

MANAGEMENT STRUCTURE

Chief Officers

Chief Executive and Head of Paid Service

- Has overall corporate and management responsibility for the work of the Council, including the number and grade of officers required for the discharge of functions

Responsible for:-

Director of Policy, Performance and Communications

- Corporate Policy and Strategy
- Corporate Research and Analysis, including spatial analysis and GIS
- Communications, including Campaigns, Marketing, Press and PR, Print and Design and Internal Communications
- Corporate Consultation and Community Involvement
- Digital Services
- Elections, Referenda and Electoral Registration
- Equalities, Social Justice and Poverty Strategy
- Performance Management
- Public Health Intelligence
- Public Service Reform
- Sheffield Partnership Board
- Strategic and Business Planning
- Lead Director for Customer Experience

Director of Public Health

- Public Health overall, including Health Improvement, Health Protection and Health Services' Public Health
- Public Health input to the (NHS) Clinical Commissioning Group
- Lead Director for the Joint Strategic Needs Assessment
- Liaison with Executive Directors regarding Integration of Public Health Specialist Teams into the Portfolio Management Structures
- Planning for and responding to emergencies that present a risk to public health
- Annual Report on the Health of the Population

Executive Director Resources

Responsible for:-

Director of Finance & Commercial Services
(Designated as the Chief Finance Officer/Section 151 Officer under the Local Government Act 1972)

Strategic Finance

- Financial Planning, Accounting and Control
- Financial Systems support
- Internal Audit
- External Grant Funding
- Treasury: Banking, Cash Management and Investments
- Taxation
- Insurance
- Risk Management Process

Financial Business Partnering

- Financial Business Partnering for all portfolios

Accounting and Infrastructure

- Finance Systems and Training
- Service finance and accounting support
- Schools finance support

Commercial Business Development

- Capital Programme Budgeting and Accounting
- Finance & Commercial Projects
- Housing and Council Tax Benefits
- Council Tax and Business Rates Collection
- Collection of Sundry Debt
- Income & Commercialisation Agenda
- Investment Strategy
- Corporate Debt Recovery

Procurement and Supply Chain

- Commercial, Commissioning, Procurement and Contract Management, Processes and Support
 - Strategic Contract Management (e.g. Waste, Streets Ahead, Howden House)
 - Supplier Relationship Management
 - All External Spend Data and related Freedom of Information Requests
-

- Approach/Process for Trade Supplier Payments
- Managing Community Right to Challenge Submissions

Director of Business Change and Information Solutions

- Digital Strategy and Digital Services
- IT Strategy and Planning
- Business Change including Business Analysis, Enterprise Architecture, Programme and Project Management
- IT Service Management including ICT Governance and Assurance
- Information Security and Management
- Digital Inclusion
- Strategic Programme Support and Delivery
- Senior Information Risk Officer (SIRO)
- Business Architecture, Organisational Design and the Enterprise Programme Office
- City Connectivity & Smart City
- Corporate Change Programme Development and Monitoring

Director of Human Resources & Customer Services

Human Resources

- HR Business Partners
- HR Policy and Specialist Advice on Employment Matters
- HR Advice and Support on People Management
- Workforce Development Unit
- Schools HR Service – Strategy and Governance
- Learning and Development Delivery Service
- HR Support for Major Change Projects
- Occupational Health
- Health and Safety
- HR Transactions
- Payroll

Customer Services

- Corporate Call Centre, Council Housing Call Centre and Repairs Service Centre
 - City Wide Alarms Call Handling Service
 - 101 Service/Out of Hours Service
 - E-Services (Council Website)
 - Corporate Complaints Team
 - Translation and Interpretation
-

- Customer Service Strategy and Projects
- First Point, Reception Service
- Blue Badge Service
- Armed Forces Community Covenant
- Sheffield Register Office
- Customer Fulfilment Centre (processing of applications for parking permits, travel passes, free school meals)
- Revenue and Benefits Call Centre

Director of Legal and Governance (Monitoring Officer)

