

**Together we get
things done**

Sheffield City Council Plan 2024 – 2028

A brighter future for our city (Leader's foreword)

Sheffield is an amazing city with a proud heritage and a prosperous future. We're a city on the up, alive with activity and energy and bursting with talent.

People in Sheffield are ambitious for themselves and their families, and they want the city to do better. We share those ambitions.

We want to make sure all children and young people feel that they belong and can have successful futures here. We want to create the right environment for everyone to thrive with great neighbourhoods where communities have healthier lives in our Outdoor City. We want to enable businesses to grow and create more good jobs in the city, and to invest in the transport and new housing we need to power a low carbon economy.

These ambitions can be seen in the new City Goals which are from the people of Sheffield. Like all major cities, we face complex modern challenges but by working together as a whole city in pursuit of these shared Goals, we are confident that we can find solutions that are made in Sheffield.

This Council Plan sets out our role in helping the city achieve its ambitions, both in the outcomes we deliver and how we do things. We have a vital role to play as a service deliverer and as a convenor, working with communities and partners to listen and learn, directly leading change where we need to and getting out of the way where others are better placed. The Plan will help us to improve our services and improve our engagement with residents.

In everything we do, we will focus on the people of Sheffield and enabling them to achieve their potential. We will take the bold decisions which will drive the city's long-term prosperity, ensuring that we are a global leader in the climate transition, capitalising on the path to net zero to grow our economy, improve lives and protect our beautiful natural environment.

We've always known that Sheffield is a great city and the word is spreading, with major investors backing Sheffield and new people moving here, wanting to contribute and be part of our story. We need to talk our city up, be proud of Sheffield, and shout it far and wide.

By working together with you - the people of Sheffield, with public and voluntary and community organisations, with business and with regional and central Government we can achieve great things.

Together, we get things done and can build a better, brighter future for Sheffield.

Together we get things done – one team, delivering for Sheffield

This Council Plan is a milestone, a vital step for the Council that is rooted in the values of our organisation. It firmly places people at the heart of everything that we do, working with, listening to and ensuring that all our services are focused on communities and citizens. It is a four-year statement of our priorities, aligned to our four-year Medium Term Financial Strategy, so that citizens, partners and investors know where we're headed, what we stand for and can hold us to account for delivering. And it is a commitment to doing this together, with our communities and partners and as a united whole council because together, we get things done.

By 2028, we want to be one of the best performing councils in the country. We are working to build an organisation that this amazing city deserves, that reflects and respects the communities in it, that involves and engages people in everything that we do and delivers outcomes for the city. But if we are going to get there, we are going to need to change.

Our organisation is made up of amazing, committed people who care deeply about Sheffield and the city's communities. With you, your colleagues and teams, we can make a massive difference to our city and to the achievement of our new City Goals but we need to be relentless at getting quality and consistency of experience right for citizens when they interact with the council so that great service delivery is a foundation to our bold ambitions. We need to renew our relationship with communities, with equality, diversity and inclusion central to everything we do, improving equity and experience across all of our services. We all need to have the knowledge and confidence to live by our values, challenging discrimination and leading change, such as striving to be an anti-racist organisation and delivering our White Ribbon Action Plan to tackle male violence towards women and girls. We need rigorous focus on our outcomes with citizens and partners to deliver genuine change and a positive impact on lives and prospects for all. This means we need to work as one council so that our whole is greater than the sum of our parts, being productive, proud of the work we do and what we deliver on behalf of the city.

We are lucky to have passionate and skilled employees across the whole Council who are committed to getting things done for our city. We need to do more to empower them with the skills and tools they need to flourish in our organisation, recognising and celebrating success, unlocking talent and enabling everyone to perform and develop their careers.

This is a Plan that provides outcomes we can all stand behind, a shared purpose for our whole organisation, and the touchstone for our future plans and strategies so that every single member of our team can thrive and contribute to the city's success.

Building a brighter future together: people, prosperity and planet

Sheffield is on the up and it is being noticed. You've helped create an amazing place for about 600,000 people to call home, for others to invest in, and for many to study as well as visit. More and more people from different backgrounds and cultures are joining you here in a city which is being recognised as one of the best cities in the UK to live in. What you are helping to create brings investment and opportunity into the city.

