

Strategy and Resources Policy Committee

Wednesday 24 January 2024 at 2.00 pm

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

The Press and Public are Welcome to Attend

Membership

Councillor Tom Hunt
Councillor Fran Belbin
Councillor Angela Argenzio
Councillor Penny Baker
Councillor Dawn Dale
Councillor Dianne Hurst
Councillor Douglas Johnson
Councillor Ben Miskell
Councillor Shaffaq Mohammed
Councillor Zahira Naz
Councillor Joe Otten
Councillor Martin Smith
Councillor Richard Williams

PUBLIC ACCESS TO THE MEETING

The Strategy and Resources Policy Committee comprises 13 Members and has the following responsibilities:

Corporate Responsibilities:

- Cross-cutting responsibility for development and submission to Full Council for adoption of the Budget and Policy Framework
- Providing strategic direction to the operation of the Council by developing and recommending the Corporate Plan (including determination of the priorities set out therein) to Full Council and making decisions on cross-cutting policies and practice where such decisions are not reserved to full Council
- Responsibility for decisions on any commitments to funding in future years not covered within the Council's medium term financial plan
- Responsibility for any issue identified as being of significant strategic importance or financial risk to the Council (which is considered to be by its nature cross-cutting)
- Responsibility, including referral to another Policy Committee for consideration if appropriate, for any policy matter not otherwise allocated to a Committee
- Considering reports which an Ombudsman requires to be published by the Council where it is proposed that the Council take the recommended action

Council Functions:

- Finance and Commercial Services
- Legal Services
- Democratic Engagement
- Human Resources and Employee Engagement
- Organisational Strategy, Performance and Delivery
- ICT and Digital Innovation
- Information Management

Meetings are chaired by the Leader of the Council.

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 Policy Committee meetings and recording is allowed under the direction of the Chair. Please see the Council [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.

Policy 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 on the agenda.

Meetings of the Policy Committee have to be held as physical meetings. If you would like to attend the meeting, please report to an Attendant in the Foyer at the Town

Hall where you will be directed to the meeting room. However, it would be appreciated if you could register to attend, in advance of the meeting, by emailing committee@sheffield.gov.uk, as this will assist with the management of attendance at the meeting. The meeting rooms in the Town Hall have a limited capacity. We are unable to guarantee entrance to the meeting room for observers, as priority will be given to registered speakers and those that have registered to attend.

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 wish to attend a meeting and ask a question or present a petition, you must submit the question/petition in writing by 9.00 a.m. at least 2 clear working days in advance of the date of the meeting, by email to the following address: committee@sheffield.gov.uk.

In order to ensure safe access and to protect all attendees, you will be recommended to wear a face covering (unless you have an exemption) at all times within the venue. Please do not attend the meeting if you have COVID-19 symptoms. It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting.

If you require any further information please email committee@sheffield.gov.uk.

FACILITIES

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.

**STRATEGY AND RESOURCES POLICY COMMITTEE AGENDA
24 JANUARY 2024**

Order of Business

Welcome and Housekeeping

The Chair to welcome attendees to the meeting and outline basic housekeeping and fire safety arrangements.

1. Apologies for Absence

2. Exclusion of the Press and Public

To identify items where resolutions may be moved to exclude the press and public.

3. Declarations of Interest

Members to declare any interests they have in the business to be considered at the meeting.

(Pages 7 - 10)

4. Minutes of Previous Meetings

To approve the minutes of the meetings of the Committee held on 13 December and 21 December (Extraordinary) 2023.

(Pages 11 - 38)

5. Public Questions and Petitions

To receive any questions or petitions from members of the public.

(NOTE: There is a time limit of up to 30 minutes for the above item of business. In accordance with the arrangements published on the Council's website, questions/petitions at the meeting are required to be submitted in writing, to committee@sheffield.gov.uk, by 9.00 a.m. on 22 January 2024)

6. Members' Questions

To receive any questions from Members of the committee on issues which are not already the subject of an item of business on the Committee agenda – Council Procedure Rule 16.8. (NOTE: a period of up to 10 minutes shall be allocated for Members' supplementary questions).

7. Retirement of Staff

Report of the Director of Policy and Democratic Engagement

(Pages 39 - 42)

8. Work Programme

Report of the Director of Policy and Democratic Engagement

(Pages 43 - 60)

Formal Decisions

- | | | |
|------------|---|-------------------|
| 9. | Housing Revenue Account (HRA) Business Plan and HRA Budget 2024/25
Report of Executive Director Neighbourhood Services | (Pages 61 - 104) |
| 10. | Consideration of Council resolution relating to adopting the All-Party Parliamentary Group (APPG) on British Muslims' definition of Islamophobia
Report of Director of Policy and Democratic Engagement | (Pages 105 - 130) |
| 11. | Proposed Capital Programme for 2024/25 for the Strategy and Resources Policy Committee
Report of the Executive Director Neighbourhood Services | (Pages 131 - 146) |
| 12. | Sheffield City Goals

Report of the Chief Executive | (Pages 147 - 186) |
| 13. | Major Event Hosting Opportunity

Report of the Executive Director City Futures | (Pages 187 - 196) |

NOTE:

(1) The report at item 13 is not available to the public and press because it contains exempt information described in paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended)

(2) The next meeting of Strategy and Resources Policy Committee will be held on Wednesday 21 February 2024 at 10.00 am

This page is intentionally left blank

ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its Policy Committees, 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 Standards Committee in relation to a request for dispensation.

Further advice can be obtained from David Hollis, General Counsel by emailing david.hollis@sheffield.gov.uk.

This page is intentionally left blank

Strategy and Resources Policy Committee

Meeting held 13 December 2023

PRESENT: Councillors Tom Hunt (Chair), Angela Argenzio, Penny Baker, Dawn Dale, Dianne Hurst (Group Spokesperson), Douglas Johnson (Group Spokesperson), Ben Miskell, Shaffaq Mohammed (Group Spokesperson), Zahira Naz, Joe Otten, Martin Smith, Richard Williams and Minesh Parekh (Substitute Member)

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillor Fran Belbin.

2. EXCLUSION OF THE PRESS AND PUBLIC

2.1 It was noted that the appendix to the report at item 13 was not available to the public or press because it contained exempt information. If Members wished to discuss the exempt information, the Committee would ask the members of the public and press to kindly leave for that part of the meeting and the webcast would be paused.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of the previous meetings held on 20 November 2023 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 Russell Johnson attended to present the following questions that he had submitted: The Plaque: At May FC and June S&RPC, as part of the Lowcock response, SCC agreed to the installation of a plaque in the Town Hall entrance which would be, in the words of the Officer who authored the Report: '... in recognition of those who fought for our environmental heritage and were vindicated, and to serve as a reminder to all elected members that this failure of leadership will never happen again,' This, the Committee Report stated, is expected by March 2024

(a) Please would Cllr Hunt provide today a progress report of the procurement, costings, consultations on wording and expected installation date for the promised plaque, and account for any anticipated failure to meet the time scale.

(b) Please would the Leader share with interested members of the public any plans or preparations for the unveiling ceremony of the Plaque, including consulting citizens and Elected Members on this matter?

Answer: We are on schedule to unveil the plaque on the 6th March. The detail of the unveiling ceremony is still to be confirmed and we will make the public aware of the details

We have a design completed by our Capital Delivery Service which we have shared for informal feedback with key stakeholders, including Sheffield Street Tree Partnership, Sheffield Tree Action Groups and Waste and Street Scene Policy Committee members. Further work is now underway with Sheffield Tree Action Groups to develop the plaque design, which will be taken through a public consultation process prior to sign off, ready for manufacture and installation by 6th March 2024. We are aiming for completion of the design in early January to then start public consultation, ready to manufacture in February. Until the designs have been agreed we are unable to provide the actual cost however we will be within the original budget agreed by S&R Committee. Other than officer time no costs have been incurred so far.

The Lowcock Actions: At the Strategy and Resources Policy Committee on 19 June of this year, the Council agreed that: 'the Committee should agree a budget of up to £50,000 to support the work set out above.' (the 'suite of actions').

Please would the Leader, without of course revealing any names, and in the interests of transparency in accounting for public monies, put on record the breakdown of expenditures from that allocation to date? Does the Leader anticipate requesting authority for an additional amount, as previously suggested may be required?

Answer: The report considered by Strategy and Resources Committee in June 2023 made provision for a sum of up to £50,000 to be used specifically to support actions arising from the apology process and for the costs of the installation of the Town Hall plaque. That report noted that the costs associated with the reimbursement of those who had paid their financial court orders was accounted for within the costs that had previously been set aside for the running of the inquiry and therefore did not need to be found from the £50,000 allocated by the committee in June.

To date, the apology process itself has incurred no costs other than officer time, and the work on the plaque has not yet reached a point where costs are due. As described in the answer to question 1, the plaque is due to be manufactured and installed during the first part of 2024 (following consultation) and therefore costs will fall due at that point. We will make public a summary of these costs once known. There will be some external spend on using independent investigators resulting from complaints made arising from the issues raised in the Inquiry Report. When finalised those costs will be made public.

The Personal Apologies - There are a number of people who have not received the promised apologies as a result of the wrong actions of Members and Officers during the scandalous destruction of 5000 street trees as described by Sir Mark Lowcock.

(a) Is this because of a reluctance to use contact emails already held for the likely

recipients?

(b) If so, has SCC asked their chosen 'representative' organisation of Tree Defenders ('STAG') to contact their members seeking requests for apologies and permission to use email addresses? If not, why not?

(c) Is Cllr Hunt and the Senior Officer cadre aware that many people in the City are understandably sceptical of the Council's new 'core value' - 'openness and honesty are important to us', suspecting that this, and perhaps the two other 'values' as well, are little more than window-dressing?

(d) Do they recognise that such views are amplified by, for example, the apparent absence of accountability associated with the recent 'Containergate' debacle, the inexplicable 'Rose Garden Café' saga and continuing extraordinary delays in FOIR and complaints handling?

Answer to a and b: Strategy and Resources Committee agreed at their 19 June meeting as part of their consideration of the Lowcock report that the apology process would work on the basis of "self-identification".

This means that anyone who wished to receive an apology, who wasn't included in one of the categories specified in the Lowcock report, would be asked to come forward to request an apology rather than the Council coming to its own judgement about whether or not an apology would be welcomed. This was done for both the practical reason that the Council does not hold contact details for everyone who may wish an apology and because self-identification also mitigates the risk of contacting people who do not wish to hear from the Council and would find the contact upsetting or inappropriate. The process followed was set out in detail at Appendix C of the paper considered by the committee in June.

Answer to c: The Council's values were developed neither by Elected Members nor by senior officers. They were developed by staff from right across the council and reflect the behaviours and ways of working that we expect from everyone in the organisation. Our values are fundamental to the sort of organisation we want to be for the future. We are proud of them, have taken steps to embed them with staff right across SCC, and we are already beginning to see changes in the way in which we work – for example, our work on developing the city goals has been done in partnership with local people and communities, which is fundamentally different to how we might have conducted such a piece of work in the past. In addition, in this meeting we are to consider the draft Council Plan called Together we get things Done, one of the Council's values. As we acknowledge in today's report, that culture change - of which the values are one part - will take time to embed, but it is a process that we have started and which we are committed to. The alternative to having a value explicitly focused around openness and honesty would be not to have one and that would, in our view, have sent entirely the wrong signal about the sort of organisation that we wish to be and that the people of Sheffield expect us to be.

Answer to d: No. For each of the issues named in the question, we have sought to ensure that as much information as possible is made available publicly and that stakeholders and the general public are aware of the progress that is being made, in line with our values. Where things haven't gone as anticipated we have re-planned, taken action to mitigate issues and been open and honest about

challenges. It is vitally important that, as stewards of public money, we are accountable when mistakes are made. The recent Audit and Standards report on the containers issue demonstrates that. We are also unafraid to open ourselves up to external scrutiny. Over the summer, in line with the recommendations from the Lowcock report, we asked the Information Commissioner's Office to provide a consensual audit of our FOI processes and approach. That audit gave reasonable assurance about those processes. But it made some recommendations, two of which were urgent, and we are making sure that we action those. We know that timescales for responding to FOIs are too long and that was confirmed by the ICO. The reasons for that are complex but work is under way to improve our approach.

At the ECM on 10 May 2023, a Motion was passed that included the following:

12. [this Council] believes that for individuals who were council Cabinet members in the civic years 2015/16 to 2017/18, resignation from public office would be an appropriate indication of acceptance of responsibility for the harms caused.

(a) Is the Council satisfied that everything possible has been done to comply with that resolution?

(b) Are there any further attempts being planned or considered to give that Resolution, and the Leader's Party apparatus, some reality and credibility?

Answer: There is nothing that the council can do to compel Members to resign.

Elected Members can be disqualified from being a councillor but that is for a defined set of criteria set out in law (for example a criminal conviction leading to a prison sentence of at least 3 months, failure to attend any meetings of the authority for 6 months or taking up employment with the authority). Neither the Monitoring Officer nor the Council as a body has the power to compel an Elected Member to resign their seat. It is also not a binding decision the Council can make and those are not matters it could lawfully decide as enforceable. The motion that was passed is an expression of opinion. That is why the wording states this Council believes.

- 5.2 Russell Johnson attended to present the following question that had been submitted by Justin Buxton: At the Strategy and Resources Committee on the 19 June 2023 the Council accepted in full the recommendations of a report by the Chief Executive that included at para 18 a statement that the Council would apologise to the Courts.

On the 27th September Paul Brooke submitted a Freedom of Information request asking the council to confirm whether an apology to the courts had been made by The Council. On the 30th October the Council apologised that they had missed the deadline for providing this requested information. Paul Brooke then chased this now overdue Information request on the 13th November. No response was received.

On the 1st December Paul Brooke chased this now very overdue Freedom of Information request yet again. This time the council deigned to respond; stating "Thank you for your email of 1 December 2023 giving us a deadline of 6 December 2023. Please grant us another 24 hours to make a reply to you." SCC failed to

respond within 24hrs as promised. Have the Council apologised to court yet and will the apology to court be made public without redaction? If not why not?"

Answer: The apology to the court has not yet been sent. We need to make sure that the apology properly reflects the findings in the report of Sir Mark Lowcock. The Inquiry was independent and received its own legal advice on the matters it has said the Council should apologise for. The Council was not a party to that advice so has had to consider the legal points raised. The Council also wanted to be sure itself, through examining the cases, that it concurs with the Inquiry finding that the misleading impression the court had from a document did not make a difference to the outcomes in the hearings. This has taken longer to determine than hoped. I have been assured that the apology will be sent to the court before the end of this month. This will be made public and I have asked officers to notify you when this takes place.

- 5.3 The Leader reported that Ruth Hubbard had requested in respect of the Cost of Living Strategy Item, for clarity and information, please could you talk through each of the items listed in Table A at para. 1.14 as to what they are and how/why they arise in these kinds of amounts.

It was stated that the response involves a lot of complex information and that a written response would be provided.

- 5.4 Calvin Payne attended to present the following questions that he had submitted: I would like to clarify the content of Councillor Hunt's response to Councillor Johnson's written members question last week. The reply references complaints, possibly in regard to the 'undertakers', and the subsequent delay to apologies. Please be clear as to which apologies are to be delayed due to these long running complaints and why.

Answer: The apologies which have been delayed are the apologies to those who provided undertakings. The apologies are delayed for all of this group, whether individuals within the group have made a complaint or not. This is because the subject matter of the complaint is common across these individuals and the outcome of the complaint may determine the final content of the apology beyond matters explicitly dealt with in the Inquiry report. You will appreciate that I cannot go into the specific details of the complaint here today.

On June 19th 2023 the Leader and Chief Executive made a number of pledges in a report to this committee. In relation to the people who were subject to committal proceedings they said they would, "...work with them to do everything possible to mitigate any ongoing impact. This could include...providing letters of explanation should they need to explain the reasons for suspended prison sentences when job seeking...". None of the proposed mitigation actions have been carried out and there are real life consequences as a result. It should have been a matter of urgency to put in motion those mitigation actions, however the council has merely delayed and delayed with no explanation, doing further damage to the lives of those already affected by their 'misguided' and 'mistaken' court proceedings. Will the Leader acknowledge, and apologise for, the failure to so far carry out the promised mitigation process?

Answer: Officers have informed me that so far you are the only person who has requested such assistance. I know that in discussions, officers have said that they can provide a general letter but have also said that if any specific occasion arises, they would be happy to provide a specific letter setting out the context of the hearings. They have also said that they would be happy to speak to a prospective employer or contractor, should this be requested. While I am informed that you have not received the general letter yet, I feel sure that if you had any specific need of assistance to date, that this assistance would have been provided. I have been assured that you will receive the general letter very soon and before the end of January at the very latest. We have not assumed that everyone who was subject to court action wants such assistance. If anyone does then they can get in touch.

6. PROTECTED CHARACTERISTICS FOR CARE EXPERIENCED PEOPLE

- 6.1 The Strategic Director of Children's Services submitted a report to support detailed consideration of the motion agreed by Full Council of 1st November 2023, that 'Care Experienced' is recognised as a protected characteristic by Sheffield City Council.

Belinda Omorodion, Rae Sloan, Jake Adam Schuett and Wilster Mafoti, Voice & influence Workers attended the meeting and gave a presentation outlining their lived experience, in particular focusing on the issues of housing, loneliness, treatment in the criminal justice system and employment.

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

(a) notes the resolution of Full Council on 1st November 2023 regarding Care Experienced People and the context to that resolution as set out in this Report;

(b) endorses the principles set out in the resolution and confirm that the Council will regard Care Experience as a protected characteristic whilst noting that further work will be required on the implementation of those principles/changes; and

(c) agrees that further detail should be provided in the forthcoming report "Equality Framework Equality Is Everybody's Business".

6.3 Reasons for Decision

- 6.3.1 As corporate parent, the Council has a responsibility to provide the best possible care and safeguard children who are looked after by us as an Authority. It demonstrates Sheffield City Councils commitment as a Corporate Parent to ending the disparity and inequality faced by care experienced young people by going beyond our statutory requirements and ensuring that the needs of care experienced young people are at the heart of all our decision-making alongside other groups who formally share a Protected Characteristic.

- 6.3.2 By formally recognising care leavers as a protected characteristic the Committee are acknowledging those with care experience can face discrimination, stigma,

and prejudice. The recognition demonstrates Committee's commitment to advancing equality of opportunity between those with care experience and those without. By making 'care experience' a protected characteristic SCC are demonstrating its commitment to Care Leavers now as opposed to waiting for national reform to impose these changes on our behalf.

6.3.3 Councillors should be champions of our looked after children and young people and challenge the negative attitudes and prejudice that exist; and The Public Sector Equality Duty requires public bodies, such as councils, to have due regard to the need to:-

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

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

(C) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

6.3.4 The decision to treat care experience as a tenth protected characteristic would further cement the Council's existing strong track record as a corporate parent. Performance and outcomes for care leavers are an important proxy for the overall effectiveness of the children's social care system and the experience of children in care. It is not possible to achieve good outcomes for care leavers unless the right children come into care, for the right reasons and they are supported effectively to reach their best potential during the time they are in care.

6.4 **Alternatives Considered and Rejected**

6.4.1 Future national reform may introduce care experience as a characteristic under the Equalities Act in the future. This was a key recommendation from the Care Review and is currently being implemented by 55 Local Authorities nationally.

7. **MEMBERS' QUESTIONS**

7.1 There were no Members' questions.

8. **RETIREMENT OF STAFF**

8.1 The Director of Policy and Democratic Engagement submitted a report on Council staff retirements.

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

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

Name

Post

Years'
Service

Adults Wellbeing and Care Services

Adel Arnaout	Support Worker	25
--------------	----------------	----

Children's Services

Patricia Greaves	Teaching Assistant Halfway Junior School	Level 1, 26
------------------	---	-------------

Rose Hackworth	SEN Outreach Support Halfway Junior School	Assistant, 29
----------------	---	---------------

Janice Lightowler	Service Manager	20
-------------------	-----------------	----

Darrol Lindley	Catering Sheffield Inclusion Centre	Manager, 24
----------------	--	-------------

Nadine Taylor	Senior Teaching Assistant Beighton Nursery and Infant School	Level 3, 24
---------------	---	-------------

Neighbourhood Services

Stephen Lonnia	Chief Licensing Officer	42
----------------	-------------------------	----

Janet Thompson	Neighbourhood Officer	41
----------------	-----------------------	----

Terence Wison	Site Support and Logistics Technician	39
---------------	---------------------------------------	----

(b) extends to them its best wishes for the future and a long and happy retirement; and

(c) directs that an appropriate extract of the resolution now made, under the Common Seal of the Council, be forwarded to those staff with over 20 years' service.

9. WORK PROGRAMME

9.1 The Committee received a report containing the Committee's Work Programme for consideration and discussion. The aim of the Work Programme is to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee. It was highlighted that this is a live document and Members input to it was invaluable.

It was reported that, in addition to the items detailed in the report, it was proposed that an additional item on Major Event Hosting Opportunity should be added to the Work programme for consideration at the January meeting.

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

(a) that the priority issues for the Committee, as agreed at the meeting on 28 June 2023, and presented at Appendix 1 be noted;

(b) that the Committee's work programme, as set out in Appendix 1 be agreed, including the addition of the item now reported in respect of Major Event Hosting Opportunity;

(c) that approval be given to the consideration of cross cutting issues as detailed in appendix 1 of the report; and

(d) that the referrals from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed responses set out be agreed.

10. DRAFT COUNCIL PLAN 2024-28

10.1 The Chief Executive submitted a report setting out an ambitious four-year draft Council Plan for Sheffield City Council and draft Performance Framework which will align to our new four-year Medium Term Financial Strategy. The draft Council Plan (Appendix 1) sets out a new mission for the organisation – 'together we get things done' – which is underpinned by five new strategic outcomes. It demonstrates how we will put the people of Sheffield at the heart of everything we do and prioritise the long-term prosperity of the city, leading the transition to net zero economy while protecting and investing in our treasured local environment.

The draft Plan offers a positive vision for the role that the whole organisation can play in contributing to the city's success and helping achieve Sheffield's new City Goals.

The draft Council Performance Framework (PMF) (Appendix 2) is a vital companion to the Council Plan, enabling us to take a rigorous approach to delivering our outcomes for the city. The PMF ensures that we can drive continuous improvement and that the people of Sheffield can hold us to account for achieving our commitments.

It is proposed that the draft Council Plan will be considered as part of the forthcoming Budget Conversation for 2024/25 (launches 21st December) and then be considered by S&R Committee as a revised final draft in February 2024 with the intention of it being presented to Full Council in March 2024 alongside the proposed Budget for 2024/25.

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

(a) endorses the draft Council Plan, as set out in Appendix 1:

(b) agrees to enable citizens to give their views on the draft outcomes as part of the budget conversation from the 21st December 2023;

(c) agrees to receive a revised final draft of Council Plan at the Strategy and Resources Committee meeting in February 2024;

(d) agrees the Draft Corporate Performance Management Framework in Appendix 2;

(e) requests that officers prepare a new Outcomes Framework to support monitoring of performance against the draft Council Plan and provide the wider measures in the Performance Framework and present this to Strategy and Resources Committee in early 2024; and

(f) agrees to receive annual reports providing an overview of performance against the proposed outcome framework once agreed.

10.3 Reasons for Decision

10.3.1 The draft Council Plan provides a clear and positive statement of purpose and ambition for the whole council. It is aligned to our four year Medium Term Financial Strategy and the draft outcomes will increasingly become the focus for our budget and Directorate Plans over the coming year.

10.3.2 It is recommended that we seek citizen views on the new draft Plan alongside our budget proposals for the coming year so that citizens can see how we are seeking to invest in delivering our outcomes. We will then ensure that Strategy and Resources Committee and ultimately, Full Council, can consider the draft Plan alongside the proposed 2024/25 Budget in March 2024.

10.3.3 Similarly, the draft Council Performance Framework is a vital companion to the draft Council Plan. It will complement the new Plan, enabling citizens to hold us to account for achieving our outcomes and priorities.

10.4 Alternatives Considered and Rejected

10.4.1 (a) do nothing – rejected – as set out in the Strategic Framework 2023/24, we are committed to developing and agreeing a medium term plan for the council that sets out what we want to achieve for the city in the coming years and how we will contribute to the City Goals. The Council Plan is part of our Policy Framework and a critical step in our continued development as an organisation, connecting the ambitions and priorities of the administration to our Medium-Term Financial Strategy, workforce plans, Council Performance Framework, and Directorate Plans. It also ensures that we deliver on one of the key recommendations of the LGA Corporate Peer Challenge, further demonstrating our strategic development and maturity as an organisation.

10.4.2 (b) extend the Corporate Delivery Plan – rejected – the Corporate Delivery Plan has provided vital stability and focus for the organisation over the last year, building on the One Year Plan, and bringing clear focus onto a number of key challenges that citizens wanted to see improve. However, the Corporate Delivery Plan was deliberately short term and as recommended by the LGA Peer Team, it is important to bring medium-term focus for the Council so that citizens, staff and partners understand our priorities and ambitions.

11. COST OF LIVING STRATEGY UPDATE

11.1 The Director of Policy and Democratic Engagement submitted a report providing

an update on the cross-city Cost of Living response, including the Winter Plan. It also provides an update on plans to spend a previously ringfenced fund from the Household Support Fund (delegated to the Director of Communities) and sets out the approach that responds to recent Full Council motions.

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

(a) notes the approach outlined in this report that responds to recent relevant Full Council motions;

(b) notes the report's update on amounts previously ringfenced from the Household Support Fund and the plan to allocate amounts that are now available to the application scheme; and

(c) approves the adjusted ring fenced spend, as detailed in the report, and notes it as being consistent with the delegation to the Director of Communities in the 12 July 2023 Strategy and Resources Committee report.

11.3 Reasons for Decision

11.3.1 The recommendations build on the commitments made by the Strategy and Resources Committee on 31 May 2022 and 5 June 2022 and 12 July 2023 to support Sheffielders through the Cost of Living crisis. Working with communities and partners across the city, the recommendations ensure that SCC will continue to play a leading role through the strategic and tactical incident-type response.

11.4 Alternatives Considered and Rejected

11.4.1 Allocate the ringfenced amount to another aspect of the response. This was dismissed as it would not address the risks associated with increased demand for the application scheme and it would not help us to meet the objectives of the Full Council motions.

11.4.2 Target the ringfenced amount to specific groups. Dismissed, as outlined above because we were unable to obtain information that would allow us to make the targeted payments and people in this group are able to make an application for the household support fund.

12. COMMITTEE CLIMATE STATEMENTS

12.1 The Executive Director of City Futures submitted a report that:

1. Responds to the Annual Climate Progress Report 2022/23 in a timely manner;

2. Restates the cross-party council commitment to taking what action we can to address the climate emergency, adapt our city and council for a changing climate and reduce emissions to achieve our ambition to be a net zero city and council by 2030; and

3. Increases understanding of the impact climate change will have on committees,

the opportunities that tackling climate change offers, and the contribution to climate and net zero action each committee is currently making and needs to make moving forward.

12.2 RESOLVED UNANIMOUSLY: That Strategy and Resources Policy Committee:

(a) welcomes the Committee Climate Statements, as detailed in the report now submitted, and notes that these are work in progress and will evolve over time; and

(b) requests that each Policy Committee consider and, if not previously agreed, agree (with or without amendments) their respective statement to ensure that the proposed actions contained in such statement are reflected in their Work Programme.

12.3 Reasons for Decision

12.3.1 It is important that the response to the Annual Climate Progress Report is open and transparent in setting out the challenges which the local authority faces in making progress and clarifies future expectations on the part we all have to play in addressing climate change.

12.3.2 Committee do not currently have specific strategic goals for climate. The process required to develop these, and have the statements approved to be read at each committee meeting meant that option 5.2 in the report was not feasible with the available resource and timeframe.

12.4 Alternatives Considered and Rejected

12.4.1 Not providing committee climate statements considered due to the resource required to collate.

12.4.2 Providing more detailed Committee Climate Statements that provided an overview of strategic climate goals, with each Chair then reading the committees statement publicly at their respective committee meeting following release of the report

(NOTE: During the discussion of the above item the Committee agreed, in accordance with Council Procedure rules, that as the meeting was approaching the two hours and 30 minutes time limit, the meeting should be extended by a period of 30 minutes).

13. QUARTER 2 BUDGET MONITORING AND STRATEGY & RESOURCES COMMITTEE BUDGET OPTIONS

13.1 The Director of Finance and Commercial Services presented a report updating the Committee with the Council's revenue outturn position for 2023/24 as at Quarter 2.

The report also sets out new financial pressures facing the Strategy and Resources Committee in 2024/25, and budget options including savings, fees, grant and other income available to the Council to offset these pressures.

During consideration of this item of business, and in order for Members of the Committee to ask questions on the exempt appendix of the report, it was **RESOLVED**: That the public and press be excluded from the meeting and the webcast be paused before further discussion takes place on the grounds that, in view of the nature of the business to be transacted, if those persons were present, there would be a disclosure to them of exempt information as described in paragraph 3 of Schedule 12A to the Local Government Act 1972, as amended.

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

(a) notes the updated information and management actions provided on the 2023/24 Revenue Budget Outturn as described in this report;

(b) notes the budget proposals presented to the Policy Committee; and

(c) notes this Committees initial response for budget proposals set out in this report, including savings set out in Part B of this report.

13.3 Reasons for Decision

13.3.1 To record formally changes to the Revenue Budget.

13.4 Alternatives Considered and Rejected

13.4.1 The Council is required to both set a balance budget and to ensure that in-year income and expenditure are balanced. No other alternatives were considered.

(NOTE: During the discussion of the above item the Committee agreed, in accordance with Council Procedure rules, the meeting should be extended by a further period of 30 minutes).

This page is intentionally left blank

SHEFFIELD CITY COUNCIL

Strategy and Resources Policy Committee (Extraordinary)

Meeting held 21 December 2023

PRESENT: Councillors Tom Hunt (Chair), Angela Argenzio, Penny Baker, Dawn Dale, Dianne Hurst (Group Spokesperson), Douglas Johnson (Group Spokesperson), Shaffaq Mohammed (Group Spokesperson), Zahira Naz, Joe Otten, Martin Smith, Richard Williams, Mark Jones (Substitute Member) and Minesh Parekh (Substitute Member)

.....

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors Fran Belbin and Ben Miskell.

2. EXCLUSION OF THE PRESS AND PUBLIC

2.1 It was noted that the appendices to the reports at item 10 and 11 were not available to the public or press because they contain exempt information. If Members wished to discuss the exempt information, the Committee would ask the members of the public and press to kindly leave for that part of the meeting and the webcast would be paused.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. APPOINTMENTS TO SUB-COMMITTEES

4.1 RESOLVED UNANIMOUSLY: That Strategy and Resources Policy Committee approves the appointment of Councillor Henry Nottage to the substitute member vacancy on the Charity Trustee Sub-Committee.

5. PUBLIC QUESTIONS AND PETITIONS RELATING TO THE ISSUES TO BE DISCUSSED

5.1 The Leader welcomed the public questioners and explained the format of the meeting. After the public questions have been presented there will be a statement from the Leader reflecting on the feedback from stakeholders and the August 2023 meeting. Following this, the other party/group leaders will be invited to comment. Officers will then introduce the next two items together for discussion and approval: Equality Framework – Equality is Everyone’s Business; and Race Equality in Our Council.

Sahail Chohan and Jawed Siddiqi attended the meeting to ask the following questions that they had submitted:

The Race Equality Commission released its final report on 14 July 2022. The report found that racism remains deep-seated and prevalent in all key institutions in Sheffield. Evidence from this report highlighted the urgent need

for SCC to put together an action plan to tackle the existing racial disparities. We note with concern that little progress has been made within the council and see no evidence that the council is aware of any progress within the other key institutions (public or private sector).

Can you guarantee the citizens of Sheffield that you will meet the pledges of the Race Equality commission report and endeavour to become an anti-racist city by July 2025?

Does SCC have a strategy with clear objectives and deadlines and an agreed budget allocated to help support the work proposed by the Race Equality commission report?

Will you actively pursue invitations to all the council's large public sector organisations, businesses, trade unions, community organisations particularly BAME communities - including those that actively participated in this process - and members of the public to open meetings, to discuss the concerns raised by the REC report ahead of the Strategy and Resources Committee meeting pencilled for March 2024?

How do you propose to operate in the future so that there is significant involvement of key stakeholders relating to all protected characteristics?

The Leader thanked the questioners for attending and presenting their questions. He indicated that he would answer the questions now presented in the statement he was about to make and go on to introduce the next two items.

