

Communities and Neighbourhoods Transitional Committee

Tuesday 16 November 2021 at 3.30 pm

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

The Press and Public are Welcome to Attend

Membership

Councillor Kaltum Rivers (Chair)
Councillor Sioned-Mair
Richards (Deputy Chair)
Councillor Ben Curran
Councillor Karen McGowan
Councillor Moya O'Rourke
Councillor Joe Otten
Councillor Andrew Sangar
(MBE)
Councillor Alison Teal
Councillor Sophie Thornton
Councillor Paul Wood

PUBLIC ACCESS TO THE MEETING

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk . You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

Members of the public have the right to ask questions or submit petitions to Transitional 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.

PLEASE NOTE: Meetings of the Transitional Committee have to be held as physical meetings. If you would like to attend the meeting, you must register to attend by emailing committee@sheffield.gov.uk at least 2 clear days in advance of the date of the meeting. This is necessary to facilitate the management of attendance at the meeting to maintain social distancing. In order to ensure safe access and to protect all attendees, you will be asked to wear a face covering (unless you have an exemption) at all times when moving about within the venue.

It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting. You can order tests online to be delivered to your home address, or you can collect tests from a local pharmacy. Further details of these tests and how to obtain them can be accessed here - Order coronavirus (COVID-19) rapid lateral flow tests - GOV.UK (www.gov.uk). We are unable to guarantee entrance to observers, as priority will be given to registered speakers. Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the website.

If you require any further information please contact Philippa Burdett email philippa.burdett@sheffield.gov.uk.

**COMMUNITIES AND NEIGHBOURHOODS TRANSITIONAL COMMITTEE AGENDA
16 NOVEMBER 2021**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public.
- 4. Declarations of Interest** (Pages 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 - 18)
To approve the minutes of the meeting of the Committee held on 12 October 2021.
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public.
- 7. Place Systems Review Housing Project** (Pages 19 - 26)
Report of the Executive Director, Place.
- 8. Issues referred from/to Local Area Committees**
Verbal report of the Policy and Improvement Officer.
- 9. Forward Plan of Key Decisions** (Pages 27 - 46)
Report of the Policy and Improvement Officer.
- 10. Work Plan and Ways of Working** (Pages 47 - 50)
Report of the Policy and Improvement Officer.

NOTE: The next meeting of Communities and Neighbourhoods Transitional Committee will be held on Tuesday 14 December 2021 at 3.30 pm

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
 - under which goods or services are to be provided or works are to be executed; and
 - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
 - the landlord is your council or authority; and
 - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
 - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
 - (b) either -
 - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Audit and Standards Committee in relation to a request for dispensation.

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

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Communities and Neighbourhoods Transitional Committee

Meeting held 12 October 2021

PRESENT: Councillors Kaltum Rivers (Chair), Sioned-Mair Richards (Deputy Chair), Ben Curran, Karen McGowan, Joe Otten, Andrew Sangar, Sophie Thornton and Alison Teal

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1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors' Paul Wood and Moya O'Rourke.

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 meeting of the Committee held on 7 July 2021 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 There were no public questions or petitions received from members of the public.

6. UPDATE ON LOCAL AREA COMMITTEES

6.1 Councillor Kaltum Rivers, Chair of the Committee, introduced Councillor Julie Grocutt, Deputy Leader and Executive Member for Community Engagement and Governance and Lorraine Wood, Head of Communities, to provide an update on the progress of the newly established Local Area Committees.

6.2 The Committee received a report which summarised Local Area Committee progress.

6.3 Councillor Grocutt advised that six out of the seven public Local Area Committees had taken place to date, with the remaining one (South) due to take place on 13 October. There had been some challenges faced, but feedback following the first meetings highlighted that they had been well received and that interaction

was going well. She also acknowledged the hard work of the support team to get to this point.

6.4 Councillor Grocutt reminded the Committee of the purpose of Local Area Committees:

- The principal means by which the Council engaged, empowered, enabled and sought active participation of residents and community organisations on topics of local interest;
- To provide a geographical structure that would inform and influence how Council services were delivered;
- Oversee the production and monitoring of a Community Plan that reflected resident priorities and utilised a series of agreed devolved powers, responsibilities and budgets;
- To work with local partners and stakeholders to ensure services were joined up and operating effectively in line with the needs of local communities; and
- To work with Sheffield City Council services and partners to collaborate and support local community based delivery.

6.5 Lorraine Wood also noted the hard work that had gone into the programme. She outlined the structure of each Local Area Committee, including the membership and the staffing structure which provided support to the quarterly Committees. This structure included Heads of Service, Local Area Committee Officers, dedicated Communications Officers and Democratic Service Officers. She also noted that informal meetings were taking place with partner organisations to discuss engagement activities.

6.6 Lorraine outlined communication activities so far and advised that newsletters with engagement and contact details were being sent to all households. Social media activity had taken place, including Twitter, Facebook and webpages. A promotional video had been filmed incorporating sign language which gave a comprehensive overview of Local Area Committees and explained how to engage and become involved.

6.7 It was advised that the remaining Local Area Committee (South) was due to take place at Gleadless Valley Methodist Church on Wednesday 13 October from 6pm to 8pm.

