of both Congress and the Senate, although power is more limited in the latter. This enabled the Democrats to pass a \$1.9trn (8.8% of GDP) stimulus package in March on top of the \$900bn fiscal stimulus deal passed by Congress in late December. These, together with the vaccine rollout proceeding swiftly to hit the target of giving a first job to over half of the population within the President's first 100 days, will promote a rapid easing of restrictions and strong economic recovery during 2021. The Democrats are also planning to pass a \$2trn fiscal stimulus package aimed at renewing infrastructure over the next decade. Although this package is longer-term, if passed, it would also help economic recovery in the near-term.

**EU.** Both the roll out and take up of vaccines has been disappointingly slow in the EU in 2021, at a time when many countries are experiencing a sharp rise in cases which are threatening to overwhelm hospitals in some major countries; this has led to renewed severe restrictions or lockdowns during March. This will inevitably put back economic recovery after the economy had staged a rapid rebound from the first lockdowns in Q3 of 2020 but contracted slightly in Q4 to end 2020 only 4.9% below its pre-pandemic level. Recovery will now be delayed until Q3 of 2021 and a return to pre-pandemic levels is expected in the second half of 2022.

Inflation was well under 2% during 2020/21. **The ECB** did not cut its main rate of -0.5% further into negative territory during 2020/21. It embarked on a major expansion of its QE operations (PEPP) in March 2020 and added further to that in its December 2020 meeting when it also greatly expanded its programme of providing cheap loans to banks. The total PEPP scheme of €1,850bn is providing protection to the sovereign bond yields of weaker countries like Italy. There is, therefore, **unlikely to be a euro crisis** while the ECB is able to maintain this level of support.

**China.** After a concerted effort to get on top of the virus outbreak in Q1 of 2020, economic recovery was strong in the rest of the year; this has enabled China to recover all of the contraction in Q1. Policy makers have both quashed the virus and implemented a programme of monetary and fiscal support that has been particularly effective at stimulating short-term growth.

**World growth.** World growth was in recession in 2020. Inflation is unlikely to be a problem in most countries for some years due to the creation of excess production capacity and depressed demand caused by the coronavirus crisis.

**Deglobalisation.** Until recent years, world growth has been boosted by increasing globalisation i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last 30 years, which now accounts for nearly 20% of total world GDP, has unbalanced the world economy. After the pandemic exposed how frail extended supply lines were around the world, both factors are now likely to lead to a sharp retrenchment of economies into two blocs of western democracies v. autocracies. It is, therefore, likely that we are heading into a period where there will be a reversal of world globalisation and a decoupling of western countries from dependence on China to supply products and vice versa. This is likely to reduce world growth rates.



**Key Messages:**

Investment rates fell significantly during 2020/21, and the forecast is for these lower rates to continue in the near to medium term.

Margins on PWLB loans decreased from 1.8% to 0.8% in Dec 20. This change made borrowing cheaper but with tighter restrictions on what borrowing can be used for.

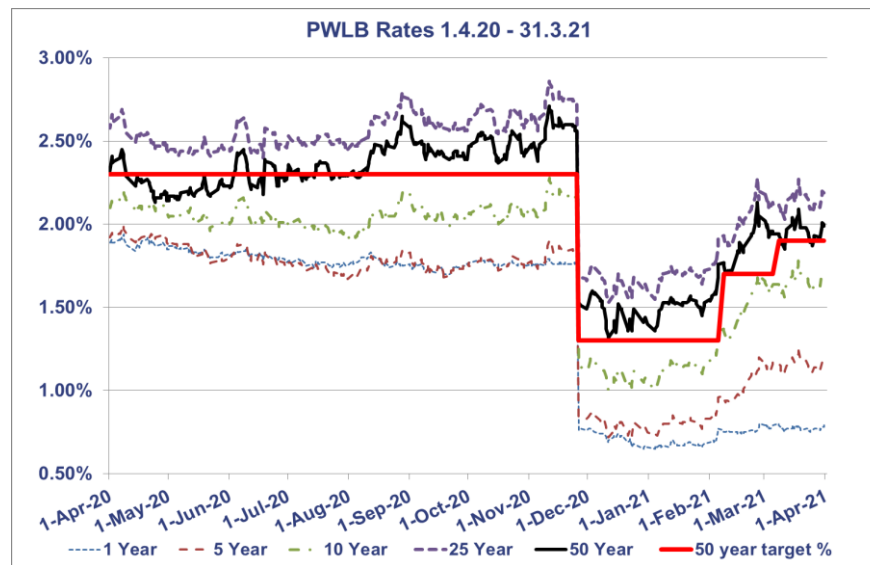
The Council's investment policy continues to apply a cautious approach, with investments made in low-risk counterparties; but with correspondingly low returns.

**Borrowing and Investment Rates**

Investment returns underperformed significantly compared to the Treasury Strategy for 2020/21. The forecast for returns was set long before the effects of the Corona Virus could be comprehended let alone incorporated. The bank rate dropped to 0.1% and average returns have been approximately at this level. The priority has been keeping investments very liquid, although same day liquidity offers a near zero return. Average rates have been slightly higher due to some longer (but less than 1 year) lending to other Local Authorities.

The TMSS predicted a modest increase in borrowing rates during the year, but with significant volatility month on month (an example of this volatility in PWLB rates is shown in the graph below). HM Treasury agreed to remove the 1% margin increase in Dec 20 which made borrowing attractive again. However the Council's significant cash balances and the cost to carry (i.e. the interest received on our cash balances, would be much less than the interest paid for the borrowing), meant this was not the right time for SCC to borrow.

Rates are forecast to increase but only very gradually, the increases in the chart below during February and March 21 are because of the UK's relatively positive economic data. A Brexit agreement was reached in Dec 20 removing some uncertainty, but the main impact has resulted from regaining control of the pandemic from the December – January spike. A stronger pound will also have contributed to this increase.



**Key Messages:**

The strategy to reduce under-borrowing was postponed this year due to high cash balance and slippage in the capital programme.

The overall level of capital investment being funded through prudential borrowing is less than originally expected in the TMS.

**Borrowing Outturn for 2020/21**

The table below shows the breakdown for capital expenditure that should have been financed by external borrowing during the year. However, SCC did not externalise any of this borrowing need during 2020/21. The result of this is that the Council's under borrowed position increases as does the associated interest rate risk to which the Authority is exposed. Under-borrowing means that the Council is currently financing some of its capital expenditure from its own cash balances, rather than borrowing externally to fund this expenditure.

	£000	£000
<b>Original borrowing estimate per 20/21 TMS</b>		<b>74,400</b>
Expenditure on Schemes creating a Borrowing need:		
Heart of the City	28,159	
Leisure Facilities	14,004	
Essential Compliance	4,033	
Other	1,337	
<b>Total Borrowing needed:</b>		<b>47,533</b>
<b>Variance to TMSS</b>		<b>- 26,867</b>

The 2020/21 TMS aimed to slightly reduce the level of internal borrowing. However, during the year investment balances have dramatically increased and new borrowing would have added to this. The strength of the cash position and the continuing low rate allowed deferral of 20/21 borrowing

Under borrowing remains at sustainable levels, but still carries significant interest rate risk – if interest rates do begin to rise. However, significant rate increases are not anticipated in the near future.

**Key Messages:**

Net borrowing for the year saw a repayment of £10.7m

Some of the borrowing repaid was short-term borrowing which typically attract lower level of interest rates.

The PWLB removed the additional 1% to their margin in Dec20. Underlying rates remained low, though showed some increases towards the end of the year.

Details of the borrowing taken and repaid in 2020/21 are shown in the table below:

Loan Repayments and Borrowing 2020/21						
New Borrowing				Loans Repaid		
Counterparty	Amount (£000)	term (Years)	Interest Rate (%)	Counterparty	Amount (£000)	Original Rate (%)
				PWLB	£1,723	10.5
				Derbyshire CC	£4,000	2.05
				SCR CA	£5,000	2.10
	_____				_____	
	<b>nil</b>				<b>10,723</b>	
	_____				_____	
Net borrowing	_____			Net Repayments	<b>10,723</b>	
	_____				_____	

Borrowing rates remain low. Current rates and forecasts for future rates have remained lower than anticipated in the Treasury Strategy. New debt was taken due to the cost of carry and the very strong cash position.

As at 31 March 2021, the loans portfolio, excluding PFI liabilities, totalled £857m, and indicates the Council is under borrowed by £332m – an increase of £41m on 2019/20 (£285m), this is a result of not externalising the borrowing need caused by the capital programme.

**Key Messages:**

There has been no debt rescheduled during 2012-21

Investment balances held by the Council were expected to decrease during the year - but this turned out not to be the case.

Investment balances increased by £97m compared to 31 March 2020 – primarily as a result of additional government grant support related to the Coronavirus pandemic.

Investment returns remain subdued – due to market conditions and the policy to invest in low-risk counterparties.

**Debt Rescheduling**

No rescheduling was done during the year as differential between PWLB new borrowing and premature repayment rates made rescheduling unviable.

**Investment Outturn**Ethical Investment Policy

The Council's Investment Policy is set out in the annual Investment Strategy approved by Full Council in March each year. The policy outlines the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data, such as rating outlooks, credit default swaps, etc. In addition, the Council commits to not holding any direct investments in fossil fuels or, to the best of their knowledge, companies involved in tax evasion or grave misconduct.

The investment activity during the year conformed to the approved Investment Strategy.

Investments held by the Council

The Council maintained an average balance of £217m of internally managed funds compared to the Council only having funds for day to day cash flow purposes. As at 31<sup>st</sup> March 2021, investments were £265m; up £97m on the previous year. The Council had no liquidity difficulties during the year.

The internally managed funds earned an average rate of return of 0.11% compared to 0.85% in the previous year. This should still be judged a good achievement given the state of the market

The Council would not plan to have such high cash balances under normal circumstances, the timing and amount of Government grants has created the situation. It is expected cash balances will slowly fall, though there remains much uncertainty as to how Central Government will fund Local Authorities for their medium-term Covid-19 pressures.

**Annex 1: Outturn Position with General Fund & HRA Split**

<b>Authority</b>	<b>31 March 2020 Principal</b>	<b>Rate/ Return</b>	<b>31 March 2021 Principal</b>	<b>Rate/ Return</b>
Total debt	869	3.92%	858	3.90%
CFR	1163		1190	
Over / (under) borrowing	-294		-332	
Total investments	168	0.85%	265	0.11%
Net debt	701		593	

<b>General Fund</b>	<b>31 March 2020 Principal</b>	<b>Rate/ Return</b>	<b>31 March 2021 Principal</b>	<b>Rate/ Return</b>
Total debt	589	3.59%	579	3.56%
CFR	817		844	
Over / (under) borrowing	-228		-265	
Total investments	168	0.85%	265	0.11%
Net debt	421		314	

<b>HRA</b>	<b>31 March 2020 Principal</b>	<b>Rate/ Return</b>	<b>31 March 2021 Principal</b>	<b>Rate/ Return</b>
Total debt	279	4.63%	279	4.60%
CFR	346		346	
Over / (under) borrowing	-67		-67	
Total investments	0	n/a	0	n/a
Net debt	279		279	

## Annex 2: Prudential and Treasury Indicators

During 2020/21, the Council complied with its legislative and regulatory requirements including the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Debt remained below the operational limit (the level not expected to be exceeded) and the Authorised Limit (The limit which cannot be exceeded without cabinet approval) throughout the year. The CFR was £141m below the Authorised limit and gross debt £472m below.

Actual prudential and treasury indicators	2019/20 Actual £0	2020/21 Actual £0	2020/21 Estimate (TMS £0
Capital expenditure:			
General Fund	71,360	84,990	106,500
HRA	57,126	37,652	48,000
Total	128,486	122,642	154,500
Capital Financing Requirement:			
General Fund	1,190,146	1,204,089	1,220,000
HRA	345,867	345,867	345,867
Total	1,536,013	1,549,956	1,565,867
Gross debt	1,241,400	1,218,151	1,280,100
Net External debt (gross debt less investments)	1,073,277	953,550	1,209,300
Investments			
Longer than 1 year	0	0	Nil
Under 1 year	168,123	264,601	70,800
Total	168,123	264,601	70,800
Operational Limit	1,640,000	1,650,000	
Authorised Limit	1,640,000	1,690,000	

The Council's net external debt (loans plus PFI balances less investments) has decreased by £119.7m, whilst our overall need for borrowing, which is represented by the CFR, has increased by £13.9m.

<b>Movements in Net Debt</b>	<b>2020/21 Movement £000</b>
New Borrowing	0
Repaid Borrowing	-10,700
Less PFI Repayments	-12,526
Less increase in Investment	-96,478
<b>Total</b>	<b>-119,704</b>

The CFR increases when we use borrowing to fund capital projects, whilst external debt goes up when we take on new loans or other credit arrangements such as PFI liabilities.

Net Debt has decreased and the table above shows the significance of the increased investment balances on the movement.

These deposits were placed with an array of AAA rated, instant access money market funds, fixed-term and call account deposits with banks and a few smaller investment with other Local Authorities. This investment policy meant that we sought to minimise security risks and increase the liquidity of our deposits. Deposit returns were relatively low at 0.11% (albeit above the average UK Bank Base Rate of 0.10% during 2020/21).

External debt payments haven't changed dramatically in year.

Financing Cost to Revenue looks significantly better but is a result of increases to revenue that are expected to be temporary and the unwinding of one-off higher costs in the previous year.

#### Financing Costs as a proportion of Revenue

	Outturn	
	2019/20 Act	2020/21
<b>Ratio of financing costs to net revenue stream:</b>		
Non-HRA Including PFI)	20.9%	14.8%
Non-HRA Excluding PFI)	9.2%	7.5%
HRA	8.9%	8.8%

The information in the above takes account of the actual costs associated with external loans plus accounting adjustments for items such as MRP and premiums and discounts adjustment. While the Non HRA ratios have changed significantly the actual cost of servicing external loans has changed very little this year, the changes are as a result of the Items below.

A significant increase in one off government funding has increased the net revenue position by around 17% which has reduced the ratio this year. We expect this to reverse somewhat next year.

The other main impact is as a result of adjustments made to HRA balances last year following audit recommendations which saw higher costs in 2019/20. The reduction this year is an unwinding of last those adjustments and sees PFI MRP costs returning to normal levels as was expected.

There has been no significant shift in the HRA ratio.



May 2021

# CAPITAL OUTTURN REPORT 2020/21

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# 1 INTRODUCTION

## A succinct summary of the report content and conclusions

### 1.1 Purpose of report

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. We strive to use our capital monies to make the biggest possible positive impacts upon Sheffield people's lives.

Our capital spending falls under nine priority areas:

- Growing and inclusive economy
- Housing investment
- People: capital and growth
- Transport
- Cleaner, greener, safer
- Heart of the City II
- New homes
- Green and open spaces
- Essential compliance and maintenance

Further details on each of these priorities are contained in our Capital Strategy.

In March 2020, Cabinet approved a capital programme budget for the financial year 2020/21. This Outturn Report sets out how we delivered against the 2020/21 approved budget, including:

- levels of actual spend that occurred throughout 2020/21 (sections 2 and 3)
- key projects which underspent and the reasons for this (section 4)
- key projects which overspent and the reasons for this (section 5)
- levels of slippage and the reasons for this (section 6)
- how the capital programme is funded and how these resources have been spent (section 7)
- actions we are taking to improve our performance (section 8).

A Glossary is included at section 9 to promote a clear, shared understanding of financial and project terminology.

## 1.2 **Headline conclusions**

Against the challenging backdrop of COVID-19, the Council has continued to ‘keep the wheels turning’, ensuring a decent throughput of work to support our local economy – both contractors and suppliers.

The pandemic has undoubtedly had an impact on what we’ve been able to deliver. We’ve seen sharp rises in some material prices, with some items in very short supply with long lead-in times. The requirement for contractors to work safely with social distancing has led to increased costs on some projects. We’ve done our best to mitigate the impacts of these challenges and will continue to do so as we emerge from the pandemic and continue the work to rebuild and renew our City.

Whilst there continues to be slippage on the capital programme, we have maintained our clear distinction between delivery slippage and re-profiling (as set out at section 6). This has helped to highlight where variations against budget are the result of timely strategic decisions rather than failure of delivery. Use of this analysis will continue alongside our continued monitoring and critical challenge of unrealistic budget profiles. We want to deliver a robust capital budget with minimal variances, even in these challenging times.