Firstly, thank you to all of the residents and community organisations who are passionate about tackling racism in our city. I'd like to express my sincere gratitude for your tireless work to bring about change. I'd like to thank all of the former members of the commission for their hard work and service to the city, and to all of the staff, residents and partner organisations across the city who have worked with us and who will continue to work with us in our ongoing efforts to become the anti-racist organization and anti-racist city that we have committed to become.

Sheffield City Council is the city's premier convening organisation. It is incumbent on us to take a leadership role in race equality and people rightly expect us to. In August, I reflected that not enough of that had happened since the Race Equality Commission report was published. We should have been the first mover, we weren't. As the Leader of the Council, it is my utmost priority to help eradicate all forms of racism within Sheffield. I believe that collectively we can and must achieve this, it will take time, but together we can bring our diverse communities together and create an inclusive city for everyone.

As Leader, I also have a role in promoting standards of conduct, including inclusion. I've centred this in my thinking since taking up this role in May. Since this committee met in August to discuss the Race Equality Commission, I have made time to listen, think about and learn more about the experiences of staff in this Council and residents across Sheffield. At that meeting we heard that residents wanted us to show leadership and ownership. They were disappointed and frustrated that quicker progress wasn't made by the whole city on the legacy body and sceptical that the Council was committed to race

equality. I understand that entirely. Today, and going forward, I hope that residents will see that progress is being made.

Sheffield Stand Up to Racism have asked us a series of questions today and in their August petition. In the petition they asked that we provide an action plan with appropriate budget and deadlines and a plan for how anchor organisations will respond to and meet the recommendations of the Race Equality Commission. Today they've asked us to affirm that we'll meet the promises we've previously made and become anti-racist.

Our Race Equality in Our Council report, which we are considering today, speaks directly to the feedback we have had and directly answers these questions. We are unequivocal in our position: we are going to be an anti-racist organisation, we are going to be an anti-racist employer and we are going to support Sheffield to become an anti-racist city. This is clear through the statements of intent the report asks us to agree, champion and hold each other to account against. The report provides clear objectives, clear actions and clear deadlines, supported by budget, which come together as a multifaceted approach to guide our future work and complete the Race Equality Commission's recommendations.

The report shows us the progress against each of the qualities the Race Equality Commission told us an anti-racist organisation would have as a minimum. This offers me reassurance that we're going the right way and have the potential to become the organisation we want to be. But the question then becomes – how? How will we get there? I am glad to see we have over 30 specific actions in this report to help us move forward. This report links specific activity to responsibilities and further work, and sets us up to show we can deliver against these serious set of actions. The report is about us and this Council. While some of the actions might seem very focused on us, they are about how we change our ways of working and our culture for the benefit of everyone in the city. Other anchor organisations are doing similar work to plan their approach.

Lots of organisations in this city contribute a huge amount to residents. And those organisations are facing challenges today and have faced challenges for a long time. The Race Equality Commission pointed to historic funding inequities, we have started to address these through being more open about to whom we give grants, and positive work between our procurement teams and diverse business board is taking place, but there's more to do. That is why we are conducting both a review of our relationships with the voluntary and community sector and faith organisations, and it's why the governance committee have a programme of work on engagement. But I am clear that changing how we work doesn't mean putting more of a burden on key partner organisations. Our work must be to support black and minoritised ethnic led organisations to thrive, and to make things fairer for them, not harder.

The Race Equality Partnership for Sheffield, which is a shared endeavour across the city, is now being implemented following the tireless work of the legacy body task-and-finish group over the last 6 months. The process of

appointments for key roles is forthcoming from the Partnership and will be open, fair and transparent. It will provide the forum for residents, community groups, public and private sector organisations, stakeholders and others to work together on a level footing. It will allow organisations to share their work, learn from best practice and ensure that we are moving forward as a city.

Through the Partnership, our engagement work, review of relationships with voluntary and community sector and faith organisations, our diverse business board and ongoing direct meetings, we are and will continue to regularly come together with partners and communities across our great city to discuss and take action to accelerate race equality, work with and foster good relations between people who share a protected characteristic and those who do not, and achieve the goals of our Equality Framework.

Before I handover to Councillor Mohammed and Councillor Johnson for their reflections, I want to highlight the accountability section of the report. This reminds elected members of our power and our responsibility. It is within our gift to ask about race and equality at every committee meeting and in all other council meetings and forums we are in. That might sound like a small thing to do, it isn't. It would set a standard and tell people what we value. If every meeting has proper, thoughtful consideration of these things we will see them integrated into everything we do, and every report we see.

This is important because people will rightly judge us by our words, but crucially also by our actions. Next year I want us to be able to look back on a year where we've seen action around race equality in the Council, in our Groups and in these formal settings. I want to see that officers and members have grabbed the opportunity this report gives us. This work is ongoing, we aren't going to be done next year or the year after, but if we each take these steps we will accelerate change. That is the task at hand for all of us.

And every one of us here should use our influence to make sure that happens. Because even when we may not be in complete agreement, we have the same goal of tackling racism and making this an inclusive city for all.

Councillor Mohammed, thanked the questioners for attending and the work that they do to hold the Council accountable. Any form of discrimination holds the city back and prevents us reaching our potential and must be tackled. The importance of visiting students to the city, some of which become prominent business people and politicians and the importance of their lived experience of the city was recognised. The key to success will be the lived experiences of local communities. It is recognised that the Council did not move quick enough and we must take that on board. There is also a responsibility for organisations beyond the Council.

Councillor Johnson thanked the questioners and the other Members for their comments. He reflected on the historical position and welcomed the statements and actions proposed in the reports as we move towards being an anti-racist city, not before time. He referred to the statistics that show the demographic changes happening in the city. In particular, he referred to census

information in respect of schools and in housing. Whilst there is still a way to go there is a developing change of culture in the Council, moving away from defensiveness, which is welcome and very important as we move towards our goal of becoming an anti-racist organisation.

The Leader summarised by confirming the cross party support for cultural change. We will be judged by our actions and the report contains 30 proposed actions to hold us to account on. We are keen to have an ongoing conversation with you the questioners and the communities you represent. Officers then went on to present the two reports.

6. EQUALITY FRAMEWORK – EQUALITY IS EVERYONE’S BUSINESS

- 6.1 The Chief Operating Officer presented a report proposing a new draft Equality Framework for Sheffield City Council, to include the Council’s proposed ambitions relating to equality, diversity and inclusion for the next four years as we seek to fulfil the vision set out in the Council Plan of becoming an organisation that puts people at the heart of what we do. By taking the learning from the Race Equality Commission and elsewhere, this framework fundamentally repositions the organisation’s approach to equality, diversity and inclusion over the next four years.

At the heart of the Equality Framework are the proposed new statutory Equality Objectives for Sheffield City Council. These will sit alongside the outcomes agreed in the Council Plan to provide a clear focus to our work on EDI. The Equality Objectives are focused around our three core roles in relation to equality, diversity and inclusion, namely:

- City and community leadership: championing equality through knowledgeable and inspirational leadership, and building a fairer Sheffield by fostering good relationships, listening, and engaging with the city’s diverse communities and together becoming an anti-racist city
- Service provider: providing supportive, accessible and customer centred services which increasingly understand and meet the needs of all Sheffield’s communities.
- Employer: Further developing a culture where employees feel safe, valued and have a sense of belonging, where equality is everyone’s business, and by building a representative and highly skilled workforce which reflects the city’s diversity

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

(a) endorses the draft Equality Framework;

(b) agrees the draft Equality Objectives as set out within the Framework, subject to public consultation;

(c) agrees to proceed with public consultation on the Equality Framework and Equality Objectives and bring to this committee a further report following that consultation;

(d) agrees that the further report will include detailed action plans for each Objective setting out how they will be achieved; and

(e) notes that in line with a recent Council motion, and the recent decisions taken by the Strategy and Resources Committee at its meeting on 13 December 2023, care experience (those who have at any part in their childhood been part of the care system) will be treated as an equality characteristic by the council in situations where protected characteristics are considered (including, but not limited to, equality impact assessments).

6.3 Reasons for Decision

6.3.1 It is recommended that Strategy and Resources Committee approve the equality framework as it will support the fundamental repositioning of the council's equality, diversity and inclusion work in line with the ambitions of the council plan and our work to embed anti-racism within the organisation and the city. By agreeing the framework, the committee will also ensure that we meet our statutory obligation to publish a set of four-year equality objectives.

6.4 Alternatives Considered and Rejected

6.4.1 The Council has previously agreed that it should pursue a specific approach to equality rather than one where equality is 'mainstreamed' within other activity. Because of the importance given to equality, diversity and inclusion within the draft City Goals and Council Plan this report does not recommend a change to that approach. Furthermore, there is a statutory requirement for the council to adopt a set of Equality Objectives, as proposed in this Framework. As such no alternative options have been considered.

7. RACE EQUALITY IN OUR COUNCIL

7.1 Ajman Ali, Executive Director of Neighbourhood Services, and Meredith Dixon Teasdale, Director of Children's Services, attended the meeting in their capacity as race champions, to present this report and talk about the Council's commitment to race equality. They were joined by the Director of Policy and Democratic Engagement in whose area the equality team sits, and Lucy Heyes, who worked with colleagues across the Council to bring together this report.

The report provides the Council with a holistic, future-facing approach to race equality. Building on the progress already made, it sets out in part 1 what we stand for as a Council and in part 2 where we are as an organisation, including on the 7 qualities the Race Equality Commission (REC) said an anti-racist organisation would have in place as a minimum. Part 3 sets out the action we will now take, illustrated with work which has already taken place. This report responds to feedback encouraging the Council to take ownership, implement

action with more pace and make clear what race equality means to us as an organisation and what our approach will be.

The REC published its final report on 14 July 2022. Commissioned by elected members, chaired by Professor Emeritus Kevin Hylton and supported by 24 commissioners, the REC gave Sheffield an account of race equality in the city and a set of recommendations for areas requiring improvement.

Sheffield City Council made the promise set out in the REC report and in doing so agreed to implement the recommendations which were relevant to the Council, become an anti-racist organisation and facilitate the formation of a legacy body. The Council responded to the REC in December 2022, bringing to this Committee an action plan to address the recommendations. In August, this Committee reviewed progress and committed to go further, faster.

7.2 RESOLVED UNANIMOUSLY: That Strategy and Resources Policy Committee:-

(a) agrees to adopt part 1 (pages 4-5) of the report now submitted and support and challenge officers, partners and each other, in a spirit of joint endeavour and kindness, so that everyone aligns what they do and how they do it against shared statements of intent;

(b) through this report, and in individual letters of thanks, formally acknowledge the Race Equality Commission, its independent Chair and its 24 commissioners, including Council staff members who took on commissioner roles alongside their work, and those who supported them (paragraphs 22-24);

(c) notes part 2 of the report (pages 6-14) which sets out data on race in our city and our progress against the 7 qualities the REC said an anti-racist organisation would have in place as a minimum;

(d) agrees the actions in part 3 (pages 15-29) and champion the report's aims across the Council's policy committees, and across the breadth of the Council's committee system, and ask the Governance Committee to support the implementation of this approach;

(e) agrees that elected members on key committees will be the first tranche of members to undertake an Equality, Diversity and Inclusion (EDI) level 2 equivalent certificate (paragraph 35e);

(f) agrees the accountability roles and responsibilities (paragraphs 43-44);

(g) notes the substantial, positive work of the legacy body task and finish group and extend gratitude to its chair, members and those who have supported its work (paragraphs 45-48); and

(h) approves the Council budget of £100,000 over four years, earmarked in the 2024/25 Business Planning to fund internal spend on the Council's external contribution to work around the Race Equality Partnership for Sheffield

(paragraphs 49-52).

7.3 **Reasons for Decision**

7.3.1 To build on progress to date and provide the Council with the next stepping stone in the on-going journey towards race equality.

7.4 **Alternatives Considered and Rejected**

7.4.1 This Committee agreed that the Council should pursue a specific approach to race equality. This report does not recommend a change to that approach.

8. **STREET TREE INQUIRY PROGRESS REPORT**

8.1 The Director of Policy and Democratic Engagement submitted a report providing an update on progress made towards the actions agreed as part of the Council's response to the Independent Street Tree Inquiry, as agreed at the Strategy and Resources Policy Committee meeting on 19 June 2023. It highlights the work done to date to deliver the agreed actions and sets out proposed next steps.

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

(a) notes the progress made towards the actions agreed in the June 2023 'Learning from the past and moving ahead: response to the Sheffield Street Tree Inquiry' report, as detailed in the report now submitted;

(b) agrees the proposed next steps, as set out at paragraph 1.33 of this report; and

(c) agrees to receive a further report in July 2024 on progress towards the recommendations agreed in the June 2023 report.

8.3 **Reasons for Decision**

8.3.1 By agreeing the recommendations, the committee will ensure that continued progress is made towards achieving the recommendations of the Street Tree Inquiry. This is a critical part of the journey of rebuilding the trust and confidence of our communities following the street tree dispute and will support the achievement of our Council Plan ambitions in this area.

8.4 **Alternatives Considered and Rejected**

8.4.1 This report was produced in accordance with the Strategy and Resources Committee's decision of 18 June 2023, requesting an update on progress made towards the recommendations made in the Sheffield Street Tree Inquiry report. The only alternative option would have been not to produce an update report, which has been discounted.

9. IDENTIFYING THE FUTURE ROLE OF CENTRAL LIBRARY AND GRAVES GALLERY BUILDING

- 9.1 The Executive Director City Futures submitted a report containing a proposed way forward for the future of the Central Library/Graves Gallery building, with potential timeline, for Member discussion and approval.

Central Library/Graves Gallery building is a beloved Sheffield landmark which needs to be reimagined for the future. Members need good information on the feasibility of various options for its future, to help decide a way forward.

Integral to this process are:

- A vision and location for Central Library and Archive services.
- A vision and feasibility for the future use of the building, as a nationally significant destination gallery.

Resources for repair surveys are required immediately to allow a repair programme to be designed and costed, and progress made as options are considered.

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

(a) approves the process of exploring the options for the future of the Central Library/Graves Gallery building, as set out in the report, including:

- Further work to understand the full extent of the Central Library building's condition
- Development of a vision for a 21st Century Central Library and Archives including options for how and where this could be located
- Development of the vision and work to assess the viability of transforming Central Library/Graves building into a nationally significant destination gallery;

(b) approves the use of reserves of £420k to fund initial surveying costs, to begin facilitation of an interim repair programme to be designed and costed;

(c) notes a request for funding to be identified to support further design costs as well as a financial model to support identified investment in the Building as part of the Accommodation Strategy;

(d) notes the interdependencies with the City Centre Accommodation Strategy;

(e) notes the potential outline timeline for the activities, including a further report in June 2024;

(f) notes that Place Feasibility Funding is being sought to support the

options/visioning activity in Recommendation (a); and

(g) endorses the development of a public engagement plan for the elements of this project

9.3 Reasons for Decision

9.3.1 The recommendation above set out a process and indicative timescale for gaining the in-depth information needed to inform future decisions on the Central Library/Graves Gallery.

Without this additional information, Members will not be able to make a well-grounded decision.

There is real urgency for the future of this Sheffield landmark to be secured, with the potential for exciting options for future gallery and library development. However, the financial, operational and service provision implications need to be fully understood.

9.4 Alternatives Considered and Rejected

9.4.1 Other options have been considered but are not recommended:

- Do nothing – which would have consequences for health and safety, would lead to the building's closure, and would incur costs in keeping the building secure.
- Take a decision without the feasibility work.
- Members have already made clear that they do not wish to vacate the building and market it as a development opportunity

9.4.2 By commissioning additional information and survey work to inform the long-term development of the Central Library/Graves Gallery, Members will have the best opportunity to make a sound choice on the future of the building. Without this additional information it will be difficult to make an appropriate choice; therefore, an alternative option is not being considered.

(NOTE: (1) During the discussion of the above item the Committee agreed, in accordance with Council Procedure rules, that as the meeting was approaching the two hours and 30 minutes time limit, the meeting should be extended by a period of 30 minutes); and

(2) At the conclusion of the above item the meeting adjourned for a short break.

10. WHOLE COUNCIL BUDGET UPDATE AND DELIVERY OPTIONS

10.1 The Director of Finance and Commercial Services submitted a report outlining the progress to date from each Policy Committee in delivering a balanced budget for 2024/25 and to note the budget proposals for the Strategy and Resources Policy Committee. Details of the Government's local government funding settlement, announced earlier in the week, were provided and the implications on the budget were set out.

During consideration of this item of business, and in order for Members of the Committee to ask questions on the exempt appendix of the report, it was **RESOLVED**: That the public and press be excluded from the meeting and the webcast be paused before further discussion takes place on the grounds that, in view of the nature of the business to be transacted, if those persons were present, there would be a disclosure to them of exempt information as described in paragraph 3 of Schedule 12A to the Local Government Act 1972, as amended.

The meeting was re-opened to the public and press, and the webcast was recommenced, prior to the decision being taken by the Committee.

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

(a) notes the budget proposals presented to the Policy Committees, as detailed in the report now submitted;

(b) notes that action is required by those Committees not presenting a balance position; and

(c) notes this Committee's initial response for budget proposals, as set out in this report, including Part B.

10.3 **Reasons for Decision**

10.3.1 The recommendations in this report sets out the next steps to deliver a balanced budget for 2024/25 and the HRA housing rents.

10.4 **Alternatives Considered and Rejected**

10.4.1 The Council is required by law to deliver a balance budget and therefore each Committee needs to delivery savings to achieve this. No alternatives have been considered at this stage.

11. **UPDATE ON PROPOSED AGREEMENT FOR LEASE OF THE FORMER COLES BUILDING**

11.1 The Executive Director City Futures submitted a report updating Members on the current position with regard to the proposed agreement for lease of the former Cole Brothers store in Barkers Pool and seeking approval to enter into an agreement with Urban Splash.

During consideration of this item of business, and in order for Members of the Committee to ask questions on the exempt appendix of the report, it was **RESOLVED**: That the public and press be excluded from the meeting and the webcast be paused before further discussion takes place on the grounds that, in view of the nature of the business to be transacted, if those persons were present, there would be a disclosure to them of exempt information as

described in paragraph 3 of Schedule 12A to the Local Government Act 1972, as amended.

The meeting was re-opened to the public and press, and the webcast was recommenced, prior to the decision being taken by the Committee.

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

(a) notes the current position and progress on the proposed agreement for the lease of the former Cole Brothers store in Barkers Pool since the last report to Committee; and

(b) agrees that the Council should now progress to finalising the Agreement for Lease as set out in Part 2 of the report now submitted.

11.3 **Reasons for Decision**

11.3.1 The proposed Agreement to Urban Splash will result in the delivery of an exciting mixed-use scheme comprising flexible workspace and cafes/retail/leisure/cultural uses/event space which are all considered to be complementary uses to the rest of the Heart of the City project. The development will create space for new jobs, places to shop, eat and visit and will help to increase the vibrancy and attractiveness of the city centre for residents and visitors.

11.3.2 Urban Splash has a strong track record of working with many public sector parties. The proposed project team have redeveloped many challenging and listed buildings, including both historic and post-war structures and have expertise in engaging communities in redevelopment and delivering programmes of meanwhile use.

11.3.3 Bringing this vacant listed building back into active use will be hugely beneficial both for the wider city centre and the surrounding Heart of the City Scheme. Retaining the large majority of the structure, whilst improving the thermal performance and energy efficiency of the building, should have a positive impact on climate change.

11.4 **Alternatives Considered and Rejected**

11.4.1 As stated in the previous reports to this Committee in August 22 and in March and June 23, the Council could decide not to progress with a disposal of the building at the present time. However, to do so would lead to further delays and uncertainty around what is an important building for the regeneration of the city centre and possibly reputational damage to the city's image from many people both within and outside of Sheffield.

11.4.2 Retaining the building without securing its redevelopment will have financial implications for the Council both in vacant property management, security and holding costs and in potential blight suppressing values and interest in the

surrounding property and the Heart of the City scheme

(NOTE: During the discussion of the above item the Committee agreed, in accordance with Council Procedure rules, the meeting should be extended by a further period of 30 minutes).

This page is intentionally left blank



Report to Policy Committee

Author/Lead Officer of Report:

Craig Rogerson,
Principal Democratic Services Officer Team Manager

Tel: 474 3355

Report of: *Director of Policy and Democratic Engagement*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *24 January 2024*

Subject: *Staff Retirements*

Has an Equality Impact Assessment (EIA) been undertaken? Yes No

If YES, what EIA reference number has it been given? (*Insert reference number*)

Has appropriate consultation taken place? Yes No

Has a Climate Impact Assessment (CIA) been undertaken? Yes No

Does the report contain confidential or exempt information? Yes No

If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-

*“The (**report/appendix**) is not for publication because it contains exempt information under Paragraph (**insert relevant paragraph number**) of Schedule 12A of the Local Government Act 1972 (as amended).”*

Purpose of Report:

To report the retirement of the following staff from the Council’s Service and to convey the Council’s thanks for their work.

Recommendations:

To recommend that Strategy and Resources Policy Committee:-

- (a) place on record its appreciation of the valuable services rendered to the City Council by the members of staff in the Portfolios stated;
- (b) extend to them its best wishes for the future and a long and happy retirement; and
- (c) direct that an appropriate extract of the resolution now made, under the Common Seal of the Council, be forwarded to those staff with over 20 years' service.

Background Papers:

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

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>N/A</i>
		Legal: <i>N/A</i>
		Equalities & Consultation: <i>N/A</i>
		Climate: <i>N/A</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	EMT member who approved submission:	<i>James Henderson</i>
3	Committee Chair consulted:	<i>Tom Hunt</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Caroline Nugent</i>	Job Title: <i>Interim Director of People and Culture</i>
	Date: <i>24 January 2024</i>	

1. PROPOSAL

To report the retirement of the following staff from the Council's Service and to convey the Council's thanks for their work:-

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>Adults Wellbeing and Care Services</u>		
Angela Berry	Adult Social Care Practitioner	21
Julie Cooper	Practice Development Co-ordinator	38
Jacqueline Homer	Social Worker	42
Lynda Oelklaus	Adult Social Care Practitioner	35
<u>Children's Services</u>		
Terence Bothamley	Site Manager, Lowfield Primary School	24
Suzanne Broadhead	Teacher, Greystones Primary School	31
Kate Dudley	Quality and Access Officer	22
Christopher French	Chief Executive Officer, Mercia Learning Trust	25
Hazel Singer	Higher Level Teaching Assistant, Prince Edward Primary School	27
Tracy Tucker	Senior Fieldwork Manager	35
<u>City Futures</u>		
Yunus Ahmed	City Centre Team Manager	42
Paul Gordon	Planning Officer	45
<u>Neighbourhood Services</u>		
Janet Wood	Neighbourhood Officer	41

This page is intentionally left blank



Report to Strategy & Resources Committee

24 January 2024

Report of: Director of Policy and Democratic Engagement

Subject: Committee Work Programme

Author of Report: Craig Rogerson, Principal Democratic Services Team Manager

Summary:

The Committee's Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. This aims to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee. The report also sets out the priority issues for the Committee, as agreed at the Strategy and Resources Committee meeting on 28 June 2023.

Any changes since the Committee's last meeting, including any new items, have been added for approval, and the document is always considered at the regular pre-meetings to which all Group Spokespersons are invited.

The following potential sources of new items are included in this covering report, where applicable:

- Questions from the public (where notified sufficiently in advance)
- Petitions to this committee, including those referred from Council
- References from Council or other committees (statements formally sent for this committee's attention)
- A list of issues, each with a short summary, which have been identified by the Committee or officers as potential items but which have not yet been scheduled (the source of the items is specified)

The Work Programme will remain a live document and will be brought to each Committee meeting.

Recommendations:

1. That the priority issues for the Committee, as agreed at the meeting on 28 June 2023, and presented at Appendix 1 be noted;
2. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
3. That approval be given to the consideration of cross cutting issues as detailed in Appendix 1 of the report, in particular that the following items be considered by Finance Committee:
 - Long Term Empty and Second Homes Premiums; and
 - Advertising and Sponsorship Policy; and
4. that the referrals from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed responses set out be agreed.

Background Papers: None

Category of Report: Open

COMMITTEE WORK PROGRAMME

1.0 Prioritisation

1.1 For practical reasons this committee has a limited amount of time each year in which to conduct its formal business. The Committee will need to prioritise firmly in order that formal meetings are used primarily for business requiring formal decisions, or which for other reasons it is felt must be conducted in a formal setting.

1.2 In order to ensure that prioritisation is effectively done, on the basis of evidence and informed advice, Members should usually avoid adding items to the work programme which do not already appear:

- In the draft work programme in Appendix 1 due to the discretion of the chair; or
- within the body of this report accompanied by a suitable amount of information.

2.0 References from Council or other Committees

2.1 Any references sent to this Committee by Council, including any public questions, petitions and motions, or other committees since the last meeting are listed here, with commentary and a proposed course of action, as appropriate:

Issue	Investing in renewable energy projects
Referred from	Council Meeting 6th December
<i>Details</i>	Item 2 - paragraph (c)(v) - request the Strategy and Resources Policy Committee to consider placing on its work programme consideration of every opportunity for investing in renewable energy projects on Council land and buildings to generate energy and income.
Commentary/ Action Proposed	Note: This Committee on 20/11/23 considered a Council Motion of 4 October 2023 as follows "resolves to ask the relevant Policy Committees to consider placing on their work programmes consideration of every opportunity for investing in renewable

	<p>energy projects on Council land and buildings to generate energy and income"</p> <p>The response given was as follows: It is proposed that an overarching Climate Statement, including a series of specific committee statements will be submitted to the December Strategy and Resources Policy Committee for approval. Informal work is ongoing with each Committee to develop these. The sections in respect of each Policy Committee will set out what each Policy Committee will commit to undertake to take climate action – reduce emissions and adapt to a changing climate. The sections for each Committee will include a direct reference to the issues raised in this motion. In addition, officers are exploring how we can commission a specific renewable energy scoping strategy, that will then provide recommendations on the actions that the Council (and each committee) will need to take to deliver this.</p> <p>The report referred to above was considered and welcomed at the Strategy and Resources Policy Committee meeting on 13 December 2023. Each Policy Committee was also requested to consider, if not previously agreed, to agree (with or without amendments) their respective statement to ensure that the proposed actions contained in such statement are reflected in their Work Programme.</p>
Issue	Council to consider how to protect the rights of its workers to strike
Referred from	Council Meeting 6th December
<i>Details</i>	Item 3 – paragraph (c)(i) - to ask the Strategy and Resources Policy Committee to consider how the Council will, if it can use provisions in the Act, including the discretion not to issue work notices, continue to protect the rights of its workers to strike and how it should be reflected in our policies, such as the ethical procurement policy.
Commentary/ Action Proposed	Report being prepared for consideration at S&R Committee in March/April

3.0 Member engagement, learning and policy development outside of Committee

3.1 Subject to the capacity and availability of councillors and officers, there are a range of ways in which Members can explore subjects, monitor information and develop their ideas about forthcoming decisions outside of formal meetings. Appendix 2 is an example 'menu' of some of the ways this could be done. It is entirely appropriate that member development, exploration and policy development should in

many cases take place in a private setting, to allow members to learn and formulate a position in a neutral space before bringing the issue into the public domain at a formal meeting.

Appendix 1 – Work Programme. Priority Issues for 2023/34:

Continuous development of our system of democratic committee governance	Working alongside the Governance Committee, continue to develop our model and how we modernise and embed the committee system. Embed approaches and policies and need to support Member development
Establish a new strategic framework for the city and organisation	Endorsement of the City Goals as they are developed during the summer, which will provide a shared, co-developed statement of our collective ambitions for Sheffield
	Development of a new 5-year Corporate Plan for the organisation which connects to the developing City Goals, sets out what we want to achieve and our priorities and gives clear direction for the whole council, citizens and partners
Cost of living crisis	Continuing and strengthening Sheffield’s citywide response to the cost of living crisis, working with communities and partners to support the people of Sheffield, communities businesses.
Street Trees recommendations and reconciliation	Agreeing the actions we will take forward to deliver the wider recommendations in the Lowcock Report to ensure good progress has been made by the end of the year, with a clear approach to monitoring achievement of these.
Continuing to develop our community involvement and neighbourhood and locality working arrangements	Working with the Governance Committee to <ol style="list-style-type: none"> 1. consider further devolution of powers and funding to the LACs this year; 2. making neighbourhood working more integral to the culture of the wider organisation (including through the Future Sheffield programme); 3. taking further steps to ensure community voice and community development practices are developed and embedded in the ways of working for the LACs and policy committees
Future Sheffield - our 3-year organisational change plan	Overseeing the organisational change programme which will be focused on becoming the organisation that we need to be to continue to deliver for the people of Sheffield alongside rapid service improvement activity where needed.
Customer Services Strategy	In line with our Future Sheffield transformation programme, developing a new Customer Services strategy that will be focused on the experience that the people of Sheffield have when accessing our services.
Budget delivery and medium-term financial stability	To agree a medium term financial plan (MTFP), and, working with the Finance Committee, oversee delivery of agreed savings and development of budget proposals for 2024/25 – 2026/27 in line with the emerging Corporate Plan priorities
SYMCA relationship	We will work collaboratively with the MCA as part of our regular approach to delivering for Sheffield. This will include taking forward our Inclusive Economic Plan as our place-based plan which will feed into the MCA’s broader economic strategy.

Part 1: Proposed additions and amendments to the work programme since the last meeting:

New Items	Proposed Date	Note
Major Event Hosting Opportunity 2026 and 2029	January 2024	
Consideration of Council resolution relating to adopting the All-Party Parliamentary Group (APPG) on British Muslims' definition of Islamophobia	January 2024	
Advertising and Sponsorship Policy	February 2024	
Consideration of Council resolution relating to Sheffield City Council joining the Sheffield Coalition Against Israeli Apartheid	February 2024	
Equality Framework –Equality is Everyone's Business (Final)	March 2024	
Response to Council Motion "Opposing Minimum Service Levels"	March/ April 2024	
Joint Ombudsman Complaint Handling Code	March 2024	
A framework for Growth: Principles and Priorities	March 2024	
Amended Items		
Heritage Strategy for Sheffield Workplan	Moved to February 2024	Moved to allow for a workshop for Lead members from Economic Development and Skills; Planning and Highways; and Transport, Regeneration and Climate Change and with members of the Heritage Board in January.
Housing Strategy Development – Let's Talk About Housing	Moved to March 2024	

Cross-Cutting Issues requiring S&R Steer:

Item	Committee	Proposed Date	Recommended
Long Term Empty and Second Homes Premiums	Finance	February 24	Changes to the Council Tax Long Term Empty Premium and introduce a Second Home Premium. Recommended that the issue be considered by Finance Committee.
Advertising and Sponsorship Policy	Finance	February 2024	To adopt a modern authority wide policy to govern advertising and sponsorship opportunities/outputs across the City Council's assets and land.

			Recommended that the issue be considered by Finance Committee.
--	--	--	---

Outstanding responses to Full Council Motions:

Item	Comm ittee	SLT lead officer	Proposed Date	Note
Tackling the Stigma of Menopause and Period Poverty (Council Motion 2/11/22)	S&R	James Henderson/Adele Robinson	February 2024	Response: Report to be submitted in January 2024(TBC)
Driving Forward the Heritage Strategy for Sheffield Response to Council motion (20/2/23). NOTE: Also Members Q 5/7/23	S&R	Kate Martin/Diana Buckley	TBC – Feb 24	Response: Report being prepared for consideration at S&R in November.
Risk and Opportunities Framework NOTE: Members Q 5/7/23	S&R	Claire Taylor	TBC	Response: To be picked up as part of revised risk management arrangements, as part of a suite of supporting plans that will align with the Council Plan.
Consideration of Council resolution relating to Sheffield City Council joining the Sheffield Coalition Against Israeli Apartheid	S&R	James Henderson	February 2024	
Opposing Minimum Service Levels	S&R	Caroline Nugent	March/ April 2024	Council 6/2/23. Item 3 – paragraph (c)(i) - to ask the Strategy and Resources Policy Committee to consider how the Council will, if it can use provisions in the Act, including the discretion not to issue work notices, continue to protect the rights of its workers to strike and how it should be reflected in our policies, such as the ethical procurement policy. Response: Report being prepared for consideration at S&R in March/April

Part 2: List of other potential items not yet included in the work programme

Issues that have recently been identified by the Committee, its Chair or officers as potential items but have not yet been added to the proposed work programme. If a Councillor raises an idea in a meeting and the committee agrees under recommendation 3 that this should be explored, it will appear either in the work programme or in this section of the report at the committee’s next meeting, at the discretion of the Chair.