6.8 The attendance at the Local Area Committees so far had been good despite capacity restrictions due to Covid 19 guidance. Attendance had been limited and was managed via Eventbrite. It was noted that the style of each meeting had varied and that conversations had

since taken place to consider which aspects went well and where there might be room for improvement. The 'hybrid' model, which included a formal agenda followed by an interactive session, encouraged engagement and led to commendable feedback. All feedback would be reviewed after the final Local Area Committee meeting had taken place.

- 6.9 Lorraine noted that lessons had been learned from the Local Area Committee meetings held so far and outlined the opportunities and challenges that had been presented. She explained that the Local Area Committee survey had been launched on 31 August and responses received would help to shape the Local Community Plan along with all the feedback received from the public meetings. 2,300 responses had been received from the online survey so far and work was being carried out with voluntary and community sector organisations to run engagement activities and distribute paper surveys to capture views from residents that were harder to reach.
- 6.10 The Committee were advised that engagement activity was ongoing to ensure that seldom heard voices were captured to fully inform the Local Community Plan. A low response had been noted from residents in rental properties, so work was also ongoing with housing colleagues to ensure tenants views were included. The online survey was due to close on 31 October and analysis would take place during November to help inform the Local Community Plans. Work with equality groups was also continuing to capture feedback.
- 6.11 Lorraine outlined the next steps, namely the next set of public Local Area Committee meetings which would take place in January/February 2022. The main function of these meetings would be to engage with the public on the draft Local Community Plans. A subsequent meeting would allow for formal agreement of the plans.
- 6.12 Members made various comments and asked a number of questions, to which responses were provided as follows: -
- Committee members were pleased that efforts were being made to reach those who were digitally excluded, and that interpreters had been utilised to reach those with English as their second language.
 - It was noted that a similar level of time investment was needed for Transitional Committees as had been given to Local Area Committees, for example regular pre-meetings with members and officers.
 - An observation was made that an understanding of the budget process was needed whilst developing community plans.

- It was confirmed that each Local Area had £100,000 to fund priorities in their area. Priorities would be identified and formally agreed by March 2022. It was also noted that an underspend was likely during this financial year so a formal request would be made to carry the funds over to the next financial year.
- It was noted that preliminary work was ongoing to ensure Transitional Committees were fully informed and prepared in time for the implementation of a Committee system in May 2022. Powers would be devolved to Local Area Committees where appropriate to enable them to best represent local communities.
- Some feedback had indicated that a Local Area Committee meeting had felt like 'Town Hall on Tour', and a suggestion was made that it might be useful for members to visit other Local Area Committee meetings to gain ideas on different issues.
- The next year was expected to be pivotal in establishing a formal relationship between Transitional Committees and Local Area Committees. It was suggested that each Transitional Committee should receive formal views from Local Area Committee's via a standing item on the agenda, and that each Local Area Committee meeting should have a standing agenda item from Transitional Committees.
- It was hoped that formal registering would not be required for attendance at future Local Area Committees, depending on Covid 19 restrictions, thereby making them more accessible.
- It was noted that challenges may arise where questions were raised at Local Area Committee's that were not within their remit. However as this was an evolving process it was expected that the Local Area Committee team would follow a process to seek the information needed and report back to the appropriate Transitional Committee.
- As Local Area Committees continued to grow and adapt members could take responsibility for devolving decisions and finding solutions to all issues raised and ensure that Local Community Plans were representative of these issues.
- It was noted that there had been a low response to the Local Area Committee Survey from the student population. The challenge this presented was to find additional ways of engaging under-represented sectors of the community. Each Local Area Committee had an engagement plan with activity

designed to reach more residents, and communication methods would be reviewed as the process continued.

- A suggestion was noted that the Local Area Committee newsletters should not be generic and instead be focussed on the local area.
- Webcasting of public Local Area Committees had not been possible for the first cycle of meetings but was hoped to be in place for the January meetings. An interactive voting system was suggested but the cost of installing such a system was highlighted.
- Officers and partner organisations would be invited to Local Area Committee meetings as necessary to ensure that questions could be answered and concerns addressed.
- It was noted that Local Area Committee priorities were to be led by the public and that local members from all parties would work together jointly and take on responsibility of the issues raised.

6.13 RESOLVED: That the Committee:-

- (a) notes the information now reported, together with the responses to the questions raised; and
- (b) thanks Councillor Julie Grocutt and Lorraine Wood for attending the meeting and responding to the questions raised.

7. INTRODUCTION TO TRANSITIONAL COMMITTEES

- 7.1 Deborah Glen, Policy and Improvement Officer, submitted a briefing paper outlining the role of Transitional Committees, how they intended to work and how they would relate to other structures within the Council., namely the public, Co-operative Executive, Local Area Committees, Scrutiny Committees and senior officers. She advised that the report was on the agenda for the first meeting of each Transitional Committee.
- 7.2 Deborah noted that the learning from each of the Committees would be shared across all four Transitional Committees at the end of each cycle of meetings via a 'debrief'.
- 7.3 Members made various comments and asked a number of questions, to which responses were provided as follows: -
- Transitional Committees were viewed as a big opportunity for new ways of working and how this could be modelled. The

City's electorate had voted for a modern committee system and work was well underway to deliver this new system.

- Executive Members had decision making powers and Transitional Committees had the ability to add value to real decisions.
- There would be some overlap between the four Transitional Committees, and collaborative working including working groups would be encouraged.
- In order to gain more in-depth knowledge of issues relating to this Committee, the option of receiving all reports, including all those going to Executive Members, was suggested.
- Access to information had changed significantly over recent years, so different ways of working should be explored between now and April 2022 to help Transitional Committees work effectively. Consideration of overlap of issues was necessary to assist the Committees in working together.