We are seeing real change and Sheffield is being talked about as setting the standard for modern city economies. Developments in the Heart of the City, West Bar, Kelham Island and Neepsend are transforming our city centre, creating new neighbourhoods and a basis for attracting more investment, more business and more good jobs. We need to make more high-quality places for everyone to live across Sheffield: our new Local Plan commits to unlocking 36,000 new homes in the city over the coming years - places for people to build their lives in our amazing city.

Sheffield is becoming known around the world as 'The Outdoor City'. This doesn't just mean countryside – yes, the Peak District is within our boundary and we have the highest percentage of green space of any city in the world – but it's as much about the 'City' as the 'Outdoor'. Sheffield is The Outdoor City because it's a unique place where nature, culture and tradition go hand in hand with beautiful natural surroundings, acclaimed independent food and drink businesses; and world-renowned theatre, heritage, sport, music, film and other cultural events. This unrivalled access to the great outdoors coupled with culture, food and drink is what brought lots of new people here, and what's charmed them to stay.

People are what make Sheffield special

We are known around the world for the friendly welcomes you give in the UK's first City of Sanctuary, and for your determined spirit. And this gives communities, neighbourhoods and networks their own unique feel, as well as significant strength. And we are lucky to have you, because you create that sense of what makes Sheffield special. You're also helping to grow our city. Your businesses, your ideas, your hardworking nature, your families.

As a whole council we want to work with you, with partners and everyone in the city. People have told us that they want meaningful influence over decisions in their communities and by working together to achieve real change will be the driving force behind our future. Every person in this city contributes to Sheffield's story, so let's tell our best version of it, together.

Prosperity

...you're the makers, the start-ups, the officers, the academics, the crafters, the poets, the community voices, the hard workers, the athletes, the designers, the creators... you're enthusiastically turning your talent into success across the city.

To be a successful city for the long term, we need more businesses and more people in Sheffield able to use their talents as part of our growing city so that they are better off and can flourish. By investing wisely and driving economic growth, we are creating opportunities for everyone. Working together with our business sectors and city

organisations, we can shape the best environment for Sheffield to prosper and enable everyone to succeed.

We have got a dynamic base of small businesses and we want to enable companies to scale up so that more and better opportunities are made available. We have to make full use of Sheffield's economic strengths to boost our numbers of businesses and good jobs across the board.

We're building a thriving city centre full of character and fit for the future, revitalising Castlegate, the place where Sheffield began, and transforming Fargate into a social hub. This has already encouraged major employers to relocate back into our city centre, and our footfall is increasing from not just residents but visitors too. We know that we need to see this revitalisation across our local centres too.

Our city is home to some of the world's leading work in the manufacturing, health and wellbeing and digital & technology sectors. We must be proud of this: through our incredible Universities, technical colleges, and other education providers we have some of the best talent of today and tomorrow, and the best facilities you can find. Along with our heritage and skilled tradespeople, the future of industry in Sheffield is in safe hands (with a healthy dose of passion and innovation, too).

It's time to work together – public, private, and third sector – to be a city where growth represents a progression towards a better future for everyone. A city which thrives sustainably, together.

Planet

However 'green' you consider yourself to be, you are here, on this planet, and it's likely that you want your children to inherit the world in as good a place as possible. That means change and change on the scale needed will be hard. This is a huge opportunity for Sheffield to transform our quality of life – for now, as well as the future – protecting and respecting the place we live in and ensuring we can thrive in how we respond to the greatest public health threat and opportunity we face in the coming century.

Sheffield is and can be a globally leading city. We are working hard to reduce our emissions and planning how we can decarbonise Sheffield to achieve a thriving, greener, healthier future for all who live, work and study here.

We can transform our transport networks, creating the infrastructure which enables people to get around *and* improve their health and wellbeing. We can make our homes climate-ready, and make them healthier, better heated places to live. Our ingenuity, skills and expertise can create business opportunities and jobs in the transition to a green economy.

There's so much to do, and none of us have had to do this before. But a just transition to net zero should bring significant improvements to our quality of life, addressing the threats to our health that also damage our environment, and using retrofit, decarbonisation and green energy as a route to tackling cold, damp homes and fuel poverty.

A city with a big future and a plan to get there

The story captures what we all knew already – that Sheffield is an amazing city bursting with character, with fantastic people and assets. As a leading modern city we also have a global role to play in finding solutions to the complex challenges facing people and the planet.

