

# Gleadless Valley

A great place to live and grow

## Scheme of Governance

## Gleadless Valley Regeneration Board

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DATE 11<sup>TH</sup> NOVEMBER 2024

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## 1 Introduction

The Gleadless Valley Regeneration Board recognises that to assist it in delivering its aims and objectives successfully, it is important to have good governance arrangements in place.

This Scheme of Governance represents a single source of information about the roles and responsibilities and mutual expectations of the Board and its Members and how they operate to ensure that they meet their obligations regarding good governance.

### What is governance?

Sometimes it is called 'corporate governance' and it refers to the ways of doing business and decision making based on laws, policies, processes, systems, and behaviours which together provide a blueprint for how an organisation is managed and directed.

### What does that mean?

It means that the Board will be transparent and accountable to everyone concerned whether they are funding bodies providing monies for specific activities and/or delivery agencies bringing forward specific projects to deliver the aims and objectives of the Board and/or the public, alongside businesses and organisations who are directly affected by and benefiting from the current and future investment.

The Board should operate in a transparent and objective way. This should align with, and complement, existing arrangements for governance and assurance maintained by Sheffield City Council and funding agencies. This Scheme of Governance ensures this happens.

## 2 Purpose

The Gleadless Valley area has long been an area identified for regeneration. A masterplan was developed and signed off in September 2022 that included projects to improve housing, shared and greenspaces and the provision of better services, facilities and employment and skills. Since adoption of the masterplan costs of delivery have risen significantly, largely due to construction cost inflation and additional costs identified through feasibility work. It is now estimated that the total cost of delivering all elements of the masterplan could double the original budget.

The Board will have membership from residents, local businesses, partners and interested stakeholders involved in the wider development of the Gleadless Valley area. The Board's primary focus is to be a collaborative forum that will coordinate and develop a shared vision for Gleadless Valley to inform the refresh of the masterplan. The board will influence, promote and contribute to the development of plans and proposals for the future of Gleadless Valley, its various buildings and sites. The board will look to identify opportunities to bring in new development, uses and activities to revitalise the area, attracting further investment and providing new opportunities for residents.

The Board will work alongside the Gleadless Valley Delivery Group taking onboard feedback and suggestions from the group. The Board and Delivery Group will be supported by a series of Workstream Groups tasked with delivering specific areas of work. Detail of workstreams is in section 5.

### 3 Membership

| Name                        | Roles / Organisation  |
|-----------------------------|---|
| Alexis Krachai              | Independent Chair, Gleadless Valley Regeneration Board                      |
| Councillor Tom Hunt         | Chair of Strategy & Resources Committee                                     |
| Councillor Douglas Johnson  | Chair of Housing Committee  |
| Councillor Marieanne Elliot | Gleadless Valley Ward Councillor  |
| Councillor Paul Turpin      | Gleadless Valley Ward Councillor  |
| Councillor Alexi Dimond     | Gleadless Valley Ward Councillor  |
| Kate Martin                 | Executive Director City Futures   |
| Ajman Ali                   | Executive Director Neighbourhood Services                                   |
| Louise Haigh MP             | MP for Sheffield Heeley   |
| Max Richardson              | Gleadless Valley Tenants and Residents Association                          |
| Lara Joyce                  | Gleadless Valley Tenants and Residents Association                          |
| Matt Lawton                 | Gleadless Valley Tenants and Residents Association                          |
| Andy Jackson                | Heeley Trust  |
| David Middleton             | Reverend, Holy Cross Church, Gleadless Valley, Gleadless Valley Partnership |
| Jock Stevenson              | Gleadless Valley Foodbank, Gleadless Valley Partnership                     |

Board members may send substitutes from their organisation on occasion if they are unable to attend.

Resident representatives will be recruited on to the Board and supported in order to be able to fully contribute their ideas and lived experience of Gleadless Valley.

The Gleadless Valley Partnership is an existing partnership of community organisations active in Gleadless Valley. The Partnership has nominated two representatives to sit on the Regeneration Board.

In addition, the Board will be able to appoint additional members and invite non-members to attend and contribute to Board meetings as required in order to ensure the Board includes expertise relevant to all aspects of the programme as it develops.