7.4 **RESOLVED:** That the Committee notes the contents of the report now submitted.

8. OUR APPROACH TO FUTURE PRIORITY BUDGETING

8.1 Councillor Cate MacDonald (Executive Member for Finance and Resources) thanked the Committee for the opportunity to provide an update. She advised that this was to be an informal session, and that all views were welcome. She explained the intention was to work towards a prioritised budgeting system and wished to seek views and priorities from all Transitional Committees to feed into the budget process.

8.2 Also in attendance for this item were Eugene Walker (Executive Director of Resources) and Laurie Brennan (Head of Policy and Partnerships).

8.3 Eugene Walker wished to put some context to the budget process and noted that a report was brought to the Co-operative Executive in September 2021 which detailed the financial situation faced by the Council. He explained that last year's budget was balanced despite many pressures. He noted that a number of services had been significantly affected due to lost income during the pandemic; a situation faced across the country. He advised that Government funding had assisted but that pressures on some services were still being faced, particularly adult social care, children's social care and leisure services. Eugene emphasised the importance of understanding the challenge ahead and of setting clear priorities in

planning forward to influence future budgets.

8.4 Laurie Brennan added that there was an increase in focus on issues contained in the One Year Plan that allowed the organisation to look more at longer term objectives over the next 3 to 5 years. This would assist in building a comprehensive forward plan with a strategic focus and a priority led budget.

8.5 Laurie noted that conversations had already begun with Transitional Committees to determine their critical priorities collectively. He added that activity would take place outside of this meeting to consider feedback in more detail. This would create foundations for future years.

8.6 Members made various comments and asked a number of questions, to which responses were provided as follows: -

- This year's budget process was well underway and would continue to be developed between now and December. Comments and feedback would be welcome during this time to feed into the process, which would also assist for the following financial year.
- Future priority budgeting would be about the outcomes that could be achieved and would include the HRA Business Plan.
- This was the start of the process and was about deciding priorities and setting the budget accordingly. Executive Members would be involved which would support longer term planning.
- Uncertainty about the decision-making process of the Committee was acknowledged and the need for Committee members to be kept informed of processes and timescales.
- It was noted that the Governance Committee had overall oversight of transitional issues, but that individual Transitional Committees had the opportunity to consider and debate their own ideas collectively.
- The importance of setting priorities was noted, and that Transitional Committees were about discussing the process and developing and encouraging new ways of working and trying innovative ideas. Voting was expected from time to time to ensure all Committee members views were represented.
- It was noted that Transitional Committees were about communities and priorities, and it was suggested that working

groups would be useful in discussing issues between formal meetings.

8.7 Councillor Cate McDonald thanked members for their comments and welcomed further feedback via email on any subsequent conversations between members of the Committee.

8.8 **RESOLVED:** That the Committee:-

(a) notes the information now reported, together with the responses to the questions raised; and

(b) thanks Councillor Cate MacDonal, Eugene Walker and Laurie Brennan for attending the meeting, and responding to the questions raised.

9. PLACE SYSTEMS REVIEW HOUSING PROJECT

9.1 The Chair recommended that this item be withdrawn due to the absence of the Executive Member for Housing, Roads and Waste Management.

9.2 **RESOLVED:** That the Committee defers the Place Systems Review Housing Project item to a future meeting, the date of which to be confirmed.

10. WORK PLAN AND WAYS OF WORKING

10.1 The Committee received a report of the Policy and Improvement Officer (Deborah Glen) on proposed ways of working for the Committee and containing a draft Work Plan for the Committee for 2021/ 22.

10.2 The Chair made reference to the comments and suggestions made at this meeting as to how the Committee should work, and to the proposed topics for consideration, as set out in the report.

10.3 **RESOLVED:** That the Committee: -

(a) notes the contents of the report now submitted, together with the comments now made; and

(b) requests that:

(i) arrangements be made for an informal working group to be set up for open dialogue to facilitate priority setting;

(ii) arrangements be made for an informal working group to be set up specifically to discuss the Housing Repair Service;

- (iii) a standing item on Local Area Committees be included on the agenda of future meetings of this Committee;
- (iv) a forward plan of key decisions be included on the 'work plan' agenda item of future meetings of this Committee;
- (v) arrangements be made for an informal working group to be set up specifically to discuss private sector licensing.

11. DATE OF NEXT MEETING

- 11.1 It was noted that the next meeting of the Committee would be held on Tuesday, 16 November, 2021, at 10.00 am, in the Town Hall.

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Report to Communities and Neighbourhoods Transitional Committee 16th November 2021

Report of: Interim Director, Place Portfolio

Subject: Place Systems Review Housing Project

Author of Report: james.ford@sheffield.gov.uk
Beverly.mullooly@sheffield.gov.uk

The attached paper outlines the development to date of the above project, which is due to be considered for approval by the Cooperative Executive.

It outlines the next steps and timeframes and is presented to the Transitional Committee for consideration and comment.

The Committee is being asked to:

Note and comment on the report.