And we've now got a plan to get there – a shared set of City Goals for Sheffield that are built from the ambitions of the people of this city, their ideas and what they want to see for Sheffield's future. These shared Goals build from the city's existing strengths and set a course for a bright future where more people can be part of Sheffield's prosperity. But achieving the Goals is premised on everyone in Sheffield pulling in the same directions, with communities, organisations and businesses finding new and creative ways to work together, sharing success and tackling challenges.

The Goals aren't about one person or one organisation – it needs collective effort with everyone playing a role and contributing.

This is Sheffield City Council's plan for how we are going to play our role over the coming 4 years – working together with the city to achieve its Goals.



Our mission and strategic outcomes

1. Our mission – Together we get things done

We will work with you - the people of Sheffield, with other public services, with our voluntary, community, faith and social enterprise (VCFSE) partners, with business and with Government as a whole council to get things done for our great city. **By delivering the outcomes set out in this plan, we will help to achieve the City Goals.** We will listen, involve, collaborate with others and empower – leading and taking action where we need to and getting out of the way where others are better placed.

2. Our drivers – our triple lock

We will challenge ourselves to make a positive contribution to the city's future through our triple lock: three policy drivers that together will guide everything we do. There's no priority order here, and none are optional: Sheffield and its people cannot thrive without all three.

Sheffield's future is rooted in people fulfilling their potential - it is the point of everything we are trying to achieve. A growing, prosperous city economy that leads the change to net zero and in which everyone can participate is key to creating opportunities for more citizens to thrive: we cannot succeed without it. But growth and prosperity that comes at the expense of the climate will only be bad for the people of the city and natural environment we cherish. We must tie all three aims together:

- **People** – we will listen, involve and work with the people of our great city. We will celebrate and stand up for the diversity of Sheffield, maximising the assets and strengths of communities, connecting more people into the city's success and creating opportunities for everyone. We want everyone in Sheffield to achieve their potential with fulfilling and healthy lives.
- **Prosperity** – we are a growing, creative, internationally leading city economy. We will prioritise Sheffield's long-term prosperity, taking tough decisions to deliver sustainable growth that genuinely benefits our communities and makes every part of our city better off. The more our people succeed, the more our whole city will succeed.
- **Planet** – Sheffield will be a successful, accessible city which prospers, while protecting the environment for future generations. We have an opportunity to play a leading role in a just transition to a low carbon future for Sheffield, with a growing green economy; respecting our Outdoor City and treating our planet well; creating a sustainable future with communities.

3. Our strategic outcomes

These five outcomes will be the structure for the Council's priorities, for the money we spend and our performance framework so that we can be held to account for delivering for the city. We will set out the detail of the steps we will take to deliver these through our key strategies and delivery plans.



1. A place where all children belong and all young people can build a successful future

People – we want Sheffield’s children and young people to feel secure and safe in their lives, with a strong support network: to feel they can belong, whether that is in their local communities, their school, or wherever they want to be. We want them to have the opportunity to get involved in things that matter to them, to know that they are listened to and for Sheffield to help them build the foundations to succeed.

Prosperity – the future prosperity of Sheffield’s children and young people and the city’s prosperity are linked. Their aspirations are what will drive our city forward; their education, skills and talents are what will drive innovation and create the jobs of the future.

Planet – a sustainable planet is non-negotiable for children and young people’s futures. Young people will be the most affected by the impacts of unmitigated climate change, while the opportunities of the green economy will be critical to their future.

Our priorities for the next 4 years are:

Ensure all children and young people can feel like they can belong and thrive in Sheffield

We will build on our pioneering Family Hub network to ensure children and parents get the support they need so that children get the best start in life, and work across the system to ensure children and young people can feel comfortable and secure wherever they are. We want all children and young people to fulfil their aspirations and potential. With schools, businesses, and other partners we will link education, skills, and business investment into career pathways for every neighbourhood, including using our weight as an anchor institution to grow apprenticeships in Sheffield. In all this we will listen meaningfully to the voice of children and young people.

Address inequalities for our children and young people and ensure we are equipped to support them

We will be proactive in tackling inequality so that all children and young people in Sheffield can fulfil their potential. We want all children and young people to be able to participate fully in education, school and training, nurturing their talents. We will target inequalities to ensure more of our children and young people are equipped to achieve their ambitions and build successful futures. We will work hard to support Looked After Children and those with SEND to fulfil their potential in Sheffield and make a successful transition to adulthood.