The work of the Board will be supported by several Council Officers who attend meetings as required, including;

| Name              | Role   |
|-------------------|--|
| Sean McClean      | Director of Regeneration & Development               |
| Matthew Nimmo     | Head of Project Delivery (Estate Regeneration)       |
| Daniel Parry-King | Service Manager - Gleadless Valley Regeneration Team |

|                         |  |
|-------------------------|--|
| Natalie Marsh           | Operations and Development Manager – Estate Management               |
| Quintina Crozier        | Operations and Development Manager – Gleadless Valley                |
| Various (see Section 5) | Workstream Leads   |
| Ian Foster              | Project Support Officer – Gleadless Valley Regeneration Team         |
| Sian Clayton            | Senior Business Support Officer – Gleadless Valley Regeneration Team |

## 4 Terms of Reference

### 4.1 Role and Objectives of the Regeneration Board

The primary objectives of the Gleadless Valley Regeneration Board are to:

- Advocate for and promote Gleadless Valley; (PR and Comms)
- Develop and own a shared vision for Gleadless Valley to create a lasting legacy
- Oversee, inform and support the refresh of the Gleadless Valley Masterplan
- Encourage improvements and appropriate development that supports the regeneration of Gleadless Valley for the benefit of the community and the city in line with the City Goals and Council Plan priorities.
- Bring innovative thinking and experience from other projects to the regeneration programme.
- Ensure community and stakeholder input into the regeneration programme, including by liaising with and reflecting the views of the Gleadless Valley Partnership.

### 4.2 Rules of Procedure of the Regeneration Board, Delivery Group and Workstream Groups

#### Declaration of Interest

- Members are required to declare any personal or prejudicial interest by completing and maintaining an up-to-date declaration of interest form and to declare any gifts or hospitality offered to a value in excess of £50.

#### Standards of Behaviour

- Members are required both to adhere to the Nolan Principles with regard to discharging the aims of the Group and also abide by the SCC Members Code of Conduct so that a Common Code of Conduct applies to all members.

#### Meeting Frequency

- The Regeneration Board will meet bi-monthly whilst any sub-groups will meet as required. Dates will be established with the ability of the Chair to stand down a meeting when there is no 'business' to discuss.

#### Quorate Meetings

- For good practice, a quorum of a minimum of six members must be present to discuss business with any decisions recorded for agreement by the wider Board at a future meeting. This must include at

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least three members representing Sheffield City Council (councillors or officers) and three other members. Present includes attending via video conferencing facility.

#### Record of Meetings

- The Council will maintain the Agendas and Minutes of the full Board meetings. The subgroups do not need to record minutes but rather notes regarding local intelligence, information and input will be gathered and communicated to the Board for wider agreement.

#### Terms of Reference Amendments

- Any changes to the Terms of Reference shall be agreed by the Board and a record of any changes recorded.

### **4.3 Roles and Responsibilities**

Members are responsible for:

- Upholding and observing the Seven Principles of Public Life (the Nolan Principles).
- Supporting the regeneration of Gleadless Valley and the delivery of the Gleadless Valley Masterplan refresh.
- Engaging stakeholders.
- Ensuring communities' voices participate in shaping design and decision making at each phase of development.
- Ensuring diversity in its engagement with local communities and businesses.
- Supporting a working culture among the Board of mutual trust by observing confidentiality in relation to matters designated by the Chair as confidential.

The Chair is responsible for:

- Upholding the Seven Principles of Public Life (the Nolan Principles).
- Leading the Board / Group in achieving its objectives, maintaining an overview of activity, and championing and supporting its work.
- Ensuring that agreements made by the Board / Group are in accordance with good governance principles.

Sheffield City Council Officers and Members (acting as the Accountable Body) are responsible for:

- Upholding the Seven Principles of Public Life (the Nolan Principles).
- Developing a delivery team, delivery arrangements and agreements.
- Ensuring transparency requirements are met – through publication of information on their website.
- Developing agreed projects and business cases in detail and undertaking any necessary feasibility studies.
- Undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties.
- Liaising with potential private investors in identified local projects and schemes.
- Acting as the Accountable Body for any external funds as required.

- Signing and ensuring compliance with any legal agreements with government for any external funds, project development, management, and implementation of specific identified projects.
- Supporting delivery and implementation of projects led by other partners where required.
- Coordinating, Monitoring, and evaluating the delivery of individual projects.