Topic	None
Description	
Lead Officer/s	
Item suggested by	<i>Officer, Member, Committee, partners, public question, petition etc</i>
Type of item	<i>Referral to decision-maker/Pre-decision (policy development/Post-decision (service performance/ monitoring)</i>
Prior member engagement/ development required	
Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 3)</i>	
Lead Officer Commentary/Proposed Action(s)	

Part 3: Agenda Items for Forthcoming Meetings

Meeting (23/24)	24 January 24	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
HRA Budget and Business Plan						Full Council 7/2/24
Endorsement of City Goals		James Henderson/ Diana Buckley	Decision			This Committee
Major Event Hosting Opportunity 2026 and 2029	Funding request from Sheffield City Council to support the City of Sheffield's bid to host 2 major sporting events. Should either bid be successful, the SCC	Gary Clifton/ Lisa Firth	Decision	Engagement with members will be required	n/a	This Committee

	funding request will form part of the overall event delivery budget.					
Consideration of Council resolution relating to adopting the All-Party Parliamentary Group (APPG) on British Muslims' definition of Islamophobia	To ask Strategy and Resources Committee to consider whether or not Sheffield City Council should adopt the APPG's definition of Islamophobia and, if so, to recommend to the committee that as part of action planning following the committee's endorsement of the of the draft Equalities Framework in December 2023, that specific work should be undertaken by the council to embed and promote the elimination of Islamophobia within the city.	James Henderson	Decision	Proposed Strategy and Resources Committee Briefing item on this topic, to be supplemented with group briefings if requested	Engagement to be undertaken with Faith groups/leaders in the city in advance of the item being considered by the committee and following decision (regarding action planning).	This Committee
Stannington RCG report		Kate Martin/ Claire Hanson				
Proposed Capital Programme for 2024/25 for the Strategy and Resources Policy Committee		Tom Smith				

Meeting (23/24)	21 February 24	Time				
-----------------	-----------------------	------	--	--	--	--

Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
Revenue and Capital Budget Approval		Phillip Gregory	Decision			Full Council 6/3/24
Council Plan		James Henderson	Decision			Full Council
Community Buildings Policy and Community Asset Transfer Policy (TBC)	To seek approval and adopt Community Building and Community Asset Transfer Policies. Both policies will set out how the Council will work in a consistent and proactive manner, setting out a clear, transparent management of Community Buildings / Assets.	Peter Bartle	Decision	Briefed Leaders Board, and knowledge briefing for committee to follow.	Programme Board established with representatives from VCS.	Agreed at SLB on 2/10/23 that this item be considered at S&R. CPL to be briefed.
Heritage Strategy for Sheffield Workplan	Full Council has asked for the Heritage Strategy for Sheffield to be added to the S&R Committee workplan. The endorsement of Strategy and Resources Policy Committee is requested, to explore options for creating and	Rebecca Maddox/ Diana Buckley	Decision	Briefing for Committee Chair/Vice Chair/Lead Workshop for Lead members from Economic Development and Skills; Planning and Highways; and Transport, Regeneration and Climate Change.	Close working with Sheffield Heritage Partnership Board	Cross Cutting Issue. Discussed at SLB on 7/8/23. Agreed to be considered at S&R at it's meeting on 7/9/23

	sustaining an SCC Heritage Officer post.					
Consideration of Council resolution relating to Sheffield City Council joining the Sheffield Coalition Against Israeli Apartheid	To ask Strategy and Resources Committee to consider whether or not Sheffield City Council should join the Sheffield Coalition Against Israeli Apartheid.	James Henderson	Decision	Proposed Strategy and Resources Committee Briefing item on this topic, to be supplemented with group briefings if requested	Engagement will be undertaken with the Coalition and other interested stakeholders in advance of the item being considered by the committee.	This Committee
Tackling the Stigma of Menopause and Period Poverty		James Henderson	Decision			This Committee

Meeting (23/24)	12 March 24	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date)
2023/24 Q3 Budget Monitoring	Finance monitoring update.	Jane Wilby	Decision			This Committee
Equality Framework –Equality is Everyone’s Business (Final)		James Henderson	Decision			This Committee
Housing Strategy Development – Let’s Talk About Housing	The current Housing Strategy is due to run out at the end of 2023. Work to develop the new Housing Strategy has been started and this is being overseen	Georgina Parkin/ Suzanne Allen	Decision	Previous Member engagement includes Housing Committee consultation and the appointment of a Task and Finish Group to	The report will set out the options for consultation including co-production with the public and partner organisation/stakeholders,	S&R briefing 11/10/23 acknowledged Housing Strategy as a cornerstone

	<p>by the Housing Policy Committee Task and Finish Group. It is clear from this work that the Housing Strategy is a cornerstone strategy for the Council which includes many cross-cutting issues and far-reaching links and dependencies. It will be a 10 year strategy.</p> <p>Therefore, it is important to clarify the governance and accountability process for the further development and final decision making on the Housing Strategy.</p> <p>Because of the importance of the strategy in setting out our future vision and priorities for it is urgent to progress this work in a timely way.</p>			<p>oversee the development of the new housing strategy.</p> <p>Committee Chairs and LAC Chairs have been asked how they would like to be involved in this process and some LAC meetings have been attended.</p> <p>This was discussed at the Strategy and Resource Briefing 11 October 2023.</p>	<p>the timescales and the resources required.</p>	<p>strategy for the Council and indicated that it should come under the remit of the Strategy and Resource Committee.</p>
<p>Response to Council Motion “Opposing Minimum Service Levels” Date TBC</p>		<p>Caroline Nugent</p>				
<p>A framework for Growth: Principles and Priorities</p>	<p>The city does not currently have an overarching narrative that sets out its</p>	<p>Andy Kempster</p>	<p>Decision</p>	<p>Regeneration Board has oversight of the development of the</p>	<p>We have engaged consultants to support with 70 1-2-1 interviews and up to 10 focus</p>	<p>This Committee</p>

	ambitions for growth, nor a document that sets out the wide range of strategies and plans that would support this ambition. We are therefore looking to address this over the next 6 months, producing: An initial 'growth framework' (March 2023) A Growth Plan for 2024-2035 (June 2023)			framework, which includes an extraordinary meeting of the group to work with consultants on the proposal. We will be briefing TRC, EDS, Adult Health and Social Care, Communities and Housing committees prior to S&R.	groups with key stakeholders in the city to help develop the framework.	
Joint Ombudsman Complaint Handling Code	The Local Government & Social Care (LGSCO) & Housing Ombudsman (HO) Ombudsman are currently consulting with Local Authorities regarding the implementation of a new Joint Complaint Handling Code which will become a statutory code by 1 April 2024. The consultation period will end on 23 November 2023 and we are required to provide 'a single co-ordinated and complete response.'	Corleen Bygraves-Paul	Decision	The consultation response must include: Chief Exc.; Monitoring Officer; Member(s) responsible for complaint performance within the Council; Director/Senior officer responsible for complaint handling; Director of Housing (If applicable).	This consultation represents an opportunity for interested persons and organisations to provide feedback about the operation of the Code and to influence development of the regime for monitoring compliance with it. This includes, HOS's statutory consultees, private registered providers, local authority registered providers, voluntary members of the Scheme, tenants and residents, and any other stakeholders who have an interest in social housing in England. The government's launch of 'Making It Right' campaign on	This Committee

					9 October 2023, also encourages tenants to report issues and make complaints to address hazards in their home. The government wants to inform tenants of their rights and ensure they escalate complaints to the Housing Ombudsman if concerns are not addressed swiftly or appropriately.	
--	--	--	--	--	--	--

Meeting (23/24)	17 April 24	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)

Items which the committee have agreed to add to an agenda, but for which no date is yet set.						
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
Street Tree Inquiry Report Progress	S&R have agreed to receive a report against progress on actions	Lucy Heyes	Progress Reports			This Committee

	during winter 2023 and summer 2024.					
Civic Honours	To bring forward a further paper for decision.	James Henderson/ Jason Dietsch		To be considered by the Governance Cttee in the first instance.		This Committee/Governance Cttee (TBC)

Note:

- Type of item = Decision; Referral to decision-maker; Pre-decision (policy development); or Post-decision (service performance/ monitoring).
- Final decision-maker = This Committee; Another Cttee; Full Council; or Officer decision

Appendix 2 – Menu of options for member engagement, learning and development prior to formal Committee consideration

Members should give early consideration to the degree of pre-work needed before an item appears on a formal agenda.

All agenda items will anyway be supported by the following:

- Discussion well in advance as part of the work programme item at Pre-agenda meetings. These take place in advance of each formal meeting, before the agenda is published and they consider the full work programme, not just the immediate forthcoming meeting. They include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers
- Discussion and, where required, briefing by officers at pre-committee meetings in advance of each formal meeting, after the agenda is published. These include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers.
- Work Programming items on each formal agenda, as part of an annual and ongoing work programming exercise
- Full officer report on a public agenda, with time for a public discussion in committee
- Officer meetings with Chair & VC as representatives of the committee, to consider addition to the draft work programme, and later to inform the overall development of the issue and report, for the committee's consideration.

The following are examples of some of the optional ways in which the committee may wish to ensure that they are sufficiently engaged and informed prior to taking a public decision on a matter. In all cases the presumption is that these will take place in private, however some meetings could happen in public or eg be reported to the public committee at a later date.

These options are presented in approximately ascending order of the amount of resources needed to deliver them. Members must prioritise carefully, in consultation with officers, which items require what degree of involvement and information in advance of committee meetings, in order that this can be delivered within the officer capacity available.

The majority of items cannot be subject to the more involved options on this list, for reasons of officer capacity.

- Written briefing for the committee or all members (email)
 - All-member newsletter (email)
 - Requests for information from specific outside bodies etc.
 - All-committee briefings (private or, in exceptional cases, in-committee)
 - All-member briefing (virtual meeting)
 - Facilitated policy development workshop (potential to invite external experts / public, see appendix 2)
 - Site visits (including to services of the council)
 - Task and Finish group (one at a time, one per cttee)
- Furthermore, a range of public participation and engagement options are available to inform Councillors, see appendix 3.

Appendix 3 – Public engagement and participation toolkit

Public Engagement Toolkit

On 23 March 2022 Full Council agreed the following:

A toolkit to be developed for each committee to use when considering its 'menu of options' for ensuring the voice of the public has been central to their policy development work. Building on the developing advice from communities and Involve, committees should make sure they have a clear purpose for engagement; actively support diverse communities to engage; match methods to the audience and use a range of methods; build on what's worked and existing intelligence (SCC and elsewhere); and be very clear to participants on the impact that engagement will have.

The list below builds on the experiences of Scrutiny Committees and latterly the Transitional Committees and will continue to develop. The toolkit includes (but is not be limited to):

- a. Public calls for evidence
- b. Issue-focused workshops with attendees from multiple backgrounds (sometimes known as 'hackathons') led by committees
- c. Creative use of online engagement channels
- d. Working with VCF networks (eg including the Sheffield Equality Partnership) to seek views of communities
- e. Co-design events on specific challenges or to support policy development
- f. Citizens assembly style activities
- g. Stakeholder reference groups (standing or one-off)
- h. Committee / small group visits to services
- i. Formal and informal discussion groups
- j. Facilitated communities of interest around each committee (eg a mailing list of self-identified stakeholders and interested parties with regular information about forthcoming decisions and requests for contributions or volunteers for temporary co-option)
- k. Facility for medium-term or issue-by-issue co-option from outside the Council onto Committees or Task and Finish Groups. Co-optees of this sort at Policy Committees would be non-voting.

This public engagement toolkit is intended to be a quick 'how-to' guide for Members and officers to use when undertaking participatory activity through committees.

It will provide an overview of the options available, including the above list, and cover:

- How to focus on purpose and who we are trying to reach
- When to use and when not to use different methods
- How to plan well and be clear to citizens what impact their voice will have
- How to manage costs, timescales, scale.

There is an expectation that Members and Officers will be giving strong consideration to the public participation and engagement options for each item on a committee's work programme, with reference to the above list a-k.

This page is intentionally left blank



Report to Policy Committee

Author/Lead Officer of Report: Janet Sharpe,
Director of Housing

Tel: 0114 2735493

Report of: Executive Director, Neighbourhood Services

Report to: Strategy & Resources Policy Committee

Date of Decision: 24 January 2024

Subject: Housing Revenue Account (HRA) Business Plan 2024/25

Type of Equality Impact Assessment (EIA) undertaken	Initial <input checked="" type="checkbox"/>	Full <input type="checkbox"/>
EIA reference 2398 covers the impact of the Rent Standard. This is the main planning assumption for this report. Individual EIAs have also been completed for other savings and pressures being considered by Strategy and Resources Committee in a related report.		
Has appropriate consultation/engagement taken place?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Purpose of Report:

This report sets out the 2024/25 Housing Revenue Account (HRA) Business Plan. Each year the HRA Business Plan is reviewed and updated to set budgets and charges for the year ahead and to provide an updated 5-year plan and 30-year affordability profile.

The purpose of this report is to provide the Strategy & Resources Policy Committee with an update on the current national and local housing context, regulatory requirements, the priorities for Committee action alongside capital and revenue spending plans for 2024/25. The Housing Policy Committee will then be responsible for overseeing the scrutiny and, delivery of those plans on behalf of the Council housing tenants of Sheffield.

Recommendations:

It is recommended that Strategy & Resources Policy Committee recommends to the meeting of the City Council on 7 February 2024 that: -

- a) The HRA Business Plan report for 2024/25 and the HRA Business Plan priorities for 2024/25 as set out in the Financial Appendix to this report are approved;
- b) The HRA Revenue budget 2024/25 as set out in the Financial Appendix to this report is approved;
- c) notes that once adopted by the City Council, monitoring the delivery of HRA Business Plan priorities will be within the remit of Housing Policy Committee and a regular performance reporting schedule will be approved.
- d) Rents for council dwellings are increased by 7.7% from April 2024 in line with the Regulator of Social Housing's Rent Standard.
- e) Garage rents for garage plots and sites are increased by 7.7% from April 2024.
- f) The sheltered housing charge is increased by 6.7% from April 2024.
- g) The burglar alarm charge is increased by 6.7% from April 2024.
- h) The furnished accommodation charge is increased by 6.7% from April 2024.
- i) There is no increase to the community heating charge at this time.

Background Papers:**Appendix A - Summary of Tenant Consultation on the Priorities****Appendix B - HRA Business Plan and Financial Appendices 2024/25**

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.
	Finance: Helen Damon
	Legal: Meurig Tiley
	Equalities & Consultation: Louise Nunn
	Climate: Nathan Robinson

	<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	SLB member who approved submission:	<i>Ajman Ali, Executive Director for Neighbourhoods</i>
3	Committee Chair consulted:	<i>Douglas Johnson, Chair, Housing Policy Committee</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Janet Sharpe</i>	Job Title: <i>Director of Housing</i>
	Date: 12th January, 2024	

1. PROPOSAL

- 1.1.** This report sets out the 2024/25 Housing Revenue Account (HRA) Business Plan. Each year the HRA Business Plan is reviewed and updated to set budgets and charges for the year ahead and to provide an updated 5-year plan and 30-year affordability profile.
- 1.2** The purpose of this report is to provide the Strategy & Resources Policy Committee with an update on the current national and local housing context, regulatory requirements, the priorities for Committee action alongside capital and revenue spending plans for 2024/25. The Housing Policy Committee will then be responsible for overseeing the scrutiny and, delivery of those plans on behalf of the Council housing tenants of Sheffield.
- 1.3** The HRA Business Plan is included as Appendix B to this report. It provides a more detailed analysis of the current operating environment, the priorities for the HRA over the next 12 months and an overview of revenue and capital spending proposals over both the 5 and 30-year life of the Business Plan.

2. BACKGROUND

- 2.1** The HRA is the financial account of the Council as a landlord. It is ring-fenced in law for income and expenditure in respect of council housing and housing land and certain activities in connection with the provision of council housing only. Other council services are funded through council tax and central government support which benefits all citizens of Sheffield regardless of tenure.
- 2.2** This HRA Business Plan report sets out how the estimated £181m income, predominantly from tenant rents, will be spent on delivering repairs, capital improvements and tenant services to more than 38,000 council homes across the city during 2024/25. It also includes a longer-term forecast looking forward over the next 5 years.
- 2.3** The focus for 2024/25 will be on restructuring the long-term Business Plan to ensure that there is a sustainable investment programme for council homes in Sheffield. The plan also focuses on improving the services that we provide to tenants to meet rising expectations, both of our customers and of the new regulatory environment.
- 2.4** The HRA Business Plan operates within a political environment therefore changes in both national and local policy can have a major impact and influence on the plan. The main impacts affecting this year's review include increased regulation of the social housing sector; increased costs to the HRA linked to inflation, a continued cost of living crisis impacting our tenants and the level of income we can generate for the HRA based on current Rent Policy.
- 2.5** Sheffield, like many other Local Authorities in the country, is facing increasing financial pressures and the impact of more stringent regulation. Income is not keeping up with costs making it increasingly difficult to

ensure that homes are well managed and maintained by the Council. Increased investment in repairs and long-term capital improvement is now required to ensure homes remain compliant with the Decent Homes Standard. Recent Government directives restricting providers ability to set rents in line with inflation have reduced overall funding for the Council's HRA and is impacting on its 30-year viability. Tenant engagement is a priority to ensure that the Council is delivering on tenant commitments, working collaboratively across the Council and community to improve the overall quality of neighbourhoods in the city.

- 2.6** The HRA also has significant financial pressures. Projections indicate that significant savings of around £14.2m are required in 2024/25. These pressures will impact on the ability of the HRA Business Plan to remain affordable over the course of the 30-year business plan. Both the Strategy and Resources and Housing Committee have considered mitigation proposals and further details of these HRA pressures and saving proposals can be found in the table below. The level of these savings may be partly mitigated by any rent increase that the Council decide to make for 2024/25 as set out in paragraph 2.15 below.

Pressure	BIP Ref	£000's
Undelivered 23/24 BIP Savings: Vacant rent loss	1.E1	1,000
One-off income from sale of sundry properties needs replacing with ongoing revenue funding	1.E2	2,000
Housing and Neighbourhoods Service and RMS - Pay Award 4% for 2024/25	1.E4, 2.E2, 3.E2, 3.E3 4.E2 5.E5, 6.E2	2,508
Inflationary increases on Staffing Recharges to HRA	1.E5	500
Fees and charges for new Regulatory Framework	1.E6	300
Professional fees for Housing staff	1.E7	125
Overspend on Repairs and Maintenance budget	3.E1	800
Additional team to manage disrepair claims	3.E4	625
10-year cyclical painting programme	3.E7	1,250
Technical training for gas staff	3.E8	100
Replacement funding for Voids Team	3.E10	250
Inflationary increases in door entry costs	3.E11	30
Undeliverable BIP for reduction in disrepair claims	3.E12	270

Council Tax increase on vacant properties	3.E13	100
Housing Growth Team - Commissioned work for HRA	3.E14	260
Increase in vehicle and transport costs	3.E15	150
Increase in tipping and waste costs	3.E16	150
Increase in legal fees for disrepair	3.E17	100
Undeliverable BIP in 2023/24 to reduce costs in Repairs and Maintenance Service (RMS)	3.E18	1,500
Inflationary increase on supplies and materials in RMS	3.E19	1,100
Undeliverable BIP Rechargeable Repairs	3.E20	200
Increase resources to manage safeguarding cases	4.E3, 4.E4	90
Implementation of Storm Telephony - IMFIT	4.E5	80
Funding for Citizen's Advice Bureau debt worker to provide tenant cost of living support	4.E8	50
Investments into enhanced cleaning of estates	5.E2	500
Undeliverable BIP Saving 2023/2024 - Community Buildings	5.E3	200
Total		14,238

Saving	BIP Ref	£000's
Savings from ICT costs through delivery of Place Systems Review	1.B1	400
Reduction in non-staffing overheads	1.B4	400
Rent policy increase to rent and non-dwelling rent	1.C1	12,765
Increase in Service Charge income	1.C4	285
Cost savings following implementation of changes to the repairs policy	3.B1	400
Savings from community buildings programme	5.B1	400
Total		14,650

The full HRA Budget Implementation Plans (BIPS) are available here [Budget and spending | Sheffield City Council](#)

- 2.7** The annual update of the Business Plan provides the opportunity to review our current priorities for both service delivery and investment in council homes. A revised set of priorities were agreed for the Business Plan in 2023/24 to ensure that it remained responsive to tenants needs and to the economic situation at that time. These priorities have been reviewed as part of this plan and the

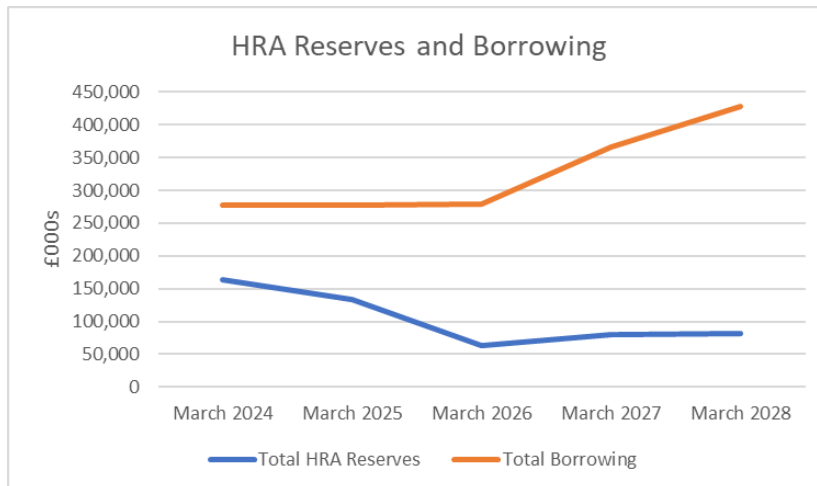
recommendation is that these remain as the key focus for 2024/25.

- 2.8** The Housing Capital Investment Strategy focuses on a ‘fabric first’ approach to protect council housing assets, to reduce our ongoing and long-term repairs and maintenance obligations and increase tenants’ satisfaction with their homes. We have now commenced an area-based investment approach to reflect local priorities that are important to residents and tenants. Close working arrangements are in place with the Council’s Repairs Services to ensure alignment across Capital and Revenue investment.
- 2.9** The proposed 5-year Housing Capital Investment Programme including inflation is £450m for investing in existing Council homes and the current proposed stock increase programme is £255m (including external grants and funding), giving a total programme value for the forthcoming 5 years of £705m. This reflects the additional investment needed to improve Council housing stock and reduce over time the responsive repair budgets. The Financial Tables in Appendix B provide a breakdown of the main elements of the programme and their associated costs through to 2029.
- 2.10** This review of the HRA Business Plan for 2024/25 has maintained the remaining capital allocation to the SIP through to 2029. This budget is predicated upon a complex funding matrix which is continually changing. The current economic conditions mean there is a risk that homes delivered directly by the Council will cost the HRA more than their resultant market value, due to high site abnormal costs, unless additional external funding can be secured. This is a similar issue faced by all Registered Providers in the city and, other Local Authorities. The limitations on the use of Right to Buy receipts set by government, present the Council with a risk of having to pay back receipts if the SIP does not satisfy the programme and/or tenure/type mix requirements.
- 2.11** The focus for the SIP to 2029 will be on acquiring new market homes, strategic acquisitions and directly delivering a small number of housing sites, which remain viable and that will continue to meet an identified need for council housing in the city. Approval of the Stock Increase Programme will be presented as part of the Council Capital Strategy. This may lead to a review of commitments and the release of land where sites are no longer viable under current market conditions. We will continue to maximise the use of RTB receipts to maintain our programme of acquisitions, again to meet identified need. The Council’s new Housing Strategy due to be presented to the Council’s Strategy and Resources Committee later this financial year will continue to set out the housing need and affordable housing requirements for the city and any gaps in provision. This will inform future discussions with the Housing Policy and other Committees to formalise the Council’s wider housing growth ambitions throughout 2024/25 to maximise the use of available funding alongside the HRA capital allocation.
- 2.12** Sheffield City Council, its Leader and Chief Executive are working together with key partners in the city through the Sheffield Together Partnership with Homes England, the SYMCA, the Sheffield Property Association, and members of the South Yorkshire Housing Partnership to strengthen the focus on enablement, intervention, and delivery. We are actively reviewing all sites within the

emerging Sheffield Plan for affordable housing compatibility and exploring a variety of affordable housing delivery models to strength pipeline across all delivery routes. We will look to enhance this relationship by exploring opportunities with RPs to maximise the use of available land in the delivery of new homes in circumstances where the Council is not able to directly deliver to address the overall affordable housing shortfall. This will be critical to ensuring that the range and type of affordable homes in the city continues to increase addressing together the annual affordable housing shortfall of 902 homes per year.

- 2.13** We will maintain a viable 30-year Business Plan by managing our rental income and operational expenses to reinvest in existing homes and neighbourhoods alongside the creation of new homes. This requires a rigorous approach to business planning and financial management to mitigate the impact of the challenges from national and local policy, whilst delivering on our priorities. The development of our Asset Management Strategy will inform the longer-term capital investment need for existing stock, which must be balanced with the resources that are available in the 30-year Business Plan. A robust process, following the new Asset Management Strategy in 2024, will be to refresh archetype option appraisals of Council housing stock, alongside a potential replacement or regeneration strategy.
- 2.14** We have assumed throughout our planning that rent will increase each year by the amount allowed by the current Rent Standard (i.e., September CPI + 1%). A below Rent Standard increase would impact on the income throughout the 30-year Business Plan. For example, compared to Rent Standard, a 5% rent increase would result in a loss of up to £183m in income over the 30-year life of the Business Plan, leading to job losses and cuts in services for tenants. A 7% increase would result in a loss of up to £47m over the 30-years. A reduction in the assumed income would mean that costs would need to be reduced to balance the Business Plan.
- 2.15** The government have confirmed that the current Rent Standard, allowing a CPI+1% limit on annual rent increases, will remain in place for 2024/25. This will allow Registered Providers to increase rents by a maximum of 7.7% (based on the September 2023 inflation rate). As set out in paragraph 2.14 above, the Council's planning assumptions are based on a maximum rent increase to maintain income levels within the HRA and allow continued investment into council homes. Members of this Committee are therefore asked to recommended approval of a 7.7% rent increase to the City Council meeting in February.
- 2.16** Members are also asked to recommend an increase in temporary accommodation charges and in charges for garage sites and garage plots in line with dwelling rents at 7.7%. Other fees and charges for burglar alarms, sheltered housing and furnished accommodation are proposed to increase by 6.7% in line with September 2023 inflation.
- 2.17** Over the next 5-years we are planning to increase our borrowing to partially fund our Stock Increase Programme from increased rents from new supply. These loan repayments will be fully funded from the additional rental income from the

resultant new properties and, when capital debt is repaid, will create a surplus that can support the wider costs in the HRA in the longer term. Investment into our existing stock will be funded through a mixture of revenue, capital receipts and capital reserves. The graph below presents the 5-year position on borrowing and reserves. This shows the increasing use of reserves to fund the capital investment programme up to 2026 before undertaking new borrowing from 2026, for the existing stock. After 2026 this will require a revenue budget to be identified within the operating model to cover the cost of any loans taken out to fund improvements for existing stock.



2.18 The development of the Asset Management Strategy will be critical to any decision making around future investment priorities. It will inform stock option appraisals to review our stock profile, consider the impact of individual archetypes on our capital and repairs costs, and balance our tenant demand and need profiles to ensure that the Business Plan remains viable. These will be difficult decisions that will impact on the services and homes that we offer our tenants. They will potentially impact on the number of homes we own but will be necessary to deliver a sustainable future for council housing in the city. This could also involve reducing any stock that has a negative impact on the overall HRA Business Plan so that the level of Council homes and, our ability to service long term debt from increased borrowing remains balanced over 30-years.

3. HOW DOES THIS DECISION CONTRIBUTE?

3.1 The Housing Revenue Account Business Plan for 2024/2025 will maximise the financial resources available to deliver outcomes to council tenants in the context of a self-financing funding regime. This must be set in the context of significant national developments, a challenging economic climate, and reductions in government funding.

3.2 The Council is collaborating with communities and partners on the development of Sheffield's new City Goals. The **City Goals** will become a driving force to support partnership working across the city. With the Goals being developed collaboratively, a key aim is that this will promote a joined-up approach to

delivery, recognising that everyone has a role to play in Sheffield achieving its ambitions. The draft Goals include themes around thriving communities, and a green and resilient Sheffield – and ensuring people have access to a good quality and affordable choice of housing across our city is fundamental to the wellbeing of our communities and the city's prosperity.

- 3.3** The new 4-year Council Plan demonstrates the Council's role in helping the city to achieve its City Goals. The Council Plan will set out an ambitious set of outcomes and priorities, providing clear medium-term purpose and direction for the whole organisation. Aligned to the 4-year Medium Term Financial Strategy, the new Council Plan will focus on getting the best outcomes for the people of Sheffield and the city's long-term prosperity as we lead the transition to a net zero future. Having an ambitious and high-quality housing offer for citizens is central to those ambitions and this will be further detailed in the new **Housing Strategy** being discussed by Members later this year.
- 3.4** The **Race Equality Commission** published its final report in July 2022. The outcomes of the report reflect specific concerns for the housing sector in Sheffield. We have an important role in acknowledging and acting on recommendations included in the report. We have a significant Black, Asian and Minority Ethnic (BAME) population amongst our council tenants and recognise that the allocation of HRA funds will inherently impact the housing of BAME individuals in Sheffield.
- 3.5** The primary purpose of **Local Area Committees** (LACs) is to promote the involvement of local people in the democratic process and to bring decision making closer to local people. There are seven LACs covering different areas of Sheffield and there is council housing stock in each of these areas. Issues discussed in LAC forums often relate to council housing and HRA funded activities. It is important that we engage with these forums where issues link to our activities. These forums are a way for us to engage with residents and gather a broad range of views on HRA funded activities.
- 3.6** The proposed priorities also link closely with the **Council Values**. These values guide how we do things each day, individually and together, to deliver services to our customers. Putting tenants at the heart of what we do, being open and honest in our dealings with tenants and working together to achieve the best outcome are themes that run strongly through the delivery of the Business Plan.

4. HAS THERE BEEN ANY CONSULTATION?

- 4.1** Consultation on business plan activities takes place throughout the year as part of our formal tenant governance activities. This helps us to understand what tenants think about the delivery of current services, but also to identify their priorities and shape future service needs.
- 4.2** Appendix A sets out the full details of the consultation recently undertaken on the draft priorities contained within the Business Plan for 2024/25. The consultation helped us to gain a better understanding of tenant's views of our council housing spending priorities. The priorities which ranked highly are the areas where we will invest both time and financial resources in improving

services to tenants. The proposals in this Business Plan, particularly the increased investment in repairs and in tackling damp and mould (as discussed at September's Housing Policy Committee) support this as a priority for customers. It is positive that we are also seeing some performance and satisfaction improvements in areas that are a priority for tenants around repairs, ASB and customer contact. This consultation does also show that we still have a lot to do to deliver on the expectations of our customers and this will help to shape our improvement planning for 2024/25.

5. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

5.1 Equality Implications

There are no direct equality implications arising from this report. Equality Impact Assessment reference 2398 covers the impact of the Rent Standard. This is the main planning assumption for this report. Individual EIAs have been completed for other savings and pressures being considered by Strategy and Resources Committee in a related report.

5.2 Financial and Commercial Implications

The HRA Business Plan allows for a continuation of services to tenants, revenue repairs to properties and financial support for the Council Housing Capital Programme by means of a contribution from revenue. Any annual revenue surpluses on the account will continue to support the 30-year Business Plan.

The Council Housing Capital Programme, including the stock increase programme, will require the HRA to support further borrowing, as allowed under the current Government guidelines. The debt strategy for the HRA will continue to be reviewed and developed in accordance with the Council's treasury management strategy and any re-profiling of the Council's Stock Increase Programme will be presented for approval as part of the Council Capital Strategy and Capital Programme approval process.

The Commercial Resilience section of Appendix B explains the detailed commercial viability of the plan and the financial tables also in Appendix B set out the 5-year projections for the HRA Income and Expenditure Account and the 5-year capital programme. These are based on current assumptions and continue to be reviewed for known changes. Further details on the Council Housing Capital Programme will be set out in the Council's Capital Strategy.

5.3 Legal Implications

The provision of housing accommodation is set out in Part II of the Housing Act 1985. Statutory requirements regarding keeping of a Housing Revenue Account (HRA) are contained in the Local Government and Housing Act 1989 ("the Act"). The provisions include a duty, under Section 76 of the Act, to budget to prevent a debit balance on the HRA and to implement and review the budget. The Act places a duty on local housing authorities to: (i) to produce and make available for public inspection, an annual budget for their HRA, which avoids a deficit; (ii) to review and if necessary, revise that budget from time to time and (iii) to take all reasonably practical steps to avoid an end of year deficit.

