

Co-operative Executive

Meeting held 21 July 2021

PRESENT: Councillors Terry Fox (Chair), Jayne Dunn, Cate McDonald, George Lindars-Hammond, Douglas Johnson, Paul Turpin and Alison Teal

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1. APOLOGIES FOR ABSENCE

- 1.1 Apologies for absence were received from Councillors Julie Grocutt, Mazher Iqbal and Paul Wood.
- 1.2 Apologies were also received from Eugene Walker – Executive Director, Resources and Gillian Duckworth – Director of Legal and Governance.
- 1.3 Councillor Julie Grocutt, Eugene Walker and Gillian Duckworth were currently self-isolating.

2. EXCLUSION OF PUBLIC AND PRESS

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

3. DECLARATIONS OF INTEREST

- 3.1 There were no declarations of interest made at the meeting.

4. MINUTES OF PREVIOUS MEETING

The minutes of meetings of the Co-Operative Executive held on 23rd June 2021 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

- 5.1 Nigel Slack asked the following questions: ‘In respect to the report at Item10, on the forthcoming transition to a Committee structure for the Council, I would like to thank Council for this regular update approach that has been adopted. High levels of transparency and accountability (essentially through good communications) will be essential to giving the city confidence in the new approach of SCC and the forthcoming changes.

It is a critical example of how actions must follow words as the changes are implemented. You will not be surprised that I have a couple of questions on the

substance of this report.

Q1 In Para 1.2 The report talks of the “Governance Committee to guide the transition and to set the parameters for stakeholder engagement. “ If these parameters are not yet set can Council ensure they are as broad as possible to access all the manifest knowledge and expertise the communities of the city have demonstrated during the Pandemic?

Q2 In Para 1.6.2 Will the Governance Committee be considering this as an engagement strategy or will they consider inviting Community representatives and others to contribute directly to the Committee's deliberation, as part of the decision making process?

Q3 Throughout the report, there is a great deal of comment about engagement but there are two key phrases missing, in my opinion, 'Co-Design' & 'Changing Culture', both of which were identified in the public event of the Big City Conversation as key to public trust in this change process. How will these issues be addressed by the structures within this report?

Q4 Para 1.8.3 I will be happy to make myself available.'

Councillor Terry Fox (Leader of the Council) responded. Councillor Fox thanked Mr Slack for his questions. In response to question one, Councillor Fox stated he agreed that engagement was a really important part of the transition. He added that the Council had been careful not to pre-empt the advice given by experts, nor to limit the Governance Committee's autonomy. He stated this would be one of the first items considered by the Committee. In response to question two, Councillor Fox said that this decision would also be determined by the Governance Committee. In response to questions three and four, Councillor Fox thanked Mr Slack for his previous participation in the Big City Conversation and stated that the event would be widely publicised to encourage participation. He added that he would encourage Mr Slack to be involved in this again.

6. ITEMS CALLED-IN FOR SCRUTINY

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

7. RETIREMENT OF STAFF

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

RESOLVED: That this Co-Operative Executive :-

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

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
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Place

Tony Billsborough Neighbourhood Officer 30

People Services

Patricia Burke Targeted Youth Services Advisor 32

Juliette Foster Teacher, Marlcliffe Primary School 32

Jane Lownsborough Assistant Headteacher, The Rowan School 26

Angela Mason Senior Fieldwork Manager 40

Tina Sherriff Higher Level Teaching Assistant (Special) Level 4, Norfolk Park School 42

Resources

Julie Ward Benefits Assessor 38

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

(c) directs that an appropriate extract of this resolution under the Common Seal of the Council be forwarded to them.

8. OUR SHEFFIELD: ONE YEAR PLAN

8.1 The Chief Executive presented the report which set out Sheffield City Council's One Year Plan. The One Year Plan was a clear statement of purpose for the year ahead describing the practical steps that the Council would take and actions it would deliver, working with our communities and partners, to improve the lives of everyone who lives in the city.

The Plan:

- Sets out the first steps we will take on a roadmap to recovery from Covid-19, recognising the huge impact that the pandemic has had on the people and communities of Sheffield. We will use the plan as a springboard to help us rebuild and recover from this once-in-a-generation shock to our way of life.
- Provides clarity for **people and communities** so that they know what we stand for and what they should expect from Sheffield City Council in the year ahead
- Offers clear purpose to our **employees** so that they know what is important to us, how their work contributes to our collective success and are empowered to bring their passion and energy to bear in service of clear objectives

- Provides an ambitious statement to our **partners**, in Sheffield and beyond, that we want to collaborate and work together to achieve more for the city than we ever could working alone
- Aligns to the themes of the new Transitional Committees, providing a focus for their work plans over the coming year
- establishes the vital foundations for a longer-term corporate plan and priority-based budget for future years, with work proposed to start on a new 3-5 year plan this summer.

8.2 **RESOLVED:** That the Co-operative Executive:-

1. Agrees the One Year Plan for Sheffield City Council;
2. Agrees to receive regular progress updates on the delivery of the commitments in the One Year Plan during the year; and
3. Notes the proposed new leadership and accountability arrangements for the executive senior leadership of the organisation and proposed investment in enhancing the leadership capacity of the Place Portfolio.