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Place Systems Review – Housing Project

Background

The Place Systems Review (PSR) is a programme of work that will modernise the systems and infrastructure used across the Place Portfolio. Given the urgency to replace the core system Northgate Open Housing Management System (OHMS), PSR have prioritised the systems in Housing and Neighbourhoods service to be replaced first.

Housing System issues that need to be addressed

The main driver is that OHMS, first implemented in 1999, has been declared end of life by the current supplier: we have no choice but replace this soon. As part of our discovery work, we have identified several other systems that have grown up around or have been purchased to complement OHMS over the years.

We now have a fragile collection of systems that without costly and temporary 're-wiring' become defunct when OHMS is replaced. This means we cannot just replace OHMS like for like, in fact our modelling suggests it would be more complicated, costly and in the longer-term unsustainable to do so.

Customer data is fragmented across 20+ systems, in addition to OHMS we use the following systems to manage key services:

- **Civica Abrisas** – Choice based lettings
- **Flare** – Private rented standards
- **Rent Sense** – Arrears management
- **Apex and Technology Forge** – Asset management
- **Confirm** – Estates and environmental
- **Housing Pathways** – Homelessness case management
- **Qube** – furnished accommodation stock control
- **Infohub** – for performance management

Housing System opportunities for change

The programme has conducted a soft market test that has proven we could procure a single system that will do the majority of what we need in the service. We intend to proceed to procurement on this basis to make one purchase that corrects the flaws in the current setup at the same time.

1. Improve the way we work, an opportunity to align practice and process with what we saw was possible with a modern system, improving the customer and workforce experience and making long term savings/efficiencies.
 - a. Have a modern and consistent on-line offer across all processes
 - b. Allow self-service where appropriate, checking rent and other balances online, reporting issues. This will reduce avoidable contact and free up time up to deal with more complex enquiries
 - c. Introduce new channels like text messages for reminders about appointments, rent balance alerts etc.
 - d. Allow our teams to work in field effectively, actioning issues with customers and on estates without having to wait to return to the office.
2. Having one system means we can migrate all our customer, asset and transactional information into a single new structure and improve its quality as part of the programme. Having a Single view of Housing customer information will save time on searching multiple systems, allowing a joined-up picture to ensure the best chance for success for our customers and who only will need to 'tell their story once'.

There is also an opportunity to capture new information:

- a. Fire and building safety compliance brought into a single system, no longer spread across OHMS, Apex, Technology Forge
 - b. Energy sustainability data and building fabric information that will contribute towards meeting **Net Zero** targets going forward.
 - c. Align new and existing tenures like Shared Ownership and Private Rented Standards into a single system.
 - d. Fully integrate the new repairs systems with the Housing Management System as other LA's do.
3. To support this, we have developed a set of strategic enablers with senior managers in the Housing and Neighbourhood Service to address the issues we have with current systems.

Systems and suppliers will be assessed against their ability to support strategic enablers of:

1. Moving to Services On-line
2. Single Information System
3. Single View of our Customer
4. Single View of Assets
5. Single View of Documents and Evidence
6. Data Quality by Design
7. Mobile & Flexible Working

8. Workflow & Task Management
9. Process Automation
10. Effective and high-quality performance information used to improve our service offer
11. System Integration e.g. Repairs
12. Flexible system we can adapt in house
13. Seamless implementation of the new solution

4. Service Engagement

We have worked with staff in the Housing and Neighbourhoods service to gather all the requirements for the new system and look for opportunities that the new system will bring to allow us to work more efficiently.

We will involve Housing and Neighbourhoods staff to test and build the system to ensure that the system does what it needs to do and is easy to use. This will also iron out issues before we roll the new system out across the service, resulting in less disruption to service delivery.

We are proposing to set up a model office in May 2022 - we bring in housing experts from the Housing and Neighbourhoods service to work with the project team. We are confident that the new system will allow us to work more efficiently, and this is the place where we will test this. These staff will test, refine, and optimise processes to ensure they work for service and provide best experience for our customers before rolling out.

Next Steps – Funding

We prepared an Outline Business Case to secure HRA funding and with final approval expected at Co-Op Executive. Funding is required from 2021 to 2025.

The programme has estimated the funding needed to deliver the housing element from two key sources:

1. The estimated product costs provided by suppliers as part of the soft market test exercise
2. A detailed resource plan that profiles each resource we would need to deliver the plan, their costs and time needed on the project. This is based on experience of projects on a similar scale such as Social Care systems implementation, input from market responses and other LA's.

The estimated figure is £9.3m for which includes 5 years ownership of the new system. Which breaks down as:

Technical / Implementation Costs – System developers, Integration Specialists, Data Migration consultants	£1,547,000
Support Costs – Expected Corporate input – HR, Comms, Legal etc	£267,000
SME/Backfill – Housing service staff to develop, test and roll out the new practice\system model, training staff, making performance changes real.	£1,535,000
Change Resource – programme resource to deliver change, BA resource to follow through on requirements to benefits realisation	£2,930,000
Development Costs (Post Go Live)	£300,000
5 year ownership costs	£ 2,226,030
Supplier Project Costs	£ 453,645
Total	£ 9,258,675

The initial estimates for the replacement of OHMS were of £3 - £5m before the Place Systems Review started. These figures were estimates and were made 2/3 years ago and they did not include the replacement of the range of other systems around OHMS, the impact of under investment over the last 20 years through outsource arrangements and the resources needed from the Housing and Neighbourhoods service.