On 10 November 2020 the Ministry of Housing Communities and Local

Government ('MHCLG') published guidance on the operation of the Housing Revenue Account ring-fence. This guidance updates and replaces Circular 8/95 published by the former Department of the Environment (DoE). It gives advice to local housing authorities in England on certain aspects of the HRA. This guidance restates ministers' established policy for the HRA and introduces no new issues of principle. However, it highlights the need to be fair to both tenants and council taxpayers and that there should be a fair and transparent apportionment of costs between the HRA and General Fund.

In December 2022 the Government published an updated policy statement on rents for social housing from 1 April 2023 onwards and, pursuant to powers under section 197 of the Housing and Regeneration Act 2008, issued the Direction on the Rent Standard 2023. This required the Regulator of Social Housing to set a new rent standard, consistent with the Rent Policy Statement, with effect from 1 April 2023 and sits alongside the 2020 Rent Standard which continues to apply to supported housing. The Direction applies to the Regulator in relation to the rents of all registered providers of social housing, including local authorities, and replaces a 2014 Direction which applied only to the rents of private registered providers and the more recent 2019 Direction. The requirement that the Council's rent increases be in accordance with government rent policy is not itself new but with effect from 1 April 2020 this is secured through a regulatory standard. The Council must comply with the rent setting rules. If it fails to do so it may be made subject to regulatory action.

The basis for setting rent is set out under Section 24 of the Housing Act 1985 which provides that a local authority must make such reasonable charges as they determine for the tenancy occupation of their houses. The Council has a broad discretion in setting such reasonable rents and other charges as it may determine and must from time-to-time review rents and make such changes as circumstances may require. The duty to review rents and make changes is itself subject to the requirements for notice of a variation set out in Section 103 of the 1985 Act. The notice must specify the variation and the date on which it takes effect which must be at least four weeks after the date of service.

5.4 Climate Implications

There are no direct climate consequences resulting from this report. Appendix B highlights the issue of EPC-C targets and net zero as part of the capital investment programme. Our business plan priority for all Council homes to be EPC-C by 2030 fulfils the present-day obligations on us as a social landlord.

5.5 Risk Analysis

Risks to the HRA are collated and monitored via a risk register and are primarily concerned with threats to income and expenditure that would compromise the viability of the HRA Business Plan. These risks are reviewed and regularly updated. The key risks to the HRA Business Plan include the impact of welfare reform; health and safety/fire risks on council tower blocks and other high-risk buildings; an increase in interest, borrowing and inflation rates; changes to the regulatory environment (including review of Decent Homes standard); review of the Government Rent Standards and increase in repairs and maintenance costs. Appendix B of this report sets out a more detailed consideration of the overall 30-year viability of the Business Plan and the steps that are being taken to

manage this.

The HRA unearmarked revenue reserve is currently £5.6million, a similar level is currently assumed for 2024/25. The financial impact of the above risks far exceeds the reserve held, but the likelihood of all these risks being incurred in any one year is low and therefore, it is not deemed prudent, nor offers best value to hold sufficient reserves for all eventualities. However, the level of reserves will be monitored to ensure that the reserves levels are adequate to cover future expected pressures in the medium term.

6. ALTERNATIVE OPTIONS CONSIDERED

- 6.1** The Council is required to both set a balanced in year HRA budget and to ensure that in-year income and expenditure are balanced over 30 years. No other alternatives were considered.

7. REASONS FOR RECOMMENDATIONS

- 7.1** This report and its recommendations, sets out the scale of the challenge ahead, the limited resources available and the difficult decisions that now need to be taken to deliver a balanced HRA budget for 2024/25 and for the overall 30-year viability. The delivery of a balanced HRA budget is dependent on setting a 7.7% rent increase for Council tenants as set out in this report.

Appendix A

Summary of Tenant Consultation on the Priorities

Introduction

We recently carried out a consultation with tenants and leaseholders, asking them about our council housing spending priorities for 2024-2025. Spending priorities are included in our Housing Revenue Account Business Plan and provide important background to our Business Plan.

Objective

The objectives of this consultation were:

- To gain a better understanding of tenant's views of our council housing spending priorities
- To understand which priorities rank highly indicating the issues that our tenants are most concerned about
- To understand why tenants are most concerned with some priorities.

Survey method

The consultation was carried out online on the Council's 'Have Your Say' engagement platform.

The introduction to the survey outlined all 14 of our proposed council housing spending priorities for 2024-2025. Respondents were then asked to:

1. Select up to 4 priorities that you think are most important (compulsory)
2. What were the main reasons you chose these priorities? (optional)

Demographic information

We collected some demographic information from our respondents. This helps us to understand how representative of our overall tenant base the respondents were. The demographic information is as below:

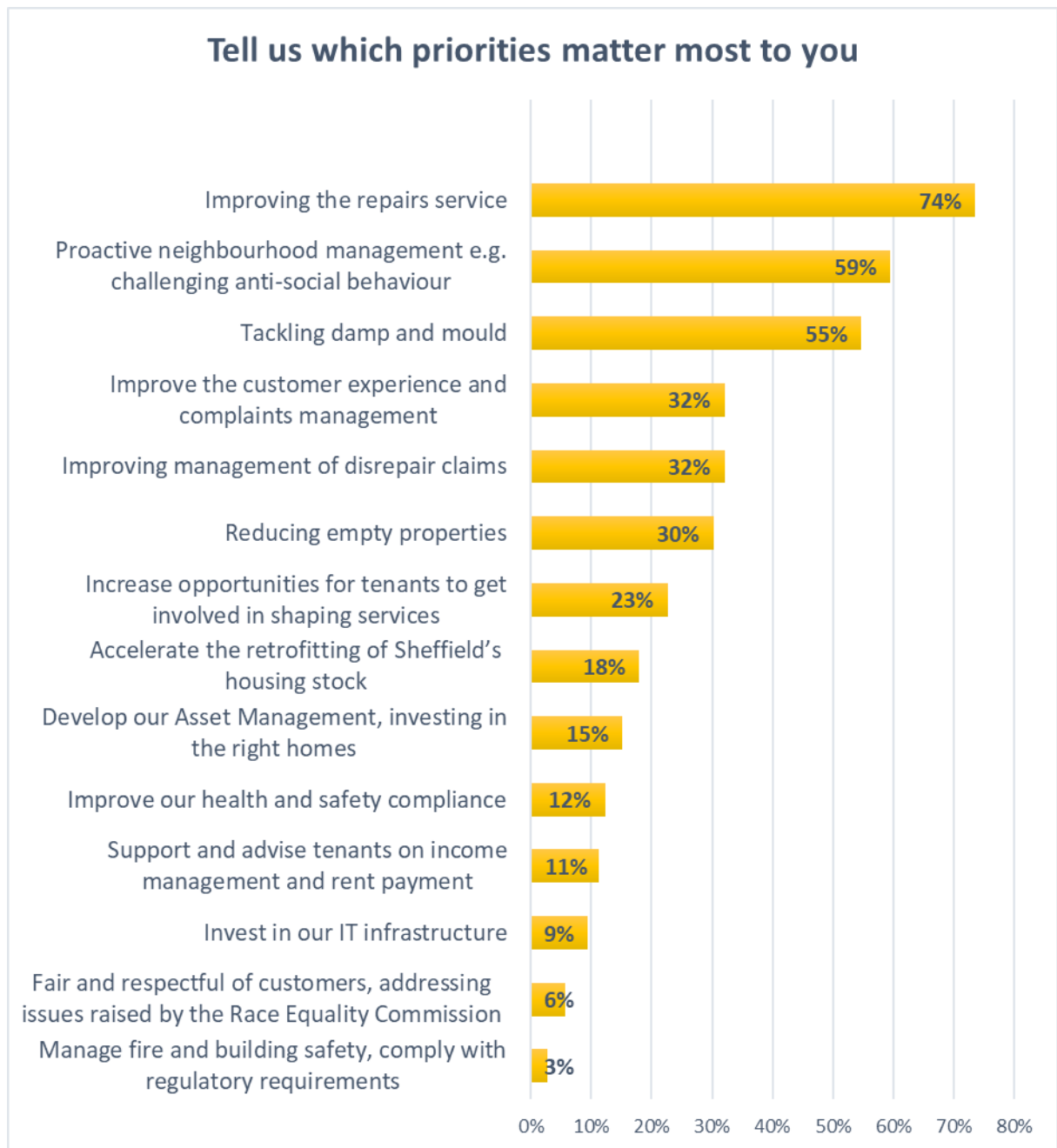
Demographic data	
Total respondents	106
Age profile	19-24: 4% 25-34: 21% 35-44: 12% 45-54: 16% 55-64: 21% 65-74: 20% 75+: 6%
% with a disability	44%
% BAME background	11%
Gender profile	Female: 66% Male: 31% Non-binary and other: 3%

We know that approximately 24% of our tenants have a Black, Asian and Minority Ethnic (BAME) background. This compared with the 11% of respondents

with a BAME background shows that the group was underrepresented in this consultation and is something that we will look to improve in future consultations. Another underrepresented group was male tenants. Approximately 42% of our tenants are male, but only 31% of respondents were male. There was a reasonable spread of respondents from different age brackets. We had a good response from under 55s, which is positive as this group has been underrepresented in some of our previous consultations.

Survey results

There were 106 responses to the consultation.



Analysis

- There was huge support for our priority around **improving the repairs service**, with 74% of respondents ranking it amongst their top priorities.
- In the follow up question “What were the main reasons you chose these priorities?” there were some clear themes around repairs.
- Respondents wanted the service to reduce the time to get through on the phone to report the initial repair, an improvement in the time that repairs are currently taking and an improvement in the repair quality.
- This response tells us that tenants feel strongly about improving our repairs service and reaffirms the need for us to focus significant efforts and resources on our repairs service with a view to continuing with necessary improvements in the year ahead. The feedback given in the follow up question is helpful in helping us to better understand what tenants see as the main issues with our repairs service.
- There was also significant support for our priority of **proactive neighbourhood management**, with 59% of respondents including this in their top 4.
- Again, call waiting times was an issue highlighted by tenants when reporting ASB. Another common theme in these accounts was respondents feeling like the council couldn’t take firm enough action, and therefore feeling like issues were going unresolved.
- Some respondents also described that they selected this as a priority because it is a basic issue that needs improving before we focus on other priorities. Despite the priority covering a broader remit than just ASB, many respondents think this is the area we need to focus our efforts. We will consider how we tackle this area in the year ahead.
- The third most popular priority was **tackling damp and mould**, with 55% of respondents selecting this as one of their top priorities.
- In the follow up question, many of these respondents again explained personal experience as their reason for choosing their priority and a desire to see some performance improvements in this area.
- Others described that this was not something they had experienced personally, but that they had selected it due to its seriousness and potential health hazard. We take this feedback seriously and acknowledge that this is an area over half of respondents have told us is important to them.
- Interestingly, the priority which ranked the lowest was **managing fire and building safety**. More consideration needs to be given to whether this is because tenants generally think we are performing well in this area, or whether it is something that only certain groups of tenants feel affected by (i.e. those living in high rise).
- It is worth noting that as part of this consultation we did not ask respondents for details about the type of property they live in, perhaps this is something we should consider for future consultations.

Conclusion

- This consultation has helped us to gain a better understanding of tenant's views of our council housing spending priorities.
- The priorities which ranked highly were sometimes described by respondents as the 'basics'.
- These are the areas where we will invest both time and financial resources in improving services to tenants. The proposals in this Business Plan, particularly the increased investment in repairs and in tackling damp and mould (as discussed at September's Housing Policy Committee) support this priority for customers.
- It is positive that we are also seeing some performance and satisfaction improvements in areas that are a priority for tenants around repairs, ASB and customer contact.
- This consultation does also show that we still have a lot to do to deliver on the expectations of our customers and this will help to shape our improvement planning for 2024/25.

This page is intentionally left blank



Housing Revenue Account Business Plan 2024-25





CONTENTS

1. INTRODUCTION	3
2. NATIONAL POLICY CONTEXT	4
3. OUR HOUSING PROFILE	6
4. HRA BUSINESS PLAN PRIORITIES	8
5. INVESTMENT PROGRAMME	12
6. COMMERCIAL RESILIENCE	15
7. RISKS	17
8. APPENDICES	19



1. Introduction

The Business Plan

The Housing Revenue Account (HRA) is the financial account of the Council as a landlord. It is ring-fenced in law for income and expenditure in respect of council housing and housing land and certain activities in connection with the provision of council housing only. Other council services are funded through council tax and central government support which benefits all citizens of Sheffield regardless of tenure.

This HRA Business Plan report sets out how the estimated £181m income, predominantly from tenant rents, will be spent on delivering repairs, capital improvements and tenant services to more than 38,000 council homes across the city during 2024/25. It also includes a longer-term forecast looking forward over the next 5 years.

The review of the HRA Business Plan is a dynamic process which reflects the Council's ambitions to be an excellent landlord. This is not just something that we undertake once a year but is part of an ongoing dialogue with tenants and residents to identify investment and service priorities that will improve the quality of homes and tenant services provided.



2. National and Local Policy Context

The HRA Business Plan operates within a political environment which means that changes in both national and local policy can have a major impact and influence on the plan. The main impacts affecting this year's review are set out below.

Increased Financial Pressures

Sheffield, like many other Local Authorities in the country, is facing increasing financial pressures and the impact of more stringent regulation. Income is not keeping up with costs making it increasingly difficult to ensure that homes are professionally managed and maintained by the Council. Increased investment in repairs and long-term capital improvement is required to ensure homes remain compliant with the Decent Homes Standard. Recent Government directives restricting providers ability to set rents in line with inflation have reduced overall funding for the Council's HRA and is impacting on its 30-year viability. Tenant engagement is a priority to ensure that the Council is delivering on tenant commitments, working collaboratively across the Council and community to improve the overall quality of neighbourhoods in the city.

High Inflation and Cost-of-living Crisis.

Sustained high inflation rates have had a direct impact on the Council's HRA. Costs have risen significantly in many areas including construction and material costs, contractual commitments, and utilities. Persistently high inflation rates over the last few years mean that there are increasingly difficult choices around the delivery of future tenant priorities. These issues are affecting all Local Authorities and Registered Providers including Sheffield.

High inflation has also exacerbated the ongoing cost-of-living crisis. This has meant that there is increasing hardship amongst our tenants. It is vital that we support our tenants through this difficult financial period whilst also managing limited funds. Direct funding remains in place to support tenants facing difficulties, alongside other Cost of Living Hardship Funds, to help tenants facing rising housing costs sustain their tenancies.

Increased Social Housing Regulation

The Social Housing (Regulation) Act received Royal Assent in July 2023 and signifies a new era of stringent consumer regulation for the social housing sector and increased powers for the Regulator of Social Housing (RSH). This means that the Council can expect to be subject to regular inspections by the Regulator going forward. We are working hard to prepare for the new regulatory regime and are actively engaging with the regulators on a range of issues and, to improve services for tenants. It also means additional costs will be incurred as we are expected to make financial contributions to support this regulation. The Council has significant expertise in working within a regulatory environment and we will collaborate with colleagues across the Council to ensure that we learn from that experience as we make our preparations.

Workforce Plan

The government's commitment to the professionalisation of officers working within the housing sector will require colleagues in key positions to hold formal housing qualifications. This is a priority for us to ensure that our tenants have the highest standards. We will also ensure that our technical and enforcement teams across Housing and Repairs maintain their accreditations, and any qualifications, as part of their ongoing training plans. As part of this, we will continue our commitment to increasing apprenticeships, higher level apprenticeship and graduate training programmes. We have strong record of apprenticeships across both Housing and Repairs and currently have around 125 apprentices undertaking their qualifications with us.

Building Safety Act

The Building Safety Act was implemented in April 2022 and saw the Health and Safety Executive appointed as the new Building Safety Regulator to oversee the safety and performance of all buildings including Council housing. There will be a particular focus on high-rise and high-risk buildings and capital funding has been set aside to improve tenancy management, resident engagement, and fabric of high-rise buildings to ensure we are compliant with the new regulations. The Regulator is set to complete its transition to the new regime during 2024/25. Any necessary actions to ensure that our buildings remain safe and compliant are likely to mean increased costs for the Housing Revenue Account alongside increased tenant and resident engagement and tenancy management.

Rent Standard

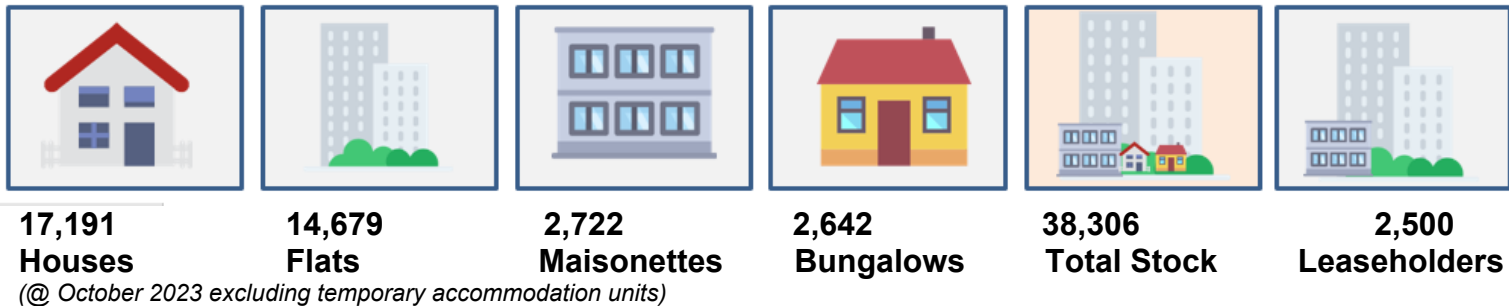
The HRA receives most of its income through dwelling rents, with a much smaller percentage coming from garage and other non-dwelling rents. The Council's ability to set rents is constrained by the Regulator of Social Housing Rent Standard which is determined by a government direction under Section 197 of the Housing and Regeneration Act 2008. The usual Rent Standard will apply in 2024/25. The rate of CPI for September 2023 was 6.7% which means that the maximum rent increase that the Council can make for 2024/25 is 7.7%. This has been assumed in the drafting the HRA Business Plan presented here.

Welfare Reform

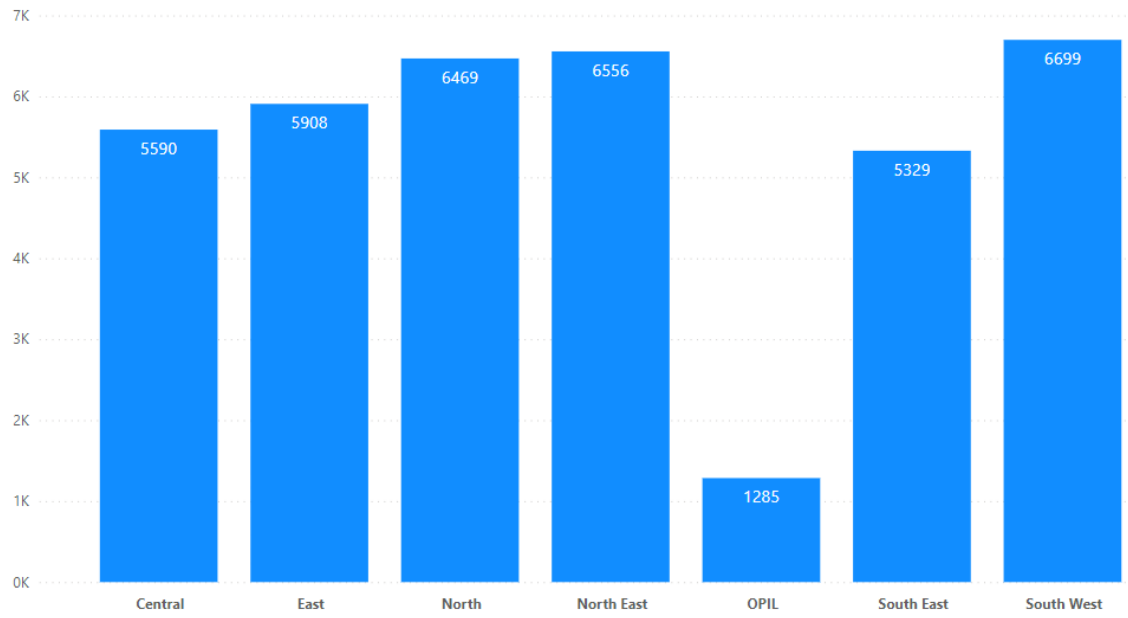
The transition to Universal Credit for tenants receiving support with paying their rent continues in Sheffield. The government recently announced in the Autumn Statement that they would increase working age benefits by 6.7% next year, equivalent to inflation in the 12 months to September 2023. This is slightly below the proposed rent increase of 7.7%. Experience working with tenants this year has shown that tenants in receipt of Universal Credit have a higher likelihood of rent arrears than tenants on housing benefit where the payment is made directly to the Council.



3. Our Housing Profile

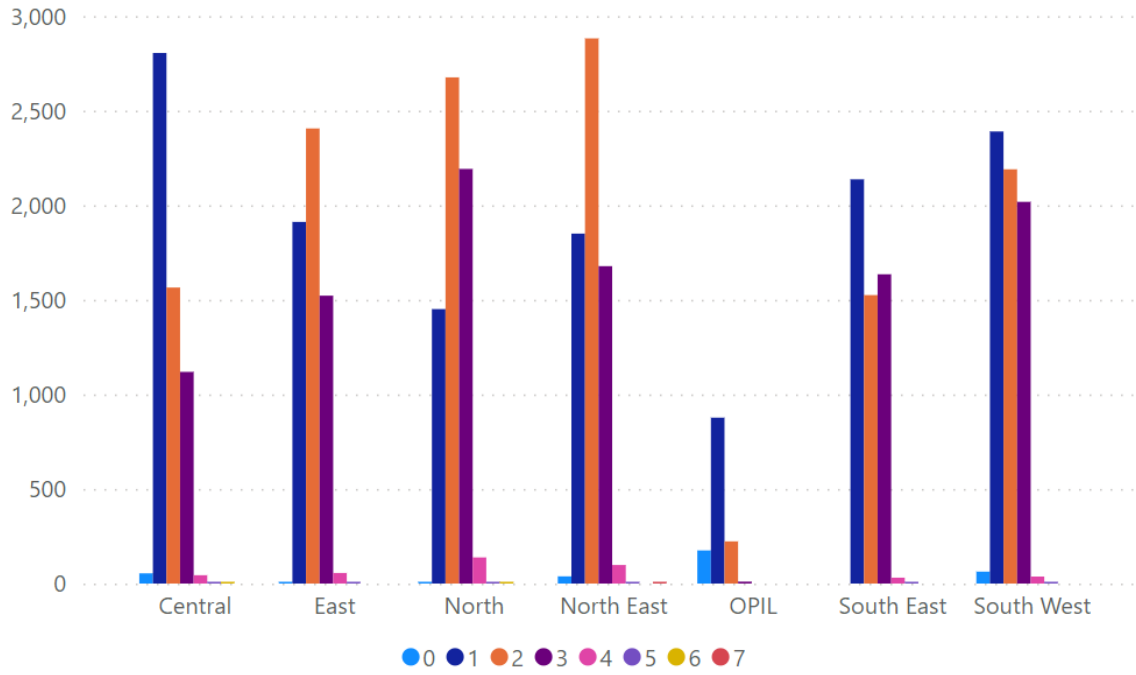


Council Housing Stock by Neighbourhood Area



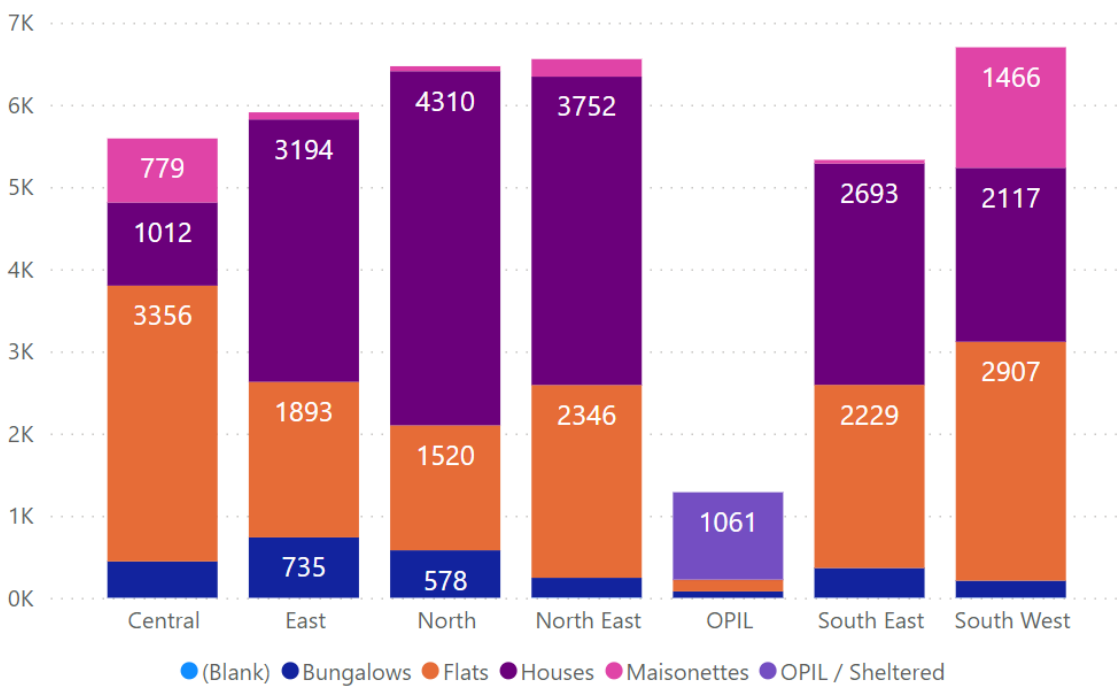
The bar chart provides a breakdown of the number of council housing stock by neighbourhood area.

Number of Bedrooms by Neighbourhood Area



The bar chart shows the number of bedrooms of council housing stock by neighbourhood area.

Building Type by Neighbourhood Area



The bar chart shows the number of different council housing building types by neighbourhood area.

Icons made by Flaticon are licensed by Creative Commons BY 3.0



4.HRA Business Plan Priorities

The annual update of the Business Plan provides the opportunity to review our current priorities for both service delivery and investment in council homes. Members agreed a revised set of priorities for the Business Plan in 2023/24 to ensure that it remained responsive to tenants needs and to the economic situation at that time. These priorities have been reviewed as part of this plan and the recommendation is that these remain as the key focus for 2024/25.

Key Priorities 2024/25

Improving our repairs service

We recognise that this is the top priority for our tenants and are finalising a robust improvement plan to meet that challenge. We have made positive steps in improving performance around gas safety and have strengthened our focus on customer service, productivity and improving first line management. The inflationary environment has had an enormous impact on the costs of materials and contractors and our ability to deal with demand from tenants – particularly because of national campaigns around disrepair and damp, mould, and condensation. Our improvement plan provides a focus for the next 12 months as we aim to further reduce repair times for customers, clarify roles and responsibilities through a new Repairs Policy and ensure that satisfaction with the service meets rising customer expectations.

Tackling damp and mould in council homes

We continue to see levels of damp, mould and condensation reported in line with the national trend. Our dedicated damp and mould team is being expanded so we can respond to customer requests within our five-day target. We are building our data led intelligence of damp and mould cases across the city through the work of the Damp and Mould Taskforce working with all key service areas so we can develop the most appropriate response and interventions to resolve any identified issues.

Improving the management of disrepair claims

Investing in our existing homes is just as an important as investing in new homes. We will ensure our homes remain safe, modern, and warm and we will continue with our investment plans during 2024/25. We will explore opportunities that help improve our current homes and help to reduce carbon emissions and look at ways to make our existing homes more energy efficient. We will also continue our work on making environmental improvements such as paths, boundaries, and communal spaces.

Reducing the time our council properties are empty

The demand for council homes remains high and it is important that we have our council homes available to be re-let once vacated. Over the last year, we have improved our processes and reduced the time it takes from a tenant handing in the keys to a new tenant moving in. A new Housing Vacant's Team has been set up to improve in this area. The new team's initial focus has been to reduce key safe fitting times, process improvements with temporary accommodation relets and reclassifying new acquisitions. Our performance, at over 100 days, is still much higher than our peers. As this work starts to embed, we expect savings to be realised as a result of improvements in this area.

Develop our Asset Management Strategy

Our Asset Management Strategy will be developed over the forthcoming year and will be influenced by the findings of the stock condition surveys undertaken during 2024 and 2025. The Asset Management strategy will focus on keeping our customers safe and warm, improving the quality of homes, neighbourhoods, and local communities. This means that we will address our statutory obligations including fire safety, electrical and gas compliance and damp and mould in addition to maintaining decent homes standard compliance.

Improve our health and safety compliance

We will ensure that we conduct health and safety checks to properties and communal areas, including fire safety gas and electrical safety checks to properties. We will also ensure that customers are aware of the checks required, how important they are to keep them safe and that they should work with us to ensure that we can complete checks on time. Where tenants prevent us completing checks, we will take more robust action to enforce our tenancy conditions where appropriate.

Manage fire and building safety compliance

We are putting in place a programme of works to ensure full compliance with the Building Safety Regulator regarding fire and building safety. The four single staircase tower blocks will have been upgraded to current fire standards by the end of December 2023 and a plan is in place to upgrade the remaining 20 dual staircase tower blocks during the next five years. This work will include closing off the internal bin chutes, providing external bin provision and installing misting systems in all flats. We are also looking to replace all doors where required to the low-rise flats, OPIL properties and maisonettes to comply with fire regulations. We will also be setting up a tenant and resident High Rise Forum, so we are directly collaborating with tenants and leaseholders living in high rise on tenancy management and maintenance arrangements to ensure our homes remain safe and, fully compliant with regulations.

Proactive housing management

We will be proactive in our management of neighbourhoods, tackling local issues early, reviewing and enforcing tenancy conditions, challenging anti-social behaviour, tenancy breaches and incidents of fraud, across all tenancies, including introductory tenancies. We want our multi-tenure neighbourhoods to be great places in which to live. We will ensure we fulfil our safeguarding responsibilities. Tenants will feel safer and experience a greater level of satisfaction with us as a landlord.

Improve customer satisfaction

We will improve customer satisfaction, focusing on our performance in the areas that customers tell us that matter to them. We are regularly collecting customer satisfaction data and using this information to identify where service improvements can be made.

Advice and support to tenants to manage their finances

We will ensure that advice and support is available to tenants who need assistance to access funding or direct financial support. We will continue to work with tenants in local communities, including attending foodbanks as well as other local venues with partners. Our aim is that this work with different groups will increase take up of funding and benefits available, increasing financial resilience, and ultimately result in increased confidence and ability to maintain rent payments.

Accelerate the retrofitting of Sheffield's housing stock

Our short-term focus is on reducing household energy consumption and tackling fuel poverty through advice, support, and low-level interventions. We will continue to deliver Social Housing Decarbonisation Fund (SHDF2) money supporting important energy improvements to approximately 350 homes and continue to explore opportunities to leverage ECO4 funding to facilitate more energy works to worst performing homes. Retrofit pilot projects will also be undertaken to evaluate different carbon reduction solutions. We will produce a roadmap to Net Zero to explain our commitment to working towards an incredibly challenging target for the city.

We will improve the customer experience

We will improve our digital offer with more opportunities for customers to access our services online, freeing up our telephone lines for those with more complex needs or without online access. This will make it easier for customers to contact us and access our services in the ways which are most convenient to them. We will improve the way we record what lessons we have learnt from customer complaints, and ensure this learning is shared with senior managers so that it can be used to make service improvements. Services will be improved based on real customer experience, putting things right where things have gone wrong so that our mistakes are not repeated.

We will be fair and respect all our customers

Fairness and respect are themes firmly embedded in all that we do. Ensuring our services are accessible, inclusive, and meet the needs of all our customers remains a key priority. Understanding who our tenants are is also important and helps us when designing and improving the services we provide. We want to ensure under-represented groups engage in our work and have a voice. These themes link strongly to our Council values as we aim to embed fairness and respect into all our interactions with tenants, colleagues, and partners. We are responding to recommendations made from the Race Equality Commission Report. We have developed a Housing and Neighbourhoods service action plan which aims to address issues highlighted in the report that are specific to housing services and progress on this will regularly be reported to our tenants and, the Housing Policy Committee.

