



## Appendix 3

# Delivering for Sheffield

## Sheffield City Council's Strategic Framework

connecting our ambitions, priorities and plans to deliver for our citizens



# Sheffield is a city on the up – we have made major strides to establish clear ambitions for our city and our organisation

Sheffield is one of the UK's Core Cities and one of the biggest local authorities in the country. Our size and scale ensure that we have a significant role to play in the future of the country and our region which will lead to major opportunities for our communities and our businesses.

With communities and partners, we have set out a long-term vision for the future of the city in the [City Goals](#). Other anchor institutions, public service providers, business and voluntary sector organisations will set out how they will work towards the City Goals in their own ways. For us, we have done this in our [Council Plan](#) and measured through our outcomes and performance framework.

How we articulate the connection between our vision and priorities, our strategies, delivery plans and how we are performing matters because it demonstrates to our citizens, partners, businesses and employees what we stand for, what we are committed to, how we intend to deliver and how we're performing.



# Our vision, approach to change and values – our vision, shaped by our values, with a plan for whole organisation transformation



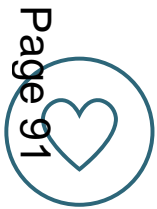
## Vision and mission

Our Council Plan and City Goals set out our vision and priorities – **who we are, what we stand for, where we want and need to be in the future.**



## Values

Our **values** outline our way of working – how we'll work to deliver that vision.



## Transformation

**Future Sheffield** provides our approach to change – what we need to do to get there.



# Our strategic framework – connecting our vision and outcomes to our plans and delivery

The **Sheffield City Council Strategic Framework** is a description of how the ambitions and outcomes in our [City Goals](#) and [Council Plan](#) are linked to and delivered through our underpinning strategies, delivery and service plans. It means that citizens, our teams and employees can see how the work we do for the city every day is guided by our strategic and political ambitions.

The Strategic Framework is key piece of our strategic jigsaw, demonstrating how strategy, policy and performance are related and the roles that various groups within the council play in co-ordinating delivery, managing interdependencies and driving performance for our citizens. It provides the framework for decision making, prioritisation of investment and budgeting.

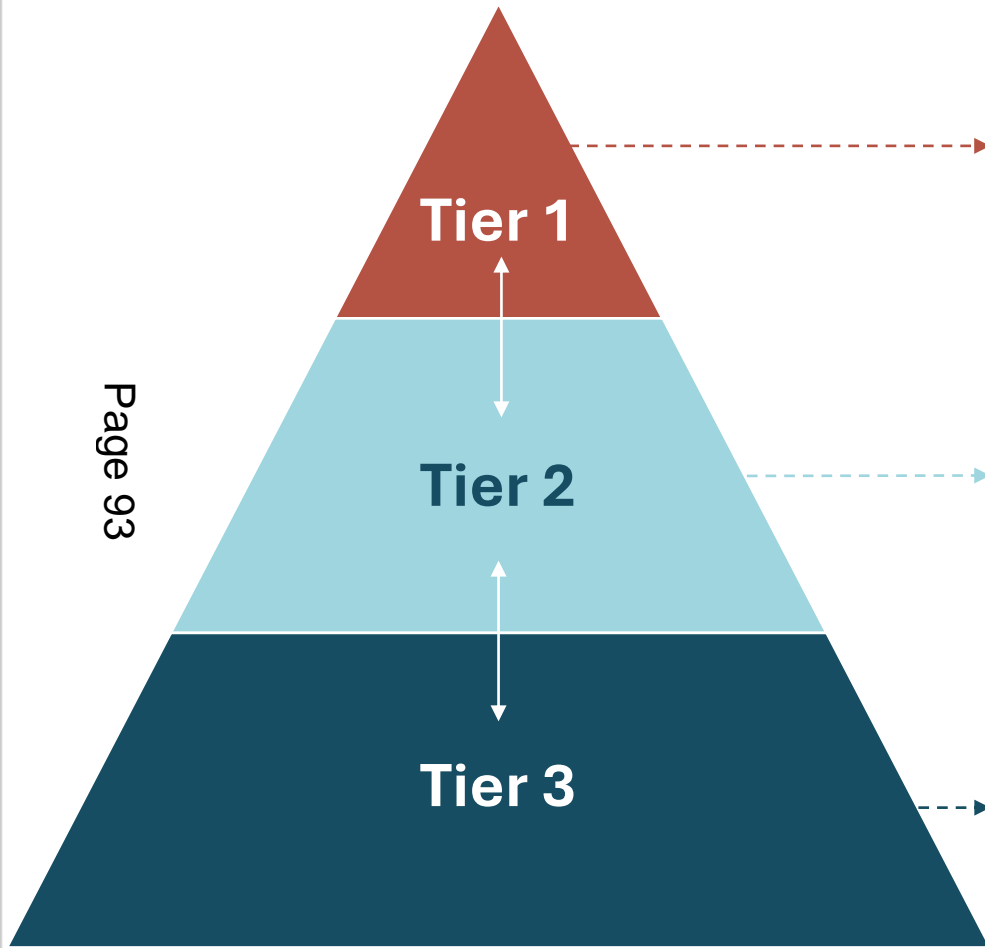
The Strategic Framework is the companion document to the [performance management framework](#) which sets out how the council will measure and report upon its performance.





