

# **Economic and Environmental Wellbeing Scrutiny and Policy Development Committee**

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**Tuesday 24 November 2020 at 4.30 pm**

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

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

## **Membership**

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Councillors Denise Fox (Chair), Ian Auckland (Deputy Chair), Neale Gibson, Dianne Hurst, Alan Hooper, Abdul Khayum, Bryan Lodge, Mohammed Mahroof, Barbara Masters, Ben Miskell, Moya O'Rourke, Sioned-Mair Richards, Chris Rosling-Josephs, Martin Smith and Paul Turpin

## **Substitute Members**

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

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## **PUBLIC ACCESS TO THE MEETING**

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

A copy of the agenda and reports is available on the Council's website at [www.sheffield.gov.uk](http://www.sheffield.gov.uk). You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday. You may not be allowed to see some reports because they contain confidential information. These items are usually marked \* on the agenda.

Members of the public have the right to ask questions or submit petitions to Scrutiny Committee meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Deborah Glen, Policy and Improvement Officer on 0114 27 35065 or [email deborah.glen@sheffield.gov.uk](mailto:deborah.glen@sheffield.gov.uk)

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## **FACILITIES**

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There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

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**ECONOMIC AND ENVIRONMENTAL WELLBEING SCRUTINY AND POLICY  
DEVELOPMENT COMMITTEE AGENDA  
24 NOVEMBER 2020**

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**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 - 20)  
To approve the minutes of the meeting of the Committee held on 8<sup>th</sup> September, 2020
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. Call-in of the Cabinet Decision on Sheffield Covid Business Recovery Plan** (Pages 21 - 70)  
Report of the Policy and Improvement Officer
- 8. Draft Work Programme 2020/21** (Pages 71 - 76)  
Report of the Policy and Improvement Officer
- 9. Date of Next Meeting**  
The next meeting of the Committee will be held on Tuesday, 15<sup>th</sup> December, 2020, at 4.30 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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Economic and Environmental Wellbeing Scrutiny and Policy Development  
Committee

Meeting held 8 September 2020

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

**PRESENT:** Councillors Denise Fox (Chair), Ian Auckland (Deputy Chair), Neale Gibson, Dianne Hurst, Alan Hooper, Abdul Khayum, Bryan Lodge, Mohammed Mahroof, Barbara Masters, Ben Miskell, Moya O'Rourke, Sioned-Mair Richards, Chris Rosling-Josephs, Martin Smith and Paul Turpin

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**1. APOLOGIES FOR ABSENCE**

1.1 No apologies for absence were received.

**2. EXCLUSION OF PUBLIC AND PRESS**

2.1 No items were identified where resolutions may be moved to exclude the public and press.

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest.

**4. MINUTES OF PREVIOUS MEETING**

4.1 The minutes of the meeting of the Committee held on 14<sup>th</sup> January 2020, were approved as a correct record and, arising therefrom, further to a query raised by Councillor Martin Smith with regard to the report on the update on the financial position of Sheffield City Trust (SCT), Lisa Firth (Director of Culture and Environment) reported that the Committee had requested the report for submission at its meeting to be held on 17<sup>th</sup> March 2020, which meeting had been cancelled due to the Covid-19 pandemic. Ms Firth confirmed that the Trust had presented this information to the Council, as well as submitting further information since then, some of which was included in the report submitted to this meeting.

**5. STATEMENT BY COUNCILLOR MARY LEA**

5.1 Councillor Mary Lea (Cabinet Member for Culture, Parks and Leisure) reported that there had been considerable discussion with regard to Ponds Forge Sports and Leisure Centre, following the decision of the Sheffield City Trust not to re-open the facility, the issues of which had been discussed by Members of the Cabinet, which had met and had requested officers to submit a report to the

Cabinet meeting to be held on 23<sup>rd</sup> September 2020, with regard to proposals to re-open the facility. Councillor Lea stated that she was pleased to announce that the Council would approve the transfer of £16.5 million to Sheffield City Trust, which would enable Ponds Forge to re-open. She stated that Ponds Forge was an iconic building with a long history of sporting excellence, particularly regarding watersports, but stressed, however, that it would not be possible to re-open the facility unless it was opened to all members of the public.

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

6.1 Members of the public raised questions as follows:-

6.2 James Biggin (Managing Director, Steel City)

6.2.1 Is this a pool about to be opened to the clubs – or is this their version of mothball?

- The pools are almost certainly good to go – right now. Completely ready to train in – for any of the clubs
- Bubble and tricklers are on (water circulation)
- Pool is at temperature (give or take)
- Lights are all fully on.
- Might need a bit of a clean!

The importance of this submission is to say; Why is our battle to re-open what looks like is open! Staff are working there due to the break ins. Pool technicians are obviously working there or spending some of their working hours there.

The clubs have been quoted £90k per month to “reopen” – does this bring into question that sum? Does this help quell any type of unease for council money going to just Elite sport? What we all agree it is not our fight to have council money just to prop up Elite sport. It is to keep clubs in business that support the community, who then bring events to the city (2021), for the city economy to stay strong from the secondary spend!