We have now carried out the soft market test and understand the tasks ahead that informs an honest and robust estimate of implementation costs over the 2/3 years of delivery.

While some systems savings are expected year on year and additional benefits mentioned will be quantifiable in the longer term, a degree of investment is required to address current situation in a way that delivers the most added value.

Other LA's we have been in contact with have changed systems at least once over the last 20 years and have a less complex legacy set up compared to Sheffield. The programme feels this is the right resource to do this unavoidable task safely.

Based on lessons learned, not doing the process work at the same time will result in customer and workforce benefits falling short of what possible when a new IT system follows practice and culture closely.

Other options considered

This option approved by the PSR programme board is the most strategic in terms of offering the highest level of system and data consolidation, and the foundation for the efficiency benefits that will be captured during the model office process.

Due to the nature of the current systems landscape and opportunity to move to one or less systems, other options that take a less transformational approach and fall back to just replacing OHMS 'like for like' could cost more in the longer term from:

- Continued costs for systems we could consolidate.
- Cost to 'rewire' current integrations with systems that could be consolidated.
- Systems in the current landscape will also reach end of life over the next 2-5 years, requiring the same work to replace without the economy of scale in the project.

In addition to the above, other 'like for like' options **will not**:

- Achieve enablers and related benefits
- Achieve a single housing customer and asset dataset
- Ensure positive changes to practice and process through staff adoption in the model office.

Other options don't address the strategic issues and so in the long-term risk costing more while achieving much less.

Next Steps – Procurement

We are finalising all the requirements for the Housing and Neighbourhoods service and the research from the soft market test activity, we are ready to approach the market through a formal exercise to procure the system

Proposed Timeline

Subject to funding approval our broad timescales are:

Period	Activity
October 21 – February 22	Procurement
March 22	Milestone: Contract Award
April 22	Commence system build, migration model office, training activity.
April 23 - September 23	Phase 1 rollout completed (all core systems)
By April 24	Phase 2 complete (non-critical systems)

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Report to Communities and Neighbourhoods Transitional Committee 16th November 2021

Report of: Policy and Improvement Officer

Subject: Schedule of forthcoming executive decisions

Author of Report: Deborah.glen@sheffield.gov.uk

Members of the Communities and Neighbourhoods Transitional Committee have requested a standing item on the schedule of forthcoming executive decisions to be included in their meeting agendas.

This is appended to the report and its members are able to discuss its contents at the meeting.

The Committee is being asked to:

- Note and comment on the schedule
 - Discuss implications for the Committee's work plan
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SHEFFIELD CITY COUNCIL

SCHEDULE OF FORTHCOMING EXECUTIVE DECISIONS

The Schedule is published weekly and items added within the last seven days are highlighted in bold.

1. This schedule provides amongst other decisions, details of those Key Executive Decisions to be taken by the Co-operative Executive, Executive Highways Committee, Individual Executive Members or Executive Directors/Directors in 28 days and beyond as required by Section 9 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.
 2. The decision makers are:
 - **Co-operative Executive** - Councillors Terry Fox (Chair), Jayne Dunn, Julie Grocutt, Mazher Iqbal, Douglas Johnson, George Lindars-Hammond, Cate McDonald, Alison Teal, Paul Turpin and Paul Wood.
 - Where **Individual Executive Members** or **Executive Directors/Directors** take Key Executive Decisions their names and designation will be shown in the Plan.
- Access to Documents - details of reports and any other documents will, subject to any prohibition or restriction, be available from the date upon which the agendas for the Co-operative Executive and Executive Highways Committee and reports on key Individual Executive Member and Executive Director decisions are published (five clear working days before the meeting or decision) and accessible at <http://democracy.sheffield.gov.uk> or can be collected from Democratic Services, Legal and Governance, Town Hall, Pinstone Street Sheffield S1 2HH.
4. A key decision is one that results in income or expenditure of more than £500,000 or is likely to be significant in terms of its effects on two or more wards. The full definition of a key decision can be found in Part 2, Article 13 of the Council's Constitution which can be viewed on the Council's website <http://democracy.sheffield.gov.uk>.
 5. For details of the consultation process and how to make representations, please contact Democratic Services, Legal and Governance, Town Hall, Sheffield S1 2HH (phone 0114 273 4014 or email: committee@sheffield.gov.uk).

DECISION DATE	TITLE OF REPORT AND DESCRIPTION OF DECISION K = Key Decision	DECISION MAKER	WHAT DOCUMENTS WILL BE CONSIDERED BY THE DECISION MAKER?	DATE DOCUMENTS AVAILABLE	CONTACT OFFICER (Portfolio, Officer and contact details)
Not before 29 Oct 2021	<p>Sheffield Street Tree Strategy - Implementing the Working Strategy for the Removal and Planting of Street Trees</p> <p>This report builds on the principles of the Sheffield Street Tree Strategy and outlines a new decision process, including new public consultation approach for the removal and planting of street trees.</p>	Executive Member for Housing, Roads and Waste Management	Report of the Executive Director, Place	TBC	Place Gillian Charters Tel: 0114 2037528 gillian.charters@sheffield.gov.uk