8.3 **Reasons for Decision**

8.3.1 The recommendations recognise that the Covid-19 pandemic has seen an unprecedented collaborative response from communities and public, private, and VCF sector partners in the city. The coming year is a pivotal moment for the city and the recommendations reflect the ambitions of the Co-operative Executive to deliver an immediate plan to support the city's recovery and ensure that SCC is well-placed to respond to the ambitions and expectations of all our communities. The One Year Plan should therefore enable the Co-operative Executive and the Council to deliver and progress to be measured against the aims set out in this plan over the year.

8.4 **Alternatives Considered and Rejected**

8.4.1 This proposal fulfils a commitment previously made at Co-operative Executive so no alternative options have been considered.

8.5 **Any Interest Declared or Dispensation Granted**

None

8.6 **Reason for Exemption if Public/Press Excluded During Consideration**

None

8.7 **Respective Director Responsible for Implementation**

Chief Executive

8.8 **Relevant Scrutiny and Policy Development Committee If Decision Called In**

Overview Scrutiny & Management Committee

9. TRANSITION TO A COMMITTEE SYSTEM OF GOVERNANCE

9.1 The Director of Legal and Governance submitted a report outlined the proposed programme for the Transition to a Committee System and sought a budget and delegations to enable the programme to move forward.

9.2 **RESOLVED:** That the Co-operative Executive:

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

9.3 **Reasons for Decision**

9.3.1 To enable the transition to a committee system of governance to be facilitated in the most efficient and effective way possible

9.4 **Alternatives Considered and Rejected**

9.4.1 In accordance with Regulation 18 of the Local Authorities (Referendums) (Petitions) (England) Regulations 2011, the Council must implement proposals for a Committee System of Governance. It could attempt to do so without putting in place the proposed programme governance and external support set out in this Report. However, this is not recommended. Without suitable resource and support there is a risk that the Council will be unable to complete the transition as required or that the transition will not be successful.

9.5 **Any Interest Declared or Dispensation Granted**

None

9.6 **Reason for Exemption if Public/Press Excluded During Consideration**

None

9.7 **Respective Director Responsible for Implementation**

Director of Legal and Governance

9.8 **Relevant Scrutiny and Policy Development Committee If Decision Called In**

Overview and Scrutiny Management Committee

10. UPDATE REPORT - PROCUREMENT OF DAYTIME OPPORTUNITIES FOR PEOPLE LIVING WITH DEMENTIA

- 10.1 The Executive Director, People Services submitted a report which sought approval to implement the original decision to procure and award a number of contracts in relation to daytime opportunities for people living with dementia.

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

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

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

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

10.3 **Reasons for Decision**

10.3.1 The proposals would ensure that:

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

10.4 **Alternatives Considered and Rejected**

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

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

10.4.2 *Alternative option 2* - Do not Procure.

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

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

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

10.5 **Any Interest Declared or Dispensation Granted**

None

10.6 **Reason for Exemption if Public/Press Excluded During Consideration**

None

10.7 **Respective Director Responsible for Implementation**

Executive Director, People Services

10.8 **Relevant Scrutiny and Policy Development Committee If Decision Called In**

Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee

11. COMMISSIONING AND PROCUREMENT OF COMMUNITY DEMENTIA SUPPORT

11.1 The Executive Director, People Services submitted a report seeking Co-operative Executive approval for the Community Dementia Commissioning Plan for 2021-2027, the implementation of this Plan and the procurement and award of i) a contract; and ii) three grants.

This included:

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

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

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

1. Approve the Commissioning Plan for Community Dementia Support 2021-27 as explained in the Proposal in this Report; and
2. Delegate authority to the Executive Director of People Service Portfolio in consultation with the Director of Legal and Governance Services, Director of Finance and Commercial Services and the lead Executive Member for Health and Social Care:

- i) To undertake a procurement exercise and award a contract in line with the report; and
- ii) Award grants in line with the report; and
- iii) Take other such necessary steps not covered by existing delegations to achieve the outcomes and objectives of the report.

11.3 **Reasons for Decision**

11.3.1 The preferred option is:

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

This option was chosen because it:

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

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

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

11.4 **Alternatives Considered and Rejected**

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

i. Continue with the existing services

This alternative was rejected because:

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

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

This alternative was also rejected because:

- The current model begun in 2019 has not yet fully embedded, particularly due to the pandemic

More change for existing users would be disruptive

11.5 **Any Interest Declared or Dispensation Granted**

None

11.6 **Reason for Exemption if Public/Press Excluded During Consideration**

None

11.7 **Respective Director Responsible for Implementation**

Executive Director, People Services

11.8 **Relevant Scrutiny and Policy Development Committee If Decision Called In**

Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee

12. COMMISSIONING OF LEARN SHEFFIELD

12.1 The Executive Director, People Services submitted a report seeking Co-operative Executive approval to renew the School Improvement contract between Sheffield City Council (SCC) and Learn Sheffield.

