

Appendix 2: LGA CPC – progress against recommendations – March 2024

Recommendation 1: Build on the commitment and willingness of local partners to develop the place vision and City Goals so that they are co-owned and have clear lines of responsibility and accountability for delivery - with the Council as one partner albeit with a leading role.

Where are we now	Evidence
<ul style="list-style-type: none"> • City Goals finalised with a full range of public engagement undertaken and co-creation of a draft set of goals now the basis of the recently-completed citywide conversation. The Goals were formerly adopted by SCC at S&R in January 24. • The City Council has been an active partner in this process, has supported from a resourcing perspective, provided capacity and expertise as part of a cross-partner working group, and is clear about how its own Council Plan will contribute to the delivery of the City Goals. • The City Council is now actively supporting collaborative work to deliver the Goals and ensure the goals become the foundation for a Team Sheffield approach and actively guide the work of all partners in the city over the coming years. 	<ul style="list-style-type: none"> • City Goals and S&R paper for SCC adoption of the Goals • City Goals Evidence packs: <ul style="list-style-type: none"> ○ Sentiment evidence - https://files.cargocollective.com/c459292/SCG_Sentiment-cards.pdf ○ Statistical evidence - https://files.cargocollective.com/c459292/SCG_Statistic-cards.pdf • Draft Council Plan • Proposed approach to transform SCC engagement and involvement - (Public Pack)Item 7 - Citizen Participation and Community Involvement: Next Steps Report Agenda Supplement for Governance Committee, 22/11/2023 10:00 (sheffield.gov.uk)

Recommendation 2: Continue to embed the newly formed organisational values through the development and delivery of a new corporate plan and engage the workforce in the development of the vision for the city and Council.

Where are we now	Evidence
<ul style="list-style-type: none"> • A new draft Council Plan has been published for consideration by Strategy and Resources Committee in December and a revised 	<ul style="list-style-type: none"> • Council Plan Committee report and revised post-consultation draft for S&R (Feb 24).

<p>draft after consultation was presented to S&R on 21st Feb 24. The final draft is to be considered by Full Council on 6th March 24.</p> <ul style="list-style-type: none"> • We have aligned our core purpose and mission with the plan, its title directing drawing on the value 'together we get things done'. • We have completed a full employee survey to support us on our journey of improving engagement with our employees 	<ul style="list-style-type: none"> • Together we get things done: Draft Sheffield City Council Plan 2024-28
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Recommendation 3: Continue at pace with the work that has been started to develop the vision, narrative and strategic priorities for the Council and the city - building on the City Goals, the Local Plan and the emerging Corporate Plan.

Where are we now	Evidence
<ul style="list-style-type: none"> • A new Council Plan has been drafted, using the City Goals information and engagement findings as the underpinning evidence and is being consulted upon in alignment to the budget consultation. • The medium-term financial plan and Council Plan have a shared timeframe (4 years) and work is underway to develop a transformation programme (Future Sheffield) that helps to reshape the council in line with its objectives and the realities of its financial position. • The council has agreed a draft Local Plan and has adopted a people, prosperity, planet model at the heart of its Council Plan, reflecting the relationship between place leadership, sustainable growth, prosperity and ambition. Significant work has been undertaken to recast the council's strategic approach to inclusive growth and regeneration. 	<ul style="list-style-type: none"> • MTFA and draft Council Budget for 2024/25 - Agenda item - Medium-Term Financial Analysis (MTFA), Committee Budget Savings Targets & 2023/24 Q1 Budget Monitoring Position Sheffield City Council • Future Sheffield documentation <ul style="list-style-type: none"> ○ Member Assurance Arrangements - Draft Protocol for Cabinet Reports (sheffield.gov.uk) • Local Plan as agreed at Full Council <ul style="list-style-type: none"> ○ Part 1 ○ Part 2 ○ Link to Planning Inspectorate page on Sheffield Plan: https://www.localplanservices.co.uk/sheffieldplan

Recommendation 4: Expand the thinking and vision around the regeneration of the city so that it goes beyond economic development to also include climate, public health, a skilled and enterprising population, and community empowerment – with a particular focus on inclusive clean growth to help bring coherence.

