



Report to Policy Committee

Author/Lead Officer of Report:

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Tel: 0114 2734755

Report of: Chief Executive
Report to: Strategy and Resources Committee
Date of Decision: 31st May 2023
Subject: Strategic Framework 2023/24

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? N/A				
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"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."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>				

Purpose of Report:

2023/24 is a significant year for Sheffield and we have an unprecedented opportunity, alongside our communities and partners, to set out a new vision and plan for the future of our city. But to be an effective, collaborative and connected leader and partner, we need to continue our improvement journey as an organisation, learning from the recent independent reviews of SCC and delivering for the people of Sheffield.

This paper sets out:

1. The progress made through our Corporate Delivery Plan and improvement journey in the last year, recognising that this has been the first phase and there is much still to do.
2. The need to develop and reset our Strategy Framework for the Council, connecting our developing City Goals with a new Corporate Plan and key

cornerstone strategies which give Members, staff and the people of Sheffield a clear statement from our organisation of our values, what we want to achieve and how we will deliver.

3. The key opportunities, issues and decisions that we will need to address in the coming year to continue our progress and deliver for our communities.

Recommendations:**That S&R Committee:**

1. Note the progress of the council's improvement journey, recognising that, in line with the Lowcock and LGA reviews, there is significant work for SCC to do
2. Endorse the proposal to develop a new Corporate Plan by autumn 2023, in line with the decision made at S+R Committee on 15th March 2023 committing to the recommendations set out in the LGA Peer Challenge Action Plan
3. Agree to work across Policy Committees to address the key issues and decisions identified in section 3, recognising the importance of these issues to our communities and to the city's success.
4. Note the work that is underway on the Future Sheffield transformation programme, and that the Strategy and Resources Committee will be the lead committee for this work.
5. Agree to the establishment of a cross-party working group for Future Sheffield, led by the Deputy Leader.

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: Liz Gough, Head of Service: Finance & Commercial Business Partnering</td> </tr> <tr> <td>Legal: David Hollis, Interim General Counsel</td> </tr> <tr> <td>Equalities & Consultation: Adele Robinson, Head of Equalities and Engagement</td> </tr> <tr> <td>Climate: N/A</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: Liz Gough, Head of Service: Finance & Commercial Business Partnering	Legal: David Hollis, Interim General Counsel	Equalities & Consultation: Adele Robinson, Head of Equalities and Engagement	Climate: N/A
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	<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>SLB member who approved submission:</td> <td>Kate Josephs, Chief Executive</td> </tr> </table>	SLB member who approved submission:	Kate Josephs, Chief Executive			
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Lead Officer Name: James Henderson	Job Title: Director of Policy Democratic Engagement					

Date: 19th May 2023

Sheffield's Strategic Framework 2023/24

Purpose – the journey ahead in 2023/24

1. This paper aims to recognise that the year ahead is one of huge opportunity for our city and our organisation. Building on the progress made in the last year, we know that there is much to do to ensure that our City Council reflects and delivers the ambitions of our city. But, as we continue on the improvement journey that we have started, we will ensure that everything we do is shaped by the people of Sheffield, their priorities and ambitions. We will never lose sight of this and through our connections with communities everyday, through our Local Area Committees and working with our partners in the voluntary, community and faith sectors, the voice of our citizens must run through everything we do.
2. While local election results mean that no one party is in overall control in SCC, the nature of the cross-party administration means that in all policy committees (including Strategy and Resources Committee), the three parties forming the administration will work collaboratively to deliver for the people of Sheffield.
3. In particular, this will mean a focus over the year ahead on tackling some of the most urgent issues facing the city at the moment, such as the impact of the cost-of-living crisis on the people of Sheffield, as well as setting out the council's priorities and focus for the future and taking some of the big decisions that will shape the city for the years ahead.
4. This paper is intended to set the immediate and strategic context for the year ahead: describing the issues where decisions will need to be taken quickly and where longer-term choices will need to be made to help set the direction for the city and council in the longer term. It is not intended to be an exhaustive list of all the issues facing the organisation or all the things that will need to be done over the coming years, which will be, in part, the role of the Corporate Plan and City Goals, as set out below.