We will increase the opportunities for tenants to get involved in shaping services

We are refreshing our tenant engagement and involvement structure, so it provides a wider choice of engagement activities that tenants can get involved with. In addition to our new online engagement platform, we are also launching tenant mystery shopping, a refreshed Tenant Scrutiny Panel, and a new Tenant Voices Matter Panel. We are also planning tenant panels themed under the revised Regulator Consumer Standards. This will ensure that tenants can discuss and feedback on specific council housing services that fall under each of the new standards. Alongside this, we will continue to support our work with Tenant and Resident Associations (TARAs) and link closely with colleagues in the Local Area Committee teams and Youth Services supporting our vulnerable young people.

We will invest in our IT infrastructure

We will be implementing an integrated housing management system, NEC Housing, in two phases during 2024/2025. Phase 1 is planned to be implemented in May 2024 and Phase 2 completed by December 2024. All customer and asset data will be held in one system, improving data quality and consistent reporting. Customers will benefit from a new on-line portal giving better access to their tenancy and more on-line opportunities to access services.



5. Investment Programme

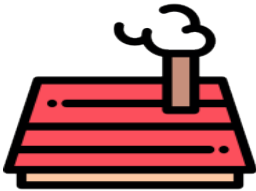

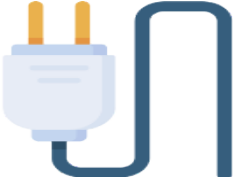

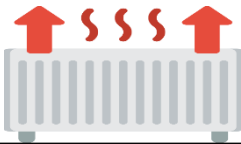
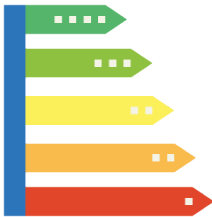
5 Year Investment Programme

Each year as part of the business planning process for the HRA we review our 5-year capital investment programme. The Housing Capital Investment Strategy focuses on a 'fabric first' approach to protect council housing assets, to reduce our ongoing and long-term repairs and maintenance obligations and increase tenants' satisfactions with their homes. We have now commenced an area-based investment approach to reflect local priorities that are important to residents and tenants. Close working arrangements are in place with the Council's Repairs Services to ensure alignment across Capital and Revenue investment.

During the year we will be boosting our stock condition, Energy and Housing Health and Safety Rating (HHSRS) Surveys to further inform investment priorities for the housing stock which will help to create a new Asset Management Strategy. This will also need to consider the government review of the Decent Homes Standard which we expect to conclude in 2024, alongside the challenge of meeting EPC-C for all housing stock and achieving the longer-term Net Zero Carbon ambitions set by the Council. Addressing Damp and Mould concerns continues to be a priority for the Council to ensure that all tenants have safe, quality homes that are free from damp, mould, and condensation.

In 2012, at the end of the Decent Homes Programme, we had 100% stock condition surveys as part of the £700m improvement programme in Council homes. Since 2012 we have conducted routine stock condition surveys on a 20% rolling survey programme which validated the 30-year Business Plan. Condition surveys were paused in 2020 due to COVID and we are now building up capacity once again to meet the needs of the Regulator. Additional survey resources are being procured and will be fully resourced by quarter 1, 2024, with the aim of achieving a minimum of 80% stock condition data by March 2025 and 100% by the end of June 2025. This stock data will be validated against our current planning assumptions on a quarterly basis, alongside data from our responsive repair activity, to ensure that our investment plans remain up to date. Progress will be captured as part of our evolving Asset Management Strategy which will take shape in 2024/25. This will be developed through a position statement in March 2024, based on the evidence we have to date and our approach to capital investment as part of our strategy with a more detailed strategy to follow later in the year, setting out the future direction of council housing investment in the city. In addition, work is currently starting on developing a series of stock option appraisals for estates in Sheffield which are making a negative contribution towards the Housing Revenue Account. Again, this work should be completed by January 2025 and will provide a series of options and recommendation in relation to this stock.

The tables in the Financial Appendix provide the financial details of the work currently planned for 2024/25 and the following 4 years. A brief description of the main elements of the planned programme is included below.

Investment area	Progress so far and plans for 2024/25
<p>Roofs</p> 	<p>A new 5-year roofing contract is at pre-tender stage. The tender process is scheduled for Quarter 4 of 2023/24 and contractor start on site is scheduled for Quarter 1 of 2024/25. This programme will provide new roof coverings, fascias, and rainwater goods to circa 5,000 homes. As part of this programme, we will be installing Solar PV (with Energy saving batteries where possible) on circa 60 low rise blocks of flats and several houses and bungalows. The location and allocation of this work will depend on tendered prices, directing works to the least efficient stock with the most fuel vulnerable tenants.</p>
<p>Kitchens, Bathrooms, Windows, and Doors</p> 	<p>The current contract to deliver elemental improvements to homes is scheduled to run until 2026. The project will deliver replacements to kitchens and bathrooms, to include boiler and electrical system upgrades. It will also deliver window and door replacements in properties that will fail the decent homes standard over the contract period. The contract includes capacity for improvements to some void properties, meaning that, in total, an estimated 3950 properties will benefit from this programme.</p>
<p>Electrical Upgrade</p> 	<p>We have procured an external contractor to deliver a phased electrical upgrade of our housing stock across the city, the contract has been in place since 2021 and will run until 2027. The electrical upgrade programme will make improvements to the installations in our homes ensuring there are adequate electrical sockets and properties meet the most recent regulations. Part of this programme will ensure all properties have a hard-wired smoke and carbon monoxide systems; this will phase out our current battery-operated systems that are currently in use. So far 4,248 properties have benefited from upgrade works and a further 9,122 are programmed to have work during the remainder of the contract.</p>
<p>Fire Safety and Communal Area Work</p> 	<p>The work to improve fire safety and prevention at the Hanover and Deer Park Tower Blocks is scheduled to complete in Quarter 4 of 2023/24. This contract includes some additional work to the internal decoration as well as new waste management and recycling facilities. Plans are being developed to replicate this work in the remaining tower blocks in the housing stock with work scheduled to start in 2025/26.</p>
<p>Heating Replacement Programme</p> 	<p>We are currently scoping out programme options that will allow us to work towards upgrading our current gas fuelled boilers across our estate. In the short term we are overseeing a heating breakdown replacement programme which will replace an estimated 1,200 boilers within the next 2 years.</p>
<p>Energy Efficiency Work</p> 	<p>There are two external wall insulation projects currently on site with a total of 375 properties set to benefit from the work. The programme will deliver external wall insulation work to non-traditionally built properties. Both projects will also tackle structural repairs and provide much needed improved thermal insulation through the application of the external wall insulation systems. These projects will also address window and door replacement in properties that have not received this work as part of the decent homes programme. All work is scheduled to be complete by 2025/26.</p>

Icons made by Flaticon are licensed by Creative Commons BY 3.0

Stock Increase Programme

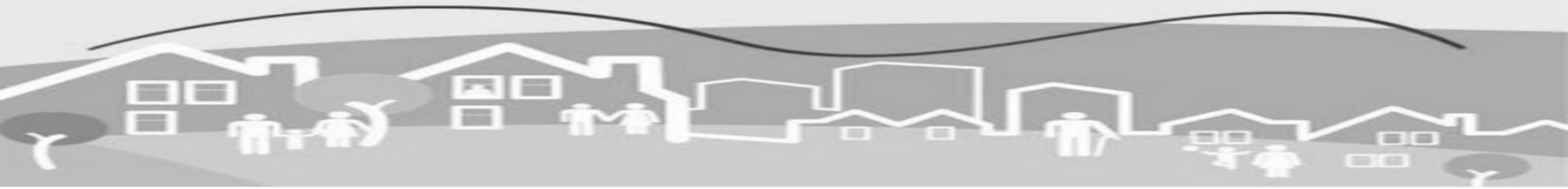
The original business case for the Stock Increase Programme (SIP) has changed significantly over the past couple of years. The 2023/24 Business Plan update confirmed that the overall budget would be maintained but given some cost increases may result in reduced number of units. The ambition remains to increase supply of additional homes through acquisition and new supply to offset losses through Right to Buy (RTB) and maximise the use of external grant funding and 1-4-1 receipts over the life of the 30-year HRA Business Plan.

This 2024/25 review of the HRA Business Plan has maintained the remaining capital allocation to the SIP through to 2029. This budget is predicated upon a complex funding matrix which is continually changing. The current economic conditions mean there is a risk that homes delivered directly by the Council will cost the HRA more than their resultant market value, due to high site abnormal costs unless additional external funding can be secured. This is a similar issue faced by many providers. The limitations on the use of Right to Buy receipts set by government present the Council with a risk of having to pay back receipts if the SIP does not satisfy the programme and/or tenure/type mix requirements.

The focus for the SIP to 2029 will be on acquiring new market homes, strategic acquisitions and directly delivering a small number of housing sites which remain viable and that will continue to meet an identified need for housing in the city. This may lead to a review of commitments and the release of land where sites are no longer viable under current market conditions. We will continue to maximise the use of RTB receipts to maintain our programme of acquisitions, again to meet identified need. The Council's new Housing Strategy due to be presented to the Council's Strategy and Resources Committee later this financial year will continue to set out the housing need and affordable housing requirements for the city and any gaps in provision. This will inform future discussions with the Housing Policy and other Committees to formalise the Council's wider housing growth ambitions throughout 2024/25 to maximise the use of available funding alongside the HRA capital allocation.

Sheffield has a significant shortage of affordable housing to meet the unprecedented demand for social housing – a shortage of over 902 homes per year based on our last housing market assessment. This is placing increased pressure on housing provided by the Council and Registered Providers. The Council's new Local Plan and Housing Growth Strategy, working alongside government, strategic partners, Homes England, and South Yorkshire Mayoral Combined Authority (SYMCA), aims to increase the number of affordable homes in the city. The Council cannot meet the affordable housing shortfall on its own, but it can make a significant contribution to this work as part of its HRA Stock Increase Programme to replace homes lost through RTB and support increasing provision of supported housing to meet current and future needs. Most of this accelerated affordable housing growth will be via working with external partners who share the Council's commitment to needing to increasing supply.

Sheffield City Council, its Leader and Chief Executive are collaborating with key partners in the city through the Sheffield Together Partnership with Homes England, the SYMCA, the Sheffield Property Association, and members of the South Yorkshire Housing Partnership to strengthen the focus on enablement, intervention, and delivery. We are actively reviewing all sites within the emerging Sheffield Plan for affordable housing compatibility and exploring a variety of affordable housing delivery models to strengthen pipeline across all delivery routes. We will look to enhance this relationship by exploring opportunities with RPs to address the overall affordable housing shortfall by maximising the use of land in the delivery of new homes in circumstances where the Council is not able to directly deliver. This will be critical to ensuring that the range and type of affordable homes in the city continues to increase addressing together the annual affordable housing shortfall of 902 homes per year.



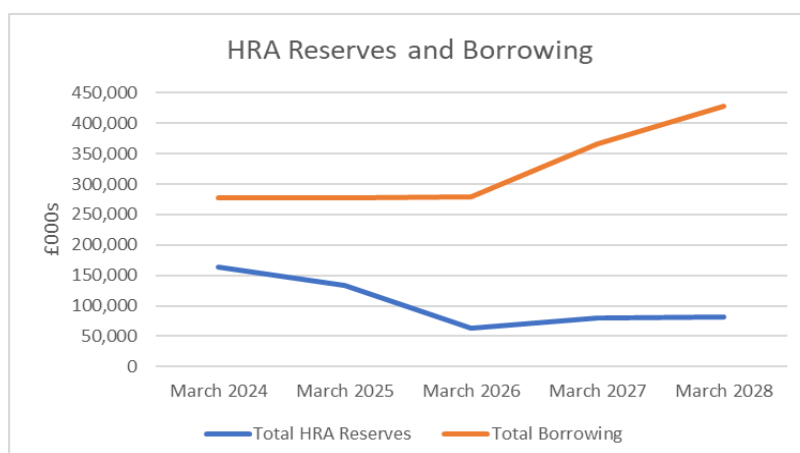
6. Commercial Resilience

We must maintain a viable 30-year Business Plan to deliver our priorities and improve services to tenants. We do this by managing our rental income and operational expenses to reinvest in existing homes and neighbourhoods alongside the creation of new homes. This requires a rigorous approach to business planning and fiscal management to mitigate the impact of the challenges from national and local policy, whilst delivering on our priorities. The development of our Asset Management Strategy will inform the longer-term capital investment need for existing stock, which will need to be balanced with the resources that are available in the 30-year Business Plan. A robust process, following the new Asset Management Strategy in 2024, will be to refresh archetype option appraisals of its Council housing stock and alongside a potential replacement or regeneration strategy.

To make the most of our position in the city and to ensure that we have a viable 30-year Business Plan, we will continue to work with partners and identify new opportunities to deliver more social housing in Sheffield. Development of our Asset Management Strategy will inform our procurement strategies for delivering investment into our existing homes and our stock increase programme. In accordance with our standard processes, we will incorporate social value and employment and skills outputs as contractual requirements to deliver jobs and wider benefits to the communities we serve.

This report sets the 5-year medium-term position of the HRA Business Plan, including the operating account and Housing Capital Investment Programme. The HRA is a ring-fenced account and therefore all capital investment must be funded from a combination of revenue contributions (mainly rents) capital receipts, grant funding and borrowing. The interest costs from any borrowing will need to be affordable from our rental income. Over the next 5-years we are planning to increase our borrowing to partially fund our Stock Increase Programme from increased rents from new supply. These loan repayments will be fully funded from the additional rental income from the resultant new properties and, when capital debt is repaid will create a surplus that can support the wider costs in the HRA in the longer term.

Investment into our existing stock will be through a mixture of revenue, capital receipts and capital reserves. The graph below presents the 5-year position on borrowing and reserves. This shows the increasing use of reserves to fund the capital investment programme up to 2026 before undertaking new borrowing for existing stock from 2026. After 2026, a revenue budget will need to be identified within the model to cover the cost of any loans taken out to fund improvements for existing stock.

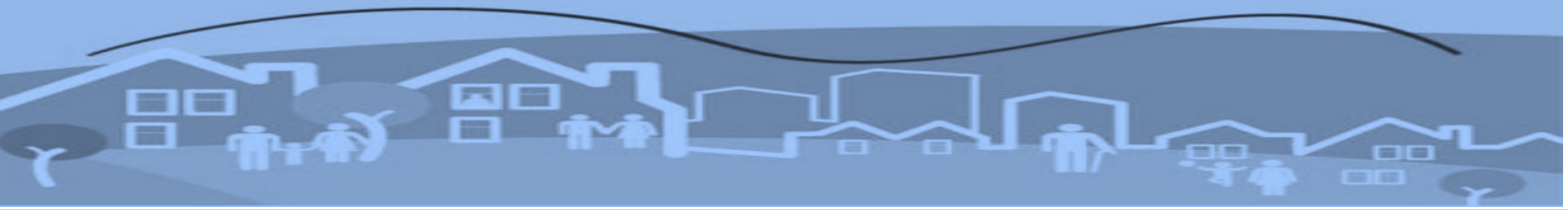


Right to Buy sales continue to have an impact on our Business Plan and we are anticipating that we will lose a further 6,320 homes over the 30-year plan and these assumptions have been built into our financial planning. Right to Buy sales will continue to generate '1-4-1' receipts for reinvestment into new homes through stock increase. Receipts cannot be used to fund investment in existing stock but can support the creation of additional Council homes to replace some of the rental income reduction from RTB sales.

Our current SIP to 2028/29 aims to increase our stock by approximately 1,166 homes. Reinvestment of our RTB receipts back into new homes will increase our stock from 2029/30 to the end of the 30-year plan by a further 653 homes, creating a total of 1,819 additional homes by 2053/54. With stock increase and anticipated RTB sales, we estimate that our total stock will be around 33,900 by 2053/54, compared to total stock of around 38,400 homes now. This is a significant reduction in social homes for the city which already has an affordable housing shortfall of 902 homes per year. Partnership working to mitigate that need will be even more essential over the longer term.

Over the longer-term, we will need to balance this investment in new homes with investment in our existing stock to offset stock losses. Any borrowing for additional homes needs to be sustainable and funded through the increased rental income that this will generate. Any borrowing for our existing stock will increase the interest charge in our operating account and we will need to be able to service these costs from future rental income.

The development of the Asset Management Strategy will be critical to any decision making around future investment priorities. It will inform option appraisals to review our stock profile, consider the impact of individual archetypes on capital and repairs costs, and balance tenant demand and need profiles to ensure that the Business Plan remains viable. These will be complex decisions that will impact on the services and homes that we offer our tenants. They will potentially impact on the number of homes we own but will be necessary to deliver a sustainable future for council housing in the city. This could involve reducing any stock that has a negative impact on the overall HRA Business Plan so that the level of Council homes and, our ability to service long term debt from increased borrowing remains balanced over 30-years.



7.Risks

The HRA has operates on a 'self-financing' basis with local authorities funding council housing from the income generated from rents and other charges. Although 'self-financing' provides the Council with more flexibility, it also brings additional risk.

Risks to the HRA are collated and monitored via the risk register and are primarily concerned with threats to income and expenditure that would compromise the viability of the HRA Business Plan. These risks are reviewed and regularly updated. The key risks to the HRA Business Plan include:

- The impact of Welfare Reform
- Health & Safety/Fire Risks on Council Tower Blocks and Other High-Risk Buildings
- An increase in Interest, Borrowing and Inflation Rates
- Increase in Repairs Costs
- Review of the Government Rent Standard
- Journey to 'Net Zero'
- Future changes to the Decent Homes Standard
- Regulatory changes to social housing

More detailed consideration of the overall 30-year viability of the Business Plan and the steps that are being taken to manage this are set out in the Commercial Resilience section above. The HRA unearmarked revenue reserve is currently £5.6million, a similar level is currently assumed for 2024/25. The fiscal impact of the above risks far exceeds the reserve held, but the likelihood of all these risks being incurred in any one year is low and therefore, it is not deemed prudent, nor offers best value to hold sufficient reserves for all eventualities. However, the level of reserves will be monitored to ensure that the reserves levels are adequate to cover future expected pressures in the medium term.

Key Financial Assumptions 2024/25

The detailed financial model behind the HRA Business Plan includes several assumptions we have used to understand what resources will be available for council housing over the next 5 years in the context of the next 30 years. These baseline assumptions are listed below.

Revenue Assumptions	Assumption
Opening number of homes 2023/24	38,397
Estimated number of additional homes by 2053/54	1,819
Estimated number of RTBs to 2053/54	6,320
Estimated number of homes by 2053/54	33,896
Average rent in 2024/25 (50-week rent)	£92.71
Consumer Price index (CPI) of inflation September 2023	6.70%
Void rate	3.25%
HRA risk-based reserve 2024/25	£5.6m

Rents

We have assumed that rent will increase each year by the amount allowed by the Rent Standard (i.e., September CPI + 1%). A below Rent Standard increase would impact on the income throughout the 30-year Business Plan. For example, compared to Rent Standard, a 5% rent increase would result in a loss of up to £183m in income over the 30-year life of the Business Plan, leading to job losses and cuts in services for tenants. A 7% increase would result in a loss of up to £47m over the 30-years. A reduction in the assumed income would mean that costs would need to be reduced to balance the Business Plan.

Garages

It is assumed as part of this report, rents for garage plots and garage sites are increased by 7.7% from April 2024 in line with dwelling rent increases.

Other Charges

It is assumed as part of this report, the burglar alarm charge from April 2024 is increased by 6.7% in line with September 2023 inflation.

It is assumed as part of this report, the sheltered housing service charge from April 2024 is increased by 6.7% in line with September 2023 inflation.

It is assumed as part of this report, the furnished accommodation charge from April 2024 is increased by 6.7% in line with September 2023 inflation.



30

Appendices

- Appendix A** **HRA Revenue & Capital Budget**
- Appendix B** **5 Year Capital Investment Programme**
- Appendix C** **Citywide Rents and Charges**

Appendix A – HRA Revenue & Capital Budget

Revenue Account

Revenue Account		
	2023.24	2023.24
	Outturn	Budget
INCOME (in £millions)		
Net income dwellings	160.3	161.6
Other income	7.8	6.9
Total	168.1	168.5

EXPENDITURE (in £millions)		
Repairs and Maintenance	52.4	48.8
Tenant Services	61.4	61.7
Interest on Borrowing	13.0	13.7
Contribution to Capital Programme	41.4	44.4
Total	168.1	168.5

Revenue Reserve	5.6	5.6
-----------------	-----	-----

Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-5
2024.25	2025.26	2026.27	2027.28	2028.29	2024.29
Forecast	Forecast	Forecast	Forecast	Forecast	Total
173.9	183.1	189.9	196.4	202.7	945.9
6.7	7.0	7.2	7.4	7.7	36.0
180.5	190.1	197.1	203.9	210.4	982.0

54.4	58.6	62.6	66.8	71.0	313.4
68.5	69.2	70.9	72.6	74.3	355.4
14.1	14.1	16.1	18.7	22.0	85.1
43.6	48.2	47.5	45.8	43.0	228.2
180.5	190.1	197.1	203.9	210.4	982.0

5.6	5.6	5.6	5.6	5.6	
-----	-----	-----	-----	-----	--

Capital Account Summary (see Appendix B for a detailed breakdown of the Mainline Capital Programme)

Capital Account		
	2023.24	2023.24
	Outturn	Budget
EXPENDITURE (in £millions)		
Mainline Capital Programme	48.6	40.9
Stock Increase Programme	28.6	54.9
Total	77.1	95.8

Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-5
2024.25	2025.26	2026.27	2027.28	2028.29	2024.29
Forecast	Forecast	Forecast	Forecast	Forecast	Total
56.8	89.5	97.2	102.0	104.3	449.7
38.9	55.5	60.4	25.1	75.2	255.1
95.7	145.0	157.6	127.1	179.5	704.8

Appendix B – 5 Year Capital Programme Investment

HRA Capital Programme	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-5
	2023_4	2024_5	2025_6	2026_7	2027_8	2028_9	2024_29
	Outturn	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Total
EXPENDITURE (in £millions)							
Heating and Energy	4.11	6.26	7.50	7.50	10.00	10.12	41.39
Carbon Reduction	15.03	8.60	3.95	7.20	9.49	9.49	38.73
H & S Essential Work	14.70	8.23	21.28	19.76	15.05	19.44	83.76
Adaptations & Access	2.95	3.30	5.46	3.30	3.30	3.30	18.66
Waste & Estate Environmental	0.81	2.77	3.37	5.02	3.82	3.10	18.07
Enveloping & External Works	1.58	9.55	15.04	14.50	19.47	18.66	77.22
Communal Area Investment	0.50	2.50	2.50	3.93	0.77	0.00	9.70
Internal Works	3.84	3.73	6.14	5.91	5.00	3.56	24.34
Other Essential Works	1.58	2.83	2.83	2.98	2.00	2.00	12.65
Garages and Outhouses	0.13	0.25	0.25	0.25	2.88	0.00	3.63
Gleadless Valley Regeneration	0.25	1.00	5.96	8.16	8.20	9.52	32.85
Sub-Total Core Investment Programme	45.48	49.04	74.27	78.50	79.99	79.19	360.98
Capital Management Fee	3.10	3.15	3.20	3.25	3.30	3.30	16.20
Sub-Total Other Capital Spend	3.10	3.15	3.20	3.25	3.30	3.30	16.20
Total Capital Programme before inflation	48.58	52.19	77.47	81.75	83.29	82.49	377.18
Inflation		4.63	11.98	15.49	18.66	21.81	72.58
Total Capital Programme	48.58	56.82	89.45	97.24	101.95	104.30	449.76
Stock Increase Programme	28.56	38.88	55.53	60.35	25.15	75.16	255.07
Total Capital Programme	77.14	95.70	144.98	157.59	127.10	179.46	704.83

Appendix C – Citywide Rents

Citywide average weekly rent by bed-size

Bed size	Average weekly rent (50 weeks)		Increase	Rate
	2023/24	2024/25		
Bedsit	£66.60	£71.73	£5.13	7.70%
1 bed	£76.30	£82.17	£5.87	7.70%
2 bed	£87.06	£93.77	£6.71	7.70%
3 bed	£97.06	£104.53	£7.47	7.70%
4 bed	£116.08	£125.02	£8.94	7.70%
5 bed	£117.26	£126.29	£9.03	7.70%
6 bed or more	£123.01	£132.49	£9.48	7.70%
Total (all bedroom's average)	£86.08	£92.71	£6.63	7.70%

PART A - Initial Impact Assessment

Proposal Name: Rent Policy increase for council housing rents, garages & commercial property

EIA ID: 2398

EIA Author: Louise Cassin

Proposal Outline: We have the option to increase rents by September's Consumer Price Inflation (CPI) +1%. This would be the maximum increase allowable under the Regulator's current Rent Standard. August's CPI rate was 6.7% indicating we may have the option to raise rents by around 7.7%.

Proposal Type: Budget

Entered on QTier: Yes

QTier Ref: # 97

Year Of Proposal: 24/25

Lead Director for proposal: Janet Sharpe (HSG)

Service Area: Housing & Neighbourhoods

EIA Start Date: 17/10/2023

Lead Equality Objective: Understanding Communities

Equality Lead Officer: Louise Nunn

Committees:

Council

Portfolio

Primary Portfolio:

Neighbourhoods

EIA is cross portfolio:

No

EIA is joint with another organisation:

No

Overview of Impact

Overview Summary:

A 7.7% rent increase would impact on the financial cost of living crisis currently being faced by tenants. However, around 70% of tenants would receive some support in meeting those costs through Housing Benefit or Universal Credit. The impact on the remaining tenants could be mitigated by offering additional support – though further work may need to be done to identify how tenants would be supported. Some options e.g. financial support could create an additional pressure on the HRA. Rents for 24/25 would need to be implemented from April 2024 with statutory notifications to all tenants about a change to their rent actioned from February 2024. Rental income is the main source of income into the HRA and can only be used to fund council housing activity. Therefore the level of income received into the HRA through rents each year impacts on council housing service budgets and what can be afforded in the coming year/s. Individual EIAs have been completed for potential saving options that are likely to be needed for 2024/25 as a result. These EIAs detail the any specific impacts on council housing tenants as a result. An initial impact assessment has been completed at this stage based on current rent policy. A full impact assessment will be completed prior to this decision being presented at Full Council in February 2024 and this will reflect any changes that may occur if rent policy is revised by Government between now and then.

Impacted characteristics:

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact: No

Impact areas:

Initial Sign-Off

Full impact assessment required: No

Review Date: 14/01/2024

Action Plan & Supporting Evidence

Outline of action plan:

Action plan evidence:

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures:

Outline of impact and risks:

•

Review Date

Review Date:

14/01/2024



Report to Policy Committee

Author/Lead Officer of Report: James Henderson, Director of Policy and Democratic Engagement

Tel: 0114 2053126

Report of: *Director of Policy and Democratic Engagement*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *24 January 2024*

Subject: *Adopting the All Party Parliamentary Group on British Muslims' definition of Islamophobia*

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA:		
Has appropriate consultation/engagement taken place?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Purpose of Report:

Full Council passed a resolution at its meeting on 14 December 2022 asking Strategy and Resources Committee to consider adopting the definition of Islamophobia developed by the All Party Parliamentary Group (APPG) for British Muslims. This resolution was adopted in light of information considered by Full Council that Muslims were targeted in 45% of religious hate crime cases recorded by Police in England and Wales in 2021/22 and that in South Yorkshire, the number of Islamophobic hate crimes had increased by 43% in 2021 compared to the previous year.

This report proposes that the APPG's definition of Islamophobia and the associated guidance statements be adopted by Sheffield City Council, and requests Strategy and Resources Committee to consider particular actions to target Islamophobia as part of its forthcoming consideration of the Equality Framework and action plans.

Recommendations:

That Strategy and Resources Committee

- Formally adopt the APPG on British Muslims' definition of Islamophobia as described in the report, but in doing so agrees that the definition does not and will not be interpreted in such a way as to impinge on free-speech rights of any person, and that the term "anti-Muslim hatred" is used in any context where there is the potential for any uncertainty in the intended impact.
- Formally adopt the associated guidance statements as developed by the Coalition Against Islamophobia
- Request that as part of the action planning process being undertaken to support the Council's Equality Framework, that specific actions be identified that focus on eliminating Islamophobia

Background Papers:

Equality Framework – Equality is Everyone's Business: [report to Strategy and Resources Committee on 21 December 2023](#)

Race Equality in Our Council: [report to Strategy and Resources Committee on 21 December 2023](#)

Adopting the APPG on British Muslims' definition of Islamophobia: [motion passed by Full Council on 14 December 2022](#)

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.	Finance: Matt Ardern
		Legal: Andrea Simpson
		Equalities & Consultation: Adele Robinson/Richard Bartlett
		Climate: <i>n/a</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>James Henderson</i>
3	Committee Chair consulted:	<i>Cllr Tom Hunt</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>James Henderson</i>	Job Title: <i>Director of Policy and Democratic Engagement</i>
	Date: <i>9 January 2024</i>	

1. BACKGROUND

- 1.1 Full Council passed a resolution at its meeting on 14 December 2022 asking Strategy and Resources Committee to consider adopting the definition of Islamophobia developed by the All-Party Parliamentary Group (APPG) for British Muslims. This resolution was adopted in light of information considered by Full Council that Muslims were targeted in 45% of religious hate crime cases recorded by Police in England and Wales in 2021/22 and that in South Yorkshire, the number of Islamophobic hate crimes had increased by 43% in 2021 compared to the previous year.
- 1.2 The APPG definition is that “Islamophobia is rooted in racism and is a type of racism that targets expressions of Muslimness or perceived Muslimness”.
- 1.3 Alongside adopting the definition, the resolution passed by Full Council, also asked Strategy and Resources Committee to consider adopting the explanatory guidelines developed by the Coalition Against Islamophobia, and to add to its work programme the following additional considerations:
- (1) working with schools, transport companies, the police force, and other public and private bodies, to tackle Islamophobia at a local level;
 - (2) collaborating with the local Muslim community to challenge Islamophobia and to meet their needs such that they are encouraged and safe to participate in public life;
 - (3) taking further steps to tackle and raise awareness of Islamophobia, such as organising Islamophobia training, holding local events on the issue of Islamophobia, etc.; and
 - (4) working with other local stakeholders such as local MPs to raise awareness of Islamophobia in Parliament and urge the UK Government to adopt the APPG definition of Islamophobia.
- 1.4 At its meeting on 21 December 2023 the Strategy and Resources Committee considered and agreed two linked reports approving a new draft Equality Framework for the council and updating on work undertaken in response to the recommendations made by the independent Race Equality Commission. Both reports acknowledged the work done to date on becoming an anti-racist city and anti-racist organisation, and also set out the further work that will be required in the council’s three roles as employer, service provider, and city and community leader.

2 PROPOSAL

- 2.1 Both ethnicity and religion are protected characteristics under the Equality Act, and this means, amongst other things, that the council must have due regard when carrying out its work to the need to eliminate discrimination

and to promote good relations between people who share protected characteristics and those who do not. This means that Muslims are legally protected within the Equality Act, as are others who share different protected characteristics.

- 2.2 However, the Equality Act provides no detail about how to define specific types of racism or anti-religious hate where it pertains to a particular group. It can therefore be helpful to adopt a more detailed definition of specific types of racism, such as Islamophobia.
- 2.3 The Muslim Engagement and Development (MEND) group has said that: “Muslims are racialised through Islamophobic tropes stereotyping them as a homogenous group that is fundamentally different from the rest of society. At the same time, Islamophobia manifests itself in the same way as other forms of racism and functions as a form of racism.” They note that Islamophobia can be both overt and less visible and that adopting a broad definition of what constitutes Islamophobia is helpful in ensuring that any and all Islamophobic activity is recognised and eliminated.
- 2.4 The APPG definition of Islamophobia has broad-based support. It has been endorsed by most of the major political parties, and by a number of other large councils (including Manchester City Council and Bradford City Council).
- 2.5 However, the APPG definition has attracted criticism from some groups. The National Secular Society has opposed the APPG definition from the outset on the grounds that, in their view, it conflates legitimate criticism of Islamic doctrine with racism, in a way which could impinge on people’s free speech rights. Their concern with the APPG definition, and the term Islamophobia itself, is that they argue that it could be interpreted to conflate criticism of Islam or Islamic practices with hatred of Muslims.
- 2.6 They argue that “In a liberal secular society, individuals should be afforded respect and protection, but ideas should not. The widespread adoption of this definition has the potential to chill freedom of expression, including academic and journalistic freedom.”
- 2.7 The Government has argued that instead of using the term “Islamophobia”, the term “anti-Muslim hatred” is more accurate and helpful in describing the harm which we are seeking to avoid.
- 2.8 Noting these concerns, which are reflected in the EIA, it is suggested that, in adopting the APPG definition, Sheffield City Council is clear that it does not and will not be interpreted in such a way as to impinge on free-speech rights of any person, and in particular legitimate criticism of Islamic doctrine, and that the term “anti-Muslim hatred” will be used in preference

to “Islamophobia” in any context where there is the potential for any uncertainty in the intended impact.

