



## Report to Strategy & Resources Committee

**Author/Lead Officer of Report:**

Laurie Brennan, Head of Policy and Partnerships

**Tel:** 0114 2053126

**Report of:** *Director of Policy, Performance and Communications*

**Report to:** *Strategy and Resources Committee*

**Date of Decision:** *5<sup>th</sup> July 2022*

**Subject:** ***Our Sheffield: administration priorities***

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
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:-				
<i>"The (<b>report/appendix</b>) is not for publication because it contains exempt information under Paragraph (<b>insert relevant paragraph number</b>) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>				

### **Purpose of Report:**

This paper sets out an initial set of strategic priorities for Sheffield City Council that have been developed by the Chairs of the new policy committees and the leaders of the parties in the administration.

These outcomes will form the basis of the new Corporate Plan which will be developed by Members over the summer (in line with the [timetable agreed by S&R Committee on 31<sup>st</sup> May 2022](#)).

Having a single set of priorities will provide focus and purpose for the City Council for the medium-to-long term, setting the policy framework for what we want to achieve for Sheffielders and how budgets and annual plans contribute to achieving those longer term priorities.

**Recommendations:**

It is recommended that the Strategy and Resources Committee:

1. Agree the initial set of strategic priorities for Sheffield City Council for the 2023/24 municipal year
2. Note the ongoing work on the development of the Corporate Plan and agree that the strategic priorities should form the basis for this.
3. Note that a draft Corporate Plan will be brought forward for consideration by the Strategy and Resources Committee at its meeting on 30 August 2022.

**Background Papers:**

*Our Sheffield - One Year Plan 2021-22*

<https://democracy.sheffield.gov.uk/mgConvert2PDF.aspx?ID=45712>

*Our Sheffield: The Year Ahead, Strategy and Resources Committee, 31<sup>st</sup> May 2022,*

<https://democracy.sheffield.gov.uk/documents/s52584/Our%20Sheffield%20The%20Year%20Ahead%20-%20report%20to%20SR%20Committee%20May%202022.pdf>

Lead Officer to complete:-						
1	<table border="1"> <tr> <td rowspan="4">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.</td> <td>Finance: <i>Ryan Keyworth, Director of Finance and Commercial Services</i></td> </tr> <tr> <td>Legal: <i>David Hollis, Assistant Director of Legal</i></td> </tr> <tr> <td>Equalities &amp; Consultation: <i>Laurie Brennan, Head of Policy and Partnerships</i></td> </tr> <tr> <td>Climate: <i>n/a</i></td> </tr> </table>	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.	Finance: <i>Ryan Keyworth, Director of Finance and Commercial Services</i>	Legal: <i>David Hollis, Assistant Director of Legal</i>	Equalities & Consultation: <i>Laurie Brennan, Head of Policy and Partnerships</i>	Climate: <i>n/a</i>
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	Equalities & Consultation: <i>Laurie Brennan, Head of Policy and Partnerships</i>					
	Climate: <i>n/a</i>					
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>					
2	<table border="1"> <tr> <td><b>EMT member who approved submission:</b></td> <td><i>Eugene Walker, Acting Chief Executive</i></td> </tr> </table>	<b>EMT member who approved submission:</b>	<i>Eugene Walker, Acting Chief Executive</i>			
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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 Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
<b>Lead Officer Name:</b> <i>James Henderson</i>	<b>Job Title:</b> <i>Director of Policy, Performance and Communications</i>
<b>Date: 29<sup>th</sup> June 2022</b>	

## Purpose of report

1. This report sets out a number of strategic priorities which will be the focus the administration's programme in the year ahead.
2. As work is underway on developing a new Corporate Plan for Sheffield City Council, it is suggested that these priorities will then become the foundations for the new Plan, providing a clear set of priorities for the Council's decision making over the medium term.

## Background

3. At the meeting of the Strategy and Resources Committee on 31<sup>st</sup> May 2022, the Committee received paper which summarised the key issues and opportunities facing SCC in the year ahead and the organisation's financial, policy and operational context.
4. As a result, the Committee agreed to develop a statement of policy priorities for the year ahead. This will provide immediate areas of focus for the organisation and a strategic framework which will guide the council's response to the contextual issues facing the city, shape future strategy development, and enable citizens to hold SCC to account.

