



## SHEFFIELD CITY COUNCIL

## Cabinet Report

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**Report of:** John Mothersole – Chief Executive

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**Report to:** Cllr Julie Dore – Leader of the Council

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**Date:** 18 March 2015

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**Subject:** Corporate Plan 2015-18

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

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**Key Decision:** YES

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**Reason Key Decision:** Affects 2 or more wards

**Summary:**

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

**Reasons for Recommendations:**

To seek Cabinet approval for the Corporate Plan 2015-18

**Recommendations:**

Cabinet is recommended:-

1. to approve and adopt the Corporate Plan 2015-18 as appended to this report, noting that implementation of the Plan will be subject to approval of the Council's budget and that individual aspects of the Plan will be subject to a robust appraisal, including a financial appraisal and impact assessment prior to implementation;
2. to direct that any substantial changes to the direction or priorities within the Corporate Plan need to be brought back to Cabinet for approval, but to authorise the Chief Executive to make amendments to the Corporate Plan considered appropriate, in consultation with the Leader of the Council.

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**Background Papers: None**

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**Category of Report: OPEN**

## Statutory and Council Policy Checklist

<b>Financial Implications</b>
YES Cleared by: Eugene Walker
<b>Legal Implications</b>
YES Cleared by: Gillian Duckworth
<b>Equality of Opportunity Implications</b>
YES Cleared by: Adele Robinson
<b>Tackling Health Inequalities Implications</b>
YES Cleared by: Jeremy Wight
<b>Human Rights Implications</b>
NO
<b>Environmental and Sustainability implications</b>
YES Cleared by: Dave Caulfield
<b>Economic Impact</b>
YES Cleared by: Edward Highfield
<b>Community Safety Implications</b>
YES Cleared by: Janet Sharpe
<b>Human Resources Implications</b>
YES Cleared by: Julie Toner
<b>Property Implications</b>
NO
<b>Area(s) Affected</b>
All
<b>Relevant Cabinet Portfolio Lead</b>
Cllr Julie Dore – Leader of the Council
<b>Relevant Scrutiny Committee</b>
Overview and Scrutiny Management Committee
<b>Is the item a matter which is reserved for approval by the City Council?</b>
NO
<b>Press Release</b>
YES

# REPORT TO THE LEADER OF THE COUNCIL

## CORPORATE PLAN 2015-18

### 1.0 SUMMARY

- 1.1 The Corporate Plan 2015-18 sets out the Council's direction and priorities for the next three years and how the Council will go about achieving them. A full copy is attached as Annex A. The Corporate Plan will be the key reference point for the Council's work over this period and will be used to develop medium term business planning, budget proposals and communications.

### 2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

- 2.1 Our priorities set out what the Corporate Plan means for Sheffield people.

**An in-touch organisation:** This means listening; being connected and being responsive to a range of people and organisations; ideas and developments. This includes local people; communities and Government, as well as keeping pace with technology. This means understanding the increasingly diverse needs of individuals in Sheffield so the services we and our partners provide are designed to meet these needs. It also means understanding how to respond. This priority is also about empowering individuals to help themselves and providing opportunities to do this, so they and their communities are increasingly independent and resilient.

**Strong economy:** This means creating the conditions for local businesses to grow and making Sheffield an attractive location to start a business. We want Sheffield to achieve our economic potential and for the pace of Sheffield's economic growth to quicken, particularly in the private sector. This means being well-connected, both physically and digitally, building on our success as a city that supports businesses to grow and play a full, distinctive role in the global economy. We want local people to have the skills they need to get jobs and benefit from economic growth; and to make the most of the distinctive things Sheffield has to offer, such as cultural and sporting facilities.

**Thriving neighbourhoods and communities:** This means neighbourhoods where people are proud to live, with communities that support each other and get on well together. This includes good, affordable housing in areas that are well maintained and easy to get around. It means places with access to great, inclusive schools that act as community amenities and access to libraries and high quality sport and leisure facilities, including green and open spaces. We want people living in Sheffield to feel safe and will continue to join with other agencies in the city to make it easier for local people and communities to get involved; so we can spot and tackle issues early. We will work with communities to support them and to celebrate the diversity of the city.

**Better health and wellbeing:** This means helping people to be healthy and well, by promoting and enabling good health whilst preventing and tackling ill-health, particularly for those who have a higher risk of experiencing poor health, illness or dying early. Health and wellbeing matters to everyone. We will provide early help and look to do this earlier in life to give every child the opportunity to have a great start in life. This

is strengthened by our other priorities that make sure the city has facilities and amenities that help people to stay healthy and well, such as leisure and culture, as well as access to green and open spaces.

**Tackling inequalities:** This means making it easier for individuals to overcome obstacles and achieve their potential. We will invest in the most deprived communities; supporting individuals and communities to help themselves and each other, so the changes they make are resilient and long-lasting. We will work, with our partners, to enable fair treatment for individuals and groups, taking account of disadvantages and obstacles that people face.

### **3.0 OUTCOME AND SUSTAINABILITY**

3.1 The Corporate Plan sets out a vision for the city alongside the priorities for the Council. It references the changes to Sheffield's population and economy, changes to Sheffield City Council and our response to these changes. We set out our long-term ambitions, what we will change over the next three years and what we will continue to do within each of the five priorities (detailed above).