The good news is that the great majority of slippage is accounted for by a small number of projects with relatively high levels of slippage, which were largely beyond our control. These are set out later at section 3.2. This gives us – and Sheffield people - reassurance of our ability to spend money ‘to profile’ - how we expected we would.

That said, there is no room for complacency. The Council will continue to make ongoing improvements to its processes and governance to minimise slippage in the capital programme. We anticipate that 2021/22 will be a challenging period for us as prices rise and supply chains come under strain. We will have to work effectively across the City – and wider region – to continue to maximise our impact on Sheffield’s recovery and make a real difference to Sheffield people’s lives.

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**Phil Moorcroft | Damian Watkinson**  
**Commercial Business Development Team | Finance and Commercial Services**  
**May 2021**

## 2 KEY FACTS

### Key high-level budget and expenditure information

#### 2.1 Budget and expenditure headlines

(a)	Approved capital programme budget for 2020/21 at 31 March 2020 (Month 1)	£224.2m
(b)	Approved capital programme budget for 2020/21 at 31 December 2020 (Month 9) – the latest report to Cabinet	£210.8m
(c)	Approved capital programme budget for 2020/21 at 31 March 2021 (Month 12)	£148.1m
(d)	Actual expenditure against the revised budget of £148.1m	£122.6m

#### 2.2 Reasons for budget changes between Month 9 (b) and Month 12 (c)

These approved capital budgets were reduced by £62.7m between the end of December 2020 and March 2021:

		2020/21
(b)	Month 9 approved budget	£210.8m
(e)	Reprofiling	-£12.2m
(f)	Slippage	-£39.2m
(g)	Additions	£1.1m
(h)	Variations	£-12.3m
(c)	Month 12 approved budget	£148.1m

The key projects which had in-year budget changes at (e) to (h) above (and were approved by Cabinet by March 2021) are:

Reprofiling (e)		Slippage (f)		Additions (g)		Variations (h)	
Brownfield Sites Acquisitions	-£4.3m	Heart of The City II	-£18.7m	Ponds Forge Investment	+£0.8m	Annualised capital interest - Heart of the City II	+2.2m
Council Housing Temporary Accommodation	-£3.7m	Housing Growth Programme (Phase 4 Adlington OPIL and Phases 10/15 Daresbury/ Berners/Gaunt)	-£8.3m			Changes to Housing Programme Block Allocations resulting from annual refresh	-£14.4m
Council Housing Communal Areas Block Allocation	-£2.4m	Housing Investment Programme	-£4.1m				
Regional Loans Funding	-£0.7m	Transport Programme (CAZ Works, Clean Bus Technology, Parking Schemes)	-£5m				
Schools Fire Risk Schemes	£0.9m	City Centre Safety Works	-£0.8m				
		Pipworth Primary School Structural Works	-£0.7m				

Further detail is set out at sections 3-5 overleaf.

## 3 PERFORMANCE BY PRIORITY AREA

### A summary of expenditure against budget at Month 12

#### 3.1 Year-end net slippage figures

The overall outturn of expenditure against the approved budget of £148.1m budget was £122.6m. The table below summarises the outturn expenditure by Priority Area, categorising variances against budget.

Year-end net slippage - the aggregate of Slippage and Accelerated Spend - totalled £20.3m. This represents 14% of the approved Month 12 budget.

Portfolio	Approved Expenditure Budget	Expenditure 31/03/21 (Qtier)	Variance	Slippage	Reprofile	Accelerated Spend	Overspend	UnderSpend	Internal Adjustment	Percentage Year End Net Slippage
GROWING & INCLUSIVE ECONOMY	8,862,920	7,044,186	1,818,734	876,727	-	(372,253)	-	1,384,886	(70,626)	6%
ESSENTIAL COMPLIANCE & MAINT	9,481,898	6,452,949	3,028,949	2,712,742	-	(18,895)	(2,222)	337,323	(0)	28%
GREEN & OPEN SPACES	1,999,863	625,289	1,374,574	1,113,028	208,314	(24,566)	(4,349)	6,604	75,544	54%
HEART OF THE CITY II	41,736,655	34,337,408	7,399,247	7,459,456	-	(105,337)	(125,661)	170,789	-	18%
NEW HOMES	25,028,167	21,718,178	3,309,989	1,396,906	2,314,661	(431,578)	-	-	30,000	4%
HOUSING INVESTMENT	17,825,515	15,933,765	1,891,751	2,222,993	128,690	(605,167)	-	145,235	0	9%
ICT	1,446,873	1,446,873	-	-	-	-	-	-	-	0%
PEOPLE CAPITAL & GROWTH	13,694,106	10,206,892	3,487,214	2,345,236	53,176	(3,472)	(463,194)	1,555,467	0	17%
CLEANER GREENER SAFER	16,908,487	16,236,952	671,535	554,415	83,157	(1,700)	-	-	35,663	3%
TRANSPORT	11,128,447	8,582,432	2,546,015	3,189,453	-	(45,710)	(514,289)	42,423	(125,861)	28%
CORPORATE	-	56,986	(56,986)	-	-	-	-	-	(56,986)	0%
<b>GRAND TOTAL</b>	<b>148,112,933</b>	<b>122,641,910</b>	<b>25,471,023</b>	<b>21,870,956</b>	<b>2,787,998</b>	<b>(1,608,678)</b>	<b>(1,109,715)</b>	<b>3,642,728</b>	<b>(112,266)</b>	<b>14%</b>

The highest levels of year-end net slippage were on the Green & Open Spaces (54%), Essential Compliance and Maintenance (28%) priorities and Transport (28%). The reasons for this are set out overleaf.

### Green & Open Spaces

- Delays to completion of a funding agreement in relation to Millhouses Cricket Pavilion (£0.3m)
- Delays to delivery of replacement cricket pavilion at Matthews Lane due to increasing costs (£0.4m)
- Delays in delivery of Oxley Park Scheme due to ground conditions and COVID-19 related issues with the supply chain (£0.3m).

### Essential Compliance and Maintenance

- Delays in procurement of new vehicles for Transport Fleet for special design vehicles (£1.2m) due to COVID-19
- Slippage in Corporate Buildings Essential Replacement Programme (£0.6m)
- Delay in reinstatement of Bolehills Pavilion due to original design being unaffordable (£0.3m) - new solution now identified.

### Transport

- Delay in Broadfield Road Scheme due to delays regarding land acquisition and Environmental permits (£1m)
- Delays in procurement of retrofit technologies by bus operators because of COVID-19 (£0.8m)
- Delay in installation of 7 ultra-low emission vehicle chargers (£0.3m).

## 3.3 Impact upon the Council's resources

The vast majority of **overspends** were funded from External Grants or contributions. These did not therefore require additional support from the Council's resources.

In relation to **underspends**:

- £1.3m related to expenditure due to be funded by the Disabled Facilities Grant. This will be rolled forward into 21/22 as the backlog of works is urgently addressed
- £0.3m underspend against several Essential Compliance Schemes will provide savings to the Council
- £0.2m savings on Heart of The City funded by Prudential Borrowing will reduce repayment charges in future years.

The remainder relates largely to grant-funded schemes and therefore provides no direct benefit to Council funds.

## 4 SPEND BELOW BUDGET

### A summary of the top ten projects which spent below budget

The table below sets out the ten projects with the highest spend below the approved budget, together with categorisation of the variance and the reason for it.

Portfolio	Scheme Title	Approved Expenditure Budget	Integra Expenditure 31/03/21 (Qtier)	Variance	Slippage	Reprofile	Accelerated Spend	Overspend	UnderSpend	Internal Adjustment	Comments
HEART OF THE CITY	H HENRYS BLOCK	4,844,009	2,231,837	2,612,172	2,612,172	-	-	-	-	-	Changes to design leading to delay in appointment of construction contractor
HEART OF THE CITY	C PEPPER POT BUILDING	9,081,076	6,491,814	2,589,263	2,589,263	-	-	-	-	-	Slippage in construction programme caused by C19 then further delay due to façade retention and other design issues
NEW HOMES	BROWNFIELD SITE	1,710,367	383,617	1,326,750	-	1,326,750	-	-	-	-	£1.1m plus fees budgeted in December20 for the purchase of Allen Street, but been delayed by Covid. Should complete April/May21
ESSENTIAL COMPLIANCE	TRANSPORT EFFICIENCY 20-21	3,195,437	2,038,870	1,156,567	1,156,567	-	-	-	-	-	Order delays; Special vehicle build delays (tail lifts etc)
TRANSPORT	BROADFIELD ROAD JUNCTION	1,691,417	647,853	1,043,563	1,043,563	-	-	-	-	-	In year forecasting has been difficult due to the uncertainties with land acquisition, environmental issues and EA permits. This has delayed the start on site and subsequent likely expenditure profile. We are progressing and aiming towards starting on site with demolition preparation in January 2021 with actual demolition works commencing late February, early March
NEW HOMES	DEVONSHIRE QUARTER	887,768	1,357	886,411	-	886,411	-	-	-	-	Expecting to pay for the demolition of the church in July20 and for acquisition of the Wallace site but been delayed due to Covid.
HOUSING INVESTMENT	ROOFING REPLACEMENTS PROG	1,202,726	324,972	877,754	877,754	-	-	-	-	(0)	Tendering process delays caused by Covid, and procurement delays due to obtaining bat licences.
GOWING & INCLUSIVE ECONOMY	CULVERT RENEWAL PROGRAMME	1,559,222	699,193	860,029	160,029	-	-	-	700,000	-	The project is due to underspend by approximately £700k this is due to the majority of the project works being to underground pipework which is difficult to initially assess and therefore a high value risk contingency was included in the initial project costs. Minor works remaining are to remediate subsidence caused by one of the culverts leaking
TRANSPORT	CLEAN BUS TECHNOLOGY	2,386,281	1,588,985	797,297	797,297	-	-	-	-	-	The impact of Covid has led to delays in retrofitting programme. A programme extension until the end of May 21 has been agreed with the funding provider
<b>Total</b>		<b>26,558,304</b>	<b>14,408,498</b>	<b>12,149,805</b>	<b>9,236,644</b>	<b>2,213,161</b>	<b>-</b>	<b>-</b>	<b>700,000</b>	<b>(0)</b>	



## 5 SPEND ABOVE BUDGET

### A summary of the top ten projects which spent above budget

The table below sets out the ten projects with the highest spend above the approved budget, together with categorisation of the variance and the reason for it.

Portfolio	Scheme Title	Approved Expenditure Budget	Integra Expenditure 31/03/21 (Qtier)	Variance	Slippage	Reprofile	Accelerated Spend	Overspend	UnderSpend	Internal Adjustment	Comments
GROWING & INCLUSIVE ECONOMY	WEST BAR COMPULSORY PURCHASE ORDERS	1,246,963	1,603,625	(356,663)	-	-	(356,663)	-	-	-	Compulsory Purchase Orders completed ahead of time.
HOUSING INVESTMENT	HEATING BREAKDOWNS	600,000	951,149	(351,149)	-	-	(351,149)	-	-	(0)	132% increase in breakdown outputs from the previous year. Budget accelerated from future years allocations
TRANSPORT	COVID 19 CITY CENTRE	90,000	419,832	(329,832)	-	-	-	(329,832)	-	-	Time pressure to deliver emergency works and billing issues from contractor resulted in a significant overspend. This has been claimed from the Highways Challenge fund held by SCR
HOUSING GROWTH	COUNCIL HSG ACQUISITIONS PROG	3,748,445	4,064,693	(316,248)	-	-	(316,248)	-	-	-	Accelerated spend due to outputs of 54 acquisitions. Target outputs were 50 acquisitions.
PEOPLE CAPITAL & GROWTH	ACCELERATED ADAPTATIONS GRANT	580,267	822,788	(242,521)	-	-	-	(242,521)	-	-	Higher than anticipated levels of work delivered following initial budget reduction (funded from disabled facilities grant)
TRANSPORT	CHESTERFIELD RD KEY BUS ROUTE	-	125,861	(125,861)	-	-	-	-	-	(125,861)	Underspend on scheme funded by Better Buses from South Yorkshire Passenger Transport requires return of unused funding
PEOPLE CAPITAL & GROWTH	TELECARE/FIRE ALARM EQUIPMENT	350,000	459,455	(109,455)	-	-	-	(109,455)	-	-	Equipment stocks purchased (funded by Disabled Facilities Grant)
HOUSING INVESTMENT	ELECTRICAL STRATEGY	2,500,000	2,605,881	(105,881)	-	-	(105,881)	-	-	0	Budget slipped in December20 based on estimated spend due to Covid delays (access to properties), however work has since accelerated. Programme due to complete in early months of 2021-22
HEART OF THE CITY	PORTOBELLO CYCLE ROUTE	340,136	431,714	(91,579)	-	-	-	(91,579)	-	-	Final charge is an accrual for costs which have now been challenged.
HOUSING INVESTMENT	GARAGE STRATEGY-IMPROVEMENT	274,578	363,984	(89,406)	-	-	(89,406)	-	-	0	Anticipated delay in contract resulted in budget being slipped. However, works were completed to schedule therefore, the 21/22 budget will be reduced and the remainder used to pay the final account and any retentions.
<b>Total</b>		<b>8,483,427</b>	<b>10,245,359</b>	<b>(1,761,931)</b>	-	-	<b>(862,684)</b>	<b>(773,386)</b>	-	<b>(125,861)</b>	

# 6 SLIPPAGE

## A statement of slippage levels for 2020/21 and comparison against previous years

### 6.1 Why is slippage important?

Slippage impacts not only our financial position, but also the services we provide:

- **Reputational damage** – if projects are not delivered as publicised, this can cause both internal and external damage to the Council's reputation. It means we haven't been able to deliver what we planned for Sheffield residents.
- **Financial planning** – inaccurate profiling makes it difficult for us to plan new investments and determine our borrowing requirements.
- **Revenue budget** – whilst slippage can have a positive effect through reducing our borrowing costs, it can also increase our costs when capital investment should result in reduced revenue running costs which are then delayed. There is also the risk that interest rates could rise in the intervening period, increasing our borrowing costs.
- **Construction inflation** – project delay can lead to increased tender costs as time progresses in a growing market. This is an increasing risk as supply chains and working practices are impacted by COVID-19 and other pressures.
- **Ancillary costs and consequential works** – delays to, for example, new school buildings can result in temporary accommodation being required at additional cost and disruption. Delays to planned maintenance can cause additional costs for short-term revenue repairs and increase the cost of the capital replacement in the longer term due to asset deterioration and the urgency of the repair.

Continually reducing the levels of slippage in the capital programme is a key priority for the Council. Spend on delivery demonstrates that projects are being delivered on the ground for the benefit of our residents. The pandemic has undoubtedly placed unprecedented pressures on our – and our supply chain's – ability to deliver. We must learn from our experiences this year to minimise the impacts of the pandemic on future years' expenditure.

### 6.2 What causes slippage?

It's important that we understand why slippage is occurring so we can address it and report on it in a clear and timely manner. Key reasons for slippage include:

- **The COVID-19 pandemic** – some works were unable to progress during lockdown. If works were able to progress on-site with social distancing, sometimes they experience significant delays due to workforce sickness and isolation requirements, changes to working practices

and issues with the supply chain and availability of materials. Some of these are likely to persist – and indeed worsen - over the coming months.

- **Delays in planning consent** – this can be lengthy and must follow due process.
- **Timing of third party funding contributions** – slippage can occur when a project is entered onto the capital programme and funding is then delayed.
- **Tender returns and value engineering** – if tender returns exceed budget, this can require a lengthy period of redesign, costing and validation in order to bring a scheme back within budget. This will continue to be a risk as construction inflation is predicted to increase. We will configure our specifications accordingly, but the risk of high tender returns remains.
- **Access issues** – if a delivery window is missed (such as school holidays), this can result in significant slippage until the next available window.
- **Final accounts and snagging** – where these are not resolved in a timely manner, we may need to retain monies for final payments and resolution of defects.
- **Project planning** – optimism bias, and the fact that funding may need to be made available if risks (such as planning consent) do not materialise, can lead to delivery slippage.

We've been taking action to tackle these issues over recent years with good success. We will continually review our performance and respond effectively to emerging threats to maximise the successful delivery of our capital programme.

More detail on the actions we are taking to address these challenges is set out at section 8.

### 6.3 Historical position

Reducing the levels of slippage in the capital programme is always a key priority for the Council.