- Legal Services
- Local Land Charges
- Standards
- Constitution
- Governance
- Democratic Services
- Member Development
- Mayoral Team
- Member Services
- Information Governance and Management

Executive Director, Operational Services

Responsible for:-

Director of Parks, Leisure and Libraries

- Sport and physical activity projects and programmes
- Contracts and funding with sports and leisure facility providers
- Parks and green spaces projects and programmes
- Allotments
- Ecology Services
- Parks and woodlands
- Ranger Service
- Non Highways Trees Services
- Bereavement Services (Cremations and Burials)
- Coroner's Service
- Medico-Legal Centre (MLC)
- Libraries Archive and Information Services

Business Strategy, Change and Improvement

- Business Partner Relationship Management
- Business Planning
- Governance and Compliance
- Performance Management
- Quality Assurance
- Programme Management
- Strategic Resource Planning
- Organisational Resilience including Risk
- Business Continuity
- Change Programme
- Information Management

Director of Street Scene and Regulation

- Parking Services
- Corporate Emergency Planning
- Highway maintenance and management including Streets Ahead PFI
- City Centre Management
- Waste Management (including abandoned vehicles)

Sheffield Markets

- Leases, tenancies and licences for stalls and markets
 - Protection of the Council's market rights
-

- Enforcement to secure and recover payments of rental fees
- Adjudication over appeals relating to stall licences
- Submitting planning application for minor schemes
- Variation of fees and changes for premises, property or services (where not covered by any other agreement)

Head of Licensing

- Statutory licensing (including powers directly delegated by Statutory Licensing Committee)
- Regulatory licensing

Head of Environmental Regulation

- Health Protection
- Environmental Protection
- Trading Standards and Consumer protection
- Pest Control
- Food Control and Safety
- Animal Welfare and Control
- Noise and Nuisance

Director of Direct Services

- Facilities Management of the Corporate Estate
- Facilities Management Contract Management
- Duty Holder for Building Compliance of the Corporate Estate
- School Facilities Management, Repair and Building Compliance Service
- Property Records
- Transport Management of the Corporate Fleet
- Transport Contracts and Fleet Management
- Passenger Transport for Vulnerable Adults and Children
- Taxi Driver and Vehicle Testing
- Vehicle Testing, Maintenance and Repairs
- Operational Management of Repairs
- Repairs and Maintenance and Building Compliance to Council Homes and to Offices and other facilities
- Capital Delivery Service

Director of Housing

- Neighbourhood and Tenancy Management
-

- Management of the Council’s housing stock, estates and related assets, including the Housing Revenue Account and HRA Business Plan, and Building Safety and Fire Safety Compliance
- Tenant, resident and leaseholder engagement
- Rehousing, Allocations Policy
- Homelessness and access to housing, including supported housing (older persons, temporary accommodation and Travellers site) and support services
- Administration of Right to Buy
- Home Ownership and Revenue Services including Regional Homes and Loans Service
- Private Sector Housing regulation, licensing, tenant support services and enforcement
- Housing and Estate Regeneration
- Housing Strategy and Policy
- Affordable Housing Provision and Delivery (including Registered Private Providers of Social Housing) and social landlord relationships
- Management of Refugee Resettlement programmes
- Portfolio Safeguarding lead

Executive Director, City Futures

Responsible for:-

Director of City Centre and Central Area Portfolio Development

- Heart of the City 2
- City Centre and Central Area Major Developments

Director of Economic Development, Skills and Culture

- Business Growth and Economic Strategy
- City Branding and Identity
- External Marketing of Sheffield
- Maximising Economic Impact of Major Events
- Promoting Sheffield
- Sector Development
- Sheffield City Region and Local Enterprise Partnership
- Arts development and major projects
- Contracts and funding with major arts partners including Sheffield Theatres, Museums Trusts, Showroom and Site Gallery
- City and Community Events
- Progression Programme Development – Enterprise, Employment & Digital Skills (cross-cutting with Director of Education and Skills)
- Employment Policy and Programmes
- Skills Policy and Programmes (adults)