#### 4.4 Accountable Body Arrangements with Sheffield City Council

The Council shall act as the Accountable Body for external funds as required and as Accountable Body shall:

- (a) Establish and maintain a financial system to account for all Funding received and disbursed;
- (b) Receive Funding for the development and delivery of projects and be responsible for its proper administration;
- (c) Ensure compliance with:
  - (i) Council/local assurance Frameworks;
  - (ii) the principles of probity or sound financial practice;
  - (iii) applicable funding terms agreements/contracts;
  - (iv) public law principles;
- (d) Act in the public interest;
- (e) not undertake activities which would bring the Council and/or the Partnership into disrepute; or ensure, through the Section 151 Officer, that Funding is used appropriately in accordance with the law, good financial management and any applicable grant conditions;
- (e) Ensure the agreements and activities of the Board / Group conform with legal requirements, any Local Assurance Framework, or any applicable National Assurance Framework;
- (f) Conform with legal requirements, or Local Assurance Framework and any National Assurance Framework as required;
- (g) Issue offer letters and enter into funding agreements with recipients where required;
- (i) Make payments pursuant to eligible Grant claim submissions and correct authorisation processes;
- (j) Ensure all required information on expenditure, activities, outputs, and outcomes are properly recorded and reported;
- (k) Arrange insurance cover in respect of its liabilities under this Agreement and provide evidence on request that insurance cover or appropriate self-insuring arrangements are in place;
- (l) Have regard to CIPFA guidance on the role of s151 officers.

In addition to acting as Accountable Body and if and where appropriate the Council shall:

- a) Ensure that where it has a role as a project sponsor, project partner, highways authority or delivery body, there is a clear separation of such functions from its role as Accountable Body.
- b) Shall provide any services under any Service Level Agreement in accordance with the terms of that agreement.

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#### **4.5 Member Conflicts of Interest Policy and Declarations**

- Click on the link below:

[Declarations of Interests](#)

#### **4.6 Members Code of Conduct**

- Where the Council believes the Group or its members are not acting in accordance with this Scheme of Governance, the Council shall notify the Chair of the Group, who shall seek to resolve any concerns at first informally, and then (where that does not resolve matters) in consultation with the Monitoring Officer of Sheffield City Council, and s.151 Officer of the Council, by way of a report to the Group which sets out specific actions. The Chair shall report back to the Council.
- Where Members of the Board / Group are elected or co-opted members of Sheffield City Council, they shall be bound by the Sheffield City Council Member Code of Conduct. Complaints shall be dealt with in accordance with the Sheffield City Council constitution. Members who are not elected or co-opted members of Sheffield City Council shall have regard to the Member Code of Conduct as a framework for conduct – and complaints may be made directly to the Chair and dealt with by the Chair in consultation with the Monitoring Officer of Sheffield City Council. Where a complaint relates to an officer or the role or actions of the Board, Group or Council acting as Accountable Body it shall be submitted to the Chair and Monitoring Officer of Sheffield City Council and dealt with under the Corporate Complaints Procedure of the Council.

#### **4.7 Sheffield City Council Policies that affect the Board**

Compliance with the governance standards and policies of Sheffield City Council - including those around complaints handling, conflicts of interest, and compliance with the General Data Protection Regulation (GDPR). Some of these are already referred to above. Access to the rest of the Council's Member policies can be found via the links below:

[Data Protection Policy](#)

#### **4.8 Remuneration**

Remuneration will be offered to community representatives to reflect the costs of participating. (*Remuneration procedure is in development*).

### **5 Workstreams**

The purpose of the workstreams is to review and refresh the masterplan proposals and draft the delivery plan through partnership working with residents, stakeholders and delivery partners.



Each workstream will be led by an identified council staff member who will be responsible for coordinating the work of council staff and partners within the workstream topic area. Other SCC officers and partners will join the workstreams as and when their skills and expertise are required. Residents will be directly involved in each of the workstreams and supported to do so. In addition, each workstream will be required to implement a programme of community engagement activities to ensure the proposals are developed in genuine partnership with the community. The table below lists indicative potential stakeholders to be involved in each workstream but stakeholder involvement will vary over time as the workstreams develop.