In recent years, total slippage (which includes year-end slippage plus in-year slippage) has been on a downward trend. From a high point of 43% in 2012/13, slippage levels tumbled to 24% in 2017/18. This is largely because of the introduction of the 'Gateway Process', which introduced greater rigour and accountability to project governance.

### 6.4 What is 'slippage'?

In 2017/18, action was taken to confirm the definitions of 'slippage' and 're-profiling' and draw a clear distinction between the two. This makes it easier to understand the difference between us proactively planning and re-evaluating projects and programmes, and responding to events which blow us off course. This helps transparency and clarity when interrogating the reasons behind levels of spend which may change from those originally planned:

- **'Slippage'** relates to spend below budget, which reflects a scheme in delivery falling behind programme. Stakeholders need to understand the reasons for this and take remedial actions to try and bring the project back on track.

- **‘Re-profiling’** is the re-allocation of budget between years for projects which are not yet in delivery. Budget allocations are being moved which could be due to a number of reasons. For example, further feasibility work could be required to be undertaken, or further funding sought. Or we could minimise risk to Council taxpayers by splitting a project into a series of projects in order to spread delivery risk, such as on Heart of the City II.

## 6.5 Our current position

We have used the methodology set out above to compare slippage in 2019/20 to 2020/21. This table summarises the breakdown between slippage and re-profiling, including:

- that authorised in-year as part of the regular approvals process, and
- that occurring at year-end as part of overall planned expenditure.

Maximum authorised expenditure in-year	Expenditure delivered	In-year slippage (£m)	Year-end net slippage (£m)	Total slippage (£m)	Slippage as % of budget
£215.7m	£122.6m	44.0	20.3	64.3	29.8%
		In-year reprofile (£m)	Year-end new reprofile (£m)	Total reprofile (£m)	Reprofile as % of budget
		26.0	2.8	28.8	13.4%

Total slippage for the period 2020/21 was therefore £64.3m or 29.8%. This is an increase of 14.6% from the 15.3% slippage in 2019/20.

### What has caused this?

The major contributory factors to the **Year End Net Slippage** figure are set out at sections 3, 4 and 5 above. Key elements of the **In-Year Slippage** are largely identified in the changes between month 9 and month 12 at Section 2.2 above.

A level of slippage is inevitable in any capital programme and, as identified above, key contributors to the figure in 2020/21 have often been factors outside the Council’s control. As set out at section 6.2 above, COVID-19 has had a major impact on our ability to get works delivered.

The major contributory factors to the **Year End Net Re-profile** are identified in Section 4.

Key elements of the **In-Year Re-profile** amount were:

- Delay to tender process for new Council Housing Roofing contract (£3.8m) caused by COVID-19

- Identified delays to elements of Heart of The City II schemes prior to commencement (£8.5m) to minimise scheme risks
- Schemes identified as ‘reprofiled’ between Month 9 and Month 12 identified in section 2.2 above.

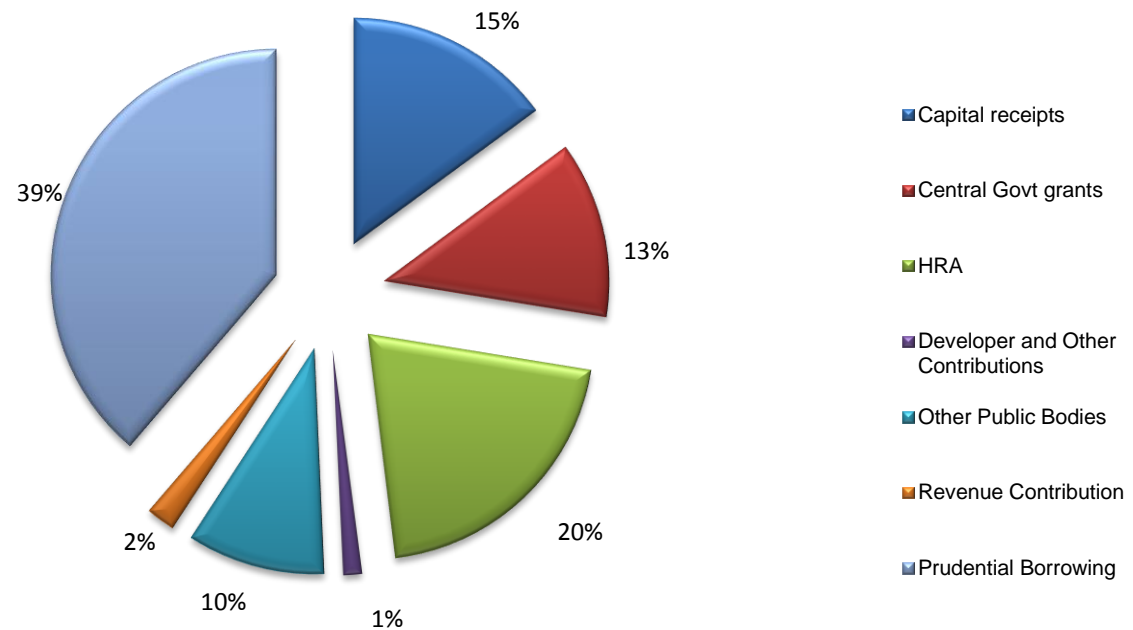
# 7 FUNDING AND RESOURCES

How the capital programme is funded; key risks to note

## 7.1 Breakdown of capital funding

Capital expenditure in 2020/21 totalled £122.6m, broken down in the proportions set out below:

### Summary of Capital Programme Funding



Taking each of the key funding streams in turn:

### **A Prudential borrowing**

The £47.5m of Prudential Borrowing makes up almost 40% of the capital programme. This funds:

- Heart of The City II scheme (£28.2m). Future revenues and capital receipts from developed sites are expected to offset future principal and revenue costs. We keep this under ongoing review.
- Major Sporting Facilities financing arrangements (£13.8m).
- Vehicle Fleet upgrade to improve air quality and reduce repair costs (£4m).
- Investment into regional Superfast Broadband (£1.3m)

### **B Capital receipts**

Expenditure funded by capital receipts (£18.3m) has been directed mainly to investments in existing council housing stock (£3m), investment in Housing Growth (£4.9m), investment in the corporate estate (£1.3m), repayment of Heart Of The City capital receipts to offset previous borrowing (£6.1m) and completion of compulsory purchases as part of West Bar Development (£1.6m)

### **C Central government grants**

The majority of the £15.5m funded by Central Government Grants relates to grants from the Department for Education for the creation of new school places and maintenance of schools' infrastructure (£9m) which included the repayment of corporate cash flow from prior years and Disabled Facilities Grant funded activity (£4m).

However, it should be noted that following the decision to cashflow the creation of new school places in advance of government funding awards has required the use of £6m of corporate resources to date (see section 7.2 below).

The remainder of Government Grant Funding relates to:

- Addressing Social Care Issues through Disabled Facilities Grants (£4m)
- Contributions towards Clean Air Targets (£3m)
- Contribution to flood alleviation works (£0.6m)

### **D Housing Revenue Account (HRA)**

The HRA is the account in which a Council's housing revenue (e.g. tenants' rent) and housing costs (e.g. property management and maintenance) are kept. It is separate from the General Fund. In total expenditure of £25.1m has been incurred on the maintenance of Council housing stock and part funding the construction of new council housing.

## E Other Public Bodies

These contributions totalling £12m are made up of:

- various grants from non-departmental government bodies (£7.7m) such as the Environment Agency in respect of flood alleviation schemes, and Homes England in relation to Affordable Housing Grants.
- Sheffield City Region grants (£3.8m) which includes Sheffield City Region Investment Funding for the Upper Don Valley Flood Scheme, Transforming Cities Transport Funding and Local Transport Plan Funding.

### 7.2 Key risks

#### COVID-19 and rebuilding from the pandemic

The full impact of the COVID-19 outbreak will not become apparent for some time. However, some key potential risks in relation to the capital programme have been preliminarily identified:

- Increase in scheme costs on projects in progress – possible compensation payments for delay and increased costs resulting from socially-distant ways of working and, most importantly, price increases of materials.
- Reduced overall investment capacity - costs of tendered works are likely to be inflated to accommodate risk and supply chain issues.
- Lack of interest in our tender opportunities - smaller contractors may struggle to source materials due to relative lack of purchasing power and therefore not tender; larger contractors are likely to become more selective when deciding which tender opportunities to prioritise.
- Delays to schemes due to inability to source materials.
- Increased disputes due to cost increases incurred since the scheme was tendered.
- Weakened economy may impact negatively upon level of capital receipts required to fund some schemes.
- Delays to schemes may jeopardise time-limited funding streams if funders are unwilling to offer flexibility on these.
- Levels of grant funding may fall, and central government may change its investment priorities.
- The full extent of the changing landscape relating to retail, ways of working and transport has yet to crystallise.

Careful monitoring of the situation on key contracts and negotiations with funders will be undertaken to quantify and mitigate these risks. We will also keep our proposed projects under review to enable us to respond swiftly to the changing landscape and funders' emerging priorities. However, there is little we can do to increase material supplies or limit cost increases. We will have to accept these risks and plan accordingly as the fuller picture emerges.

#### School Places Expansion Programme

In July 2017, Cabinet approved the principle of cash-flowing the required **Schools Places Expansion Programme** in advance of receipt of funding allocations from Central Government.



Based on best estimates of future grant allocations, it was anticipated that approximately £22.2m of cashflow resources would be required in 2018/19. These would be repaid by future grant allocations by 2021/22.

A lower than anticipated settlement from Central Government for 21/22 was forecast to leave a shortfall in the repayment of corporate cashflow of £3.9m. However, following the identification of further pressures on school places in the city, the DfE advanced an allocation of future years funding to the council during 20/21. While this has allowed the immediate repayment of the corporate cashflow, it is anticipated a further corporate contribution will be required in future years.

## 8 IMPROVING OUR PERFORMANCE

### Key actions we have taken to date and proposals for future improvements

Building upon the causes of slippage set out at section 6, we have taken and will continue to take steps to minimise the risk of slippage on the capital programme:

#### **Only fully-funded projects can enter the capital programme**

Slippage can occur when a project is entered onto the capital programme and funding is then delayed. Only fully-funded schemes can enter the capital programme.

#### **Full project values will only be added to the capital programme following Gateway 2 approval**

This removes the risk of high project values being added to the capital programme at feasibility stage, when there is a higher risk of delay and the project has not been fully scoped.

#### **Ongoing challenge and support for project managers' forecasting**

Project managers are challenged every month on their highlight reports and forecasts to continually improve their performance and ensure we have timely and accurate management information.

#### **Improved reporting**

A snapshot monthly monitoring report is produced, highlighting key areas of under and over spend, together with levels of forecasting, spend trends and key risks and issues. This is shared with senior officers and Members to enable appropriate and timely actions to be taken.

#### **Constructive challenge of business cases**

The work of the Business Case Review Group continues, providing an initial quality assurance filter for business cases prior to their submission to programme groups for consideration. This group includes representatives from Finance and Commercial Services and the Capital Delivery Service to ensure a joined-up approach to the financing, procurement and delivery of a project. This is particularly important at the moment with the delivery and cost challenges posed by the COVID-19 pandemic.

**Revisiting business units to distinguish slippage from re-profiling**

Entire project values are no longer added to the capital programme until a contract has been awarded and we have confidence that it will progress. Where projects are split into phases, future phases will not be added to the programme at the outset of phase 1.

**Revisiting our investment priorities**

Working with colleagues in across the Council, we are working with elected Members to ensure our investment priorities are clearly articulated and meet the City's changing needs as we rebuild from the pandemic.

**Tackling delivery risks**

Work with statutory undertakers is ongoing to minimise delays and unnecessary costs.

**More effective working with strategic partners**

We continually challenge our operational processes when commissioning 'non-core' highways works through our strategic partner, Amey. There is always scope to improve these and reduce levels of slippage on elements of the Transport capital programme.

# 9 GLOSSARY

## Definitions of key terminology

Slippage	For projects which are in delivery. Actual spend is below the level forecasted by the project manager. The logical conclusion is that the delivery of the project is falling behind programme.
Re-profile	For projects which are not yet in delivery. Preliminary budget allocations are moved to better reflect how we anticipate a project will be delivered as feasibility progresses and risks identified, quantified, and mitigated.
Accelerated spend	Spend which is taking place sooner than anticipated – i.e. ahead of profile. This does not mean that the project will overspend.
Overspend	Spend more than approved budget. Further monies are required to complete the project.
Underspend	A saving. We have spent less to deliver the project than we anticipated, and the saved funds can be diverted to other projects (or returned to the funder).
Internal adjustment	An accounting treatment applied at the end of an accounting period to bring balances up to date / virements between budget allocations.
Net slippage	The overall level of slippage remaining when accelerated spend or overspend has been deducted from the levels of slippage.
Variance	Where a level of spend or timescale is not in accordance with that originally forecasted.
Forecasting	A process undertaken each month by Project Managers to set out the anticipated profile of spend on each project. Reasons for changes are included in the Highlight Report.



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

**Tel:** 0114 273 6831

**Report of:** *Eugene Walker*

**Report to:** *Co-operative Executive*

**Date of Decision:** *21<sup>st</sup> July 2021*

**Subject:** *Capital Approvals for Month 02 2021/22*

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 Individual Executive 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:-

*"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 provides details of proposed changes to the Capital Programme as brought forward in Month 2 2021/22.*

- (i) 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
- (ii) Approve the acceptance of grants as detailed in Appendix 2
- (iii) Approve the issuing of grants to 3<sup>rd</sup> Parties as detailed in Appendix 3

**Background Papers:  
Appendix 1, Appendix 2, Appendix 3**

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>Sarah Bennet</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>Individual Executive Member consulted:</b> <i>Councillor Cate McDonald Individual Executive 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.



**Lead Officer Name:**  
*Damian Watkinson*

**Job Title:**  
*Finance Manager Business Partner Capital*

# **MONTH 02 2021/22 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 02 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:
- 19 additions of specific projects to the capital programme creating a net increase of £8.797m;
  - 17 variations creating a net reduction of £6.307m;
- 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 3 in relation to grants too 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 3 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**

**June 2021**

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Scheme name / summary description		Value £'000
<b>A</b>	<b>Economic growth</b>	
	New additions	
Page 165	<p><b>Stocksbridge Towns Fund Enhanced Walking &amp; Cycling Trails</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>At present Stocksbridge is a town in transition; its traditional role as a centre for steelmaking continues but at reduced scale, crucially in terms of employment. Its location remains a significant untapped asset as a leisure destination for cycling and walking. It has a significant network of footpaths leading to open and attractive scenery on its doorstep and an emerging long-distance multi-user trail, the Upper Don Trail which passes east to west to the north of the town. These leisure assets are not being realised to their full potential both because of the limited extent of the trails network and deficiencies on existing infrastructure. The lost opportunity is compounded by the lack of safe, coherent links from the town’s residential areas and the high street to the Upper Don Trail and footpath networks and absence of an accessible “easy-going” multi-user leisure route around the nearest reservoir at Underbank Reservoir, which is the subject of investment by Yorkshire Water as a location for outdoor activities.</li> <li>The Towns Fund (TF) allocated to Stocksbridge opens the possibility of addressing this lack of connectivity to, and quality of, the leisure trails network. It will help Stocksbridge to start to meet its potential as a visitor destination for the undoubtedly growing leisure market and assist regeneration, diversification of the local economy and local health outcomes at this critical moment.</li> <li>The TF’s Town Investment Plan (TIP) plus co funding from Yorkshire Water have together allocated £3.75m to enhance nearby off-road leisure trails and improve the links to these on public highways. This offers a once in a generation opportunity to upgrade and fill in missing local walking and cycling links around Stocksbridge and connect them directly into the emerging long distance Upper Don Trail providing continuous and safer links directly to the “Lakeland” area of reservoirs to the west of the town. This joins up with the emerging long distance Upper Don Trail as far as Langsett and Sheffield city centre to the south.</li> </ul> <p><b>How are we going to achieve it?</b></p> <p>The feasibility work including topographical, environmental, flood and structural surveys and initial designs, will help to determine accurate costs and engineering challenges in delivering the new public highway links to the network of off-road leisure trails and upgrades and filling in gaps on the existing trail. It will enable best options to solve these challenges to be evaluated and preferred route options to be determined so that further Business Case preparation and draw down of the funding becomes possible.</p> <p><b>What are the benefits?</b></p> <p>Feasibility is the next step in delivering the new and enhanced trails network to meet Towns Fund objectives to improve connectivity, diversify the local economy by attracting visitors and tourists, aid regeneration of the town and improve health outcomes locally.</p> <p><b>When will the project be completed?</b></p> <p>Autumn 21 for feasibility</p>	+224