Where are we now	Evidence
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Since the Peer Review, we created a new framework of strategies and plans required to drive regeneration and growth in the city – reflecting the local plan progress.

These are plans that have either needed updating or have not previously existed and as the peer recommendation suggests they are not solely focused on economic growth but consider a holistic view of what is needed, from employment, to climate, to culture.

We have placed resource behind each of these strategies, a process by which delivery is being regularly assessed and will look to have 95% of them delivered before the end of 2024.

We continue to partner with a range of local, regional and national partners to co-produce with communities these plans and delivery partnerships for growth. The Council continues to receive the strategic support from the National Accelerator Partnership 2022 –26, (from February 2022) working with DLUHC, DEFRA, National Property Office (NOP), Department of Works and Pensions (DWP), Department of International Trade (DIT) Department for Business and Trade (DBT), the Department for Energy Security and Net Zero (DESNZ), Environment Agency and Homes England.

Growth Framework 2024-35:

- Sheffield Local (Spatial Plan) (approved by committee, under Inspection in 2024)
 - [PART 1](#)
 - [PART 2](#)
- [Destination Management Plan](#) (Completed and approved by committee)
- [Partner City Policy Statement](#) (Completed and approved by committee)
- [City International Partner Policy](#) (S&R, Feb 24) and [cover paper](#)
- [City Cultural Strategy](#) (March 24) link EDS Report – Culture Collective approved)
- Employment and Skills Strategy (update to EDS, March 24)
- City Housing Strategy (~June 2024)
- Housing Growth Delivery Plan (from April 24)
- Community Buildings Strategy (April 24)
- Commercial Estate Management Plan (April 24)
- Climate Change Routemaps ([2 out of 7 already completed](#), with 3 more to be completed by Aug 24)
- Climate Change Committee Statements
 - [Report to S&R](#)
 - [Composite Statements for all Committees](#)
- [Annual Review of Climate Plan](#)
- A refreshed Connected Sheffield: Transport Strategy (Sept 24)
- [Local Infrastructure Assessment](#)
 - PART 2: [Infrastructure Schedule](#)
- [Local Flood Risk Management Strategy](#)
- Infrastructure Plan (including digital connectivity) (Dec 24)
- Local Renewable Energy Management and Storage Plan (Nov 24)

	<ul style="list-style-type: none"> • City Heritage Policy (Nov 24) - including a designated a new Councillor Heritage Champion • Business support and inward investment (date TBC) • City Events Commissioning and Delivery Plan (date TBC) • City Sports & Leisure Strategy 2023-33
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Recommendation 5: Use the 6-month review of governance to determine further work that is needed to enable the effective implementation and operation of the committee system and ensure: a) Wide understanding of how the committee system works b) Clarity through processes and protocols on how business is transacted, and decisions made in a no overall control context c) The right behaviours and culture are fostered to enable the effective operation of the new system of decision making within Sheffield’s political context

Where are we now	Evidence
<ul style="list-style-type: none"> • 6-month review of governance completed. • Constitution reviewed and updated in response to 6 month review • Refreshed Member development strategy in place, led by Member Development Working Group • Governance Review Implementation Plan (GRIP) in place and regularly monitored by Governance Committee • Governance Committee working groups looking at key recommendations from the 6 month review including on public questions (ongoing), committee remits (due to start in January 2024), health governance, and community engagement and involvement 	<ul style="list-style-type: none"> • Six Month Review of New Governance Arrangements - (Public Pack)Six Month Review of Governance Arrangements Agenda Supplement for Council, 17/05/2023 11:30 (sheffield.gov.uk) • GRIP – most recent update. Paper and detailed appendix • Updated SCC Constitution - Changes to the Constitution - Report and Appendices - 6 Sept 2023.pdf (sheffield.gov.uk) • Member Development Working Group - Draft Protocol for Cabinet Reports (sheffield.gov.uk) • Governance Committee Development work: <ul style="list-style-type: none"> ○ Public Questions project – evidence and draft recommendations in Feb 24. ○ NHS Governance alignment – proposals for Governance Committee from T&F Group ○ Proposed approach to review of Committee remits - Draft Protocol for Cabinet Reports (sheffield.gov.uk)