1. 2023 is a vital year for Sheffield, an opportunity to embed progress and to renew the Council's relationship with our communities and our city

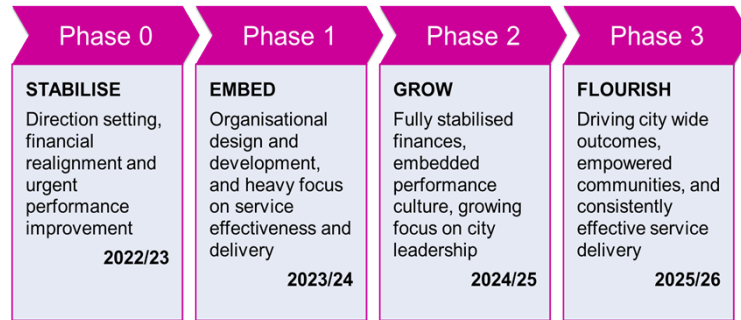
5. As set out in the Corporate Delivery Plan 2022/23¹, Sheffield City Council is on an improvement journey to be a more connected, collaborative, open and transparent council that is solely focused on delivering for the people of Sheffield.

¹ Corporate Delivery Plan 2022/23, <https://www.sheffield.gov.uk/your-city-council/corporate-delivery-plan>

6. The Delivery Plan gave us clear Strategic Goals for the organisation and focused on delivering performance improvement in areas where we not meeting the expectations of our citizens.
7. We have made real progress in the last year including:
 - Agreed a new set of values for Sheffield City Council, developed by our staff, which will define how we work as an organisation:
 - People are at the heart of what we do
 - Openness and honesty are important to us
 - Together we get things done.
 - Driven performance improvement in the services which are vital for our communities including:
 - lead real progress in our housing repairs services, particularly bringing voids back into use which is taking half the time it was a year ago (around 40 days rather than 80), meaning more properties are available more quickly for people to rent;
 - improved customer services with a more responsive contact centre – we've driven a 20-percentage point improvement in all calls answered over the last year (now 82% of calls answered) with notable improvements in calls about council tax and benefits issues.
 - Continued the transformation of our adult social care services with huge progress made in service users having annual reviews to make sure that people are getting the care and support they need.
 - Worked with public, private and voluntary, community and faith sector (VCF) partners to support communities and businesses in the cost-of-living crisis by getting £15 million of financial support to those that need it the most and opening 184 Welcome Places to give people a safe and warm place to go.
 - Continued the transformation of our city centre including Heart of the City 2 and West Bar, the continued development of the new Radisson Blu hotel on Pinstone Street, Leah's Yard and the recent opening of Pound's Park bringing play into the heart of our city centre. Also seeing more new investment in the city including the development of a new 1000 home ultra-low carbon neighbourhood at [Attercliffe Waterside](#).
 - Taken the first steps in successfully implementing a major transformation in our decision-making and governance from a Leader/Cabinet to Committee System. We have also undertaken an initial [six-month review](#) to ensure we are constantly looking to improve our approach to improve our decision making.
 - Prioritised the ongoing development of Local Area Committees (LACs) as a crucial space for community engagement and decision making on key local issues. As set out in the 6 Month Review, we will continue to enhance our LACs ensuring more decisions on key areas like transport, youth services and

parks are made with communities; look to pilot new approaches to community involvement in decision making; and ensure that LACs are embedded in our ways of working.

- Working cross-party, we have made significant progress on our Local Plan for Sheffield, with the emerging draft plan [published to let the people of the city have their say on the proposals earlier this year](#).
 - Established and begun to embed our Local Area Committees which are giving local people a real voice in the issues that affect them in their areas.
 - Set out our response to the [Race Equality Commission report](#) which was launched in July 2022. The REC report was a vital step in demonstrating the distance we have to travel to do to be an inclusive, antiracist city and that in SCC, we have to work hard to drive out racial inequality from our organisation. As a first step, we agreed our own [REC action plan](#) and are working hard to deliver real change in SCC.
 - Introduced a [new Performance Framework](#) to support our Corporate Delivery Plan, which gives Members and citizens access to regular information on how we are performing against our priorities. This is a key step in building a stronger performance culture in the council.
 - Invited the LGA to support our improvement by holding a Corporate [Peer Challenge by the Local Government Association to identify our strengths and areas for development](#). The [LGA team](#) recognised the journey that we are on as an organisation and set out a strong set of recommendations to help us continue to improve. Strategy and Resource Committee agreed our action plan to ensure that we fully respond to the [recommendations from the LGA team](#). We'll be welcoming the LGA team back later this year so that they can see the progress we have made and help us to continue on our journey of improvement.
 - Set a balanced budget for the City Council in an incredibly challenging financial context. Working through our Policy Committees, Members from all political parties contributed to the development of budget proposals to continue to deliver vital services for the city.
 - Showcased the city on the global stage, including by hosting the Women's European football Championships, Rugby League World Cup, a leading Eurovision bid, and seeing our city recognised as the [greenest city in the UK](#) and in second in [Time Out's list of European places to visit for a city break](#).
8. We have made real progress but are under no illusions of the scale of change we need to undertake to make sure that Sheffield City Council is fit for purpose with the capabilities, culture and accountability that will enable us to meet the ambitions of communities and partners in the city. The above achievements and progress were part of the first step (phase 0) on our improvement journey which we need to build upon in the coming years.