This includes:

- The award of a contract to Learn Sheffield for the school improvement service which:
 - Delivers the statutory duties in relation to school improvement on behalf of SCC
 - Supports the delivery of the Sheffield Inclusion Strategy
- The provision of services in kind from SCC to Learn Sheffield which support Learn Sheffield to deliver these statutory duties:
 - Performance and Analysis service
 - E Learning
 - Crisis Communication

The current contract expires on the 31st August 2021.

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

1. Approve the award of a further contract with Learn Sheffield for school improvement from 1st September 2021 – 31st August 2026; and

2. Delegate authority to the Executive Director of People Services in consultation with the Director of Legal and Governance Services, Director of Finance and Commercial Services and the lead Cabinet Member for Children and Education:

- i) To instruct Learn Sheffield further under the proposed agreement, to provide any additional services that are required, to address school improvement.

ii) Take other such necessary steps not covered by existing delegations to achieve the outcomes and objectives of this report.

ii) Take decision on the contract break points in year 3 and year 4

iii) Take decision, in negotiation with Learn Sheffield, on any changes to the offer of services in kind within the budget envelope outlined for this commission.

12.3 **Reasons for Decision**

12.3.1 The preferred option is:

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

This option was chosen because it:

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

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

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

12.4 **Alternatives Considered and Rejected**

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

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

This alternative was rejected because:

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

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

This alternative was also rejected because:

- The current model begun in 2015 and we are continuing to work in partnership to develop and mature the role of this organisation. More change for schools would be disruptive, particularly during the recovery from the COVID pandemic

12.5 **Any Interest Declared or Dispensation Granted**

None

12.6 **Reason for Exemption if Public/Press Excluded During Consideration**

None

12.7 **Respective Director Responsible for Implementation**

Executive Director, People Services

12.8 **Relevant Scrutiny and Policy Development Committee If Decision Called In**

Children's Scrutiny and Policy Development Committee

13. 2020-21 REVENUE AND CAPITAL OUTTURN MONITORING REPORT

- 13.1 The Executive Director, Resources submitted a report which provided the outturn monitoring statement on the City Council's Revenue and Capital Budget Outturn as at the end of Month 12, 2020/21

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

1. Note the updated information and management actions provided by this report on the 2020/21 Revenue Budget Outturn;
2. approves the People Portfolio carry forward request, as detailed in **Appendix 1** of the report;
3. Note the annual Treasury Management Outturn report for 2020/21,

attached as **Appendix 2** of the report;

4. Approve the actual 2020/21 Prudential and Treasury Indicators presented in Annex 2 of Treasury Management Outturn report; and
5. In relation to the Capital Programme, note the forecast Outturn position described in **Appendix 3** of the report.

13.3 **Reasons for Decision**

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

13.4 **Alternatives Considered and Rejected**

- 13.4.1 A number of alternative courses of action are considered as part of the process undertaken by Officers before decisions are recommended to Members. The recommendations made to Members represent what Officers believe to be the best options available to the Council, in line with Council priorities, given the constraints on funding and the use to which funding is put within the Revenue Budget and the Capital Programme.

13.5 **Any Interest Declared or Dispensation Granted**

None

13.6 **Reason for Exemption if Public/Press Excluded During Consideration**

None

13.7 **Respective Director Responsible for Implementation**

Executive Director, Resources

13.8 **Relevant Scrutiny and Policy Development Committee If Decision Called In**

Overview and Scrutiny Management Committee

14. **CAPITAL APPROVALS FOR MONTH 02 2021/22**

- 14.1 The Executive Director, Resources submitted a report which provided details of proposed changes to the Capital Programme as brought forward in Month 2 2021/22. It was explained that further clarification of the West Bars Highways and Enabling item was needed. The West Bars Highways and Enabling item was withdrawn to be presented to a future meeting and the recommendations in the report were amended.

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

1. Approve the proposed additions and variations to the Capital Programme listed in Appendix 1, including the procurement

strategies and delegate authority to the Director of Finance and Commercial Services or nominated Officer, as appropriate, to award the necessary contracts;

2. Approve the acceptance of grants as detailed in Appendix 2 of the report; and
3. Approve the issuing of grants to 3rd Parties as detailed in Appendix 3 of the report.

14.3 Reasons for Decision

- 14.3.1 The proposed changes to the Capital programme will improve the services to the people of Sheffield.
- 14.3.2 To formally record changes to the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the capital programme in line with latest information.
- 14.3.3 Obtain the relevant delegations to allow projects to proceed.

14.4 Alternatives Considered and Rejected

- 14.4.1 A number of alternative courses of action are considered as part of the process undertaken by Officers before decisions are recommended to Members. The recommendations made to Members represent what Officers believe to be the best options available to the Council, in line with Council priorities, given the constraints on funding and the use to which funding is put within the Revenue Budget and the Capital Programme.

14.5 Any Interest Declared or Dispensation Granted

None

14.6 Reason for Exemption if Public/Press Excluded During Consideration

None

14.7 Respective Director Responsible for Implementation

Executive Director, Resources

14.8 Relevant Scrutiny and Policy Development Committee If Decision Called In

Overview and Scrutiny Management Committee