6.2.2 Councillor Mary Lea (Cabinet Member for Culture, Parks and Leisure) reported that the Council would like to discuss the proposed re-opening of the facilities with Mr Biggin. Councillor Lea stated that if the venue was to re-open, it would have to be available for use by everyone, and not just by the elite sporting clubs. There were numerous other groups who used the facilities, and it was important that everyone had the opportunity to make best use of them. Councillor Lea stressed the importance of the facilities re-opening, given their local and national importance, and stated that full details regarding the proposals would be included in a report to be submitted to the Cabinet at its meeting to be held on 23<sup>rd</sup> September 2020.

6.3 Charlie Ledger

6.3.1 I am a local resident, and prior to the lockdown, I regularly took my 2 year old son swimming, so I am very disappointed by the news that Ponds Forge will currently remain closed.

I learnt to swim from a young age; I competed in swimming and then trained as a lifeguard when I was a teenager. It is really important to me that my child has the opportunity to learn how to swim, and have regular access to swimming facilities to continually build his confidence and skills in the water.

When I moved to Sheffield, one of the main things that attracted me to this city was the sports facilities, especially venues such as Ponds Forge. Now, over a decade later, I have a child and I want him to have the opportunities that I moved to this city for.

I had been taking my son to the Baby Splash sessions at Ponds Forge every week (I would have loved to have gone more frequently if these sessions had been offered more than just once a week). I often took my son to the weekend and school holiday leisure swim sessions at Ponds Forge. I had also just started bringing him to some of the other term time sessions in the leisure pool such as the Shallow Water/Ladies Only sessions (when the toddler pool is closed off), because he was becoming more confident in the water and we didn't mind spending longer in the main part of the leisure pool. I had been teaching him to kick his legs, swim across the leisure pool with arm bands, and with a pool noodle instead of arm bands. Then the lockdown began!

It was an activity that we could do together, not only was it helping him to become more confident in the water, but it was also helping me to lose some of the weight that I had gained after pregnancy (especially imperative when one of the biggest risk factors for Covid 19 is obesity), and it was also important for maintaining my mental health.

As a result of the lockdown, several local swimming facilities have not reopened. Not only can I no longer use Ponds Forge, but other local pools such as King Edwards Swimming Pool and Zest Centre also remain closed. The pools reopening are further away and seem to only be offering lane swimming, which is not suitable for us.

Sadly the facilities at Ponds Forge had become in need of some improvements. Some of the showers were in need of repair, lightbulbs needed replacing, the grouting had mould, and lockers were often broken. Equipment such as the floats in the toddler pool were not replaced, there was once lots of animal shaped floats for the kids to play with, but sadly very few remained at the beginning of this year. However despite the much needed improvements, I regularly went swimming there with my son, because I really like the place, and the staff are all very friendly. It is within walking distance from my home, which as a single parent is essential to me, because it keeps costs down as I don't have to pay for travel to get there.

Therefore I would really like to know when I will be able to take my child swimming again at Ponds Forge.

- 6.3.2 Councillor Mary Lea stated that the Council and SCT were aiming for the facilities to re-open around the beginning of October 2020. She stated that she would take

on board the comments raised with regard to the necessary repairs and maintenance of the facilities. Lisa Firth (Director of Environment and Culture) added that there had been plans to re-open the swimming pools at King Edwards and the Zest Centre but, due to Covid-19, this had not been possible at this time, and the Council had been forced to take a phased approach in terms of re-opening such facilities, whilst adopting Covid-secure measures.

6.4 *GMB (Not Present at the Meeting – Read Out by Deborah Glen, Policy and Improvement Officer)*

6.4.1 The GMB Union wishes to raise concerns regarding even further subsidies being paid to Sheffield City Trust.

Paragraph 3 of the report of the Head of Strategic Finance notes that there has been slippage in the budget which is partly as a result of further millions being handed over to Sheffield City Trust on top of substantial subsidies being paid out in consecutive, previous years.

- (1) Does this Committee feel the most recent handing over of public money in the sum of £15m to Sheffield City Trust, who are now in the process of cutting hundreds of low paid jobs as well as keeping venues such as Ponds Forge closed, with no date for reopening, is fair when the SCT Senior Management team suffer no detriment even when the organisations business model has clearly failed?
- (2) Does this Committee believe the time has now come to bring the sport, leisure and cultural services Sheffield City Trust is responsible for back in-house?
- (3) Will this Committee recommend to the Leader and relevant Cabinet Member/s the urgent need to consider bringing these services in-house to ensure the security of hundreds of jobs and the long term stability of these services that mean so much to the people of Sheffield?
- (4) Would the Council be eligible to secure a grant from the Government's £1.5B rescue package for arts and leisure services if the facilities currently outsourced to Sheffield City Trust were to be brought back in-house?