| Workstream                     | Purpose   | Name                         | Role / Organisation  |
|--------------------------------|---|------------------------------|--|
| Planning & Development         | Develop revised proposals for new housing and commercial developments and agree phasing plan and delivery route for each site.  | Lead (interim Matthew Nimmo) | Assistant Director Regeneration & Housing / SCC            |
|                                |   |                              | Gleadless Valley Tenants & Residents Association           |
|                                |   |                              | Tenants & Leaseholders                                     |
|                                |   |                              | SYMCA  |
|                                |   |                              | Homes England  |
|                                |   |                              | Housing Associations                                       |
|                                |   |                              | Others TBC   |
| Refurbishment & Sustainability | Review and refresh the housing refurbishment and remodeling proposals in the existing masterplan based on a robust prioritisation methodology and develop a 'deep retrofit' pilot to deliver a high standard of energy efficiency for a small number of homes and test the potential to secure external investment in housing retrofit through an 'invest to save' model. | Dean Butterworth (Lead)      | Head of Service - Housing Investment and Maintenance / SCC |
|                                |   |                              | Gleadless Valley Tenants & Residents Association           |
|                                |   |                              | Tenants & Leaseholders                                     |
|                                |   |                              | Housing Associations                                       |
|                                |   |                              | 3cl  |
|                                |   |                              | MCS Foundation   |
|                                |   |                              | South Yorkshire Sustainability Centre                      |
|                                |   |                              | South Yorkshire Ecofit                                     |
|                                |   |                              | The Green Estate   |
|                                |   |                              | Heeley Trust   |
| Green & Blue Spaces            | Develop the existing Gleadless Valley Shared and Green Space Strategy into green and blue space plans and projects to enhance the valley's amenity value, biodiversity, climate resilience and attractiveness to residents and visitors. Identify external partners and funding opportunities and develop   | Ruth Bell (Lead)             | Head of Parks & Countryside / SCC                          |
|                                |   |                              | Gleadless Valley Wildlife Trust                            |
|                                |   |                              | Voluntary Litter Picking Group                             |
|                                |   |                              | Heeley Trust   |
|                                |   |                              | Green Estate   |
|                                |   |                              | Sheffield Hallam University                                |
|                                |   |                              | Policing Teams   |
|                                |   |                              | Sheffield Play Partnership                                 |
|                                |   |                              | Others TBC   |

|   |  |                       |  |
|---|--|-----------------------|--|
|   | sustainable management and maintenance arrangements.   |                       |  |
| Employment, Skills & Enterprise                 | Create a strengthened employment, skills and enterprise strategy to improve access to employment and business opportunities for Gleadless Valley residents including opportunities arising from the wider Delivery Plan proposals.   | Laura Hayfield (Lead) | Head of Employment, Skills & Economy / SCC               |
|   |  |                       | Department for Work & Pensions                           |
|   |  |                       | Local Schools  |
|   |  |                       | Colleges   |
|   |  |                       | Universities   |
|   |  |                       | Heeley Trust   |
|   |  |                       | Training Providers                                       |
|   |  |                       | Sheffield United FC                                      |
|   |  |                       | Local Businesses   |
|   |  |                       | Others TBC   |
| Community Engagement and Wellbeing (and safety) | Ensure that partnership working and community engagement are fully integrated into all of the other workstreams and aligned with the work of the South Local Area Committee. Implement a communications and community engagement strategy to inform people about the refresh, publicise the benefits to local people and create opportunities for residents to get involved. Develop an evidence-led multi-agency community wellbeing programme that will empower residents to make improvements to their lives and the local area and enhance community capacity, cohesion and wellbeing. | Carl Mullooly (Lead)  | Head of Community Services – Local Area Committees / SCC |
|   |  |                       | Gleadless Valley Tenants & Residents Association         |
|   |  |                       | Gleadless Valley Food Bank                               |
|   |  |                       | Re-gather  |
|   |  |                       | Local GP Surgeries                                       |
|   |  |                       | Local Schools  |
|   |  |                       | NHS  |
|   |  |                       | VCS Organisations  |
|   |  |                       |  |
|   |  |                       | Others TBC   |
| Impact, Evaluation & Legacy                     | Establish a robust long-term impact and evaluation framework in order to ensure alignment around shared outcomes, measure progress and learn lessons.  | Jo Calcutt-Scott      | PMO Manager / SCC  |
|   |  |                       | Gleadless Valley Tenants & Residents Association         |
|   |  |                       | VCS Organisation   |
|   |  |                       | Academic Partners  |
|   |  |                       | Others TBC   |

## 6 Appendix – Delivery and Governance Structure

