



**Author/Lead Officer of Report:** James Henderson, Director of Policy, Performance and Communications

**Report of:** Chief Executive  
**Report to:** Co-operative Executive  
**Date of Decision:** 21<sup>st</sup> July 2021  
**Subject:** Our Sheffield: One Year Plan

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
- Expenditure and/or savings over £500,000	<input type="checkbox"/>	
- Affects 2 or more Wards	<input checked="" type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? <i>Leader of the Council</i>		
Which Scrutiny and Policy Development Committee does this relate to? <i>Overview Scrutiny &amp; Management Committee</i>		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
If YES, what EIA reference number has it been given? 960		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		
<p><i>"The (<b>report/appendix</b>) is not for publication because it contains exempt information under Paragraph (<b>insert relevant paragraph number</b>) of Schedule 12A of the Local Government Act 1972 (as amended)."</i></p>		

## Purpose of Report:

This report sets out Sheffield City Council's One Year Plan. The One Year Plan is a clear statement of purpose for the year ahead describing the practical steps that we will take and actions we will 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.

**Recommendations:**

That the Co-operative Executive:

- Agree the One Year Plan for Sheffield City Council
- Agree to receive regular progress updates on the delivery of the commitments in the One Year Plan during the year
- 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.

**Background Papers:**

Report to the Co-operative Executive on 9 June 2021: (Public Pack) Delivering for our Communities - Developing a 1 Year Plan for Sheffield's Recovery Agenda Supplement for Co-operative Executive, 09/06/2021 14:30

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	<div>Finance: <i>Ryan Keyworth, Director of Finance and Commercial Services</i></div> <div>Legal: <i>Sarah Bennett, Assistant Director of Legal and Governance</i></div> <div>Equalities: <i>Adele Robinson, Equalities and Engagement Manager</i></div>
Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.		
2	<b>EMT member who approved submission:</b>	<i>Kate Josephs, Chief Executive</i>
3	<b>Cabinet Member consulted:</b>	<i>Cllr Terry Fox, Leader of the Council</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
<b>Lead Officer Name:</b> <i>James Henderson</i>		<b>Job Title:</b> <i>Director of Policy, Performance and Communications</i>
<b>Date:</b> <i>14<sup>th</sup> July 2021</i>		

## **Our Sheffield: One Year Plan**

- 1.1 The Co-operative Executive has set out clear first-year commitments in the Co-operation Agreement to shape the city's recovery from Covid, empower Sheffield's communities and establish foundations for the long-term wellbeing and sustainability of the city.
- 1.2 At the meeting on 9<sup>th</sup> June the Co-operative Executive agreed to publish a One Year Plan at its meeting on 21<sup>st</sup> July 2021, setting out a clear programme for the year ahead.
- 1.3 The One Year Plan sets out the commitments and actions we will take this year to make a real difference to Sheffielders and to our city. It does not cover everything that we do as a Council but aims to bring priority and focus to those issues that will be crucial for the city's recovery and where Sheffielders have told us that they want to see improvements. We recognise that some of the opportunities and challenges faced by the city require longer term change; such as how we establish a sustainable adult health and social care system in the city. Therefore, the One Year Plan lays the foundations for longer term change, foundations which will be built upon in a 3-5 year Corporate Plan for the organisation later this year and through collaboration with public, private and VCF partners on a blueprint for the city's future.
- 1.4 2021/22 is a year of major change for the city council with introduction of new Transitional Committees as a step towards the introduction of a Modern Committee System from May 2022, following the referendum in May 2021. We are committed to becoming a Council that is in and of our communities, working together with citizens in every part of the Sheffield on the issues and decisions that matter to their neighbourhoods. The further development and implementation of Local Area Committees over the coming year is a critical step to engaging, empowering and enabling people in Sheffield to shape their local areas.

