

Case Study 1). Youth Insourcing

In 2002 Sheffield City Council agreed a contract with Sheffield Futures for the provision of youth services. This agreement expired in 2017 but was continued to enable the Council to identify the future strategy for the delivery of services to the young people of Sheffield.

In March 2020, Cabinet made a decision of 'no-retender' which was followed in June 2020, by Cabinet's decision to bring those services currently delivered to young people under the agreement with Sheffield Futures back within the Council by 30/9/20 to enable delivery by Sheffield City Council from 1/10/20. The primary aim in taking this decision was to improve positive outcomes for young people and the ambition to integrate provision for the benefit of young people. The cabinet also made a decision to invest an additional £2 million into youth services once the service has transferred back. There service at the time delivered to approximately 1400 vulnerable young people and 100 staff.

The services that transferred were:

- Community Youth Teams;
- Engagement & Targeted Positive Activities – including Positive Enrichment Activities, Street Youth Work and Youth Work Network;
- 1:1 support for vulnerable young people;
- Engagement and Progression of Young People who are currently not in Education, Training and Employment and are at risk of becoming NEET;
- Targeted careers advice;
- 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);
- Youth Involvement;
- Child Sexual Exploitation and Criminal Exploitation Team Youth work, and
- Missing young people return interviews.

Data available at the point of transfer as about engagement rather than specific to outcomes. **This showed that the 36% of the users of the service were BAME.**

Since the successful transfer, the Council has reviewed the services being offered and is proposing to make some changes which will positively affect the outcomes for young people and in particular those who are BAME. These include:

- Widening youth participation in decision making and social action by forming groups in each of our 7 locality areas ensuring BAME young people are well represented and can feed in their views and ideas;
- Increasing detached youth work which will focus on areas where anti social behaviour, gun or knife crime and try to dissuade young people from activities that may cause harm;
- Creating more open access youth clubs, sporting/arts/cultural/heritage activities across Sheffield, in particular in areas of higher deprivation in which BAME young people of disproportionately represented;
- Creating Youth Clubs which focus on specific groups and communities;
- Increasing support for young people in transitions from school to FE/apprenticeships/work/university to ensure career plans are led by economic need and focussed in sectors where sustainable employment can be achieved;
- Increasing 1:1 support for young people who are having wide ranging issues which could be at home, at school, in their communities or elsewhere. Supporting young people with a wide range of indicators that can lead to further problems;
- Closer integration with a range of partners including the voluntary, community and faith sector who are often better able to connect with people from their communities, and
- Working on a multi agency basis with the police, Violence Reduction Unit, health, social care and education to improve the outcomes for young people, particularly concerning criminal exploitation.

Case Study 2). Local Area Committees

What are Local Area Committees (LACs)?

Through the Big City Conversation before the pandemic, together with the work undertaken by the Overview and Scrutiny Management Committee on Sheffield City Council's governance in 2019/20, citizens told us that they wanted more control and influence over the decisions and issues that really matter to their local area.

In response to this a cabinet report was submitted on 17th March 2021 with a mandate to empower communities: (shifting power from the Town Hall to communities in every part of Sheffield).

The Empowering Communities Programme (ECP) aims to:

- Give local people and community groups increased power and influence over decisions that affect them and their local communities;
- Engage, empower and enable local communities through increased participation in, and ownership of, local decision making;
- These aims will be achieved through the devolution of a series of agreed and appropriate powers, responsibilities and budgets;
- The mechanism for achieving this devolution will be the creation of 7 Local Area Committees (LACs), each taking representations from within their local communities and each making and influencing decisions about their localities, which will be facilitated by and captured in a tailored Community Plan.

For more background information, visit the following to view the cabinet report: <https://democracy.sheffield.gov.uk/documents/s43889/Empowering%20Communities%20Cabinet%20Report.pdf>

What does this mean for Black, Asian, Minority and Ethnic (BAME) communities?

