



SHEFFIELD CITY COUNCIL Cabinet Report

11

Report of: Lee Adams, Deputy Chief Executive

Date: 9th November 2011

Subject: Corporate Plan 2011-14

Author of Report: Matthew Borland, 2735467

Summary:

The Corporate Plan sets out the Council's strategic direction and priorities for the next three years and how the Council will go about achieving them.

Reasons for Recommendations:

To seek Cabinet approval for the Corporate Plan 2011-14.

Recommendations:

Cabinet is recommended:-

1. to approve and adopt the Corporate Plan 2011-14 as appended to this report, subject to noting that implementation of the Plan will be subject to approval of the Council's budget and that individual aspects of the Plan will be subject to a robust appraisal, including a financial appraisal prior to implementation;
 2. to direct that any substantial changes to the strategic direction, priorities or targets within the Corporate Plan would need to be brought back to Cabinet for approval, but to authorise the Chief Executive to make such amendments to the Corporate Plan as he, in consultation with the Leader of the Council, may from time to time consider minor and appropriate.
-

Background Papers: None

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Allan Rainford
Legal Implications
YES Cleared by: Andrew Bullock
Equality of Opportunity Implications
YES Cleared by: Adele Robinson
Tackling Health Inequalities Implications
YES
Human rights Implications
NO:
Environmental and Sustainability implications
YES
Economic impact
YES
Community safety implications
YES
Human resources implications
YES
Property implications
YES
Area(s) affected
All
Relevant Cabinet Portfolio Leader
Cllr Julie Dore, Leader
Relevant Scrutiny Committee if decision called in
Overview and Scrutiny Management Committee
Is the item a matter which is reserved for approval by the City Council?
NO
Press release
YES

Corporate Plan 2011-14

1. Summary

- 1.1. The Corporate Plan 2011-14 sets out the Council's strategic direction and priorities for the next three years and how the Council will go about achieving them. A full copy is attached as Annex A. The financial forecast set out in the Council's Medium Term Financial Strategy¹ identifies a potential revenue shortfall of £53m to £57m in 2012/13 rising to £154m to £170m by 2015/16. The Corporate Plan will be the key reference point for the Council's work over this period and will be used to develop medium term business planning and budget proposals.
- 1.2. The Corporate Plan also describes the Council's contribution to delivering the City Strategy – Sheffield 2020: Where People Shape the Future.²

2. What does this mean for Sheffield People?

- 2.1. The four priorities below highlight what the Corporate Plan will mean for Sheffield people. A more detailed explanation of each priority is provided on page 2 of the Corporate Plan.
 - **Standing up for Sheffield** is about standing up for what we believe is the right thing to do for the people and businesses of Sheffield and making sure we get a fair deal from Government and all of the organisations that work with Sheffield. It is also about raising Sheffield's profile – nationally and internationally – to attract business and tourists into our city.
 - **Supporting and protecting communities** is about our support and service provision for the people and communities of Sheffield.
 - We will be **focusing on jobs** as we know that Sheffield people want more jobs in the city and they want jobs that reward them for a decent day's work. This will be a key focus of the Council's work over the lifetime of the plan.
 - Being **business friendly** is not just about what we do but how we do it. We need to demonstrate, through everything we do, that we want businesses to succeed in Sheffield. The Corporate Plan sets out our clear commitment to do this.
- 2.2. The Corporate Plan also sets out the Council's 'Values' which outline *how* the Council will operate:
 - **Fairness** is at the heart of the Council's values. We believe that everyone should get a fair chance to succeed in Sheffield. We recognise that some people and communities need extra help to

¹ The Medium Term Financial Strategy is available from: <http://www.sheffield.gov.uk/your-city-council/council-meetings/cabinet/agendas-2011/agenda-13th-july-2011>

² The City Strategy is available from <http://www.sheffieldfirst.org.uk/city-strategy>

reach their full potential, particularly when they face multiple layers of deprivation. We will provide extra help where it is needed to improve the well-being and resilience of local communities. We will also make sure that a 'core offer' of services is available to everyone in the city. Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems, and helping people to have independence and control over their lives. It will underpin all that we do.

- We have a responsibility to **spend public money wisely** and get the best outcome. We recognise that the cheapest services and products might not always provide the tax payer with the best value. We will be an enterprising council that seeks out, and finds opportunities to generate income by selling services and products. This will help us maintain services to Sheffield people.
- When making decisions we will look beyond the short term and take a **long term view** about what is the right thing to do. Our approach will involve considering the long term economic, social and environmental impacts of our actions on the city and its communities.
- Linked to this is our approach to **prevention**. Whilst we strive to get better at tackling issues we will now have an increasing focus on how we can prevent problems arising in the first place. Preventing problems from occurring is clearly much better for the individuals and communities concerned and can also reduce costs in the longer term – a preventative approach will also help lead to a fairer city.
- We will **enable individuals and communities** to have more of an influence, get more involved and have the responsibility and ownership for doing some of things that need to happen in our city.
- We take pride in the whole of our city and will challenge individuals, communities and the city to be more **aspirational** and to shout more about the city's successes.
- We need to make sure we are getting the right services, to the right people and families, at the right time. This means **working better together** in partnership with local people and other agencies to find solutions together. In some cases, this means trusting other organisations to help us achieve our goals.

3. Outcome and Sustainability

3.1. The Corporate Plan is structured around the following 8 broad outcome areas:

- A Strong and Competitive Economy
- Better Health and Wellbeing

- Successful Children and Young People
 - Tackling Poverty and Increasing Social Justice
 - A Great Place to Live
 - Safe and Secure Communities
 - An Environmentally Responsible City
 - Vibrant City
- 3.2. For each of these outcome areas the Corporate Plan describes the current context, what we want to achieve and how we are going to do this.
- 3.3. The current financial context means we have to focus our resources much more carefully. Therefore it is not expected that initiatives that do not explicitly contribute to the priorities for each outcome will be progressed. For example, the Council will have a single budget to work on building a Strong and Competitive Economy. We will *only* use this single pot of funding to invest in work in this area.
- 3.4. The Council's approach to sustainability is encapsulated in our 'Value' about taking a long term view – "When making decisions we will look beyond the short term and take a long term view about what is the right thing to do. Our approach will involve considering the long term economic, social and environmental impacts of our actions."

4. Fit with City Strategy

- 4.1. The City Strategy 'Sheffield 2020; Where People Shape the Future' sets out Five Key ambitions for the city:
- **Distinctive**; celebrating and communicating to people across the world the distinctive and authentic character of Sheffield, what the city has to offer and the sense of pride local people have in the city and its communities.
 - **Successful**; building a strong, internationally successful local economy, working with our partners within Sheffield City Region to ensure that local industry and businesses trade with companies from across the world.
 - **Inclusive**; a city which ensures that everyone has a chance to succeed and fulfil their potential, and where people feel welcomed, valued and can fully participate in the life of the city.
 - **Vibrant**; celebrating the diversity, creativity, energy and innovation in Sheffield and ensuring that the city continues to be an international destination of choice, offering the highest quality cultural, shopping and sporting activities.
 - **Sustainable**; a city where everyone plays their part to ensure that future generations can enjoy the city and its surrounding areas, and that Sheffield plays a role on the international stage in protecting our environment.

- 4.2. This Corporate Plan sets out how the Council will make its contribution to delivering the City Strategy. The work we will do under Vibrant City includes communicating the **distinctive** and authentic nature of the city, as well as ensuring the city continues to be a **vibrant**, international destination of choice. Our aims outlined in the Strong and Competitive Economy section will help make Sheffield a **successful** city. The tackling Poverty and Increasing Social Justice work will help make Sheffield a more **inclusive** city. An Environmentally Responsible City highlights the ways in which we will contribute to a **sustainable** city.