## **Summary of the One Year Plan**

- 1.5 The One Year Plan is structured into four chapters which directly align to the thematic areas covered by the new Transitional Committees. These are:
  - Communities & Neighbourhoods
  - Education Health & Care
  - Climate Change, Economy & Development
  - Our Council

The chapters will shape the workplans of the Transitional Committees, bringing cross-party involvement in the development of key strategy and policy for the City Council in the year ahead.

- 1.6 Under each of those four themes, the Plan sets out our ambition, the challenges we are facing and a small number of priorities that we will deliver to make a difference for citizens over the year ahead.

1.7 **Communities and Neighbourhoods**

The Communities and Neighbourhoods chapter focuses on ensuring every community in Sheffield is a community of choice, with excellent access to local services to suit people's needs. All the priorities under the theme highlight the importance of working collaboratively in partnership, empowering and involving local communities in decision making on the things which matter to them in their area. The theme sets out what we will do to have an immediate impact on our communities and neighbourhoods across the city; how the new Local Area Committees will seek to build relationships across and within neighbourhoods, which engage, empower and enable communities in every part of Sheffield; and how we will create the foundations for all of Sheffield's communities to be successful, with a high quality of life and aspirations for the future.

This includes delivering high quality, safe homes for all residents, eliminating the backlog of housing repairs and issues created or exacerbated by the pandemic. Our communities also include our young people and this priority sets out how we will invest both financially and through a youth strategy in their opportunities and future.

1.8 **Education, Health & Care**

This chapter sets out how we support people in Sheffield to feel safe, happy, healthy and independent, and ensure everyone receives the opportunity to reach their full potential. We commit to improving educational opportunities for our children and young people by focusing on reducing rates of exclusion, improving SEND provision, and supporting children and young people to catch up in the education that they have missed during the pandemic. It also focuses on the changes we need to make to provide the best support to Sheffield's Children Looked After, both while they are in our care and after they have left care.

This chapter also recognises the acute challenges that our Adult Social Care services are under, which mirrors the national position. Whilst wholesale reform of and investment in the sector at the national level is required, we set out in the plan the action that we will take over the next year in this area locally. This action will improve the lives, outcomes and experiences of adults in the city, supporting more people to live independently, and will result in us working ever more closely with our colleagues in the NHS to deliver effective and seamless services for those who require them.

1.9 **Climate Change, Economy & Development**

This chapter focuses on ensuring steps are made towards tackling climate change in Sheffield, with a focus on how we take the first steps on the path to net zero, and bring environmental consideration into the way we make all decisions as a Council. It reaffirms our commitment to clean air in Sheffield and sets out key actions to support the city's economic recovery from the pandemic, with measures to support business recovery, the recovery of local centres and the city centre.

It also sets out action on some of the big challenges facing Sheffield: the future of public transport; progressing a Local Plan for Sheffield and through this addressing the housing needs of the city; investing in skills to support people into employment; and ensuring the city's arts, culture and leisure offer is at the heart of our recovery.

- 1.10 The activity set out in this area is significant, and critical for the future of Sheffield. To support this work we are proposing some changes to the Place portfolio in order to provide additional leadership capacity and direction: these are set out in more detail below.

1.11 **Our Council**

The final theme for the One Year Plan is Our Council: this sets out our ambition for Sheffield City Council to be an organisation that leads confidently and collaboratively, putting the communities and people of Sheffield at the heart of everything it does, and that values openness, ambition and excellence. This theme sets out what we will do over the next 12 months on this journey to become the organisation that we need to be to deliver for the future of Sheffield.

- 1.12 The One Year Plan recognises the critical importance of excellent core services, setting out actions to drive rapid improvements in SCC services where customers and residents have told us that we are not meeting their expectations. It provides focus for the organisation in all areas of service for the coming year with clear objectives to deliver the priorities of the administration. It also creates the foundations for a longer-term corporate plan and priority-based budget for future years. We will start work on a 3-5 year corporate plan this summer, feeding into a new priority-based budget for 2022/23 and connecting to work with partners and communities on a new city 'blueprint'.

