

Sheffield City Partnership Board (SCPB)
“working together to build a Sheffield that works for everyone”

Notes Minutes of the meeting held on: Friday 12th November 2021
The Council Chamber, Town Hall, Pinstone Street, Sheffield S1 2HH

Present:

- Lord David Blunkett, Chair
- Neill Birchenall, Director, ASK4 (Vice Chair)
- Laurie Brennan, Head of Policy & Partnerships, Sheffield City Council
- Andy Buck, Chair, Voluntary Action Sheffield
- Michelle Buttery, Chief Executive & Solicitor to the Police & Crime Commissioner
- Sandi Carman, Assistant Chief Executive, Sheffield Teaching Hospitals NHS FT
- Roger Cotes, Deputy Director, Department for Education
- Cllr Terry Fox, Leader, Sheffield City Council
- Andrew Hartley, Executive Director - Commercial & Operations, The Sheffield College
- Lou Harrison-Walker, Interim Director, Sheffield Chamber of Commerce & Industry
- Chief Superintendent Shelley Hemsley, South Yorkshire Police
- Brian Hughes, Deputy Accountable Officer, Sheffield CCG
- Alexis Krachai, Managing Director of Counter Context, SCCI
- Martin McKervey, Director of AESSEAL plc
- Debbie Matthews, Chief Executive, Manor & Castle Development Trust
- Halima Mohamed, African Women’s Health Group
- Helen Steers, Interim Chief Exec, Voluntary Action Sheffield
- Cllr Alison Teale, Exec Member for Sustainable Neighbourhoods, Wellbeing, Parks & Leisure, SCC

In Attendance:

- Laura White, Strategy & Partnerships Manager
- Diana Buckley, Economic Strategy Manager, SCC (Item 5)
- Joanna Chambers, Head of Chief Executive’s Office, SCC
- Catherine Pritchard, Policy & Improvement Officer, SCC
- Kay Kirk (notes)

	Agenda Item	Action
1.	<p>Welcome, Apologies and Declarations of Interest</p> <p>There were no declarations of interest.</p> <p>Apologies were received from:</p> <ul style="list-style-type: none"> • Paul Bragger, Station Manager, South Yorkshire Fire & Rescue • Maddy Desforges, Chief Executive, NAVCA • John Edwards, Interim Chief Executive, Department for Education • Angela Foulkes, Chief Executive & Principal, Sheffield College • Cllr Douglas Johnson, Exec Member for Climate Change, Environment & Transport, SCC • Kate Josephs, Chief Executive, Sheffield City Council • Sharon Thorpe, Service Leader for South Yorkshire jobcentres and Makerfield Service Centre, DWP 	

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	<ul style="list-style-type: none"> • Sarah Want, Director – Partnership & Regional Engagement, The University of Sheffield • Julie Hunston, Performance Engagement Team Leader, DWP • James Henderson, Director of Policy, Performance & Communications, SCC 	
2.	<p>Minutes and Matters Arising</p> <p>The minutes of the September meeting were agreed as a true record. There were no matters arising.</p> <p>The Board welcomed Laura White back from maternity leave and recorded its thanks to Dan Spicer for his work and support to the Board during that time.</p> <p>Lord Blunkett has written to Andrew Coombe to thank him for his service as Lord Lieutenant of South Yorkshire since 2015 and to welcome the new Lord Lieutenant, Dame Hilary Chapman.</p> <p>Lord Blunkett held a further meeting with Tony Pedder, Chair & Pro-Chancellor at the University of Sheffield, regarding the Accountable Care Partnership and coordinating partnership working across the city. The move to the Integrated Care System next year makes this more complicated but conversations are ongoing about how our Health & Wellbeing and other partnerships will fit into this landscape.</p>	
3.	<p>Partnership Updates & Hot Topics Laura White, Partnerships Manager</p> <p>A briefing paper was circulated to Board members ahead of the meeting.</p> <p>Poverty: Cat Arnold is working on the Poverty Action Plan and we will report back on this in January. The recording of the Poverty Summit held on 15th October is now available to watch on YouTube.</p> <p>Local Area Committees: The LACs met in September and October. The survey to help shape the committees and inform the development of the LACs has now closed. The next meetings are scheduled for January 2022. The LACs are looking at developing local plans.</p> <p><u>Comments/Discussion</u></p> <p>The Board thanked Sheffield City Council colleagues for their hard work to organise and bring stakeholders together for the Poverty Summit. It was sobering and highlighted the challenges around poverty and deprivation in the city. Conversations are now taking place city wide with the business community as a follow up to the summit. Partners are looking at collective assets and solutions they can bring to help tackle poverty.</p> <p>Action:</p> <ul style="list-style-type: none"> • Laura White to arrange for an e-mail update to be circulated to Board members around the withdrawal of the Universal Credit uplift. 	LW
4.	<p>Engaging and Working with Partners and Communities Cllr Terry Fox, Leader, Sheffield City Council</p> <p>Sheffield City Council is working at pace with a lot of change being introduced. The Local Area Partnerships was one of the planks agreed when drawing up the cooperative working agreement. Cllr Fox and Kate Josephs are undertaking a series</p>	