9. The recently published Lowcock Report² into the street trees dispute alongside the LGA Peer Challenge report and the Race Equality Commission identified a significant number of challenges that SCC needs to address. While some of these are specific to the focus of the reports, each of these reports make a number of wider recommendations about our culture and ways of working at SCC, including around governance, working openly and transparently and how we engage, involve and listen to communities.
10. Changing the culture of a huge organisation is not an overnight task, and we know it will take time to rebuild the confidence and trust of citizens in the council through both *what* we do – by delivering for the city; and *how* we do it - being led by our values in our culture and ways of working.
11. In response to our challenges and aspirations for the future, we are developing a 3-year programme of organisational change that will deliver both pieces of rapid improvement work in the next 18 months and be a catalyst for longer term transformational change; with our values at the core, this programme aims simply to ‘improve the way things are done around here’. We are calling the change plan “Future Sheffield” as it will help us become the Council we want and need to be.
12. To oversee the work of the Future Sheffield programme as it develops, Strategy and Resources Committee may wish to consider establishing a task and finish group to provide assurance on delivery, to be led by the Deputy Leader.
13. Through Future Sheffield our workforce and the people of Sheffield will see:
 - A culture that is founded on **trust, openness and inclusivity**
 - Collective **accountability**
 - A modern council where **equality and diversity** are celebrated, staff have a **voice**, are **engaged in developing our future** and are **proud to work for SCC**
 - More **connection to our communities**, support to design and implement a **new approach to working in neighbourhoods** and **improved community engagement**

² Independent Inquiry into the Street Trees Dispute, <https://www.sheffield.gov.uk/your-city-council/independent-inquiry-into-street-trees-dispute>

- Better outcomes for citizens by **working in partnership** with them and other partners; enabling staff to spend **more time doing the right things**
- A **single change plan** that is **collectively owned**, has **senior level assurance** and the **right level of resources allocated** to it to ensure **outcomes are delivered**
- Use of **digital services and new technologies** to improve our systems and processes.

2. We need to match the pride and ambition that the people of Sheffield have for our city with a clear strategic aims and plans which set out what we are going to do and how we will do it

14. We have faced significant challenges in recent years with a decade of austerity followed by the Covid-19 pandemic and then a cost-of-living crisis which have all had profound implications for families, communities and our economy. We have responded to those challenges together as a city, working together with our communities.
15. In such difficult times, our city has shown real strength, collaboration and resilience and it is those qualities which we need to nurture and develop together to navigate the complex challenges the world and our city faces in the years ahead. Sheffield's unity, creativity and community are assets which will help us to shape our solutions to critical challenges such as how we pursue a just and equitable climate transition; how we tackle entrenched health and wellbeing inequalities to maximise the potential and our communities and our city; and how we revolutionise citizen participation.
16. The nature of the recent crises has meant we have had to be rapidly responsive and focused on the most immediate challenges, drawing on strained and stretched capacity across all sectors. But, if we are to achieve a brighter future for Sheffield and all our citizens, we need a shared vision and plan for the city's future. At a city level, organisations and communities are working together on our [City Goals](#) which will provide a clear and shared articulation of Sheffield's future. Based on robust evidence and insight from partners, the Goals can be Sheffield's 'north star', creating a strategic focus for what we do in the city so that there is a clearer, shared story for our future. In the Council, these goals must be underpinned by plans which will make us a better partner in the city, in the South Yorkshire Mayoral Combined Authority and better placed to access new investment from government and business.

17. At the April 2023 Strategy and Resources Committee³, Members endorsed the development of City Goals and SCC's involvement as a collaborative partner in this process, which is led by the Sheffield City Partnership Board.
18. The development of City Goals is a significant step for the city, meaning that we will have a single vision and set of priorities which all institutions and organisations will work towards, using the individual and collective capacity that is a huge strength of this city to achieve bold ambitions for Sheffield. We are expecting the Goals to be finalised towards the end of summer 2023, giving us key commitments to drive collaborative action in the years ahead and focus investment (eg. through our Place-based Plan with SYMCA).