## The One Year Plan provided immediate in-year focus but we need priorities which set direction for the medium to long term

5. One Year Plan<sup>1</sup> is the Council's current corporate strategy and it provided an important statement of purpose and intent for Sheffield City Council as the city continued to respond to the Covid-19 pandemic and in a year of transition from a Leader/Cabinet model of governance to a Committee System.
6. The One Year Plan also set out the key commitments that the Co-operative Executive wanted to achieve, focusing on some immediate, in-year deliverables (eg. 10 Point Plan for Climate Action<sup>2</sup>) and working to progress some longer-term priorities for the city (eg. Local Plan<sup>3</sup>).
7. With the implementation of the Committee System, Sheffield City Council has constitutionally committed to having a Corporate Plan and annual delivery plans. This will ensure that there is a clear strategic framework of goals which Members (and Policy Committees), and every member of SCC staff will contribute to in their decisions and work they do every day for the city. It will explain what we are

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<sup>1</sup> Sheffield City Council (2021) Our Sheffield: One Year Plan, <https://www.sheffield.gov.uk/content/dam/sheffield/docs/your-city-council/our-plans.-policies-and-performance/one-year-plan.pdf>

<sup>2</sup> Sheffield City Council (2021) 10 Point Plan for Climate Action, <https://democracy.sheffield.gov.uk/documents/s50691/11%20-%2010%20Point%20Plan%20Cooperative%20Executive%20March%202022.pdf>

<sup>3</sup> See S&R Committee, 31<sup>st</sup> May 2022, <https://democracy.sheffield.gov.uk/documents/s52562/2022-5-25%20Strategy%20Resources%20Committee%20-%20Local%20Plan%20Working%20Group%20FINAL3.pdf>

trying to achieve for the city and the things that we should be held to account for delivering for Sheffielders.

8. The priorities in the Corporate Plan will then run through everything we do as an organisation – our budget, our annual delivery plans, our Policy Committee work plans, our Performance Framework and annual performance objectives of all our staff.
9. It is also an opportunity to provide some medium-to-long term stability to the organisation, setting a core set of ambitions which we will work towards over the years to come.
10. Recognising that many of the challenges and opportunities facing Sheffield are complex and can take years to achieve or progress (eg. climate change, tackling health inequalities, investing in the city and local centres) having annual delivery plans will enable us to focus our resources and capacity on the interventions each year or over two-to-three years which *directly contribute to achieving those longer term outcomes*. Importantly, this also means that we may stop doing things that do not contribute to achieving those outcomes.
11. Finally, the proposed priorities below will undoubtedly be revised and further developed over the summer as Members from the whole council work together on the development of the Corporate Plan. It is anticipated that a new Corporate Plan will be considered by Full Council in autumn 2022 and the draft priorities below will provide some vital foundations to that work.
12. Also recognise that many of the Sheffielders want us to achieve for the city aren't just delivered by SCC – most are in partnership with other public services and organisations in the city. We will work with city partners to deliver a new City Strategy which is collectively owned and sets out a shared vision of where we want to get to together. In line with this we will engage with key partners (e.g. NHS, voluntary sector and police) in the development of our Corporate Plan, ensuring that they are fully involved in setting our ambitions and plans.

### **Our Sheffield – new draft priorities**

13. The table below outlines seven priorities which will frame and guide the work of administration this year but then form the basis of the new Corporate Plan (recognising that the wording be updated and adapted). Alongside the development of the priorities and the commitments that sit beneath them, Members will also consider whether there is an overarching mission or goal which connects the priorities and becomes driving purpose of the organisation (eg. wellbeing).
14. It is proposed that there is also an additional internal priority for the Council itself which focuses on the organisational transformation and development that we are

undertaking as an organisation to ensure that we secure the Council’s financial sustainability, to be in and of our communities, for our workforce to better reflect the city we serve, to become a performance-led organisation and

15. But, whilst the draft priorities will continue to develop further, the administration’s focus on delivering for the city and for Sheffielders will continue. The column on the right of the table below sets out key issues that the council will work on this year that will start to deliver the priorities that have been agreed.

