

# CORPORATE PLAN 2015-18



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# POLICY STATEMENT - SHEFFIELD IS A GREAT CITY

**Sheffield is a great city, with great people.** This plan seeks to celebrate what is great about our city and tackle our challenges head-on to make the most of our enormous potential, focussing on what makes Sheffield a unique and inspiring city, for 2015 and beyond.

We have bold ambitions. We are striving to be Britain's fairest city. Compared to England's other large cities we have more young people in apprenticeships and work-based training; just one example of how we can create the right environment for everyone to fulfil their potential.

On top of this we are proud to be the greenest UK city, with four trees for every person and over 200 green spaces and parks. We can also enjoy a huge range of culture and leisure activities, including the largest theatre complex outside of London.

Sheffield is often considered one of the happiest cities. We have been voted the best city in which to be a student<sup>1</sup>, singled out as "inclusive, welcoming and strikingly friendly." That's a huge part of what makes Sheffield a great city in which people choose to live, learn, work and enjoy.

No great city has nothing left to do and no more difficulties to overcome. But Sheffield is recognised as a great city with an important past and a promising future.

**Sheffield is a major European city.** And Sheffield City Council has an ambitious plan to benefit the people who live, work and visit here. Our ambition for Sheffield is aspirational but simple. It is one shared by every parent, business leader, learner, new citizen, and, indeed, every person concerned for their own future or the future of others. It is rooted in our belief in the people of Sheffield.

Simply, **we will be the best we can be** – as individuals and communities, as a council and as a city.

At the heart of what we do, we will focus on people with the greatest need and take early action, as prevention is better than cure. We will make sure the council operates efficiently, and work towards long term solutions to deal with the cuts we face. Working with communities to deliver services differently is vital. We already know that adopting new approaches has saved services that would otherwise have been lost to cuts, such as our library service.

<sup>1</sup> - <http://www.timeshighereducation.co.uk/news/times-higher-education-student-experience-survey-2014/2013333.article>



# To be the best we can be – we must deliver our promises and meet our challenges.

As its fourth largest city, we play an absolutely vital role in England, its economy and its future. We want faster economic growth, more jobs, and more prosperity for all. The message is clear – **Sheffield is open for business**. We are already recognised for our world-leading manufacturing capabilities and by next year Sheffield will have the most advanced factory in the world. We know what to do to fulfil our potential, but we need more tools to achieve our ambitions. Therefore we will continue to work with Government to devolve powers to Sheffield so we can shape our own future and fulfil the city's huge potential.

We are committed to continuing the physical transformation of our city, particularly the development of a major new retail quarter and further regeneration of The Moor. We are campaigning hard to create 6,500 extra jobs through having the new High Speed rail station in the city centre, and we have ambitious plans for a new business district in Castlegate.

Sheffield has so much promise; so much to offer. But, as with all major cities, we know that we also have challenges. We know how important it is to have desirable housing in thriving neighbourhoods; to have schools where all children achieve their potential; and a city centre people choose to visit, work and live. We know there are people excluded from enjoying what our city has to offer due to ill health, disability, poverty or discrimination. They need extra help and support that is accessible and available when they need it. Our new public health responsibilities mean we want to ensure every contact we have with the people of Sheffield is designed to have a positive impact on health.

**None of us can do that alone.** This plan is not just about the council. It is about what we want for Sheffield and its people. Government funding reductions are changing what we are able to do ourselves; this means delivering services for the people of Sheffield has never been more of a challenge. **Working with others – internationally, nationally, regionally and with the communities and households in Sheffield – will be critical.**

This means sharing a vision with public, private, and voluntary organisations; working together to make a difference to people's lives. It means being stronger about the role all people in the city can, and should, play to keep Sheffield great. As in our City Strategy, we believe this is a city where people shape the future, and there needs to be a new relationship between the city and its citizens.



We know a great city starts where people live and continues as they step out of their front doors, into their neighbourhoods and the wider city environment. If we are to be the best we can be, we must be that together, with everyone contributing. This could be by looking out for neighbours, keeping neighbourhoods tidy or giving time to support community organisations. It is only together that we can achieve our full potential.

This plan is about our priorities and our values, and those of the people of Sheffield. It is about all of us becoming the best we can be. The council exists to serve the people of Sheffield, so we will focus on helping people who live, work and visit our city to enjoy what Sheffield has to offer. **How we work – our values, our culture – is as important as what we set out to do.**

Because great achievement recognises the value of both challenge and support from partners, and we know we cannot do everything alone, **we will build on our successful partnerships.** This includes being open about our challenges and working with others on the solutions.

Because great achievement recognises the value of determination, and we recognise the balance of rights and responsibilities for all the people and communities of Sheffield, **we will be fair** and support people to help themselves and each other, so the changes they make are resilient and long lasting.

Because great achievement recognises the value of feedback, learning and improving, **we will listen, respond and learn,** making sure we understand and act on our understanding. We will make sure people feel engaged, involved and listened to, and believe the council works for them.

All great achievement is driven by ambition and by goals. Ours is simple, and shared: to be the best we can be, so we will use our resources and influence to deliver our ambition for our city. That is our vision and our promise.

Councillor Julie Dore

Leader of Sheffield City Council



# OUR PRIORITIES

## **An in-touch organisation**

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

## **Strong economy**

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

## **Thriving neighbourhoods and communities**

This means neighbourhoods where people are proud to live, with communities that support each other and get on well together. This includes good, affordable housing in areas that are well maintained and easy to get around.

It means places with access to great, inclusive schools that act as community amenities and access to libraries and high quality sport and leisure facilities, including green and open spaces. We want people living in Sheffield to feel safe and will continue to join with other agencies in the city to make it easier for local people and communities to get involved; so we can spot and tackle issues early. We will work with communities to support them and to celebrate the diversity of the city.

## **Better health and wellbeing**

This means helping people to be healthy and well, by promoting and enabling good health whilst preventing and tackling ill health, particularly for those who have a higher risk of experiencing poor health, illness or dying early. Health and wellbeing matters to everyone. We will provide early help and look to do this earlier in life to give every child the opportunity to have a great start in life. This is strengthened by our other priorities that make sure the city has facilities and amenities that help people to stay healthy and well, such as leisure and culture, as well as access to green and open spaces.

## **Tackling inequalities**

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

# 1

# CONTEXT FOR THE PLAN

Cities are complex. They change continually. People, businesses and communities have different experiences and perceptions, but for most Sheffield is a city of choice – a place they want to be. Sheffield City Council is one of many organisations in Sheffield working to improve people’s lives and opportunities. This section describes some of the changes we have seen in the city and in the council, and how, with our partners, we are responding to that change.

## Changes to Sheffield’s population and economy<sup>2</sup>

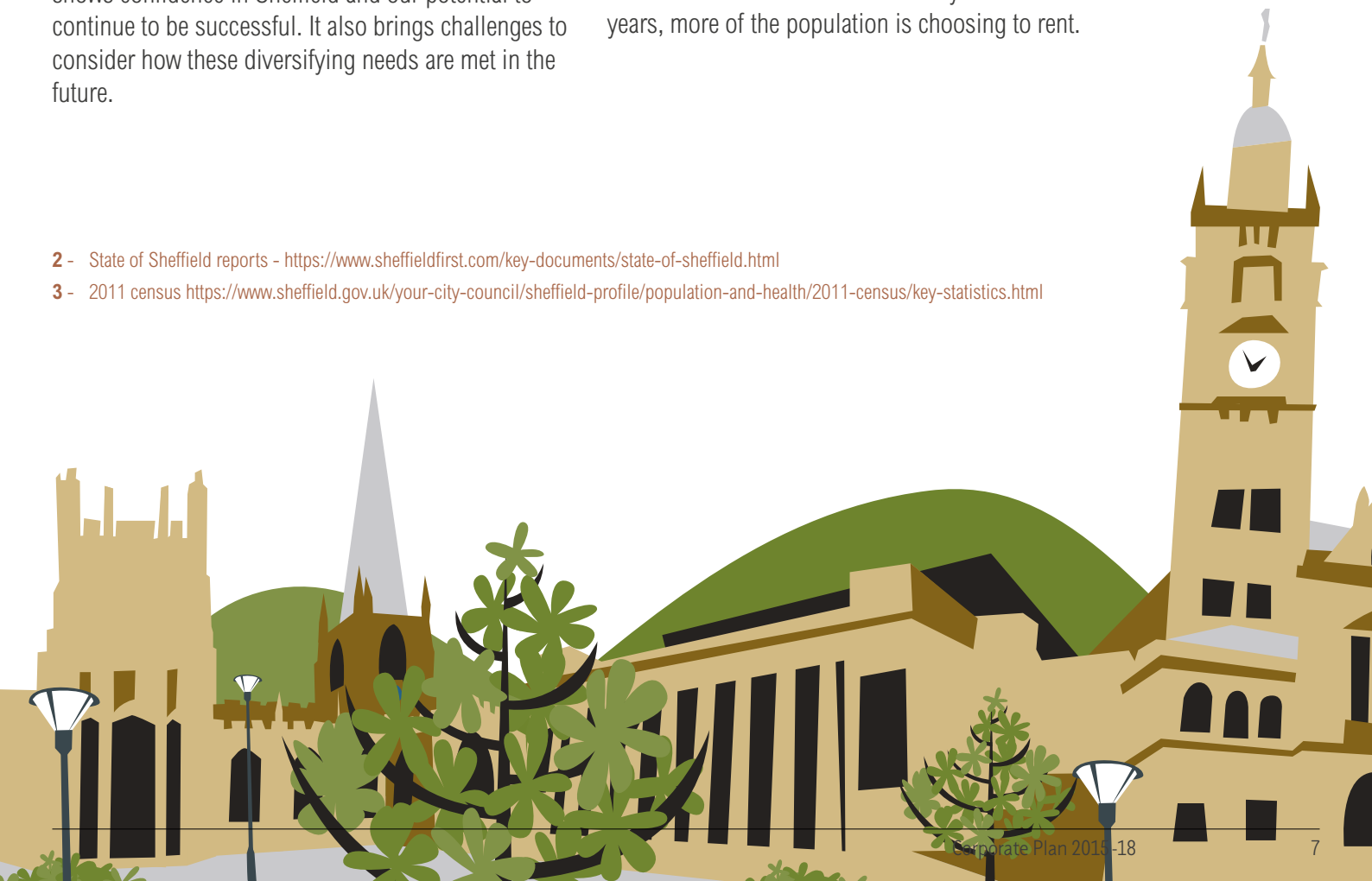
Sheffield’s population has grown and become more diverse over the last 10 years.<sup>3</sup> A growing population shows confidence in Sheffield and our potential to continue to be successful. It also brings challenges to consider how these diversifying needs are met in the future.

