



**Author/Lead Officer of Report:**

Kate Josephs, Chief Executive

**Tel:** 0114 2734002

**Report of:** Chief Executive

**Report to:** Co-operative Executive

**Date of Decision:** 9<sup>th</sup> June 2021

**Subject:** Delivering for our communities

Is this a Key Decision? If Yes, reason Key Decision:-

Yes  No

- Expenditure and/or savings over £500,000

- Affects 2 or more Wards

Which Executive Member Portfolio does this relate to? *Leader of the Council*

Which Scrutiny and Policy Development Committee does this relate to? *Overview and Scrutiny Management Committee*

Has an Equality Impact Assessment (EIA) been undertaken?

Yes  No

If YES, what EIA reference number has it been given? *(Insert reference number)*

Does the report contain confidential or exempt information?

Yes  No

If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-

**Purpose of Report:**

This report sets out a proposed approach for the Co-operative Executive to deliver the commitments set out in the Co-operative Agreement and support the city's recovery from Covid-19.

To deliver the Co-operative Executive's commitments and establish focus and purpose for the year ahead, it is proposed that a one-year recovery plan is developed by the Co-operative Executive for the 2021-22 municipal year, with a final draft to be presented to the Executive for consideration at its meeting on 21<sup>st</sup> July.

The one-year plan will also:

- recognise the critical importance of excellent core services, setting out actions to drive rapid improvements in SCC services where customers and residents have told us that we are not meeting their expectations

- support the city's recovery, complementing the proposals set out in the Sheffield Covid-19 Business Recovery Plan: Phase 1 Recovery Delivery Programme
- create the vital foundations for a longer-term corporate plan and priority-based budget for future years, with work proposed to start on a new 3-5 year plan this summer
- include clear actions that will ensure that Sheffield City Council is in the best possible position to deliver the administration's priorities and be effective in working alongside communities and partners to build a more sustainable, inventive, and socially just Sheffield. As an employer and leader in the city, we need to aspire to be an outstanding organisation; a council that all Elected Members, staff and citizens can be proud of.

**Recommendations:**

That the Co-operative Executive:

1. Recognises the huge efforts that the whole city has made to respond to the Covid-19 pandemic.
2. Offers thanks to citizens, communities and everyone in the public, voluntary, community, faith and private sectors who have and will continue to support the city through the pandemic.
3. Urges everyone eligible to get vaccinated with their first and second jabs and continue to make good choices as the Covid-19 restrictions ease.
4. Agrees that Sheffield City Council needs to set out a plan for the year ahead to co-ordinate our recovery from Covid-19, deliver the administration's priorities and create robust foundations upon which to build a fair, sustainable future for the city.
5. Agrees to receive a draft 1 year recovery plan for approval at the Cabinet meeting on 21<sup>st</sup> July 2021.
6. Agrees that planning work should commence on the production of a longer-term (3-5 year) Corporate Plan and priority-based budget for municipal year 2022/23 onwards and that this should be subject to further reports to the Co-operative Executive and relevant Transition Committees.
7. Notes the plan will include priority actions to build the capability of the organisation and deliver 'a council to be proud of'.

**Background Papers: N/A**

<b>Lead Officer to complete:-</b>		
1	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: <i>Liz Gough, Head of Finance &amp; Commercial Business Partner</i>
		Legal: <i>David Hollis, Assistant Director Legal and Governance</i>
		Equalities: <i>Adele Robinson, Equalities and Engagement Manager</i>
<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	<b>EMT member who approved submission:</b>	<i>Kate Josephs, Chief Executive</i>
3	<b>Executive Member consulted:</b>	<i>Cllr. Terry Fox, Leader of the Council</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> <i>Kate Josephs</i>	<b>Job Title:</b> <i>Chief Executive</i>
	<b>Date:</b> <i>2<sup>nd</sup> June 2021</i>	



# Delivering for our communities

Sheffield has stood together and we should be proud of how we have all supported each other through the pandemic