2.9 Strategy and Resources Committee is also asked to consider adopting the explanatory guidance produced by the Coalition Against Islamophobia which provides more detail about how the definition can be used in practice. This guidance is as follows:

“Islamophobia is demonstrated in, and articulated through, speech, writing, behaviours, structures, policies, legislation or activities that work to control, regulate or exclude Muslim participation within social, civic, economic and political life, or which embody hatred, vilification, stereotyping, abuse, or violence directed at Muslims. Taking into account the overall context, examples of Islamophobia in public life, the media, schools, the workplace, and in the religious sphere may include (but are in no way limited to):

- *Any distinction, exclusion, restriction, or preference against Muslims that has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life. (e.g. employment discrimination against Muslims).*
- *Causing, calling for, aiding, or justifying the killing or harming of Muslims or those perceived to be Muslim due to their religious identity. (e.g. anti-Muslim hate crime, including against non-Muslims misidentified as Muslim, such as Sikhs)*
- *Charging Muslims with conspiring to harm humanity and/or the Western way of life or blaming Muslims for the economic and social ills of society. (e.g. accusing Muslims of being responsible for the spread of COVID-19)*
- *Making mendacious, dehumanising, vilifying, demonising, or stereotypical allegations about Muslims. (e.g. media bias against Muslims).*
- *Objectifying and generalising Muslims as different, exotic or underdeveloped, or implying that they are outside of, distinct from, or incompatible with British society and identity. (e.g. racialising Muslims through certain ethnic/cultural markers such as having a beard or speaking a foreign language like Arabic)*
- *Espousing the belief that Muslims are inferior to other social or religious groups.*
- *Accusing Muslims as a collective of being responsible for real or imagined wrongdoing committed by a single Muslim person, group or nation, or even for acts committed by non-Muslims.*
- *Applying double standards by requiring of Muslims a behaviour not expected or demanded of any other social, religious or ethnic group.*

- *Acts of aggression within which the targets, whether they are people or property – such as buildings, schools, places of worship and cemeteries – are selected because they are, or are perceived to be, Muslim(s) or linked to Muslims.*
- *While criticism of Islam within legitimate realms of debate and free speech is not in itself Islamophobic, it may become Islamophobic if the arguments presented are used to justify or encourage vilification, stereotyping, dehumanization, demonization or exclusion of Muslims. For example, by using criticism of religion to argue that Muslims are collectively evil or violent.”*

2.10 It is proposed that in adopting the APPG definition of Islamophobia and associated guidance, the Equality Framework action plan (to be considered at the March meeting of the committee) would identify key actions in support of recognising and eliminating Islamophobia within the city. This would include (but not be limited to) consideration of the specific issues referenced in the original Full Council motion, such as:

1. working with schools, transport companies, the police force, and other public and private bodies, to tackle Islamophobia at a local level;
2. collaborating with the local Muslim community to challenge Islamophobia and to meet their needs such that they are encouraged and safe to participate in public life;
3. taking further steps to tackle and raise awareness of Islamophobia, such as organising Islamophobia training, holding local events on the issue of Islamophobia, etc.

It would also be included as part of the council’s routine considerations through its Equality Impact Assessment process.

3. HOW DOES THIS DECISION CONTRIBUTE ?

3.1 Strategy and Resources Committee has endorsed the draft Council Plan. The Council Plan includes a specific commitment to “championing equality and diversity, including developing a new anti-poverty action plan, supporting the Sheffield Poverty Truth Commission and leading the response to the Race Equality Commission and the delivery of the new Race Equality Partnership for Sheffield.”

3.2 Aligned to the Council Plan is the draft Equality Framework, which was endorsed for public consultation at the meeting of the Strategy and Resources Committee on 21 December 2023. The Equality Framework builds upon the commitments set out in the Council Plan, and proposes a series of outcomes and goals for our work to promote equality, diversity and inclusion in the council across our three roles of employer, service deliverer, and city and community leader. This makes explicit our commitment to becoming an anti-racist city and organisation, as well as setting out what we will do to meet and exceed our statutory obligations under the Equality Act 2010. The adoption of the APPG definition of

Islamophobia will support us in achieving the broad ambition of the Council Plan and the specific goals set out in the Equality Framework.

4. HAS THERE BEEN ANY CONSULTATION?

- 4.1 There has been no consultation specifically on adopting the APPG definition of Islamophobia, but extensive public consultation is taking place on the council's Equality Framework and the associated action planning that will support its delivery.
- 4.2 As part of this work, actions specifically focused on tackling Islamophobia will be developed and reported back to this committee at its meeting in March 2024.

5. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

5.1 Equality Implications

- 5.1.1 An equalities impact assessment has been undertaken and has identified that the equalities impacts of the proposal are likely to be positive for people who are (or who are perceived to be) Muslim. There is a risk that this may be considered an additional level of protection compared to some other groups, although there is nothing in the definition that overrides existing equality obligations or weakens protection for other groups. The council has previously adopted the IHRA definition of antisemitism.
- 5.1.2 As noted in the report, and detailed in the EIA, there are a number of concerns regarding the wording of the APPG definition, and, in particular, concerns that it may restrict free speech. This could have a negative impact on some groups of people who share protected characteristics, were this not to be mitigated. As set out at paragraph 2.8, the council intends to interpret the APPG definition at all times in a way that is consistent with the right to freedom of expression (Article 10 of the Human Rights Act 1998 – see Human Rights implications below)

5.2 Financial and Commercial Implications

- 5.2.1 There are no immediate financial implications of this proposal. Any financial implications associated with specific actions to tackle Islamophobia will be reported to the committee as part of the planned report on the Equality Framework and action plans in March 2024.

5.3 Legal Implications

- 5.3.1 The Council has a duty (the Public Sector Equality Duty) under the Equality Act 2010 to, in the exercise of its functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation.
 - Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.

- Foster good relations between people who share a relevant protected characteristic and those who do not.

5.3.2 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion and or belief, sex, and sexual orientation. Everyone has protected characteristics.

5.3.3 The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

5.3.4 In adopting the APPG definition, the Council is seeking to strengthen further its legal obligation to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation against Muslims (or those perceived as being Muslim), and to advance equality of opportunity between people who share protected characteristics and those who do not.

5.3.5 The Public Sector Equality Duty does not apply in isolation. The Council must also consider its duties under the Human Rights Act 1998, set out in more detail below.

5.4 Human Rights Implications

5.4.1 The Human Rights Act 1998 sets out the fundamental rights and freedoms that everyone in the UK is entitled to. It incorporates the rights set out in the European Convention on Human Rights (ECHR) into domestic British law. It is unlawful for a public authority to act in a way that is incompatible with a Convention right.

5.4.2 The Human Rights Act specifies a number of rights that are engaged in consideration of the adoption of the APPG definition of Islamophobia. In particular:

- Article 9 – freedom of thought, belief and religion
 1. Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief and freedom, either alone or in community with others and in public or private, to manifest his religion or belief, in worship, teaching practice and observance.
 2. Freedom to manifest one's religion or beliefs shall be subject only to such limitations as are prescribed by law and are necessary in a democratic society in the interests of public

safety, for the protection of public order, health or morals, or for the protection of the rights and freedoms of others.

In adopting the APPG definition, the council is ensuring that the rights of Muslim people to practise their religions and beliefs is not put at risk. However, in so doing, the council is not taking any steps that might circumscribe the rights of others who hold different religious beliefs (or who do not hold any religious belief) to observe and practice those beliefs.

- Article 10 – freedom of expression
 1. Everyone has the right to freedom of expression. This right shall include freedom to hold opinions and to receive and impart information and ideas without interference by public authority and regardless of frontiers. This Article shall not prevent States from requiring the licensing of broadcasting, television or cinema enterprises.
 2. The exercise of these freedoms, since it carries with it duties and responsibilities, may be subject to such formalities, conditions, restrictions or penalties as are prescribed by law and are necessary in a democratic society, in the interests of national security, territorial disorder or crime, for the protection of health or morals, for the protection of the reputation or rights of others, for preventing the disclosure of information received in confidence, or for maintaining the authority and impartiality of the judiciary.

The adoption of the APPG definition of Islamophobia by the council is not intended to, and will not be interpreted, in such a way as to conflict with the Article 10 rights of any person, beyond the existing legal restrictions (e.g. on hate speech) that are in place. In particular, it will not be interpreted in such a way as to have any impact on protected political free speech.

5.5 Climate Implications

5.5.1 There are no climate implications arising from this proposal

6. ALTERNATIVE OPTIONS CONSIDERED

6.1 Two alternative options were considered.

6.2 The first is for Sheffield City Council not to adopt the APPG definition of Islamophobia. This was dismissed as it would not support our commitment to become an anti-racist organisation and city, and would not be in line with our Council Plan and Equality Framework commitments.

6.3 The second option considered was for SCC to adopt a bespoke definition of Islamophobia or anti-Muslim hatred. This was dismissed because such

a definition would be widely known or understood and would mean that Sheffield was using a different definition than other places that have adopted the APPG definition.

7. REASONS FOR RECOMMENDATIONS

- 7.1.1 In adopting the APPG definition, the council will be taking a first step in allowing it to identify how anti-Muslim hatred manifests itself and functions and therefore, devise meaningful strategies to tackle it. Furthermore, adopting the APPG definition of Islamophobia would signal to British Muslim communities that Sheffield City Council recognises the specific issues that they face, and reassure them that combatting Islamophobia and anti-Muslim hatred is a priority, in line with our recently adopted race equality commitments and draft equality goals.

This page is intentionally left blank

10/01/2024

Part A

Initial Impact Assessment

Proposal name

Adopting the All-Party Parliamentary Group on

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

Full Council passed a resolution at its meeting on 14 December 2022 asking Strategy and Resources Committee to consider adopting the definition of Islamophobia developed by the All-Party Parliamentary Group (APPG) for British Muslims. This resolution was adopted in light of information considered by Full Council that Muslims were targeted in 45% of religious hate crime cases recorded by Police in England and Wales in 2021/22 and that in South Yorkshire, the number of Islamophobic hate crimes had increased by 43% in 2021 compared to the previous year.

The APPG definition is that "Islamophobia is rooted in racism and is a type of racism that targets expressions of Muslimness or perceived Muslimness"

Alongside adopting the definition, the resolution passed by Full Council, also asked Strategy and Resources Committee to consider adopting the explanatory guidelines developed by the Coalition Against Islamophobia, and to add to its work programme the following additional considerations:

- (1) working with schools, transport companies, the police force, and other public and private bodies, to tackle Islamophobia at a local level;
(2) collaborating with the local Muslim community to challenge Islamophobia and to meet their needs such that they are encouraged and safe to participate in public life;
(3) taking further steps to tackle and raise awareness of Islamophobia, such as organising Islamophobia training, holding local events on the issue of Islamophobia, etc.; and
(4) working with other local stakeholders such as local MPs to raise awareness of Islamophobia in Parliament and urge the UK Government to adopt the APPG definition of Islamophobia.

Proposal type

Budget

non-Budget

If Budget, entered on Q Tier? Yes No

Q Tier reference

Year of proposal (s)

- 21/22 22/23 23/24 24/25 other

Decision Type

- Committee (select below)**
- Adult Health and Social Care Policy Committee
- Communities, Parks and Leisure Policy Committee
- Economic Development and Skills Policy Committee
- Education, Children and Families Policy Committee
- Housing Policy Committee
- Strategy and Resources Policy Committee
- Transport, Regeneration and Climate Policy Committee
- Waste and Street Scene Policy Committee
- Regulatory Committees (e.g. Licensing Committee)
- Other Policy Committee or sub-Committee
- Local Area Committees

Leader

Executive Director/Director

Officer Decisions (Non-Key)

Council (e.g. Budget and Housing Revenue Account)

Lead Committee Member

Lead Director for Proposal

Person filling in this EIA form

Equality Lead Officer

Lead Equality Objective

- | | | | |
|---|---|---|--|
| <input type="radio"/> Understanding Communities | <input type="radio"/> Workforce Diversity | <input type="radio"/> Leading the city in celebrating & promoting inclusion | <input type="radio"/> Break the cycle and improve life chances |
|---|---|---|--|

Portfolio, Service and Team

Lead Portfolio

Is this Cross-Portfolio?

- Yes No

Is the EIA joint with another organisation (eg NHS)?

- Yes No

Please specify

Consultation

Is consultation required?

- Yes No

If consultation is not required please state why

There has been no consultation specifically on adopting the APPG definition of Islamophobia, but public consultation is taking place on the council's Equality Framework and the associated action planning that will support its delivery.

As part of this work, actions specifically focused on tackling Islamophobia will be developed and reported back to this committee at its meeting in March 2024.

It would make sense to undertake specific consultation with local faith leaders on the adoption of the APPG definition of Islamophobia. Issues around equality, diversity, inclusion and human rights often have a nuanced local context. Since Sheffield has a comparatively high population of Muslims in comparison to other local authority areas across the UK then it would be sensible to engage with local faith leaders to gain their insight on the proposal and to continue to build on the good work the council does around fostering good relations between groups of people who do not share a protected characteristic. At this stage it wouldn't be appropriate to undertake wider public consultation on the definition since the general public is likely to lack sufficient understanding of the context. There may be challenge around freedom of speech issues under Article 10 of the Human Rights Act (HRA) 1998 these will need to be balanced with the council's positive obligations under the HRA.

Also, in 2020 Leeds City Council commissioned a study into anti-Muslim hate and islamophobia which revealed the high levels of anti-Muslim prejudice experienced by the community. With this in mind it is likely that the communities of Sheffield's experiences could be similar, and it may therefore be prudent to undertake a similar study at some point in the future to understand the communities' experiences.

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

No significant expected impact.

Initial 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

For a range of people who share protected characteristics, more information is available on the [Council website](#) including the [Community Knowledge Profiles](#).

Identify Impacts

Identify which characteristic the proposal has an impact on tick all that apply

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

Cumulative Impact

Does the proposal have a cumulative impact?

- Yes No

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

If yes, details of impact

No significant expected impact.

Does the proposal have a geographical impact across Sheffield?

- Yes No

If Yes, details of geographical impact across Sheffield

Local Area Committee Area(s) impacted

- All Specific

If Specific, name of Local Committee Area(s) impacted

Initial Impact Overview

Based on the information about the proposal what will the overall equality impact?

The council strengthening its commitment to combatting Islamophobia and Anti-Muslim prejudice is an important step and follows a number of other local authorities that have done the same. As Sheffield's largest minoritised faith group and with the links to both Pakistani and south Asian ethnicities a visible commitment to support those communities is vital for the council as part of its continuing work to become an anti-racist city.

It is important to note however that the UK Government however decided against accepting the definition as outlined above and there were representations from the national secular society and others also speaking out against the definition.

With this in mind it is therefore necessary that we undertake a full Equality Impact Assessment on this decision. Given the nature of the forms of discrimination suffered by minoritised ethnicities there are considerable risks that non-Muslim communities may experience hatred and prejudice through perception or association. Longer term it would be prudent to plan out activity that allows the council and its partners to understand the nature and prevalence of Islamophobia and Anti-Muslim prejudice to drive the council's commitments on challenging discrimination, fostering good relations and understanding extremism. It would also make sense to work with partners to undertake a campaign of myth busting around Islam and other faiths given the current crisis in the Middle East and to look at ways of improving reporting levels of hate crime and review the provision of 3rd party reporting centres across the city.

Given concerns of some parties about the definitions impact on free speech we are suggesting adding that

- Free speech of staff or citizens will not to be impinged by this definition.
- Hate incidents and Anti-Muslim prejudice would not be tolerated.
- Religious and non-belief freedom would be protected.

Is a Full impact Assessment required at this stage? Yes No

If the impact is more than minor, in that it will impact on a particular protected characteristic you must complete a full impact assessment below.

Initial Impact Sign Off

EIAs must be agreed and signed off by an Equality lead Officer. Has this been signed off?

Yes No

Date agreed 16/01/2024

Name of EIA lead officer Ed Sexton

Part B

Full Impact Assessment

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

Customers

Yes No

Details of impact

No significant impact expected.

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

**Name of Health
Lead Officer**

Age

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

No significant expected impact.

Disability

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

No significant expected impact.

Pregnancy/Maternity

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

No significant expected impact.

Race

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Asian/Asian British communities are the largest ethnic groups (10.5%) within Sheffield, and these make up the largest percentage of Muslims so the intersection between the 2 protected characteristics should be noted. They are the most likely to experience Islamophobia and anti-Muslim prejudice either as a member of Muslim communities or through discrimination by perception or association. It is therefore an important step for the council to define Islamophobia in order to identify and eliminate such forms of racism and anti-religious hate. By defining Islamophobia, it will also improve the council and its partners ability to improve education around discrimination and harassment and undertake work on myth busting and improving reporting of hate crimes and hate incidents. This will also support the council, its partners and the community in identifying community tension issues earlier and implementing interventions to address these.

It will also go some way to addressing issues of trust between the council, its partners and Minorised ethnicities. As Asian/Asian British communities are the most underrepresented within the council's workforce proactively working to eliminate Islamophobia should attract members of this community to join the council providing much needed insight and lived experience that will help the council meet the needs of the Asian/Asian British Community. This will also go some way to meeting the council's aim for becoming an anti-racist organisation.

Religion/Belief

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

In the census 2021 there was a fall in the number of people who identified as Christian from 52.5% to 38.5%, while the number of people who identified as Muslim increased from 7.7% to 10.3%.

However, the city also has a high number of people who do not have any religion. The percentage of people in Sheffield who identified as having no religion increased from 31.2% in 2011 to 43.4% in 2021 census.

The Muslim community represents the largest minoritised religious group (10.3%) both in Sheffield and within the council's workforce. Adopting the definition of Islamophobia will enable the council to improve its understanding on the issue and allow it to undertake proactive work to tackle it. It will help highlight issues of systemic inequality, promote understanding and awareness and help increase trust between the council and the community.

There has been some challenge of the definition by a number of organisations. In May 2019 the National Secular Society signed an open letter to the Home Secretary criticising adoption of the definition and stating it is 'unfit for purpose'. They also argue "In a liberal secular society, individuals should be afforded respect and protection, but ideas should not. The widespread adoption of this definition has the potential to chill freedom of expression, including academic and journalistic freedom."

Christian concern has also expressed issues such as Islamophobia is defined as a type of racism – and that Islam is not a race. That it targets 'expressions of Muslimness' without clarification, and then roots this in perception. There is no definition of 'Muslimness'.

It is important to reflect that given potential these issues around freedom of expression that we take this into account. We should also seek to work with our communities to further develop our understanding of issues via our work on a potential faith covenant/compact for the city.

Sex

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

No significant impact expected.

Sexual Orientation

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

No significant impact expected.

Gender Reassignment (Transgender)

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

No significant impact expected.

Carers

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

No significant impact expected.

Voluntary, Community & Faith sectors

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

Adopting the definition is likely to have a positive impact on faith sector organisations who work with the Muslim community. By improving the council's understanding of the challenges faced by the Muslim community due to Islamophobia this should enable improved dialogue with faith sector organisations.

However, given concerns from the national secular society and others we also need to take into account the potential impact on freedom of speech and guard against issues.

Partners

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

By working to the definition of Islamophobia this will give the council some clarity around the issue and how it affects members of the community. It should also improve how the council and its partners are able to communicate issues around hate crime, hate incidents and reporting. This will allow the council and its partners to collect more robust evidence around Islamophobia and share intelligence on potential community tensions.

However, given concerns from the national secular society we also need to take into account the potential impact on freedom of speech and guard against issues.

Cohesion

Staff

Yes No

Customers

Yes No

Details of impact

By adopting the definition on Islamophobia it is anticipated that this should have a positive impact on cohesion within Sheffield. By improving education and awareness around issues of Anti Muslim prejudice and working with communities to improve reporting around hate crimes and hate incidents, this is likely to lead to improved intelligence around potential community tensions which will enable the council and its partners devise more meaningful strategies to address potential challenges. This in turn should enable the council to facilitate improved dialogue between communities who don't share a protected characteristic and build trust between all parties.

However, given concerns from the national secular society etc. We also need to take into account the potential impact on freedom of speech and guard against issues arising.

Poverty & Financial Inclusion

Impact on Staff

Yes No

Impact on Customers

Yes No

Please explain the impact

No significant expected impact.

Armed Forces

Impact on Staff

Yes No

Impact on Customers

Yes No

Details of impact

No significant expected impact.

Action Plan and Supporting Evidence

What actions do you need to take following this EIA?

Adopting the definition on Islamophobia is likely to have a positive impact on Muslim groups affected.

Future work will be defined through the development of the Equality Framework and reported on via the annual equality report.

There should be further work including with Faith Leaders from all religions and with representatives from those who have no religion to discuss the impact and review the impact.

Add into the report that as a result of accepting this definition that

- Free speech of staff or citizens will not to be impinged by this definition.
- Hate incidents and Anti Muslim prejudice would not be tolerated.
- Religious and non belief freedom would be protected.

What evidence have you used to support the info in the EIA?

Report on the Findings of the Leeds Anti-Muslim Hatred Survey 2020

<https://democracy.leeds.gov.uk/documents/s238421/Anti-Muslim%20Prejudice%20Appx%20A%20survey%2022%2009%2022.pdf>

Sheffield Race Equality Commission

<https://www.sheffield.gov.uk/your-city-council/race-equality-commission>

Census 2021 Data

SCC Workforce Data

Islamophobia definition "unfit for purpose", say campaigners

<https://www.secularism.org.uk/news/2019/05/islamophobia-definition-unfit-for-purpose-say-campaigners>

Detail any changes made as a result of the EIA

An initial Equality Impact Assessment has been undertaken and has identified that the equalities impacts of the proposal are likely to be positive for people who are (or who are perceived to be) Muslim.

There is a risk that this may be considered to be an additional level of protection compared to some other groups, although there is nothing in the definition that overrides existing equality obligations or weakens protection for other groups.

Subsequently a Full Equality Impact Assessment has been undertaken to look at the key areas in more detail. The adoption of the definition of Islamophobia is likely to have a positive impact on some groups and the further work on equality impact has looked at how the council and its partners can make good use of the impacts. Having a definition of Islamophobia is likely to improve the councils understanding and awareness of the issue and the impact it has both on the Muslim communities and those perceived to be Muslim. This will help to improve education and myth busting on key issues and also improve reporting around hate crimes and incidents which has always been a challenge. As part of the work around reporting it may be prudent to review 3rd party reporting centres and undertake further engagement work with communities to understand their experiences around Islamophobia similar to the work that was undertaken in Leeds in 2020.

There has been some challenge of the definition by a number of organisations. In May 2019 the National Secular Society signed an open letter to the Home Secretary criticising adoption of the definition and stating it is 'unfit for purpose'. They also argue "In a liberal secular society, individuals should be afforded respect and protection, but ideas should not. The widespread adoption of this definition has the potential to chill freedom of expression, including academic and journalistic freedom."

Christian concern has also expressed issues such as Islamophobia is defined as a type of racism – and that Islam is not a race. That it targets 'expressions of Muslimness' without clarification, and then roots this in perception. There is no definition of 'Muslimness'.

It is important to reflect that given potential these issues around freedom of expression the council will ensure that:

- Free speech of staff or citizens will not to be impinged by this definition.
- Hate incidents and Anti Muslim prejudice would not be tolerated.
- Religious and non belief freedom would be protected.

Following mitigation is there still significant risk of impact on a protected characteristic. Yes No

Sign Off

EIAs must be agreed and signed off by an Equality lead Officer. Has this been signed off?

Yes No

Date agreed 16/01/2024

Name of EIA lead officer Ed Sexton

Review date 31/03/2025 within the annual report

This page is intentionally left blank



Report to Policy Committee

Author/Lead Officer of Report:
Tom Smith Director of Operational Services

Tel: 0114 2735621

Report of: Ajman Ali Executive Director of Neighbourhoods
Report to: Strategy & Resources Committee
Date of Decision: 24th of January 2024
Subject: Proposed Capital Programme for 2024/25

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report/part of the report and/or appendices and complete below:-				
<p><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></p>				

Purpose of Report:

This report sets out the key priority areas for capital investment for the Strategy and Resources Policy Committee and provides an overview of potential projects and priorities for the years 2024 to 2029, together with an overview of anticipated developments and challenges up to 2052.

The Committee is asked to endorse the general approach to inform the Council’s overarching Capital Strategy (which will be brought to Full Council for approval in March 2024).

Recommendations:

The Strategy and Resources Policy Committee is recommended to:

1. Endorse the proposals set out in this report.
2. Note that the proposals will now be included in the draft Capital Strategy to be submitted to Full Council for approval in March 2024 and, if approved:
 - a) Officers will work with Members to consult with relevant stakeholders (including with partners, staff, trades unions [if required] and in respect of equalities and climate change) on the proposals in this report to inform final project proposals;
 - b) Officers will work to develop any necessary detailed implementation plans for the proposals in this report so that the proposals can be implemented as planned; and
 - c) Approval for detailed proposals will be sought as part of the monthly capital approval cycle by the Finance Committee.

Background Papers:

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

- Appendix 1

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Phil Moorcroft
		Legal: Sarah Bennett
		Equalities & Consultation: N/A – see report.
		Climate: N/A – see report.
	<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	SLB member who approved submission:	Ajman Ali
3	Committee Chair consulted:	Tom Hunt
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 Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Nathan Rodgers	Job Title: Head of Service – Facilities Management
	Date: 09/01/24	

1 BACKGROUND

- 1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance, which the Council must by law have regard to, includes the requirement for a Capital Strategy which:
- sets out a high-level view of how capital investment, capital financing and treasury management activities contribute to the provision of services; and
 - provides an overview of how the associated risks are managed.
- 1.2 This Council's Capital Strategy takes a 30-year view of capital investment, with a detailed 5-year Capital Programme. This includes a 10-year investment pipeline, setting out potential projects which we should prioritise for external funding.
- 1.3 This report sets out recommendations in relation to the element of that Capital Strategy related to the functions of the Council that are the responsibility of the Strategy and Resources Policy Committee.

2 PROPOSAL

- 2.1 Capital investment in the Strategy and Resources Policy Committee area is focused on ensuring that our operational estate and vehicle fleet comply with all legal and regulatory requirements. When planning investment, we strive to improve their functionality for our customers and employees and reduce our environmental impact, energy, and fuel costs by prioritising energy efficiency at every opportunity and making the best use of the latest available technologies.
- 2.2 This Report provides an opportunity for the Strategy and Resources Committee to comment upon and develop the proposed Capital Strategy for its areas of responsibility. This will then form part of the Council's overarching Capital Strategy for the year ahead.
- 2.3 It is important that the Council moves towards a 'rolling' Capital Strategy which does not simply reflect a fixed point in time. It is therefore proposed that the Strategy and Resources Policy Committee reviews its Capital Strategy regularly over the course of the year, so it considers emerging pressures and funding streams.
- Officers will ensure it is updated and brought back for endorsement as the year progresses.
- 2.4 The proposed projects for the coming year and the long-term forward look are set out in Appendix 1.

3 HOW DOES THIS DECISION CONTRIBUTE?

- 3.1 The proposals in this report are aimed at maximising financial resources to deliver Strategy and Resources Policy Committee outcomes to residents in Sheffield. By delivering this investment, the Council seeks to improve the quality of life for the people of Sheffield.
- 3.2 **Carbon Net Zero** - Our role as a council is to reduce our own emissions and to do what we can to enable change across the city. Every potential project will have a Climate Impact Assessment completed before it is brought to Finance Committee

for formal approval and we will seek to minimise the negative and maximise the positive sustainability outcomes from all our projects.

3.3 **Equality, diversity and inclusion** – The council is committed to promoting equality, diversity and inclusion. Every potential project will have an Equality Impact Assessment completed before it is brought to Finance Committee for formal approval.

3.4 As the new **Corporate Plan** emerges, we will continue to ensure that our committee and service capital priorities link and feed into the broader corporate priorities. We'll also align our capital projects with the **Sheffield City Goals** framework which aims to deliver a city where everyone, no matter who they are or where they come from, can live well and be part of Sheffield's story on terms that make sense to them.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 Any required consultation will be carried out prior to formal capital approval of the schemes being brought forward to the Finance Committee.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 Equality Impact Assessments (EIA) will be conducted for all the endorsed proposals within this report as they are brought forward through the usual Capital Approvals Process.

4.1.2 EIAs (Equality Impact Assessment) are live documents and will be kept up to date as proposals are further developed and, as appropriate, consulted upon.

4.2 Financial and Commercial Implications

4.2.1 There are no financial or commercial implications arising directly from this report as this report is not approving any individual schemes. Financial and commercial considerations will be considered for each individual project as they are brought forward through the standard Capital Approvals Process.

4.2.2 All Core Cities appear to be struggling with financial sustainability and having to deliver significant savings. This is likely due to the arbitrary Central Government (CG) funding cuts throughout the decade of austerity, which were disproportionately targeted towards high need authorities such as Core Cities. For example, the real terms spend power (the amount of funding a Council has to deliver services) reduction in Sheffield was 26% or £880 per resident, compared to the national average of 19% and £581 per resident.

4.3 Legal Implications

4.3.1 The Local Government Act 2003 sets out a framework for the financing of capital investments in local authorities. In accordance with the provision of the Act, and regulations thereunder, local authorities must have regard to the requirements set out in the Prudential Code for Capital Finance produced by the Chartered Institute of Public Finance and Accountancy (CIPFA).

The Prudential Code is a professional code of practice to support local authorities' decision making in the areas of capital investment and financing. One of the requirements of the Code is a Capital Strategy.

4.3.2 The recommendations in this Report contribute to the process of setting a Capital Strategy but do not otherwise have any immediate legal implications.

4.3.3 Implementation of the specific proposals outlined in this report will require further decisions in due course, which will need to be made in accordance with the Council Constitution. It is important to note that in making these decisions, full consideration of the Council's legal duties and contractual obligations will be needed.

4.4 Climate Implications

4.4.1 Climate Impact Assessments (CIA) will be developed for all endorsed projects within this report as they are brought forward through the usual Capital Approvals Process.

4.4.2 CIAs are live documents and will be kept up to date as proposals are further developed and, as appropriate, consulted upon.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 The Council is required to both set a balanced budget and to ensure that in-year income and expenditure are balanced. Committee is invited to comment upon and endorse the current proposals to form part of the Council's wider Capital Strategy for 2024/25.

6. REASONS FOR RECOMMENDATIONS

6.1 Members are asked to note the unsustainable financial position highlighted by the medium-term financial analysis presented to Strategy and Resources Committee in September 2023.

6.2 This report and its recommendations set out how capital projects can continue to be developed and delivered, despite the limited resources available and continue to deliver quality infrastructure for the people of Sheffield.

Appendix 1

Proposed Capital Strategy submission for Strategy and Resources Policy Committee for 2024/25

This page is intentionally left blank

B7 STRATEGY & RESOURCES

Ensuring that our operational estate and vehicle fleet comply with all legal and regulatory requirements, improving their functionality for our customers and employees wherever possible and maintaining them effectively through necessary repairs, investment, and renewal. We also want to reduce our environmental impact, energy, and fuel costs by prioritising energy efficiency at every opportunity, making the best use of the latest available technologies.

Director: Tom Smith (Operational Services)

Heads of Service: Nathan Rodgers (Facilities Management) | Mick Barlow (Transport Services)

1 Background and context

Facilities Management

The operational estate of Sheffield City Council is used by both the Council and the community to provide services and achieve strategic objectives. The estate consists of around 807 establishments and 873 buildings, as well as land, assets, and monuments. It does not include Council Housing and Schools.

Proper estate maintenance is essential to ensure that the sites function efficiently, meet statutory obligations, and support the delivery of various services. If a building's infrastructure or fabric fails, it can directly impact the ability of services to meet their objectives and impede service delivery. Neglecting maintenance can lead to financial burdens, health and safety hazards and legal liabilities.

Due to insufficient funding over many years, the Council struggles to provide necessary estate maintenance. The allocated amount is not proportionate to the size and condition of the estate, which presents a significant issue. As a result, the Council cannot take a life cycle approach to estate maintenance, which could ensure that the estate is kept in reasonable condition over the long term. This lack of adequate maintenance leads to further deterioration of the estate's infrastructure and facilities, potentially impacting the quality of life for residents and visitors alike. The limited budget has been used to support compliance with legal and regulatory requirements and urgent repairs, and as a result, the general condition of the estate has deteriorated.

Based on a range of data, an estimated amount of £200m is required to address building condition needs, while £48m is required to address the most pressing condition issues. However, it is possible that the actual costs could be higher due to a variety of factors, such as increased logistics costs, a resurgence in industry workload, and higher material expenses.