The city’s communities are more diverse than at any point in the past. Sheffield has proportionally more young people and more older people now, than ever before. Our ethnic minority population was 19% at the last census; up from 11% ten years previously. Sheffield’s diversity is to be celebrated, but the scale of change varies across the city, with some areas having a very different population today than a decade ago.

Many people in Sheffield choose to live here for the long term, with nearly three quarters of people moving home within the city’s boundary. A growing population means increased demand for good quality, affordable housing. But, in recent years the house building rate has fallen substantially compared to pre-recession levels. That limits the availability of low cost housing. Whilst house sales have risen slowly over the last three years, more of the population is choosing to rent.

2 - State of Sheffield reports - <https://www.sheffieldfirst.com/key-documents/state-of-sheffield.html>

3 - 2011 census <https://www.sheffield.gov.uk/your-city-council/sheffield-profile/population-and-health/2011-census/key-statistics.html>





# “No city has nothing left to do; no difficulties to overcome, but Sheffield is...a great city with an important past and a promising future...”

The economic performance of Sheffield and the wider City Region<sup>4</sup> remains mixed. Unemployment levels<sup>5</sup> have declined rapidly over the last 10 months, which we welcome. However, while Sheffield appears to have fared similarly to other major English cities, the city still has an unacceptably high level of youth unemployment.

The recession and ongoing funding cuts to public services raise serious concerns about poverty and inequalities. An estimated 23% of Sheffield’s children live in relative poverty,<sup>6</sup> compared to 18% across the UK, as do more than one fifth of households.<sup>7</sup> In coming years many of those already in poverty will potentially face more hardship, while more households could face financial challenges.

People are living longer and the overall health of the population is improving. However, this masks significant variation across the city, with an unacceptable eight year difference in life expectancy between different communities.

## Changes affecting Sheffield City Council as a public service

Expectations of public services are changing. It is more important to join up the work we do, within the council and with partners, to focus on what matters for local people – high quality public services that work seamlessly together. People don’t want to, and shouldn’t have to, understand our structure before they can access services they need. Most of our customers are also ready for the convenience of 24 hour self-service and want to interact with us at a time that suits them.

While public expectations have increased, local authorities have experienced unprecedented income reductions in recent years. From 2010/11 to 2015/16, Sheffield City Council’s net revenue budget will have reduced by 30% and money from Government will have fallen by £124m. In response to this reduction, together with additional costs, we have made considerable reductions in spending. £240m has been cut from our service budgets over the last four years. We have to do more with less.

4 - The area comprising Barnsley, Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales, Doncaster, North East Derbyshire, Rotherham and Sheffield Local Authorities <http://www.sheffieldcityregion.org.uk/about/overview>

5 - Job Seekers Allowance Claimant rate <https://www.nomisweb.co.uk/>

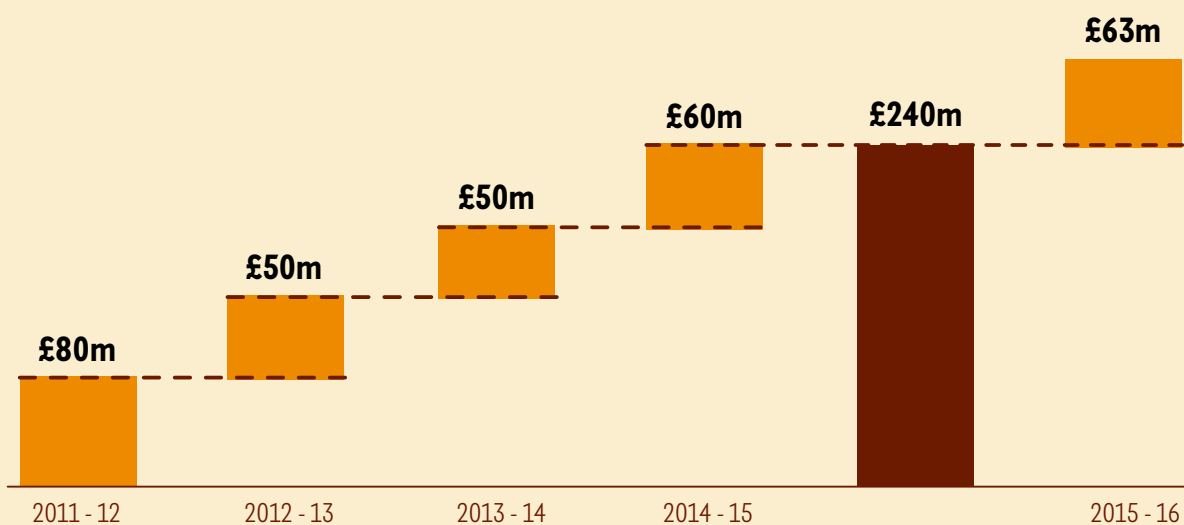
6 - HM Revenue and Customs the Children in Low Income Indicator: defined as having a household income less than 60% of the national average equivalised for family size

7 - Households Below Average Income





## We've already made significant cuts



The council will continue to face difficult finances for the foreseeable future. To continue to balance the budget we need to lower our overall spend by more than a third in the next three years. This means further tough decisions lie ahead.

### ***The council has gained significant and welcome new responsibilities...***

In April 2013 Public Health responsibilities moved back to local authorities from the NHS. Sheffield City Council is committed to maximising this once in a generation change; to use these responsibilities, alongside our pre-existing powers, to make Sheffield

healthier. Our aim<sup>8</sup> is to promote good health; preventing and tackling ill health; and enabling people to make healthier choices. We will seek to prevent avoidable ill health and remove barriers to treatment and care, prioritising those in the poorest health where we can.

Responsibility for council housing transferred back to the council in 2012, after 88% of residents voted in favour. Building and managing council homes now sits alongside our wider housing and neighbourhood responsibilities; helping us deliver better, joined up services.

**“As Government funding reductions change what we are able to do ourselves, delivering services for the people of Sheffield has never been more of a challenge”**

<sup>8</sup> - Sheffield City Council's Public Health Vision Statement <https://www.sheffield.gov.uk/caresupport/health/public-health-vision-statement.html>

***There have been significant changes to legislation and national policy...***

Major legislative change

We are also experiencing major legislative change, including:

The **Care Act 2014**: Major reforms of how care and support is provided, from April 2015 and paid for, from April 2016, focused on:

- Personalisation; ensuring individuals have choice and control over their care and support
- Preventing, postponing and minimising people's need for formal care and support
- Empowering individuals to make decisions

This is part of wider funding reforms in health and social care supported by the **Better Care Fund**; created by pooling NHS and council budgets to integrate the commissioning of health and social care to provide coordinated services that are more cost effective in the longer term.

The **Children and Families Act 2014**: Greater protection to vulnerable children; better support for children with separating parents; a comprehensive new system to help children and young people with special educational needs from birth to age 25; and help for parents to balance work and family life. The Act changes the adoption system so children can be placed into loving homes faster and gives children in care the choice to stay with foster families until their 21st birthday.

The Antisocial Behaviour, **Crime and Policing Act 2014**: Powers to tackle antisocial behaviour, including enforcement of tenancy conditions, available across



agencies. The Act creates a Community Trigger, so members of the public or officers can trigger a review to look at the breadth of an issue across all organisations involved.

The council is committed to ensuring all citizens have the information and support to access services and make decisions about their lives. As a Public Authority, we have a general duty to promote equality<sup>9</sup> as well as specific duties, set out in the **Equality Act 2010** (Specific Duties) Regulations 2011.

Primarily following the **Welfare Reform Act 2012**; major reforms across a wide range of benefits, credits and allowances, such as the introduction of Personal Independence Payment which over time will replace Disability Living Allowance and Council Tax Benefit replaced by local Council Tax Support Schemes. Reforms include a cap to payments made to each household and the introduction of Universal Credit; a single monthly payment of all means-tested working age benefits.

9 - Legal requirements under Section 149 and 158 of the Equality Act 2010

# “To be the best we can be, we must deliver our promises and meet our challenges”

## Our response to these changes

This Corporate Plan sets the overall direction and ambitions for the council and the city over the next three years. It is based on available information on funding, responsibilities and powers at the time of writing so may be subject to change.

Identifying problems and providing help early can make a huge difference to people, preventing problems escalating. This approach needs to look at all the issues faced by individuals and families, regardless of which service they contact first and focus on the causes of problems, so we support people before they reach crisis point.

This includes providing help earlier in children’s lives, working with them in their early years to help them achieve their potential and address some of the root causes and most deep seated issues associated with living in poverty, exclusion or discrimination.

Balancing our budget cannot rely on unsustainably cutting services. We will ensure savings are informed by our priorities, but will identify ways to encourage development and grow the Business Rates we receive, so this income<sup>10</sup> can finance public services.