Together, the **Strategic Framework** and our **Outcomes and Performance Framework** weave a golden thread that links our longer-term strategic ambitions with the work that our teams undertake every day

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#### Tier 1 – Keystone Strategic Outcomes

- **Strategic level** – keystone, high level, longer-term Council and partner strategies setting out how the Council Plan priorities will be delivered
- **Performance** - Outcomes Framework
- **Accountability** – S&R / Finance Committee; P&D Board with SLB accountability

#### Tier 2 – Enabling and Thematic Strategies

- **Strategic level** – underpinning and enabling strategies that focus the delivery of keystone strategies, set out more detail, deliver change or new capabilities
- **Performance** – Directorate Performance Framework
- **Accountability** – Policy Committees; SLB Quarterly performance; DLTs

#### Tier 3 – Delivery Plans and Service Plans

- **Strategic level** - Annual plans that set out in detail how a strategy or service function will be delivered with cross-SCC interdependencies
- **Performance** – Service Performance Framework
- **Accountability** – Policy Committees; DLTs (inc joint); individual Directors.



# Definitions

## What's a strategy? What's a plan? What's a policy?

### Strategy

- A high level statement of intent, usually with a vision, objectives and priorities.
- Summary of actions about how we intend to achieve an objective.
- Simple and easy to digest, usually setting out activity in broad terms over a 5-year+ period.
- Sets the direction for delivery plans, accountability and performance management.

### Delivery Plan

- A thematic plan or 'sub-strategy' that sits under a high-level strategy to deliver its outcomes.
- Or a detailed action plan that underpins a strategy and its objectives
- Includes success metrics and timelines, usually spanning the medium term (5years).
- Identifies the resources required to achieve a goal - People, space, technology, equipment etc.

### Service Plan

- An annual plan setting out how a service will be delivered, drawing directly from the council plan and relevant councils and partnership strategies.
- Focused on business-as-usual activities and key service projects.
- In large services individual teams may have their own team plans.
- Individual targets and objectives should reflect service and team plans.

### Policy

- A set of principles and procedures to guide decision making.
- Defines decision making scope and boundaries within a set of rules.
- Sets out how to respond to Business as Usual (BAU) situations.
- A policy statement may sometimes be used as a way of describing strategic intent or outcomes which can lead to confusing policy and strategy.

# Sheffield City Council's strategic framework

## how it all fits together



### City Goals and

1

#### Tier 1 - Strategies

Keystone Strategies  
5 year +

High level strategies setting out how the Council Plan priorities will be delivered. Some may be partnership strategies.

### Council Plan

Set out a long-term vision for the city, with strategic priorities relating to the council's contribution to the city goals

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#### Tier 2 - Strategies

Enabling, Thematic, or Cross Cutting Strategies  
2-5 years

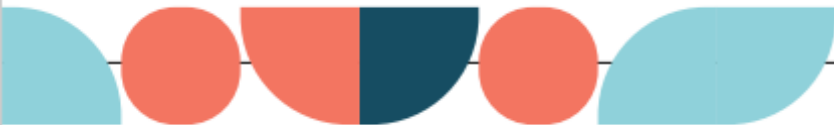
Underpinning strategies that set out in more detail how a theme or priority in a keystone strategy will be delivered. Or key enabling strategies that deliver change or new capabilities to deliver a keystone strategy.

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#### Tier 3 - Delivery Plans and Service Plans

Detailed annual action plans setting out how a keystone or enabling strategy will be delivered.

Annual plans that set out in detail how a strategy or service function will be delivered. Whilst these may function at the service level, they must look across the council and partners for interdependences.