Recommendation 6: Build a comprehensive community engagement, involvement and empowerment programme with the LACs and neighbourhood working at its heart; and develop an approach that enables culture change and improves relationships with the VCF sector.

Where are we now	Evidence
<p>A review of the LACs is being undertaken with Members and the Governance Committee has also undertaken a full review of our approach to community engagement.</p> <p>There are some exceptional examples of engagement including the young people's engagement (voice and influence) team, the Sheffield Equality Partnership, the work the council has supported to listen deeply to the voices of communities through the City Goals work, and the work of the officers who support LACs on the ground.</p>	<p>Involve review of citizen participation and community involvement (Public Pack)Item 7 - Citizen Participation and Community Involvement: Next Steps Report Agenda Supplement for Governance Committee, 22/11/2023 10:00 (sheffield.gov.uk)</p> <p>Member-led working group with partners on citizen involvement – paper to Governance Committee, Dec 23</p>

Recommendation 7: Align organisational development and transformation, corporate resources, organisational capacity, workforce development and performance management to the new corporate plan.

Where are we now	Evidence
<ul style="list-style-type: none"> • SLT (the Strategic Leadership Team) has completed a 'sprint' to identify and agree a new council wide approach to transformation. • The first phase of the transformation programme has been focused on the implementation of the new senior structure and a set of 'first foundations' upon which to prepare the organisation and build a more fundamental transformation programme upon. These first foundations include the new Council Plan, a renewed performance management framework, a digital and IT strategy and new equalities, 	<ul style="list-style-type: none"> • Transformation - Draft Target Operating Model, Design Principles and areas of focus agreed. • Transformation - Detailed business case development (aligned with MTFAs) commissioned. • Performance Management – completely reviewed PMF has been developed and. The PMF is aligned to the new Council Plan (see appendix to Draft Council Plan S&R Paper - 10 - Appendix 2 - Draft Council Performance Framework 13.12.23.pdf (sheffield.gov.uk))

<p>diversity and inclusion framework, developing the Our Values with workforce and unions and budget savings pipeline development</p> <ul style="list-style-type: none"> • SLT have agreed that the next phase of transformation will focus on communities and customer experience with a focus on a one council approach to customer contact and service and the role of the community in terms of early intervention and prevention. • Alongside the development of the Council Plan a full review of performance management has been undertaken and a new approach developed including enhanced governance of performance with a focused performance and delivery board. The new PMF will set out an outcomes framework (aligned to the Council Plan) with quarterly updates to be received by S&R committee and policy committees receiving performance updates on their areas. • More work is required in terms of strategic workforce planning; however a new role of Director of People and Culture has been appointed and SLT have agreed additional resources to support the development of a modern and strategic HR service. Work has begun to renew the HR and Payroll business system and the council has prioritised anew approach to EDI training linking directly into the Council Plan, the new EDI strategy and feedback from the Race Equality Commission. 	<ul style="list-style-type: none"> • Performance and Delivery Board comprehensive work programme leading performance management. • Equalities Framework (S&R - March 24)
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Recommendation 8: Implement the recommendations of the Race Equality Commission and rapidly strengthen the culture and commitment of the organisation on equalities, diversity and inclusion with consistent and coordinated senior political and officer leadership to bring about measurable improvements.