6.4.2 With regard to Question 1, Councillor Terry Fox (Cabinet Member for Finance, Resources and Governance) reported that the Council was not happy in having to hand over the £15 million to the SCT, but the facilities were valued, both locally and nationally, and represented a vital resource for the City. It was accepted that it was not the best deal for the Council, and that more had been expected of the SCT. The Council was very concerned with regard to the redundancies across all the leisure facilities in the City, and Councillor Fox expressed his sorrow, on behalf of the Council, for all those members of staff who had lost their jobs. Councillor Mary Lea added that although the Government had provided numerous grants to organisations during the Covid-19 pandemic, there were no such grants that the Council could apply for, on behalf of

SCT, in connection with the current model for the operation of the leisure facilities. She stated that many other cities were in a similar position, and encouraged such authorities to lobby the Government on this issue. With regard to Question 2, Councillor Terry Fox stated that the Council would be giving consideration to its Leisure Strategy going forward, and would be making an announcement on the Strategy at the appropriate time. With regard to Question 3, Councillor Mary Lea re-iterated Councillor Fox's comments as regards question 2, indicating that the Council was reviewing its Leisure Strategy at the moment. With regard to Question 4, it was reported that the Government had announced £1.5B of support for arts and culture. Local authorities were able to apply for this funding, as can Sheffield Theatres Trust and Leisure Trusts, such as SCT, so long as they provide services that fall within the terms of the funding.

## **7. LEISURE RE-OPENING SUBSIDY - SHEFFIELD CITY TRUST/PLACES LEISURE**

- 7.1 The Committee received a report of the Executive Director, Resources, providing an update on the package of funding support provided in order to begin re-opening a number of leisure facilities operated by Sheffield City Trust (SCT) and Places Leisure.
- 7.2 The report indicated that the Covid-19 pandemic had had a significant impact on the facilities' ability to generate income, and without additional funding from the Council, it would not be possible for SCT or Places Leisure to open any leisure provision in the City.
- 7.3 Present for this item were Councillor Mary Lea (Cabinet Member for Culture, Parks and Leisure), Councillor Terry Fox (Cabinet Member for Finance, Resources and Governance), Eugene Walker (Executive Director, Resources), Ryan Keyworth (Director of Finance and Commercial Services), Lisa Firth (Director of Culture and Environment) and John Warner (Trustee, Sheffield City Trust).
- 7.4 Lisa Firth stated that the proposals in the report had obviously been superseded following the statement made by Councillor Mary Lea earlier in this meeting.
- 7.5 Members of the Committee raised questions, and the following responses were provided:-
- Sheffield City Trust (SCT) had presented Council officers, initially, and then Members, with eight options regarding the proposed re-opening of the facilities at Ponds Forge, with the cheapest and most expensive options including keeping all the facilities closed (£11 million) and opening all the facilities (£16.6 million) respectively. The options in between represented a range of proposals in terms of what the Trust thought would enable the best access opportunities in terms of the facilities across the City. As part of its deliberations, the Trust took into account the loss of income at some facilities, such as the English Institute of Sport (EISS) which received contributions from Governing Bodies based at the facility.

- The Aquatic Clubs' contribution to the re-opening of the pool and diving facilities at Ponds Forge did not take account of the continuing repair and maintenance costs. The contribution also included an element of crowd-funding, which could potentially have fallen on the Council if such funding was not forthcoming. This was not deemed a feasible proposition given the number of users it would help, hence the request from the Council for a report on the proposals for the re-opening of all the facilities within the venue.
- There were no details in terms of usage figures of the gym at Ponds Forge, but it was confirmed that such figures were considered when the Trust looked at the eight options. A detailed response on this issue would be provided to Members of the Committee.
- There would be a negative economic impact if the facility was to re-open at the present time on the grounds that there were no events which would generate the required additional income. Economic impact at the moment was negligible on the basis that spectators could not go to the events at the venue. Behind all the current proposals was the Council's Leisure Strategy, therefore whatever decisions were taken at the present time would lead into the Strategy, with a report on this being submitted to the Cabinet at its meeting on 23<sup>rd</sup> September 2020.
- The Trust was reviewing usage of the City's municipal golf courses, which included an evaluation of how many people had used them since they re-opened in early June 2020. It was accepted that golf was predominantly a seasonal sport, and usage dropped off significantly around November. The Trust and the Council was looking at how the courses could remain more cost-effective during the winter period.
- James Biggin was asking, on behalf of the Aquatics Club, as to whether the club could assist the SCT, in a practical way, in connection with the re-opening of the facilities at Ponds Forge. The Club had worked very closely with the Trust in the past, and would continue to work with the Trust in connection with the numerous operational issues, such as social distancing.
- SCT had looked at all the options with regard to Ponds Forge, from keeping all the facilities closed to re-opening all the facilities, and such options had been presented to the Council. At that time, there had not been any plans for either Ponds Forge or Springs Leisure Centre to re-open. Hopefully, the re-opening of the facilities at Ponds Forge would tie in with the other work in terms of re-opening the City Centre after the Covid-19 pandemic. Several people who worked in the City Centre, together with other residents in the City, used Ponds Forge, therefore the Council wanted to re-open the facilities for them.
- Members and officers were meeting with SCT on a regular basis, and challenging all the decisions being made. The Council was assessing its

priorities on an ongoing basis and, around 11<sup>th</sup> August 2020, the Council did not have all the information from the Trust. There would be significant costs in connection with re-opening Ponds Forge, which would not simply include costs this year, but also ongoing costs going forward. The Cabinet Members had requested officers to draft a report on the various options for re-opening the facilities, for consideration at the Cabinet meeting to be held on 23<sup>rd</sup> September 2020.