1. Covid-19 has been a public health emergency on an unprecedented scale. The virus and the measures to control it have impacted on the lives of every person, family, business and organisation in the city. It has been a traumatic 18 months; families have lost loved ones, people have lost jobs or seen their employment and incomes disrupted and we have all had limited contact with our families, friends and colleagues which has been emotionally tough for everyone.
2. The scale of the threat from Covid-19 has also brought some astounding feats of kindness and demonstrated the strength of Sheffield's communities. Sheffielders in every part of the city have gone the extra mile to support their communities and look out for the people who have been most at risk from Covid-19. People working in the city's public, voluntary, community and faith, and private sectors have worked together to respond and find solutions to the challenges brought by Covid-19 and this spirit of collaboration and shared purpose to achieve the best outcomes for citizens and the city will be vital for the city's future.
3. With over 65% of Sheffielders having had their first vaccination dose and over 39% their second, along with some steps to relax the Covid-19 restrictions now taking place in line with the national roadmap, we need to look to the year ahead and beyond. This means continuing to keep our communities safe from Covid-19 while setting out where we want to be and how we use all of Sheffield's strengths to reach our potential as a vibrant, inventive, sustainable and socially just 21<sup>st</sup> century city.
4. Covid-19 has brought significant change to our lives, our work, our economy, and made us refocus on the things that we most value in our lives, our communities and in our city. Adapting to the Covid-19 restrictions has amplified some trends that were developing before the pandemic (eg. homeworking) and super-charged others (eg. the shift to digital and online channels for services, learning and working). Covid-19 has also exacerbated entrenched inequalities; some of our communities have been particularly exposed to the individual, social and economic harm caused by the virus; it has created new inequalities, many have lost their jobs, many are employed in occupations where they have not been able to work from home, and the digital divide in the city has been laid bare.
5. We know that those from our most deprived communities have been hit hardest by the virus, and that Black, Asian and Minority Ethnic communities have experienced worse outcomes than the population as a whole. On top of this is a raft of other issues that are only now becoming visible: increasing rates of serious domestic abuse; increased numbers of children who are experiencing harm; children being left behind in their learning after over a year of disrupted education; and people with serious health conditions who have put off seeking treatment because of the impact of Covid-19. There are many more. In many ways the challenge for the city of responding to the pandemic is only just beginning: what is clear is that we must act now to avoid these issues leading to even greater harm for the people and communities of the city in the longer term.
6. And as an organisation, Covid-19 has required SCC to operate in new, more agile ways, with staff working flexibly and across organisational boundaries, shifting focus and working collaboratively with partner organisations.
7. How Sheffield recovers from Covid-19 will be fundamental for the wellbeing and prosperity of the city in the 21<sup>st</sup> Century. It presents a major opportunity to capitalise on the city's strengths to work together to plan and take action to tackle long standing inequalities and

ensure that our recovery addresses the threat of climate change. Over the coming year, we will work alongside the city's anchor institutions (including the two universities and NHS organisations), the Sheffield City Partnership and with all communities to develop a mission-focused blueprint for the city's future: clear on the city we want to become; on our collective strengths; and on the change we intend to deliver.

8. Sheffield City Council can and must play a key role in supporting and galvanising this work and will need to ensure its priorities can flex to align and support, but the story of Sheffield's future should be co-produced and co-owned with wider city partners, communities and citizens. We will seek to learn from other places and leverage expert input to support this work, valuing approaches which empower and engage a diverse range of Sheffields and which create the conditions for learning, innovation and capability building.

## Building a plan for the year ahead

9. The Co-operative Executive has set out clear first-year commitments in their Co-operation Agreement<sup>1</sup>:
  - Implement the new Local Area Committees, giving power back to our communities;
  - Introduce a new approach to community safety with additional safer neighbourhood wardens;
  - Provide additional investment in our young people;
  - Support the recovery of our district centres;
  - Implement the recommendations in the Arup report dated 19 March to create a pathway to deliver the shared ambition for net zero; and
  - Appoint an independent person to conduct a local non-statutory inquiry into the management of the street trees dispute.
10. These commitments will shape the city's recovery, empower Sheffield's communities and will establish vital foundations for the long-term wellbeing and sustainability of the city. The delivery of these commitments will be collaborative and shaped by the City Council's transition to new ways of making decisions with Local Area Committees moving decision making closer to local communities, and the introduction of four politically proportionate Transitional Committees this year, focused on cross-party input to decision making and policy development, ahead of moving to a Modern Committee System from May 2022 following the outcome of the referendum held in May 2021.
11. To deliver the Co-operative Executive's commitments and establish focus and purpose for the year ahead, it is proposed that a one-year recovery plan is developed by the Co-operative Executive for the 2021-22 municipal year, with a final draft to be presented to the Executive for consideration at its meeting on 21<sup>st</sup> July.
12. Working with Executive Members and officers, the one-year plan should focus on delivering the Co-operative Executive's key priorities and commitments for the city, its communities and its residents with clear performance measures to demonstrate progress.
13. The one-year plan will also recognise the critical importance of core service delivery, seeking to deliver excellence in the services that the City Council delivers and driving rapid improvements in SCC services where customers and residents have told us that we are not meeting their expectations.


