

# SHEFFIELD CITY COUNCIL

## POLICY COMMITTEE DECISION RECORD

The following decisions were taken on Tuesday 30 August 2022 by the Strategy and Resources Policy Committee.

### **Item No**

#### **8. OVERVIEW OF PERFORMANCE MANAGEMENT ARRANGEMENTS AND PROGRESS AGAINST THE ONE YEAR PLAN**

8.1 The report describes the approach to corporate performance reporting, an overview of performance against the One Year Plan during 2021/22 and an overview of the transition to performance monitoring of the Delivery Plan.

8.2 **RESOLVED UNANIMOUSLY:** That:-

1. Strategy and Resources Policy Committee receive regular reports providing an overview of performance against the organisation's key priorities. This should describe performance challenges, interventions taken, and the results of changes made;

2. All policy committees including Strategy and Resources Committee should receive performance reports about services within their remit and should consider undertaking more detailed scrutiny of any areas of identified under-performance; and

3. In line with the Delivery Plan, Strategy and Resources Committee requires setting of appropriate targets for all performance measures.

#### **8.3 Reasons for Decision**

8.3.1 To ensure that Strategy and Resources Committee contributes to the Performance Management process and drives improvement across the organisation

#### **8.4 Alternatives Considered and Rejected**

8.4.1 There were no appropriate alternatives to consider in the course of the work described and the recommendations that are made.

#### **9. COUNCIL DELIVERY PLAN**

9.1 This paper sets out a proposed 2022/23 Delivery Plan for Sheffield City Council which is the first phase of a four-year improvement journey for the organisation. Over the next four years, we will make continuous improvements to our services and how we operate to make us ready to deliver our ambitious longer-term goals for the city.

The 2022/23 Delivery Plan identifies urgent performance challenges that SCC will prioritise and intensively focus on in the coming year to improve services for

Sheffielders. It also includes other key areas that we will continue to develop and support in the coming year, such as the development of our city centre or the working on a draft Local Plan.

The improvement journey will form the foundations to our new Corporate Plan which will give SCC a shared sense of purpose and priorities for the longer term.

9.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

1. Agree the proposed Delivery Plan as the first phase of a four-year improvement journey for Sheffield City Council;

2. Ask Policy Committee Chairs to take ownership of the issues in the 2022/23 Delivery Plan that are aligned to their policy areas, overseeing performance and delivery of the milestones agreed in the Plan;

3. Agree to support the development of a new Corporate Plan for Sheffield City Council based on the administration's strategic goals.

9.3 **Reasons for Decision**

9.3.1 This paper sets out Sheffield City Council's 2022/23 Delivery Plan which is the first phase of a four-year improvement journey for the Council

9.3.2 The four-year improvement journey is vital to ensure that the services we deliver meet the expectations and needs of Sheffielders and service users. We need to get the basics right and establish strong foundations if SCC is to become a high performing, good council for the city that then has the capability to achieve citizens' and Members' longer-term ambitions for Sheffield.

9.3.3 The Delivery Plan is the first step on that improvement journey. It identifies urgent performance challenges that SCC will prioritise and intensively focus on in the coming year alongside ongoing strategic issues (eg. climate change, city centre development) that SCC will continue to progress in the year ahead.

9.4 **Alternatives Considered and Rejected**

9.4.1 Two alternative options were considered:

a. Do nothing – this was discounted as there are clear areas of underperformance in SCC which need to be addressed to improve the services that we deliver to customers and the scale of the financial challenge facing SCC this year requires urgent focus.

b. Only develop a Corporate Plan – this was discounted as while SCC needs a longer-term plan which provides purpose and priorities for the whole organisation, there are improvements that SCC needs to undertake now and over the coming years to ensure that we are fit for purpose, financially sustainable and geared to deliver the city's ambitions.

## **10. BECOMING AN ANTI-RACIST CITY: SHEFFIELD CITY COUNCIL INITIAL RESPONSE TO THE RACE EQUALITY COMMISSION**

- 10.1 This report sets out Sheffield City Council's initial response to the key findings of the Independent Sheffield Race Equality Commission Report, which was launched in July 2022.

Through its evidence gathering and hearings, the Sheffield Race Equality Commission has painted a detailed picture of racism and racial inequality in Sheffield, laying down a challenge that city leaders, anchor institutions and communities must respond to. Prejudice and inequality on this scale impacts on the whole city, stopping people from achieving their potential.

This paper sets out the initial steps that we will take at SCC to implement immediate and longer-term actions to bring about powerful change.

This is an initial response to the REC and a further, detailed paper and action plan will be presented to Strategy and Resources Policy Committee on 12th October 2022

- 10.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

1. Welcome the publication of the Sheffield Race Equality Commission Report;
2. Recognise the commitment, dedication and time that REC Commissioners have given to the city, including SCC Members and officers who served as Commissioners. Working alongside Prof. Kevin Hylton, the REC has produced a comprehensive report that details the change we need to see in Sheffield to become an anti-racist city and requests that a letter of thanks and appreciation be sent to the Commissioners from the Chair of this Committee;
3. Agree the initial Sheffield City Council response, recognising that we need to produce a detailed, action-focused response that is fully owned by Members and officers in the organisation; and
4. Agree to receive the detailed Action Plan in response to the Commission's report for agreement at the October 2022 meeting of the Committee.