Deliver the right care and support to those who need it, at the right time and in the right place

We will focus on preventing issues arising or getting worse, and on developing high quality care and support and addressing quality issues where they exist. We will make sure that our care placements are appropriate and effective, so that every child can access high quality care within our city if they need it.

Ensure children and young people are safe across the city

We will take a whole council approach to safety and safeguarding, working with partners to deliver robust response to issues where these arise. We will also work with children and young people to address safety more broadly, designing the city with and around them to make it a place in which they are safe and *feel* safe.

2. Great neighbourhoods that people are happy to call home

People – Sheffield has brilliant, distinctive, safe and diverse neighbourhoods: the places we meet friends and bring up our families, the places we call home. We want people to be happy with where they live, to be able to access the services and facilities they need close to home, and able to make the most of everything all the city’s neighbourhoods have to offer.

Prosperity – all Sheffield’s neighbourhoods will be clean, green and safe places to live and visit. They should be welcoming and healthy environments for people to spend time together, live healthily, move around and belong in their communities.

Planet – we will work with Sheffields to protect and enhance the local environment. Recognising that communities may be affected in different ways, and that the most disadvantaged are likely to be most severely impacted, we will help deliver shared solutions which improve how local neighbourhoods work for people and contribute to Sheffield’s resilience to climate change.

Our priorities for the next 4 years are:

Increase the availability, quality and range of housing in our neighbourhoods Sheffield’s homes should be fit for the present and the future. We will support everyone to have access to a secure, stable home by increasing the provision availability of Council and other affordable homes, and support people with the most urgent need including those at risk of or facing homelessness. We will focus on improving the fabric structure of Sheffield’s homes and reducing carbon emissions, building in climate resilience. We will work across all types of housing so more homes are fit to live in and support the health of the people that live in them.

Ensure more parks and green spaces are high quality and maintained Parks and green spaces should be safe, welcoming, fit for purpose: we will work towards all parks reaching the Sheffield Standard, of being Safe, Clean, Welcoming and Accessible, by 2030. We will work with communities to keep parks and green spaces financially and ecologically sustainable for the long term, conserving their heritage, and championing, caring for and protecting Sheffield’s ecology and biodiversity.

High quality neighbourhoods which are clean, green, resilient and safe, and where people can live healthy lives Neighbourhoods will meet high standards around clean and well-maintained streets and on waste and recycling. We will work with partners to ensure our neighbourhoods are safe places and *feel* safe for all residents, tackling anti-social behaviour where it exists. We will create more and safer options for everyone to move around, providing choices that support walking, wheeling and cycling. Neighbourhoods should be places that support health and provide resilience against the challenges of climate change.

Work with communities to improve the places and spaces that make neighbourhoods great places to live and be active Working with communities and through Local Area Committees, we will improve local facilities and support local centres and high streets so that people have vibrant, safe places and spaces where they can come together in their neighbourhoods. We will make the most of local strengths, investing in and securing the future of sport and physical activity facilities in areas of city that need it most, working with Community Youth Hubs to provide opportunities and safe spaces for young people, and continuing to support the network of Welcome Places across the city.

3. People live in caring, engaged communities that value diversity and support wellbeing

People – The wellbeing of Sheffielders drives the work of the Council. We want more people to live long, independent and fulfilling lives free from harm and poverty. We will actively engage with residents and community partners to understand the challenges they face and the solutions they want to see, working together to deliver these and facilitating others to take the lead when they are best placed.

Prosperity – Sheffield's communities and the people within them are the city's greatest asset. Caring, engaged communities provide the foundations for more people to live healthy, fulfilling lives and to share in our success. The way we work with communities is central to supporting people to make the most of their lives in the city and creating a healthy, happier, more prosperous place for all.

Planet – a just transition to net zero which maximises the opportunities for Sheffield must involve everyone. Climate change is the biggest long-term risk to Sheffielders' health and wellbeing and we can build resilience by working together with our communities.