Corporate Plan

19. We have a vital role to play as a city leader but as part of the improvement journey we are on as a council, we need to reset our strategic framework so that there is clear connection between the City Goals, the political priorities of the administration and the work that every member of staff does every day for the city. Put simply, we have to be able to articulate what we want to achieve and how we are going to achieve it with the resources we have. Staff throughout the council should be able to understand how their work contributes, as well as how and why choices have been made to prioritise constrained resources. They should feel connected to a clear sense of purpose and direction, and empowered to challenge and speak up when they see opportunities to go further, faster or just do things better.
20. The first critical step is to agree a medium-term Corporate Plan for the Council which succinctly sets out our values and our priorities for the next five years. The Corporate Plan will give us medium term strategic stability and direction and provide the overarching framework for the Council to support: the outcomes that Members want to achieve; our budget planning; and our organisational transformation (Future Sheffield). The Plan should fully reflect our values and reflect the kind of organisation that we want to be, with our new Strategic Equality Objectives developed alongside the new Corporate Plan and fully integrated into it so that equality and inclusion are intrinsic in everything we do.
21. As part of their Peer Challenge report, the LGA emphasised the importance of SCC moving quickly to develop its Corporate Plan with its priorities to 'spell out the Council's contribution' to achieving our City Goals.⁴ In response, Strategy and Resources Committee agreed to develop a new Corporate Plan in 2023⁵.

³ City Goals (Item 7), Strategy and Resources Committee, 19th April 2023, <https://democracy.sheffield.gov.uk/documents/s58795/7%20-%20SR%20City%20Goals%20final.pdf>

⁴ Sheffield LGA Peer Challenge Report, <https://democracy.sheffield.gov.uk/documents/s58181/9%20-%20Appendix%202%20Sheffield%20City%20Council%20-%20CPC%20FINAL%20Feedback%20Report.pdf>

⁵ SCC response to the LGA Peer Challenge Report, <https://democracy.sheffield.gov.uk/documents/s58180/9%20-%20CPC%20Response%20and%20Action%20Plan%20FINAL%201.pdf>

22. Working cross-party and across Policy Committees, we will progress the development of our new Corporate Plan over summer 2023, with the aim of producing a draft Plan for S&R to recommend to Full Council in the autumn.

Cornerstone strategies

23. In line with the new City Goals and Corporate Plan, there are some significant gaps in SCC's strategic framework which we need to address over the coming years to connect our high-level ambitions with the more detailed and specific plans we need to resource and deliver those ambitions. This includes a number of key strategies which together will form an inclusive economic plan for the city including our Economic Strategy, Housing Strategy, Transport Review, Culture and Heritage Strategy, and Climate Change Plan.
24. This is again a critical part of articulating what we want to achieve as a council and as a city partner to contribute to a brighter future for Sheffield. They also present real opportunities to demonstrate our commitment to living and working by our values by undertaking policy development in open, collaborative ways which involve citizens and partners.
25. We recognise that there is a lot of vital work to do and it is unlikely that we be able to progress all of these cornerstone strategies at the same time. We will work with Members to agree which we take forward first, based on the priorities of the administration. This is reflected in the table in Section 3 (below), recognising that this strategy framework reset and prioritisation should be part of the work plan for the year ahead.

3. Alongside the strategic development of the Council, there are a number of issues which we will need to progress in the coming year to continue to deliver for the city

26. The table below provides a set of critical steps and actions which are vital to progress in the coming year for the immediate and longer-term success of the city and the Council.
27. This is not an exhaustive list and explicitly does not seek to cover everything that we do or very decision our Policy Committees will have to consider this year. But, the below is advice from officers on the most immediate issues that is intended to complement the Council's agenda, providing clarity about the key focus areas for Strategy and Resources Committee and support policy development and decision making within individual policy committees. Committees will develop their own work programmes setting out the key areas of focus for their areas within the framework of the council's wider ambitions.

A) Organisational leadership - key crosscutting issues for S&R and Policy Committees

These are key strategic issues for the whole of the administration, setting out our strategic priorities and organisational transformation.