5. How the Plan will be Used

- 5.1. The Corporate Plan sets out the Council's priorities and the outcomes it wants to achieve for the next three years, and as such will be the key reference point for all the Council's work.
- 5.2. Progress against the priorities and outcomes in the Plan will be actively managed and monitored through the period of the plan with performance being formally reported to senior officers, Members and Scrutiny Boards quarterly. The Plan sets the context within which services will be planned over the next three years.

6. Communications

- 6.1. Communicating the Corporate Plan 2011-14 is not a one-off exercise - it should link to everything the Council does. A communication plan will be developed but the primary form of communicating the Corporate Plan will be electronic.
- 6.2. Council staff are crucial to enable the Council to deliver on the commitments in the Corporate Plan. We need to make sure that our staff understand and use the corporate plan. Internally we are likely to use the intranet, the First Monday email to managers, Key Brief and Working for Sheffield. External communications are likely to include using the website, an email out to partner organisations containing the link to the website and a press release.

7. Financial Implications

- 7.1. The Corporate Plan sets the strategic medium-term context within which resources are prioritised. The Corporate Plan and budget process are integrated with proposals for the budget presented under the 8 outcome areas. This provides a joined up approach to making sure we do the right things for Sheffield people in the most effective and efficient way.
- 7.2. One of the 'Values' outlined in the Plan is the Council's responsibility to spend public money wisely and that we will be an enterprising council that seeks out, and finds opportunities to generate income by selling services and products. This will help us maintain services to Sheffield people.

8. Legal Implications

- 8.1. Following changes to the Council's Constitution made in January this year the Council's Corporate Plan is no longer part of the Council's policy framework. Therefore, it no longer has to be agreed by full Council, and can instead be approved by Cabinet as recommended in this report.
- 8.2. In achieving the aims of the Corporate Plan the Council will use a full range of powers and duties. The legal aspects of individual projects and activities within the Corporate Plan will need to be considered as part of a robust appraisal of each project when individual proposals are brought forward for decision either by Cabinet or otherwise in accordance with the Constitution and the Leader's Scheme of Delegation.

9. Equality of Opportunity Implications

- 9.1. The Corporate Plan identifies 'Fairness' as a Value that runs through all the Council's work. This Value states that "we believe that everyone should get a fair chance to succeed in Sheffield. We recognise that some people and communities need extra help to reach their full potential, particularly when they face multiple layers of deprivation. We will provide extra help where it is needed to improve the well-being and resilience of local communities. We will also make sure that a 'core offer' of services is available to everyone in the city. Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems, and helping people to have independence and control over their lives. It will underpin all that we do.
- 9.2. We know that in almost one quarter of households – approximately 58,500 households - are living in poverty and since 2007 the gap between the worst off and best off people across Sheffield has increased. There are also significant inequalities in the city that can limit opportunity. For example significant health inequalities remain *between* different communities and groups of people in Sheffield. The approach outlined in the Corporate Plan will help us to tackle these issues and to meet the Public Sector Duty placed on us by the Equality Act 2010. This duty is on public bodies to eliminate discrimination, harassment, victimisation; advance equality of opportunity; and foster good relations.
- 9.3. An Equality Impact Assessment has been completed for the Corporate Plan.
- 9.4. All Council portfolios will be expected to produce appropriate Equality Impact Assessments for subsequent relevant decisions or on new policies, projects and actions, including the key initiatives outlined in the Corporate Plan. We are committed to equality of opportunity and continue to take steps to mainstream the performance management of equalities issues.

10. Tackling Health Inequalities Implications

- 10.1. Better Health and Wellbeing is one of the 8 outcome areas identified as a priority in the plan. This underlines the Council's commitment to the health

11. Environmental and Sustainability Implications

- 11.1. The section in the plan 'An Environmentally Responsible City' sets out the Council's approach to the environment. The approach to sustainability is encapsulated in our 'Value' about taking a long term view – "When making decisions we will look beyond the short term and take a long term view about what is the right thing to do. Our approach will involve considering the long term economic, social and environmental impacts of our actions."

12. Economic Impact

- 12.1. One of the 8 broad outcome areas is to have a Strong and Competitive Economy. The three outcomes we want to achieve in this area are private sector led economic growth; more and better jobs; a highly skilled workforce.

13. Community Safety Implications

- 13.1. Safe and Secure Communities is one of the 8 broad outcome areas in the Plan. Sheffield is already the second safest of the English Core Cities, and we want people and communities in Sheffield to continue to *be* safe and secure, and to *feel* safe and secure.

14. Human Resources Implications

- 14.1. The Corporate Plan outlines the Council's approach to providing services for the people and businesses of Sheffield in the face of funding cuts. As a consequence of providing some services in new or different ways there will be some human resources implications associated with the implementation of this plan. All work undertaken as a result of this plan with human resources implications will be subject to the usual negotiation procedures in accordance with agreed Council policy.

15. Property Implications

- 15.1. There are no explicit property implications arising from the Corporate Plan. However, the Council's Office Accommodation Strategy will be a key way of delivering aspects of the Corporate Plan.

16. Alternative Options considered

- 16.1. An alternative to option would be not to have a Corporate Plan. This would lead to a lack of strategic direction and a lack of clarity on the organisation's priorities for the next three years. A further alternative option would be to have a Corporate Plan with different priorities and content. This would not be a feasible option as the priorities and content of the Corporate Plan are driven by the political priorities of the Administration.

17. Reasons for Recommendations

- 17.1. To seek Cabinet approval for the Corporate Plan 2011-14.

18. Recommendations

- 18.1. Cabinet is recommended:-
- 18.2. to approve and adopt the Corporate Plan 2011-14 as appended to this report, subject to noting that implementation of the Plan will be subject to approval of the Council's budget and that individual aspects of the Plan will be subject to a robust appraisal, including a financial appraisal prior to implementation;
- 18.3. to direct that any substantial changes to the strategic direction, priorities or targets within the Corporate Plan would need to be brought back to Cabinet for approval, but to authorise the Chief Executive to make such amendments to the Corporate Plan as he, in consultation with the Leader of the Council, may from time to time consider minor and appropriate.

Standing Up for Sheffield: Corporate Plan 2011-14

Contents

Contents.....	1
Foreword.....	2
Our Values.....	4
State of Sheffield.....	5
Our Approach.....	6
A Strong & Competitive Economy	10
Better Health & Wellbeing.....	11
Successful Children and Young People	13
Tackling Poverty & Increasing Social Justice.....	15
Safe & Secure Communities.....	16
A Great Place to Live	18
An Environmentally Responsible City	20
Vibrant City	21

Foreword

Our Corporate Plan sets out our aims for the next three years and how we will go about achieving them. As an organisation we will focus on four priorities:

Standing up for Sheffield

We will always stand up for what we believe is the right thing to do for the people and businesses of Sheffield. We will provide a voice for Sheffield to make sure we get a fair deal from Government and all of the organisations that work with Sheffield. At the same time, we recognise how important it is to raise Sheffield's profile – nationally and internationally – to attract business and tourists into our city. We must not lose sight, in the face of budget cuts, of what makes people want to come here: our fantastic theatres, our great sports facilities, our history and heritage, our festivals and events, all the things that make us stand out from the crowd.