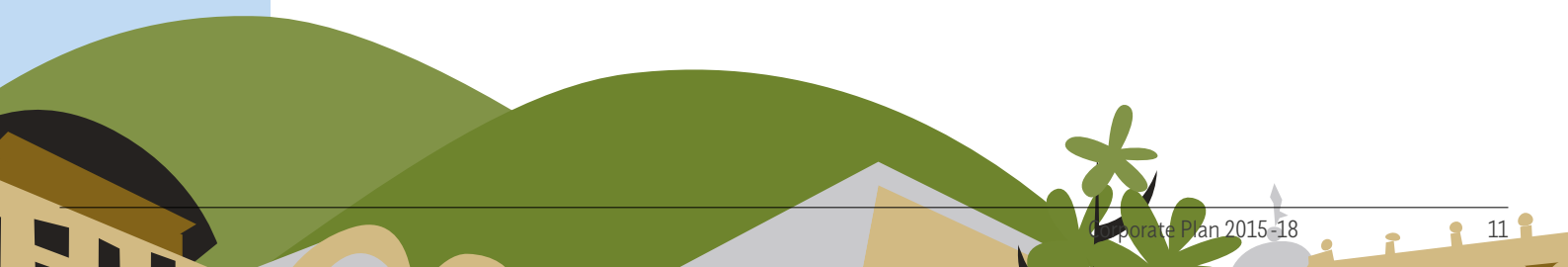
**Becoming a more financially self-sufficient Council through economic growth**

Our response

**Providing early help, earlier in life, so people can help themselves**

**Working differently across public services and with partners**

<sup>10</sup> - 49% of rates income are retained by the council, with the introduction of the business rates retention scheme



# “As Government funding reductions change what we are able to do ourselves... working with others...will be critical”

We will continue to directly deliver services where we are the best organisation to do so, as well as arranging for others to deliver services on our behalf. We will make our online services simpler, ensuring they cover the things people contact us about most.

Where the right opportunities exist to be more commercial we will actively pursue them, for example, setting fees and charges closer to market rates, or selling services to other public bodies and organisations.

We will work within, and with, communities to identify opportunities to involve volunteers and community groups in our services, and support people to do more for themselves and for their communities. This is particularly important when budget pressures mean the alternative might be to stop a service altogether.

At all times we will continue to work in a transparent and open way, being clear about why we make decisions, and consulting and listening to those most affected.

Our ambitions are for the city of Sheffield, not just for Sheffield City Council. Because we are a democratic organisation, the council is uniquely placed to lead changes that are beyond the scope of a single organisation, group or individual. This means our role extends beyond delivering services and running the council well, into city leadership.



Together with our partners in the city and beyond, we need to reform how public services are provided. As people's expectations and the nature of the city changes while public budgets reduce, using our influence with others is vital. We are working closely with partners to make these changes.

That's why working with partners such as NHS organisations, South Yorkshire Police and South Yorkshire Fire and Rescue is so important. This includes working closely with Government as one of 14 Local Authorities invited to be part of the Public Service Transformation Network.



Many things require broader collaboration and plans with regional public and private sector partners – our ambitions and influence can't stop at Sheffield's boundaries. This is particularly true for economic growth and transport developments, which is why our work within the Combined Authority<sup>11</sup> and Local Economic Partnership<sup>12</sup> for Sheffield City Region is so important.

We believe reforming public services will: create more financially sustainable cities; develop locally shaped services to support those in the greatest need; connect people to opportunities to ensure more people in Sheffield are in work and part of a strong city economy; and reduce dependency on the state. Some changes we can make ourselves, others require changes from others, including Government.

We are one of only two cities in the UK to agree a more radical Devolution Deal with Government.<sup>13</sup> This gives Sheffield City Region more control over the vital areas of skills, housing, transport, and business support.

This is also a fundamental step towards allowing Sheffield to better shape its own future and to fulfil its huge potential. This is the start of the conversation with Government and we will continue to work with Whitehall, and challenge them, to go much further to get the best deal for Sheffield.

**“We will continue to work with Government to devolve powers to Sheffield so we can shape our own future and fulfil the city's huge potential”**

<sup>11</sup> - Sheffield City Region Combined Authority <http://sheffieldcityregion.org.uk/about/the-sheffield-city-region-authority/>

<sup>12</sup> - Sheffield City Region Local Economic Partnership <http://sheffieldcityregion.org.uk/about/the-lep-board/>

<sup>13</sup> - Sheffield City Region Devolution Deal <http://sheffieldcityregion.org.uk/2014/12/city-region-agrees-devolution-deal/>

# 2

## AN IN-TOUCH ORGANISATION

Being an in-touch organisation means listening; being connected and being responsive to a range of people and organisations; ideas and developments. This includes local people, communities and Government, as well as keeping pace with technology.

This means understanding the increasingly diverse needs of individuals in Sheffield, so the services we and our partners provide are designed to meet these needs. It also means understanding how to respond. This priority is about empowering individuals to help themselves and providing opportunities to do this, so they and their communities are increasingly independent and resilient.

We need to be clear about the roles people can and should play. Helping people help themselves means working with communities to develop solutions and supporting people to be more self-reliant, using the knowledge, ideas and resources that exist in families and communities.

Budget pressures are being felt across all public services, and particularly acutely in Local Government. We expect this to continue, so making the best use of public money has never been more important.

This includes getting the most from the money we spend on goods and services through others. To make the most of every pound the Council spends in this way, we will look for wider opportunities including economic, environmental or social benefits for Sheffield.



# “To listen and be responsive, so services are designed to meet the increasingly diverse needs of individuals in Sheffield”

But the challenges facing public services are not only financial. Expectations about public services are changing and we know how important it is for good services to be available locally.<sup>14</sup> To make the changes captured in this plan we need to find smarter ways to operate so we become more intelligent, agile, innovative and efficient:

**To be increasingly in-touch and to work smarter, we will focus on some specific areas over the next three years: to listen and be responsive; public services that meet people’s needs; making well informed decisions and changes; and ensuring our employees feel valued.**

Being **intelligent** means having robust information about how we operate, the context we work in and making the most of that information. We need to know: how we compare to other places; what’s happening over time and what might happen in the future. We

also need to understand our relationships with others and have better access to knowledge and information across the organisation.

Being **agile** means using our intelligence to spot opportunities, challenges and changes earlier; drawing conclusions about our response and being able to implement this response more quickly.

Being **innovative** means finding new approaches and business models. We will be open to different ways of doing things and seek out new ideas, for both small and more fundamental changes in what we do.

Being **efficient** means checking we operate in the most cost effective way looking at both quality and cost, not just the cheapest way possible – to fulfil our duty to spend public money wisely. We want our services to be efficient, economic and effective.

## Intelligent

We need to make full use of existing information as well as find new sources of information both within the organisation and externally, to inform decision making and to drive service improvement.

## Efficient

We need to continually strive to provide the best value for money, improving or maintaining quality and outcomes, and being as cost effective as possible.

## Agile

We need to respond quickly to changing circumstances, to take advantage of new opportunities and avoid threats.

## Innovative

We need to find new approaches, new delivery models and business models - not necessarily ‘invented from scratch’ but different to what has gone before in Sheffield.



## Our ongoing commitments:

**As demands for services rise and grants from Government fall, it is challenging to maintain the regular services that people in Sheffield rely on. Over the next three years we will:**

- Make sure that local people are informed of and able to influence decisions that affect their families, communities and the city.
- Promote and safeguard democracy by running safe and secure elections, and making sure that anyone who is eligible and wants to vote is able to do so.
- Broaden the options to access council meetings to increase transparency and accountability.
- Provide a range of ways to contact the council and our partners; assisting as best we can at the first point of contact.
- Gather information and feedback, to design how we deliver services.
- Set high standards for the use of public money and for satisfaction with our services and those our partners provide.
- Continue to collect Council Tax and Business Rates in line with other major English cities, ensuring cases of hardship are treated fairly and with sensitivity.
- Be open and transparent, making data and information available where we are able to, within the Council and to the public at <https://data.sheffield.gov.uk/>

These changes will help us to better understand the impact services make. We will use this knowledge to constructively challenge ourselves at all levels. This means agreeing where changes need to be made and being accountable for ensuring we are a responsive, efficient and in-touch organisation.

## To listen and be responsive

We know how important customer contact is. If we don't listen and communicate well we undermine our work even when we do the right things. Customers treated with respect and empathy are more likely to seek the services they need, but if people feel judged it can lead to them disengaging. Getting it right needs high quality services, staffed by professional and positive people.



Customers want us to get it right first time. Local people and businesses don't want to, and shouldn't have to, understand the council structure before they can access services. We will work to eliminate avoidable contact, working together as one council, not simply as individual services.

Time waiting on the phone or in queues isn't good for anyone. We will make online services simpler and ensure they cover the things customers contact us about most. Customers are ready for 24 hour self-service. 80% of Sheffield residents used the internet in 2012/13 and 40% of people who use our website do so on a smartphone or tablet.



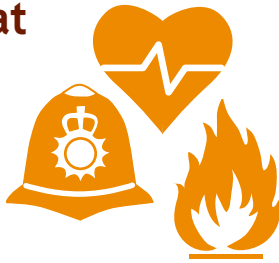
We estimate that more than three million calls are received by council services each year. Improving self-service means people who really need our help can reach us quickly. We need to ensure people can resolve queries themselves, before they have to contact us. Where individuals need support using online services, we will offer this or be able to signpost to other people or organisations that can help.



We believe that the particular organisation that provides a certain service is almost always less important than the quality of the service itself. We also know that services are not joined up across different organisations. This is why we want a more cohesive public sector in Sheffield.