	<b>Funding Source</b>	Corporate Resource Pool in the first instance to be recovered from Towns Fund when available	<b>Amount</b>	224k	<b>Status</b>		<b>Approved</b>			
	<b>Procurement</b>	i. Professional services undertaken in-house via a blend of SCC services. ii. Surveys and statutory undertakings by Amey Hallam Highways via the Streets Ahead PFI. iii. Specialist consultancy work by competitive quotes.								
Page 166	<p><b>Stocksbridge Towns Fund Manchester Road Placemaking</b></p> <p><b>Why do we need the project?</b></p> <p>In common with many other district centres, Stocksbridge (Manchester Road) is suffering from a significant loss of trade, partly to the adjacent Fox Valley retail park, as well as partly due to changing retail habits, as well as loss of purchasing power locally. This £5.25m project is part of the Towns Fund programme and has strategic fit with that locally and nationally: with Ministry of Housing Communities and Local Government (MHCLG) Towns Fund funding from Government for projects which will deliver local regeneration, enhance skills and improve connectivity. An initial Town Investment Plan (TIP) was drawn up in 2020 seeking £24.1m funding. This was approved in March by Government pending working up of business cases for the individual projects, including the Manchester Road Place Making proposal.</p> <p><b>How are we going to achieve it?</b></p> <p>Feasibility work will take the project to the point of concept design (RIBA2), establishing more accurately the costs of developing the scheme, along with any hitherto unidentified issues and risks.</p> <p><b>What are the benefits?</b></p> <p>The feasibility will help to determine the opportunities for green-blue infrastructure, with the “greening” of public realm through the district centre. The main environmental benefit will be the improvement in bio-diversity due to new planting along with an improvement in resilience to climate change weather as non-permeable surfaces are replaced by soft landscaping and sustainable urban drainage features. The key outputs expected from the main project are:</p> <p>400m upgraded road infrastructure</p> <ul style="list-style-type: none"> <li>• 0.2ha enhanced public realm</li> <li>• Improved perceptions of the place by residents / businesses / visitors</li> <li>• Increased land values</li> <li>• Increased private sector investment</li> </ul>								+118	

	<b>When will the project be completed?</b> Autumn 21 for feasibility						
	<b>Funding Source</b>	Corporate Resource Pool in the first instance to be recovered from Towns Fund when available	<b>Amount</b>	118k	<b>Status</b>		<b>Approved</b>
	<b>Procurement</b>	i. Professional services undertaken in-house via a blend of SCC services. ii. Surveys and statutory undertakings by Amey Hallam Highways via the Streets Ahead PFI.					
Page 167	Variations and reasons for change (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)						
	None						
	<b>Transport</b>						
	New additions						
	<b>School Streets</b> <b>Why do we need the project?</b> School Streets' is a term being used to describe a scheme where the road outside a school is closed temporarily at school opening and closing times. Typically, a road is closed for an hour in the morning and an hour in the afternoon. School Streets are becoming increasingly popular across the UK as more Local Authorities are using them as a way to address key issues such as air pollution, traffic congestion and inconsiderate parking at the school gate, whilst also promoting active travel and healthy lifestyles. <b>How are we going to achieve it?</b> This project is to implement a programme of School Street type schemes at 10 schools' streets across the city: - Carfield, Greystones, Porter Croft, Nether Edge, Anns Grove, Bradway, Silverdale, Pipworth, Hunters Bar I & J, Pye bank. Schemes will vary at each location dependant on the outcomes of the previously conducted feasibility studies however it is expected that typical works will include: - <ul style="list-style-type: none"> <li>• signage</li> <li>• parking restrictions (if and where appropriate) especially on the surrounding roads</li> </ul>						+300

Page 168	<ul style="list-style-type: none"> <li>one-way systems potentially including build outs and contraflow cycle ways.</li> <li>Widening of footpaths and reallocation of road space to encourage active travel</li> <li>coloured tarmac to highlight entrance/exit to schemes</li> </ul> <p>The cost of the works will be £300k and funded from Corporate Resource Pool funding. The commuted sum on the 10 completed schools has been estimated at £50k.</p> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>Increase number of families travelling to school in an active way</li> <li>Reduce inconsiderate parking near schools</li> <li>Improve road safety for all by reducing the number and severity of road traffic collisions outside schools.</li> <li>Encourage more walking, scooting and cycling for the journey to school.</li> <li>Promote a more pleasant local environment and improve safer access around schools,</li> <li>Improve health by reducing obesity levels and increasing fitness</li> <li>Reduction in traffic speeds</li> <li>Improve air quality</li> </ul> <p><b>When will the project be completed?</b></p> <p>[2021-22]</p>							
	<b>Funding Source</b>	Corporate Resource Pool (School Streets Allocation)	<b>Amount</b>	£300k	<b>Status</b>		<b>Approved</b>	
	<b>Procurement</b>	<p>i. Feasibility, preliminary design and project management undertaken in-house by Transport Planning and Design &amp; Assurance.</p> <p>ii. Detailed design &amp; construction by Amey Hallam Highways via the Streets Ahead PFI.</p>						
<p><b>Nether Edge Active Travel</b></p> <p><b>Why do we need the project?</b></p> <p>Provision of a strong cycling and walking network is a key part of the transport strategy. The active travel objectives contained in the Transport Strategy are aimed at changing driving culture, to reduce the sometimes intimidatory impact of traffic on our neighbourhoods. To make walking and cycling in these areas safer and more attractive; the outcome of this is to reduce the city's carbon footprint and improving personal health.</p> <p>This scheme includes interventions in residential areas that are close to the city centre linking through to outlying suburbs that are established communities where the propensity to cycle is already very high. The South West area of Sheffield provides an excellent opportunity to capture an increase in cycle movements.</p>							+16	



Page 169	<p>Sheffield City Council has been awarded Active Travel Funding (phase 2) via the Sheffield City Region for the purpose of implementing Active Travel Neighbourhoods.</p> <p><b>How are we going to achieve it?</b></p> <p>The aim of this project is to provide two Active Travel Neighbourhoods [ATN's] in Nether Edge and Crookes that link to the emerging Nether Edge active travel route to the city centre, and compliment other work currently underway to provide high quality active travel options. The aim of ATNs is to reduce through traffic movements, which in turn can create severance and safety concerns for those living in those neighbourhoods. Reducing through traffic will create a more pleasant, safer environment in which to travel on foot or by bicycle.</p> <p>Feasibility and initial design works will be undertaken to develop the scheme and the interventions required. It is envisaged these may include road closures, one-ways systems etc. The cost of the feasibility is £16k and will be funded from the Active Travel Fund.</p> <p><b>What are the benefits?</b></p> <p>Providing a strong cycling and walking network across the city will support the shift to active travel modes helping to: -</p> <ul style="list-style-type: none"> <li>• reduce congestion on the roads</li> <li>• improve health and wellbeing of people</li> <li>• create cost effective transport options</li> <li>• support the creation of an attractive environment for developers, businesses and residents</li> </ul> <p><b>When will the project be completed?</b></p> <p>[2021-22]</p>							
	<b>Funding Source</b>	Active Travel Fund	<b>Amount</b>	16k	<b>Status</b>	Ring fenced for Transport projects	<b>Approved</b>	
	<b>Procurement</b>		<p>i. Preliminary design and project management undertaken in-house by Transport Planning and Design &amp; Assurance.</p> <p>ii. Detailed design &amp; construction by Amey Hallam Highways via the Streets Ahead PFI.</p>					
	Variations and reasons for change (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)							
<p><b>Accident Savings</b></p> <p><b>Scheme description</b></p> <p>The Accident Savings programme is a citywide strategy to reduce actual (and the perception of risk of) road traffic collisions, particularly focused on reducing killed and seriously injured (KSIs) casualties by implementing road safety engineering schemes at sites with the highest injury collision rates in the City.</p> <p>The Council has a statutory duty under the Road Traffic Act 1988 to promote road safety.</p>							+10	

	<p><b>What has changed?</b> £10k Local Transport Plan (LTP) funding has been added to the project to enable early action work in 2021-22.</p> <p><b>Variation type: - Budget increase</b></p>		
	<b>Funding</b>	Local Transport Plan (LTP)	
	<b>Procurement</b>	n/a	
Page 170	<p><b>Oughtibridge Road Safety</b></p> <p><b>Scheme description</b> Sheffield City Council has a statutory duty under the Road Traffic Act 1988 to promote road safety. This project links into the Accident Savings Programme and forms part of the Council's Citywide Accident Saving Programme to reduce actual and perception of road traffic collisions by implementing road safety engineering schemes at sites with high injury collision rates in the City. The project was approved in July 2018 to address the collision rate on Bridge Hill in Oughtibridge.</p>		+32.3
	<p><b>What has changed?</b> The current 30mph speed limit zone is to be extended a further 95m on Langsett Road South in Oughtibridge. The cost of these works is £32.3k and will be funded from Local Transport Plan funding</p> <p><b>Variation type: - Budget increase</b></p>		
	<b>Funding</b>	Local Transport Plan	
	<b>Procurement</b>	n/a	
<b>C</b>	<b>Quality of life</b>		
	New additions		
	None		

	Variations and reasons for change (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)	
	None	
<b>D</b>	<b>Green and open spaces</b>	
	New additions	
Page 171	<p><b>Charlton Brook BMX Renovation</b></p> <p><b>Why do we need the project?</b> The purpose of the project is to renovate the Charlton Brook BMX track so that is fit for purpose and meets health and safety standards for such facilities. This is part of a wider project led by the Friends of Charlton Brook and supported by, Local Ward and Parish Councillors.</p> <p>This part of the city has no other BMX tracks in the vicinity and the existing track at Charlton Brook was created 12 years ago and has fallen into disrepair and is no longer fit for purpose. The Friends group and local councillors have worked together to raise funds for the renovation of the track for the benefit of local children and young people.</p> <p>Charlton Brook forms part of the border between East and West Ecclesfield Wards and is surrounded by a large residential community of both private and social housing. There is strong local support for the green space and the Friends group have support significant improvements to the green space for well over a decade.</p> <p>Charlton Brook meets the Sheffield Standard however the poor condition of the BMX track is a factor that has reduced the site’s quality score in recent years.</p> <p><b>How are we going to achieve it?</b> Deliver a BMX track renovation works at Charlton Brook</p> <p><b>What are the benefits?</b> <i>Objectives</i></p> <ul style="list-style-type: none"> <li>• To renovate and improve the BMX track at Charlton Brook open space</li> <li>• To ensure that the BMX track meets appropriate safety and design standards</li> <li>• To raise the quality of the BMX track to a standard that can then be maintained ensuring its future viability</li> </ul> <p><i>Outputs</i></p> <ul style="list-style-type: none"> <li>• Re-establish track in terms of track width and designed obstacles (such as bumps, dips and turns)</li> <li>• Regrading and shaping of track using 80 tonnes of MOT type 1 material</li> <li>• Surface upgraded bike track with 40 tonnes of 4mm to dust limestone</li> <li>• Finish surfacing works with track hardener</li> <li>• Desire line tracks to be established as new links into the existing BMX track</li> </ul>	+12

Page 172	<p><i>Benefits</i></p> <ul style="list-style-type: none"> <li>Health and wellbeing improvements for local communities, through the establishment of a fit for purpose BMX facility that encourages children and young people to be active</li> <li>Improved quality of an existing open space</li> <li>Increase the positive use of Charlton Brook</li> <li>Community Cohesion. The BMX track has been a symbol of community pride. This can be re-kindled with the project to bring this facility back to a good standard</li> </ul> <p><b>When will the project be completed?</b> August 2021</p> <p><b>Costs 21/22</b> BMX Renovation £12K</p>						
	<b>Funding Source</b>	Friends of Charlton Brook	<b>Amount</b>	£12K	<b>Status</b>	Confirmation email from the Friends received	<b>Approved</b>
	<b>Procurement</b>	<ul style="list-style-type: none"> <li>i. Professional services undertaken in-house by the Capital Delivery Service</li> <li>ii. Renovation works by open procedure with Suitability Assessment (in combination with 94549 Spider Park procurement)</li> </ul>					
Variations and reasons for change (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)							
<p><b>Philadelphia Gardens Phase 2</b></p> <p><b>Scheme description</b> Phase 2 of works at Philadelphia Gardens covered the following:</p> <ul style="list-style-type: none"> <li>Add a trim trail and trampoline near the swing to provide some play opportunities for older children (to complement the playground aimed at younger children at the other end of the site)</li> <li>Remove the old embankment slide and make safe</li> <li>Increase usage and numbers of local people walking through the site</li> </ul> <p>The original programme estimated that the project would be complete by June 2021. It is now anticipated that due to the backlog of work the playground installation will be Autumn 2021. Delays have been caused by the impact of Covid, staff shortages, and bad weather.</p> <p><b>What has changed?</b> Due to additional S106 being made available for the Walkley area some <u>additional works can be added into the scope.</u></p> <p>At the last community meeting there were requests to improve the small playground at the Philadelphia Gardens end of the site.</p>							+8

Page 173	<p>The priority for this site is the resurfacing under equipment; the old rubber tiles are a Health &amp; Safety issue due to the tiles lifting and causing trip hazards. The plan is to overlay the tiles with carpet underneath the swings, two springers and a climbing unit. It is also proposed to install a Curlicue spinning item which was identified as being popular in the consultation and replace the litter bin which is in very poor condition.</p> <p>As part of this extended work the area will be further improved by landscaping around the skate park, opening it up so that it feels safer and to increase usage.</p> <p><b>Variation type:</b> Budget increase</p> <p><b>Costs</b>                  Resurfacing £3.8K                  Bin £0.1K                  Equipment £1.3K                  Landscaping £2.4K  <u>Contingency £0.8K</u>                  Total £8.4K</p> <p><b>Budget</b>                  21/22 Budget £5.2K + £8.5K = £13.6K</p>		
	<b>Funding</b>	S106 Agreement 1241 £6.5K + Part S106 Agreement 1173 £1.9K	
	<b>Procurement</b>	n/a	
	<p><b>Play Improvements Project Phase 5</b></p> <p><b>Scheme description</b>                  Invest in play facilities in approx. 22 parks across Sheffield to improve the quality of the sites as measured by the Sheffield Standard and the Play Value scores.</p> <p><b>What has changed?</b>                  Phase 5 of the project will improve 6 play/sports areas:                  Angram Bank, Ruskin Park, Sycamore Park, Upper Hanover Playground, Rundle Road, and Chelsea Park.</p> <p>Angram Bank and Upper Hanover Playground had works done as part of Phase 4 (fencing and hedges), this phase will be refurbishment and improvements of the playground areas. Sycamore Park, Rundle Road, and Chelsea Park are additional sites to the original scope where there is funding available to improve these playgrounds.</p> <p><b>Variation type:</b> Budget increase</p>		+75

Page 174	<b>Costs</b>	
	Angram Bank	£25.5K
	Ruskin Park	£15.7K
	Sycamore Park	£12.1K
	Upper Hanover Playground	£5.5K
	Rundle Road	£15.5K
Chelsea Park	£2.2K	
Fees	£5.1K	
Total:	£81.6K	
<b>Funding</b>		
Already approved:		
S106	£10.7K	
Parks Investment Fund	£6.3K	
<b>Total</b>	<b>£17.0K</b>	
Additional for Phase 5:		
S106	£28.1K (includes a drawdown of £14.2K from the Parks S106 Programme; see entry for Block Allocation)	
Parks Investment Fund	£13.5K	
Public Health	£10.0K	
Ecclesfield Parish Council	£13.0K	
<b>Total</b>	<b>£64.6K</b>	
<b>Budget</b>		
21/22 Budget £80.0K + £64.6K = £144.6K		
<b>Funding</b>	See Funding Section above	
<b>Procurement</b>	n/a	
<b>Westfield Playground</b>		
<b>Scheme description</b>		
The purpose of the project is to provide a new playground in the Westfield Community. This is part of a wider project led by local residents and supported by Westfield Big Local, Local Councillors and other partners working in the neighbourhood.		
<b>What has changed?</b>		
<ol style="list-style-type: none"> <li>1. Construction costs for the playground came in cheaper than the estimate. The funder and stakeholders have been consulted to decide whether to add scope to the current project or reduce the budget. It was agreed to reduce the budget and therefore the funding required.</li> <li>2. The original Final Business Case had a contingency of £27.3K which allowed for an additional amount to add additional play equipment. In consultation with the stakeholders it has been decided to install additional musical play equipment and related surfacing at a cost of £9.8K. This</li> </ol>		
	-33	