	Action	Timescale
1.	Establish a new corporate strategy framework for the organisation – includes: development of a new 5 year corporate plan for the organisation which connects to City Goals, sets out what we want to achieve and our priorities and gives clear direction for the whole council, citizens and partners. This is a critical element of the LGA Peer Challenge action plan delivery (as agreed by S&R Committee – Feb 2023).	Corporate Plan by November 2023. Member workshops over summer.
2.	Budget delivery and medium-term financial stability – includes medium term financial plan (MTFP), delivery of BIPs and development of budget proposals for 2024/25- 2026/27.	Policy Committee budget options Sept/Oct
3.	Deliver Future Sheffield – our 3-year organisational change plan which includes transformational activity, rapid improvement work and a focus on our culture. This is the plan that will move us to being the council that we want and need to be, responding to the LGA Peer Challenge, Race Equality Commission and Lowcock review.	3-year programme (2026)
4.	Continuing to develop Local Area Committees – including taking forward the recommendations of the governance committee to consider further devolution of powers and funding to the LACs over the course of the year; making neighbourhood working more integral to the culture of the wider organisation (including through the Future Sheffield programme), and taking further steps to ensure community voice and community development practices are developed and embedded in the ways of working for the LACs.	Ongoing
5.	Establish Member / Officer relationships in a Committee System building on the LGA Peer Challenge and the modernisation of the organisation and building a new culture as well as matters raised in the Street Trees report, we need to be clear on how Policy Committees can scrutinise the delivery of services in the Council, whilst maintaining clear boundaries on responsibilities for and management of individual officers. We need to re-state the core principles and expectations of how we work together under the Officer/Member Protocol.	Summer 2023
6.	Continuous development of our system of democratic committee governance – one year into operating a Committee System, we need to continue to develop our model and how we modernise and embed the committee system.	2023 – 6-month review agreed by Full Council (May 2023).
7.	Continue to progress our new Local Plan – consultation closed in Feb 23 and now working through issues and objections raised by citizens.	S&R Committee in July 2023 Full Council approval in Sept 2023
8.	Street Trees recommendations and reconciliation – agreeing the actions we will take forward to deliver the wider recommendations in the Lowcock Report to ensure good progress has been made by the end of year, with a clear approach to monitoring achievement of these.	S&R June 23 S&R Dec 23

	Action	Timescale
9.	Team around the community / neighbourhood working – we have existing strong practice in neighbourhood working which we could expand and enhance to design our support and community development around communities with partners. Excellent examples and collaboration have been built through Covid and Cost of Living response and this could be a significant step to empowering and enhancing community and social capital.	2023/24

B) Organisational leadership – key specific issues for the organisation

There are a series of vital issues in the year ahead which will support our continued improvement journey and continuously improve our delivery to the people of Sheffield.

	Action	Timescale
10.	Accommodation Strategy for the Council – we have major decisions to make on the future of the Council’s estate which are vital for budget sustainability, regeneration and modernisation of our ways of working. This includes the Council’s key buildings in the city centre, depots and starting conversations with citizens and our VCF partners about community and locality buildings.	Decisions in 2023/24
11.	Customer Services Strategy – making key strategic commitments and decisions about our customer service approach, particularly making a greater transition to digital service offer and transforming how our customers interact with the council (contact centre and broader)	By Dec 2023
12.	Regulatory inspections/assessments for critical services – new inspection regimes are being rolled out for adults, children’s and housing and there is potential for Sheffield to have inspections in the coming year. These will help us to accelerate our improvement journey as an organisation and to provide assurance that we are providing effective services for some of the most vulnerable people in the city.	In next 12 months but potentially from Sept 23 onwards.
13.	Housing stock quality improvement – tackling serious challenges in stock quality (PRS and council), including Govt measures to tackle mould and improving housing repairs performance.	Ongoing
14.	Recommissioning of leisure infrastructure (Leisure Strategy) – undertake recommissioning of the city’s leisure facilities as part of the Leisure Strategy	Commence summer 2023
15.	City centre regeneration – A steady flow of important decisions to support the ongoing regeneration of the city centre and delivery of Heart of the City 2.	June 23 onwards

C) City leadership – collaborating with partners to shape our future

We are taking major steps alongside partners and communities to set a new vision for the city, set our key strategic ambitions and ensure that we maximise our strategic relationships to deliver investment and integrated services for our citizens.