Our priorities for the next 4 years are:

High quality care and support at the right time and place so people can be independent for longer and stay safe

We will deliver high quality care and support based on what matters to people, from early help, prevention and support for carers and vulnerable adults, through ongoing support and specialist housing, to compassionate end of life support. We will work with the NHS, SY Police and other partners to keep vulnerable people safe, shift resources to provision that supports health and ensure services are accessible to all.

A new approach to community empowerment and engagement, working with our Voluntary, Community and Faith sector partners and through LACs

We will work with communities on new ways to build engagement into the way we work so that we listen better and work together to find shared solutions. We will also develop new approaches to community development, working differently with our Voluntary, Community and Faith sector partners in ways that support and value their unique role, and build on the progress made with Local Area Committees (LACs) in developing our work in places and with communities.

Work with communities to ensure people can access support and live the lives they want

We will continue to develop our approach to working with communities and with community organisations, To maximise independence, early help and prevention so that people can live the lives they want. We will work to connect people to networks to support social contact and support people to remain healthy. We'll continue to develop the way we work with partners to support vulnerable people, building on work like that underway to make Sheffield an autism friendly city for all ages.

Enable everyone to feel valued and supported, tackling inequalities and celebrating the diversity of all our communities

We will support more Sheffielders to live happy, healthy and fulfilling lives whoever they are, wherever they live and whatever their background, working with partners to tackle poverty, prevent homelessness, and respond to the cost-of-living crisis. We will champion equality and diversity, including developing a new anti-poverty action plan, supporting the Sheffield Poverty Truth Commission, fulfilling our commitment with partners to become an anti-racist city and playing an active role in the new Race Equality Partnership for Sheffield.

4. A creative and prosperous city full of culture, learning, and innovation

People – the more people succeed, the more Sheffield will succeed. We want a thriving city economy focused on people, that benefits Sheffield residents so that more people can use their talents, create businesses, grow careers and have more money in their pockets. We want good growth that creates more opportunities for more Sheffields to be part of everything the city has to offer, as well as vibrant and diverse culture in which everyone can find themselves.

Prosperity – we want to make the most of Sheffield’s assets, investing in them and making sure that more people are part of the city’s success. We need the infrastructure that makes modern cities thrive – reliable, convenient transport, culture, and spaces for people to mix and meet. We need to create the environment for more businesses to thrive, and for more investment so that more people are in good jobs.

Planet – at this time of transition to a net zero economy and society, Sheffield has the assets and abilities to be at the forefront of driving positive change again. Sheffield is the Outdoor City and as it continues to grow and prosper, we must protect and invest in its unique environment and minimise environmental impact.

Our priorities for the next 4 years are:

Drive growth by supporting Sheffield’s dynamic business base and building its global reputation	Sheffield needs more businesses growing and creating jobs. We will work with business, making the most of the city’s world class economic assets to create the ecosystem for new business to thrive, providing the space, access to investment and people to attract them to locate and grow here. We will work with city institutions and businesses to attract more inward investment, securing new opportunities for existing business and people.
Connect more people into the city’s prosperity with more good jobs, skills, training and better access to opportunities	We need to make the most of Sheffield’s world-leading position in certain sectors of the economy, the move to a low carbon economy, new investment, and new developments to create opportunities for people in every part of the city. We will work with businesses in foundational industries to support skills and business development so they can prosper and thrive in the emerging green economy. With national, regional and local partners, and communities, we’ll support people to overcome barriers to work and find fulfilling occupations.
A thriving, liveable and sustainable city centre that plays a major role in our region’s economy	We will deliver the Heart of the City 2 and transform Castlegate and Fargate, working with business, government and South Yorkshire Mayoral Combined Authority to finalise other key developments. We’ll lead the continuing reimagining of the city centre, enabling the delivery of 20,000 new homes in new neighbourhoods and creating real communities. We’ll create new high streets and public spaces, and a vibrant urban centre to attract business and investment.
A vibrant and diverse culture offer that animates and inspires Sheffield	We will set out an ambitious culture strategy, co-created with our cultural partners and communities and make the most of our city’s rich heritage to help us attract new investment and ensure Sheffield’s amazing culture offer can flourish at all levels. We will celebrate culture with communities, push forward with plans to celebrate the city’s heritage and restore the Central Library and Graves Building, and support wider cultural accommodation across the city.