We will – with other organisations – be working to produce a growth and reform plan for city, which will set out specific opportunities for reforming public services: looking, for example, at how the education, skills and employment systems should work better; and how we could provide a more integrated health and social care system. We will be working towards a single public budget for the city, and considering what changes are needed to how public services are governed and work together.

## Public services that meet people's needs



We need to reform public services to meet changing expectations and increasing demands for services while budgets reduce. This is why we are working with other organisations – including the NHS, South Yorkshire Police, South Yorkshire Fire & Rescue, and both universities – to agree what we want to achieve, together, for the city.

We know that an estimated £4.5 billion of public money is spent in Sheffield. We will look at how this is spent by local and national organisations, and whether spending it differently could improve lives and the quality of Sheffield's public services.

We know that there are improvements to public services that we can fix within Sheffield; but we will also be looking at whether we have the right 'tools to do the job' – whether we have appropriate powers and control of public money to make sure that money spent in Sheffield is invested in the right way.



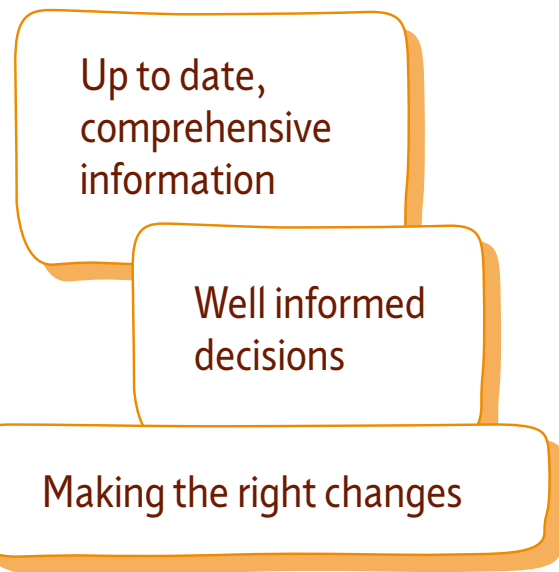
## To make well informed decisions through business intelligence

It's more important than ever to make the best use of public money and we need to become more responsive to the changes around us and within the organisation.

We have two particular goals: decisions are well informed with comprehensive, up to date and real time information and analysis; and that information is driving the decisions we make.

We want to better understand how we are working, and opportunities for improvement. Our work impacts on people's lives and we need fully to understand this. We will use information to be more in-touch and improve our work in a wide range of different areas:

- In customer facing services, we will use information about how people use services to ensure they work as well as possible. We will ensure preventative services can use information to predict where problems may occur in future and we will join up information between our services for customers.
- Internally, we will ensure our services are as efficient as possible; and
- On longer term decisions, we will use information to predict future needs such as planning schools places, transport infrastructure or housing needs for a growing population.



## Making changes to the right things, in the right way

To be responsive and relevant we need to adapt to changes in needs, expectations, legislation and policy; as well as making the most of technology. We need to make sure we prioritise our efforts and resources for the greatest impact.

Changes are made within and by the council at all levels from frontline workers making changes, so our customers have the best experience possible, to strategic long term programmes.

We need to make sure the amount of change at any one time is achievable, and that our priorities are supported by comprehensive programmes that move us, and the city, towards our long term goals.



Therefore, by 2017 we will have an agreed, prioritised set of strategic changes that we will make to achieve our long term goals. We will make sure people who commission or deliver change understand these and their role within this so we work together to agree, share progress and measure the impact of these changes.

We will also work with our suppliers and partners, where relevant, to ensure they can prepare, plan and be involved in the changes we make. This will enable us to be more responsive and in-touch with changing needs and circumstances.

## Employees who feel valued

The council employs more than 7,000 people and our workforce has undergone profound, unprecedented and sometimes unpredicted change, whilst delivering high quality frontline services. We need to ensure what we ask of staff is sustainable.

We cannot accurately predict the future size of the council, as we may take on significant new responsibilities as well as responding to changes in Government grants for the services we already provide. So we will focus on valuing our employees who are vital to delivering high quality services for Sheffield.

We aim to significantly increase the proportion of employees who feel valued over the next three years.

This means consistently providing visible leadership, communicating with and involving employees; and allowing individuals to develop and realise their career aspirations, by creating clear routes to progress within the council and supporting them develop the skills they need. We want our employees to feel productive, motivated and able to innovate and improve services to ensure we become increasingly an in-touch organisation.



# 3

## STRONG ECONOMY

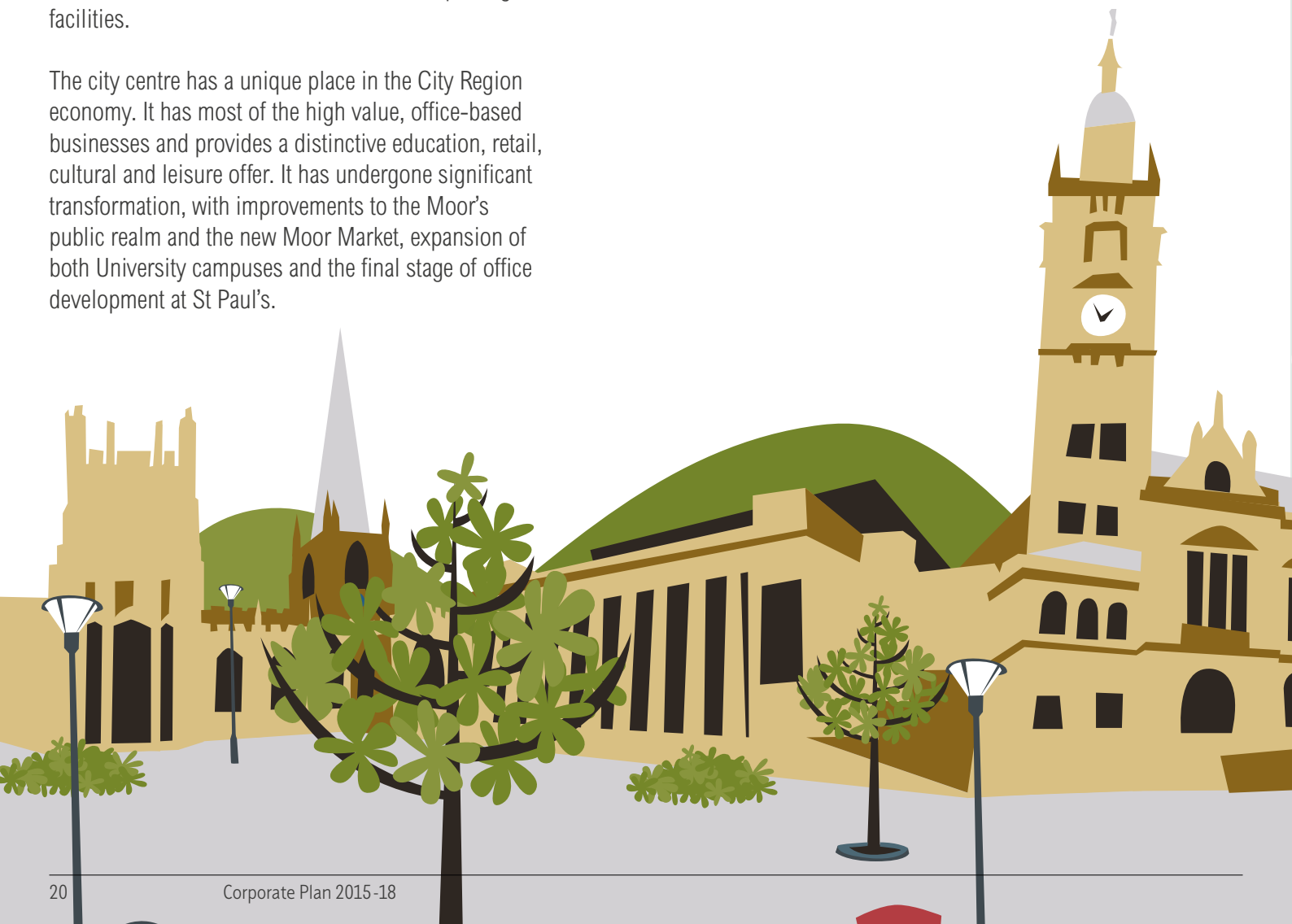
A strong economy means creating the conditions for local businesses to grow and making Sheffield an attractive location to start a business. We want Sheffield to achieve our economic potential and for the pace of Sheffield's economic growth to quicken, particularly in the private sector.

This means being well-connected, both physically and digitally, building on our success as a city that supports businesses to grow and playing a full, distinctive role in the global economy. We want local people to have the skills they need to get jobs and benefit from economic growth; and to make the most of the distinctive things Sheffield has to offer, such as cultural and sporting facilities.

The city centre has a unique place in the City Region economy. It has most of the high value, office-based businesses and provides a distinctive education, retail, cultural and leisure offer. It has undergone significant transformation, with improvements to the Moor's public realm and the new Moor Market, expansion of both University campuses and the final stage of office development at St Paul's.

We want to see this continue, linking the Moor with Fargate via a new retail quarter to create the right mix of business and leisure, making Sheffield a vibrant and thriving place.

Sheffield is one of nine locations for a High Speed 2 Rail station. This is a unique opportunity to regenerate the city and to improve our connectivity to other cities, increasing Sheffield's attractiveness as a location for businesses and commuters. Research shows the exceptional potential of this station in terms of jobs during construction and in the associated investment in the surrounding area.



# “To achieve our economic potential, be well-connected, with skilled individuals and growing businesses playing a distinctive role in the global market”

A vibrant city with the right mix of business, leisure and retail

Distinctive cultural and sporting assets

Support for businesses to start and grow

We are best placed to understand this potential for the city, which is why we will continue to make the case for locating the High Speed 2 Rail station in the city centre. This will increase the potential for regeneration and economic growth; creating an additional 6,500 jobs over and above the 3,500 that the station is likely to secure in another location. We will prepare for High Speed 2 Rail and be ready to secure investment for the infrastructure needed.