- The fact that LACs will be based in local communities thus giving local BAME people and organisations an opportunity to get involved, engage in and have a voice around services that affect them on a day-to-day basis;
- BAME communities are often reluctant to raise concerns and complain about services at the Town Hall, therefore bringing LACs in their local communities will remove some of these barriers and be more accessible to a wider audience;
- The LACs will give marginalised residents/communities and grassroots BAME organisations access and influence over decision making in setting out priorities for their local areas that will reflect the different cultures, faith and ethnicities in their community and help create strong cohesive communities;

- The LACs will ensure no one is impacted negatively by decisions made and that the LAC community plan incorporates issues that are important to all BAME communities and residents;
- LACs will also be an opportunity to help support local BAME people, community groups and businesses understand how the council and partners work collaboratively to deliver key services;
- Local BAME people will have more say on how funding provision is spent in their area. Therefore, having bespoke community plans in place to meet their needs and requirements ensuring the funding process is transparent;
- The LACS will help improve outcomes for BAME communities as it will help engage, empower and enable local them to be part of decision-making process and to shape local action plans based on their needs;
- LACs will be working with local Voluntary, Community and Faith Sector organisations to ensure greater efficiency of resources, improved services, and a stronger local voice. We will use all communication methods available as part of the engagement strategy to maximise the reach within the BAME community;
- Each LAC will have a crucial role in shaping and influencing how services operate to meet the needs of young people, delivering general targeted youth work and positive activities and experiences. This will include working with the BAME community to increase employment prospects due to under representation;
- The management structure for the Local Area Committees reflects the diverse needs of Sheffield. Equality and Diversity will be embedded in supervisions, team meetings and PDR discussions for staff members to promote better understanding of community, faith groups and BAME businesses;
- As part of establishing the LACs an Equality impact assessment (EIA) will be created for each LAC which will involve assessing relevant evidence, data intelligence, engaging with residents, customers and staff, and considering the possible effect of proposals on people;
- LACs will link into existing engagement / voice and influence structures for BAME communities (both SCC supported and city-wide), including through the Sheffield Equality Partnership;
- LACs will be working closely with the Primary Care Networks and key partners including NHS, Clinical Commissioning Group (CCG), Public Health to tackle health inequalities amongst the BAME community;
- Each LAC will actively engage and work with BAME led VCS and faith orgs to tackle key local issues concerning BAME residents;

- The LACs will have improved data / intelligence and share best practice amongst partners in relation to BAME communities so we can better understand and respond to needs proactively;
- Each LAC will be provided with £100k funding to spend in line with local priorities. The ward pot will also be doubled to £460k in order to support communities. This will enable BAME residents and groups to be part of the implementation of the action plan;
- Sheffield City Council is one of the largest employers in the city and the majority of our employees live in Sheffield. From a workforce perspective, we are in the process of developing an Employee Engagement Strategy. This will provide an opportunity for all employees (including BAME staff) to impact positively on the work the LACs are doing. This will include engagement with staff through SEINs (staff equality and inclusion networks) and BAME led staff groups, to hear their views as both employees and people who live and work in the city and use council and other public services;
- The LACs will be working with all communities and partners to embrace, celebrate and champion diversity and inclusion in the city;

Sheffield City Council will be taking serious account of the Race Equality Commissions findings and recommendations. This will include reviewing these in the context of LACs to identify and respond to any issues that require a more localised neighbourhood / locality approach or further engagement.

Case Study 3). Grant Aid

Grant Aid demonstrates Sheffield City Council's commitment to having a strong VCS sector and to tackling inequalities.

The Council has a long history of recognising the value of supporting a thriving VCS in the city and central to this commitment was the formation of the Corporate Grant Aid pot in 2000. This pot pulled together existing grant investment from across the Council into a single central grant giving budget ring-fenced solely for supporting the local VCS in Sheffield with key city-wide work. There is other grant giving to the VCS by the Council, which benefits BAME communities, which is not a part of Grant Aid.

Grant Aid allows us to financially support high-quality frontline services that are being proactively developed by VCS organisations in the city. These are services that deliver positive change for Sheffield people but which fall outside the existing commissioning frameworks and budgets that exist in the Council.