- Whilst the Council was not aware of any major structural issues with regard to Ponds Forge, the venue would require significant investment over the next five years, mainly with regard to backlog maintenance, and the Council would continue working with SCT on this issue.
- There had been some financial issues with regard to Ponds Force and other leisure facilities in the City for a while, which had been exacerbated by the Covid-19 pandemic. The Council had assessed the position during lockdown, which had involved regular meetings with the Trust. The loss of income due to the lockdown requirements had been the biggest issue affecting the Council's budget, which also included losses through the venue having to remain closed during the pandemic. A further problem had been that Trusts had not been able to apply for any compensation grants for loss of income from the Government, and the Council, along with other core cities in a similar position had been lobbying the Government on this issue. Reports had been sent to the SCT Board, and assessed by the Council, which had led to a meeting of the Trust with Cabinet Members. The issue had first been reported to the Cabinet in May/June, 2020, then referred to this Committee. The issue regarding the £9 million had been reported to the Cabinet in July 2020 and, following this, the Council, in consultation with the Trust, had reviewed the initial impacts of re-opening in August/September.
- There was a period when Ponds Forge was not able to open due to the Government restrictions regarding Covid-19, and the Council did not know when this period would end. The Government then announced that leisure facilities could re-open on 5<sup>th</sup> July 2020, but, as with other Government announcements regarding the pandemic, it was very late, with very little notice. The Council was aware at this time that it needed to find £11 million. There were additional problems as the Council had to identify additional funding in order to implement the various safety measures, such as social distancing and additional cleaning. This was further exacerbated by the fact that less visitors were allowed in to use the facilities. There had been a decision taken by the Leader in June 2020, to commit additional funding to SCT, and it wasn't until 11<sup>th</sup> August 2020, when the Council received all the information from the Trust, including the various models for each option in terms of re-opening.
- Several months ago, the Council and the SCT had jointly commissioned consultants to look at the transparency issues with regard to the use of the £16.5 million. The report submitted to the meeting of this Committee held in October 2019, was basically the final version of the report. Since this time,

working relationships between the Council and the Trust had tightened significantly, and Council staff were meeting with staff of the Trust more regularly. The Council was keeping a very close eye on the Trust, whilst accepting that it was an independent organisation. The Trustee in attendance confirmed that there was now regular dialogue between the Council and the Trust, with Trustees present, and that the Trust was also working in collaboration with the consultants. The Trust was also working closely with the Council in connection with the backlog maintenance works. There had been an increase in the level of scrutiny of the Trust's finance function, and the Trust had collaborated with all relevant parties on this issue.

- The Council had just been through 10 years of austerity, managing to keep all its leisure facilities open during this time, whilst trying to ensure that SCT delivered the service on zero subsidies. On the basis that this had been deemed unachievable, the Council had invested £2.8 million into the facilities. The Council was currently working on its Leisure Strategy, which set out details of what facilities were needed in the City, and where, and how such facilities should be operated.
- The £16.5 million was a direct result of the loss of income for the City's leisure facilities due to the Covid-19 pandemic. The Council had originally put aside £2.8 million additional funding for the facilities prior to the pandemic. It had never been the plan to offer £16.5 million to SCT prior to the pandemic. The sporting venues were due to be handed back to the Council in 2024, as part of the terms of the original lease agreement signed in 1989. As part of the Leisure Strategy, the Council would be looking at the best way of operating the facilities going forward, talking to Members and the Trust so that best value could be achieved. All the City's leisure facilities needed maintenance and, in some cases, redevelopment, and the Council was currently reviewing all the possible options. It was hoped that a set of proposals could be submitted to Members, as part of the Leisure Strategy, prior to Christmas.
- Some of the £16.5 million would be used by the Trust to help fund the redundancies of some members of staff, with the redundancy programme being revised in the light of today's announcement. The present position would hopefully provide opportunities for the Council, as part of the Leisure Strategy, to make changes to how it invested in its leisure facilities. Such examples include the facilities at Thorncliffe and Graves, and efforts would be made to develop better facilities in the future, which would be cheaper to run.
- Regular meetings had been held with those core cities in a similar position with regard to lobbying the Government on the issue of the grants to Trusts.
- The £16.5 million referred only to the re-opening of the facilities at Ponds Forge, and there would be no additional cost to the Council with regard to subsidising SCT in terms of Westfield Sports Centre, as this was a Trust-



linked facility, and not Council-linked.