5. A city on the move – growing, connected and sustainable

People – successful cities have growing populations as they are magnets for skills, business and culture, and places where people feel they can get on and have fulfilling lives. For people to succeed and be part of life in the city, we need to build more homes and invest in infrastructure so they can live in and move around the city safely, affordably and sustainably.

Prosperity – Sheffield already plays a major role in transforming our world: home to the Advanced Manufacturing and Advanced Wellbeing Research Centres (AMRC and AWRC), and the UK’s first Investment Zone. We need more business and people to be part of these dynamic opportunities, connecting supply chains and more companies into Sheffield’s new economy, driving up demand for new skills, jobs and ideas.

Planet – Sheffield’s future is rooted in the transition to a green, net zero way of living, working, moving and fuelling our lives. This is about protecting the things we hold dear – our own and our families’ health, and Sheffield’s unique natural environment. It is also an opportunity: for new jobs, skills and careers in low carbon industries, retrofitting homes and infrastructure; for using Sheffield’s ingenuity and maker expertise to build new industries; for better, more affordable ways of heating homes, getting around the city and removing proven risks to health.

Our priorities for the next 4 years are:

More homes for a sustainably growing city with choice, quality and affordability across Sheffield	We will make rapid progress towards our target of 36,000 new homes in Sheffield over the next 17 years, including 900 affordable homes each year. This will mean building Council homes, as well as working with investors and developers to build the other homes that Sheffield needs. We will make places that people want to live in, focusing on high quality distinctive neighbourhoods with infrastructure, green space, amenities and public services.
Develop a reliable, quick and affordable transport system to power our green growth ambitions	We will work with the Mayor of South Yorkshire to develop a bus network that matches our ambitions for a growing city and makes buses an easy and green choice for more people. We will continue to develop Sheffield’s active travel network and will develop proposals to expand the tram network to make the daily commute easier and ensure that low-carbon mass transit reaches more parts of the city.
Drive prosperity and lead global industrial transformation through innovation	We will support the growth of world-leading sectors and capabilities to attract investment into South Yorkshire. With partners, we will bring together business support, with tailored skills and training, incubation and finance to accelerate ideas to market. Quality of place and space matters to attract investment and help new businesses start up and we will continue to link existing sites into Sheffield’s sustainable innovation district.
Become a leading city in the journey to a net zero, climate resilient future, creating new opportunities	We will be a leader in the transition to a net zero city and economy, using all the levers available to us to reduce the climate impact of homes, businesses, energy sources and travel to transform our city and benefit from being a modern and sustainable city. We will lead by example, aiming to reduce the council’s net carbon greenhouse gas emissions by 95% by 2030 and working with partners to secure external investment to drive our transition and create new green economic opportunities.

Making it real – our policy priorities in action

This Plan creates the foundation for long-term change, for Sheffield to be a more prosperous city and for more people to succeed. Over the coming decade, there are game-changing investment opportunities across the city which will truly bring to life our ambitions for Sheffield to be more prosperous, with more people sharing in that prosperity. Investment at scale also represents a significant opportunity to make sure new developments make a positive contribution to a low carbon future. The projects below will go beyond the life of this Plan – and undoubtedly, other opportunities will arise in the coming four years – but the groundwork will be done now and in the coming years, transforming our city with more new homes; a dynamic environment for businesses to start-up and scale-up as part of our world class knowledge economy; and green, reliable transport networks to connect people throughout our city. Our mission - *‘together we get things done’* - is critical here, demonstrating the scale of opportunity and ambition in Sheffield that can be realised by working creatively and collaboratively with partners and local communities.