	Action	Timescale
16.	Cost of living crisis – building on the good collaborative foundations we've established in 2022/23 and recognising that the cost-of-living crisis is going to remain a significant challenge for people in Sheffield over the coming year, we will refresh our strategy and refocus our interventions to best support our communities. We will continue to co-ordinate our citywide response through the emergency response structures we established and ensure that this continues to provide update and engage Strategy & Resources Committee.	By early Sept 2023
17.	City Goals – we are collaborating with partners and communities on the development of new City Goals for Sheffield. This will result in some draft Goals later in the summer and a shared statement of ambition for the city's future.	By Sept 2023
18.	Inclusive Economic Plan for the city – we are in the process of developing a series of cornerstone strategies which will shape the city's economic future, offer a real statement of our ambitions as a city and support clear, robust decision making on individual schemes. These include an Economic Strategy, Transport Review, Housing Strategy, Culture and Heritage Strategy and our Climate Change Plan. This is a critical element of the LGA Peer Challenge action plan delivery (as agreed by S&R Committee – Feb 2023).	2023/24 onwards
19.	South Yorkshire Mayoral Combined Authority – the MCA is an increasingly important and influential part of the governance landscape, with clear responsibility for setting regional strategy and having significant areas of policy delivery and key funding streams. We will work collaboratively with the MCA as part of our regular approach to delivering for Sheffield. This will include taking forward our Inclusive Economic Plan as our place-based plan which will feed into the MCA's broader economic strategy and making key decisions such as around a SY Investment Zone.	Ongoing Investment Zone decision – summer 2023
20.	Health and Wellbeing Strategy – our existing statutory Health and Wellbeing Strategy will conclude this year and will be refreshed. This will mark a good opportunity to set out our ambitions for the overall wellbeing of the people of Sheffield, with strong links to the work on City Goals	Health and Wellbeing Strategy refresh: autumn 2023
21.	Integration of NHS and Care – We have existing strong relationships with the NHS which include a number of joint arrangements and posts within e.g. Adult Care which are delivering more integrated arrangements to embed early intervention, prevention and tackle inequalities. Working as part of the new South Yorkshire Integrated Care System, we will look to build upon existing examples of effective joint working and integration.	2023/24

How does this decision contribute?

28. This paper sets out an initial overview of the key opportunities for the city and the council in the year ahead, focusing how we can continue to collaborate across parties, with partners and with communities to deliver for the people of Sheffield.
29. The recommendations reinforce S&R Committees support for the development of a new Corporate Plan for Sheffield City Council and to agree to the establishment of a cross-party working group for Future Sheffield, led by the Deputy Leader.
30. These are both critical next steps on our improvement journey, embedding purpose, focus and driving the transformation of the organisation.

Has there been any consultation?

31. This paper is an attempt to summarise and frame the key issues and opportunities for the year ahead informed by our democratically Elected Members and the evidenced (including from independent reviews) of the challenges we face as a city.
32. The people of Sheffield and their priorities are at the forefront of everything we do as an organisation and we will ensure that the voice of people and communities in the city run through our work in the issues summarised here.

Risk analysis and implications of the decision

Equality Implications

33. There are no direct equality implications arising from this report, but it does highlight some key areas where there are opportunities to improve equality, diversity and inclusion over the year ahead. These include continuing to implement the recommendations from the Race Equality Commission; the work on the new Corporate Plan and associated equality objectives and through areas of service improvement (e.g. on housing repairs and maintenance). There will be direct and indirect equality implications associated with some of the actions which will be considered at the appropriate time as they progress.

Financial and Commercial Implications

34. There are no direct financial implications arising from this report. There will be financial implications associated with some of the actions which will be considered at the appropriate time as they progress.

Legal Implications

35. There are no direct legal implications arising from this report. Legal implications for the delivery of the matters outlined in this report will be addressed at the appropriate time as they progress.

Climate Implications

36. There are no direct climate implications arising from this report. The report highlights the criticality of a climate change plan to our wider ambitions about creating an inclusive economy for the city.

Alternative options considered

37. The following options were considered:
- a. **Not writing a strategic framework paper** – this was rejected because it would not have provided committee members with an overview of the key challenges and opportunities for the year ahead;
 - b. **Bringing forward a full Corporate Plan at this stage in place of the strategic framework** – this option was rejected as it would have precluded the level of consultation and engagement needed to produce a credible corporate plan. As set out in this paper and in the LGA Peer Challenge report, a corporate plan remains essential for the organisation and it is proposed that this paper acts as a ‘staging post’ to producing a full corporate plan during the autumn.

Reasons for recommendations

38. The recommendations are critical steps in continuing the Council’s strategic development and improvement and leading the change that we need to undertake as an organisation.