- It was likely that there would be a phased re-opening of most of the City's leisure facilities, with little option to open in the immediate future. Swimming facilities will be opening at Springs Leisure Centre in the near future and details of the phased re-opening of the other facilities, including Ponds Forge, would be included in the report to be submitted to the Cabinet at its meeting on 23<sup>rd</sup> September 2020.
- SCT was in a contract with Scarborough Borough Council, which was loss-making, and this Council did not want this situation to continue.
- There were plans for the City Hall to re-open as and when it was safe and feasible to hold events at the venue.
- SLC (Sport and Leisure Consultants) had been working with the Council on its Leisure Strategy, and this would be reported back to Members later this year, and would include costs and terms of reference for SLC.
- The position with regard to Heeley Baths had not been discussed as yet, but details of its proposed opening would be included in the report being submitted to the Cabinet on 23<sup>rd</sup> September 2020.
- The Council would be working closely with SCT up to the time when the leisure facilities were due to come back in-house, in 2024, in order to look at the best options. There had been no direct conditions about the Trust handing the facilities back to the Council. There were a series of complex agreements in place since the facilities were originally constructed, and there would be a number of implications if the Trust were to hand the facilities back, including financial and human resources. The Council was currently working with the Trust in connection with the best course of action, and this work would feed into the Leisure Strategy.

7.6 RESOLVED: That this Committee:-

- (a) notes the contents of the report now submitted, together with the responses to the questions raised;
- (b) thanks Councillors Terry Fox and Mary Lea, Lisa Firth, Ryan Keyworth, Eugene Walker and John Warner for attending the meeting and responding to the questions raised;
- (c) recognises:-
  - (i) the problems caused by the impact of Covid-19 on the sports and leisure facilities across the City;
  - (ii) the work undertaken by both Places Leisure and the Sheffield City

Trust in providing excellent sports and leisure facilities across Sheffield, and welcomes the steps taken to open facilities in a Covid-19 safe way;

- (iii) that the situation faced by the City Council and the operators of the leisure facilities has not been helped by the Government's decision to differentiate between local authorities that operate facilities through charitable trusts and those which operate in-house, when considering reimbursing lost revenue to the tune of 70p in the pound; and
  - (iv) the socio-economic impact that the continued closure has across the City, both in jobs directly within the facilities, and within the wider economy;
- (d) notes the representations that have already been made by Councillor Terry Fox (Deputy Leader and Cabinet Member for Finance, Resources and Governance), Clive Betts MP and the other Sheffield MPs, along with Council officers to the Government regarding the decision to exclude Trusts from reimbursement of lost revenue;
- (e) welcomes the announcement that the Cabinet are to agree to provide additional funding to enable Ponds Forge to re-open for all, and calls on the Sheffield City Trust to work with the Council to review the options again, giving consideration to the proposals put forward by the Aquatic Clubs of Ponds Forge, and considering the wider economic impact of Ponds Forge remaining closed;
- (f) thanks the aquatic squads for their submission, and everyone who had contributed to drawing up the submission, and members of the public who have signed the petition to express their concern over the current proposals; and
- (g) requests that:-
- (i) a copy of this recommendation be sent to all the City's Members of Parliament so that they may all take every opportunity to raise this matter with the appropriate Governmental Departments and Ministers, and asking that they reconsider the decision to exclude Trusts from the reimbursement of lost revenue, particularly considering the inherent inequalities that arise from the current policy; and
  - (ii) whilst noting the concerning, but pre-Covid financial information recently reported in private to Members, this Board resolves to set up a cross-party Task and Finish Group to review "The Future of Leisure Services Past and Present", to include the management and control of Sheffield City Trust and the relationship with the Council, and make recommendations through the Cabinet.

## **8. DATE OF NEXT MEETING**

- 8.1 It was noted that the next meeting of the Committee would be held on a date to be arranged.

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## Report to Economic and Environmental Wellbeing Scrutiny Committee Tuesday 24<sup>th</sup> November 2020

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**Subject:** Call in of decision on Sheffield Covid Business Recovery Plan

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**Author of Report:** Deborah Glen, Policy & Improvement Officer  
0114 2735065, [deborah.glen@sheffield.gov.uk](mailto:deborah.glen@sheffield.gov.uk)

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

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

### 1.0 Background

1.1 On the 21<sup>st</sup> October 2020, the Cabinet took the following decision:

(a) notes the role of the Council in developing the Sheffield COVID Business Recovery Plan as part of a collaboration with the Sheffield Business Response Group;

(b) endorses the Sheffield COVID Business Recovery Plan as a framework for action to help address the economic impacts of COVID;

(c) notes and acknowledges the role the Council will play in delivering elements of the Plan as part of the Business Response Group, with the Plan informing the City's bids for COVID relief and recovery funding;

(d) notes the collaborative approach taken to develop the action plan, creating the basis for a new long-term relationship with the private sector in Sheffield, working together to help to shape the city's long-term economic Strategy; and

(e) notes that a report seeking approval to establish a £2m Fund to support interventions that address some of the economic impacts of Covid-19 would be considered by the Leader in early November.