We want to celebrate the distinctive things Sheffield has to offer. Our cultural and leisure assets help to make Sheffield unique within the City Region and beyond, including the largest theatre complex outside London. These have an economic and social value for the city, growing creative industries and attracting talented people to live and work in the city; as well as creating a sense of place that helps to make Sheffield a more attractive city.<sup>15</sup>

We want local people to contribute to and benefit from Sheffield’s economic growth, by securing good jobs and supporting local businesses to grow. Over the last five years, the Government will have reduced its spending on skills by a quarter and this trend is set to continue.

<sup>15</sup> - World Cities Culture Report 2012; <http://www.london.gov.uk/sites/default/files/WorldCitiesCultureReport.pdf>





## Our ongoing commitments:

As demands for services rise and our grants from Government fall, it is more challenging to continue the regular services that people in Sheffield rely on. Over the next three years we will:

- Support existing businesses including small and medium sized business and green businesses that have the potential to grow, as well as individuals who are looking to start a business in Sheffield.
- Continue to develop the RISE programme that places graduates into small and medium sized local businesses; working with universities to sustain and expand the programme.
- Support local businesses grow and expand into new overseas markets via our export programme; working with partners to create a single point of contact for this support across the Sheffield City Region.
- Support more young people to be job ready; so Sheffield continues to be the top major English city for apprenticeship recruitment.
- Maintain a diverse and vibrant cultural offer. Our level and type of support to venues may change but we want them to continue as some of Sheffield's most distinctive assets, including the Crucible and Lyceum theatres, our museums and galleries, City Hall and the Motorpoint Arena.
- Work with new and existing partners to sustain key sporting facilities like Ponds Forge, alongside specialist regional facilities such as the English Institute of Sport, and Ice Sheffield.
- Create and sustain events and festivals to boost visitor numbers.

Employers are expected to invest in workforce training, but statistics suggest that this has been falling since 2011. At the same time, businesses report emerging skills shortages and hard to fill vacancies. We want to be a city and a City Region known for a first class skills system, where employers are confident the local workforce is properly equipped to meet the demands of local businesses.

We have already secured the third biggest Growth Deal in the country with our partners in Sheffield City Region and we are one of only two cities in the UK to agree a more radical Devolution Deal with Government – the next step towards Sheffield getting the tools to shape its own future and to fulfil its huge potential.

We have been acknowledged as the 'Best Council to do Business With'<sup>16</sup> and launched the first 14-19 University Technical College, specialising in Engineering, Creative and Digital.

<sup>16</sup> - Department for Communities and Local Government 'Best Council to do business with' award <https://www.gov.uk/government/news/best-councils-to-do-business-with-awards>





## Our ongoing commitments:

### Over the next three years we will:

- Make the most of Sheffield's natural assets including its geography, green and open spaces and access to the Peak district; embracing our status as the UK's top Outdoor City. We want the outdoor economy to grow by supporting outdoor businesses; attracting visitors and talented individuals who choose to live and work here.
- Work with partners to deliver the planned flood defence scheme for the Lower Don Valley; improving more than 50 locations along 8km of the River Don to protect 250 businesses and thousands of jobs.
- Maximise investment in Sheffield's flood and drainage infrastructure to make the city more resilient to climate change. As part of the national flood investment programme our plans will deliver £50 million of capital schemes by 2021 in the Don and Sheaf areas; protecting up to 6,000 homes and 2,000 businesses as well as key transport routes and critical infrastructure.
- Continue to ensure Sheffield is planning for, and able to respond and recover from, major civil incidents; whilst maintaining critical council services during emergencies.
- Work to attract investment to build a vibrant city centre and city more widely.
- Market and raise the profile of the city nationally and internationally, playing a key role in devolution and other big city issues through Core Cities UK and working with global experts through the International Economic Commission.

**“we are one of only two cities in the UK to agree a more radical Devolution Deal with Government – the next step towards Sheffield getting the tools to shape its own future and to fulfil its huge potential”**

To support local businesses we created the RISE graduate programme, placing 112 graduates into small and medium size businesses. Half of these placements have been extended or led to permanent employment, returning nearly six times of the money spent back into the local economy.

We have the fourth highest proportion of teenagers in apprenticeships of any Local Authority in the country, following the launch of the Sheffield 100 programme. This has placed over 400 disadvantaged young people into apprenticeships alongside the City Deal which created another 700 new apprenticeships.

**Underpinning our longer term ambitions are specific things that we will seek to achieve over the next three years: investment that drives economic growth; superfast digital connectivity; skills that meet the needs of local businesses; and increased access to decarbonised energy.**





## Investment to drive Sheffield's economic growth within the city region

There is significant potential for future economic growth and we will work with the best in the world to develop our plans and activity for a strong economy, including global experts and policy makers. To enable growth we will work with partners across the City Region to secure investment to improve the infrastructure and connectivity that will attract new businesses and people to the city.

With partners we will invest over £20m of the Sheffield City Region Investment Fund to deliver regeneration across the city centre, including both university campuses, the Riverside Business District, Castlegate and the Heart of the City project. We anticipate that this will lever in over £100m of additional private sector investment.

The Don Valley and the wider M1 corridor is home to some of the UK's leading advanced manufacturing and engineering businesses as well as major retail and leisure venues such as Meadowhall. It

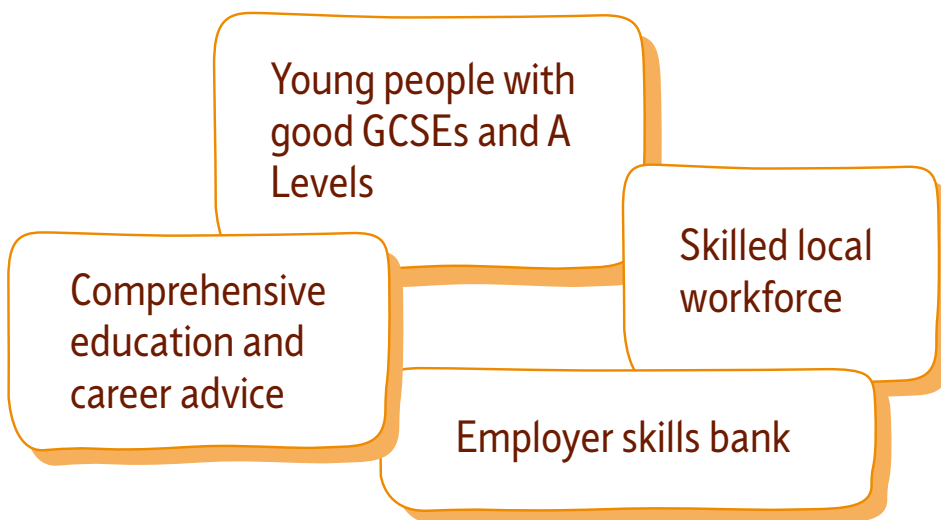
plays a key role in Sheffield's overall economy and attractiveness. We will work with organisations such as the University of Sheffield's Advanced Manufacturing Research Centre and major land owners to develop this area into one of Europe's leading industrial centres.

We will also help to create successful places and spaces through the Don Valley by investing up to £25m from the Sheffield City Region Investment Fund to enhance transport infrastructure, flood defences and an improved public realm.

## People with the skills that meet the needs of local businesses

Over the next three years we will continue supporting more working age people to achieve qualifications<sup>17</sup> than national averages. We will have more 19 year olds with good GCSEs and A levels<sup>18</sup> closing the gap by two percentage points to the national average, and support more young people to continue to study and achieve in science, technology, engineering and maths to meet demand in the local economy.

Sheffield meets national averages for the skills held by its working age population, but higher skills are acknowledged as a major factor for economic growth. We need businesses to compete in a global economy where a highly skilled workforce is an advantage. The challenges remain considerable. The attainment of young people at 16 and 19 is below national



averages; local employers report that young people are ill prepared for work; and we have too many adults with few or no qualifications. To tackle this we have worked to put Sheffield as the fourth highest Local Authority for the proportion of teenagers taking up apprenticeships and the Government has committed to build on Sheffield's approach to expand the apprenticeship system.<sup>19</sup>

We need all young people to access high quality information, advice and guidance, so they can make the right education and career choices. Careers guidance has become fragmented, inconsistent and far from comprehensive. We will work with others to agree and create a youth portal so teenagers can access comprehensive and independent information about a full range of courses and careers.

To go further we also need to create an innovative and responsive skills system that meets the needs of employers and inspires them to invest more in training. We will create an employer-led Skills Bank and aim to have more employer investment in publicly supported training compared to other major English cities. We will support this by creating a Skills Hub to commission training provision and, using the council's spending on employment and training, secure at least £6m of external funding each year.

We will seek to identify inspirational schools and colleges to work with Sheffield's businesses to create a Made in Sheffield curriculum that better prepares young people for life and work. This curriculum will encourage entrepreneurship and enterprise, whilst driving up attainment in subjects that are critical to the city's ambitions for economic growth.

To deliver our ambitions, we want government to commit to the creation of a local Skills Partnership. Over the lifetime of this plan we aim to negotiate the devolution of responsibility for managing the skills system and associated budgets; to meet the specific needs of the city and the City Region.

## A superfast, digitally connected city

We want Sheffield to be amongst the most connected cities in the UK where businesses can access the technology to grow, making the City Region an attractive location to run a business and work in. We are working with private sector partners to accelerate the roll out of next generation broadband and will explore options for the city centre, including wireless technology. We also want to support local businesses and will explore ways to reduce their upfront costs of accessing this technology.