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<sup>1</sup> Sheffield City Council (2021) *Labour and Green Co-operation Agreement*, <https://sheffnews.com/media/10851/agreement2.pdf>

14. The one-year plan will provide focus for the organisation for the coming year with clear objectives that support the city's recovery from Covid-19 and deliver the administration's priorities. It will also create the vital foundations for a longer-term corporate plan and priority-based budget for future years. We will start work on a 3-5 year corporate plan this summer, feeding into a new priority-based budget for 2022/23 and connecting to work with partners and communities on the city 'blueprint' mentioned above.

## A council to be proud of

15. To be confident that Sheffield City Council can deliver this ambitious one-year recovery plan, we need to reflect on our strengths and areas for development as an organisation; as well as be willing to invest in the corporate health and capacity of the council. As an employer and leader in the city, we need to aspire to be an outstanding organisation; a council that all Elected Members, staff and citizens can be proud of.
16. It is therefore also proposed that the one-year plan includes clear actions that will ensure that Sheffield City Council is in the best possible position to deliver the administration's priorities and be effective in working alongside communities and partners to build a more sustainable, inventive, and socially just Sheffield.
17. Over the last decade, austerity has forced significant reductions on local government. Sheffield City Council has undergone significant change but has been successful in managing its reducing resources whilst investing in the city's development and protecting the most vulnerable people in the city through adult social care and children's care. Further, it has highly skilled and motivated employees who are committed to the principles of public service, creative and passionate about the people they serve and are ambitious for the city's recovery and its future.
18. But, just like any other organisation or company, it is crucial that the City Council adapts to a changing context to ensure that it is fit for purpose in order to meet the needs and aspirations of citizens, Elected Members and partners.
19. As a City Council, we have a unique role in supporting local civic, economic and social renewal, bringing people and communities together, to ensure diverse voices are heard, to galvanise and kick start new ideas, to model collective leadership and partnership to make real change happen.
20. Since January 2021, the Chief Executive has engaged Elected Members, partners and members of staff from across the organisation to listen to their views and those of citizens about the organisation's future and how we build a high performing organisation that can deliver for our communities.
21. These discussions identified a number of interlinked themes which will bring genuine organisational culture change for SCC. Delivering these will take time, perseverance, a willingness to try things and learn from mis-steps, and a relentless focus on valuing our people and supporting them to be their best.
22. The actions for renewing our organisation will focus on five key areas:

 <p>Clear direction &amp; collective leadership</p>	<p><b>Clear direction and collective leadership</b> – focused on a clear and ambitious set of priorities which provide a sense of purpose for every employee and are collectively owned by the organisation's leadership at political and officer level</p> <ul style="list-style-type: none"> <li>• <b>A clear plan</b> – set out a strategy for the future of the organisation, establishing firm foundations in a one-year recovery plan for 21/22 and using that as a platform to develop a</li> </ul>
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	<p>long-term corporate plan with work starting in August/September 2021.</p> <ul style="list-style-type: none"> <li>• <b>City blueprint</b> - collaborate with communities and city partners to set out an ambitious blueprint with clear missions for the city's future.</li> <li>• <b>Collaborative, skilled leadership</b> – invest in the skills and capabilities of leadership teams, leaders and potential leaders and involve a broader and more diverse group of leaders in our organisational leadership so that every part of SCC is focused on our common purpose.</li> <li>• <b>Citywide leadership on major strategic challenges</b> - we will dedicate additional capacity to lead and tackle some of the most significant challenges the city faces (e.g. inequality, climate change) to ensure that we bring leadership, expertise and the best possible evidence to bear in delivering real change for the city.</li> </ul>
 <p>Connected to our communities and citizens</p>	<p><b>Connected to our communities and citizens</b> – A Council in and of our communities – working in the open, with and alongside people - a visible, accessible organisation</p> <ul style="list-style-type: none"> <li>• <b>People first</b> - community empowerment and our relationship with citizens and customers will be at the heart of everything we do, building on strengths and assets and enabling them to shape their communities. Local Area Committees will have a critical role in connecting to communities in every part of Sheffield.</li> <li>• <b>Transform the diversity of our workforce</b> - so we look like the city we serve and take immediate steps to increase the diversity of our workforce, particularly at senior levels.</li> </ul>
 <p>Collaborative</p>	<p><b>Collaborative</b> – working with all partners and citizens; providing leadership and support where it's needed and getting out of the way where we need to. Within SCC we will strive to work as 'One Council' with common purpose.</p> <ul style="list-style-type: none"> <li>• <b>Build open and trusting relationships with partners</b> – become a more collaborative, engaging and listening partner</li> <li>• <b>#teamSheffield</b> – we will act as one organisation so that every employee can focus on an agreed set of priorities and knows how their role and their team contributes to better outcomes for the city</li> </ul>
 <p>Confident and outward looking</p>	<p><b>Confident and outward looking</b> – sharing success, learning from others and being a strong partner in the City Region and across the north</p> <ul style="list-style-type: none"> <li>• <b>Strong, active partner</b> – within the City Region, in the North and with Core Cities</li> <li>• <b>Learn from the best</b> - make being outward looking, reflective and seeking fresh, innovative thinking the way we work on strategy and service development</li> </ul>