- 1.2 The Call-In notice is attached to this report as Appendix 1. Additional documents for this item include Appendix 2, Cabinet Decision Record and Appendix 3, the original report of Executive Director, Place, to the Cabinet.
- 1.3 As per Part 4, section 16 of Sheffield City Council's Constitution, this decision has been called in, preventing implementation of the decision until it has been considered by this Scrutiny Committee.
- 1.4 The Call-In notice states that the reasons for the Call-in are:  
"Scrutiny of the Sheffield Covid Business Recovery Plan and the actions that the Council intends to take as a result of that plan."

The lead signatory is Councillor Martin Smith, with co-signatories being Councillors Mohammed Mahroof, Alan Hooper, Barbara Masters and Ian Auckland.

## **2.0 The Scrutiny Committee is being asked to:**

- 2.1 As per the Scrutiny Procedure rules, scrutinise the decision and take one of the following courses of action:
  - (a) refer the decision back to the decision making body or individual for reconsideration in the light of recommendations from the Committee;
  - (b) request that the decision be deferred until the Scrutiny Committee has considered relevant issues and made recommendations to the Executive;
  - (c) take no action in relation to the called-in decision but consider whether issues arising from the call-in need to be fed back to the decision maker or added to the work programme of an existing Scrutiny Committee;
  - (d) if, but only if (having taken the advice of the Monitoring Officer and/or the Chief Finance Officer), the Committee determines that the decision is wholly or partly outside the Budget and Policy Framework, refer the matter, with any recommendations, to the Council after following the procedures in the Budget and Policy Framework Procedure Rules

(If a Scrutiny Committee decides on (a), (b) or (d) as its course of action, there is a continuing bar on implementing the decision).

2.2 The Scrutiny Procedure rules state that if a decision is referred back, it is referred back to the individual or body that made the decision. In this case the decision maker is Cabinet.

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### **Background Papers**

- Appendix 1 - Call in notice
- Appendix 2 – Cabinet decision record 21/10/20
- Appendix 3 - Report of Executive Director, Place to Cabinet dated 21/10/20

**Category of Report:** OPEN

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## Appendix 1

### SHEFFIELD CITY COUNCIL

#### CALL-IN PROCESS FOR EXECUTIVE DECISIONS

I, Councillor Martin Smith, under the provision of Scrutiny Procedure Rule 16, wish to call-in Item No. 9 relating to Sheffield COVID Business Recovery Plan of the meeting of the Cabinet on 21<sup>st</sup> October 2020 for consideration by the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee.

#### **Reason for Call-In**

Scrutiny of the Sheffield Covid Business Recovery Plan and the actions that the Council intends to take as a result of that plan.

Signed Martin Smith (via email)

Date 23 October 2020

I have obtained the following signatures of the other Members who wish to call-in this item:-

	<b>Name (in Block Capitals)</b>	<b>Signature</b>
1.	<u>Cllr Mohammed Mahroof</u>	<u>(via email dated 23 Oct)</u>
2.	<u>Cllr Alan Hooper</u>	<u>(via email dated 23 Oct)</u>
3.	<u>Cllr Barbara Masters</u>	<u>(via email dated 26 Oct)</u>
4.	<u>Cllr Ian Auckland</u>	<u>(via email dated 26 Oct)</u>

(NOTE: Scrutiny Procedure Rule 16 requires five Members, including two from the appropriate Scrutiny Committee to 'call-in' an Executive decision for scrutiny. This can be done **up to 4 working days after the decision publication.**

*The five signatures required for the call-in process must be submitted by the deadline date, but need not all be on one form.*

**Completed forms to be returned to the  
Head of Democratic Services (Room G13/14, Town Hall),  
by the deadline referred to above.**

**The request will be logged and forwarded to Policy and Improvement Team  
for action.**

## **SHEFFIELD COVID BUSINESS RECOVERY PLAN**

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

2. RESOLVED: That Cabinet:-

(a) notes the role of the Council in developing the Sheffield COVID Business Recovery Plan as part of a collaboration with the Sheffield Business Response Group;

(b) endorses the Sheffield COVID Business Recovery Plan as a framework for action to help address the economic impacts of COVID;

(c) notes and acknowledges the role the Council will play in delivering elements of the Plan as part of the Business Response Group, with the Plan informing the City's bids for COVID relief and recovery funding;

(d) notes the collaborative approach taken to develop the action plan, creating the basis for a new long-term relationship with the private sector in Sheffield, working together to help to shape the city's long-term economic Strategy; and

(e) notes that a report seeking approval to establish a £2m Fund to support interventions that address some of the economic impacts of Covid-19 would be considered by the Leader in early November.

### **3 Reasons for Decision**

3.1 The COVID pandemic has presented a number of challenges for businesses and the economy which, if not addressed, could lead to long-term issues in terms for employment, business and wages with knock-on impacts on health inequalities and people's wellbeing. The Sheffield COVID Business Recovery Plan sets out the priorities for the city in addressing these issues and creates a framework for the Council to work alongside the business community to support the city's recovery, protecting jobs and businesses.