Page 175	still leaves a contingency for any unforeseen issues of £17.5K																									
	<b>Variation type:</b> Budget decrease																									
	<b>Final Costs</b>																									
	<table border="0"> <tr><td>Feasibility</td><td>£2.7K</td><td></td></tr> <tr><td>Commercial Services</td><td>£1.0K</td><td></td></tr> <tr><td>CDS Fees</td><td>£14.0K</td><td></td></tr> <tr><td>UED Fees</td><td>£9.2K</td><td></td></tr> <tr><td>Playground</td><td>£95.8K</td><td></td></tr> <tr><td>Musical Equipment</td><td>£9.8K</td><td></td></tr> <tr><td><u>Contingency</u></td><td><u>£17.5K</u></td><td></td></tr> <tr><td>Total</td><td>£150.0K</td><td></td></tr> </table>			Feasibility	£2.7K		Commercial Services	£1.0K		CDS Fees	£14.0K		UED Fees	£9.2K		Playground	£95.8K		Musical Equipment	£9.8K		<u>Contingency</u>	<u>£17.5K</u>		Total	£150.0K
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<b>Funding</b>																										
<table border="0"> <tr><td>Westfield Big Local</td><td>£108K - £20K =</td><td>£88K</td><td></td></tr> <tr><td>Housing Services</td><td>£15K - £0K =</td><td>£15K</td><td></td></tr> <tr><td>Parks Improvement Fund</td><td>£15K - £0K =</td><td>£15K</td><td></td></tr> <tr><td><u>Public Health</u></td><td><u>£45K - £13K =</u></td><td><u>£32K</u></td><td>(to be reinvested in other Parks projects)</td></tr> <tr><td>Total</td><td>£183K - £33K =</td><td>£150K</td><td></td></tr> </table>			Westfield Big Local	£108K - £20K =	£88K		Housing Services	£15K - £0K =	£15K		Parks Improvement Fund	£15K - £0K =	£15K		<u>Public Health</u>	<u>£45K - £13K =</u>	<u>£32K</u>	(to be reinvested in other Parks projects)	Total	£183K - £33K =	£150K					
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<b>Budget</b>																										
<table border="0"> <tr><td>20/21 Actual Spend</td><td>£3.2K</td><td></td></tr> <tr><td><u>21/22 Budget</u></td><td><u>£179.8K - £33.8K =</u></td><td><u>£146.8K</u></td><td></td></tr> <tr><td>Total</td><td>£183.0K - £33.8K =</td><td>£149.2K</td><td></td></tr> </table>			20/21 Actual Spend	£3.2K		<u>21/22 Budget</u>	<u>£179.8K - £33.8K =</u>	<u>£146.8K</u>		Total	£183.0K - £33.8K =	£149.2K														
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Total	£183.0K - £33.8K =	£149.2K																								
<b>Funding</b>	See Funding Section above																									
<b>Procurement</b>	n/a																									
<p><b>S106 Parks Programme Block Allocation</b></p> <p><b>Scheme description</b> Block allocation of S106 Agreements for improving Parks and Open Spaces.</p> <p><b>What has changed?</b> The Final Business Case for Play Improvements Phase 5 has come forward for approval and includes using £14.2K from the block allocation for Sycamore Park and Angram Bank</p> <p>For details of the scheme see separate entry for Play Improvements Project Phase 5 (above)</p>			-14																							

	<p><b>Variation type:</b> Budget decrease</p> <p><b>Budget</b> 21/22 Budget £541.1K - £14.2K = £526.9K</p> <table border="1" data-bbox="170 395 2000 523"> <tr> <td data-bbox="170 395 322 459"><b>Funding</b></td> <td data-bbox="322 395 2000 459">S106</td> </tr> <tr> <td data-bbox="170 459 555 523"><b>Procurement</b></td> <td data-bbox="555 459 2000 523">n/a</td> </tr> </table>	<b>Funding</b>	S106	<b>Procurement</b>	n/a	
<b>Funding</b>	S106					
<b>Procurement</b>	n/a					
<b>E</b>	<b>Housing growth</b>					
	New additions					
Page 176	<p><b>New Build Council Housing Phase 20 - Owlthorpe ‘E’ Shared Ownership Acquisitions</b></p> <p><b>Why do we need the project?</b> The Council is seeking to acquire shared ownership homes, in areas of the city where there is need for more housing choice. One of these acquisition opportunities is now available at Owlthorpe ‘Site E’, a Council owned vacant housing site in the South East Sheffield Housing Market Area (HMA). As part of the sale transaction of the site to developer Avant, which has secured planning approval to develop 73 new homes on the site, the Council will acquire 15 new homes (a mix of 2, 3 and 4 beds) for shared ownership tenure, which will be added to its approved Stock Increase Programme.</p> <p><b>How are we going to achieve it?</b> The Council will purchase 8 of the 15 units as part of Avant’s S106 contribution and 7 units at open market value.</p> <p><b>What are the benefits?</b> <i>Objectives</i> Acquisition of 15 new houses for shared ownership to be added to the Council’s Stock Increase Programme.</p> <p>The first capital expenditure for the project comes as part of the Council agreeing the land sale to Avant, which was completed in May 2021. Under Avant’s golden brick payment proposal, the Council is required to pay a deposit for the new homes, which will be deducted directly from the land cost. Further stage payments are then required to be made as the units reach further milestones within the construction.</p> <p><i>Outputs</i></p> <ul style="list-style-type: none"> <li>• Shared ownership units are required in the south east HMA to help rebalance the housing market and create more choice for potential purchasers. This balance will be measured as part of the next Strategic Housing Market assessment due in 2023/24.</li> <li>• Shared ownership units are not subject to Right To Buy discounts therefore ensures the Council does not lose its asset at less than full open market value. This will need to be monitored against changes in Right to Buy legalisation.</li> <li>• Acquisition of these shared ownership units can act as a test case which could lead to further acquisitions. The success of the acquisitions will be measured against criteria outlined in the Council’s Cabinet endorsed Shared Ownership Strategy.</li> <li>• The acquisition of 15 units achieves a positive NPV over 30 years overall based on all purchasers acquiring an initial share of the unit at 25%.</li> </ul>	2,555				



- Under the Council's Shared Ownership Strategy applicants are required to purchase between 10% to 75% of the home initially. The size of the share is determined by the purchaser's ability to afford and sustain the purchase. 25% is considered to be a prudent assumption, based on anecdotal evidence that the initial share for other units purchased in the city were higher. This will need to be checked against any future changes to rent levels and or amendments to the purchase price between now and contract signing.

*Benefits*

A report setting out the options and implications for the Council delivering shared ownership properties was presented to and agreed by Cabinet in March 2021. The Report confirms that the Council will adopt the Homes England delivery model for shared ownership units and highlights the benefits for the Council's delivery of such units, including those at Owlthorpe E, as follows:

- Helps in meeting the city's affordable housing shortfall.
- Increases choice for households and supports mixed communities.
- Shared Ownership properties require less HRA investment than social rented homes, as individual purchasers will be required to make at take an initial share in the property of between 10% to 75% its value.
- In the longer term it requires less management and maintenance than social rented tenure

**When will the project be completed?**

May 2023

**Costs**

Acquisition of 7 x Open Market Price units	£1,380.0K
Acquisition of 8 x S106 units	£980.0K
Stamp Duty	£156.5K
Property & Legal Fees	£23.6K
<u>Contingency</u>	<u>£15.0K</u>
<b>Total</b>	<b>£2,555.1K</b>

**Funding**

HRA 70% £1,788.6K  
1-4-1 30% £766.5K

N.B. Homes England grant will be applied for to purchase the 7 open market value properties. If successful RTB Receipts will not be used for these specific properties.

**Budget S106 Purchases**

21/22 Budget	£167.2K
22/23 Budget	£623.4K
<u>23/24 Budget</u>	<u>£293.5K</u>
<b>Total Budget</b>	<b>£1,084.1K</b>

**Budget Open Market Value Purchases**

21/22 Budget	£141.7K
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22/23 Budget £1,294.3K 23/24 Budget £35.0K Total Budget £1,471.0K  N.B. Fees and contingency split proportionally							
<b>Funding Source</b>	HRA / 1-4-1	<b>Amount</b>	£2,555.1K	<b>Status</b>	Funds available in the SIP	<b>Approved</b>	Housing Growth Programme Group 16.06.21
<b>Procurement</b>		n/a – property acquisition					
Page 178	<b>New Build Phase 22 - Baxter Court Acquisitions</b>  <b>Why do we need the project?</b> The decision to increase the Council’s Stock Increase Programme target to 3,100 was taken in October 2019. This expanded programme consists of new build homes on existing Housing Revenue Account (HRA) land, the acquisition of properties (existing or new build), and an assumption that land in private ownership would need to be acquired to help deliver a balanced programme, and enable much needed affordable housing to be delivered in areas where there is currently limited suitable land in Council ownership.  As a result, the Council have identified an opportunity to acquire of 9 x 2 bed apartments at Baxter Court-  <b>How are we going to achieve it?</b> The offer to purchase the units has been accepted by the developer, and the Heads of Terms exchanged. The next steps are: <ul style="list-style-type: none"> <li>July 2021 - Cabinet Capital approval granted</li> <li>July 2021- Legal contracts to purchase units signed</li> <li>October/ November 2021 - construction of units completed</li> </ul> <b>What are the benefits?</b> <i>Objectives</i> To acquire 9 x 2 bed apartments as part of the Stock Increase Programme  <i>Benefits</i> <ul style="list-style-type: none"> <li>There is a 67 unit annual shortfall of affordable housing in the North East Sheffield Housing Market Area (HMA). This ranks as the 9th highest need (out of 13 HMAs in the city), with mostly a need for 1 and 2 bed flats/apartments. City wide these is also a shortage of both one bed apartments and accommodation that can be used as Temporary Accommodation (both interim and permanent provision). Discussion with Members is ongoing about the best use of these homes, but it is clear that this acquisition will contribute to meeting an identified housing need.</li> </ul>						1,340

Page 179	<ul style="list-style-type: none"> <li>The agreed total price for the acquisition equates to £138.3K per unit (without fees)</li> <li>The acquisition of 9 units is projected to achieve a positive NPV over 30 years overall</li> </ul> <p><b>When will the project be completed?</b> November 2021</p> <p><b>Costs</b> Acquisition £1,245.0K Stamp Duty £51.7K Internal Fees £12.5K Contingency £31.1K Total £1,340.3K</p> <p><b>Funding</b> HRA 70% £938.2K 1-4-1 30% £402.1K</p> <p>N.B. Homes England grant will be applied for to purchase these units. If successful Right to Buy Receipts will not be used.</p> <p><b>Budget</b> 21/22 Budget £1,340.3K</p>								
	<b>Funding Source</b>	HRA / 1-4-1	<b>Amount</b>	£1,340.3K	<b>Status</b>	Funding available in the SIP	<b>Approved</b>	Housing Growth Programme Group via email	
	<b>Procurement</b>	n/a – property acquisition							
	<p><b>West Bar Highways &amp; Enabling</b></p> <p><b>Why do we need the project?</b> In May 2020 the Council, Urbo Developments and Legal &amp; General (L&amp;G) entered into an agreement to deliver over £150m of new investment as a first phase of development at the West Bar site. As part of the deal the Council has agreed (subject to viability) to take a lease of a large office which in turn will secure further L&amp;G investment at West Bar.</p> <p>Accommodation works are needed to enable the development of the site for the construction of 368 apartments and associated ground floor retail space pre-sold to Legal &amp; General as part of the West Bar Square development.</p> <p><b>How are we going to achieve it?</b> Sheffield City Region (SCR) funding will cover the construction costs of a new highway retaining wall and road layout to facilitate 2-way traffic on Bridge Street at the junction with the IRR (Corporation Street). It will also be used to fund further enabling works including Openreach diversion works on Bridge</p>							+655	

<p>Street and the demolition of remaining structures on site to enable construction. This funding will be passported to URBO Developments to carry out the works.</p> <p><b>What are the benefits?</b> <i>Objectives</i></p> <ul style="list-style-type: none"> <li>• Improve access to/from West Bar and the Riverside Business District to facilitate development and alleviate local congestion</li> <li>• Delivery of infrastructure and accommodation works to accelerate delivery of new housing and public realm with completion brought forward to 2023/24</li> <li>• Contribute to delivering SCC and SCR housing targets with 368 high quality 1, 2 and 3 bed apartments</li> <li>• Place Making by supporting future investment to deliver a new City Centre mixed-use neighbourhood with high quality public realm, further housing, offices, hotel and food and drink venues</li> </ul> <p><i>Benefits</i> The West Bar development falls within the City Centre Housing Market Area (one of 13 Housing Markets within Sheffield). The City Centre is expected to deliver around 5,300 new homes between 2019-2024 which will be a significant contribution to the overall shortfall in the city. The delivery of units on these sites will appeal to an area that is characterised by young adults and the Housing Market profile for the area identifies a shortfall in particularly 2 and 3 bed accommodation, which will be provided at West Bar.</p> <p><b>When will the project be completed?</b> Accommodation Works September 21</p> <p><b>Costs 21/22</b> Payment to URBO Developments £655K</p> <p><b>Funding</b> Brownfield Housing Fund £655K</p>							
<b>Funding Source</b>	SCR Brownfield Housing Fund	<b>Amount</b>	£655K	<b>Status</b>	Awaiting confirmation of funding terms from SCR	<b>Approved</b>	
<b>Procurement</b>		n/a - back-to-back agreement between SCC and URBO Developments to passport the grant.					
<p>Variations (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)</p>							
<p><b>Council Housing Stock Increase Programme Block Allocation</b> <b>Scheme description</b> Block allocation of funding for Stock Increase schemes</p>							-3,895

Page 181	<p><b>What has changed?</b></p> <ol style="list-style-type: none"> <li>1. A Final Business Case for New Build Phase 20 – Owlthorpe ‘E’ Shared Ownership Acquisitions has come forward for approval and therefore needs funding drawing down to cover the costs. See separate entry above.</li> <li>2. A Final Business Case for New Build Phase 22 – Baxter Court Acquisitions has come forward for approval and therefore needs funding drawing down to cover the costs. See separate entry for above.</li> </ol> <p>Total reduction: £2,555.1K + £1,340.3K = £3,895.4K</p> <p><b>Variation type:</b> Budget decrease</p> <p><b>Budget</b></p> <p>Current 21/22 Budget    £3,936.6K - £1,649.2K =    £2,287.4K                  Current 22/23 Budget    £30,006.1K - £1,917.7K =    £28,088.4K                  Current 23/24 Budget    £63,732.7K -    £328.5K =    £63,404.1K                  Current 24/25 Budget    £32,293.1K -    £0.0K =    £32,293.1K                  Current 25/26 Budget    £12,261.0K -    £0.0K =    £12,261.0K                  Total 21-26 Budget    £142,229.5K - £3,895.4K = £138,334.1K</p>		
	<b>Funding</b>	HRA Borrowing + 1-4-1 Receipts	
	<b>Procurement</b>	n/a	
	<b>Housing investment</b>		
New additions			
	<p><b>Council Housing Sundry Properties – Fire Strategy</b></p> <p><b>Why do we need the project?</b></p> <p>The focus on improving and maintaining the fire safety measures for each building has been reinforced since the tragedy at Grenfell in 2017. Although this tragedy has impacted properties considered to be high-rise high-risk properties (Towers), the risks are prevalent within other buildings in the Housing Service stock. Strategically, through this project we will remain ahead of the curve and maintain a proactive approach to fire safety management matters across the city of Sheffield.</p> <p>The Housing Service has 14 sundry multi-occupied properties all pre-1939. It is therefore important that through a building assessment, and feasibility study, a fire strategy is produced. The properties are in varying conditions with regard to current fire safety standards.</p> <p>N.B. three of the sundry buildings i. Tapton House, ii. Southbourne and iii. Collegiate Crescent are considered a higher risk as they have shared/communal cellar areas, which are accessible by all tenants. A process is currently underway to mitigate the risk on these properties in the interim period.</p>		+34

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

- Review the properties to understand the shortcomings in the building in relation to fire safety. The fire strategy will be developed to identify how the building is going to be managed, what fire safety advice needs to be given to residents, and what work is required to make the properties compliant so that a follow-on programme of work can be developed and delivered.
- A fully developed fire strategy for each building will ensure the buildings comply with current legislation, monitored through regular FRA. This will allow the introduction of new fire safety measures to ensure residents and any persons visiting are safe in the event of fire.