Where are we now	Evidence
<ul style="list-style-type: none"> The City Council has been much clearer in its commitment to becoming an anti-racist organisation and has made a deliberate decision to fund the establishment of the legacy group recognising the unique role the council has as a leader of place and as a convenor within this agenda. Council leadership has taken a proactive role to facilitate city wide interfaith conversations in the light of the ongoing conflict between Israel and Palestine. A new EDI Framework has been developed with a focus on three key themes: Community Leadership, Engagement and Partnerships, Service Delivery and Workforce, and a full report brought to Strategy and Resources Committee on improving race equality with a number of key recommendations focused around those themes. The Council has continued to support the wider recommendations of the Race Equality Commission, including working to develop the new Race Equality Partnership for Sheffield (REPS) 	<ul style="list-style-type: none"> Membership of Inclusive Employers Training and development support for renewed employee networks Reprovisioning of all EDI training with an innovative approach to train the trainer delivery models. SCC funding allocated for Race Equality Partnership for Sheffield Renewed SLT sponsorship of EDI (champions approach), cross council governance and coordination arrangements strengthened New EDI Framework developed and under consultation. Progress updates at Strategy and Resources committee August 2023 and December 2023. REC report delivery – approach for SCC – S&R, Dec 23

Recommendation 9: Continue to develop the strategy to balance the budget without the use of reserves by the end of 2023/24, backed up by tight financial control and mitigation of adverse issues. Ensure the budget strategy follows the priorities of the corporate plan and that there is robust challenge and scrutiny at a corporate and political level to make sure savings are delivered.

Where are we now	Evidence
<ul style="list-style-type: none"> Delivery of planned savings has improved (from 65% in 2022/23 to a forecast delivery of 80% in 2023/24) and a medium-term financial analysis has been agreed and is forming the basis of future budget planning. SLT have commissioned a three-year transformation plan aligned to the delivery of MTFA savings. Significant work has been undertaken to set a clear suite of cross council strategic priorities (in the Council Plan) and a new 	<p>Agenda item - Medium-Term Financial Analysis (MTFA), Committee Budget Savings Targets & 2023/24 Q1 Budget Monitoring Position Sheffield City Council</p> <p>Internal Budget Improvement process to oversee budget planning and delivery of savings.</p>

<p>'strategic rhythm' that aligns corporate, service, transformation and budget planning activities. 2023/4 has been a transitional year</p> <ul style="list-style-type: none"> • as new finance leadership has been onboarded and shaped this new approach. 	
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Recommendation 10: Continually revisit financial assumptions and due diligence of the business cases relating to major projects.

Where are we now	Evidence
<ul style="list-style-type: none"> • Heart of the City 2 represents the largest major project that the City Council is investing in. Many phases of the project are at or approaching practical completion. Occupation rates are closely monitored for completed phases • A Capital Programme Transparency document has been drafted which sets out the gateways that business cases are subject to and the officer and/or member groups that consider the business cases and subsequent monitoring. • The Capital Strategy is produced annually and sets out the City Council's investment priorities. • We undertake quarterly budget monitoring including capital programme (Finance Committee) • Working with Capital Delivery Service, Finance Team produce monthly reports to Directors which identify key risks and any projects that may face risks of underspending or overspending with explanation of the reasons. Enable Directors to take action. • Monthly Capital Programme Group – cross-council review of capital approvals each month and review business model and financial performance of the programme (in particular for Heart of the City 2). 	<ul style="list-style-type: none"> • The agendas for both the Business Case Review Group (formed of officers) and the Regeneration and Development Board (formed of Members and officers) demonstrates regular monitoring of progress on agreed projects and the early consideration of forthcoming projects. • Example of Quarterly Monitoring report to Finance Committee (Sept 2023): <ul style="list-style-type: none"> ○ Report ○ Capital monitoring report ○ Treasury Report ○ Collection Fund Monitoring