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	<p>of walkabouts around the 28 wards and will feedback to the Board once completed. The LACs are about giving communities more of a voice.</p> <p>SCC will be moving from a cabinet system to a committee system next year. It is likely that SCC worked with some partner organisations in a prescriptive way in the past so is now looking at different ways of working. Everyone has a view on how the City Strategy develops, and along with the new Chief Executive, we need to be clear about what we want to achieve.</p> <p>The degree of change at the Council is extraordinary and a transformative process and concerns over the very challenging budget situation were expressed. Thanks were expressed to Council officers for their hard work.</p> <p><u>Discussion/Comments</u> Kate Josephs was in Glasgow yesterday for a specific cities' day at COP26.</p> <p>The LAC meeting in Darnall gave the opportunity for grass roots workers to engage with SCC. It was suggested that in future surveys be brought to community centres so workers can help people to complete them so they can participate. Working with existing community groups should be built in as part of the process.</p> <p>The move to the LACs is welcome but there is still a way to go. There are different layers of engagement that need to be put in place. There are some models of good practice already in the city but it still feels like it's coming a little 'top down'. In the long term we need to think about partners pooling resources to engage with communities in the city – for example there are a number of consultations conducted by different organisations that ask the same thing. We need to consider who is best placed to be carrying out engagement and cooperate where existing engagement is taking place.</p> <p>In 2018/19 SCPB did a lot of work with community groups to look at engagement best practice models. We still have that work and learning which we can use to inform this work as part of an evidence-based model.</p>	
5.	<p>City Strategy – initial ideas <u>Diana Buckley, Economic Strategy Manager, SCC and Laurie Brennan, Head of Partnerships, SCC</u></p> <p>We last had a formal City Strategy in 2010 and the City has undergone massive change since then. The role of Sheffield City Partnership Board has transformed too. The impact of Covid on Sheffield's communities and its public, private and VCF sector has been profound, but it has also inspired collaboration and innovation between communities and organisations. We have an opportunity to build on our experience of joint working and the collaboration between citizens and all sectors during the pandemic and we have multiple opportunities for new thinking.</p> <p>We think we need:</p> <ul style="list-style-type: none"> • A shared sense of common purpose and vision that is guided by citizens • To set out a plan to develop that vision. • To know what we want to achieve. • To understand and articulate our respective roles. • To take time to get the critical parts in place and give everyone a voice. <p>There are four key components to bring together multiple opportunities: Involvement of citizens, strategic context & ambitions, city collaboration and an evidence base.</p>	