### **10.3 Reasons for Decision**

- 10.3.1 Carrying out the recommendations helps enable the Council to meet the needs of its ethnically diverse residents, visitors and employees as well as its employees. This work feeds into the S149 Public Sector Equality Duty requirements on the Council across 9 protected characteristics, of which race is one.
- 10.3.2 However, the Commission's recommendations recognise intersectionality in its actions and its recommendations will also help to address wider inequalities. However, we will need to continue to ensure that no one of the other

characteristics protected by S149 of the Equality Act 2010 are overlooked.

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

10.4.1 There is a possibility that other protected characteristics with similar entrenched inequalities will not receive the same level of commitment and resource as a result of the specific time and focus on race. An alternative option is to embed the recommendations into the work the Council undertakes across equality and engagement more broadly and to address those areas specific to race only separately but combine the other actions, such as workforce diversity.

10.4.2 As the Commission's recommendations are actions to address the very entrenched inequalities around race, to not follow through on the recommendations will pose a reputational risk.

### 11. **OMBUDSMAN FINAL REPORT AND TRANSITIONS UPDATE AND IMPROVEMENT PROGRAMME**

11.1 To provide a briefing to the Committee regarding the Ombudsman's report issued on public interest grounds' that resulted from the Council's failure to support a young person through their transition to adulthood.

To provide an update to the Committee on progress made to improve transitions to adulthood for children and young people in response to the Ombudsman report and the improvements that the Council committed to in the One Year Plan 2021/22.

11.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

1. notes the content of the report;

2. gives due consideration to the findings in the Ombudsman's report;

3. notes the progress made to date to improve the Council's approach to supporting young people to adulthood and the next steps for this work; and

4. notes that all members will be provided with a briefing note on SEND activities, including relevant key officer contact details.

#### 11.3 **Reasons for Decision**

11.3.1 The report describes the improvements made and reiterates the Council's commitment to continuing to work with children, young people and families as well as our health and independent sector partners to improve the systems and processes that support them through this key journey into adulthood and ensure that there is a wide range of opportunities that they are about to access and which support the fulfilment of young people's needs and aspirations for their future.

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

- 11.4.1 There are no alternative options identified as this work is a requirement of the Ombudsman and to ensure compliance with regulatory frameworks of CQC and Ofsted and the DfE SEND Accelerator Progress Plan.

## **12. BID FOR THE DEPARTMENT FOR EDUCATION CHILDREN'S HOME CAPITAL FUND**

- 12.1 To notify the Strategy and Resources Policy Committee of the intention to submit a bid to the DfE Children's Home Capital Fund and to seek approval for the Council to be the Accountable Body for the grant if the bid is successful.

- 12.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

1. endorses the submission of a bid to the Department for Education Children's Home Capital Fund for 50% of the capital costs of building a new children's home;

2. approves the Council being the Accountable Body for the grant if the bid is successful including agreeing to meet the requirement that the Council provide 50% match funding of the capital costs, noting that this equates to a capital commitment to fund £68,000 (initial estimation based on feasibility to date) to be allocated from the Corporate Investment Fund plus the cost of the land valued at £300,000; and

3) notes that if the bid is successful from 2024 the revenue budget will be diverted from the Children's external placement budget to cover the establishment and running costs of the new children's home.

### **12.3 Reasons for Decision**

- 12.3.1 This proposal offers the Council a strong opportunity to bid to the DfE for capital match funding by utilising land value and identified capital funding via the Corporate Investment Fund.

- 12.3.2 The proposal will enable Sheffield City Council to increase its in-house sufficiency to care for young people with a complexity of need and vulnerability in a smaller group living environment.

- 12.3.3 The proposal is to deliver a 2 bedroomed property however the design is such that it would allow scaling up to care for three young people subject to careful matching in line with assessed need, creating greater economies of scale for the future.

- 12.3.3 Delivery of this project will enable capacity to be unlocked in the larger children's homes increasing in-house capacity to provide homes for children and young people in Sheffield.

- 12.3.4 The proposal is in line with the Council's Sufficiency and Corporate Parenting Strategies.

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

12.4.1 This proposal is identified as a strong candidate to put forward as a bid to the DfE Children's Home Capital Fund.

12.4.2 Alternative options that have been considered but are not recommended for progression at this time include:

- refurbishment of an existing council property to provide a 2- bedroom home to meet complex need. This proposal is not recommended at this time as the timescales for the submission of the bid have not enabled a suitable property to be identified with the necessary feasibility undertaken.
- build of a 2-bedroom home for young people with complex disabilities and learning disabilities. This proposal is not recommended due to the revenue model being more expensive than private and independent provision.
- development of a larger children's home offering 4 bedrooms, this proposal has been considered but not progressed as the development of 2- 3 bedroomed home will support the Council in providing care for young people who need a smaller home environment. This will also positively impact on releasing capacity within Sheffield's larger children's homes enabling the larger homes to operate and care for 4-5 young people in line with their Statements of Purpose.

### 13. **CAPITAL APPROVALS FOR MONTH 03 2022/2**

13.1 This report provides details of proposed changes to the existing Capital Programme as brought forward in Month 03 2022/23.

13.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

- (i) approves the proposed additions and variations to the Capital Programme listed in Appendix 1 to the report; and
- (ii) approves the acceptance of grants as detailed in Appendix 2 to the report.

#### 13.3 **Reasons for Decision**

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

13.3.2 To formally record changes to the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the capital programme in line with latest information.

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

13.4.1 A number of alternative courses of action are considered as part of the process undertaken by Officers before decisions are recommended to Members. The recommendations made to Members represent what Officers believe to be the

best options available to the Council, in line with Council priorities, given the constraints on funding and the use to which funding is put within the Revenue Budget and the Capital Programme.