Director of Investment, Climate Change and Planning

- Building Standards and Public Safety
- Corporate Property Services
- Regeneration and Housing Growth
- South Yorkshire Archaeology
- Strategic Development and Funding
- Climate Change and Sustainability, including Air Quality and Clean Air Zone
- Flood Protection Programme

Head of Planning

- Planning applications and permissions
 - Development control
 - Development Management
 - Local Plan
-

Head of Strategic Transport Sustainability and Infrastructure

- Transport and Traffic Management and Regulation

Executive Director, People Services

(Designated as the Director of Children’s Services under the Children Act 2004)

Responsible for:-

Director, Children and Families Service

- OFSTED Responsible Individual for Regulated Services
- Children’s Social Work Services
- Fostering Service
- Adoption Service
- Safeguarding Service
- Learning Difficulties and Disabilities Service
- Attendance Services
- Children in Care Placement Quality Assurance and brokerage
- Children in Care Services
- Care Leavers Services
- Corporate Parenting
- Children’s Residential Services
- Aldine House Secure Home
- Youth Justice Service
- Multi-Agency Support Teams delivery
- Early Intervention and Prevention Services delivery

Director of Education and Skills

Schools and Education

- Oversight Academies Programme
- Advocacy for Children & Young People
- Access and Inclusion Services - School attendance, Admissions and Admission Appeals Elective Home Education, Inclusion and Exclusions, Educational Attainment of Looked After Children – Virtual School, Children Missing from Education Alternative Provision
- Learn Sheffield including commission for delivery of statutory functions for school improvement (Primary, Secondary and Special Schools)
- School Governor Service
- E-Learning
- Maintaining Sufficiency of School Places
- Special Educational Needs and Disabilities (SEND) Services, including Education Psychology, Hearing Impaired, Visually Impaired and Autism Service

- Services to Schools including Consultation and Engagement, Music Service, Children’s University, Outdoor Education Service (including Swimming and Thornbridge)
- Targeted Support for Vulnerable Groups, including those with English as an Additional Language
- School Improvement, and School Enquiries and Complaints
- Community Cohesion (Engagement with Schools and Communities)
- Early Years: Inclusion and Standards
- Maintained Nursery Schools
- Hospital and Home Tuition Service
- Capital Strategy
- Standing Advisory Council on Religious Education (SACRE)
- Schools Financial and Resource Planning, including Resourcing Strategies, Transport Strategy, Food Services, Schools Forum
- Refugee Resettlement Programmes (education element)
- Family and Community Education

Learning and Skills

- Post 16 Learning Provision including 16 to 19 Study Programme, Post 16 Transition, High Needs Learning Provision
- Targeted Education Interventions including NEET (young people Not in Education, Employment or Training) prevention
- Progression Programme Development – Enterprise, Employment & Digital Skills (cross-cutting with Director of Economic Development, Skills and Culture)
- Skills Policy and Programmes (Children and Young People)
- Apprenticeship Programme

Director of Adult Health and Social Care Services
(Designated as Director of Adult Social Services under the Local Authority Social Services Act 1970 Section 6)

- Nominated Officer for CQC Regulated Adults Services

Support to Adults and Unpaid Carers

- Support to Unpaid Carers
 - Social Work Assessment, Review and Coordination of Support for Older Adults, People with a Disability, People with a Learning Disability and/ or Autism , People experiencing Mental Ill Health, People with a Sensory Impairment
 - Specialist Social Work Services including Continuing Health Care, Transitions into Adulthood Planning and Future Options (Support to
-

adults of working age living in care homes to increase their independence and inclusion)

- Occupational Therapy and enablement services.
- First Response Services including First Contact Services and Hospital Discharge Services
- Support To Live Independently And At Home – Homecare Services, Community Reablement, Short Term Intervention Team, Equipment And Adaptations, City Wide Care Alarms, Rapid Response Services
- Learning Disability Provider Services - Supported Living, Day Services, Residential Short Breaks, Adult Placement Shared Lives
- Social Care Accounts Services