Committed to  
excellence

**Committed to excellence** – with a strong performance culture; an organisation that empowers staff to try and to learn, and which values focus, follow through and getting things done. We invest in the talent and development of our staff so that those who work for SCC are the best they can be.

- **A citizen-focused organisation** – people will be central to every service we deliver, and we will take urgent steps to improve the experience that people have in a small number of services which are not meeting expectations.
- **Driving improvement with rigorous performance management** - establish a robust performance approach and culture in the organisation to drive improvement, accountability and tackle the issues where we don't meet the expectations of the people who rely on our services.

23. To deliver organisational renewal on the scale outlined above, we will identify dedicated officer capacity from across the organisation to lead on this change, ensuring that there is continued focus and momentum on achieving these vital changes while we continue to deliver the administration's priorities and high-quality core services to citizens.
24. We will work in the open so learning is shared in real time across the organisation and will commit to engage staff from across SCC to ensure their ideas, energy and commitment to the communities we serve are the driving force behind the collective effort to build a council to be proud of.

## Next steps

25. If the Executive support the proposed approach, we will work with Co-operative Executive Members, partners, and staff over the coming month to prepare a draft plan to present to Executive on 21<sup>st</sup> July 2021. At the same time, we will develop a timetable and blueprint for the creation of a 3-5 year corporate plan, setting out how we intend to involve staff, partners and citizens in its development.

## Risk analysis and implications of the decision

### Equality of Opportunity Implications

26. There are no Equality of Opportunity implications arising directly from this report. However, our commitment to ensuring that the one-year plan is rooted in our values of promoting equality, diversity and inclusion for all is absolute. As such, a full and comprehensive Equality Impact Assessment will be undertaken as we develop the one-year plan and EIAs will form an essential part of our action plans to ensure that we fully consider the implications for all communities in Sheffield.

### Financial and Commercial Implications

27. There are no financial implications arising directly as a result of this report. Any changes or commitments made as part of the one-year plan to be presented to the Executive on 21 July will be fully costed.

## Legal Implications

28. There are no direct legal implications arising from this report. There are likely to be legal implications in delivering the 1-year recovery plan and Corporate Plan that will be considered at the appropriate time.

## Sustainability Implications

29. There are no sustainability implications arising directly from this report but the Co-operative Agreement included a commitment to implement the findings of the recent Arup report and create a pathway to net zero for the city and will therefore be a key feature of the one-year plan.

## Alternative options considered

30. We considered:
  - a. Developing a longer term plan this year – this would have the advantage of bringing longer-term focus for the organisation but as we begin to recover from Covid-19, there is an immediate need to have a deliverable plan this year, working with the Co-operative Executive to deliver the priorities set out in the Co-operative Agreement. Further, the governance transition to a Modern Committee System from May 2022 ensures that having a shorter-term plan for this year will enable us to focus on the necessary in-year steps to support the organisation's transition.
  - b. Do nothing – doing nothing is not a viable option. To support the city's recovery from the Covid-19 pandemic, Sheffield City Council needs to be focused on using its capacity to deliver the Co-operative Executive's priorities for the city and enabling our committed employees achieving the best outcomes for all our communities.

## Reasons for recommendations

31. The recommendations recognise that the Covid-19 pandemic has seen an unprecedented collaborative response from communities and public, private, and VCF sector partners in the city. The coming year is a pivotal moment for the city and the recommendations reflect the ambitions of the Co-operative Executive to deliver an immediate plan to support the city's recovery and ensure that SCC is well-placed to respond to the ambitions and expectations of all our communities.