### **4 Alternatives Considered and Rejected**

4.1 Do nothing: The Council had the option of not collaborating with the Business Response Group to produce an action plan and instead solely relying on the Sheffield City Region Renewal Action Plan for its response to COVID. However, this approach would have several disadvantages:

1. It ignores the issues affecting businesses at a city level which a regional approach may not always be able to reflect;

2. It ignores the vital role that anchor institutions and business networks play in the economy, not only in the more 'traditional' economic sphere of business support, transport, infrastructure and skills but also addressing inequalities, public health and environmental sustainability which are intrinsically linked to the economy;

3. The opportunity to build a refreshed, more collaborative relationship with the business community would have been missed;

4. The process of developing the city's own plan for business has informed our

discussions with Sheffield City Region and allowed the city to better articulate what it needs from the regional plan. This opportunity would have been lost under a 'do nothing' approach.

5 Any Interest Declared or Dispensation Granted  
None

6 Reason for Exemption if Public/Press Excluded During Consideration  
None

7 Respective Director Responsible for Implementation  
Laraine Manley, Executive Director, Place

8 Relevant Scrutiny and Policy Development Committee If Decision Called In  
Economic and Environmental Wellbeing Scrutiny and Policy Development

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

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

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

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
- Expenditure and/or savings over £500,000	<input type="checkbox"/>	
- Affects 2 or more Wards	<input type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? Cabinet Member for Business and Investment		
Which Scrutiny and Policy Development Committee does this relate to? Economic and Environmental Wellbeing		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
If YES, what EIA reference number has it been given? <b>800</b>		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>		

**Purpose of Report:**

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

**Recommendations:**

Cabinet is asked to:

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

**Background Papers:**

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

[Sheffield City Region Renewal Action Plan](#)

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <b>Tim Hardie</b>
		Legal: <b>Sarah Bennett</b>
		Equalities: <b>Annemarie Johnston</b>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	<b>EMT member who approved submission:</b>	Laraine Manley
3	<b>Cabinet Member consulted:</b>	Cllr Mazher Iqbal, Cabinet Member for Business and Investment
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> Diana Buckley	<b>Job Title:</b> Head of Strategy and Commissioning, City Growth
	<b>Date:</b> 9 <sup>th</sup> October 2020	

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



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

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

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

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

# Sheffield COVID Business Recovery Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

### **RELIEF**

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

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

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

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

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

## RECOVERY

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

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

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

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

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

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

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

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

## **RENEWAL**

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

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

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

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

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

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

### **RELIEF**

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

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

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

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

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

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

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

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

## **RECOVERY**

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

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

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

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

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

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

## RENEWAL

### Redefining the role of Sheffield City Centre

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

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

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

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

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



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

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

### **RELIEF**

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

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

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

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

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

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

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

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

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

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

## **RECOVERY**

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

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

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

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

## **RENEWAL**

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

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

## **Digital Inclusion**

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

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

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

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

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

### **RELIEF**

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

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

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

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

## **RECOVERY**

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

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

## **RENEWAL**

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

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

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

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

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

Tim Elgar, Head of Culture and Leadership, Twinkl

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

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

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

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

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

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

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

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

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

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

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

### **RELIEF**

#### **Protecting cultural assets**

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

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

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

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

## **RECOVERY**

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

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

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

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

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

These would include:

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



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

## **RENEWAL**

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

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

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

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

### **RELIEF**

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

### **RECOVERY**

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

### **RENEWAL**

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

# Equality Impact Assessment

## Introductory Information

### Budget/Project name

Sheffield COVID Business Recovery Plan

### Proposal type

- Budget
- Project

### Decision Type

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

### Lead Cabinet Member

Cllr Mazher Iqbal

### Entered on Q Tier

- Yes
- No

### Year(s)

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

### EIA date

06/10/2020

### EIA Lead

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

### Person filling in this EIA form

Victoria Penman

### Lead officer

Diana Buckley

### Lead Corporate Plan priority

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

## Portfolio, Service and Team

### Cross-Portfolio

Yes       No

### Portfolio

Place

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

Yes       No

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

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

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

## Impact

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

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

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

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

### Overview

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

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

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

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

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

## Impacts

### Proposal has an impact on

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

Give details in sections below.

### Health

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

Yes     No    *if Yes, complete section below*

#### Staff

Yes     No

#### Impact

Positive     Neutral     Negative

#### Level

None     Low     Medium     High

#### Details of impact

#### Customers

Yes     No

#### Impact

Positive     Neutral     Negative

#### Level

None     Low     Medium     High

#### Details of impact

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

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

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

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

Work carried out by the Council in its response to Covid-19 and included in the Business Recovery Plan has included work to support businesses to keep employees and customers safe from Covid-19, with a commitment to support the city to stay safe and to support the economy to stay open.