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Not before 29 Oct 2021	<p>Acceptance and Issuing (where required) of Sheffield City Region Brownfield Housing Fund Grant Funding (K)</p> <p>Sheffield City Region has endorsed the allocation of 'early delivery' Brownfield Housing Fund grant funding to the Council to support the development of strategic regeneration projects.</p> <p>The report will seek approval to accept and issue grants (where required, with appropriate delegated authority sought).</p>	Executive Member for City Futures: Development, Culture and Regeneration	Report of the Executive Director, Place	TBC	Place Janet Sharpe Tel: 0114 2735493 janet.sharpe@sheffield.gov.uk
Not before 29 Oct 2021	<p>Procurement of Furniture Removal, Storage and Disposals Contract</p> <p>A Furniture Removal, Storage and Disposals Contract requires procuring due to the current contract being due to expire at the end of December 2021.</p>	Executive Member for Finance and Resources	Report of the Interim Executive Director, Place	TBC	Place Jack Burns jack.burns@sheffield.gov.uk

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17 Nov 2021	<p>Month 6 Capital Approvals 2021/22 (K)</p> <p>This report provides details of the additions and variations to the Capital Programme for approval by Cabinet, alongside details of procurement strategies and any capital grants for acceptance or issue.</p>	Co-operative Executive	Report of the Executive Director, Resources	09/11/21	<p>Resources Damian Watkinson Tel: 0114 2736831 damian.watkinson@sheffield.gov.uk</p>
7 Nov 2021	<p>Gambling Act 2005 - Statement of Principles (Policy) Approval Report</p> <p>The report will set out the details of the revised Statement of Principles (Policy) to be published under the Gambling Act 2005 and details of the consultation process that has been undertaken, and will seek approval on the final version of the Statement of Principles (Policy) and for it to be referred to Full Council for approval.</p>	Co-operative Executive	Report of the Executive Director, Place	9/11/21	<p>Place Shimla Finch shimla.finch@sheffield.gov.uk</p>

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17 Nov 2021	<p>Leisure and Entertainment Facility and Services Review (K) Current arrangements with Sheffield City Trust (SCT) for the management of the Major Sporting Facilities (MSF), which includes Ponds Forge, Hillsborough and the Arena come to an end in 2024 and therefore there is a need to review who and how the facilities are run. Procurement and subsidy regulations do not allow the Council to extend the current relationship with SCT whereby they operate them for own purposes with funding from the Council, when the existing arrangements come to an end.</p> <p>The facilities are also in need of significant investment if we want high quality facilities that are modern and welcoming, accessible and inclusive. The Council has explored management and investment options that will enable it to achieve the most cost effective way to operate facilities whilst ensuring facilities are fit for purpose, affordable and sustainable and give us better control over the services that are delivered from the facilities than under the current arrangements.</p> <p>The management options considered were to bring the services in-house and manage them from within the Council, establish a Local Authority Trading Company (LATC) to operate the services or appoint an external partner through a tender exercise.</p>	Co-operative Executive	Report of the Executive Director, Place	9/11/21	Place James Barnes Tel: 20 53786 james.barnes@sheffield.gov.uk

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17 Nov 2021	<p>Secondary Mainstream School Expansions (K)</p> <p>Allocation of future Basic Need funding (secured from the DfE) combined with additional corporate resource support to address the increasing demand on secondary mainstream places in the southwest of the city.</p> <p>Allocation required to support both permanent expansions in the South West and temporary expansions as required in other areas.</p>	Co-operative Executive	Report of the Executive Director, People Services	9/11/21	<p>People Services Nicola Shearstone Tel: 27 34041 nicola.shearstone@sheffield.gov.uk</p>

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17 Nov 2021	<p>School Kitchen Equipment, Service and Maintenance Contract Re-tender (K)</p> <p>Permission required to re-tender the School Kitchen Equipment, Service and Maintenance Contract on behalf of 91 schools who are participating in the School Catering Contract 2021-2025.</p> <p>The current contract arrangements end on the 31st March 2022 and another contract needs to be in place by Monday 4th April 2022 when schools return after the Easter break.</p>	Co-operative Executive	Report of the Executive Director, People Services	9/11/21	People Services Leah Barratt Tel: 27 34767 leah.barratt@sheffield.gov.uk

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17 Nov 2021	Procurement of the Technology Enabled Care (TEC) Monitoring Service Contract (K) The TEC Monitoring Service contract delivered by Centra will expire on the 31 July 2022. Therein, we are required to tender and procure a contracted provider for the delivery of this service.	Co-operative Executive	Report of the Executive Director, People Services	9/11/21	People Services Sarah Swinburn sarah.swinburn@sheffield.gov.uk

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Not before 18 Nov 2021	Provision of Post-Mortem Services for HM Coroner, South Yorkshire (West) (K) Sheffield City Council are statutorily required to provide a post-mortem service for HM Coroner South Yorkshire (West). This service is provided in different locations by specialist staff (on a fee per case basis). The specific nature of the work means there is no route to market, no alternative provisions possible and the service cannot be subjected to competition. The proposal is to produce a 3-year waiver for all categories of post-mortem (standard, forensic, and children's). This will remove the need to produce 9 separate waivers as has been done previously (one per category per year). This will save time and expenditure.	Executive Member for Sustainable Neighbourhoods, Wellbeing, Parks and Leisure	Report of the Executive Director, Place	10/11/21	Place Ellie Fraser Tel: 0114 205 2478 ellie.fraser@sheffield.gov.uk