**What are the benefits?**

*Objectives*

Identify the approach to be taken on future assessments for the 14 Sundry Properties by carrying out feasibility on 3 properties.

*Outputs*

- Produce a site-specific fire strategy document that will form the baseline for building management, maintenance, and future Fire Risk Assessments
- Conduct a Gap Analysis of each property to outline deficiencies/elements of failure in current fire safety arrangements
- Determine what needs to be done to each of the buildings to bring them up to an acceptable standard in relation to fire safety
- Provide a basis for a decision in relation to the feasibility of the work required to bring each building up to an acceptable standard

*Benefits*

- All tenants, leaseholders and visitors will be safe when using the building
- Adequate documentation will be obtained with regard to building arrangements, fire safety management, evacuation management and maintenance
- All tenants, leaseholders and visitors will be adequately informed, using simple communication methods to ensure they know exactly what they need to do in the event of a fire incident
- Any fire incident will be taken to a safe conclusion and/or will be adequately handed over to the fire service upon their arrival
- All buildings will be brought up to an acceptable standard
- All information stored and maintained will be current, adequate and relevant for the specific building

**When will the project be completed?**

Feasibility to completed August 2021

**Costs 21/22**

CDS Fees	£16.7K
<u>Consultants Fees</u>	<u>£17.5K</u>
Total	£34.2K

<b>Funding Source</b>	HRA via Health and Safety Block	<b>Amount</b>	£34.2K	<b>Status</b>	Funding available to draw down	<b>Approved</b>	Housing Investment PG
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	Allocation					16.06.21		
	<b>Procurement</b>	i. Risk Assessments, Cost Management and Fire Strategy undertaken by call-off from the Capital Delivery Partner corporate contract.						
Page 183	<p><b>Hanover Play Area – Embankment Slide</b></p> <p><b>Why do we need the project?</b> The Tenants and Residents Association at Hanover have reported subsidence in the play surface adjacent to the block.</p> <p>Initial excavation work revealed that there were major voids below the banked area, and it was unclear as to the extent of these voids making it necessary to excavate a lot more of the banked area than originally planned. Unfortunately, the proposed retention of the existing bank slide had to be abandoned and it was removed to ensure the site could be made safe.</p> <p>The tenants and residents of the Hanover Estate have had a lot of disruption in the last 4 years, and now the children of the estate have no play area which is essentially their garden, and the “much-loved” bank slide was regarded as the major attraction for the site.</p> <p>Senior Management and Councillors have promised to undertake play area improvements.</p> <p><b>How are we going to achieve it?</b> Install an embankment slide with a double person side as soon as possible. In order to achieve this, it is proposed to add the works to the already awarded Westfield Playground contract, which includes an embankment slide. The contractor Pennine Playgrounds have been asked to price the installation of the slide at Hanover Play Area to save time on procurement. The contractor has already been evaluated as part of the Westfield contract award and has the right expertise.</p> <p><b>What are the benefits?</b> <i>Objectives</i> To install an embankment slide with a double person side as a tangible improvement to the site</p> <p><b>When will the project be completed?</b> July/ August 2021</p> <p><b>Costs 21/22</b> Installation £9.1K <u>Contingency</u> £5.9K Total £15.0K</p> <p><b>Funding</b> Revenue Contribution to Capital (RCC) via the Housing Environment and Estates Service Team Play Budget</p>						+15	

	<b>Funding Source</b>	RCC	<b>Amount</b>	£15K	<b>Status</b>	Available to be transferred	<b>Approved</b>	Housing Investment PG 16.06.21	
	<b>Procurement</b>		i. Supply and installation works by variation to an existing SCC capital contract.						
Variations and reasons for change (please specify all that apply: budget increase / budget reduction / re-profiling / scope change / procurement)									
Page 184	<p><b>External Wall Insulation 2 Airey Homes</b></p> <p><b>Scheme description</b> The period between the First and Second World War witnessed the development of various types of housing systems based on pre-cast concrete and in-situ concrete, timber, steel and occasionally cast-iron construction. The problems of carbonation and the presence of detrimental chloride levels in reinforced concrete houses led to certain concrete housing systems being designated defective under the 1984 housing defects legislation which was then incorporated into the housing act of 1985. These included the Airey Type constructions.</p> <p>The SCC HRA housing stock currently contains 167 Airey properties that have been identified across different areas: Beighton, Hackenthorpe, Halfway, Lane End, Main St/Blacksmith Lane &amp; Wharncliffe Side. There is now a need to address the structural condition of these properties.</p> <p><b>What has changed?</b> Surveys and the option appraisal have now been completed. The aim is to undertake structural repairs necessary which are associated with the Airey properties, renew the roofs, renew windows and apply an external wall insulation to the properties.</p> <p><i>Objectives</i></p> <ul style="list-style-type: none"> <li>• To remove the risk of structural failure from the existing columns to all of the SCC Airey houses stock</li> <li>• To extend the lifespan of all the SCC Airey houses by at least 30 years</li> <li>• To improve the insulation values and thermal efficiency of all the SCC Airey houses stock;</li> <li>• Increased number of better insulated, energy efficient homes and a life span of a further 60 years within the Sheffield estates which contribute to Sheffield’s aim to achieve net zero Carbon emissions by 2030</li> </ul> <p><i>Benefits</i></p> <ul style="list-style-type: none"> <li>• Risk of structural failure from the existing columns will be removed</li> <li>• Tenants and occupiers will benefit from warmer, more comfortable, and more energy efficient homes</li> <li>• A significant proportion of SCC’s housing stock will be removed from the defective housing stock</li> <li>• Increased number of better insulated, energy efficient homes and a life span of a further 60 years within the Sheffield estates</li> </ul> <p><i>Outputs</i></p> <ul style="list-style-type: none"> <li>• Transfer Airey stock from being non-traditional to traditional cavity construction</li> <li>• Certificate of approved repair provided for each property</li> <li>• Improvements to access i.e. footpaths and steps, and to attached outhouses</li> </ul>								+8,566



Page 185	<ul style="list-style-type: none"> <li>Overall improvement to the visual appearance of the neighbourhoods</li> </ul> <p><b>Variation type:</b> Budget increase</p> <p><b>Costs</b></p> <table> <tr><td>CDS Fees</td><td>£172.5K</td></tr> <tr><td>Consultant Fees</td><td>£288.3K</td></tr> <tr><td>Client Directs</td><td>£135.2K</td></tr> <tr><td>Construction</td><td>£7,772.6K</td></tr> <tr><td>Contingency</td><td>£381.4K</td></tr> <tr><td><b>Total</b></td><td><b>£8,750.0K</b></td></tr> </table> <p><b>Budget</b></p> <table> <tr><td>Previous Years</td><td>£71.0K</td><td>=</td><td>£71.0K</td></tr> <tr><td>Current 21/22 Budget</td><td>£112.9K + £5,674.1K</td><td>=</td><td>£5,787.0K</td></tr> <tr><td>Current 22/23 Budget</td><td>£0.0K + £2,892.0K</td><td>=</td><td>£2,892.0K</td></tr> <tr><td><b>Total Project Budget</b></td><td><b>£183.9K + £8,566.1K</b></td><td>=</td><td><b>£8,750.0K</b></td></tr> </table>		CDS Fees	£172.5K	Consultant Fees	£288.3K	Client Directs	£135.2K	Construction	£7,772.6K	Contingency	£381.4K	<b>Total</b>	<b>£8,750.0K</b>	Previous Years	£71.0K	=	£71.0K	Current 21/22 Budget	£112.9K + £5,674.1K	=	£5,787.0K	Current 22/23 Budget	£0.0K + £2,892.0K	=	£2,892.0K	<b>Total Project Budget</b>	<b>£183.9K + £8,566.1K</b>	=	<b>£8,750.0K</b>	
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<b>Funding</b>	HRA Block Allocation for Energy Efficiency £6,612.0K + HRA Block Allocation for Enveloping & External Works £1,954.1K = £8,566.1K																														
<b>Procurement</b>	n/a																														
	<p><b>Electrical Upgrade Programme Phase 2</b></p> <p><b>Scheme description</b> This project will be Phase 2 of the Council Housing Electrical Upgrade Programme. Phase 1 was a three-year programme delivered 2018-21 following the Homes Board endorsement of an Electrical Strategy in 2015.</p> <p>The Council is aiming to achieve a cycle of 5 years for periodic electrical inspection and testing as recommended and is now law for private landlords. Most council owned properties have not received recent whole house electrical investment. The Decent Homes programme did not fund a whole house dedicated programme of electrical works, only kitchen and bathrooms received an upgrade.</p> <p>All electrical installations deteriorate with age and use. There is a need to bring properties up to modern day electrical standards in relation to the requisite legislation, regulations, and best practice. Whilst ever this work is not done the continued hazards/ risks are posed to tenants and the Council as landlord.</p> <p><b>What has changed?</b> The final tender sum from the preferred contractor, came in at £20,227K compared to the Outline Business Case budget of £28,750K.</p> <p>The council are satisfied of the legitimacy of the tender price and attribute this largely due to the contractor delivering the programme directly/ in-house</p>	-6,566																													

Page 186	<p>as opposed to sub-contracting out the work.</p> <p><b>Variation type:</b> Budget decrease, which will be returned to the block allocation for Health &amp; Safety Essential Works. See separate entry below.</p> <p><b>Costs</b></p> <table> <tr> <td>CDS Fees</td> <td>£195.0K</td> </tr> <tr> <td>Construction</td> <td>£20,227.1K</td> </tr> <tr> <td>Contingency</td> <td>£1,450.0K</td> </tr> <tr> <td><b>Total</b></td> <td><b>£21,872.1K</b></td> </tr> </table> <p><b>Budget</b></p> <table> <tr> <td>Current 21/22 Budget</td> <td>£2,409.9K - £200.2K =</td> <td>£2,209.7K</td> </tr> <tr> <td>Current 22/23 Budget</td> <td>£5,784.0K - £1,414.6K =</td> <td>£4,369.4K</td> </tr> <tr> <td>Current 23/24 Budget</td> <td>£5,784.0K - £1,414.6K =</td> <td>£4,369.4K</td> </tr> <tr> <td>Current 24/25 Budget</td> <td>£5,784.0K - £1,414.6K =</td> <td>£4,369.4K</td> </tr> <tr> <td><u>Current 25/26 Budget</u></td> <td><u>£8,676.0K - £2,121.8K =</u></td> <td><u>£6,554.2K</u></td> </tr> <tr> <td><b>Total 21-26 Budget</b></td> <td><b>£28,437.9K - £6,565.8K =</b></td> <td><b>£21,872.1K</b></td> </tr> </table>		CDS Fees	£195.0K	Construction	£20,227.1K	Contingency	£1,450.0K	<b>Total</b>	<b>£21,872.1K</b>	Current 21/22 Budget	£2,409.9K - £200.2K =	£2,209.7K	Current 22/23 Budget	£5,784.0K - £1,414.6K =	£4,369.4K	Current 23/24 Budget	£5,784.0K - £1,414.6K =	£4,369.4K	Current 24/25 Budget	£5,784.0K - £1,414.6K =	£4,369.4K	<u>Current 25/26 Budget</u>	<u>£8,676.0K - £2,121.8K =</u>	<u>£6,554.2K</u>	<b>Total 21-26 Budget</b>	<b>£28,437.9K - £6,565.8K =</b>	<b>£21,872.1K</b>	
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<b>Funding</b>	HRA via Health & Safety Essential Works Block Allocation																												
<b>Procurement</b>	n/a																												
	<p><b>Council Housing Heating, Energy Efficiency, and Carbon Reduction Block Allocation</b></p> <p><b>Scheme description</b> Block allocation for funding for improvements to energy efficiency in the SCC Housing Stock.</p> <p><b>What has changed?</b> An Outline Business Case for EWI.2 Airey Homes has come forward for approval and therefore needs funding drawing down to cover the costs. See separate entry above. .</p> <p><b>Variation type:</b> Budget decrease</p> <p><b>Budget</b></p> <table> <tr> <td>Current 21/22 Budget</td> <td>£1,317.0K - £320.0K =</td> <td>£997.0K</td> </tr> <tr> <td>Current 22/23 Budget</td> <td>£2,764.6K - £1,164.5K =</td> <td>£1,600.1K</td> </tr> <tr> <td>Current 23/24 Budget</td> <td>£6,494.6K - £3,627.5K =</td> <td>£2,867.1K</td> </tr> <tr> <td>Current 24/25 Budget</td> <td>£5,804.5K - £1,500.0K =</td> <td>£4,304.5K</td> </tr> </table>	Current 21/22 Budget	£1,317.0K - £320.0K =	£997.0K	Current 22/23 Budget	£2,764.6K - £1,164.5K =	£1,600.1K	Current 23/24 Budget	£6,494.6K - £3,627.5K =	£2,867.1K	Current 24/25 Budget	£5,804.5K - £1,500.0K =	£4,304.5K	-6,612															
Current 21/22 Budget	£1,317.0K - £320.0K =	£997.0K																											
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Current 24/25 Budget	£5,804.5K - £1,500.0K =	£4,304.5K																											

	Current 25/26 Budget £1,269.8K - £0.0K = £1,269.8K Total 21-26 Budget £17,650.4K - £6,612.0K = £11,038.4K		
	<b>Funding</b>	HRA	
	<b>Procurement</b>	n/a	
Page 187	<b>Council Hosing Enveloping and External Works Clock Allocation</b> <b>Scheme description</b> Block allocation for works needed to the external of SCC Housing Stock.  <b>What has changed?</b> An Outline Business Case for EWI.2 Airey Homes has come forward for approval and therefore needs funding drawing down to cover the costs. See separate entry above.  <b>Variation type:</b> Budget decrease  <b>Budget</b> Current 21/22 Budget £250.0K - £0.0K = £250.0K Current 22/23 Budget £250.0K - £0.0K = £250.0K Current 23/24 Budget £2,432.1K - £1,182.1K = £1,250.0K Current 24/25 Budget £2,432.1K - £772.0K = £1,660.1K Current 25/26 Budget £11,914.2K - £0.0K = £11,914.2K Total 21-26 Budget £17,278.4K - £1,954.1K = £15,324.3K		-1,954
	<b>Funding</b>	HRA	
	<b>Procurement</b>	n/a	
	<b>Council Housing Health &amp; Safety Essential Work – Block Allocation</b> <b>Scheme description</b> Block allocation for works needed to improve health and safety  <b>What has changed?</b> <ol style="list-style-type: none"> <li>1. An Initial Business Case for Sundry properties Fire Strategy has come forward for approval and therefore needs funding drawing down to cover the costs. See separate entry above.</li> <li>2. A Final Business Case for the Electrical Upgrade Programme Phase 2 has come forward for approval but costs are less than estimated. Therefore, the reduction in funding needs moving back to this block allocation. See separate entry above.</li> </ol>		+6,532



- will enable the production of tender documents.
- o The scope of these works is anticipated to include:
  - Fire compartmentation
  - Fire alarm upgrades
  - Emergency lighting upgrades
  - Door replacement (BM Trada Q Mark) and door upgrade using the Envirograf System (Carterknowle only)
  - Associated works
- o Anticipated total costs (£'s) by site as below:

Coit:	£318,881
Carterknowle Jnr:	£415,186
Bradway:	£503,363
Waterthorpe:	£321,692
Brunswick:	£517,166

**What are the benefits?**

- Outputs:
  - o SCC's landlord statutory fire risk assessment obligations met.
  - o RIBA 4 designs and tender documentation.
  - o Provision of fire compartmentation at each site to contain any fires that break out.
- Benefits:
  - o The schools will have a fire strategy with suitable protection and the necessary warning systems to allow safe evacuation in the event of a fire.
  - o Once completed and, where appropriate, tested, certified and commissioned, the works improve fire safety for all occupants
  - o The works provide fire compartmentation to contain any fires that break out – this allows safer access for South Yorkshire Fire & Rescue personnel and reduces the spread of fire through the building.
  - o The works reduce the risk of fire damage to the building(s) and contents.
  - o Longer term benefits in reduced maintenance to emergency lights, fire alarm, and existing doors.