Draft priorities	Key issues for this year
<p><b>Fair, inclusive and empowered communities</b></p> <p>Sheffielders are supported to get involved in their communities and their city, contributing and shaping the issues that matter to them</p>	<ul style="list-style-type: none"> <li>• Participation and involvement - collaborating with communities on a new approach to participation and involvement.</li> <li>• LACs – continue to build on the new LAC model, working with communities to set out a longer-term approach to the devolution of powers/funding to neighbourhood level and making the council responsive to distinct local needs</li> <li>• Relationship with the voluntary, community and social enterprise sector - build a collaborative and trusted relationship with Sheffield’s diverse community sector as vital partners to getting the best outcomes for people in our communities</li> </ul>
<p><b>Strong and connected neighbourhoods which people are happy to call home</b></p> <p>Sheffielders live in clean, vibrant and caring communities where people feel safe and are treated with respect. More people have access to good homes, reliable transport, and the key local amenities they need to live their day-to-day lives.</p>	<ul style="list-style-type: none"> <li>• Cleaner, greener, safer – investing in improving the cleanliness of quality of neighbourhoods and green spaces with enforcement to tackle specific local challenges (fly-tipping, graffiti, litter)</li> <li>• Local centres – continuing to invest in the vibrancy and economic wellbeing of local centres and high streets Connecting Sheffield programme</li> </ul>
<p><b>Tackling inequalities and supporting people through the cost-of-living crisis</b></p> <p>Sheffielders live in a city where inequality and discrimination are actively challenged, respect and diversity are valued and we strive to make our economy and</p>	<ul style="list-style-type: none"> <li>• Cost of living - continuing to lead a whole city response to the cost living crisis, focusing support on people that need it the most, connecting to communities to ensure that we help when people are struggling and planning for likely challenges in the autumn/winter.</li> <li>• Food Access Plan – investing in a Food Access Plan for the city to support Sheffield’s</li> </ul>

<p>our city work better for everyone.</p>	<p>foodbanks, particularly during the cost-of-living crisis</p> <ul style="list-style-type: none"> <li>• Poverty Action Plan - co-ordinate activity across the city focused on tackling poverty and its impacts in line with the Tackling Poverty Framework<sup>4</sup></li> <li>• Levelling Up – working with Government as a Sustainable Growth Accelerator Programme that delivers real impact for the city and seeks to address the inequalities within and between our communities</li> <li>• Equality, diversity &amp; inclusion – working with the cities institutions and partners to become a fair and inclusive city, including delivering the recommendations from the Sheffield Race Equality Commission.</li> </ul>
<p><b>High quality services for all</b> Sheffielders in every part of the city can access consistently high quality council services when and where they need them</p>	<ul style="list-style-type: none"> <li>• Targeted service improvement - we will set out a targeted 12-month action plan to focus on agreed areas on poor performance, ensuring that we are meeting and exceeding the expectations of the people of Sheffield in every part of the city.</li> <li>• Continuous improvement - develop a performance management, intelligence and assurance culture across the organisation and become a citizen focused organisation that drives continuous improvement</li> </ul>
<p><b>Healthy lives and wellbeing for all</b> Sheffielders all have the opportunity to lead long, healthy, active and happy lives and can connect to the right health and wellbeing support at the right time.</p>	<ul style="list-style-type: none"> <li>• Adults and children’s health &amp; social care – both are under a significant amount of immediate pressure with rising costs and lack of capacity in the system resulting in financial stress and a risk of poorer outcomes for individuals. We need both to improve outcomes and ensure short- and long-term financial sustainability in these areas.</li> <li>• Health and care integration – continuing to build and strengthen the relationship between SCC and Sheffield’s NHS through the new local health system structures</li> </ul>
<p><b>Clean economic growth</b></p>	<ul style="list-style-type: none"> <li>• Local Plan – continue to develop a new Local Plan for Sheffield in line with the timetable with</li> </ul>

<sup>4</sup> Sheffield City Council (2020) *Tackling Poverty Framework 2020-2030*, <https://sheffieldcc.moderngov.co.uk/mgConvert2PDF.aspx?ID=38873>