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<p>An initial suggestion would be to establish a task group with SCPB members to further develop the ideas and shape the process – the group would report back to the next Board meeting in January.</p> <p><u>Discussion/Comments</u></p> <p>We could write an overarching strategy quickly but it's about timescale and prioritisation. We need to keep collaborating and talking but we also need to change the underlying conditions in the city (eg. In South Yorkshire 25% of workers earn beneath the real living wage). Our economy isn't strong enough. We can have ambition but we can't deliver unless our strategy is growing the economy for all so the benefits are spread evenly. It begins and ends with tackling poverty.</p> <p>We need clear outcomes – the city can over-strategise at times and we don't challenge ourselves enough about accountability of what we're doing. The education and attainment of young people must be improved (including improved careers advice) to gain the economy we want. We should have the ambition to shape a strategy which thinks also about the medium to long-term. We should also try to identify some quick wins.</p> <p>In terms of attainment there are initiatives that have worked elsewhere that we could bring in to help. A lot of the Government's agenda is about flexing policies to fit with local strategies. The Department for Education has a major presence in Sheffield and is keen to help get maximum benefit to support the city – there is a lot of opportunity in the levelling up agenda. DfE would welcome the opportunity to help make connections and support policy thinking.</p> <p>We need to think about how policies can affect each other – which central policies need to flex to enable local plans, and which contradict. The sustainability agenda is huge, but decisions made by SCC to deliver on its goals has an impact in other areas - for example street lighting, which impacts on safety and the police, so spend has to come from other areas/organisations for lighting in parks etc. There needs to be an understanding of the effects decisions will have on other areas and it is extremely important that safety is designed into the decision-making process and policy areas, plans and strategies.</p> <p>The imminent move within the NHS to the ICS will not affect its presence and commitment in place. Whatever strategy we develop we have to be able to explain it and build it within our communities and organisations.</p> <p>The College is very conscious of its role in the city and the importance of equipping young people with skills and experience to contribute. We are seeing achievement rates rising and increasing levels of engagement with employers. There will be a 17% rise in the number of young people coming through the college between now and 2025. We need to get on and do things now whilst we are developing the strategy. We need to develop new skills in the existing workforce to raise productivity. We want a level of sustainable funding to take the agenda forward.</p> <p><u>Agreed</u></p> <p>There are options – a set of clear goals with an outcome framework as a first stage (an agile plan with actions) – this could move quite quickly. Diana and Laurie to reflect on the discussion and produce a draft model to share with Board members for comment. Board members are invited to contact Diana to discuss the proposals in more depth.</p>	

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	<p>Action:</p> <ul style="list-style-type: none"> To set up a task group, or workshop, with SCPB members to further develop the ideas and shape the process. 	LW
6.	<p>How do we market the city? A conversation Starter <u>Lord David Blunkett, Chair</u></p> <p>This is a vital issue of concern for partners. The two universities for example are dependent on how the city's image resonates then re-verbs outwards. It would be helpful to hear about what current work is underway around working with others to sell the city. Sheffield has a lot of USP's – the green city, the opportunity to get out into the countryside, its ambition and grit.</p> <p><u>Discussion/Comments</u> We need to explore this very important reputational challenge in more detail and think about how this feeds into the city vision work and how we define what we want the city to be/look like in the future.</p> <p>We should also look back at the Sheffield 2020 Strategy and see what still applies. It might also be useful to present some of this as a 'to do' list.</p> <p><u>Agreed</u> The responsibility for marketing the city now falls under Diana Buckley's remit. Laura will ask Diana for some feedback on work underway and share with the Board. Diana had to leave the meeting early but did offer to provide a verbal update to a future meeting.</p>	LW
7.	<p>New Constellations: update and next steps <u>Martin McKervey, Director of AESSEAL plc & Alexis Krachai, Managing Director of Counter Context, SCCI</u></p> <p>Work is being done by Sheffields to create stories of possibilities to help us establish a major reset and a re-imagining of the future of the city. On the 27th & 28th September 15 people came together as a Steward's Group to explain Sheffield's past, present and future. The Steward's Group asked New Constellations to instigate the next stage of the project. Over the last month we have embarked on a public nominations process to recruit 'The Crew' – 80 nominations have been received. A 'crew' of around 20 people will be selected to take forward the project alongside the stewards (this includes over 65's, different cultures, those disengaged, the private sector, 4 under 30 and underrepresented groups). The selection process is almost complete, and a meeting will be held next Monday to sign off the list.</p> <p>Crew meetings have been set for 23rd to 25th November and 7th – 8th December (however others will be consulted before the December meetings). Work will focus on iteration and a new set of stories to bring to life. The role of the Stewards is to ensure the project is oriented to benefit the city. Work will be assisted by the Stewards Group with others contributing. Outputs will inform the building blocks for the City Strategy.</p> <p><u>Discussion/Comments</u> The facilitation provided by New Constellations is genuinely diverse and they bring an external challenge. The project was initiated with JRF and there have been around 100 interviews conducted. This should provide a powerful proposition to Central Government.</p>	

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	<p>The voluntary sector sees Sheffield at a turning point and think we can do something differently. This is a massive opportunity. The expertise in facilitation that New Constellations brings is powerful. A shared narrative feeds into a lot of the things we want to do as city leaders and will also link with the city strategy work. There is a sense of energy, positivity and confidence building from this.</p>	
<p>8.</p>	<p>Any Other Business There was no other business.</p>	
	<p>Date and time of next meeting</p> <p>Friday 7th December 2021, 10.30 am – 12.30 pm: Joining details to be confirmed.</p> <p>Please send any apologies for this meeting by contacting Kay Kirk via email kay.kirk@sheffield.gov.uk</p>	