<sup>17</sup> - The number qualified to level 2 (equivalent to 5+ good GCSEs), level 3 (equivalent to 2+ A levels) and level 4 (equivalent to Degree)

<sup>18</sup> - Qualified to level 2 and 3

<sup>19</sup> - Sheffield City Region – City Deal <http://sheffieldcityregion.org.uk/city-deal/>



Improved connectivity provides a platform for the city to run better, enabling business, and individuals to create and co-create high quality, targeted, real time products. By 2018 97.9% of South Yorkshire's residential and business premises will be able to access superfast broadband.

Making the most of technology means having digitally literate local people; people with the ability and confidence to teach themselves and adapt to continually changing digital tools and services. This is essential because it:

- Supports existing businesses looking to adopt technology, enabling them to grow
- Increases the attractiveness of the city to businesses looking to start-up
- Enables local people to secure employment within new or growing businesses who will increasingly use this technology
- Raises aspirations of young people as they prepare for education, training and work
- Ensures people and businesses can access and use a range of services and resources, that are increasingly digitally enabled, in their everyday lives

The council's role in this is to:

- Develop digital literacy in our workforce and be responsive to local people and businesses

- Bring partners together to collaborate and develop the tools, information and support that will enable local people to become more digitally included and literate.

## Access to local, low carbon energy

Reducing dependency of Sheffield's businesses on imported fuel with decarbonised, locally generated energy sources will give Sheffield a competitive advantage over other locations and support future economic growth. Locally generated energy is not subject to the volatility of international energy markets and world events; so our longer term ambition is to increase Sheffield's energy generating and distribution capacity.



Over the next three years we will work with partners to expand Sheffield's energy network, increasing access to business and residents in the Lower Don area. We will work with experts to investigate the potential to invest, with others, and create a local Energy Services Company that generates and distributes energy locally; as well as other low carbon initiatives such as insulation schemes. In addition to the business benefits, residents will have access to stable long term energy pricing and supplies which will help those suffering from fuel poverty.



# 4

# THRIVING NEIGHBOURHOODS AND COMMUNITIES

Thriving neighbourhoods and communities means neighbourhoods where people are proud to live, with communities that support each other and get on well together. This includes good, affordable housing in areas that are well maintained and easy to get around. It means places with access to great, inclusive schools that act as community amenities and access to libraries and high quality sport and leisure facilities, including green and open spaces.

We want people living in Sheffield to feel safe and will continue to join with other agencies in the city to make it easier for local people and communities to get involved, so we can spot and tackle issues early. We want to celebrate the diversity of the city, addressing misperceptions and prejudice where individuals and communities are unfairly stigmatised to strengthen our approach to cohesion. We will also work with communities affected by large scale population changes, as we know when this happens in a short amount of time extra support can be needed to ensure communities are well integrated.

We are changing how we work in communities. We know people prefer a single point of contact so we are creating a single response team, Housing Plus, to work across organisations to support individuals, households and neighbourhoods. We also want to explore imaginative ways to use powers, such as environmental and health protection, pest control and trading standards, to improve the public health of people living in Sheffield.

To strengthen neighbourhoods across Sheffield we have supported developers to nearly double the number of homes built in the last two years and started the Streets Ahead programme, which has resurfaced 140 miles of road and 155 miles of pavement. We have also secured up to £30m investment in new community sports facilities; added 2,800 primary school places; and by changing how we work with local communities, kept all libraries open.

**Places and spaces where people enjoy being** help to create thriving neighbourhoods and communities. Being able to access green and open spaces as well as leisure facilities has a significant impact on how people feel about where they live, learn and work; along with wider benefits to their overall wellbeing.



# “For people to have a good quality of life and feel proud of where they live, with access to great schools and local amenities”

We want local areas to be well maintained, working with others to ensure they are kept clean and tidy. This includes transforming Sheffield’s roads and pavements through the Streets Ahead programme, as well as making sure public spaces in the city are well designed and promote active use such as walking and cycling.

**In addition to our ongoing work within local areas, over the next three years we want to: ensure all schools are becoming great schools; have more new homes built and new council houses; better connect transport across the city so people can choose how they travel; and reduce antisocial behaviour.**

## All schools becoming great schools

We want schools in Sheffield to be amongst the best in the country and by 2018 have more children and young people than ever before attending good or outstanding schools, whilst meeting new, higher OFSTED standards.

## Our ongoing commitments:

As demands for services rise and our grants from Government fall, it is more challenging to continue the regular services that people in Sheffield rely on. Over the next three years we will:

- Continue to provide sports and leisure facilities at key city and district sites and deliver the new developments at Graves and High Green.
- Continue to deliver community based physical activity programmes focussing on areas where health problems are greatest.
- Sustain major city and district parks that support Sheffield’s outdoor economy and are enjoyed by lots of people.
- Promote schools as community assets, including wrap around provision such as breakfast and after school clubs.
- Continue the Streets Ahead programme; updating and maintaining 1,180 miles of roads, 2,050 miles of pavements and 68,000 street lights across the city.
- Although the way in which waste services are delivered may change, we will continue to support people to reduce their general waste and minimising how much waste we send to landfill. We will continue to support increased recycling and provide access to household waste recycling centre facilities seven days a week.
- Protect people’s safety, health and welfare; targeting standards in food premises and tackling rogue traders, including the supply and sale of illicit tobacco and alcohol.





## Our ongoing commitments:

### Over the next three years we will:

- Coordinate work across the council and partners to help keep streets and open spaces clean and tidy, targeting action to reduce litter, fly-tipping and dog fouling.
- Work with staff, community groups, partners and the voluntary sector to support libraries and archives in local communities and the city. This includes working with libraries to help people get online through free computer access and supported IT classes. We aim to be nationally recognised for the quality and innovative ways in which libraries are run.
- Tackle air pollution by working with partners, local businesses and the general public to address traffic-related emissions. We will develop our approach to a Low Emission Zone to help the city comply with air quality regulations and reduce the negative impact on people's health and the local environment.
- Work to improve levels of reporting in areas such as hate crime and domestic abuse. We will support people to come forward and provide good quality, responsive domestic and sexual abuse services for those who need them.

Our ambition is for every school in Sheffield to be good or outstanding. We know this may take time, as 73% currently meet this standard, compared to 81% nationally. In three years we want to be above this national average. We also want children at risk of underachievement to be better supported and the right number of high quality educational places to be available in the right areas across the city.

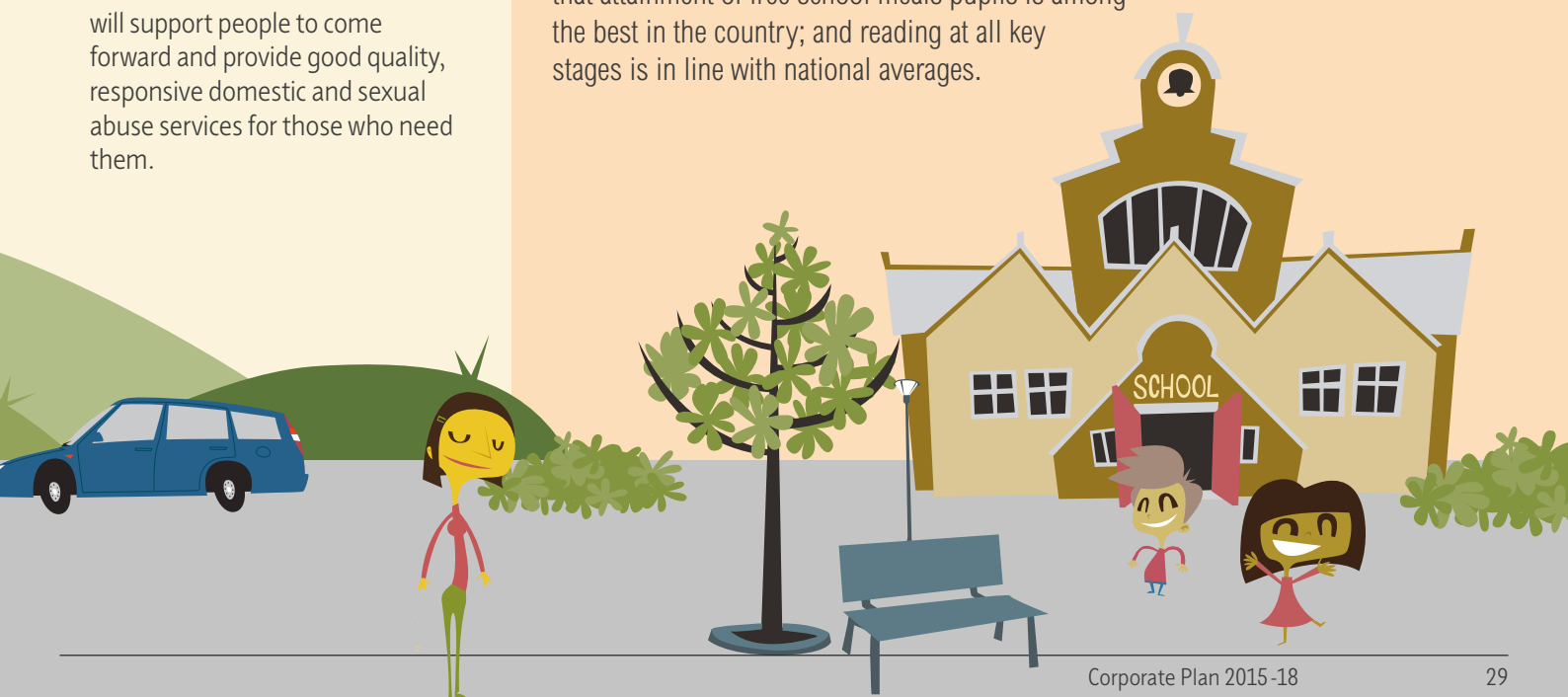
There has been much improvement in standards and attainment for children in Sheffield over recent years, but we started from a low baseline and a number of challenges remain. We want to have a strong role within Sheffield's school system to enable collaboration and partnership through the, already established, City Wide Learning Body.