<p>Innovation in the city and the Investment Zone – working with the University of Sheffield, Sheffield Hallam University and the private sector, the Innovation District and IZ will provide in-demand incubation and scale-up space for businesses spun out of our world-class universities, helping them to grow.</p>	<p>Castlegate - regenerating the birthplace of Sheffield, Castlegate will be a core part of the Innovation district as a central anchor re-connecting West Bar, through Wicker and Victoria in the wider City Centre, creating opportunities for education and business spin-out spaces.</p>
<p>Moorfoot - creating a new central neighbourhood in our city centre over the next decade. This is a major investment opportunity for new homes that would continue the transformation of our city.</p>	<p>Neepsend - working with Homes England and the private sector on a new liveable urban neighbourhood that builds on the unique historic and industrial character and architecture of Kelham and Neepsend.</p>
<p>Furnace Hill and St. Vincent’s - celebrating and complementing the industrial heritage of the area with the development of a new neighbourhood for families in our city centre, with opportunities for new places and spaces for people to make their homes.</p>	<p>Station Quarter - with Homes England; London & Continental Railways and Network Rail, transforming the gateway into our city from the historic Midland Station over the next 10 years. Major opportunity to deliver new homes and attract new businesses to the city centre.</p>
<p>Tram/train expansion - our tram network represents a generational opportunity to extend efficient, green transport to more people in Sheffield and beyond. We will work with the SY Mayoral Combined Authority and partners to develop ambitious plans to grow our network, including looking at connections to Stocksbridge and Chesterfield.</p>	<p>Modern leisure and sport venues across the city - investing £117m in our leisure and sport venues so that we have modern, accessible leisure facilities across the city, ensuring that we have the venues to compete on the national and international stage.</p>
<p>Graves Gallery and Central Library Building - we will set out a credible plan for one of the cultural jewels of our city, securing the future of this beautiful and historic building and set out a vision for its future and for a 21st Century central library service.</p>	<p>Attercliffe Waterside – delivering a new vision of communities in an area of proud history and valued heritage, connected to some of our major economic assets with a zero-carbon neighbourhood, and transformed high street at its heart: a model for the city’s future.</p>

Making it happen - how we deliver for Sheffield

People are at the heart of what we do, and we know that supporting and developing our workforce is key to our success. We are striving to create an organisation where people thrive and have a real sense of belonging. Working together we have set out our values and a three-year plan for improvement, development and transformation called Future Sheffield.



People are at the heart of what we do



Openness and honesty are important to us



Together we get things done

The Future Sheffield Programme

Our programme is aligned to our values, the priorities set out in this Council Plan and the challenges of our Medium-Term Financial Strategy. The Future Sheffield programme is focused on a number of drivers for change and improvement, and every year we will set out the projects and initiatives we are undertaking to meet these challenges:

Together we get things done

- **Working as one council, and one city** more cross-cutting work across the council and working in partnership to contribute to the delivery of the Council Plan and Sheffield City Goals.
- **Working with Communities and customers** a renewed relationship with Sheffielders driven by trust, compassion and a desire to work together. Creating a well-connected and consistent experience for communities and customers when they contact the council.

People are at the heart of what we do

- **A focus on Equalities, Diversity and Inclusion** tackling discrimination and inequalities (including those exacerbated by COVID and the Cost-of-Living crisis) and improving equity and experience of services.
- **Valuing People** empowering a committed, passionate and proud workforce to deliver on behalf of their organisation and the city.

Openness and honesty are important to us

- **Creating a culture of performance and delivery** setting out clear priorities that support effective service delivery and financial sustainability for the future and reporting back on our performance.
- **Always Learning and Innovating** open to being more creative and innovative in how we work, including embracing the opportunities created by digital working, new technologies and learning from others

Making it happen – focusing our resources on our outcomes and priorities

Over the past 13 years, Sheffield, along with many other local authorities, has seen a significant reduction in funding from central government. Alongside this, demand for our services is rising. We are taking a proactive, cross-Party approach to ensure we manage this challenge in the best way possible for the people of Sheffield.

This Council Plan sits directly alongside our four-year Medium Term Financial Strategy and we will bring closer alignment between our outcomes and priorities in the Council Plan and what we spend in our budget. Sheffield's prudent approach to fiscal management means we have a stable footing from which to deliver the required changes to support delivery of the Plan. We will move towards more outcome-based budgets from 2025/26 so that we can bring careful focus on the effectiveness of delivery against the priorities.

However, any changes we want to make to focus our resources on the Council Plan outcomes must be delivered within the financial constraints of the medium-term financial strategy. Over the coming four-year period, the Council has a forecast budget gap of £61.2m, of which £18.1m is in 2024/25. Beyond 2024/25, the picture for funding to local government is less clear but we are prudently planning for very little, if any, increase in funding for councils over the next few years.

Through the Future Sheffield programme, we will transform our organisation so that we become a learning, listening, customer-focused Council that has a strong culture of performance and delivery, values people and drives out discrimination where it exists. This is an essential step so that we put in place the foundation of consistent, modern, and high-quality services to enable us to deliver the outcomes in our Council Plan effectively and make best use of the funding we have available.