Supporting and protecting communities

We need to make the best possible use of our resources to meet the needs of Sheffield and its people. For the services that we provide to everyone in the city this means making sure that we are only investing in efficient services that people and local communities *really need*. For the services that we provide to those that need extra help and support from the Council, like the older people we care for, or the young people with disabilities that we help get to school, we need to make sure that we are targeting our support at the people and families that need it most - whoever they are and wherever they live. We recognise that the Council has a role in tackling inequalities.

Focusing on jobs

Sheffield people want more jobs in the city and they want jobs that reward them decently for their work. As a Council we will encourage and support businesses to grow, so that more jobs are created in the city. We will build strong relationships with businesses to encourage wealth to stay in Sheffield and we will attract new organisations into the city. We will encourage enterprise, and support people to develop the skills that the city requires. And we will work particularly hard to support young people into work.

Business-friendly

If we want to continue to build relationships with businesses to encourage jobs and growth in the city then it's important that we're seen as a business-friendly Council – an organisation that business can work with. Being business friendly is not just about *what* we do but *how* we do it. We need to demonstrate, through everything we do, that we want businesses to succeed in Sheffield. It is also about being a business-friendly city. This includes getting the basics right, such as the infrastructure, skills and transport in the city.

These four areas will set the direction for the Council for the next three years – what we focus on, where we spend our money, and how we prioritise our activity.

Implementing what is set out in our Corporate Plan will have a real impact on residents, businesses and visitors to Sheffield:

Sheffield will be a great place to **grow up** with children getting the best start in life, being healthy, being ready to learn as they start school, enjoying school, and achieving their academic and social potential. Children and young people will have access to a range of activities to enable them to make a positive contribution to their communities and to realise their potential and talent. Children will be protected from harm at home, school and wherever else they may go and have better health.

Learning beyond school-age will be an important feature of the city. The city has a strong offer for people looking to develop their skills and knowledge with the College, two Universities, Sheffield Teaching Hospitals and research and development companies in the city.

There will be more and better jobs for people seeking **work**. People will be supported to build the life skills and 'entry to work' skills needed to get into work and to move away from benefit-dependency.

Sheffield will be an excellent place to **do business** with a highly skilled workforce that meets the needs and expectations of existing and potential employers in Sheffield. There will be a simple, co-ordinated, accessible way for business to contact and work with the Council.

Visitors to the city will have a range of places to stay from youth hostels to top range hotels. There will be high quality places and cultural and sporting events for citizens and visitors to go to such as the Winter Gardens, Botanical Gardens, major and diverse theatre productions, museums of regional and national interest, major galleries and the Peak District National Park. We will make the most of our fantastic cultural history. There will also be good rail, road and air access to the city.

All our communities will be desirable places to **live** with homes appropriate for people at different points in their lives, attractive and clean buildings and open spaces, good roads and public transport and a comprehensive range of community events and facilities. People will be safer and more secure and crucially feel safer. People will get along, including with people from different backgrounds from themselves.

Sheffield will be a great place to **grow older** with people living happy, healthy, and independent lives – and enjoying everything that the city has to offer. Our preventative approach will enable people to maintain a good quality of life as they grow older. However, where people do need care they will receive the right care which meets their needs. There will be greater personal choice over the care that people access. We will engage with older people to make sure they have a strong voice.

Sheffield people will have good **health** as we tackle the underlying root causes of poor health and develop excellent public health services in the city.

We'll be doing our bit to make Sheffield an even better and enjoyable place to live, work and visit and ask you to work together with us to help make this happen.

Julie Dore
Leader of the Council

John Mothersole
Chief Executive

Our Values

- **Fairness** is at the heart of the Council's values. We believe that everyone should get a fair chance to succeed in Sheffield. We recognise that some people and communities need extra help to reach their full potential, particularly when they face multiple layers of deprivation. We will provide extra help where it is needed to improve the well-being and resilience of local communities. We will also make sure that a 'core offer' of services is available to everyone in the city. Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems, and helping people to have independence and control over their lives. It will underpin all that we do.
- We have a responsibility to **spend public money wisely** and get the best outcome. We recognise that the cheapest services and products might not always provide the tax payer with the best value. We will be an enterprising council that seeks out, and finds opportunities to generate income by selling services and products. This will help us maintain services to Sheffield people.
- When making decisions we will look beyond the short term and take a **long term view** about what is the right thing to do. Our approach will involve considering the long term economic, social and environmental impacts of our actions on the city and its communities.
- Linked to this is our approach to **prevention**. Whilst we strive to get better at tackling issues we will now have an increasing focus on how we can prevent problems arising in the first place. Preventing problems from occurring is clearly much better for the individuals and communities concerned and can also reduce costs in the longer term – a preventative approach will also help lead to a fairer city.
- We will **enable individuals and communities** to have more of an influence, get more involved and have the responsibility and ownership for doing some of things that need to happen in our city.
- We take pride in the whole of our city and will challenge individuals, communities and the city to be more **aspirational** and to shout more about the city's successes.
- We need to make sure we are getting the right services, to the right people and families, at the right time. This means **working better together** in partnership with local people and other agencies to find solutions together. In some cases, this means trusting other organisations to help us achieve our goals.

State of Sheffield

Sheffield is England's fourth biggest city, with a **population** of 555,500. This is projected to rise to over 600,000 by 2020. Most of this growth has been driven by an increase in young adults. Since 2002 there has been an increase of over 33,000 people aged 20-29, mostly through increases in the student population and through economic migration.

Looking forward, the number of children will increase by a further 14% from 2010 and the 65+ population by around 13%. The biggest challenge for the city in population terms is the 80+ population which is projected to increase by 22%. In contrast to that, the working age population will only go up by around 9%.

The recently published Indices of Deprivation 2010 shows little change in the position of Sheffield relative to the rest of England since 2004. Sheffield ranks 84th most deprived based on the average rankings.

Sheffield is a **diverse city**, both ethnically and culturally. The black and minority ethnic population in the city has increased significantly since 2001, from around 10% to around 17% by 2009. More recent economic migration from Europe has further diversified the Sheffield population.

Sheffield's **housing** consists of around 238,400 homes, of which three quarters are in the private sector. There are just over 41,600 Council homes. New housing completions peaked in 2007/8 and have fallen by over 50% by 2010/11. In the last four years, these figures have included over 1,400 purpose-built student flats, and although there has been an increase in new affordable homes in the social sector, this has not been sustained. House prices and property sales have remained fairly static in the last two years, but sales have fallen by over 20 percent in the last year.

The Sheffield **economy** has improved over the last decade but this now appears to be flattening out. Sheffield has a high reliance on public sector employment, in common with other core cities. Sheffield also has a relatively low proportion of employment in professional and managerial jobs. At 66.2%, Sheffield's employment rate is higher than all of the core cities except Bristol and Leeds. However, it is estimated there are 23,500 (8.6%) people in the city unemployed.

Overall, **health** in Sheffield continues to improve, but persistent inequalities remain. Mortality rates for men have halved since 1975 and for women reduced by 40 percent. Life expectancy, at 81.8 for women and 75.8 for men, is only a little below the national averages. For men, this life expectancy gap is diminishing; for women, however, the gap is widening.

Generally, Sheffield residents are satisfied. The last Place Survey showed that 81% of Sheffield residents said they were satisfied with the area where they lived, whilst 87% were satisfied with their home. However, there is considerable variation across the city. In the South West, 98% were satisfied with their local area, but in the North East this dropped to only 55%.

Sheffield's **carbon footprint** in 2009 was 3,130,000 tonnes per year. In terms of carbon footprint per person this has reduced from 7.3 tonnes per capita in 2005 to 5.7 tonnes per capita in 2009.

Our Approach

The Financial Challenge

The economic climate over recent years has placed public services and local councils in difficult positions, with increasing demand for services combined with much less money to spend. Our forecasts suggest a potential revenue shortfall of between £53m – £57m in 2012/13 rising to £154m – £170m in 2015/16 for the city council.

Meeting the Challenge

We are committed to making the best possible use of the resources we have to make the biggest difference to Sheffield and its people. We will focus on the things that people and businesses in Sheffield have told us are most important to them. This Corporate Plan **concentrates on outcomes** for local people and businesses, rather than on council processes. Outcomes are the end result of the activities we do such as ‘reducing poverty’ and ‘more and better jobs’. The Corporate Plan sets the strategic medium-term context within which resources are prioritised and is integrated with our budget setting process. We will set out by the end of this year how we will judge our success in delivering our outcomes. Progress will be publically available and published every 3 months.

We know we **cannot carry on doing the things we have always done** in the way we have always done them. We will be more creative, innovate and seek more efficient ways of working to ensure that services meet local needs. In some cases the Council will directly provide services. In other instances a service may be delivered jointly with a partner organisation or commissioned from another organisation, for example an organisation in the public, private or voluntary and community sector. In other instances our role will be to use our leadership and influence to make change happen. We have no favoured approach and will choose whichever one is the most effective on a case by case basis.

We will be using ‘**key workers**’ and a ‘**whole household**’ approach. There are certain individuals and families, with particularly complex, challenging or multiple needs, for whom it does not make sense to address the needs of one person, without considering their wider family situation. These people will receive intensive support, on a whole household basis. In order to deliver this we will use key workers. Key workers will coordinate different agencies and make sure that the right services are available to families, at the right time. This will reduce the amount of staff and different agencies tackling the same problem and working with the families. We will identify existing services to become key worker services and reorganise them, rather than recruiting lots of new key workers. We will look to give key workers budgets for families so that the resource can be best used to meet the needs of the family or individual.

A Changing Role for the Local Authority

In the future the Council will have four key roles. We are built on democracy and need to lend our electoral mandate to the city as a whole. Our elected councillors place the organisation in the unique position of being able to provide the **democratic accountability** to the people of the city – we will increasingly look to coordinate the work of other public sector organisations, provide leadership and a stronger framework of accountability for the way in which we all spend public money in the city.

The Council will also need to ensure that there is the **capacity and capability** in the city to deal with the challenges we face at all levels. This means that we need to develop new skills and new ways of working right across the city. The council of the future will seek to raise resources on behalf of the city and raise money in different ways, for example this might be on the Bonds market. This is not a new role for local authorities but one that has not been widely used in recent history.

A new role will be to **ensure and assure** the delivery of services. This means that we will not always be providing the services ourselves, but we will need to ensure that services are delivered to meet our outcomes agreed for the city. Through change, local choice and redesign we will ensure solutions for the city are inclusive and effective. Through the Council's scrutiny role we will assure the quality of council services and also those of other partners, making sure they are of high quality and delivering what local people want.

Although the services we deliver and the way we deliver them may change we will, in many cases, remain a **deliverer of services**, particularly for the highest risk issues, such as safeguarding.

Relationship with national government

Whilst we will at all times stand up for Sheffield our intention is to have a co-operative and strong working relationship with Government. Clearly on points of policy there will be differences, but those differences should not lead to an oppositional style of working. It is in Sheffield's interest to work with the Government of the day guided by a strong and clear vision for our city and our values. Below we set out our response to Government's main policy themes.

Before all else **deficit reduction** is the explicit objective of Government. We will work with our partners and communities to minimise the impact that resulting cuts will have on local people.

Government have said they want to see a radical shift in the balance of power and to **decentralise** as far as possible - from central government back into the hands of individuals, communities and councils. Our approach is to empower communities to have a greater input into the work of the council and to give them a stronger voice. We know that Government's approach to devolving power to local areas is to give the most ambitious areas with the best proposals more responsibility. We believe that Sheffield can be one of the areas at the forefront of this change, and will work with Government to achieve this.

On **Public Service Reform** the Government's stated aim is to improve quality by giving people control over the public services they use and by increasing range of providers. Our aim is to improve the quality of our public services and give people more choice. We will always prioritise providing the highest possible quality of services, however they are delivered. Where new providers are being sought we would want the voluntary sector to have a strong role, because of the value that these organisations can bring to their communities.

The national approach to **economic growth** is that growth needs to be led by the private sector. Economic growth, led by the private sector, is crucial to the future success of the city – to get more *employees* we need more *employers*.

The relationship between the citizen and the state is changing. Government's approach is about people taking more social responsibility and reducing state control. We will enable individuals and communities to have more of an influence, get more involved in decisions that affect them and their

communities and have the responsibility and ownership for doing some of the things that need to happen in our city. However, in Sheffield, we will always make sure that this is balanced by the continued provision of public services, particularly for those who are least able to help themselves.

City Strategy

The **City Strategy** 'Sheffield 2020; Where People Shape the Future' sets out Five Key ambitions for the city – **Distinctive; Successful; Inclusive; Vibrant; Sustainable**. This Corporate Plan sets out how the Council will make its contribution to delivering the City Strategy over the next three years. Each of the Council's 8 Outcomes will contribute to a number of the Ambitions. For example, the work we will do under Vibrant City includes communicating the distinctive and authentic nature of the city, as well as ensuring the city continues to be a vibrant, international destination of choice. Our aims outlined in the Strong and Competitive Economy section will help make Sheffield a successful city. The Tackling Poverty and Increasing Social Justice work will help make Sheffield a more inclusive city. An Environmentally Responsible City highlights the ways in which we will contribute to a sustainable city.

Prioritising

It is important that we are open and honest about the things **we will prioritise** as a Council over the next three years to make the biggest difference to the people, communities and businesses of Sheffield. We have identified 8 areas where we will focus our efforts:

- A Strong and Competitive Economy
- Better Health and Wellbeing
- Successful Children and Young People
- Tackling Poverty and Increasing Social Inclusion
- Safe and Secure Communities
- A Great Place to Live
- An Environmentally Responsible City
- Vibrant City

The diagram on the next page shows the outcomes we are aiming to achieve within each of these 8 areas.

Corporate Plan 2011-14

Our
Priorities:

- Standing up for Sheffield
- Supporting and protecting communities
- Focusing on jobs
- Business-friendly

Our
Values:

- Fairness
- Spend public money wisely
- Long term view
- Prevention
- Enabling
- Aspirational
- Working better together

Our
Outcomes:

A Strong and Competitive Economy

- economic growth
- more and better jobs
- highly skilled workforce

Better Health & Wellbeing

- physical & mental health and wellbeing
- health inequalities
- great place to grow up and to grow old
- promoting lifelong health and wellbeing
- promoting independence
- effective and efficient care

Successful Young People

- safe, healthy and strong families
- improve the quality of learning and skills for all
- young people who are active and engaged

Tackling Poverty and Increasing Social Justice

- tackling poverty today
- addressing the root causes of poverty

Safe and Secure Communities

- communities to *be* safe and secure
- communities to *feel* safe and secure

A Great Place to Live

- desirable homes
- thriving neighbourhoods
- sustainable and safe transport
- place management

An Environmentally Responsible City

- reduce carbon emissions
- improve energy security and affordability
- resilient to climate change
- reduce waste

Vibrant City

- destination of choice
- creative and talented city
- fast & frequent transport connections

A Strong & Competitive Economy

Context

Sheffield is one of the UK's major city economies and has a crucial role in the economic future of the country. Before the recent recession, there was strong economic growth with Gross Value Added (a measure of economic success) increasing from £6.3 billion in 2000, to £9.2 billion in 2007, along with higher productivity, increasing wages and low levels of unemployment. As with other major UK cities, the recession has made life tough for many communities and businesses and despite the pre-2008 economic growth, Sheffield hasn't caught up with other cities. Whilst we have many highly competitive and productive sectors such as Advanced Manufacturing and Materials, Creative and Digital Industries, Healthcare, Sport and Environmental businesses, our overall growth has been overly-reliant on public sector services with the majority of new jobs in Sheffield being public sector jobs between 2000 and 2009. Since the recession, the proportion of Sheffield people claiming Job Seeker's Allowance (JSA) has doubled to 4.8%. It is estimated there are 23,500 (8.6%) people in the city unemployed.

What do we want to achieve?

We want a strong and competitive economy that Sheffield people benefit from, resulting in economic growth and creating more and better jobs.

We will build strong, supportive relationships with businesses to help them succeed and thrive, so that they can create jobs and economic growth in the city and in the wider city region. We want wealth to stay in Sheffield whilst attracting new organisations into the city.

Economic growth, led by the private sector, is crucial to the future success of the city – to get more *employees* we need more *employers*. Making sure that the city's economic environment encourages business growth is as important as supporting our key sectors. Being business-friendly is about how we listen and respond to businesses; our relationships and commitment to support our businesses across everything we do, not just through economic development projects. We want to encourage enterprise in young people and help both private and social enterprises to grow. Economic growth will help contribute to **more and better jobs** in Sheffield.

Sheffield needs people with the right skills for the jobs that are created and available in the city. We will work to develop a **highly skilled workforce** which meets the needs and expectations of existing and potential employers in Sheffield and helps local people to find work. We will help to develop people with the skills employers tell us they need to enable their businesses to grow.

How are we going to do this?

Above all, we will provide **strong, visible city-wide leadership** on the economy, working in partnership with the private sector and the new Local Enterprise Partnership. To do this the Council will have, for the first time, one single budget to work on building a strong, competitive economy.

Working with businesses, we will decide how the money is best invested to grow the city's economy, develop skills and create more and better jobs.

We will make sure that what we do is based on evidence about what works, and we will make sure that activity is focused on our objectives, whether it is delivered by Council providers or from specialist external providers. In addition, we will work with our partners on the Local Enterprise Partnership to seek **external funding opportunities** to boost economic growth in the city.

Better Health & Wellbeing

Context

Although health in Sheffield has improved, significant and persistent health inequalities remain between different groups of people, and between men and women. There are also a number of ill health issues which are increasing in the city, including obesity, liver disease and poor mental health. Medical and technological advances are helping people with long term conditions and complex needs to live longer, although people do not always have improved quality of life. More people living longer puts pressure on costs. Sheffield also has proportionally more hospital admissions than most towns and cities, and people tend to stay longer in Sheffield hospitals.

In 2013, responsibility for public health transfers from the Primary Care Trust to the Council. This change gives us the opportunity to make real improvements to everyone's health and to promote public health in all that we do. We can act to promote people's health through decent housing, tackling poverty and pollution and by providing caring services.

Sheffield has an ageing population with the number of people over 80 set to increase by more than two-thirds between 2010 and 2033 – from 24,300 people to 40,500 people. Whilst these demographic changes will place additional strain on health and care resources, there is also a huge opportunity to tap into the experience and enthusiasm of older people. The health and well-being of children shows a mixed picture with breast feeding rates improving, but still below what we would like to see, and with child obesity and child poverty increasing issues for the city.

What do we want to achieve?

We have an increasingly important role to play in improving the health and wellbeing of people in the city. Working with Sheffield's GPs and wider partners, we want to make sure that we have the health, social care and public health services which meet the needs of people throughout their lives.

We will promote and support better **physical and mental health and wellbeing** for adults and children in Sheffield. We want turn the Council into a public health organisation where improving people's health is part of everything we do. Wherever possible, we will prioritise improving the health of those whose health is currently poorest, so as to reduce the considerable **health inequalities** that exist within and between the city's communities. We will aim to make Sheffield a **great place to grow up and to grow older**.

There are three areas we will focus our resources on. The first is **promoting lifelong health and wellbeing for adults and children**. We will look to move more of our funding into longer-term preventative work. This means acting early, often years in advance, to help people live healthy and independent lives for longer – particularly those that are at most risk of ill-health. The second is **promoting independence** through early and short-term interventions, rather than people going to hospital or into residential care. We will support people to make their own choices and live independently. The final area is **effective and efficient care** that focuses on quality, and wherever possible, on helping people achieve greater independence, stability and recovery.

How are we going to do this?

We will **look to join up our services with partners** with a common focus on outcomes. We will join up the way we secure services across healthcare, public health, children and adult social care and housing. We will recognise, and help people to provide the care and support provided by people's families, friends, and communities. This will require a shift of funding towards individuals and communities, which will also make sure that the health and care system is sustainable in the longer

term. We will continue to **involve people and give more people real choice** over the care they receive because we believe that this is the best way of achieving our outcomes. Self-care and support will be developed to **help people to stay well and at home for longer** – and in the right home for them. Moving towards preventative services means that we need to be able to **strongly evidence** that every pound we spend helps to achieve long term outcomes. We will make sure we have **cost effective services** by reviewing some of our in house services, changing our systems and minimising our management costs.

Successful Children and Young People

Context

Although the experiences of Sheffield children have improved over recent years, we know that challenges remain. We work constantly to keep Sheffield children safe. Most of our safety indicators have shown an improvement. The proportion of children experiencing bullying has reduced and the proportion of long term stable placements for looked after children also improved. Educational achievement has improved generally, and the number of primary schools below Government floor standards in 2011 has declined. However, while standards of attainment have risen over recent years, this has been from a very low baseline and they are still not high enough. There remains too much variability in outcomes between schools and overall Sheffield's schools are not keeping pace with other similar areas nationally. The percentage of young people achieving a level 2 qualification (equivalent to 5 GCSEs at grades A*-C) and Level 3 (equivalent to 2 or more A levels) by age 19 has improved significantly. However, the number of young people not in education, employment or training is still higher than we would like and has risen slightly over the past year. We have worked hard to include as many young people across the city in positive activities to raise their skills levels, confidence and self-esteem. The proportion of young people participating in positive activities has improved significantly, while the number of young people entering the Youth Justice System for the first time is at an all time low.

What do we want to achieve?

Children are the future of our city. We aim to ensure that all children, young people and adults in Sheffield achieve their full potential. We know that the experiences that children have in their families particularly in their early years, shape the rest of their life. Our focus on supporting families and education is important to enable children to have the best start, achieve their full potential and contribute to the success of the city. We have high aspirations for children and young people growing up in Sheffield.

We are aiming for **Safe, Healthy and Strong Families**. This means children and young people who are safe and healthy from birth with strong families with high aspirations for their children. This will help children grow up to have successful, fulfilling and independent lives. We have a continuing responsibility to protect and promote the welfare of children and to keep children safe. Recognising this, we will change our approach to improve the outcomes for children by investing in early intervention and prevention work and by providing support for vulnerable children and those leaving care progressing into adulthood. At the same time we will look to reduce costs wherever possible.

We want to **improve the quality of learning and skills for all**. We want all children and young people to have a first class education with the best possible start in life. This means that young people should have the skills, attitudes and enterprise that employers are looking for. We want to be a 'learning city' where young people and adults have fair access to further education, higher education and work. Our key role will be to guarantee excellent education outcomes and equitable access for all. We will do this through our work with schools and by holding schools to account. We will make sure that all schools, colleges and children's centres have access to high quality specialist services.

We want **Young People to be active and engaged** with learning, their communities and the wider life of the city. This includes informing and preparing young people for adult life and work and helping them avoid the risks that can damage themselves and their communities. We will provide information, advice and guidance to help young people make the right choices and make sure they have a say in the decisions we make. We will make sure that young people are aware of and able to

participate in activities and we will ensure that youth provision is sustainable. However, Council funded youth support work will be targeted at those most at risk.

How are we going to do this?

To help **families be safe, healthy and strong** we will adopt a whole household approach (see page 7) that has one assessment and one plan for the family. Our workforce will be suitably trained and supported to provide the level of care that families need. We will join up further with our partners (including developing 'pooled budgets') to reduce duplication and bureaucracy, and allow us to focus as much of our money as possible on keeping children safe. Our universal services – such as childcare provision - will be strong, robust and effective, particularly for children age 0-5. We will improve the transition to adulthood for young people with learning difficulties and disabilities by creating a service for 14-25 year olds.

To **improve the quality of learning and skills for all** we will work with schools, through our new City Wide Learning Body, to continue strengthening education in the city. A new education strategy will be developed with the greater involvement of parents, families, and young people. We will have a particular focus on vulnerable and disadvantaged children to break the link between deprivation and underachievement.

To encourage **young people to be active and engaged** we will have a universal activity programme for each Community Assembly area, coordinated by Activity Sheffield. Targeted youth work will be led by Sheffield Futures and will also involve joint working with the Youth Offending Service.

Tackling Poverty & Increasing Social Justice

Context

In Sheffield almost one quarter of households – approximately 58,500 households - are living in poverty. Since 2007 the gap between the worst off and best off people across Sheffield has increased. However, poverty is not only about money. It is also about health, education, community and aspiration – and we know that all of these differ markedly across the city. There are also significant inequalities in the city that limit opportunity. For example people from some ethnic backgrounds have lower average rates of employment. Women also have lower rates of employment, with ethnic minority women having much lower rates of employment than all other groups.

What do we want to achieve?

We have a number of shorter term objectives for this area and some longer term ambitions. Above all we want to make tackling poverty and increasing social justice an explicit element of what we do as a Council. We want to maximise people's available income and make sure that they have access to banking and other financial facilities, and, if people get into financial difficulties, that support and advice is available for them. We want people always to be able to remain in their own homes, and have the basic skills they need to participate in the economy and wider life of the city. We also want to continue to promote equality and make sure that our approach and service delivery takes into account the different needs of people and communities across the city, with local people and communities actively involved in making decisions about their lives and areas.

Most of these objectives are focused on the individual. However, we recognise that it is not possible for improvements made in tackling poverty at an individual level to be sustained without also improving wider economic, social and environmental conditions. So we also need to tackle entrenched neighbourhood poverty and inequalities at the same time.

How are we going to do this?

We will work to tackle poverty and inequality wherever it occurs to make sure that people are able to play a full part in the life of the city, and to ensure that they have fair access to the skills and opportunities to improve their life chances. Our approach will have two key outcomes: **tackling poverty today** and addressing some of the **root causes of poverty and social exclusion**.

Our immediate focus on tackling poverty experienced by individuals has three elements. Firstly we will look to **maximise people's income**. We will do this by developing the infrastructure in the city to support people financially, working with organisations like the Credit Union, and potentially other, innovative forms of financial support, so that everyone is able to access appropriate banking and other financial services. We want people to be able to **access universal services**, such as advice and debt services, which are efficient, integrated and responsive, and appropriate to them when they need them. Secondly, we will invest in **improving people's financial capability**, giving them the life-skills they need to participate in the economy, as well as greater self-esteem and mental wellbeing. Thirdly, we will develop a **whole household / key worker** model, which is described on page 7.

We will look to address the root causes of poverty and social exclusion by having a broader and deeper approach based around the concept of **resilient people and families, resilient communities and a resilient system**. This means that people are able to cope well if their circumstances change for the worse, backed up by strong communities and effective public services.

Safe & Secure Communities

Context

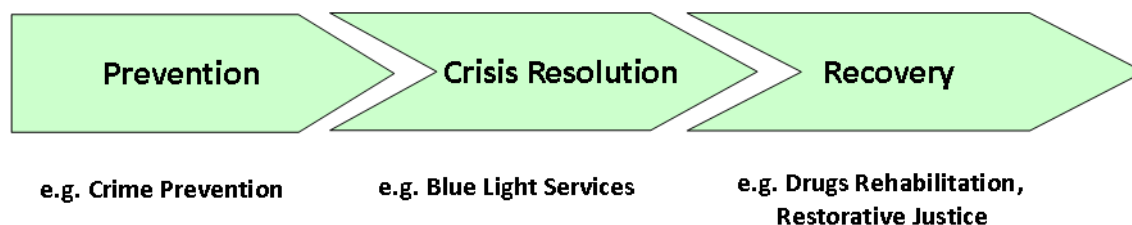
Sheffield is a place most people are safe and feel safe, and where communities generally get on well together. Crime levels in Sheffield have reduced significantly in recent years and are low across all types of crime. However we need to continue to work hard to maintain these levels in an increasingly challenging climate. Perceptions of anti-social behaviour as a problem continue to fall. The problem of vandalism, graffiti and deliberate damage, which was perceived to have increased from 2006 to 2008, has now fallen to below the 2006 levels. Sheffield residents are also feeling safer in their local area with 90% feeling safe out and about in their local area during the day. The percentage of people who feel safe after dark has also increased. 75% of Sheffield residents agree that people get on well together and 69% do not feel that people not treating each other with respect and consideration is a problem in their area. Levels of domestic violence continue to be an issue of concern.

What do we want to achieve?

Sheffield is already the second safest of the English Core Cities and we want to ensure that Sheffield remains a place that is safe, where people feel safe, and where communities get on. We want Sheffield communities to continue to **be safe and secure** and communities **feel safe and secure**. We will focus on reducing anti-social behaviour damage and low level offending; helping to create sustainable and cohesive communities; reducing violent crime by tackling substance and alcohol misuse; and protecting the most vulnerable. We have recently strengthened our emergency planning and response teams by setting up a shared service with Rotherham Council.

How are we going to do this?

Our approach is centred on three pillars of *prevention, crisis resolution* and *recovery*:



Issues such as Domestic Abuse have prevention, crisis resolution and recovery dimensions

We will look to merge our investment with partners (including, the police, health services and with our contractors) to focus on this model. This model is underpinned by the whole household approach where we do not just address crime and anti-social behaviour in an individual without considering the wider family situation. This approach provides the best opportunity for the public sector to fulfil its role and to work with communities to help them tackle community safety issues.

Two key elements to this approach are a 'sharing of powers' and 'place based tasking'. People tell us that they are confused about roles of different uniformed services in Sheffield, and they don't know how to report incidents to the right service. We are looking to share powers amongst the relevant organisations to provide local people with a consistent approach. This will involve Safer Neighbourhood Officers; City Ambassadors; Police Community Support Officers, Traffic wardens and Noise Abatement Officers. This will make sure that we use the resources available more effectively, reducing duplication and creating a better service.

Neighbourhoods that are safe and well managed are the key to achieving this outcome and it is important to make sure that our priorities at neighbourhood level are based on intelligence and

demand. We will make better use of our existing structures so that Safer Neighbourhood Officers co-ordinate activity at a local level, including the deployment of street teams.

A Great Place to Live

Context

We know that more than four in five people living in Sheffield are satisfied with their local area. However, the figure varies depending which part of the city you live in, from 95% in the South West to just under two thirds in the North East and East areas. There are also significant variations amongst different groups of people with lower-income younger families and single parents (66%) much less likely to be satisfied than affluent middle-aged couples (95%). People have told us the things that most affect how happy they are with their local area include having homes they want to live in; the condition of the roads and pavements; streets that are clean; and public transport.

What do we want to achieve?

We want Sheffield to be a city that has successful places and sustainable communities with access to high quality housing, local services, shops, and jobs, as well as having excellent parks, streets and other physical infrastructure. Our ambition is that everyone in Sheffield should have a high quality of life, and that people feel proud of where they live.

We aim to have the right number of **desirable homes** in the right places to cater for people at different stages in their lives. This includes making sure there is a mix of housing that reflects the needs and aspirations of the local community and the future needs of residents.

Sheffield citizens will live in **thriving neighbourhoods** - differentiated communities with distinctive identities. We want people to have access to a good range of shops and local services that meet the needs of everyone, particularly older people and children. We also aim to have quality parks and public spaces and buildings which are well designed and maintained. One specific initiative will be to transform the library service to create community hubs.

We want to have a **sustainable and safe transport** infrastructure that makes neighbourhoods easy and safe to move around when walking, cycling or by public transport. We also want people to be well connected to their neighbours, local facilities, the countryside, and the wider transport network. We will make sure that the impacts of traffic and parking are minimised within neighbourhoods. This also means working hard to keep the city moving during the 'Streets Ahead' project to resurface the city's pavements and roads.

Good **place management** with communities, neighbourhoods and open spaces that are safe, attractive and clean is our final aim. This includes making sure that the streets and public spaces (including parks and other green spaces) are well designed and maintained, so that our neighbourhoods feel like attractive places to live. We will work with local people to help them shape and manage their neighbourhoods and our built heritage will be valued, maintained and treated as an asset. We want to make sure that all parts of the city are safe, attractive and clean and we recognise that we may have to invest more in some areas to achieve this than others.

How are we going to do this?

Achievement of these outcomes is a long term process that we will adapt in response to the levels of investment and resources available. Our approach is based on four themes.

We will show **City Wide Leadership** and develop our ability to lead and influence developments by working collaboratively with partners, stakeholders across all sectors, and with local people and communities, including Community Assemblies. An example will be seeking to influence Private Landlords to improve private sector housing conditions and to bring empty homes back into use.

We will have an **evidence-led** approach to ensure we are using our resources in a way that has the most impact. We will use intelligence on demographics, housing, health, employment, crime figures, and access to services, to understand the needs and aspirations of communities. We will use these appraisals identify the immediate priorities and long term action plans for different neighbourhoods, working in collaboration with Community Assemblies, local residents and other stakeholders.

Effective service delivery will be crucial in creating the successful places and communities for Sheffield. We will make sure that the highest quality services are delivered, working in collaboration with a range of other agencies and providers around a single delivery plan for an area.

An Environmentally Responsible City

Context

Currently 50% of the carbon emissions in Sheffield come from industry and commerce; 30% from domestic use; and a further 20% from roads and transport mainly from petrol and diesel emissions. Studies suggest that in the future the city will experience higher average temperatures, significantly less frost and snow, and greater seasonality in rainfall with increases in winter but significant reductions in the summer. These changes may also have an impact on the security of our energy supplies. The city currently produces approximately 225,000 tonnes of municipal waste each year. Only 14% of this goes to landfill, one of the lowest rates in the country. Almost 60% of the city's waste goes to the Energy Recovery Facility which generates low carbon energy for 130 buildings in the city centre.

What do we want to achieve?

We want to attract, and work in partnership, with creative environmental companies to create a green energy and transport infrastructure necessary to reduce the city's environmental impact and to enhance our competitive advantage.

We want to **reduce carbon emissions** and to **improve energy security and affordability** for homes and businesses in the City. Energy security is about making sure there is a sufficient supply of energy for the city to meet its needs and that the energy system can react promptly to sudden changes in supply and demand. The fundamental shift required in carbon reduction at a city level will require different thinking. It will require the full engagement of both the public sector and, especially, the private sector. We will need to support people to ensure change is 'easy' and 'logical' and makes commercial sense. Making the **city resilient to climate change** is a further aim. This is about making sure the infrastructure of the city is able to cope with the impacts of climate change in the future. We will also aim to **reduce waste** produced by the city. This includes activities to reduce the generation of waste in the first place and to increase the rate of recycling.

How are we going to do this?

Delivering this will depend on the Council leading this agenda for the city, including, working with energy companies to improve our energy infrastructure. We will gather and use intelligence and evidence to make sure that we are getting the most impact from the resources we have - our strategies and interventions will then be developed based on this evidence. We will work to create commercially attractive green business opportunities for both the public and private sector.

To do these things we will invest in a single, lean, environmental strategy team. This team will mean that we can work with business and our partners more effectively to help us deliver green infrastructure, improving our energy security and affordability, and helping the city to become more resilient to climate change. We will focus our efforts on larger scale, more entrepreneurial and ambitious infrastructure interventions that are most likely to deliver the step change the city needs.

Vibrant City

Context

Sheffield is a fantastic place to be. As one of the UK's major cities and one of its most distinctive, it has a huge amount to offer its communities, and to businesses and visitors. Sheffield has one of the highest quality of life ratings of the major cities in England combining vibrant urban life with idyllic countryside. Whilst being England's greenest city and the only city with a National Park within its boundary, we have two major retail centres (city centre and Meadowhall), a night time economy worth over £600m a year, internationally renowned sporting facilities, some of the country's best theatre and arts venues and are home to numerous major events and festivals. This all contributes to the city's economy and helps provide national and international recognition for the Sheffield.

What do we want to achieve?

We want Sheffield to be a city with the attributes it needs to prosper and where the quality of life make it somewhere people choose to live, work and do business.

We are aiming for Sheffield to be a **destination of choice** with a strong image and reputations of 'independence, authenticity and distinction' to attract visitors, business and investment into our city. We want to be a **creative and talented city** capable of retaining and attracting talent and staging world class activities. This means having the cultural, sporting and leisure facilities and activities to attract people to Sheffield.

We want **fast and frequent transport connections** to and from the city and city region. This includes increasing the number of trains to Manchester, Manchester Airport and London, as well as reducing train times. We will also support the development of High Speed Rail which will reduce travelling times.

How are we going to do this?

To make Sheffield a destination of choice, through Marketing Sheffield, we will continue to increase tourism and trade to the city, including supporting major events. We will work with all sectors, including the hospitality sector, through our Conference bureau to make Sheffield as attractive as possible as a business destination. And we will continue to develop the city's core brand of "Authentic and Independent", making sure that this comes through in everything we do in this area.

Through strong leadership and influence we will develop a partnership approach to creativity and ambitions, ensuring we have the "big city" products (venues, events, exhibitions etc.) that will underpin and grow the city's image and reputation. Success will be reliant on working collectively with our partners and reduced dependency on public sector support for much of this activity.

We will work with Government and South Yorkshire Passenger Transport Executive to deliver the step change in transport connections that we need. We will provide leadership and the evidence base to make sure that major transport projects are delivered in the best possible way for Sheffield, and work with our partners to secure the funding that is needed to make these a reality.



Sheffield City Council Equality Impact Assessment

[Guidance for completing this form is available on the intranet](#)

Name of policy/project/decision: Corporate Plan 2011-14

Status of policy/project/decision: **New**

Name of person(s) writing EIA: Matthew Borland

Date: 11th October 2011

Service: Policy, Partnerships and Research

Portfolio: **Deputy Chief Executive's**

What are the brief aims of the policy/project/decision? The Corporate Plan sets out the Council's strategic direction and priorities for the next three years and how the Council will go about achieving them.

Are there any potential Council staffing implications, include workforce diversity?

Under the [Public Sector Equality Duty](#), we have to pay due regard to:

Eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations. [More information is available on the council website](#)

Areas of possible impact	Impact	Explanation and evidence (this can be data, reports, feedback or consultations, this should be proportionate to the impact. Please include details)	Risk
<input checked="" type="checkbox"/> Age	Medium	<p>It is not anticipated that the Corporate Plan and supporting outcomes / projects will have any negative affects on any group. However this will be addressed in detail within the EIAs produced as part of each outcome / project.</p> <p>The Corporate Plan has 4 priorities at the start of the plan. One of these priorities is 'Supporting and Protecting Communities'. This is about making the best possible use of our resources to meet the needs of Sheffield and its people. It states "for the services that we provide to those that need extra help and support from the Council, like the older people we care for, or the young people with disabilities that we help get to school, we need to make sure that we are targeting our support at the people and families that need it most - whoever they are and wherever they live. We recognise that the Council has a role in tackling inequalities."</p> <p>The Corporate Plan has a set of values which set out the way the organisation will operate. The</p>	Low

		<p>Value on 'Fairness' states that: "Fairness is at the heart of the Council's values. We believe that everyone should get a fair chance to succeed in Sheffield. We recognise that some people and communities need extra help to reach their full potential, particularly when they face multiple layers of deprivation. We will provide extra help where it is needed to improve the well-being and resilience of local communities. We will also make sure that a 'core offer' of services is available to everyone in the city. Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems, and helping people to have independence and control over their lives. It will underpin all that we do."</p> <p>Tackling poverty and increasing social justice is one of the 8 Strategic Outcomes Areas of the Corporate Plan. This section states that "we will work to tackle poverty and inequality wherever it occurs to make sure that people are able to play a full part in the life of the city, and to ensure that they have fair access to the skills and opportunities to improve their life chances."</p> <p>Better health and wellbeing is one of the 8 Strategic Outcomes Areas of the Corporate Plan. This section includes "we want turn the Council into a public health organisation where improving people's health is part of everything we do. Wherever possible, we will prioritise improving the health of those whose health is currently poorest, so as to reduce the considerable health inequalities that exist within and between the city's communities."</p> <p>There has not been external consultation on the new Corporate Plan. The content of the Corporate Plan is driven by the political priorities of the administration who received a democratic mandate for their priorities at the last local election.</p> <p>At this stage the full impact on all groups is not identifiable. This will become clear during the approval process for supporting outcomes/projects. Evidence for the findings will be presented as part of the full EIA on for each outcome / project.</p>	
<input checked="" type="checkbox"/> Disability	-Select-	See above	-Select-
<input checked="" type="checkbox"/> Pregnancy/Mat	-Select-	See above	-Select-

<input checked="" type="checkbox"/> Race	-Select-	See above	-Select-
<input checked="" type="checkbox"/> Religion/belief	-Select-	See above	-Select-
<input checked="" type="checkbox"/> Sex	-Select-	See above	-Select-
<input checked="" type="checkbox"/> Sexual orientation	-Select-	See above	-Select-
<input checked="" type="checkbox"/> Transgender	-Select-	See above	-Select-
Implications for financial inclusion, poverty, social justice or cohesion	-Select-	The Strategic Outcome 'Tackling Poverty and Increasing Social Justice' has positive implications for financial inclusion, poverty and social justice. It says "above all we want to make tackling poverty and increasing social justice an explicit element of what we do as a Council. We want to maximise people's available income and make sure that they have access to banking and other financial facilities, and, if people get into financial difficulties, that support and advice is available for them. We want people always to be able to remain in their own homes, and have the basic skills they need to participate in the economy and wider life of the city. We also want to continue to promote equality and make sure that our approach and service delivery takes into account the different needs of people and communities across the city, with local people and communities actively involved in making decisions about their lives and areas.	-Select-
Implications for the voluntary, community and faith sector	-Select-	There are potential positive implications for the voluntary, community and faith sector. The plan states that "where new providers are being sought we would want the voluntary sector to have a strong role, because of the value that these organisations can bring to their communities."	-Select-
Expected benefits or other impacts eg carers	-Select-	There are wide range of other anticipated positive benefits and impacts. Three examples are "encourage enterprise in young people and help both private and social enterprises to grow"; the "aim to ensure that all children, young people and adults in Sheffield achieve their full potential"; and "we want to ensure that Sheffield remains a place that is safe, where people feel safe, and where communities get on."	-Select-

Overall summary of possible impact (to be used on EMT, cabinet reports etc):

The Corporate Plan identifies 'Fairness' as a Value that runs through all the Council's work. This Value states that "fairness is at the heart of the Council's values. We believe that everyone should get a fair chance to succeed in Sheffield. We recognise that some people

and communities need extra help to reach their full potential, particularly when they face multiple layers of deprivation. We will provide extra help where it is needed to improve the well-being and resilience of local communities. We will also make sure that a 'core offer' of services is available to everyone in the city. Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems, and helping people to have independence and control over their lives. It will underpin all that we do."

We know that in almost one quarter of households – approximately 58,500 households - are living in poverty and since 2007 the gap between the worst off and best off people across Sheffield has increased. There are also significant inequalities in the city that can limit opportunity. For example significant health inequalities remain between different communities and groups of people in Sheffield. The approach outlined in the Corporate Plan will help us to tackle these issues and to meet the Public Sector Duty placed on us by the Equality Act 2010. This duty is on public bodies to eliminate discrimination, harassment, victimisation; advance equality of opportunity; and foster good relations.

All Council portfolios will be expected to produce appropriate Equality Impact Assessments for subsequent relevant decisions or on new policies, projects and actions, including the key initiatives outlined in the Corporate Plan. We are committed to equality of opportunity and continue to take steps to mainstream the performance management of equalities issues..

If you have identified significant change or med or high negative outcomes, you **must** complete the action plan.

Review date:

Reference number:

Entered on Qtier: **-Select-**

Action plan needed: **-Select-**

Signed (Lead Manager): James Henderson Date: 14th October 2011

Signed (EIA Lead person for Portfolio): Adele Robinson Date: 14th October 2011

Action plan

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
Age	All Council portfolios will be expected to produce a proportionate Equality Impact Assessment (depending on the risks and impacts) for subsequent decisions on new policies, projects and actions, including the key initiatives outlined in the Corporate Plan 2011-14. Consultation with key stakeholders will be sought for each EIA to ensure	Relevant Directors As and when new policies, projects, or actions are brought forward for decision.

	comprehensive information and impacts are known about and acted on. Individual Portfolios will be responsible for monitoring the actions for each of their EIAs and the differential impact on groups.	
Disability	See above	See above
Pregnancy	See above	See above
Race	See above	See above
Religion/belief	See above	See above
Sex	See above	See above
Sexual orientation	See above	See above
Transgender	See above	See above
-Select-		
-Select-		

Signed (Lead Manager): **James Henderson** Date: 14th October 2011

Signed (EIA Lead Officer for Portfolio): Adele Robinson Date: 14th October 2011