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

**Comprehensive Health Impact Assessment being completed**

Yes       No

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

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

Yes    No

**Health Lead**

**Susan Hird**

## Age

### Staff

Yes       No

### Impact

Positive     Neutral     Negative

### Level

None       Low       Medium       High

### Details of impact

### Customers

Yes       No

### Impact

Positive     Neutral     Negative

### Level

None       Low       Medium       High

### Details of impact

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

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

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

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

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

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

## Disability

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

### Customers

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

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

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

## Pregnancy/Maternity

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

### Customers

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

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



## Race

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

### Customers

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

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

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

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

## Sex

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

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

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

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

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

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

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

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

## Poverty & Financial Inclusion

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

### Customers

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

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

## Cumulative Impact

### Proposal has a cumulative impact

- Yes  No

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

*If yes, details of impact*

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

### Proposal has geographical impact across Sheffield

- Yes  No

*If Yes, details of geographical impact across Sheffield*

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

### Local Partnership Area(s) impacted

- All  Specific

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

## Action Plan and Supporting Evidence

### Action Plan

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

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

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

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

## **Consultation**

### **Consultation required**

Yes  No

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

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

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

Yes  No

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

Yes  No

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

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

## Summary of overall impact

### Summary of overall impact

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

### Summary of evidence

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

### Changes made as a result of the EIA

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

## Escalation plan

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

Yes  No

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

High  Medium  Low  None

## Sign Off

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

Yes  No

Date agreed

06/10/2020

**Review Date**

01/11/2021



## Report to Economic and Environmental Wellbeing Scrutiny & Policy Development Committee Tuesday 24<sup>th</sup> November 2020

**Report of:** Policy and Improvement Officer

**Subject:** Work Programme 2020/21: Economic and Environmental Wellbeing Scrutiny & Policy Development Committee

**Author of Report:** Deborah Glen, Policy and Improvement Officer  
[deborah.glen@sheffield.gov.uk](mailto:deborah.glen@sheffield.gov.uk)

The Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. It aims to focus on a small number of issues, in depth. This means the Committee will need to prioritise issues to be included on formal meeting agendas. Where an issue is not appropriate for inclusion on a meeting agenda, but there is significant interest from Members, the Committee can choose to request a written briefing paper.

The Work Programme will remain a live document and will be brought to each Committee meeting. The work programme for this year is specifically focusing on Covid 19 and the implications of this for relevant services.

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

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

**The Scrutiny Committee is being asked to:**

- Consider and comment on the committee's draft work programme
- Identify, prioritise and agree topics for inclusion in the work programme

**Background Papers:** [Sheffield Council Constitution](#)

**Category of Report:** OPEN





## Appendix 1:

### Economic and Environmental Wellbeing Scrutiny and Policy Development Committee

#### WORK PROGRAMME 2020/21

**Last updated:** 16/11/20

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

<b>Economic and Environmental Wellbeing</b>		<b>Tuesday 4.30 – 6.30 pm</b>	
<b>Topic</b>	<b>Reasons for selecting topic</b>	<b>Lead Officer/s</b>	<b>Style of scrutiny</b>
<b>Tuesday 8<sup>th</sup> September</b>			
Sheffield City Trust – Leisure facilities during lock down and since	Issue carried forward from last year, Committee requested further information on Sheffield City Trust following the call in from last year. They also requested the report in response to community and residential concerns about the re-opening of facilities following lock down, particularly Ponds Forge.	Eugene Walker, Executive Director Resources  Lisa Firth, Director of Culture, Parks and Leisure	Agenda Item

<b>Tuesday 24<sup>th</sup> November 20</b>			
Sheffield Covid Business Recovery Plan	Brought to the Committee as a call in	Edward Highfield, Director  Alexis Krachai Interim Executive Director, SCCI	Call in
Work Programme 2020/21		Deborah Glen, Policy and Improvement Officer	Standing Item
<b>Tuesday 15<sup>th</sup> December 20</b>			
Economic Recovery in Covid 19 context	To be confirmed		Agenda Item
Work programme 2020/21		Deborah Glen, Policy and Improvement Officer	Standing Item
<b>Tuesday 19<sup>th</sup> January 21</b>			
Sheffield Local Plan	An ongoing issue of interest for the committee. To be confirmed		Agenda Item
Work programme 2020/21		Deborah Glen, Policy and Improvement Officer	Standing Item
<b>Tuesday 23<sup>rd</sup> February 21</b>			

Waste, fly tipping and littering	An item of ongoing interest to the Committee. To be confirmed		Agenda Item
Work programme 2020/21		Deborah Glen, Policy and Improvement Officer	Standing Item
<b>Tuesday 23<sup>rd</sup> March 21</b>			
Work Programme		Deborah Glen, Policy and Improvement Officer	Agenda Item
<b>Potential Items:</b>			
Transport Strategy – Role of cycling	Progress report requested by Committee in 2018/19		
Climate Change			
City Centre Development/Growth			
Employability/Inclusive and Sustainable Economy			
<b>Scrutiny Review Group:</b>			

Leisure Services	A review of the new Leisure Strategy at drafting stages and the potential impact on City Council services. Requested at the meeting held on the 8/9/20.		Task and Finish Group
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