We will work with others to increase the scope and potential of "school to school" improvement partnerships, so their knowledge and expertise can jointly lead the improvement needed. This means all our schools seeking improvement; so that outstanding schools truly excel alongside the best in the country and they also support other schools to improve.

We will work with schools to examine how to best deliver services to them, including the potential to create a new delivery arm for the City Wide Learning Body. We will also increase the quality, amount and transparency of performance data that is accessible to parents.

In partnership with early years' settings, schools, colleges and families, we will deliver a new system for supporting children and young people aged 0-25 with special educational needs or who are disabled. We will raise aspirations and ensure support is available so that they achieve well in their education and are able to lead happy and fulfilling lives.

Over the next three years we will ensure that outcomes at all key stages continue to improve at a faster rate than nationally; that attainment of free school meals pupils is among the best in the country; and reading at all key stages is in line with national averages.





## Build new homes and council houses

Over the next three years we will support developers to build 4,600 homes across the city, as part of a longer term plan for 15,000 new homes built over the next decade. Development will focus on larger sites that can deliver significant growth, including mixed housing in the city centre together with new services, to support this growing community.

There is demand for social housing and over the next three years we aim to increase the number of council houses by 750, building 120 new houses and purchasing more than 600 existing properties to renovate. New council housing will be designed to meet the shortfall of some housing types and specialist supported housing accommodation, including housing for young families and elderly customers.

We will work closely with partners and other organisations to free up land needed to deliver more affordable homes, and anticipate this investment will create between 500 and 1,000 local jobs. We will also review our planning guidance on affordable housing to make sure it can deal flexibly with changing housing market conditions.

Within Sheffield around 1,500 new private sector homes are needed each year. To make housing schemes viable to private developers in the current financial climate we will:

- Speed up the delivery of a new creative Local Plan to meet long term housing needs
- Create an Investment Prospectus to raise Sheffield's profile
- Make information on available land and sites accessible
- Be more flexible with council owned land and assets, and bring sites to market in different areas across the city
- Change how we work to help developers and landowners navigate the planning system
- Signpost developers to existing funds and work with them to explore innovative funding, such as the Homes and Communities Agency and Sheffield City Region Local Enterprise Partnership funds
- Develop a joint Housing Zone with Rotherham's council, focusing on five Attercliffe sites, with the potential to deliver around 600 homes in the next five to ten years

We will also reinvest our New Homes Bonus, a Government grant based on the number of houses built, to accelerate future developments and support developers, for example by undertaking early planning work to support new schemes.





## Better connected transport to increase travel choices

We want Sheffield's transport network to be integrated, connecting different modes of travel to encourage people to use public transport, cycle and walk. We know that transport needs to be accessible, affordable and safe for people to use. The city's Transport Capital Programme; around £12m annually, is focused on five broad themes designed to encourage more sustainable transport options: public transport; road safety; network management; cycling; and walking.

Buses and Supertram are the most popular alternatives to cars. We know that using public transport helps to reduce carbon emissions, and we want to support this choice. This includes working with Network Rail to progress the infrastructure needed to progress the agreed tram-train link between Sheffield and Rotherham. The link will be a national pilot and demonstrate opportunities for using heavy rail tracks to extend and integrate tram routes.

Sheffield's Bus Partnership has created a simpler, more coordinated bus network for the city and has seen continued improvements to bus punctuality, reliability and customer satisfaction. Over the next three years we will work with partners to focus on prices and different types of tickets that encourage more people to use public transport, to increase the number of bus passengers by two per cent each year.

As well as using public transport, we want to support people to take up more active ways of travel, particularly cycling. Extending and integrating cycle routes will promote the use of bicycles, helping to

alleviate congestion and ease pollution. We will identify a new network of cycling routes by July 2015 and use these to prioritise investment, so cycling accounts for 10% of all journeys by 2025.

We need to get people of all ages and backgrounds in Sheffield cycling. To do this we also need to change the culture of how we use our roads so that people feel safe when they cycle. As part of this we will extend our 20 mph speed limit programme, with 30 additional schemes in place over the next three years working towards all residential areas being covered by 2025, at the latest.

## Improve community safety by reducing antisocial behaviour

We want to work with partners to reduce the number of call outs to incidents and reported cases of antisocial behaviour by 10% over the next three years. We know that being a victim of crime can have a serious effect on people's lives and will focus our attention on victims and those in vulnerable situations.

To work more closely with other agencies we will introduce a multiagency service for antisocial behaviour and community safety, working with local communities to spot and tackle issues early. Together we will plan activity that supports our joint response to issues and share local knowledge to prevent isolated incidents escalating and coordinate risk assessments. This will better support victims and those most at risk of antisocial behaviour and domestic abuse by deploying our high risk response as needed.

# 5

## BETTER HEALTH AND WELLBEING

Better health and wellbeing means reducing health inequalities and helping people to be healthy and well. When we talk about health inequalities we mean people who are already, or who have a higher risk of, experiencing poor health, illness and dying early due to a wide range of circumstances, such as living in poverty or poor housing.

Health and wellbeing matters to everyone. We will provide early help and look to do this earlier in life, targeted to those in greatest need to reduce the root causes of inequality and develop long term solutions.

This is because we know how important it is to give every child the opportunity to have a great start in life and we remain committed to protecting children and young people, especially those who the council looks after. Working with children in their early years underpins our approach to help them achieve their potential.

Having a high level of wellbeing helps individuals to do the things they want to do and means everyone can play an active role in their families, communities and the city. We know that people are more likely to be happy and maintain good health if they have support from family, friends, neighbours and their wider community.

We have a major part to play investing hundreds of millions of pounds to support those who struggle to live independently and, less directly, making sure the city has facilities and other amenities that help people stay healthy and well.

We are already establishing one of the most ambitious programmes in England to integrate health and social care in Sheffield and our aims are simple and bold:

- To promote good health
- To prevent and tackle ill health
- To enable all of us to make healthier lifestyle choices
- To ensure that every contact that the council has with the people of Sheffield acts to promote their health
- To develop Public Health capacity and know-how across organisations and communities to make a real difference.

**Much of the council's work can have a positive impact on people's health. This section of our plan focuses on our priorities for direct investment in health and wellbeing: more children ready for learning and life; improving support to children and young people with special educational needs or disabilities; supporting people to be safe, independent and well; improving mental wellbeing; flexible care that helps people to live their lives in the way they want; and better housing conditions to improve health.**



# “To promote good health, prevent and tackle ill-health by providing early help, earlier in life; particularly for those at risk of illness or dying early”

## Our ongoing commitments:

As demands for services rise and our grants from Government fall, it is more challenging to continue the regular services that people in Sheffield rely on. Over the next three years we will:

- Continue to keep children safe. We know how important it is that each child lives in an environment where they can thrive and form secure attachments, so they can develop socially and emotionally. Where necessary, we will look after children and young people within the care system, making sure they have a permanent placement that is right for them, as soon as possible. This includes placements within their own families, with foster or adoptive carers, as well as within residential homes.
- Give individuals, their families, communities and frontline workers the tools and skills to identify where people may be at risk and are able to respond appropriately. We want people in Sheffield to be able to live independent and safe lives.
- Ensure children and their families receive services at the earliest possible opportunity to prevent their needs from escalating. We will work with our partners to direct resources into early intervention and prevention services that improve outcomes, and are more cost effective.



## More children ready for learning and life

We know a child's life from birth to two is the most critical phase of development<sup>20</sup> and that the gap between average attainment at Sheffield schools and the lowest 20% is too wide. What young people attain at age 16 has a significant influence on their outcomes in adult life and is heavily reliant on them being ready to start school with a good level of development.<sup>21</sup>



Our long term ambition is for all children to be ready to start school, and over the next three years we will roll out our Best Start programme, to make sure that at least 68% of children in Sheffield start school with a good level of development.<sup>22</sup>

Best Start Teams located within Children's Centre areas will work alongside our broader prevention and early intervention services, including public health colleagues, health visitors, early years practitioners and parents to introduce a joint assessment<sup>23</sup> for two year olds. This will identify children who are at risk of being unready for school. Starting in three areas of the city this will initially focus on those in the greatest need and by 2017/18 we want all two year olds to receive this assessment.

<sup>20</sup> - Baby Bonds – a review of international studies of attachment, by Sophie Moullin (Princeton University), Professor Jane Waldfogel (Columbia University and the London School of Economics) and Dr Elizabeth Washbrook (University of Bristol)

<sup>21</sup> - Effective Pre-School, Primary and Secondary Education (EPPSE)

<sup>22</sup> - Defined as having a Good Level of Development (GLD) which is an assessment of children's readiness to learn and an opportunity for maximising learning.

<sup>23</sup> - This is an ages and stages assessment that measure development stages of young children and identified where they are below average levels

For the first time we will better understand the needs of the city's children before they reach school, which is essential to target early help that can have the most impact. This joint work will support parents and focus the provision of free early learning for children who need it most. More than half of children in the city are currently eligible for free early learning and if 70% of children started this a year earlier, continuing to school age, this would mean 2,000 more young children learning across the city.

This approach will also help us prepare for new responsibilities for health visitors in 2015, strengthening the council's role as a public health organisation and supporting our educational work with targeted public health interventions during a child's early years.

## Improved support for children and young people with special educational needs or who are disabled

We want all children and young people to achieve well in education and be able to lead happy, healthy, fulfilling lives. Those with special educational needs or who are disabled can need extra support, so we will develop a new approach to focus on their individual needs and provide opportunities for these children, young people and their families.