# Sheffield City Council's strategic framework

## accountability and delivery



### City Goals and

1

#### Tier 1 - Strategies

Keystone Strategies  
5 year +

Measured by the Council's outcomes framework quarterly to S&R (or Finance and Performance) Committee. Overseen by the internal Performance and Delivery Group with the Strategic Leadership Board (SLB) taking the line of sight on accountability.

### Council Plan

Set out a long-term vision for the city, with strategic priorities relating to the council's contribution to the city goals

2

#### Tier 2 - Strategies

Enabling, Thematic, or Cross Cutting Strategies  
2-5 years

Measured by the performance updates to relevant Council Committees or Partnership Boards. Overseen by the internal performance and delivery group by exception and through directorate or programme governance arrangements. The Corporate Leadership Team (CLT) take the line of sight on accountability.

3

#### Tier 3 - Delivery Plans and Service Plans

Detail annual action plans setting out how a keystone or enabling strategy will be delivered.

Measured by operational performance updates to relevant Council Committees or Partnership Boards. Overseen by directorate and departmental governance arrangements, with strong interdepartmental engagement required to ensure these do not become service silos. Individual directors take the line of sight on accountability.





# Tier 1 – keystone strategies

**Tier 1 strategies** should be high level and should have a direct relationship with outcomes in the Council Plan (or key partner strategy, such as the Joint Health and Wellbeing Strategy) and set the longer-term direction for how the Council Plan priorities will be delivered.

Strategies at this level will:

- Focus on the ‘what’ and the ‘why’, setting high-level ambitions for what we want to achieve as a council and/or as a city. The detail of how we are going to deliver will be detailed in appropriate sub-strategies and delivery plans
- Be longer-term in their focus and impact – ie. 5 years +
- Be crosscutting and impact on multiple Council Plan outcomes and priorities, with interdependencies across Policy Committees, Directorates and partners.
- Be relatively short, punchy documents with small numbers of outcomes and priorities.
- Demonstrate their connection into the City Goals and Council Plan – making clear their strategic alignment to our policy drivers (People, Prosperity, Planet) and our five outcomes
- Likely be presented to Strategy & Resources Committee as a key part of the administration’s agenda even if their development has been led by another Policy Committee.
- Be aligned to the Outcomes Framework with performance reporting through S&R’s quarterly performance reports and through the Performance & Delivery officer board.

For example...



# Tier 2 – enabling and thematic strategies

**Tier 2 strategies** underpin the keystone, Tier 1 strategies. They set out in more detail how a theme or priority in a keystone strategy will be delivered so that citizens, partners and our teams understand more about what we will deliver and how we will do it. Or key enabling strategies that deliver change or new capabilities to deliver a keystone strategy.

Tier 2 strategies will:

- Take direction from a tier 1 strategy, aligning to a specific outcome or set of priorities, providing further detail on ‘what’ we’re trying to achieve and ‘why’ whilst setting out more detail on how we are going to do it. Tier 2 will include key thematic strategies and enabling strategies that deliver change or new capabilities to deliver a keystone strategy
- Be focused on the medium-term 2-5 years
- Likely be crosscutting and impact on multiple Council Plan outcomes and priorities, with interdependencies across Policy Committees, Directorates and partners.
- Have more detail and be more connected to delivery than Tier 1 strategies
- Likely be led and presented to the appropriate lead Policy Committee but with cross-committee activity to fully understand and connect crosscutting issues and commitments.
- Be aligned to the Directorate Performance Framework with reporting to relevant Policy Committee(s). Quarterly performance reporting to SLB.

For example...



# Tier 3 – delivery plans and service plans

**Tier 3 delivery plans and service plans** pick up the detail of what will be delivered. They will be regularly updated and refreshed (annually) to ensure that we are agile to capitalise on new opportunities and address new challenges while staying firmly focused on our overall outcomes and strategies

Tier 3 strategies will:

- Provide the detail underneath a Tier 2 strategy setting out how a strategy (e.g. a delivery plan) or service (e.g. annual service plans) will be delivered. Will include what we're doing, by when, who has lead responsibility, how it is being resourced.
- Likely function at the service level but will be expected to look across the council and partners for interdependences, in line with the outcomes in the Council Plan.
- Be shorter term (1-2 years)
- Pick up business-as-usual responsibilities and relevant new issues (e.g. if we are allocated new funding for a particular project etc)
- Connect to and reflect team-level plans (esp in large Directorates)
- Likely to be managed through officer governance although some delivery plans may be presented to Policy Committees. May vary depending on political significance of the issue)
- Report performance to Policy Committees and DLTs through individual Directors.



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