- 1.13 As part of the One Year Plan, there will be actions which need further investment in order to be carried out swiftly and to get the best outcome for Sheffield. Sheffield City Council has the lowest cost executive team of the English Core Cities and we have seen a 47% reduction in Director level posts in the organisation since 2011. To support the ambition set out in this plan, we have recognised that there is now a need to invest in the leadership capacity of the organisation.

- 1.14 For all senior leaders and managers, the Chief Executive will initiate a new top team performance and accountability framework, linked to the

one-year plan and member priorities, which will include tighter accountability for budget discipline, corporate priorities and workforce matters. Executive officer level governance will also be strengthened to ensure a broader and more diverse range of senior leaders play their part in corporate strategy, oversight and decision-making. Three new corporate boards – Strategy; Performance and Delivery; and ‘Our Council’ – will be created to replace the current Executive Management Team from August 2021.

- 1.15 Further, to support the delivery of the ambition set out in this report it is proposed that changes are made to the current Place Portfolio with a shift to two distinct but related portfolios: Place Operational Services and City Futures. The creation of these two new portfolios will enable a clear focus and create the specialist capacity needed to deliver our ambitions around Climate Change, Regeneration and Housing Growth, jobs and skills, high quality operational services, and management of major contracts.
- 1.16 It is proposed that the Chief Executive along with the Director of Human Resources and Customer Services, consults with the Co-operative Executive on the detail of these proposals and develops and implements structural changes which would achieve these aims
- 1.17 It is likely that these changes will require additional capacity and will come with some additional cost (see Financial Implications). Confirmation of these changes would be reported to Full Council as an amendment to the current pay policy at a later date.

## **2. HOW DOES THIS DECISION CONTRIBUTE?**

- 2.1 The previous report brought to Co-operative Executive on 9<sup>th</sup> June set out a need for clear priorities for the year ahead to support recovery and to create space to develop a full Corporate Plan with consultation and engagement with the people of Sheffield.

This decision will give the organisation clear direction and make commitments to necessary improvements over the next year whilst the transition to committee system occurs and recovery from covid begins. The position established should then allow for a new Corporate Plan to be created to guide the Council’s future direction.

## **3. HAS THERE BEEN ANY CONSULTATION?**

- 3.1 The commitments in the One Year Plan are based on engagement with citizens and partners; where people have told us that they want to see service improvements; and where people and businesses want to see practical steps to help the city recover from Covid-19. In some cases, there has been specific engagement activity which has informed commitments (eg. the Big City Conversation was key to the development of the Local Area Committees).

- 3.2 Further, the year ahead will see a radical change in the opportunities for Sheffielders to shape the city's future with a transformation in how decisions are made at the city level and at Local Area Committee (LAC) level. For example, Local Area Committees will be involving local people across the city in the development of their LAC Plans and we will launch a significant engagement and involvement programme to enable citizens to help shape the city's future decision making through a modern Committee System.

#### **4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**

##### **4.1 Equality of Opportunity Implications**

- 4.1.1 Our commitment to ensuring that the one-year plan is rooted in our values of promoting equality, diversity and inclusion for all is absolute. An Equality Impact Assessment has been undertaken alongside the creation of the plan to ensure that we fully consider the implications for all communities in Sheffield. The Assessment recommends that while many of these objectives will positively promote equality for diverse groups further engagement and consultation is required on the specific commitments made. As decisions are made on the specific commitments, full Equality Impact Assessments will be prepared. We will also ensure that we monitor the overall equality impact of this plan as it is delivered to ensure that it has a positive impact on everyone in the city and particularly on people and communities who share protected characteristics.

##### **4.2 Financial and Commercial Implications**

- 4.2.1 The table below sets out an assessment of the financial implications of the report by chapter of the One Year Plan.