As well as the funding challenges, the Covid-19 pandemic has changed how the Council, our partners, and the community use our buildings. With the rise of hybrid working and the development of online systems, the usage of many Council buildings has significantly reduced. As a result, many of our buildings are now under-occupied and underused, presenting the Council with a significant opportunity to re-evaluate the size of the operational estate and move to a more affordable and sustainable model, including adopting a life cycle approach. On the 7th of November 2022, the Finance Sub-committee approved a series of recommendations to support the resetting of our asset strategy via a Strategic Accommodation review to reflect new norms, including a 25% reduction in the size of the estate, which may need to go further depending on the results of more detailed work.

As we evaluate and adjust our operational properties to match the Council's strategic objectives, we focus on using our limited budget wisely and efficiently. In March 2023, the Finance Sub-committee approved an approach of prioritisation via an Essential Compliance and Maintenance programme to ensure our decision-making is grounded in data obtained from condition surveys and risk assessments to ensure compliance with legal and regulatory requirements while also investing in the aesthetic appearance of significant assets such as historic and sensitive buildings and maximising carbon reduction initiatives.

The Essential Compliance and Maintenance Programme has an approximate budget of approximately £8 million up to March 2028 for urgent condition and compliance items. This amount is insufficient to cover all the necessary investments, so the programme prioritises short, medium, and long-term investments alongside the Strategic Accommodation review to avoid unnecessary spending and bids for external funding to maximise carbon reduction projects.

The Essential Compliance and Maintenance Programme will provide critical information to aid decision-making to support strategic property decisions with disposals, retentions, and budget setting to arrive at an operational estate the Council can adequately maintain to support the delivery of essential services.

Fleet

In 2019/20, we initiated a six-year investment programme to upgrade our fleet and plant to a more reliable, cleaner, greener fleet. Decarbonising the fleet refers to the process of removing carbon emissions from vehicles. By transitioning to electric or hybrid vehicles, we can significantly reduce the number of harmful pollutants released into the air, which is a major contributor to poor air quality in Sheffield. This will not only benefit the environment, but it will also positively impact public health, reducing the number of deaths caused by respiratory illnesses associated with air pollution. By taking action to decarbonise our fleet, we can help create a cleaner and healthier future for Sheffield.

Unfortunately, the programme is one year behind schedule due to Covid-19 related supply chain delays. However, by March 2024, we expect to replace 62% of our fleet, which amounts to 572 vehicles/units, including 72 fully electric vehicles. This will enable the Council fleet to comply with Sheffield's clean air zone standards. We are evaluating options with our services and finance colleagues before finalising the replacement of 161 vehicles and 34 plant items due for replacement in 2024/25.

2 How do these activities contribute to 'net zero'?

The Essential Compliance schemes identified will be developed on a like-for-like replacement basis plus a 'most deliverable' green option based on the funding available to contribute towards net zero. Green technologies cannot deliver carbon savings in isolation. A 'whole building' approach is often required to achieve net zero. Due to the age and construction of a significant amount of the estate, there will be occasions where a 'gas for gas' heating replacement will be the greenest option available for the building because the replacement heating plant will be considerably more efficient than the one being replaced.

Operating a £480k ring-fenced fund within the Essential Compliance and Maintenance programme continues for energy efficiency projects to maximise opportunities. The fund has provided £1.6 million worth of projects with over 1800 tonnes of CO₂e reduction per annum. The next planned scheme is the Town Hall, which is projected to achieve a reduction of 185 tonnes of CO₂e emissions and £60k revenue savings per year starting on-site in late 2023.

Several operational community sites will be identified to install renewable technologies, focusing on solar PV and wind turbines. These projects will be financed using the £3.5 million Local Renewable Energy Fund approved by the Committee in November 2022 to implement community renewable technologies.

We have a successful track record of securing funds bid from the Public Sector Decarbonisation Scheme for the operational estate. Thanks to these funds, we have executed Heat Decarbonisation works worth £1.4 million at three sites in the city. This has resulted in a significant reduction of CO₂ emissions by 187.58 tonnes per annum and a saving of around £39k per annum in energy revenue. We surveyed 30 additional sites to expand the programme, and we are currently developing proposals for these sites to advance to the feasibility and design stage. This will allow for bidding when future funding rounds become available in 2024 and beyond.

The fleet replacement has been identified in the Council's 10-point plan for climate action: section 4, "We will work towards reducing Council emissions to net zero by 2030." By decarbonising our transport, we can improve air quality and health and reduce the number of deaths associated with poor air quality in Sheffield.

3 Projects completed in 2023/24

	Project and value	Impact
1	Transport Efficiency 23/24 £1.8m (of total budget of £2.5m)	Replacement of vehicle fleet reducing emissions and maintenance costs
2	Public Sector Decarbonisation Schemes (3 x sites) £1.4m	Implementation of energy saving measures at Acres Hill, Moor Market and Town Hall
3	Town Hall Fuel Tank Replacement £0.16m	Safe, fit for purpose emergency fuel storage to support business continuity
4	Corporate Buildings Fire Risk Assessment Works x 6 sites £0.9m	Installation of Fire Safety Compliance measures at sites
5	Town Hall Emergency Lighting £0.2m	Improvement of emergency facilities at key corporate site

4 Current projects already in delivery

	Project	Budget (£) (all years)	Year(s)	Outputs
1	New GP Hubs	TBC Feasibility stage only	2023-2026	4 x new GP Hubs to be leased to health care providers
2	Corporate Buildings Fire Risk Assessment Works x 2 sites	£0.1m	2021-24	Installation of Fire Safety Compliance measures at sites
3	Abbeydale Dam Repairs	£0.6m	2021-24	Enhancement of infrastructure to prevent flooding

5 Potential investment pipeline over the next 10 years

	Priority / Project	Impacts	Potential funding source(s)
1	Fire Risk Assessment Mitigation	Deliver suitable fire precautions identified from periodic Fire Risk Assessments to meet statutory compliance and provide safe premises for our customers and staff.	Capital Investment Fund / Prudential Borrowing / Revenue
2	Essential Compliance & Refurbishment	Deliver a solution to identified defects from the annual compliance programme, for example, fire precautions, electrical installation, mechanical installation, structural repairs, and general refurbishment to provide safe premises for our customers and staff.	Capital Investment Fund / Prudential Borrowing / Revenue
3	Energy Efficiency and Renewable Energy Projects	Various energy efficiency and renewable energy projects on council buildings are working towards net zero for the start of the next decade.	Grant Funding / Capital Investment Fund / Prudential Borrowing / Revenue
4	Redecorations	Internal & external decoration to ensure our buildings are clean and provide a welcoming environment for our customers and staff	Capital Investment Fund / Prudential Borrowing
5	External Areas	Repairs to hardstanding, drainage systems, gates, etc., to ensure it is safe for customers and staff to access our buildings	Capital Investment Fund / Prudential Borrowing
6	Central Library	To address significant building defects to the Structure, Fabric, Accessibility, Mechanical, Electrical and Fire Safety	Grant Funding / Capital Investment Fund / Prudential Borrowing / Revenue
7	Town Hall	To address significant building defects to the Structure, Fabric, Accessibility, Mechanical, Electrical and Fire Safety	Grant Funding / Capital Investment Fund / Prudential Borrowing / Revenue
8	Staniforth Rd & Manor Lane Depots	To address significant building defects to the Structure, Fabric, Accessibility, Mechanical, Electrical and Fire Safety and explore consolidation on one site.	Grant Funding / Capital Investment Fund / Prudential Borrowing / Revenue
9	Building Energy Management Systems (BEMS)	Investing in BEMS to improve efficiency and improve the environment for building users.	Grant Funding / Capital Investment Fund / Prudential Borrowing / Revenue
10	Abbey Industrial Hamlet	Repair the dam wall back to a decent condition to stop water escape into the adjoining listed properties.	Grant Funding / Capital Investment Fund / Prudential Borrowing / Revenue

11	Reinforced Autoclaved Aerated Concrete (RAAC)	A survey program is needed to identify RAAC presence in the operational estate. If RAAC is found, conduct risk assessments and either replace or manage it.	Grant Funding / Capital Investment Fund / Prudential Borrowing / Revenue
12	Transport	Further charging infrastructure to enable us to transition to a fully electric Fleet of vehicles in order to meet the councils net zero target Continue with the year 5 and 6 vehicle replacement strategies	Capital investment fund/Prudential Borrowing/Revenue

6 Our forward look to the 2050s

The Covid-19 pandemic has brought about changes in the way organisations use buildings and how employees work. This means that the way the Council estate is used will be different. The Council will have more shared flexible space, with public bodies and the voluntary and private sectors. As a result, the requirements of those using the space will change. Therefore, the Council must continue to review its property requirements and factor this into future maintenance and investment programmes.

The Accommodation Review will determine which buildings the Council will require in the medium to long term. These buildings will receive focused attention in maintenance, including planned preventative and lifecycle maintenance, to ensure they are compliant and maintained to the required standard. The selected buildings will also receive the latest green technology installations and building fabric changes to support the 2030 net-zero targets.

We are making impressive strides towards the modernisation of our fleet, with a strong focus on reducing emissions. As we move towards the future, it is essential that our fleet is equipped with cutting-edge technology that ensures net-zero emissions, paving the way for a cleaner and more sustainable environment.

7 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Continuing to obtain granular data on the Condition, Utilisation, Suitability and Quality of buildings that make up the Council's estate	We have established an ongoing rolling programme of Condition Surveys, and the first round of these has contributed to identifying schemes for the first round of the investment programme. A cyclical programme is to be established in 24/25.

2	Strategic review of the Council estate to concentrate maintenance investment in viable buildings and divest those buildings that are surplus to core delivery	Working with Members and officers in Property Services and team undertaking the accommodation review to understand and support a Corporate Asset Management Strategy.
3	Insufficient funding to adequately maintain the existing corporate estate in a satisfactory condition	Ensure resources for the next five years are used to deliver works in line with our approach set out in section one, to prioritise works based on those elements with the highest probability for failure and where the consequences of that failure would have a significant or severe impact on service. We will continue to identify additional funding and judiciously invest it to maintain the core estate in a satisfactory condition, continuing to utilise the data from the Condition Survey and Compliance programmes.
4	Insufficient funding, resources, and expertise within SCC to impact the aim of achieving Net Zero and the decarbonisation of the estate	Utilise the existing and new funding streams and opportunities to maximise the impact on decarbonisation and draw down available loan or grant funding if it becomes available. Net Zero building schemes will be developed on the shelf to enable immediate funding applications and improve delivery timescales.

This page is intentionally left blank



Report to Policy Committee

Author/Lead Officer of Report: Diana Buckley,
Director of Economy, Skills & Culture

James Henderson, Director of Policy and
Democratic Engagement.

Tel: 0114 223 2381

Report of: Kate Josephs, Chief Executive
Report to: Strategy and Resources Policy Committee
Date of Decision: 24th January 2024
Subject: Sheffield City Goals

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA		
Has appropriate consultation/engagement taken place?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		

Purpose of Report:

The report details the development of Sheffield City Goals, a joint project led between partners across the City of Sheffield. It provides (i) an overview of the process behind developing the Goals, (ii) presents the finalised City Goals for endorsement and (iii) highlights ongoing work with partners to develop a delivery structure with new partnership arrangements which will assist organisations and people across the city to work together to achieve the Goals.

Recommendations:

Strategy and Resources Policy Committee are recommended to:

- Note the process by which the City Goals have been developed, including extensive community engagement and involvement across two separate phases in 2023.
- Endorse the finalised set of City Goals, subject to potential minor amendments based on discussions with Sheffield City Partnership Board taking place at their Board meeting on Friday 19th January.
- Note the strategic links between the City Goals and future Council strategies and plans, particularly the current draft Council Plan.
- Note the intention to continue ongoing work with partners to develop a delivery structure with new partnership arrangements which will enable people and organisations across the city to work together to achieve the City Goals.
- Note that officers will provide an update to Strategy and Resources Policy Committee on progress and next steps for the City Goals in 6 months time.

Background Papers:

LGA Peer Challenge Report for Sheffield City Council. Available at: [Sheffield City Council - LGA Corporate Peer Challenge report | Local Government Association](#)

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.	Finance: Liz Gough
		Legal: Petra Der Man
		Equalities & Consultation: Ed Sexton
		Climate: Victoria Penman
	<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	SLB member who approved submission:	Kate Josephs, Chief Executive
3	Committee Chair consulted:	Cllr Tom Hunt

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 Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
Lead Officer Name: James Henderson Diana Buckley	Job Title: Director of Policy and Democratic Engagement Director of Economy, Skills and Culture	
Date: 15/01/24		

1. PROPOSAL

1.1 Introduction and Background

- 1.1.1 There are so many things happening and being planned in Sheffield which we should be proud of and talk about. But we have lacked the ability to speak with one voice about the sort of city we want to be. Having a set of ambitions that we can all stand behind has the potential to unlock significant opportunities: leveraging funding, aligning expertise and resources and fostering a more collaborative approach to decision making. Sheffield, like many places, faces a complex set of challenges that cannot be met by one organisation alone. The power and potential of collaboration between organisations in the city has been demonstrated before: from working together on the covid frontline it was acknowledged that this work could go further if the city had a coherent plan which is clear about its priorities.
- 1.1.2 This important gap was noted by the [Sheffield City Partnership Board](#) (SCPB), where representatives of the public, private and voluntary sector, including the Council, come together to discuss city-wide issues and projects. In November 2021, the Partnership Board agreed that partners needed to come together to develop a 'City Strategy' to give that high-level city-wide set of ambitions, now known as the 'City Goals'. Although the work was commissioned by Board members, there was an explicit intention from the outset for the process, product and actions to be genuinely inclusive and to be owned and informed by as many Sheffield organisations and communities as possible.
- 1.1.3 With this in mind, a set of principles for the work were established. The City Goals would be:
- **Our North Star** – shared, long-term strategic direction for the city
 - **Co-produced and co-owned** – a fresh and open approach, involving more people than ever in developing a vision for the future of Sheffield which builds on a common narrative that we can all recognise.
 - **Built on evidence, insight and local expertise** – utilising our new economic evidence base, voice and insight gathered in communities, engagement with city stakeholders and bringing in new thinking and evidence from cities across the UK and globally.
 - **Underpinned by clear measurable outcomes** – so we can track progress against delivery of the goals we set.

- **Linked with and informed by other key agendas in Sheffield** – providing coherence to a range of live policy agendas and new and existing strategies in Sheffield. By linking these to the delivery of a clear set of goals we can capitalise on the opportunities we are currently pursuing and make them work for us as a city.
- **Help us to capitalise on regional and national opportunities** – such as working with South Yorkshire Mayoral Combined Authority and the RSA’s Urban Futures Commission as well as opportunities open to other organisations in the city.
- **A catalyst for collective action and delivery** - implementation of the goals needs to be at the forefront of our plans. Organisations in Sheffield will need to understand their role in developing, adopting, and delivering the goals.

1.1.4 The 2023 LGA Peer Challenge report¹ identified that the Council should: *“Build on the commitment and willingness of local partners to develop the place vision and City Goals so that they are co-owned and have clear lines of responsibility and accountability for delivery - with the Council as one partner albeit with a leading role”*.

1.1.5 As part of SCC’s response and action plan following the LGA Peer Team’s report, Strategy and Resources Committee agreed that SCC should continue to develop the City Goals with the intention of seeking Council endorsement of the Goals later in the year.

1.1.6 Since then, the City Goals have been informed by a process of significant city-wide stakeholder and community engagement across two phases, and draft Goals have been iterated by a wide variety of stakeholders. This process of Goal development has in itself fostered a new interest and appetite for collaborative working amongst the diverse range of stakeholders who took part. Far from the finalised City Goals being the culmination of the work, the Goals should be seen as just the starting point: they are the platform upon which the city can build a collective response to the challenges and opportunities facing Sheffield.

1.2 The Development of the City Goals

1.2.1 As set out above, the City Goals have been developed through an extensive programme of engagement to collect evidence and insight, creating a collectively owned vision for Sheffield’s future. The process has reached a wide range of stakeholders and communities, way beyond the SCPB, and has been important in building a

¹ Agreed by Strategy and Resources Committee alongside SCC’s response in March 2023, <https://democracy.sheffield.gov.uk/ieListDocuments.aspx?CId=641&MIId=8355&Ver=4>

movement around the work which will ultimately support a city-wide approach to delivering on our aims.

1.2.2 To create robust foundations to the City Goals which reflect our communities and our city's economy, partners have initiated two vital projects which provided a solid evidence base from which the City Goals can develop.:

- **Local Economic Assessment** – this brought together data and evidence from various sources to understand the challenges and opportunities facing Sheffield's economy. Alongside more conventional economic measures, it looked at health, inclusion, inequalities and climate change and their economic impact. Partners across the city were involved in the work and the findings were reported back to the City Partnership Board and the Economic Development and Skills Committee in 2022².
- **Collaborative Conversations** - The Council commissioned the Collaborative Conversations work which has been run by Voluntary Action Sheffield. The aim of this was to ensure in-depth conversations occurred and fed into the process with some of those voices who would not ordinarily be captured in work by the main institutions. Trusted relationships have been built up during the work enabling in depth conversations particularly during the first phase.

1.2.3 The City Partnership asked a working group to form to help further develop the work chaired by Angela Foulkes, Principal of Sheffield College. The working group was formed in June 2022 including representatives from organisations on the City Partnership but also involving other community focused organisations and work such as the Green Estate, Sheffield Social Enterprise Network and former members of the Race Equality Commission. Membership of this group is set out in Appendix 1. The working group has met regularly, with a particular interest in ensuring the work captures the breadth of the Sheffield's communities and their voices.

1.2.4 The process to develop the Goals had three distinct stages, each involving stakeholder engagement beyond the original working group in an effort to reach and involve as many groups as possible:

- 1) First phase of public engagement
- 2) Co-drafting and iterating with stakeholders of goals using insights and evidence
- 3) Public conversation on the draft goals

1.2.5 The initial stage of public engagement, or 'Phase 1' was focused on listening to people's experiences and insights. This phase was made

² The final version of the Local Economic Assessment, titled 'Sheffield Economic Evidence Base' can be found here: [Sheffield Economic Evidence Base — Sheffield City Partnership](#)

up of two principal strands: an online survey and workshops, the outputs from which fed directly into the goal development process.

- There were over 1600 responses to the survey. This included over 1000 respondents who left their email addresses to be involved in future engagement.
- Over 28 workshop sessions were arranged and led by a number of different partners through the working group with 'Train the Trainer' sessions being offered to the facilitators. Workshops included youth groups, Pitsmoor Adventure Playground, Tinsley Chai Group, Age UK, a business event supported by local business organisations and a session focused on diverse communities. Workshops were also held with elected members during this phase.
- 17 Collaborative Conversations sessions were held with communities and community organisations

1.2.6 The data collected during this process had in excess of 4,000 data points and was used, alongside the wider evidence basis, to inform the initial draft of the goals. During August, around 70 people with a range of expertise and from different backgrounds, known as the 'Stewardship Group', worked together to interpret the data and insights which had been collected so far and start to form these into key themes for the City Goals. Membership of the Stewardship Group was based on individuals and organisations who had expressed interest in the City Goals alongside targeted invites to try and ensure broad representation from across different sectors and communities.

1.2.7 Following the summer workshops a draft set of City Goals have been tested with that same group of city stakeholders, as well as additional targeted groups such as young people and Strategy and Resources Policy Committee. From their feedback the City Goals have been iterated twice based on an understanding of what might build the strongest consensus in the city. Local Area Committees were also involved during this period, with officers attending the September/October round of meetings to raise awareness of the process to develop the City Goals and the forthcoming public engagement.

1.2.8 Version 3 of the draft City Goals was then shared across the city from mid-November for 4 weeks as part of a public conversation through a survey and face-to-face sessions. It was important to give a wider cohort of Sheffielders a chance to influence the final iteration of the City Goals, while also encouraging an ongoing conversation across the city about how the City Goals can change how things are done in Sheffield.

1.2.9 The second survey received over 1500 responses and the feedback has been used to directly inform the final version of the City Goals. The face to face sessions in this third phase included sessions with the Burton Street Foundation with Madina Mosque, All Saints School, the Sheffield Equality Partnership and the Sheffield Social Enterprise Network. Two workshops were also held for elected members.

1.3 **The City Goals**

1.3.1 The City Goals are designed to reflect the shared hopes and ambitions people have for Sheffield. The Goals consist of 6 stories we want to be able to tell in 2035. The 2035 timespan was chosen because it is long-term enough to encompass the challenges facing the city but close enough to allow people to engage with them and imagine experiencing the changes themselves. These stories are linked; one cannot become true without the others. Sitting underneath each of these stories are 18 goals that outline what we need to make possible for those stories to become a reality. These goals are designed to be specific, tangible and measurable, allowing people to start to think about what work towards these goals would look like for them. They represent a shared responsibility for how things should happen here in Sheffield going forward.

1.3.2 The City Goals are ambitious, but they set out the aspiration rather than the solution to the challenges and opportunities the city faces. They are not intended to be a strategy or an action plan: their value comes from the fact that in a comparatively short space of time, people from different parts of the city and from different organisations have come together to create a shared understanding of the city's long-term priorities for the future.

1.3.3 [The City Goals](#) are as follows:

A Creative & Entrepreneurial Sheffield: Where we all have opportunities to invent, make, create and build in ways that grow shared prosperity, create high-quality jobs and enrich our communities and ourselves.

- Goal 1: We build a fair, inclusive & creative local economy that attracts & retains talent, supports local businesses, and invests in opportunities for all.
- Goal 2: We have the education, training, skills and resources we need to pursue our curiosity and develop new ideas for the benefit of ourselves, others and Sheffield's reputation regionally, nationally and globally.
- Goal 3: We enable all creatives to thrive, from artists & musicians, to scientists & technologists, sharing and learning from one another, as part of an enriching cultural and creative economy.

A Green & Resilient Sheffield: Where we all act urgently on the climate and environmental crisis, prepare for a changing future, and prioritise the health and wellbeing of our city's people and nature.

- Goal 4: We adapt our economy and city to a changing climate, restore our relationship with nature and safeguard it for future generations, while ensuring a just transition for people of all abilities.
- Goal 5: We foster and grow businesses, organisations and local initiatives that look after people, place and planet, and lead the way on decarbonisation, re-use and the rewilding of nature.
- Goal 6: We invest in our wellbeing and mental health, and work with nature to create better, more resilient places and communities that can better understand and act on the challenges they face.

A Sheffield of Thriving Communities: Where we all belong to welcoming communities that care for one another, help us live safe and fulfilling lives and share equitably in the city's success.

- Goal 7: We benefit from high-quality, vibrant, creative, and diverse public spaces that are accessible to people of all abilities across all our neighbourhoods and communities.
- Goal 8: We all have a say over what happens in our neighbourhoods, and shape our city around fairness, equity, wellbeing and combating poverty.
- Goal 9: We're able to embed strong and caring relationships that bring people together and bridge divides across generations, neighbourhoods and communities.

A Connected Sheffield: Where we all have opportunities to form lasting, positive relationships in our neighbourhoods and across the city, through technology, great transport and common causes.

- Goal 10: Everyone has good access to people, culture, nature and services no matter where they live, what background they come from or what support they need.
- Goal 11: Everyone is able to safely and easily move around our neighbourhoods, across our city and out into the wider world, through a range of climate-friendly transport options.
- Goal 12: We have access to the digital and physical infrastructure we need to work together to solve shared problems and make positive and healthy lifestyle choices.

A Caring and Safe Sheffield: Where all our voices are heard and acted on equally, and we feel the respect and celebration of each other's histories, heritage and cultures across the city.

- Goal 13: We have diverse and accountable leadership that listens, is trustworthy, effective and inspiring, putting inclusion, expertise and diversity at the heart of decision-making.

- Goal 14: We are honest with each other about the challenges we face in our communities, and are brave enough to find common ground, heal divides and try new things out together.
- Goal 15: We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives.

A Sheffield for All Generations: Where all generations can flourish today while remaining hopeful about the future, free from poverty and oppression and regardless of background

- Goal 16: We make long-term decisions that address the economic, ecological and social crises we face and create opportunities for everyone to contribute to the city's present and future.
- Goal 17: We invest in children, young people and families, giving them a strong start to life with affordable, healthy, secure homes and inspiring places to learn, play and lead.
- Goal 18: We support everyone to live with dignity and to age well, with access to leisure activities and control over where and how they receive high-quality health & care services.

1.3.4 The City Goals are being taken to the Sheffield City Partnership Board on the 19th January for consideration and are subject to minor amendments at that meeting. Any such amendments will be provided in draft form in writing for members at the meeting of the Strategy and Resources Policy Committee on the 24th January.

1.4 **The Delivery of the City Goals and Next Steps**

1.4.1 The City Goals represent an exciting new approach to city-wide strategy making in Sheffield and it has become clear, as the goals have been developed in partnership across Sheffield, that we must begin to work together differently in order to deliver them. To achieve this ambitious set of goals and embed meaningful change, we will need an equally ambitious plan of action and a commitment to work collaboratively with organisations and people across Sheffield.

1.4.2 This work has created a valuable opportunity to engage a wide range of communities, partners and stakeholders across the city around a sense of common purpose. Sheffield City Council is one of a large number of institutions and organisations who have shaped the City Goals work so far and the process of identifying, developing and embedding the delivery structures required to take forward this project must also be a collective and inclusive one.

1.4.3 To build on the momentum of these city-wide conversations, the working group members, including SCC officers, have recently led a series of discussions with organisations, networks, anchors, employers, businesses and communities to seek collective

endorsement and broad base of support for the Goals. Part of these discussions, which have taken place over the last three months, involves gaining a sense of which organisations might best lend themselves to which goals. These 'socialisation' sessions have provided space for institutions and networks of community and private sector organisations in the city to start exploring what the City Goals will mean for them and begin the process of embedding them in their ways of working. These sessions have included the Executive Boards for Sheffield Hallam University and the University of Sheffield, Sheffield Children's Hospital, Culture Collective, Sheffield Property Association and a session arranged for voluntary, community and social enterprise leaders.

- 1.4.4 As the final set of Goals are endorsed across the city during the early part of this year, there will need to be a parallel process of establishing partner-led transition arrangements to put in place some of the core elements the city will need to allow it to coordinate and accelerate delivery of the City Goals.
- 1.4.5 These transition arrangements should be designed to support and embed the delivery of the Goals by putting in place and overseeing a set of clear actions and tangible deliverables. It should do this in a way which involves and includes a broad range of people across Sheffield, building on and embedding the city-wide engagement process that has been developed over the past year.
- 1.4.6 Partnership work is already underway to explore and inform what this should look like in practice and discuss how we will need to work together as a city. A group of key partners and stakeholders, representing a cross-section of the city, have started to come together during the City Goals development process to share and discuss ideas and look at innovative examples from cities and places across the world in order to help us develop our own Sheffield approach which builds on our unique skills and assets.
- 1.4.7 This group is comprised of key institutions, community, and business leaders (including the Leader and Chief Executive of the Council). Membership is set out in Appendix 2. The potential workstreams to support city goals delivery which have been discussed thus far include:
- taking a new approach to developing performance indicators by working with communities to define and measure success in ways which are meaningful to Sheffield people
 - establishing innovative engagement mechanisms which provide a voice for both young and old in shaping the next steps
 - supporting 'demonstrator' projects across the city which focus on delivering different aspects of the goals by building on existing work and supporting new approaches.

- 1.4.8 To take this forward, partners, including SCC, will now need to collectively support some dedicated work to explore these options and start to put in place the necessary infrastructure to support this new way of working.

2. HOW DOES THIS DECISION CONTRIBUTE ?

- 2.1 The City Goals are intended to be North stars for the whole of the city that set direction for where we're trying to get to together. The Council Plan sets out the priorities of Sheffield City Council and is our plan for how we are going to play our role over the coming 4 years – working together with the city to achieve its City Goals. The process itself has been a really important part of developing the City Goals and will continue to be important as the city moves into delivering on the City Goals they have agreed on.
- 2.2 The City Goals provide a framework for more collaborative working. By having shared understanding of priorities, the city can work together better to take advantage of opportunities, better align resources and reduce the risk of duplication of effort.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 Extensive engagement has taken place to develop the City Goals over several phases:
- 1) An initial 'listening' phase aimed at gathering in-depth insights and perspectives, using both a survey, 28 face to face workshops and 17 sessions run through the Collaborative Conversations project. Over 1500 people completed the survey.
 - 2) Co-drafting of the goals involving over 70 stakeholders from a range of perspectives in workshops across the summer and testing early drafts of the goal with the same group.
 - 3) A public conversation to test support for the draft City Goals, involving another online survey and targeted face to face workshops. Similar to the first engagement phase, over 1500 people completed the survey which was held between November and December 2023.
- 3.2 At each stage, the feedback from the engagement has directly influenced and shaped the work that has followed. The survey feedback from the first phase was summarised in a set of '[sentiment cards](#)' used in the goal drafting workshops. After the first draft of City Goals were shared with the Stewardship Group, feedback included the need for more reference to young people and the climate challenge. This influenced the second draft of the City Goals. Version 3 responded to feedback on language and other thematic gaps, for example the importance of entrepreneurship. The final

version of the City Goals have responded to the feedback from the public conversation, for example wanting more emphasis on safety, a desire to acknowledge all generations rather than just young and old, and a recognition of the importance of good quality public spaces, not just access to them.

- 3.3 At the heart of the approach to engagement used for City Goals is a commitment to co-design, involving a wide number of people in the development of the goals early in the project. It has also been important that participation in the work reflects the diversity of the communities in Sheffield and this has been actively pursued – for example, targeted sessions were run for the second phase of public conversation to address the under-representation of groups of people in online surveys.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 An Equality Impact Assessment on the development of the City Goals was created and a further Impact Assessment has been undertaken on the Goals themselves. During the process of developing the Goals we have been seeking opportunities to eliminate discrimination, promote fairness and foster good relations between communities.

Throughout the process we have made an effort to ensure that a range of groups with protected characteristics have been involved in the creation of the City Goals. The Stewardship Group invites were extended to all of the Equalities Partnership leads with specific feedback sessions held with them too. We also had sessions with Youth Groups, Burton Street Foundation, Madina Masjid mosque and other groups who wouldn't always get the opportunity to feed into processes such as this one.

4.2 Financial and Commercial Implications

- 4.2.1 There are no direct financial implications arising from this report. Resources have been aligned to support the City Goals development process and have already been designated from funding allocated to SCC from South Yorkshire Mayoral Combined Authority. This was as part of its Feasibility Fund to support the development of a growth plan for Sheffield and has covered the costs of the consultants running the work. Any financial implications related to the delivery of the City Goals will be considered in a separate decision once details of the new partnership arrangements are confirmed.

4.3 Legal Implications

- 4.3.1 There are no direct legal implications arising from the recommendations on the process of developing the City Goals, save for noting the following:

Pursuant to the Equality Act 2010, [“the Act”] the Council must in the exercise of its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act,
- Advance equality of opportunity between people who share a protected characteristic and those who do not,
- Foster good relations between people who share a protected characteristic and those who do not.

There may be relevant equalities implications arising from each of the City Goals. An Equality Impact Assessment has been completed which has not identified any risks associated with the City Goals, and overall has assessed the City Goals as having a positive impact on people with protected characteristics.

4.4 Climate Implications

- 4.4.1 The City Goals will be the overarching strategic framework for the city and as such will help to drive and join-up activity to address climate change and reduce emissions. It is not possible to accurately quantify the impacts of such a high level set of objectives, but the ambitions of Goals 4, 5 and 16 in particular have the potential to have a positive impact on how the city responds to the climate emergency:

- Goal 4: We adapt our economy and city to a changing climate, restore our relationship with nature and safeguard it for future generations, while ensuring a just transition for people of all abilities.
- Goal 5: We foster and grow businesses, organisations and local initiatives that look after people, place and planet, and lead the way on decarbonisation, re-use and the rewilding of nature.
- Goal 16: We make long-term decisions that address the economic, ecological and social crises we face and create opportunities for everyone to contribute to the city’s present and future

4.5 Other Implications

- 4.5.1 The purpose of the City Goals is to address a range of key challenges and opportunities facing the city, including those relating to health, economic and social inequalities. The City Goals include ambitions around public space and neighbourhoods, climate

adaptation, connectivity, decision making, and health inequalities including mental health.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Now the City Goals are finalised, the alternative is to for SCC not to endorse them - enabling partners to continue the work but without SCC support. This option was rejected as we are the civic leader of place, we are ambitious for our city and our determination to deliver a bright future for Sheffield can only be achieved with and alongside our communities and our partners.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The City Goals are the strategic link between SCC activity (as outlined in the draft Council Plan) and the wider ambitions of the city. As Sheffield's civic leader, SCC is one partner but has a significant role to play in the delivery of the City Goals, connecting our democratic and community leadership to the shared vision for the future. The recommendations for Strategy and Resources Policy Committee to endorse the City Goals are therefore a vital statement to citizens and partners of our commitment to supporting a new shared vision for the city.
- 6.2 SCC's support for and involvement in the City Goals work also ensures that we are delivering against the commitments made in the LGA Peer Challenge Action Plan.
- 6.3 The driving principle behind the City Goals, which has galvanised thousands of people to be involved in their development, is that as a city we are more than the sum of our parts. The aim of the Sheffield City Goals is to ensure that all organisations and groups can work towards the same vision for Sheffield. As well as aligning our efforts, the Goals provide a way to better coordinate the city's time, energy and resources, and to collaborate effectively to create a city to be proud of.