Safeguarding and Protecting People from Harm

- Adult Safeguarding - Investigations, Serious Incidents and Serious Case Reviews
- Adult Safeguarding – Coordination and support to Safeguarding Board
- Forensic Mental Health Social Work Services
- Approved Mental Health Professionals (AHMPS)
- Deprivation of Liberty Safeguards (DoLS)
- Best Interest Assessments (BIA)

Adult Social Care Care Governance & Practice Development

- Principal Social Worker and Caldicott Guardian
- Social Care Governance
- Social Care Workforce Development and Training
- Social Work Practice Guidance, Training & Standards
- Co-Production – Charter, Think Act Local Personal
- People and Carer Engagement, Involvement
- Service Development
- Emergency Planning and Business Continuity

Adult Social Care Commissioning and Partnerships

- Adult Social Work and Social Care Strategic Plan and Market Shaping Plans
 - Commissioning of support for older people, physical disability, learning disability, sensory impairment, mental health, vulnerable adults
 - Commissioning and contracting of adult social health and care services inclusive of homecare, care homes, extra care, technology enabled care, day services.
 - Strategic Development and Support to the All Age Autism Partnership Board, Learning Disabilities Partnership Board, Carers Partnership Board
 - Brokerage
-

- Direct Payments
- Intelligence and Forecasting
- Health and Care Integration (Better Care Fund, Joint Commissioning and Joint Planning)

Director of Community Services

Local Area Committees (LACs)

- Empowering, enabling and engaging with communities through LACs

Community Development

- Building Community Assets
- Increasing Community Resilience
- Multi Agency and Partnership Working.
- Public Health Community Wellbeing Programme
- Prevention and Early Intervention
- Assets of Community Value

Cohesion and Migration

- Refugee, Asylum and Migration Services

Community Safety

- Prevent, Channel, Hate Crime, Human Trafficking and Modern Slavery and Reducing Reoffending
- Safer Neighbourhood Services including Tackling and prevention of Anti Social Behaviour
- Neighbourhood Warden Service
- Lead Director for the Community Safety Partnership and Community Safety Plan and Allocation of the Community Safety Partnership Grant funding
- Page Hall Neighbourhood Management
- Partnership and joint working with the Police, Violence Reduction Unit, Police and Crime Commissioner's Office and other related agencies

Youth Services

- Youth work (including detached and community youth services and youth involvement)
 - Targeted careers advice including specialist careers and progression advice for children with special educational needs and disabilities
 - Duty and tracking of young people Not in Education, Employment or Training (NEET)
 - Child Sexual Exploitation and Criminal Exploitation Team Youth work
 - Missing young people return interviews
-

Director of Integrated Commissioning

- Performance Management
- Contracts and Partnerships

Commissioning

- Domestic Abuse Service (including Performance Management, Multi-Agency Risk Assessment Conferences (MARAC), Domestic Homicide Review Processes)
- Women’s Refuge
- Housing Related Support (including Service Development): Homeless Accommodation, Short Term Supported Accommodation, Floating Support
- Drug and Alcohol Strategy (including Drug and Alcohol Treatment, Pharmacy Services, Outreach and Detox/Rehab services)
- Information Advice and Guidance
- Early Years and Education Sufficiency Capital and Places – Pupil Place Planning, Mainstream and SEN
- SEND and SEND Transitions
- Transitions: Emotional Wellbeing and Mental Health, Eating Disorders services, Sexual Health
- Looked After Children and and Care Leavers Sufficiency
- Review of Early Intervention and Prevention
- Children’s Mental Health Strategic Development and Joint Commissioning
- Public Health Grant commissioning
- Changing Futures Programme – Supporting People with Multiple disadvantage
- Joint Commissioning with NHS
- Carers Strategy and Carer Services ([Children, Families and Young People](#))
- Sexual Health Service

Voluntary Sector

- Voluntary Sector Liaison
- Voluntary Sector Grants including Grant Aid
- Strategic lead on relationships and development with the Voluntary, Community and Faith Sector building capacity and sustainability in the sector