<p><b><i>(working suggestion: a clean, sustainable and successful economy</i></b></p> <p>Sheffield seizes on the opportunity for clean, sustainable and inclusive growth and supports an innovative and creative city economy with thriving businesses and good jobs</p>	<p>the intention to consult the people of Sheffield on a full Draft Plan in Autumn 2022.</p> <ul style="list-style-type: none"> <li>• City centre – continuing to invest in a liveable and sustainable city centre</li> <li>• City Strategy and Inclusive Economy Strategy – working with communities and partners to set a new long-term vision for the whole city</li> <li>• Climate emergency – setting out a full action plan to deliver the 10 Point Plan for Climate Action</li> <li>• Transport – working with the South Yorkshire Mayoral Combined Authority on the future of public transport in the Sheffield and South Yorkshire.</li> <li>• Clean Air Zone – implementing the CAZ in early 2023 to improve air quality in the city to a legally safe standard.</li> <li>• Adopt Sheffield Chamber of Commerce’s <a href="#">Local Skills Improvement Plan</a> and developing our Employment and Skills Strategy</li> </ul>
<p><b>Happy young people who have the start they need for the future they want</b></p> <p>Young Sheffielders are happy, safe and have the opportunities they need to be fulfilled and reach their potential in a changing world.</p>	<ul style="list-style-type: none"> <li>• Young people – continuing to invest in young people’s services, increasing local provision in every area of the city.</li> <li>• Youth Services Strategy – deliver the new Youth Services Strategy, providing an outstanding offer to young Sheffielders</li> <li>• Education - continuing to drive inclusion in education settings across the city to maximise learning outcomes for Sheffield’s children and young people.</li> </ul>
<p><b>A good council</b></p> <p>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.</p> <p>Our values:</p> <ul style="list-style-type: none"> <li>• People are at the heart of what we do</li> <li>• Openness and honesty are important to us</li> <li>• Together we get things done</li> </ul>	<ul style="list-style-type: none"> <li>• Delivering a financially sustainable city council, recognising that this will involve difficult and challenging decisions but focus on getting the best outcomes for the city with the money we have available</li> <li>• Asset management – reduce our backlog of maintenance and begin to rationalise the size and cost of the Council’s estate</li> <li>• Continuing to deliver the commitments made in the ‘Our Council’ commitments in the One Year Plan, including becoming a performance-led organisation; investing in the skills and</li> </ul>



	<p>capabilities of our staff; and becoming an council that reflects the city that we serve.</p> <ul style="list-style-type: none"> <li>• Continuing to develop the Committee System as our decision-making model, listening to citizens and stakeholders as we go.</li> <li>• Working alongside the city's anchor institutions, partners and citizens to form develop a shared vision for the city's future.</li> </ul>
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### **How does this decision contribute?**

16. Establishing strategic priorities for the Council in a Corporate Plan that can provide medium-term focus is a vital step for the organisation. An overarching mission and priorities will guide and shape the decisions and investments we make as an organisation and enable citizens and partners to hold us to account for delivering our commitments to the city.
17. Further, as our new committee system develops, the strategic priorities and outcomes set out in the Corporate Plan should flow through directors' annual service plans, policy committee workplans and performance data we report. This means that as an organisation, we can be very clear about what we are prioritising, investing in or using staff resource for and how it contributes to achieving the commitments that the Council have made to Sheffielders.

### **Has there been any consultation?**

18. There has been no consultation on the contents of this report as it provides an overall statement of priorities for the council. As part of the further development of the Corporate Plan over the summer, consultation with staff, citizens and Members on the content and direction of the plan is proposed.

## **Risk Analysis and implications of the decision**

### **Equality Implications**

19. There are no direct equality implications arising from this report. However, the outcomes identified, and the set of key issues for the year ahead will have equality implications associated with them.
20. Equality Impact Assessments will be developed to ensure that a thorough and robust understanding of these equality implications is made for each of these issues as they come forward for consideration by the committee.

## **Financial and Commercial Implications**

21. There are no direct financial and commercial implications arising from this report. The priorities and key issues set out are not expected to result in additional funding demands beyond those already agreed as part of the council's budget for 2022/23. Any budgetary implications that might arise will need further Member approval and will need to be contained within the council's overall budget envelope.

## **Legal Implications**

22. The ability of the Council to set strategic priorities and adopt a Corporate Plan is permitted by the subsidiary powers under s111 Local Government Act 1972 to do any thing which is calculated to facilitate, or is conducive or incidental to, the discharge of its functions.. Once adopted the legal implications of delivery against the key issues and Corporate Plan will be considered as part of the decision-making process.

## **Climate Implications**

23. There are no direct climate implications arising from this report. There are likely to be climate implications arising from the council's response to many of the issues documented in the first part of this report: climate impact assessments will be undertaken for these as needed.

## **Other Implications**

24. There are no other implications of this report.

## **Alternative Options considered**

25. No alternative options to the production of an initial set of strategic priorities was considered as it was agreed by Strategy and Resources Committee at its meeting of 31 May 2022 that these should be developed and brought forward for consideration at this meeting.



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