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1 Dec 2021	<p>Kelham Island Experimental COVID19 Highway Restrictions</p> <p>Highway changes were made in July 2020 as part of the Council's emergency response to COVID19. These changes were made using an Experimental Traffic Regulation Order process which expires in January 2022. As there were objections to these changes, an Executive Member decision is required to retain or remove them.</p>	Executive Member for Climate Change, Environment and Transport	Report of the Executive Director, Place	TBC	Place Matthew Lowe Tel: 0114 2736208 matthew.lowe@sheffield.gov.uk
Not before 1 Dec 2021	<p>Personal Protection Equipment (PPE) Tender (K)</p> <p>This report seeks authority to procure and appoint a supplier to supply PPE across Sheffield City Council.</p>	Executive Member for Finance and Resources	Report of the Executive Director, Resources	TBC	Resources Tim Dent Tel: 20 53646 Tim.Dent@sheffield.gov.uk

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15 Dec 2021	Disposal of Land at Prince of Wales Road, Manor Top (K) The report will set out proposals for a new retail development and how the retention of an existing boxing club are to be achieved at Manor Top.	Co-operative Executive	Report of the Executive Director, Place	09/11/21	Place David White Tel: 0114 2735465 david.white@sheffield.gov.uk

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15 Dec 2021	<p>Sheffield Health and Care Partnership Vision Health and Care Provision in Sheffield in 2030 (K)</p> <p>The Executive is asked to review, discuss and endorse the 10 year vision document - <i>Health and Care Provision in Sheffield in 2030</i>. The vision was developed with organisational and professional leaders across our partnership and through conversations including the NHS, Sheffield City Council, Sheffield's voluntary and community sector and members of the public. This vision document is designed to be the start of a broader conversation within and across the member organisations of the Sheffield Health and Care Partnership (formally Sheffield Accountable Care Partnership), our people (staff and service users), and with our communities around the future of health and care provision in Sheffield and our role in the broader future of the city. The vision builds on existing local and national strategies (e.g. Health and Wellbeing Board Strategy).</p>	Co-operative Executive	Report of the Executive Director, People Services	09/11/21	<p>People Services Alexis Chappell</p> <p>alexis.chappell@sheffield.gov.uk</p>

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15 Dec 2021	<p>10 Point Plan for Addressing Climate Change (K)</p> <p>Sheffield City Council has declared a climate emergency and has a stated ambition to reduce its emissions to net zero carbon by 2030. This aim requires a wide range of action to be taken both by the Council and by others in the city.</p> <p>The 10 point plan provides an outline way forward for the Council, laying the groundwork required to make progress at pace and identifying key actions to reduce carbon emissions immediately.</p> <p>Laying the groundwork and then moving in an agile way allows the Council to react to fast changing funding opportunities and technologies.</p>	Co-operative Executive	Report of the Interim Executive Director, Place	07/12/21	Place Mark Whitworth Tel: 27 36924 mark.whitworth@sheffield.gov.uk

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15 Dec 2021	Month 7 Capital Approvals 2021/22 (K) This report provides details of the additions and variations to the Capital Programme for approval by Cabinet, alongside details of procurement strategies and any capital grants for acceptance or issue.	Co-operative Executive	Report of the Executive Director, Resources	07/12/21	Resources Damian Watkinson Tel: 0114 2736831 damian.watkinson@sheffield.gov.uk
5 Dec 2021	Revenue Budget and Capital Programme Monitoring 2021-22 - Quarter 2 (K) The report will provide the Quarter 2 monitoring statement on the City Council's Revenue Budget and Capital Programme for 2021-22.	Co-operative Executive	Report of the Executive Director, Resources	7/12/21	Resources Ryan Keyworth Tel: 0114 2057303 ryan.keyworth@sheffield.gov.uk

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15 Dec 2021	Parkwood Options Appraisal (K) In order for the Council to decide how best to proceed it has undertaken a project review and options appraisal for the delivery of future leisure development of the Parkwood site.	Co-operative Executive	Report of the Executive Director, Place	7/12/21	Place Tammy Whitaker Tel: 0114 2053230 tammy.whitaker@sheffield.gov.uk
Page 43 Jan 2022	Month 8 Capital Approvals 2021/22 (K) This report provides details of the additions and variations to the Capital Programme for approval by Cabinet, alongside details of procurement strategies and any capital grants for acceptance or issue.	Co-operative Executive	Report of the Executive Director, Resources	11/01/22	Resources Damian Watkinson Tel: 0114 2736831 damian.watkinson@sheffield.gov.uk

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19 Jan 2022	<p>Housing Revenue Account (HRA) Business Plan and HRA Budget 2022/23 (K)</p> <p>The Co-operative Executive Report will provide an update on the Housing Revenue Account (HRA) Business Plan and proposes the HRA budget, rent and charges for 2022/23</p>	Co-operative Executive	Report of the Interim Executive Director, Place	11/01/2022	Place Janet Sharpe Tel: 0114 2735493 janet.sharpe@sheffield.gov.uk
6 Feb 2022	<p>Month 9 Capital Approvals 2021/22 (K)</p> <p>This report provides details of the additions and variations to the Capital Programme for approval by Cabinet, alongside details of procurement strategies and any capital grants for acceptance or issue.</p>	Co-operative Executive	Report of the Executive Director, Resources	08/2/22	Resources Damian Watkinson Tel: 0114 2736831 damian.watkinson@sheffield.gov.uk