**When will the project be completed?**

02/09/2022

<b>Funding Source</b>	DfE School Condition Allocation	<b>Amount</b>	£61.4k feasibility <b>+£2,014.9k works</b>	<b>Status</b>		<b>Approved</b>	
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		=£2,076.3k total				
Page 190	<b>Procurement</b>	<ul style="list-style-type: none"> <li>i. Professional services will be completed via a blend of in-house provision via the Capital Delivery Service and call-off from the Capital Delivery Partner corporate contract.</li> <li>ii. Surveys via a blend of call-off from existing corporate contracts and competitive quotes.</li> <li>iii. Construction works via open procedure with Suitability Assessment.</li> </ul>				
	<p><b>Nether Green Jnr Roof</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>○ Nether Green Junior School is a Grade II listed Victorian building with coursed natural stone walls and several pitched purlin-rafter roof areas covered with diminishing Burlington slates. The building is suffering the effects of historic and ongoing water ingress.</li> <li>○ Generally, the existing slate roof coverings are showing signs of deterioration and are approaching the end of their life expectancy. There is a significant number of slipped and missing slates and the existing ridge tile mortar pointing has largely deteriorated and fallen away in several areas. Flat roof coverings have also deteriorated and require replacement.</li> <li>○ The existing roof lights and stone mullion windows to the high-level roof area appear to be of an age an approaching the end of their serviceable life and require replacement. Likewise, high level windows and roof lights are single glazed and as such provide an insufficient degree of thermal insulation and should be replaced with double glazed units to achieve modern building standards.</li> <li>○ Leadwork including flashings, valleys, dormer cheeks, flat roof and cupola coverings are significantly weathered and require replacement. Chimney stacks, gable parapets and associated copings require repointing.</li> <li>○ Internal ceiling finishes have been damaged by water ingress and require replacement with new plasterboard and plaster finish, new suspended ceilings are also required in some rooms.</li> <li>○ Risk of further water ingress and deterioration of condition of the building.</li> </ul> <p><b>How are we going to achieve it?</b></p> <ul style="list-style-type: none"> <li>○ To restore the external envelope of Nether Green Junior School to a weathertight state and to resolve areas of defective internal building fabric following historic and continual water ingress.</li> <li>○ The current proposals have been developed following an initial survey and include remedial works to the external and internal building fabric. Due to the building’s Grade II listed status, it will be necessary to maintain the existing external appearance and to use sympathetic building materials.</li> <li>○ To minimise disruption to normal school operations the work will be phased with the School Hall being transformed into a teaching facility allowing two classes at a time to be decanted from surrounding rooms.</li> </ul> <p><b>What are the benefits?</b></p> <p>Outputs:</p> <ul style="list-style-type: none"> <li>○ Building Envelope Works:</li> </ul>					+1,037.5

Page 191	<ul style="list-style-type: none"> <li>▪ Re-roof all pitched and flat roof areas including replacement of all leadwork.</li> <li>○ Internal Works:             <ul style="list-style-type: none"> <li>▪ Replace existing lath and plaster ceiling finishes to the main hall, staffroom and headteacher’s office using new plasterboard with plaster skim finish.</li> </ul> </li> <li>○ Enabling Works             <ul style="list-style-type: none"> <li>▪ Temporary Classroom Partitions - temporarily dismantle existing stage and re-instate upon completion of the works; construct new timber stud partitions within the main hall to form 2 new classrooms. Partitions to be removed upon completion of the works.</li> </ul> </li> </ul> <p>Benefits:</p> <ul style="list-style-type: none"> <li>○ The external envelope of Nether Green Junior School will be restored to a weathertight state and areas of defective internal building fabric following historic and continual water ingress will be resolved.</li> </ul> <p><b>How will this project contribute towards the delivery of ‘Net Zero by 2030’?</b></p> <ul style="list-style-type: none"> <li>• Upgrading the thermal performance of the roof and associated glazing.</li> <li>• Re-use of existing slates.</li> <li>• Specification of BRE Green Guide Class A materials where possible.</li> </ul> <p><b>When will the project be completed?</b></p> <p>31/08/2022</p>							
	<b>Funding Source</b>	DfE School Condition Allocation	<b>Amount</b>	£12.5k feasibility <b>+£1,037.5k works</b> =£1,050.0k total	<b>Status</b>		<b>Approved</b>	
	<b>Procurement</b>	<p>i. Professional services will be completed via a blend of in-house provision via the Capital Delivery Service and call-off from the Capital Delivery Partner corporate contract.</p> <p>ii. Construction works by mini competition via the YORbuild2 framework.</p> <p>*should insufficient levels of interest be received from framework contractors, a closed competitive tender procedure will be used as an alternative route to market.</p>						
<p><b>South West Schools Expansion - Feasibility</b></p> <p><b>Why do we need the project?</b></p> <p>To ensure the LA meets its statutory duties, capital approval is required to allocate Department for Education Basic Need Funding, which has been secured and received, to address the increasing demand on secondary mainstream places of approximately 535 (107 per year group) in the southwest</p>							+100	

Page 192	<p>(SW) of the city. Two schools have been identified for permanent expansion – Silverdale and King Egbert School.</p> <p><b>How are we going to achieve it?</b></p> <p>Detailed development work is required to establish accurate costs of delivery of these schemes and potential procurement routes. This work will include surveys, design works and investigations into legal implications of the PFI funded nature of the schools.</p> <p><b>What are the outcomes?</b></p> <ul style="list-style-type: none"> <li>○ Agreed costed designs and procurement routes for expansions at the two sites</li> </ul> <p><b>When will the project be completed?</b></p> <p>August 21</p>							
	<b>Funding Source</b>	DfE Basic Need: Additional accelerated payment	<b>Amount</b>	£100k	<b>Status</b>	Received	<b>Approved</b>	
	<b>Procurement</b>	<ul style="list-style-type: none"> <li>i. Design work undertaken by call-off from the Capital Delivery Partner corporate contract.</li> <li>ii. Legal services undertaken by in-house by SCC’s legal team.</li> <li>ii. Surveys via a blend of call-off from existing corporate contracts and competitive quotes.</li> </ul>						
<p><b>School Estate Emergency Works</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>○ The council receives a School Condition Allocation from the Education and Skills Funding Agency each year to fund major repairs to educational establishments in Sheffield. The amount of the allocation is based on the pupil numbers and is reduced year on year to reflect the movement of LA schools moving between responsible bodies i.e. those becoming Academy’s.</li> <li>○ For the financial year 2021/22 the School Condition Allocation for Sheffield is £3,604,460.</li> <li>○ This funding is targeted at the most urgent priority condition issues across the maintained education estate. These issues are identified via the Facilities Management service, using:             <ul style="list-style-type: none"> <li>▪ Condition surveys</li> <li>▪ Fire Risk Assessments</li> <li>▪ Servicing Records</li> <li>▪ Officer knowledge and specialist advice</li> </ul> </li> <li>○ For the financial year 2021/22 it is recommended that the allocation is targeted at:</li> </ul>								+150.0



- Fire Risk Assessment Project Works
  - Planned Mechanical (Heating) Works
  - Major Structural Repairs
  - Window Replacement
  - Roof Renewal
  - Emergency Works
- Each year a small amount from the School Condition Allocation is set aside to assist schools to cover the costs of emergency works. Due to the deteriorating condition of the estate, sudden failure of a significant building element e.g. roof collapse, is a possibility. Whilst schools will have an element of Devolved Capital Formula (DFC) funding available to them, it is often insufficient to fund major works.
  - The allocation from the previous year is now spent and it is proposed to add £150,000 to cover the cost of emergency works that may occur during year 2021/22.

• Why do we need to address it now?

- Schools that are fit for purpose are an essential element of every neighbourhood and community. This investment supports a programme which is prioritised to address building condition issues to enable schools to operate.
- By ensuring capital is available to address emergency in building condition we continue to ensure that the health, safety and wellbeing of Sheffield children is a priority.

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

- To set aside funding to assist schools to pay for emergency works where school funding is insufficient to do so.

**What are the benefits?**

- Outputs:
  - This will be dependent on number of claims for assistance.
  - Assist schools to pay for emergency works to premises where required.
- Benefits:
  - To adequately maintain the condition of the educational estate, thereby reducing the potential for pupils to lose days of education through school closures due to failure to significant building elements.
  - Ability to carry out repairs following sudden failure in significant building elements.

**When will the project be completed?**

31/03/2022 - This is a rolling programme to assist schools to pay for emergency works where current school funding is insufficient to do so. Works will be delivered as required during the 2021 / 2022 financial year; any funding remaining will then be slipped into the following year.

	Funding Source	DfE School Condition Allocation	Amount	£150k	Status		Approved			
	Procurement		i. Mechanical works undertaken In-house by the Corporate Repairs & Maintenance team. ii. Material via existing corporate supplier contracts. iii. Ancillary works and services by call-off from existing corporate contracts or by closed competitive tender as required.							
Page 194	<p><b>Abbey Lane CHP (Combined Heat &amp; Power) Replacement - feasibility</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>○ The Combined Heat &amp; Power (CHP) unit that serves Abbey Lane Primary School has broken down.</li> <li>○ A specialist engineer visited in February 2021 and found a major engine failure with the unit being beyond repair.</li> <li>○ A back-up boiler is operating but is not fit for purpose – it is inadequate for heating the building or heating the water to statutory testing temperature requirements.</li> <li>○ School is also incurring additional costs due to not having the free electricity from the CHP unit.</li> <li>○ Until the new CHP Unit is operational School will require a period of access to temporary heating, anticipated to be from 1 Oct – 31 Dec 2021. This will incur revenue costs – a recommended solution and costs will be included with the Outline Business Case.</li> <li>○ School continues to rely on a back-up boiler that is not fit for purpose as it is inadequate for heating the building or heating the water to statutory testing temperature requirements.</li> </ul> <p><b>How are we going to achieve it?</b></p> <ul style="list-style-type: none"> <li>○ Carry out a full feasibility study into replacing the failed CHP unit, including options appraisal, designs and costs.</li> <li>○ Recommend a temporary heating solution for the School to cover the period until the new CHP unit is operational (estimated to be 1<sup>st</sup> Oct – 31<sup>st</sup> Dec 2021)</li> </ul> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>• Objectives:                         <ul style="list-style-type: none"> <li>○ Carry out a feasibility study into replacing the failed CHP unit including design and cost estimates</li> <li>○ Recommend solution for temporary heating during the period 1<sup>st</sup> Oct – 31<sup>st</sup> Dec 2021</li> </ul> </li> <li>• Outputs:                         <ul style="list-style-type: none"> <li>○ New school heating system, to be informed by results of feasibility study.</li> </ul> </li> <li>• Benefits:</li> </ul>								+12.4	

<ul style="list-style-type: none"> <li>o Understanding of the options and cost associated with replacing the failed CHP unit</li> <li>o Solution to provide temporary heating until the new CHP unit is operational</li> </ul> <p><b>When will the project be completed?</b> 31/12/2021</p>						
<b>Funding Source</b>	DfE Condition Allocation	<b>Amount</b> £12.4k	<b>Status</b>		<b>Approved</b>	
<b>Procurement</b>		<ul style="list-style-type: none"> <li>i. Feasibility undertaken in-house via the Capital Delivery Service.</li> <li>ii. Asbestos survey by call-off from an existing SCC framework agreement.</li> </ul>				
Variations and reasons for change (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)						
Page 195	<p><b>Astrea Academy</b></p> <p><b>Scheme description</b></p> <ul style="list-style-type: none"> <li>• This project designed and delivered a new 5 FE secondary school and 6th Form with a 2 FE primary and nursery provision. The works included associated external works together with the refurbishment of the existing Grade 2 listed building.</li> </ul> <p><b>What has changed?</b></p> <ul style="list-style-type: none"> <li>• Throughout construction of the new build 5FE secondary school now known as Astrea Academy Sheffield, Kier Construction experienced a large quantity of ground obstructions. Some of these were concrete structures left behind following demolition of the housing stock on the site, but a significant quantity of the obstructions were in the form of rock which formed the hillside upon which the new building now stands.</li> <li>• Despite efforts to identify and mitigate against such obstructions through ground investigations and a detailed site investigation report, the ground obstructions began to delay the construction works. This resulted in a delay to the delivery of the school and was dealt with via compensation events to cover the additional costs.</li> <li>• Following the submission of a number of claims, the Council took legal advice and negotiated with Kier, reaching a compromise commercial settlement agreement.</li> <li>• This agreement has resulted in additional funding of £272.1k being required to make final payments to Kier.</li> <li>• This brings the final overspend on the project budget to £222.1k. This is the amount of additional funding which is required to fully settle the account following contributions from other parties.</li> </ul> <p><b>Variation type: -</b></p>					+222.1

	<ul style="list-style-type: none"> <li>Budget increase: required to cover higher than anticipated final account in relation to construction contract.</li> </ul>		
	<b>Funding</b>	DfE Basic Need Allocation	
	<b>Procurement</b>	n/a	
Page 196	<b>Schools' Devolved Formula Capital (DFC)</b> <b>Scheme description</b> <ul style="list-style-type: none"> <li>In 2018/19 SCC agreed a policy of directly pass-porting the DFC Allocations for maintained schools from Central Govt. directly to the individual schools as best placed to make decisions on the use of these funds.</li> </ul> <b>What has changed?</b> <ul style="list-style-type: none"> <li>Confirmation of the DFC allocation for schools for 2021/22 has now been received and authorisation to make the relevant payments is now sought.</li> </ul> <b>Variation type: -</b> Budget Increase		+640
	<b>Funding</b>	DfE Schools Devolved Formula Capital	
	<b>Procurement</b>	n/a	
<b>H</b>	<b>Essential compliance and maintenance</b>		
New additions			
	<b>Tinsley Cemetery Lodge</b> <b>Why do we need the project?</b> <ul style="list-style-type: none"> <li>The property comprises a Grade II listed Victorian cemetery lodge building which is suffering the effects of historic and ongoing water ingress.</li> <li>This needs to be resolved to prevent further deterioration.</li> </ul> <b>How are we going to achieve it?</b>		+149.5

- To Undertake works to the external fabric to make it weather tight. To strip out / back any internal finishes contaminated with either mould or rot in order to prevent further spread / deterioration. To drain down all internal pipework and cap boiler and turn off water supply at stop tap and to disconnect Gas Services. Electric to be left connected to ensure security alarm remains operational as per client brief.

**What are the benefits?**

Outputs:

- Building Envelope Works
  - Pitched and flat roofs reroofed; existing cast iron rainwater goods replaced; stonework to chimney stacks, gable copings, bay and external wall areas repointed; all existing timber framed sash windows refurbished; external doors refurbished.
- Internal Works:
  - Decayed timber elements to basement including laths, door frame and decayed joist removed; selected internal ceiling, wall and floor finishes including areas of timber laths removed where defective; plasterboard dry-lining to be installed to areas where large-scale removal of existing plaster finishes is required; selected timber joinery replaced; areas of retained finishes which feature black-mould growth thoroughly cleaned.
- External Site Works
  - Existing tree which overhangs the north-west roof slope and eaves gutters cut back; all vegetation debris from gullies and grounds immediately adjacent the building cleared; formation of new rainwater soakaway and associated underground rainwater connections to serve the front elevation rainwater pipes.

- Benefits:

- The building will become weathertight and water ingress will stop.

**How will this project contribute towards the delivery of ‘Net Zero by 2030’?**

- Upgrading the thermal performance of the roof and windows.
- Re-use of existing slates and refurbishment of existing windows.
- Specification of BRE Green Guide Class A materials where possible.