The Council Leader agreed to maintain budgets for 2021/22 at existing levels through an Individual Cabinet Member decision in January 2021. The Grant Aid budget totals £1.437 million

Work with funded groups is underpinned by strong, supportive working relationships with officers in the Voluntary Sector Liaison Team (VSLT), which manages Grant Aid. As part of this VSLT officers attend relevant strategic forums such as the South Yorkshire Funders Group.

All funded organisations are required to complete annual monitoring. The focus of this is on the outcomes they are achieving for the people that they support with organisations asked to supply impact reports ([Voluntary grants and funds \(sheffield.gov.uk\)](https://www.sheffield.gov.uk/voluntary-grants-and-funds)).

The collection of monitoring and impact information has been disrupted due to the challenges caused by Covid. This has been an incredibly challenging period for VCS partners including Grant Aid recipients. They have had to innovate at pace to meet new and increased demand whilst operating within Covid restrictions.

A review of Grant Aid has commenced to ensure we are providing the right support to groups in the right way.

The budget is split into the following funds:

Fund	Organisation	Funding	Context
Core (£1,054,823)			Funding for organisations whose work is of strategic importance with a track record of supporting public sector services and overcoming disadvantage
	Sheffield Citizen's Advice	£827,895	Ensuring Sheffield People have access to a quality assured advice service
	Ben's Centre	£52,284	Supporting homeless/ street drinkers with their physical & mental health
	St. Vincent de Paul Furniture Store	£53,283	Provide access to essential household items that enable individuals/ families to manage a crisis or to move forward
	SAVTE	£35,298	Provides a range of opportunities for individuals to learn functional English
	Roshni	£34,744	A language and female specific resource centre providing a range of services and activities for vulnerable South Asian women
	VAS (New Beginnings)	£13,866	Supports refugees, migrants and asylum seekers to access volunteering opportunities and work opportunities
	City of Sanctuary	£37,453	Contribution to core costs of the Sanctuary building, the weekly multi agency drop-in for refugee and asylum seekers in the city
Infrastructure (£131,564)			This investment is aimed at securing a strong foundation for capacity building across the whole of the city's voluntary and community sector
	VAS	£40,117	Capacity to support VCS with volunteering, training, managing change, measuring impact
	SYFAB	£171,681	Capacity to support VCS with income base
Lunch Club Grant Pot		£143,936	These grants contribute towards 42 lunch club running costs and help to reduce loneliness and isolation for older people across the city.
Tackling Inequalities		£66,660	All groups supported by the Tackling Inequalities Fund are working with people to help them remove barriers to wellbeing and reach their potential.

Specific support for BAME communities/ organisations:

The following are examples of some of the benefits Grant Aid funding has brought to Sheffield BAME communities (based on latest monitoring data):

1. CAB: 31% service users BME. Helped 1,536 people with 2,702 immigration issues;
2. City of Sanctuary: 1,284 people accessed the weekly drop-in at Victoria Hall - The most common countries of origin for users of the drop in were Iran (278), followed by Eritrea (209), Sudan (202), Iraq (201), Syria (126), and Afghanistan (78);
3. Roshni: delivered services to 520 women in the city of whom 493 received intensive support through the following services and activities: One to one Advocacy support was provided to 341 marginalised Asian women in the city, through our Empowerment service, of whom 185 (54%) were new referrals. Education and training was delivered to 188 women. The majority of these were first time learners and had previously had access to little or no education;
4. New Beginnings: supported 540 refugees and asylum seekers to integrate and empowered them to access opportunities that will improve their well-being and increase their independence;
5. SAVTE: supported 245 learners to access English classes – 75% were women; 54% were refugees or asylum seekers, and
6. Tackling Inequalities funding in 2020/21 included £12,000 for Assist's work with destitute asylum seekers and £7500 for the Chinese Community Centre.
7. In excess of £250,000 has been paid in covid prevention grants to organisations supporting BAME communities during the covid pandemic.