APPENDIX 1

Membership of City Goals Working Group

Name	Organisation
Angela Foulkes (Chair)	The Sheffield College
Greg Burke	Sheffield Hallam University
Roz Davies	Green Estate
Greg Fell	Sheffield City Council
Helen Sims	Voluntary Action Sheffield
Diana Buckley	Sheffield City Council
Sonia Gayle	Former Sheffield Race Equality Commissioner, African Heritage Forum
Yasmin Knight	University of Sheffield
Alexis Krachai	Sheffield Chamber of Commerce
Terry Murphy	Sheffield Social Enterprise Network
Joanne Elsom	Department for Education
Laura White	Sheffield City Partnership Board

APPENDIX 2

Invite list for group to discuss future City Goals delivery:

Name	Organisation
David Bussue	SACMHA Health and Social Care
Heather Paterson	SAYiT
James Martin	Disability Sheffield
Greg Fell	Sheffield City Council
Rob Sykes	University of Sheffield
Angela Foulkes	The Sheffield College
Abdul Shaif	ACT
Councillor Fran Belbin	Sheffield City Council
Councillor Tom Hunt	Sheffield City Council
Emma Clarke	Western Park Cancer Charity
Emma Latimer	Sheffield NHS South Yorkshire
Emma Marshall	Sheffield Digital
Helen Sims	Voluntary Action Sheffield
James O'Hara	
Kate Josephs	Sheffield City Council
Kim Streets	Sheffield Museums
Kirsten Major	Sheffield Teaching Hospitals NHS Trust
Louisa Harrison-Walker	Sheffield Chamber of Commerce
Miranda Plowden	Yorkshire Arts Space
Olivier Tsemo	Sadacca Limited
Richard Calvert	Sheffield Hallam University
Roz Davies	The Green Estate
Shahida Siddique	Faith Network
Sonia Gayle	African Heritage Culture Forum

This page is intentionally left blank

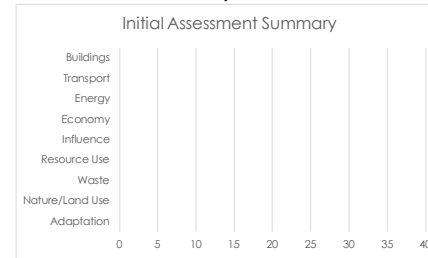
Climate Change Impact Assessment Summary

Project/Proposal Name	City Goals	Portfolio	Policy, Performance and Communications
Committee	Strategy and Resources	Lead Member	Cllr Tom Hunt
Strategic Priority	Healthy Lives and Wellbeing for All	Lead Officer	James Henderson
Date CIA Completed		CIA Author	Jen Rickard
		Sign Off/Date	

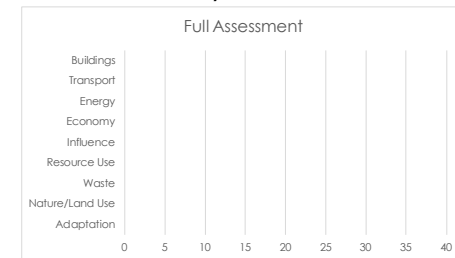
Project Description and CIA Assessment Summary	<p>The City Goals sets out high level city-owned ambitions for Sheffield in 2035. These goals have been developed through a co-design process involving extensive engagement with communities and partner organisations. The Goals are separated into 6 stories which are: A Creative and Entrepreneurial Sheffield; A Green and Resilient Sheffield; A Sheffield of Thriving Communities; A Connected Sheffield; A Caring and Safe Sheffield; and A Sheffield for All Generations. Although City Goals are city owned SCC will play a vital role in their delivery. Sheffield City Council having declared climate and nature emergencies and having a target to see both the city and council greenhouse gas emissions reduce to net zero by 2030 is important context: City Goals will be the overarching strategic framework for the city and as such will help to drive and join-up activity to address climate change and reduce emissions. It is not possible to accurately quantify the impacts of such high level objectives, but the ambitions of Goals 4, 5 and 16 in particular have the potential to have a positive impact on how the city responds to the climate emergency.</p>
---	---

Rapid Assessment	Does the project or proposal have an impact in the following areas? Select all those that apply. Only complete the sections you have selected here in the assessment.		
Buildings and Infrastructure	Yes	Influence	Yes
Transport	Yes	Resource Use	No
Energy	Yes	Waste	No
Economy	Yes	Nature/Land Use	Yes
		Adaptation	Yes

Initial Assessment Summary



Full Assessment Summary



>=27	The project will increase the amount of CO2e released compared to before.
21-26	The project will maintain similar levels of CO2e emissions compared to before.
12-20	The project will achieve a moderate decrease in CO2e emissions compared to before.
3-11	The project will achieve a significant decrease in CO2e emissions compared to before.
0-2	The project can be considered to achieve net zero CO2e emissions.

[Chesterfield Borough Council Climate Impact Assessment Tool provided inspiration for this tool.](#)

This page is intentionally left blank

Initial Assessment

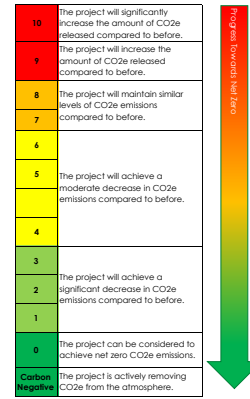
Category	Impact	Description of Project Impact	Score
Buildings and Infrastructure	Construction	Successful delivery of the City Goals, particularly those related to the 'Creative and Entrepreneurial' story has the potential to result in more construction as a consequence of a growing economy. However, the City Goals also include the commitment to 'adapt our economy and city to a changing climate, restore our relationship with nature and safeguard it for future generations, while ensuring a just transition for people of all abilities'. (Goal 4). Goal 5 also commits to 'foster and grow business, organisations and local initiatives that look after people, place and planet' and lead the way on decarbonisation, re-use and rewilding of nature'. Therefore potential impacts of new construction could be at least be partially mitigated by high sustainability standards on new development and reuse of existing buildings.	Unknown
	Use	The City Goals does not include this level of detail on building use, although with 'Green and Resilient Sheffield' being one of the six 'stories' underpinning the Goals and commitments to reuse (Goal 5) it is unlikely the impact would significantly increase CO2e.	Unknown
	Land use in development	The City Goals include commitments on decarbonisation and, re-use and rewilding (Goal 5), working with nature to create better, more resilient places and communities (Goal 4), and making sure everyone has good access to people, culture, nature and services no matter where they live (Goal 10). Delivering these goals would result in decrease in CO2e.	Unknown
Transport	Demand Reduction	The City Goals do not directly address reduction in transport demand. Goal 11, that "everyone is able to safely and easily move around our neighbourhoods, across our city and out into the wider world" has the potential to have either positive or negative impacts for decarbonisation depending on how it is interpreted and implemented: decarbonising the transport system requires reducing the number of car journeys, as well as those journeys that do take place being taken in vehicles run without fossil fuels. However, increasing travel by public transport and making walking, cycling and wheeling easier and safer will increase transport options for all. Goal 11 also includes the commitment to "ensure that decisions that address the economic, ecological and social crises we face do not directly address decarbonisation of fuel. Goal 16 should influence decisions relating to fuel choices.	Unknown
	Decarbonisation of Transport	As above on 'Demand Reduction'	Unknown
	Public Transport	As above on 'Demand Reduction'	Unknown
	Increasing Active Travel	As above on 'Demand Reduction'	Unknown
Energy	Decarbonisation of Fuel	Goal 16 states that 'we make long-term decisions that address the economic, ecological and social crises we face and create opportunities for everyone to contribute to the city's present and future.' Whilst the City Goals do not directly address decarbonisation of fuel, Goal 16 should influence decisions relating to fuel choices.	Unknown
	Demand Reduction/Efficiency Improvements	As above on 'Decarbonisation of Fuel'	Unknown
	Increasing Infrastructure for renewables generation	Goal 12 references the city having the 'physical infrastructure we need to work together to solve shared problems' which has the potential to link to infrastructure for renewables generation.	Unknown
Economy	Development of low carbon businesses	Goal 5 commits Sheffield to 'foster and grow business, organisations and local initiatives that look after people, place and planet' and lead the way on decarbonisation, re-use and rewilding of nature'. This Goal would actively support the development of low carbon businesses. Goal 12 ('We have access to the digital and physical infrastructure we need to work together to solve shared problems and make positive and healthy	Unknown
	Increase in low carbon skills/training	Goal 2 states that Sheffield will 'have the education, training, skills and resources we need to pursue our curiosity and develop new ideas for the benefit of ourselves, others and Sheffield's reputation regionally, nationally and globally.' Aligned with the other Goal commitments to having a 'Green and Resilient Sheffield' and 'A Sheffield for All Generations', this is likely to have positive impact on low carbon skills and training.	Unknown
	Improved business sustainability	See above on 'Development of low carbon businesses'. Goal 5 would support decarbonisation of all businesses as well as low-carbon businesses specifically.	Unknown
Influence	Awareness Raising	Under 'A Green and Resilient Sheffield' Goal 6 refers to supporting communities so they can better understand and act on the challenges they face. Successfully achieving this goal would require awareness raising of the impacts of climate change and the options communities face.	Unknown
	Climate Leadership	The city's role in climate leadership is acknowledged in two of the City Goals. Goal 5 includes a commitment to 'lead the way on decarbonisation'. Goal 16 refers to making 'long-term decisions that address the economic, ecological and social crises we face'. The City Goals have the potential to positively contribute to the city's climate leadership.	Unknown
	Working with Stakeholders	The City Goals have been a collaborative project involving many partners across the city. The project has been overseen by a working group made up of stakeholders from different sectors and has involved extensive community engagement and co-design, including two phases of public engagement. Moving forward, it has become clear that that we will need to work together differently in order to deliver the Goals. The Goals are a new platform upon which the city can build a collective response to challenges, including the climate challenge.	Unknown
Resource Use	Water Use	The City Goals do not directly address water use.	NA
	Food and Drink	The City Goals do not directly address food and drink.	NA
	Products	The City Goals do not directly address products.	NA
	Services	The City Goals do not directly address services (in terms of resource use).	NA
Waste	Waste Reduction	The City Goals do not directly address waste reduction.	NA
	Waste Hierarchy	The City Goals do not directly address waste hierarchy.	NA
	Circular Economy	The City Goals do not directly address the circular economy.	NA
Nature/Land Use	Biodiversity	Under the 'Green and Resilient' set of Goals, the role of and importance of nature is mentioned across Goal 4, 5 and 6 linked to climate adaptation, wellbeing and mental health. The successful delivery of these Goals would have a positive impact on biodiversity.	Unknown
	Carbon Storage	The City Goals do not directly address carbon storage	NA
	Flood Management	The City Goals do not directly address flood management, although Goal 4 and Goal 16 would potentially influence decision-making about factors related to flood management.	Unknown
Adaptation	Exposure to climate change impacts	The Goals under 'Green and Resilient Sheffield' all refer to climate change impacts: Goal 4 states that Sheffield will 'adapt our economy and city to a changing climate'. By acknowledging the current risks of climate change and need to act urgently, these Goals have the potential to galvanise the city's collective efforts to addressing climate impacts.	Unknown
	Vulnerable Groups	Goal 8 refers to being able to 'shape our city around fairness, equity, wellbeing and combating poverty'. This would include how the city responds to the climate challenge and adaptation and how it protects groups particularly vulnerable to the impacts of climate change.	Unknown
	Just Transition	Goal 4 directly refers to a 'just transition for people of all abilities' and Goal 6 refers to creating 'better, more resilient	Unknown

10	The project will significantly increase the amount of CO2e released compared to before.
9	The project will increase the amount of CO2e released compared to before.
8	The project will maintain similar levels of CO2e emissions compared to before.
7	
6	
5	The project will achieve a moderate decrease in CO2e emissions compared to before.
4	The project will achieve a significant decrease in CO2e emissions compared to before.
3	
2	
1	The project can be considered to achieve net zero CO2e emissions.
0	
Carbon Negative	The project is actively removing CO2e from the atmosphere.

This page is intentionally left blank

Full Assessment

Category	Impact	Description of Project Impact	Mitigation Measures	Mitigated Score	Procurement Action Required?	Proposed KPI/Measure
Buildings and Infrastructure	Construction					
	Use					
	Land use in development					
Transport	Demand Reduction					
	Decarbonisation of Transport					
	Public Transport					
	Increasing Active Travel					
Energy	Decarbonisation of Fuel					
	Demand Reduction/Efficiency Improvements					
	Increasing Infrastructure for renewables generation					
Economy	Development of low carbon businesses					
	Increase in low carbon skills/training					
	Improved business sustainability					
Influence	Awareness Raising					
	Climate Leadership					
	Working with Stakeholders					
Resource Use	Water Use					
	Food and Drink					
	Products					
	Services					
Waste	Waste Reduction					
	Waste Hierarchy					
	Circular Economy					
Nature/Land Use	Biodiversity					
	Carbon Storage					
	Flood Management					
Adaptation	Exposure to climate change impacts					
	Vulnerable Groups					
	Just Transition					



This page is intentionally left blank

PART A - Initial Impact Assessment

Proposal Name:	City Goals
EIA ID:	2504
EIA Author:	Jennifer Rickard

Proposal Outline:	Update January 2024 – this EIA has been reviewed and updated to reflect the latest stage in development of the City Goals, and to assess potential areas of impact as they currently appear. This work has developed a set of City Goals for Sheffield which establish the shared ambitions and missions for the city to collectively work towards. This will be owned by the city, embedded within communities and with partners and reflect their priorities.
--------------------------	---

Proposal Type:	Non-Budget
-----------------------	------------

Year Of Proposal:	23/24
--------------------------	-------

Lead Director for proposal:	James Henderson (CEX)
------------------------------------	-----------------------

Service Area:	Policy, Performance and Communications
----------------------	--

EIA Start Date:	19/12/2023
------------------------	------------

Lead Equality Objective:	Understanding Communities
---------------------------------	---------------------------

Equality Lead Officer:	Ed Sexton
-------------------------------	-----------

Committees:

Policy Committees

- Strategy & Resources

Portfolio

Primary Portfolio:

Strategic Support Services

EIA is cross portfolio:

Yes

City Futures

EIA is joint with another organisation:

No

Overview of Impact

Overview Summary:

The purpose of the City Goals is to address key challenges and opportunities facing the city, including health, economic and social inequalities. The City Goals include ambitions around public space and neighbourhoods, climate adaptation, connectivity, decision making and mental health. The aim is that the City Goals will bring positive impacts to our communities in Sheffield, by providing a united voice for the City when any individual partner talks of Sheffield, making a stronger case for investment and buy in. By engaging with a range of individuals with protected characteristics through the development process, we have been pro-active in making involvement in the City Goals as inclusive as possible and reflecting the priorities of communities across the city. We recognise that embedding the City Goals process within communities will be a key element of delivering a plan and set of actions which will be genuinely owned by our city and reflective of our diverse needs, priorities and ambitions. , It has become clear as the goals have been developed in partnership across Sheffield, that we must begin to work together differently in order to deliver them. The report to Strategy and Resources sets out the plan to transition to a refreshed partnership structure. This new structure will oversee and monitor the delivery of the Goals. More work is required to develop the detail behind this but the report states the intention to build on and embed the city-wide engagement process that has

been developed over the past year as part of any new structure. It also suggests that the partnership arrangements would include a new approach to developing performance indicators by working with communities to define and measure success in ways which are meaningful to Sheffield people. In considering these issues the impact of this proposal is considered to be positive.

Impacted characteristics:

- Gender Reassignment
- Armed Forces
- Health
- Partners
- Poverty & Financial Inclusion
- Pregnancy/Maternity
- Race
- Religion/Belief
- Sex
- Sexual Orientation
- Voluntary/Community & Faith Sectors
- Age
- Carers
- Cohesion
- Disability

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

Extensive engagement has taken place to develop the City Goals over several phases: 1) An initial 'listening' phase aimed at gathering in-depth insights and perspectives. This was done through multiple methods including using a survey, 28 face to face workshops and 17 sessions run through the Collaborative Conversations project. Over 1500 people completed the survey. 2) Co-drafting of the goals involving over 70 stakeholders from a range of perspectives in workshops across the summer, and testing early drafts of the goal with the same group. 3) A public conversation to test support for the draft City Goals,

involving another online survey and targeted face to face workshops. Again, over 1500 people completed the survey which was held between November and December 2023.

Impact areas:

Other

Initial Sign-Off

Full impact assessment required:

Yes

Review Date:

31/07/2024

PART B - Full Impact Assessment

Health

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

Evidence from the Local Economic Assessment, which was used to inform the City Goals, suggests strong links between health and wellbeing and people's ability to participate in the economy. For example, 'The Marmot Review: Ten Years On' found that people from marginalised groups are more likely to be unemployed or employed in 'bad' work therefore at greater risk of poor mental and physical health. The development of the City Goals has been informed by communities and professionals from the health sector, this included membership of the project's Task and Finish Group, workshops, promotion of both online surveys and membership of the Stewardship Group which was involved in the drafting of the Goals. In terms of the impact that the City Goals could have on health, it is hoped that the City Goals will galvanise a greater collective city effort to address health issues across the

city and therefore have a positive impact. Many of the City Goals link to the wider determinants of health – jobs, skills and training, transport and local environment for example. But three Goals that strongly link to health are: • Goal 6: We invest in our wellbeing and mental health, and work with nature to create better, more resilient places and communities that can better understand and act on the challenges they face. • Goal 8: We all have a say over what happens in our neighbourhoods, and shape our city around fairness, equity, wellbeing and combating poverty. • Goal 17: We invest in children, young people and families, giving them a strong start to life with affordable, healthy, secure homes and inspiring places to learn, play and lead.

Name of Lead Health Officer:

Comprehensive Assessment Being Completed:

No

Public Health Lead signed off health impact(s):

Age

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

The Local Economic Assessment outlined a number of issues affecting younger people, particularly as a result of the COVID pandemic. 88% of young people reported loneliness during the pandemic (MIND. (2021). Children qualifying for free school meals are falling behind in terms of GCSE/Key Stage 4 attainment. Educational attainment is one of the wider determinants of health and addressing this worrying trend is important if Sheffield is going to address inequalities. The work to develop the goals included targeted work with young people to ensure their views were represented. In the first phase of engagement this included sessions at 6 youth clubs across the city and sessions at several schools. Collaborative Conversations also ran City Goals engagement with young people including at Pitsmoor Adventure Playground and with

Care for Young People's Future/Welcoming Cultures Project at Millenium Galleries. Special sessions were held with youth clubs and Sheffield Youth Cabinet to feedback on an early draft of the Goals in September. For the second phase of engagement, the online survey was promoted through school networks but with a modest response from young people. However, this was complemented by a face to face session at a school involving 30 young people. This work was led by SCC's Youth Voice and Influence Team. Through the project's engagement with the Sheffield Equality Partnership, a dedicated workshop was held with Age UK in the first phase of engagement and Age UK have been engaged with throughout the project. It is hoped that the City Goals themselves will have a positive impact on different age groups through facilitating more joined up working between organisations in the city. One of the six stories within the City Goals is 'A Sheffield for All Generations' and is underpinned by the following Goals: • Goal 16: We make long-term decisions that address the economic, ecological and social crises we face and create opportunities for everyone to contribute to the city's present and future. • Goal 17: We invest in children, young people and families, giving them a strong start to life with affordable, healthy, secure homes and inspiring places to learn, play and lead. • Goal 18: We support everyone to live with dignity and to age well, with access to leisure activities and control over where and how they receive high-quality health & care services.

Armed Forces

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage.

Carers

Staff Impacted:

No

Customers Impacted:

Page 176
Yes

Description of Impact:

We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage. The Collaborative Conversations project included an engagement session with carers through the Terminus Initiative. We also monitored the number of unpaid carers taking part in the survey – 11.9% of respondents were unpaid carers compared to a national census figure of 8.9%.

Cohesion

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

The process of developing the City Goals has been based on open and honest conversations with communities, and through the Collaborative Conversations work, many of these conversations have been delivered by trusted people within communities. The City Goals reflect the importance of cohesion in peoples lives, with one of the six stories that make up the Goals focusing on cohesion and community. It is hoped that the inclusion of these Goals, and partner organisations' commitment to delivering them will have a positive impact on cohesion in Sheffield: A Caring & Safe Sheffield: Where all our voices are heard and acted on equally, and we feel the respect and celebration of each other's histories, heritage and cultures across the city. • Goal 13: We have diverse and accountable leadership that listens, is trustworthy, effective and inspiring, putting inclusion, expertise and diversity at the heart of decision-making. • Goal 14: We are honest with each other about the challenges we face in our communities, and are brave enough to find common ground, heal divides and try new things out together. • Goal 15: We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives.

Disability

Staff Impacted:

Customers Impacted:

Yes

Description of Impact:

The City Goals development process will explore inequalities within Sheffield, including advancing opportunities for disabled people. The Local Economic Assessment found that in Sheffield, 48% of people aged 16-64 living with disabilities are employed compared to 75.7% of the non-disabled population, resulting in a disability employment gap of 27.7%. Through Sheffield Equalities Partnership, we have tried to ensure that disabled peoples' voices were included throughout the engagement work. Members of Disability Sheffield have been involved in the Stewardship Group who worked to co-draft the Goals. Disability Sheffield have helped to promote the survey and for the second survey, 18% of respondents considered themselves to have a disability (compared to 20% in census data). We also held a workshop for both public engagement phases at the Burton Street Foundation, a charity providing services for adults and children with learning disabilities. It is hoped that the City Goals facilitate better co-ordination and joining up of expertise which will have a positive impact on disabled people's experiences in the city, as well as greater opportunities to be involved in future decision making. Two City Goals that could have a particularly positive impact for disabled people are: • Goal 7: We benefit from high-quality, vibrant, creative, and diverse public spaces that are accessible to people of all abilities across all our neighbourhoods and communities. • Goal 10: Everyone has good access to people, culture, nature and services no matter where they live, what background they come from or what support they need.

Gender Reassignment

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage. This included members of LGBT Sheffield who also were part of the Stewardship Group helping to draft the City Goals. The successful delivery of the following goals would have a particularly positive impact on transgender

communities, given the issues they can face around equalities and discrimination: • Goal 8: We all have a say over what happens in our neighbourhoods, and shape our city around fairness, equity, wellbeing and combating poverty. • Goal 15: We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives.

Partners

Staff Impacted:

Yes

Customers Impacted:

Yes

Description of Impact:

The City Goals will be partner-owned and the process for developing the strategy has reflected this. The City Goals Working Group was chaired by Angela Foulkes, Chief Executive and Principal of Sheffield College and involved a wide number of partner organisations from across the city, going beyond the membership of the City Partnership Board. The City Partnership Board itself has played an important role in steering the work, receiving regular updates and taking part in a number of workshops to contribute towards goal drafting. Two further groups have been established to bring together partners: the Stewardship Group which helped to draft the goals and the Stewardship Circle, who have been looking at what future partnership arrangements could look like for delivering the goals. Efforts have been made with both to ensure they are inclusive and diverse beyond just the types of organisations represented, recognising that people bring their own lived experiences and insights to these groups, not just the view of their organisation. The issues that the City Goals address are cross-cutting and to tackle them will require a joined up approach across different city partners. It is acknowledged that a new approach to partnership working is required to deliver the City Goals and that future work on this will continue to be as inclusive as possible. The report to Strategy and Resources on 24th January 2024 sets out emerging thinking on the new partnership arrangements. Partnership work is already underway to discuss how we will need to work together as a city. A group of key partners and stakeholders, representing a cross-section of the city, have started to come together during the City Goals development process to share and discuss ideas and look at innovative examples from cities and

places across the world in order to help us develop our own Sheffield approach. This group, known as the 'Stewardship Circle' is comprised of key institutions, community, and business leaders (including the Leader and Chief Executive of the Council). The potential workstreams to support city goals delivery which have been discussed thus far include: - taking a new approach to developing performance indicators by working with communities to define and measure success in ways which are meaningful to Sheffield people - establishing innovative engagement mechanisms which provide a voice for both young and old in shaping the next steps - supporting 'demonstrator' projects across the city which focus on delivering different aspects of the goals by building on existing work and supporting new approaches. Underpinning this new approach is a continuation of the city-wide engagement process which has been developed over the past year.

Poverty & Financial Inclusion

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

The Local Economic Assessment found that child and food poverty have increased faster than the national average in deprived areas of Sheffield since the COVID-19 pandemic. Given the rising cost of living and concerns about the impact it will have on household incomes, addressing poverty and inequalities is at the forefront of the City Goals. This issue was highlighted after the first draft of the City Goals was shared with the Stewardship Group as members of the group felt this issue was not presented strongly enough. The Goals now better reflect the importance of this issue for Sheffield people. Goals that strongly connect to this include: • Goal 1: We build a fair, inclusive & creative local economy that attracts & retains talent, supports local businesses, and invests in opportunities for all. • Goal 8: We all have a say over what happens in our neighbourhoods, and shape our city around fairness, equity, wellbeing and combating poverty. • Goal 10: Everyone has good access to people, culture, nature and services no matter where they live, what background they come from or what support they need. We have strived to include financially excluded people through the engagement work for City Goals.

The approach of the Collaborative Conversations work was designed to involve people who otherwise may not take part in engagement activities. As already noted, for individuals and representatives from the VCF sector, expenses were offered through the engagement activity linked to the City Goals. Responses to the second survey had an under-representation of people who are unemployed / jobseekers and an over-representation of homeowners. This was disappointing but not unusual in online surveys and demonstrates the importance of not relying on one method for engagement. Similarly, in terms of geography, Local Area Committee networks were utilised to promote the City Goals survey but despite this, the second survey saw lower participation from people in the North and East. As previously mentioned, responses were monitored while the survey was live so we were able to highlight this under-representation to the stewardship group, but many members said they did not have enough time to actively promote the survey before it closed. Utilising the stewardship group and giving them enough time to activate their networks is a key lesson learned from this process.

Pregnancy / Maternity

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage. One City Goal that could have a particularly positive impact on pregnancy and maternity is: • Goal 17: We invest in children and young people, providing them with a strong start to life with healthy, secure homes and inspiring places to learn, play and lead. Also see Sex characteristic.

Race

Staff Impacted:

No

Customers Impacted:

Page 181
Yes

Description of Impact:

Reducing inequalities is a focus of the City Goals, including deep-rooted inequalities experienced by BAME communities. For example, the Local Economic Assessment found that the employment rate in Sheffield for ethnic minorities is 61.2% compared to the city average of 74.6%. This employment rate is lower than the national average. Findings from the Sheffield Race Equality Commission have highlighted the experiences of BAME communities, workforce pipeline issues and a lack of diversity at senior/board level across the city. There are a number of City Goals which, if delivered successfully, would have a positive impact on BAME communities, taking into account the different aspects of inequality experienced by many of these communities presently:

- Goal 1: We build a fair, inclusive & creative local economy that attracts & retains talent, supports local businesses, and invests in opportunities for all.
- Goal 7: We benefit from high-quality, vibrant, creative, and diverse public spaces that are accessible to people of all abilities across all our neighbourhoods and communities.
- Goal 8: We all have a say over what happens in our neighbourhoods, and shape our city around fairness, equity, wellbeing and combating poverty.
- Goal 10: Everyone has good access to people, culture, nature and services no matter where they live, what background they come from or what support they need.
- Goal 13: We have diverse and accountable leadership that listens, is trustworthy, effective and inspiring, putting inclusion, expertise and diversity at the heart of decision-making.
- Goal 15: We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives.

The process to develop the City Goals included targeted work to ensure communities that tend to be under-represented in online surveys were involved in the process:

- The Collaborative Conversations work is aiming to engage with people who do not normally engage with SCC by delivering the conversations in communities.
- In the first phase of engagement, a workshop was held with diverse community leaders, convened by a member of the City Goals Task and Finish Group and Sheffield Race Equality Commissioner
- Efforts were made to ensure the Stewardship Group had a diverse membership, including members of the BAMER 5 organisations and previous participants of the diverse community leaders workshop

While ensuring there was representation of this characteristic we also acknowledge that the survey responses were not completely representative of the Sheffield population and in particular people from Asian backgrounds. Equalities information from the survey

was monitored throughout the public conversation period and we were pro-active in trying to boost participation in under-represented groups, particularly using networks connected to members of the stewardship group. However, the relatively short time that the survey ran for meant we could not make the most of all the ideas that the stewardship group suggested. The potential for the stewardship group to support involvement is an important point to consider in the delivery of any further work to engage with our communities.

Religion / Belief

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage. We also held a workshop for both public engagement phases at the Burton Street Foundation, a charity providing services for adults and children with learning disabilities. This event was held jointly with the Madina Masjid Mosque and involved members from the mosque. The Dean Of Sheffield was also part of the Stewardship Group helping to draft the goals, as well as sitting on the Sheffield City Partnership Board which has overseen the development of the project. The Goals do not directly relate to religion, although one of the six stories, 'A Caring and Safe Sheffield' can be linked: 'Where all our voices are heard and acted on equally, and we feel the respect and celebration of each other's histories, heritage and cultures across the city.'

Sexual Orientation

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage. This included

members of LGBT Sheffield who also were part of the Stewardship Group helping to draft the City Goals. The successful delivery of the following goals would have a particularly positive impact on LGBT communities, given the issues they can face around equalities and discrimination:

- Goal 8: We all have a say over what happens in our neighbourhoods, and shape our city around fairness, equity, wellbeing and combating poverty.
- Goal 15: We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives.

16% of respondents to the most recent survey defined their sexual orientation as lesbian, gay or bisexual. This compares to census data of 4.13%.

Voluntary / Community & Faith Sectors

Staff Impacted: Yes

Customers Impacted: No

Description of Impact: The process to develop the City Goals and the Goals themselves will have a positive impact on the VCF sector. From the outset, the City Goals work has received strong support from the VCF sector with a number of representatives sitting on the City Goals Working Group. This included VAS, the Green Estate and Sheffield Social Enterprise Network. Central to community engagement for the first engagement phase for City Goals has been the Collaborative Conversations project which was delivered by a group of community organisations across the city. The purpose of this project was to develop an approach to engagement with communities through the VCF sector, using the City Goals to test the approach. As well as harnessing the value of community infrastructure to inform policy making, Collaborative Conversations was also designed to build capacity in the sector to use this new approach. Both the Collaborative Conversations and the wider City Goals engagement work recognised the need to compensate the VCF sector for this sort of work, and expenses for this sector have been offered for those participating. VCF representatives have been extensively involved in the Stewardship Group – the group of stakeholders that helped to draft the goals. This has included Firvale Community Hub, Food Works, Health watch, Ship Shape, Faithstar and United Women's Affiliation. Responses to the survey were also strong from the VCF sector with 28.3% responses

representing this sector. The VCF sector will play a fundamental role in delivering the City Goals. As a consequence, the sector's involvement in any future partnership arrangements designed to deliver the goals needs to continue the strong engagement there has already been with this work.

Action Plan & Supporting Evidence

Outline of action plan:

- Ensure that work to develop future partnership arrangements membership (January - June 2024) - Ensure that any future work to City Goals delivery better utilises the expertise and network of the Stewardship Group and allows enough time for targeting under-represented groups (January 2024 onwards) - Ensure future engagement arrangements explores other ways to target under-represented groups, in the 'Collaborative Conversations' model (January 2024 onwards) - Ensure the City Goals is monitored by new partnership structure and arrangements are included in this monitoring (June 2024 onwards)

Action plan evidence:

The Local Economic Assessment, otherwise known as the Economic Evidence Base, has been used to provide evidence of impact. This is available at <https://www.sheffieldcitypartnership.org/inclusive-economy/2023/7/13/sheffield-economic-evidence-base#:~:text=As%20part%20of%20work%20to,city%27s%20>

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: No

Outline of impact and risks:

Review Date

Review Date: 31/07/2024

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank