



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: 21st 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 & 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"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."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	EMT member who approved submission:	<i>Kate Josephs, Chief Executive</i>
3	Cabinet Member consulted:	<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.	
Lead Officer Name: <i>James Henderson</i>		Job Title: <i>Director of Policy, Performance and Communications</i>
Date: <i>14th 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 9th June the Co-operative Executive agreed to publish a One Year Plan at its meeting on 21st 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 9th 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**

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.

**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.

Climate change, economy and development	<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>
Our Council	<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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Our Sheffield

one-year plan

Sheffield City Council

2021/22

Our Sheffield: foundations to our future

Sheffield is a brilliant city – resourceful, inventive, welcoming – a place rooted in its history and ambitious for the future. We are proud to serve the city of Sheffield. As a Council and organisation, our guiding purpose is to put Sheffield first; to support its residents, communities and businesses to thrive; to deliver the very best public services that we can; and to lead alongside city partners, with ambition, openness and purpose, towards a bright future for our city and our region.

The past eighteen months have not been easy. The global pandemic has caused unimaginable suffering and loss for too many people in the city. The social and economic consequences of the pandemic are significant, and it is clear that Covid-19 has deepened the inequalities that already existed in Sheffield; that those who have been hit hardest are those that were already struggling the most. We have all faced the same storm, but we are not all in the same boat. That deep unfairness must galvanise us as a city to work even harder to close the gap and ensure that everyone has an equal chance to achieve their potential and play their full part in Sheffield's future. It is also clear that some things have changed forever in the way we work and the way we live our lives, and this opens opportunities

to shape and innovate in ways that can help create a better future for the city.

The pandemic has left the Council, like many other organisations, in a difficult financial position. Our social care costs have risen significantly and without significant action and/or additional government funding, the Council will be faced with some hard choices to achieve a balanced budget.

But, one of the immediate lessons of the pandemic has been the incredible community spirit and community action that we have seen right across Sheffield, with people coming together to support each other. As a council we want to do more to build deeper connection to the people and communities of the city, to genuinely listen to people's views and involve them in decision making in their communities, and to meet the rightly high expectations that people have for their Council. We aspire to be a Council that this city can be proud of. And we have heard what the people of Sheffield told us on 6th May in the local referendum – that you want change, a council that is open to different perspectives, diverse voices and is not afraid to change its approach where it is the right thing to do.

Our Sheffield: foundations to our future



This plan sets out how we will begin to do that. It is quite deliberately a one-year plan: a plan that charts the first steps we will take on a roadmap to recovery, a plan that commits the council to taking action now that will lead to real improvements in the lives of everyone in the city, and a plan that lays the foundations to the future resurgence of the city that we all love. It is a plan for everyone:

- For the people and communities of Sheffield, so that they know what we stand for and what they should expect
- For our workforce, 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.
- For our partners, so that we can work together in partnership to achieve more for the city than we ever could working alone

The plan is divided into four chapters each focused on a key aspect of how we, working with our partners and communities, need to make a real difference for our city over the next year:

- [Communities and Neighbourhoods](#)
- [Education, Health and Care](#)
- [Climate Change, Economy and Development](#)
- [Our Council](#)

Each chapter clearly explains the challenges that we need to make progress on over the next year and the impact that we expect to achieve. Underneath this, there are a number of priority commitments we will work hard to deliver and we will set out a delivery plan which will detail how these will be achieved.

Our aim is to rebuild and recover from the once in a generation shock that Covid-19 represents, while achieving concrete, measurable change this year. We also recognise the critical need to build a springboard to the future, so these one year priorities are also aligned to and will support longer term ambitions for the city. During the course of the year we will convene conversations with the people of Sheffield about the future of the city and what that should mean for our direction as a council.

The plan is an exciting agenda for change and we pledge to do the very best we can for the city and its people.

Cllr. Terry Fox, Cllr. Julie Grocutt, Cllr. Douglas Johnson and Kate Josephs.



Communities and neighbourhoods

Our ambition

Every community in Sheffield should be a great place to live, with excellent local services, access to high quality green spaces, and a great local centre; where everyone has a home they are proud of, that suits their needs, and that supports their health; where everyone feels safe and is able to live without fear of prejudice or discrimination; where people get along and everyone can play a full part in the life of their local area, and have an expectation of health, wellbeing and happiness. This ambition is something that can only be delivered by working in partnership with communities over the long term, with those living in them empowered, engaged and enabled to design their own future: this plan sets out the first steps on that road.

Why it matters

Sheffield's communities and neighbourhoods are the lifeblood of our city; the strength and resourcefulness of our communities, were it ever in doubt, was demonstrated by the response from every part of the city to the Covid-19, with neighbours helping each other out, and with communities banding together to support those who had to self-isolate or who lost their jobs, and to support and provide solidarity for so many who experienced loss.

For many people, the pandemic has highlighted the importance of neighbours and the value of knowing them. People in local neighbourhoods reached out to each other, offering and asking for help during the lockdown and beyond. The kindness and compassion people showed to their neighbours has deepened relationships and created stronger bonds

Despite this, not all our communities are yet communities of choice. Too many parts of the city suffer from poor quality housing, often in specific parts of the private rented sector, while some don't have access to a home at all. Parts of the city experience anti-social behaviour, some local centres don't provide what the community needs; and access to jobs, skills or education is difficult. Beyond this we have specific, linked challenges across all tenures of housing stock around cold homes, energy efficiency and the need for decarbonisation.

We have already initiated one of the biggest social and affordable housing programmes outside of London. But, Sheffield still suffers from significant shortfalls of affordable homes for sale or rent, and of homes that are suitable for older people, leading to substantial expenditure on adaptations. Some of our communities have poor air quality and green spaces are not always of the same quality as in other areas of the city, impacting on use of green spaces and other opportunities for physical activity. We need to capitalise on the strengths that our communities have demonstrated throughout the pandemic, involving people in designing the solutions to these challenges that will work for their places, and contribute to some of the big challenges the city faces, such as climate change and health inequalities.

So, in this part of the plan, we set out what we will do to have an immediate impact on our communities and neighbourhoods across the city, how we will use the new Local Area Committees - the key platform for citizens to influence and shape decisions over the most important issues for their area - to make sure that decisions are taken locally, 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.



Communities and neighbourhoods

1. Engaging, enabling and empowering our residents through Local Area Committees

- We will establish Local Area Committees, working with local communities to make positive contributions to the wellbeing and sustainability of local areas so that our neighbourhoods are great places to live and thrive for Sheffielders of all ages.

2. High quality, safe homes for all our citizens

- We will make it easier for our tenants to report issues and book repairs, ensuring the process from reporting the issue to it being resolved is transparent and seamless, and reducing our backlog of repairs by early 2022. To drive continuous improvement for residents, we will peer review our housing repairs service in autumn 2021.
- Continue to invest and build high quality, sustainable Council homes and work to retrofit the existing stock to improve energy sustainability.
- Support and protect citizens in the private rented sector, investing in more inspectors for more robust regulation.
- Conducting a programme of checks to ensure all high-rise and high-risk buildings in Sheffield are safe for their residents regardless of tenure.
- Support people with routes out of homelessness and rough sleeping with emergency and temporary accommodation in Sheffield.

3. Neighbourhoods that are clean, green, safe and thriving

- We will improve safety and tackle anti-social behaviour in all neighbourhoods, investing in new street wardens who will work with SY Police and public services in the seven LAC areas.
- Work with the Police and local communities to address organised crime.
- Continue to work with communities on plans to regenerate Gleadless Valley and Page Hall
- Keep our neighbourhoods clean and tidy, giving LACs dedicated budgets to tackle fly tipping and graffiti.

- Continue to invest in our parks and open spaces working with communities and Friends Groups and continue to deliver our Trees and Woodland Strategy
- Build on the good work of the Street Tree Partnership to deliver new street trees and build nature into communities.

4. Supporting communities as Covid restrictions ease

- Work with our public, private and voluntary sector partners to continue to support communities to follow public health guidance and stay safe as Covid restrictions ease.
- Work with our NHS partners and VCF sector to support the rollout of vaccinations, including boosters if they prove necessary, and provide rapid local contract tracing to stop any local outbreaks support those who are required to self-isolate.
- Provide as much help and support as possible to local businesses that have been affected by the pandemic.

5. Supporting young people in Sheffield to develop and flourish

- We will invest £2m per year over the next two years into Youth Services in Sheffield, working with Local Area Committees and young people to identify locally tailored opportunities.
- Develop a new Youth Strategy for the city, co-produced with young people and create a Youth Board so that Sheffield's young people can oversee the delivery, outcomes and ambitions of their Strategy.

6. Investing in our sport and leisure facilities to support better health and wellbeing

- We will agree a long term investment strategy for modern sport and leisure facilities across the city by the end of 2021
- Consult on new activity strategy for the city.



Education, health & care

Our ambition

We want all people in Sheffield to feel safe, happy, healthy and independent: to love living here. We want them to have access to a wide range of educational opportunities to achieve their full potential.

Why it matters

Every single person in Sheffield should be able to achieve their full potential. However not all children and young people have the start in life that they deserve, and there are increasing numbers of vulnerable children and adults whose safety we have serious concerns about.

Despite huge strides over recent years, substantial educational inequalities remain in the city and are likely to have been exacerbated by the pandemic – this will be a key focus for our work over the next year. And, as in the rest of the country, we face a significant and unresolved crisis in both adults’ and children’s social care, with the complexity and demand for services increasing, an increasingly stretched workforce, and a decade-long underfunding of services by central Government. This plan sets out some immediate steps that we will take to address the issues we face in these areas and to lay the foundations for the future.

in the longer term, we want people to be able to take charge of their wellbeing, and support them to stay fit and healthy throughout their lives, so fewer people reach crisis point.

That should mean more children able to live safely at home, more older people able to live independently for longer, more children who have had an excellent start in life, more people with physical and learning disabilities able to play a full part in

society. This does not mean that we will stop being a council that provides excellent quality care and support for those who need it – that will always be a core part of who we are – but if we are able to make that shift it will result in fewer people needing that intensive support.



Education, health & care

1. Give everyone the best start in life

- We will complete our review into Early Years services to ensure that pre-birth to age 5 children are able to achieve their full potential in preparation for life and learning.

2. Support Covid recovery for children and young people

- We will provide 'trauma-informed' training to all schools to help them identify and support the growing mental health needs in children and young people.
- Work with schools to design a programme for children and young people whose education has been disrupted due to Covid-19, focusing particularly on where gaps have widened
- Continue to work with education settings to ensure that children have access to connected devices they need to learn remotely
- Work with schools, Further Education and youth services to ensure that young people have post-16 educational, employment and training opportunities.

3. We strive to be an exemplar in children's services and support our Children Looked After to achieve their full potential.

- We will respond to the increasing numbers of vulnerable children, children in need of protection and Children Looked After by taking action to reduce the caseloads of children's social workers
- Support more children and families at an earlier stage to prevent issues escalating
- Be an exemplar corporate parent by taking a whole organisation approach to giving our Children Looked After the opportunities to reach their potential

4. Deliver effective, person-focused SEND services

- We will build better relationships with parents, deliver EHCPs within timescales, increase SEND places across the city and improve the transition to adulthood for

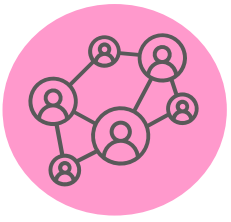
more learners.

5. Reduce exclusion in all its forms

- We will launch a city-wide drive to improve the attendance of our children and young people in early years, schools and post-16 settings.
- Work with schools to reduce exclusion through tackling the causes and delivering rapid improvements to inclusion.

6. Enabling adults to live the life that they want to live

- We will deliver a long-term workforce plan which empowers and values our social care workforce and sets out how we will implement the Foundation Living Wage for all social care workers in the City
- Produce a long-term strategic direction and plan for Adult Social Care which sets out how we will improve lives, outcomes and experiences of adults in Sheffield
- Develop a framework for measuring our performance and quality so that people can hold us to account for the care services we provide
- Invest in Occupational Therapists, Social Workers and Enablement Support, and Commissioning Support to enable people to live more actively and independently
- Review our homecare services that we are delivering support that enables people to live independently at home in Sheffield
- Improve our approach to transition of young people from children services to adult services
- Secure a future working relationship with the new NHS structures, founded in our vision to deliver excellent health and care services in communities across Sheffield, end health inequalities, integrate care and have public delivery at the heart of health and care.



Climate change, economy and development

Our ambition

We want Sheffield to be a flourishing, sustainable and inclusive city economy which creates opportunity, good jobs and better jobs for Sheffielders. As a strong partner alongside businesses, we want a city with a dynamic environment for enterprise with a culture of businesses able to start-up, scale up and innovate. We have an ambition to be a net zero carbon city by 2030.

Covid has had an unprecedented impact on all cities. We will work with business leaders and partners to support and invest in the city's recovery.

Sheffield is a fantastic city with world leading economic assets, global companies, and a transforming city centre within reach of the stunning Peak District National Park. We want Sheffield to punch its weight and raise the profile of the city nationally and internationally, capitalising on the city's assets to attract new business and investment to the city.

Why it matters

A flourishing, sustainable, and inclusive economy is critical both now and for the future of Sheffield. It is the foundation for the wellbeing of our people and communities today and tomorrow, and is the platform for the city's ambitions for the future.

The last 18 months have been extremely challenging, with the pandemic and associated measures to control the spread of Covid-19 impacting on jobs, businesses and livelihoods. Over the rest of the year we can see more uncertainty with the coming end of some of the Government's support schemes for businesses and individuals.

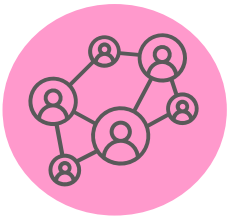
As well as that immediate impact, the pandemic has also accelerated changes that

were already underway, such as the shift to digital in work and in retail, and increased automation. It has also created new trends, such as the rapid shift to home working for some sectors of the economy. These developments create new opportunities, but also have the potential to exacerbate existing inequalities and bring significant uncertainty to different sectors in our economy.

We had already begun the process of addressing some of these trends prior to the pandemic, with major innovation assets focused on advanced manufacturing and life sciences, and work underway to reinvigorate the city centre and diversify its offer by focusing on culture and entertainment as well as retail and work. This work now has greater urgency.

We also know that the challenges we faced before the pandemic, such as the strength and pervasiveness of our culture of enterprise, the number and quality of jobs we are generating as a city, and productivity that is below the national average, are still there and must be addressed. Beyond this, SCC declared a climate emergency in 2019 and a nature emergency in 2021 and want to achieve these commitments. We have published [an independent assessment of the steps needed to get to Net Zero by 2030](#), much of which is concerned with the fundamentals of our economy. Responding to the climate emergency gives new and unique opportunities for innovation – in manufacturing businesses, in energy generation, in quality of housing and transformation of our transport systems – on a city scale.

This can seem like a daunting challenge, but the need to recover from Covid-19 also presents us with an opportunity. This is to take the right steps now to accelerate the process of transitioning to an economy that addresses the twin challenge of climate change and inequalities, with a focus on developing the right skills and industries to make Sheffield a centre of sustainable, inclusive growth.



Climate change, economy and development

1. Set out our Pathway to Net Zero and take immediate steps to reduce carbon emissions in Sheffield

- We will set out a 10-point plan by Autumn 2021 to tackle the climate emergency in Sheffield and work with people, partners and businesses to develop and deliver the actions needed to deliver the 10-point plan
- Take some practical steps to address the climate emergency, retrofitting homes, promoting low carbon transport systems such as cycling and walking, decarbonising SCC buildings and supporting businesses to invest in low carbon.
- Assess every key decision we make for its impact on climate change.

2. Supporting city and local centre recovery and regenerating high streets

- We will support the recovery of our local high streets and district centres with a £2m investment fund, the Summer in the Outdoor City programme and support the development of the £25m Stocksbridge Towns Fund proposals.
- We will have a coherent plan for the future of the city centre by the end of the year, talking to people and businesses about their aspirations and ideas to inform our plans.

3. Supporting Sheffield businesses to recover and grow

- We will work with businesses to deliver the [Business Recovery Plan](#)
- Provide the advice and support that Sheffield businesses need to recover, increase productivity and grow.
- Support more people to start new businesses in Sheffield
- Continue to support the development of the Advanced Manufacturing Innovation District
- Encourage businesses to share innovation and knowledge to address sustainability and the low carbon economy.
- Support the city's SMEs to recruit local talent, connecting people to business needs.

4. Tackle harmful pollution and improve the safety of the air we breathe

- We will finalise our approach to the proposed Clean Air Zone as part of a wider package of interventions to improve air quality in Sheffield.
- Work with bus companies to retrofit existing buses to the cleanest Euro 6 standards and address bus idling at key hotspots.

5. Secure a sustainable future for public transport in the city

- We will support our buses and trams to recover from Covid so that people are able to confidently return to using the city's public transport network.
- Consult on improvements to the city's bus network to encourage more people to use public transport in the city.
- Set out a long-term vision for the Supertram, ensuring essential maintenance of the network and developing plans to extend the network across Sheffield / South Yorkshire in partnership with the South Yorkshire Mayoral Combined Authority.

6. Deliver high quality, sustainable homes, working with the best developers

- We will take decisive steps to progress the Local Plan during 2021 and 2022, working collaboratively with Members and communities. The Plan will build a platform to invest over the medium term, emphasising safe and attractive neighbourhood design - including wellbeing, resilience and biodiversity.

7. Vibrant arts and culture for every part of the city

- We will continue to work with Sheffield's Culture Collective and Culture Consortium to achieve the ambition of putting Culture front and centre of Sheffield's recovery.

8. Skills and employment

- We will develop an ambitious strategy for future skills, working in partnership with the region and linking to our status as a centre of excellence in innovation and advanced manufacturing
- Support people furthest from the labour market to get the skills and advice they need to get back into work.
- Support young people with 500 new apprenticeships, targeted support to those most at risk of being NEET.
- Work with people and employers to upskill our workforce, developing new career opportunities, increasing productivity and connect people into the city's key growth sectors.



Our council

Our ambition

We will be a council that leads boldly with purpose and decisiveness, that puts the communities and people of Sheffield at the heart of everything it does, and that works hard to deliver excellence first time, every time.

Why it matters

This chapter is about us as an organisation and how we make sure that we are equipped to seize the opportunities and rise to the challenges of the coming years. We know that not everything we do as an organisation works and that decisions are taken too far from the people affected by them – that was a clear message from the local referendum in May – and that not all of the services that we provide meet the expectations of the people who use them.

Our people are our greatest asset, they have risen to the challenge of this year and they have pride in their city and passion to serve. We need to empower and enable our people to be the best they can be, to learn and grow and to innovate. Investing time and effort to strengthen the culture of our organisation is not a nice to have or an add on, it is a critical step on our journey.

This chapter sets out what we will do over the next 12 months to begin that journey to become the organisation that we need to be for the future:

- a more agile council, harnessing the strengths of our passionate workforce to

deliver real change.

- a more effective council, focused on the performance of our services and delivering the improvements the people of Sheffield deserve
- a more democratic council, with new ways of making decisions, listening to more views and connecting with communities.
- a more confident council, working with partners locally, regionally and nationally to deliver for the city.
- a more engaged council, working with our communities to solve problems, building on the strengths that already exist.



Our council

1. Involve our citizens in the decisions that affect them and their communities

- We will implement the new Local Area Committees, giving power back to our communities
- Launch a whole city conversation on decision making in LACs and the new Committee System to give everyone a voice in the city's democratic future.
- Pioneer a new approach to decision making with four Transition Committees bringing in voice from across the political spectrum into our city-level decision making.

2. Support our diverse communities in recovering from the impact of Covid by taking visible action to fight poverty and inequality

- We will implement priority recommendations of the Race Equality Commission as a City Council to become a fair, inclusive organisation that reflects the diversity of the city we serve, and that tackles discrimination and prejudice wherever it is found.
- Review how Covid funding from Government might be targeted to help people in the city through the financial 'cliff-edge', including by providing hardship payments to those affected by Covid and grants to community organisations who are helping those who are struggling.
- Hold a city summit on poverty in Sheffield by end of October 2021, engaging all partners and stakeholders in agreeing the key actions we need to take to tackle poverty in Sheffield
- Work with the city's public institutions (eg. universities), maximising the impact of the money we spend on creating sustainable local jobs, better incomes and sustainable local supply chains.

3. Attract sustainable jobs and more investment to Sheffield by being a confident, outward looking city that punches its weight on a regional, northern and national stage

- We will be a strong, trusted partner, working with Sheffield's public institutions, the city's partners and communities to lead the city's recovery from Covid and create a shared plan for Sheffield's future. We will reset the way we work with our voluntary, community and faith sector partners, building a new strategic relationship.
- Be a trusted, collaborative partner in the South Yorkshire Combined Authority, working with our neighbours to invest and make a real difference to the city region's economy

- Agree a plan by Autumn 2021 to manage the Council's land and physical assets to unlock resources and maximise the use of physical assets for communities.
- Working with our public, private and VCF partners, Sheffield will be a leading, investable city in the North. We will work with cities and towns to maximise the North's economic potential for the UK.

4. A city council that is well-run, connected to communities and committed to excellence

- We will establish a robust performance approach and culture in the organisation to drive improvement, accountability and deliver better services for Sheffielders.
- Improve the ways in which people can get in touch with the council and improve the experience that they have when they do.
- Overhaul our complaints process so that customers are able to challenge and help us drive improvement in all our services.
- Ensure every member of staff has, as a minimum, an annual conversation with their manager on their performance, development needs and goals for the year and require senior managers to lead more cross-council pieces of work and commit time to talking to people and communities from across the city.
- Conduct a local non-statutory inquiry into the management of the street trees dispute, led by an independent person, to continue to rebuild trust with our communities.

5. A city council that is ready for the future

- We will implement priority-based budgeting and start work on a 3-5-year Corporate Plan and single change programme for SCC, directly aligning our resources to the things we want to achieve in Sheffield.
- Have an LGA Peer Review in late 2021.
- Introduce a programme of carbon literacy training for Members and key council staff.
- Invest in the skills and capabilities of SCC's workforce and attract new talent to deliver for Sheffield and ensure our people reflect the city we serve.

We want to be a Council that this city can be proud of

To be confident that Sheffield City Council can deliver this ambitious one year recovery plan, we need to reflect on our strengths and areas for development as an organisation; as well as be willing to invest in the corporate health and capacity of the council. As an employer and leader in the city, we need to aspire to be an outstanding organisation; a council that all Elected Members, staff and citizens can be proud of.



Clear direction & collective leadership

Clear direction and collective leadership – focused on a clear and ambitious set of priorities which provide a sense of purpose for every employee and are collectively owned by the organisation's leadership at political and officer level



Collaborative

Collaborative – working with all partners and citizens; providing leadership and support where it's needed and getting out of the way where we need to. Within SCC we will strive to work as 'One Council' with common purpose



Connected to our communities and citizens

Connected to our communities and citizens – a Council in and of our communities – working in the open, with and alongside people - a visible, accessible organisation



Confident and outward looking

Confident and outward looking – sharing success, learning from others and being a strong partner in the City Region and across the north



Committed to excellence

Committed to excellence – with a strong performance culture; an organisation that empowers staff to try and to learn, and which values focus, follow through and getting things done. We invest in the talent and development of our staff so that those who work for SCC are the best they can be.

Where we go next

The year ahead

This plan doesn't cover everything we do but is an initial step, setting out the most critical things that we need to do over the coming months to help Sheffield recover from Covid; to tackle problems where services aren't meeting customer expectations; to collaborate with communities and partners to get the very best for the city; and to engage, empower and enable all Sheffielders to have a role in our future together.

This Plan also starts to lay the foundations for long term change so that the city we all love can become a flourishing, modern city that is socially and environmentally just with great opportunities and wellbeing for everyone. To establish these new foundations, there are a number of areas we need to start working on together this year that will be instrumental in the city's future:

- Immediately start development of a 3-5 Corporate Plan for the Council, listening to the city in order to create a longer term plan.
- Our longer term plan will have clear priorities that will shape our budgets and investments for the coming years, focused on areas such as healthy and sustainable communities; a strong, thriving economy; youth and aspiration; climate change; and prevention.
- Work with communities and partners to agree a single, shared blueprint for Sheffield's long-term future, agreeing the key commitments and actions we need to take together.
- Investigate the economic and social impacts of Covid-19 on the city, our people, communities and businesses and test new models of economic development, to deliver a strategy that has community, inclusion and equality at its heart.
- Talk with communities through LACs to understand how communities coped through

the pandemic in 2020 and early 2021, and begin a conversation on what might come next, how we maintain and support community assets, and maintain support to the most vulnerable.

- Bring forward a refreshed Housing Strategy to address the long term needs of the city.
- Talk with communities about the Environment Bill to develop an ambitious, climate focused approach to improving Sheffield's environment and bio-diversity and reducing our waste.
- Respond to the National Waste Strategy, including taking steps to increase Sheffield's recycling rate, engaging with business and communities to develop a citywide approach to waste reduction, and working to develop local businesses that commercialise the use of waste products either directly through the council or in partnership with the private sector.
- Work with fellow anchor institutions in the city to maximise the impact of our procurement on local businesses, jobs, and sustainability.

The coming year is undoubtedly going to be one of real change for everyone in Sheffield as we continue to recover from and adapt to the impact that Covid-19 has had on our lives, our families, our communities and our city. As restrictions ease over summer 2021, we are all still acclimatising to what has been a traumatic period for many Sheffielders.

For the City Council, this is also a year of change and an unprecedented opportunity to reset, rebuild and renew how decisions are made in the city, our relationship with people and communities in every part of the city and ensure that we are fundamentally in and of our communities in all that we do.