**Communities  
and  
neighbourhoods**

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The additional costs to the Council of implementing and operating Local Area Committees have been previously report to Council and are included in the Councils financial plans.

The newly insourced Youth Service has already been fully funded through the normal budget process for 21/22 so no further pressure is expected to deliver this part of the plan.

The other commitments included in this section of the plan are covered by either existing resources or one-off government funding. It is assumed that activity funded from one-off money will either cease once funding ends or is prioritised for continuation in the Council's normal budget process.

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**Education,  
health & care**

The financial pressures on the Council's Children's Social Care services caused by Covid are significant and will be subject to a report as part of the Month 3 budget monitoring to Co-operative Executive which is due in September 2021.

The financial pressures on the Council's Adult Health and Social Care service as a result of Covid and long-term cost and demand pressures are also significant. This will also be subject to a report to the Co-operative Executive as part of Month 3 Budget Monitoring.

The commitments made in the One Year Plan for Education and SEND are part of the Education Strategy which has one off funding for current financial year but on-going resource will be required from 2022/23 as part of the Council's normal budget process.

The other specific commitments in this section of the report can be delivered either within the Council's existing resources or specific resources that have already been earmarked.

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<b>Climate change, economy and development</b>	<p>Achieving the long-term objectives on Climate Change will require multi-million-pound investment over many years. The detailed plans and associated financial implications of this work have not yet been developed and, in many cases, will result from the preparatory work that it set out in this section of the plan.</p> <p>The other specific commitments in this section of the report can be delivered either through existing one-off funding or within the Council's existing resources.</p>
<b>Our Council</b>	<p>Any incremental cost of implementing and running the Committee System is not within the Council's current budget. The implementation cost is around £1m for 2021/22 and will need to be covered from Reserves. Any additional ongoing costs will be built into the Council's budget from 2022/23.</p> <p>Investment in Equality, Diversity and Inclusion will be required and plans are being developed; costs will be built into the 22/23 budgets.</p> <p>The other specific commitments in this section of the report can be delivered either within the Council's existing resources or specific resources have already been earmarked.</p>

- 4.2.2 There are also financial implications associated to the increasing of leadership capacity in the Place portfolio. The full cost of these additional posts (including pension and employer's taxation costs) is expected to be no more than £275k.

#### 4.3 Legal Implications

- 4.3.1 There are no legal implications arising directly from this Report. There may be legal implications arising from the implementation of proposals within the One Year Plan and these proposals and their legal implications will be the subject of further reports where required.

#### 4.4 Climate Change Implications

- 4.4.1 Taking steps to tackle the climate emergency is central to the One Year Plan. Sheffield City Council has declared a climate emergency and in line with the commitments set out in the Co-operative Agreement, we will work with communities and partners over the coming year to agree a 10-point action plan to tackle the climate emergency and address the challenges that are starkly set out in the Pathways to Zero Carbon in Sheffield report.

- 4.4.2 Further, the One Year Plan makes some specific commitments to support the decarbonisation of SCC buildings and to embed climate impact assessments in our decision making which will ensure that tackling the climate emergency is central to our future key decisions.

4.5 Human Resources Implications

- 4.5.1 There will be some human resources implications as a result of the proposal to make changes to the senior leadership arrangements for the organisation. These will be set out in detail as part of the further work described at paragraph 1.16 and will be implemented in line with the Council's HR policies. The final changes will be reported to Full Council as an amendment to the current pay policy at a later date.
- 4.5.2 It is proposed that changes are made and new Portfolio areas are created to focus on two distinct but related portfolios: Place Operational Services and City Futures. This will enable a clear focus and create the specialist capacity needed to deliver our ambition around net zero, Regeneration and Housing Growth, jobs and skills, high quality operational services, management of major contracts.

**5. ALTERNATIVE OPTIONS CONSIDERED**

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

**6. REASONS FOR RECOMMENDATIONS**

- 6.1 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.

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