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16 Feb 2022	Revenue Budget and Capital Programme for 2022/23 (K) Report to propose the Council's Revenue Budget and Capital Programme for the financial year 2022/23.	Co-operative Executive	Report of the Executive Director, Resources	8/2/22	Resources Ryan Keyworth Tel: 0114 2057303 ryan.keyworth@sheffield.gov.uk
16 Mar 2022	Revenue Budget and Capital Programme Monitoring 2021-22 - Quarter 3 (K) The report will provide the Quarter 3 monitoring statement on the City Council's Revenue Budget and Capital Programme for 2021-22.	Co-operative Executive	Report of the Executive Director, Resources	8/3/22	Resources Paul Schofield Tel: 0114 2736000 paul.schofield@sheffield.gov.uk
16 Mar 2022	Month 10 Capital Approvals 2021/22 (K) This report provides details of the additions and variations to the Capital Programme for approval by Cabinet, alongside details of procurement strategies and any capital grants for acceptance or issue.	Co-operative Executive	Report of the Executive Director, Resources	08/3/22	Resources Damian Watkinson Tel: 0114 2736831 damian.watkinson@sheffield.gov.uk

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20 Apr 2022	Month 11 Capital Approvals 2021/22 (K) This report provides details of the additions and variations to the Capital Programme for approval by Cabinet, alongside details of procurement strategies and any capital grants for acceptance or issue.	Co-operative Executive	Report of the Executive Director, Resources	12/4/22	Resources Damian Watkinson Tel: 0114 2736831 damian.watkinson@sheffield.gov.uk



Report to Communities and Neighbourhoods Transitional Committee 16th November 2021

Report of: Policy & Improvement Officer

Subject: Work Plan & Ways of Working

Author of Report: Deborah.glen@sheffield.gov.uk

Transitional Committees are being introduced to provide an early opportunity for Members to work on a cross party basis, advising the Executive in advance of decisions being made, as we make the transition to a Committee System in 2022/23.

Work Plan

Transitional Committees are advisory to the Co-operative Executive. It is therefore important that the workplans focus on key topics for the administration, aligned to the One Year Plan; and are achievable within the capacity of Transitional Committees – approximately 6 meetings during 2021/22. Transitional Committee Chairs and Executive Members have been in discussion about priorities for Transitional Committee consideration, and these are set out in the attached draft work plan. It will come to each meeting of the Transitional Committee for consideration and discussion. The most up to date version of the plan is attached.

Ways of Working

A key role of the Transitional Committee is to trial new ways of working, and use the feedback from this to help the Governance Committee decide on the final model, including ways of working, to recommend to Full Council prior to the transition to the Committee system of governance in May 2022.

Each Committee will decide how to work together, and with partners and the Community. The Chair of the C&N Transitional Committee is proposing to trial an approach that is structured around the scheduled, formal Committee meetings and to run up to two working groups to gather evidence from service users and their representatives, providers, and other relevant stakeholders alongside conducting research into relevant policy, to bring back to the Transitional Committee to inform its advice to the Executive.

The Committee is being asked to:

- Consider and comment on the draft work plan and proposed ways of working for the Communities and Neighbourhoods Transitional Committee.
 - Agree membership, approach and scope of the cross party working group on the Repairs and Maintenance Service
 - Consider the approach to the following policy discussions; Youth Strategy, Sustainable Neighbourhoods and Social Housing.
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Transitional Committee – Communities and Neighbourhoods Meetings 2021: 12th October, 16th November, 14th December Chair: Kaltum Rivers Vice Chair: Sioned Mair-Richards Executive Members: Paul Wood, Alison Teal Senior Lead Officer: John Macilwraith, Executive Director, People Services		
Draft Work Plan		
Our Future Approach to Priority Budgeting	Discussion on longer term priorities that will inform priority based budgets.	Discussion with Executive Member for Finance & Resources and Head of Policy & Partnerships. October 12th meeting.
Place Systems Review – Housing project	To advise on the implementation of this project, funding and timescales, prior to consideration by the Co-operative Executive	Paper at October 12th meeting. Deferred to November 16 th
Youth Strategy – Housing and Community Safety issues	To be the subject of a working group November to December. To consider membership of working group	Initial discussion at October 12th meeting. Committee to determine focus and approach of further work.
Sustainable Neighbourhoods/ Communities	To advise on the development of Sustainable Neighbourhoods / Communities in Sheffield – what do we mean by the term (what makes a sustainable community?), what should they look like (what does it mean in Sheffield?), how will we measure success.	Work plan discussion 12th October 2021 Agreed to focus on Community Safety issues. Scheduled for November 16 th Meeting. Further work on definition of Sustainable Neighbourhoods

		to be determined at November 16 th Meeting
Social Housing	Piece of policy work that connects to the city's Housing Strategy – the role and purpose of social housing in the city and who can access it? (Allocations Policy Review)	Work Plan discussion 12th October 2021 Agreed to look at repairs and maintenance, and RPs (Registered Private Providers of Social Housing). See below Other work to be determined at 16h November meeting
Cladding	Requested to be included in the work programme by members of the Committee	Scheduled for December 14th Meeting
Housing repairs and maintenance	Agreed to have a working group to consider the outcomes from Scrutiny and also to complement Peer Review. To include evidence of best practice from RPs and Private Sector,	To be determined - asap Private Sector Licensing scheduled for December 14th meeting