3.2 Our changing finances mean we have to fundamentally rethink how we achieve our ambitions for the city of Sheffield. A significant part of this involves thinking beyond the specific funding of the Council, into the total public funding spent in Sheffield. This is so, with our partners, we can look to influence and invest this spending differently, creating sustainable organisations that work together to deliver shared ambitions.

### **4.0 MAIN BODY OF THE REPORT**

#### **4.1 How the Plan will be Used**

4.1.1 The Corporate Plan sets out the Council's direction and priorities for the next three years; as such it will be the key reference point for all the Council's policies and work.

4.1.2 Progress towards our ambitions in the Plan will be actively managed and monitored over the period of the plan, with performance being formally reported to senior officers, Members and published quarterly. The Plan sets the context within which services will be planned and resourced over the next three years.

#### **4.2 Communications**

4.2.1 The Corporate Plan 2015-18 will inform how we communicate the Council's direction and priorities to different audiences over the next three years.

4.2.2 Council employees are fundamental to the Council being able to deliver the promises made in the Corporate Plan. We need to make sure our staff understand and use the Corporate Plan and will structure our internal communications to support this and plan to embed the plan into how the Council manages its staff, including through One-to-Ones and Individual Performance Reviews.

4.2.3 External communications will include a range of online tools, to share our direction and priorities with local people, businesses, partners and stakeholders, signposting them to relevant details.

- 4.3 **Financial Implications**  
The Corporate Plan sets the strategic medium-term context within which our resources will be prioritised. The Corporate Plan will inform our annual business planning process and budget decisions to ensure we respond to changing finances in a way that supports our longer term ambitions for the organisation and the city.
- 4.4 **Legal Implications**
- 4.4.1 This Corporate Plan sets the overall direction and ambitions for the council and the city over the next three years. It is based on available information on funding, responsibilities and powers at the time of writing so may be subject to change.
- 4.4.2 In achieving the aims of the Corporate Plan the Council will use a full range of powers and duties. The legal aspects of individual projects and activities within the Corporate Plan will need to be considered as part of a robust appraisal as they are brought forward for decision either by Cabinet or otherwise in accordance with the Constitution and the Leader's Scheme of Delegation.
- 4.5 **Equality of Opportunity Implications**
- 4.5.1 'Tackling inequalities' is one of our five priorities for the Council's work over the next three years. We recognise that some people and communities need extra support so they can help themselves to reach their full potential, particularly when they face multiple disadvantages or obstacles. We are increasingly targeting our work to provide early help and look to do this earlier in life, focused on those in the greatest need.
- 4.5.2 The approach outlined in the Corporate Plan will help us to tackle inequality and meet the Public Sector Duty placed on us by the Equality Act 2010. This duty is on public bodies to eliminate discrimination, harassment, victimisation; advance equality of opportunity; and foster good relations.
- 4.5.3 An Equality Impact Assessment has been completed for the Corporate Plan. All Council portfolios will be expected to produce appropriate Equality Impact Assessments for subsequent relevant decisions or on new policies, projects and actions, including the initiatives outlined in the Corporate Plan.
- 4.6 **Tackling Health Inequalities Implications**  
A crucial part of our focus on health and wellbeing is reducing the health inequalities that exist within the city's communities. Our priority for 'Better health and wellbeing' sets out the Council's commitments for the city.
- 4.7 **Environmental and Sustainability Implications**  
The plan sets out the Council's approach to locally generating low carbon energy as well as our current and future plans to secure investment to improve flood defences and make the city more resilient to the impact of climate change. We will also encourage the use of more sustainable transport, particularly public transport and cycling as well as developing our approach to tackle air pollution.

4.8 **Economic Impact**  
Our priority for a ‘Strong economy’ means we want to create conditions for the local economy to grow. This includes securing investment to drive economic growth and becoming a more digitally connected city to help Sheffield become an increasingly attractive place to start and grow a business.

4.9 **Community Safety Implications**  
We want to work more closely with other agencies to address underlying issues as well as identify and tackle problems early to support ‘Strong neighbourhoods and communities’.

4.10 **Human Resources Implications**  
The Corporate Plan outlines the Council’s approach to providing services for the people and businesses of Sheffield. As a consequence of changing needs and finances we will look to provide some services in new or different ways that may have human resources implications. All work undertaken as a result of this plan is subject to negotiation procedures in accordance with Council policy.

## **5.0 ALTERNATIVE OPTIONS CONSIDERED**

5.1 An alternative would be to not have a Corporate Plan. This would lead to a lack of direction and clarity of the organisation’s priorities for the next three years, undermining the delivery of our long-term ambitions.

## **6.0 REASONS FOR RECOMMENDATIONS**

6.1 To seek Cabinet approval for the Corporate Plan 2015-18

## **7.0 RECOMMENDATIONS**

8.1 Cabinet is recommended:-

- to approve and adopt the Corporate Plan 2015-18 as appended to this report, noting that implementation of the Plan will be subject to approval of the Council’s budget and that individual aspects of the Plan will be subject to a robust appraisal, including a financial appraisal and impact assessment prior to implementation;
- to direct that any substantial changes to the direction or priorities within the Corporate Plan need to be brought back to Cabinet for approval, but to authorise the Chief Executive to make amendments to the Corporate Plan considered appropriate, in consultation with the Leader of the Council..

James Henderson  
Director of Policy, Performance and Communications