**When will the project be completed?**

22/04/2022

<b>Funding Source</b>	Revenue Contribution (BU 15187 Minor Works)	<b>Amount</b>	£15.5k feasibility <b>+£149.5k works</b> =£165.0k total	<b>Status</b>		<b>Approved</b>	
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**Procurement**

i. Professional services will be completed via a blend of in-house provision via the Capital Delivery Service and call-off

		from the Capital Delivery Partner corporate contract.					
		ii. Construction works by closed competitive tender.					
Page 198	<p><b>City Road Cemetery Wall</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>○ The length of the perimeter walls was surveyed in August 2020 as part of an annual inspection programme. A number of defects were identified in a structural report, together with a section of railings where 2 bars are missing, allowing casual entrance to the cemetery grounds. The defects were rated Red, Amber or Green according to severity; this proposal is to address the most severe defects and the missing railings.</li> <li>○ In addition, an inspection was carried out in March 2021 to a section of the perimeter wall adjacent to 473 City Road following a letter of complaint from the resident. The inspection identified an area of severe damage believed to have been caused by faulty workmanship and lack of maintenance. This section of damaged wall presents a health &amp; safety hazard to the public and is in urgent need of repair.</li> <li>○ The condition of the defective sections of wall may deteriorate further if not addressed now, increasing the level of hazard and the cost of any future repairs.</li> </ul> <p><b>How are we going to achieve it?</b></p> <ul style="list-style-type: none"> <li>○ Repair/replace damaged and defective sections of wall and coping; replace missing section of railings.</li> </ul> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>• Objectives:             <ul style="list-style-type: none"> <li>○ The project will repair/replace the defective sections of wall.</li> <li>○ Specific works are to remove debris from collapsed wall; repoint existing wall where applicable; dismantle and rebuild random coursed masonry; clear vegetation and debris on house side; reset loose stone where applicable; replace metal fence panel rods.</li> </ul> </li> <li>• Outputs:             <ul style="list-style-type: none"> <li>○ Full repair and restoration of damaged sections of perimeter wall and coping; restoration of missing section of railings</li> </ul> </li> <li>• Benefits:             <ul style="list-style-type: none"> <li>○ Removes the health &amp; safety hazards presented by the defective and damaged sections of wall</li> <li>○ Fully addresses health &amp; safety hazards to the public.</li> </ul> </li> </ul> <p><b>When will the project be completed?</b></p> <p>15/11/2021</p>					+48.7	
	<b>Funding</b>	Corporate Investment	<b>Amount</b>	£48.7k	<b>Status</b>		<b>Approved</b>

	<b>Source</b>	Fund/ Capital Receipts								
	<b>Procurement</b>	i. Professional services undertaken in-house via the Capital Delivery Service ii. Construction works by closed competitive tender.								
Page 199	<p><b>Arbourthorne Lodge and Accessibility Ramp - feasibility</b></p> <p><b>Why do we need the project?</b></p> <ul style="list-style-type: none"> <li>○ Arbourthorne Lodge is rented out to a small charity, which is commissioned by the Special Needs Inclusion Service to provide short break activities at weekends and in the summer holidays for children with complex health needs. An access ramp leading from the activities room to the external play area has been identified as non-compliant under the Equalities Act and needs replacing by a new ramp designed and built in compliance with Part M of the Building Regulations</li> <li>○ At present the ramp is unsuitable either for use as an emergency exit or for regular access into and out of the activities room – this means the Council is failing in its duties under the Equalities Act.</li> <li>○ If the ramp is not replaced some of the service users will be excluded from outdoor play activities.</li> </ul> <p><b>How are we going to achieve it?</b></p> <ul style="list-style-type: none"> <li>○ Carry out an accessibility audit.</li> <li>○ Present recommendations for reasonable adjustments.</li> <li>○ Present recommendations to replace the existing non-compliant ramp.</li> </ul> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>● Outputs:                         <ul style="list-style-type: none"> <li>○ Replacement of Access Ramp: solution to be informed by results of feasibility study.</li> </ul> </li> <li>● Benefits:                         <ul style="list-style-type: none"> <li>○ SCC fulfils its duty under the Equalities Act.</li> <li>○ All service users will be able to access outdoor play activities.</li> </ul> </li> </ul> <p><b>When will the project be completed?</b></p> <p>31/12/2021</p>									+9.7
	<b>Funding Source</b>	Corporate Investment Fund/ Capital Receipts	<b>Amount</b>	£9.7k	<b>Status</b>		<b>Approved</b>			

	<b>Procurement</b>	i. Feasibility undertaken in-house via the Capital Delivery Service.						
Page 200	<b>Millhouses Park Gabion Wall - feasibility</b> <b>Why do we need the project?</b> <ul style="list-style-type: none"> <li>○ A short section of gabion walling used to retain and stabilise the riverbank of the Sheaf in Millhouses Park has collapsed.</li> <li>○ Repairs are needed to retain the riverbank and prevent erosion or further collapse of the gabion wall.</li> </ul> <b>How are we going to achieve it?</b> <ul style="list-style-type: none"> <li>○ Provide design and estimated costs for repairing the damaged section of gabion wall, reducing the risk of further collapse and erosion of the riverbank.</li> <li>○ Assess any requirement for further works along the full length of the riverbank wall within the park.</li> </ul> <b>What are the benefits?</b> <ul style="list-style-type: none"> <li>• Outputs:                             <ul style="list-style-type: none"> <li>○ Replacement of/repairs to section of Gabion wall complete: solution to be informed by results of feasibility study.</li> </ul> </li> <li>• Benefits:                             <ul style="list-style-type: none"> <li>○ Reduced risk of retaining wall collapsing and riverbank eroding.</li> <li>○ Understanding of any other risks relating to the riverbank wall within the length of the park.</li> </ul> </li> </ul> <b>When will the project be completed?</b> 31/12/2021							+4.4
	<b>Funding Source</b>	Corporate Investment Fund/ Capital Receipts	<b>Amount</b>	£4.4k	<b>Status</b>		<b>Approved</b>	
	<b>Procurement</b>	i. Feasibility undertaken in-house via the Capital Delivery Service.						
Variations and reasons for change (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)								
None								
<b>I</b>	<b>Heart of the City II</b>							



	New additions	
	None	
	Variations and reasons for change (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)	
Page 201	<b>A Palatine Chambers Block</b> <b>Scheme description</b> HoC2 seeks to transform Sheffield city centre with an improved retail, working, leisure and living environment. A lack of depth and quality of Hotel provision as other comparable Cities in the UK and wider, limits the ability to attract visitor numbers and spend to Sheffield. This development is to create a boutique style Hotel to be operated under Radisson Blue brand. In addition the former Gaumont building requires improvement works to the façade and reconfiguration to make it for purpose. The scheme will retain important architectural features across the block.	
		21-22
		+2,201
		22-23
		-5,504
		23-24
		+3,303
	<b>What has changed?</b> The all year's budget has been re-profiled to reflect the project delivery following the recent contract award: -	
	000's	
	2021-22	+2,201
	2022-23	-5,504
	2023-24	+3,303
		0,000
	<b>Variation type: - Reprofile</b>	
	<b>Funding</b>	Prudential Borrowing
	<b>Procurement</b>	n/a
	<b>Block B Laycock House</b> <b>Scheme description</b> Heart of the City 2 (formerly Sheffield Retail Quarter) seeks to transform Sheffield city centre with an improved retail, working, leisure and living environment. Cabinet Approval in March 2018 was for a phased delivery approach.	
		2021-22
		-131
		2022-23
		+259.5
	<b>What has changed?</b> Block B Laycock House is primarily residential. Above the ground floor Retail/Food & Beverage units there will be 56 residential units over seven floors.	

	<p>At the corner of Charles Street and Pinstone Street, 3500 sqft. of office space will be provided.</p> <p>The project budget has been increased by £128.5k due to increased costs incurred by delays experienced as a result of COVID and the required changes in working methods.</p> <p><b>Variation type: - Budget increase</b></p>		
<b>Funding</b>	Prudential Borrowing		
<b>Procurement</b>	n/a		
Page 202	<p><b>Block C Pepper Pot Building</b></p> <p><b>Scheme description</b></p> <p>Heart of the City 2 (formerly Sheffield Retail Quarter) seeks to transform Sheffield city centre with an improved retail, working, leisure and living environment. Cabinet Approval in March 2018 was for a phased delivery approach.</p> <p>Block C Pepper Pot Building is a mixed-use block comprising retail and office space. The ground floor of the new building will provide 7100sqFt of retail space. The scheme will provide 39,500 sqft of office accommodation over 7 levels.</p> <p><b>What has changed?</b></p> <p>The project budget has been increased by £109k due to the construction being significantly impacted by the complexities of the facade retention and by delays experienced as a result of COVID and the required changes in working methods.</p> <p><b>Variation type: - Budget increase</b></p>	<p>2021-22 -238 2022-23 +347</p>	
	<b>Funding</b>	Prudential Borrowing	
	<b>Procurement</b>	n/a	
		<p><b>Block G Development Plots</b></p> <p><b>Scheme description</b></p> <p>Heart of the City 2 (formerly Sheffield Retail Quarter) seeks to transform Sheffield city centre with an improved retail, working, leisure and living environment. Cabinet Approval in March 2018 was for a phased delivery approach.</p> <p><b>What has changed?</b></p>	<p>2021-22 -3,228 2022-23 -328</p>

<p>Block G was previously approved to deliver the March 2018 approved masterplan where the Council developed out the entire block including a multi storey car park, Offices and Hotel and the original budget represented the pre-construction phase of the masterplan.</p> <p>In July 2020 Cabinet approved a change of scope to the delivery of Block G to retain an element of the site for a pocket park with the remainder of the site sold as development plots.</p> <p>The pocket park is to be delivered as a separate project therefore the budget for Block G now relates to the preparation of the site, marketing and selling the commercial plots. As a result, the budget has been reduced by £3,556k</p> <p><b>Variation type: - Budget decrease/Scope</b></p>	
<b>Funding</b>	Prudential Borrowing
<b>Procurement</b>	n/a

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	Scheme name / summary description of key terms	Funder	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>		
	None		
<b>E</b>	<b>Housing growth</b>		
	<p><b>West Bar Highways &amp; Enabling</b>  <b>See Appendix 1 for scheme details</b>                      Sheffield City Region (SCR) funding will cover the construction costs of a new highway retaining wall and road layout to facilitate 2-way traffic on Bridge Street at the junction with the IRR (Corporation Street). It will also be used to fund further enabling works including Openreach diversion works on Bridge Street and the demolition of remaining structures on site to enable construction. This funding will be passported to URBO Developments to carry out the works.</p> <p><b>Financial and Commercial Implications</b></p>	Sheffield City Region Brownfield Housing Fund	655

	<p>Key features (not exclusive) of the grant terms and conditions are summarised below. The Grant Manager will need to read, understand and comply with all of the grant terms and conditions.</p> <table border="0"> <thead> <tr> <th style="text-align: left;"><u>Key Dates</u></th> <th style="text-align: left;"><u>Date</u></th> </tr> </thead> <tbody> <tr> <td>Commencement Date</td> <td>01/04/2021</td> </tr> <tr> <td>Funding Cessation Date</td> <td>31/03/2025</td> </tr> <tr> <td>Completion Date</td> <td>31/09/21</td> </tr> <tr> <td>Clawback Review Date</td> <td>31/12/2024</td> </tr> <tr> <td>Final Review Date</td> <td>31/12/2024</td> </tr> <tr> <td>Interim Evaluation Date</td> <td>31/01/2022</td> </tr> <tr> <td>Final Evaluation Date</td> <td>31/03/2025</td> </tr> <tr> <td>Closure Date</td> <td>31/03/2025</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Grant is to achieve the Project Outputs, Project Outcomes and Targets.</li> <li>• “Subsidy Rules” means the UK-EU TCA Rules and the WTO-ASCM Rules together</li> <li>• Grant only for Eligible Costs and not to be used for any other purpose without prior approval.</li> <li>• Only claim Qualifying Expenditure defrayed from Commencement Date to Completion Date. Expenditure claimed outside of these dates is ineligible for Grant purposes.</li> <li>• Notify SCR in advance when applying for / receiving third party funding</li> <li>• Grant is conditional on provision of match funding letters to SCR in advance of a claim.</li> <li>• SCC shall not recover more than salary plus 35% on-costs annually for it’s own internal administration costs.</li> </ul> <p>SCC shall not apply for / accept:</p> <ul style="list-style-type: none"> <li>(i) duplicate funding for the Project /any related administration costs already funded by SCR</li> </ul>	<u>Key Dates</u>	<u>Date</u>	Commencement Date	01/04/2021	Funding Cessation Date	31/03/2025	Completion Date	31/09/21	Clawback Review Date	31/12/2024	Final Review Date	31/12/2024	Interim Evaluation Date	31/01/2022	Final Evaluation Date	31/03/2025	Closure Date	31/03/2025		
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	<p>(ii) Any funding applied to Eligible Costs resulting in a threshold breach for funding Eligible Costs as per the Subsidy Rules.</p> <ul style="list-style-type: none"> <li>• SCC to notify SCR if not claiming the Maximum Grant / yearly sum available</li> <li>• Any shortfall in match funding or cost overrun, SCC shall procure alternative funding or provide funding to ensure Project Outputs/ Outcomes and Targets are achieved by the Completion Date/Final Review date</li> <li>• No project changes without prior funder approval (not exclusive) : Completion Date, Project Outputs, Project Outcomes, Maximum Amount, Final Review Date, Clawback Review Date.</li> <li>• SCR has provided to SCR evidence to satisfy the following Special Conditions.</li> <li>• Agree schedule of inclusive growth indicators/targets to ensure the project delivers wider socio-economic benefits to be monitored/reported.</li> <li>• Submission of acceptable Subsidy Control opinion</li> <li>• Grant subject to closure of Special Conditions and failure to provide satisfactory evidence of Special Conditions within 90 days of contract execution may result in default/termination of the Agreement (see details)</li> <li>• Comply with monitoring and reporting requirements (see full details)</li> <li>• Records kept as originals/certified true copies of originals or on commonly accepted data carriers including electronic versions of original documents.</li> <li>• Grant is outside the scope of VAT but if any VAT shall become chargeable the payment of the Grant is inclusive of all VAT.</li> </ul> <p><b>Legal Implications</b></p> <p>The Council has a general power under Section 1 of the Localism Act 2011 to do anything that an individual may generally do provided it is not prohibited by other legislation and the power is exercised in accordance with the limitations specified in the Act which enables the Council to accept the £655,000 of grant funding from the Barnsley, Doncaster, Rotherham and Sheffield Combined Authority (the Authority)</p> <p>If a decision is made to accept the funding from the Authority from the Sheffield City Region Housing Fund (Brownfield) then the Council will be required to enter into a</p>		
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	<p>grant agreement (the Agreement) with the Authority. The Agreement is to ensure that the Project achieves the Project Outputs, Project Outcomes and Targets. The grant must only be used for the eligible costs and it subject to the special conditions and the terms of the grant agreement. Expenditure can only be defrayed from the commencement date to the completion date.</p> <p>Any significant changes to the project or changes which have the potential to breach subsidy control must be approved by the Authority.</p> <p>The Authority will retain 5% of each claim for qualifying expenditure. The 5% will be released in 2.5% amounts on completion of specific events. This includes for example on practical completion of the works, a review meeting being completed, delivery of the project outcomes and targets.</p> <p>Officers must ensure they are aware of any comply with all reporting and monitoring requirements.</p> <p>In the event that the project outputs are not achieved, the grant is subject to up to 100% clawback. The grant may also be required to be repaid if the agreement is terminated in specific circumstances.</p> <p>The Council is intending to passport the funding to Urbo (West Bar) Limited, via a back to back agreement. The back to back agreement is not yet finalised, but the intention is for the back to back agreement to be on materially the same terms as the grant agreement between the Council and the Authority. If this is not the case then a further decision will be sought.</p> <p>The Council must comply with all applicable legislation and regulations including but not limited to Public Contracts Regulations 2015, UK GDPR, the Data Protection Act 2018 and Subsidy Control.</p> <p>The Council has carried out an assessment under Subsidy Control the Council does not believe there to be any unlawful Subsidy Control.</p>		
<b>F</b>	<b>Housing investment</b>		
	None		
<b>G</b>	<b>People – capital and growth</b>		



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	None		
<b>H</b>	<b>Essential compliance and maintenance</b>		
	None		
<b>I</b>	<b>Heart of the City II</b>		
	None		

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	Scheme name /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>		
	None		
<b>E</b>	<b>Housing growth</b>		
	<p><b>West Bar Highways &amp; Enabling</b></p> <p><b>See Appendix 2 for details</b></p> <p><b>Financial and Commercial Implications</b></p> <p>The Council is intending to passport Brownfield Housing funding received from Sheffield City Region to Urbo (West Bar) Limited, via a back to back agreement. The back to back agreement is not yet finalised, but the intention is for this agreement to be on materially the same terms as the grant agreement between the Council and the Sheffield City Region (see Appendix 2). If this is not the case then a further decision will be sought.</p>	Urbo (West Bar) Limited	655

<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		