We will work closely with the Children's Hospital Trust, the Clinical Commissioning Group and families to develop and maintain our Local Offer of services and support for children and young people aged 0-25 with special educational needs or who are disabled.

We will develop more joined up services to ensure these children and young people get the help and support they need, when they need it. We will also make joint commissioning arrangements with the Clinical Commissioning Group to ensure health and care services are coordinated to improve provision for families who need support from multiple services.

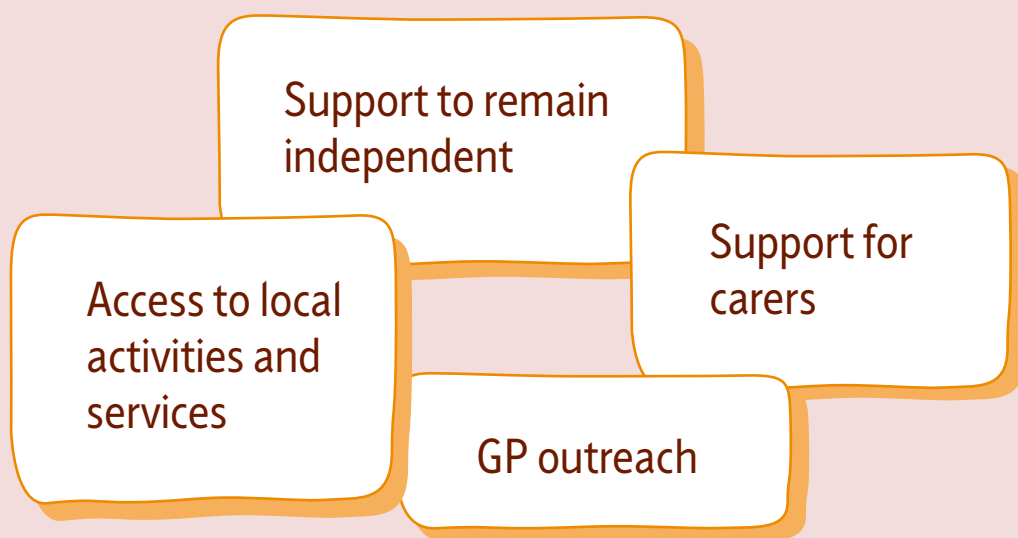
## Our ongoing commitments:

### Over the next three years we will:

- Ensure all agencies work together effectively; raising awareness of safeguarding to protect people from harm, through Sheffield's Safeguarding Adults Partnership Board. Where individuals are unable to keep themselves safe we will work to agree the support that will minimise the likelihood of harm and respond promptly if necessary.
- Continue to work with schools, health and other partners; investing to strengthen families through our Successful Families initiative; including support on education, employment, as well as health and wellbeing.
- Work with NHS Sheffield Clinical Commissioning Group towards a single budget for health and social care and jointly commission services for children and young people with special educational needs or who are disabled. We believe that integrated commissioning of health and social care will:
  - Ensure service users have a seamless, integrated experience of care
  - Achieve greater efficiency when delivering care, by removing duplication
  - Reduce reliance on hospital and long term care by redesigning how we support people's needs within a reduced budget.







## More people safe, independent and well in their communities

By 2018 we want to help thousands of Sheffield people achieve a greater level of wellbeing and independence. We will provide accessible advice and information to enable people to make positive choices and live healthy lives. We will work with partners to be more joined up, reflecting that people's needs rarely fit neatly into individual services.

Some people are at higher risk of poor health and may be living with a range of long term conditions. This can lead to low expectations about health services, delaying access and reducing take-up of services.

We will help people most in need of support to access services at the right time and get early help. For example, we will help people struggling to live independently to access benefits they are entitled to, and work with GPs to proactively contact people at risk of declining health and wellbeing.

We recognise the positive effects of local social activities on health and wellbeing and will support more people to develop local activities and services. This work aims to help those at risk of declining health to live healthier and longer lives, helping reduce hospital admission rates by 3.5% amongst an estimated 18,000 people.

If people are ill, we will help them to access short term support in their communities and we will improve support for carers. This will help us prioritise support so we can continue to fund care for people that cannot live independently.

Helping more people to stay independent and well means closer working with a range of organisations. We will use the £1m secured through the Transformational Challenge Award<sup>24</sup> to make this happen. This approach will reduce cost pressures on health and care services by an estimated £4.9m over the next 10 years.



<sup>24</sup> - Transformation Challenge Award press release: <http://www.sheffieldnewsroom.co.uk/one-million-boost-to-improve-citys-health-and-well-being/>

## Improved mental and emotional health and wellbeing

5 Ways to Wellbeing

Sheffield is often considered one of the happiest cities in the UK, but too many people still suffer from poor mental wellbeing: with one in ten people reporting low levels of happiness and nearly a quarter reporting high levels of anxiety.<sup>25</sup>

We want to do more to help people improve and protect their mental wellbeing.<sup>26</sup> Over the next three years we will develop and introduce a 'Five Ways to Wellbeing'<sup>27</sup> (connect, give, take notice, learn, be active) programme, which has been shown to improve mental wellbeing for individuals and communities.

It will include children and young adults to support their emotional development and increase confidence and resilience, so they are better able to manage pressures and change. We want fewer children and young people to say they feel sad most days,<sup>28</sup> and to improve family functioning.

We will work with our partners and communities to intervene early, delivering therapeutic work to support those struggling with life events. This includes working with schools and health partners to support the emotional health and wellbeing of young children.

The programme for adults will include building people's social networks to help them connect within their neighbourhoods and communities. We know that people who are socially isolated are between two and five times more likely to die



prematurely than those who have strong social ties, as well as being associated with increased smoking and reduced physical activity.

Improving mental health and wellbeing is likely to have a number of wider benefits, such as improving perceptions of safety and improving physical wellbeing in the longer term, reducing future needs for health and social care services.

<sup>25</sup> - Public Health Outcomes Framework 2012/13 <http://www.phoutcomes.info/public-health-outcomes-framework#gid/1000042/pat/6/ati/102/page/0/par/E12000003/are/E08000019>

<sup>26</sup> - The Fairness Commission, Joint Strategic Health Assessment, Joint Health and Wellbeing Strategy and Health Inequality Plan all recognise the need to improve mental health and wellbeing and improving emotional wellbeing is one of the five work programmes overseen by the city's Joint Health and Wellbeing board.

<sup>27</sup> - Five ways to Wellbeing Approach <http://www.neweconomics.org/projects/entry/five-ways-to-well-being>

<sup>28</sup> - Every Child Matters survey <https://www.sheffield.gov.uk/education/about-us/plans-partnerships/pupil-and-parent-voice/every-child-matters-survey.html>



## Flexible care that helps people to live their lives, in the way they want

Thousands of people in Sheffield need care and support to live their daily lives. Many have the means and support to arrange their own care but those who cannot, seek financial support and/or advice from the council. We want to ensure everyone in Sheffield who needs to, whether supported directly by the council or not, can access care and support that genuinely works with them to help them achieve their goals.

This means changing how care and support is typically provided and moving away from standardised care to arrangements that give people control of how and where their care and support is provided. 74% of our service users say they have control over their daily lives and we aim to significantly increase this by 2018. Over the next three years, we will improve the information and support provided to people with ongoing care needs so more people can arrange care and support that works for them.

We will make sure our staff, as well as care and support providers, work to agree care plans that set out what people want to achieve as well as how care and support providers will support them to achieve these goals. We will make this a condition of all contracts with care and support providers, and a key part of routine inspections. Therefore, within three years more than 500,000 hours of the home care we arrange each year will move from a 'time and task' approach to more flexible care arrangements. Everyone in a residential or nursing home, or supported accommodation, will also have a support plan focused on the goals they want to achieve.

We want to start work on more than 400 units of specially designed accommodation that will help people live more independently for longer. This will delay or avoid the need for frail, older people to enter residential or nursing care. And, we will help more than 100 people with learning disabilities move to more flexible 'supported living' care arrangements.

<sup>29</sup> - Sheffield Hallam University, Warm Well Families: <http://www.shu.ac.uk/research/hsc/ouexpertise/warm-well-families>

## Better housing conditions to improve health

Homes in a poor condition are known to result in poor physical and mental health.<sup>29</sup> By 2018 we will work with partners to improve the quality of around 1,000 private homes that would otherwise damage the health of those living there. Our long term ambition is to develop a revolving loan scheme to help owner occupiers and private landlords to improve the condition of their homes so they can, for example, use the money saved on heating to repay the initial loan. We will seek to use health and Government funding to match funds from energy grant assistance schemes to make homes dry and better insulated. This means making the case that investing money upfront to prevent people getting ill can save more in the long term.

We will establish a partnership between the council, NHS Sheffield, energy companies and the private sector to support improvements in private housing, such as free insulation schemes. We will also look to buy and renovate properties in poor condition to increase the number of council houses, whilst stimulating higher housing standards for landlords.

To support the people in the greatest need we want to understand better the current conditions of properties that are privately owned or rented. Using the knowledge of those working in communities, we will work to identify those whose health could benefit most from this approach. This fits with our wider work on a 'fit and proper' landlords scheme, but we will take action where there are significant issues, such as using selective licensing to manage poor housing conditions.



# 6

# TACKLING INEQUALITIES

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

This section focuses on financial inequality, but we know inequalities are broader than economic circumstances. This priority underpins everything we do.

We want to work with communities to strengthen our approach to cohesion and address stigmatisation so the city has strong neighbourhoods and communities, and to reduce health inequalities so everyone can benefit from better health and wellbeing.

We will provide early help, listen and be responsive to become an increasingly in-touch organisation, so that we are aware of the issues local people face and able to support and respond promptly and appropriately. Social justice means fair treatment for everybody. Information on the council's approach and work on equality and fairness is available on our website.<sup>30</sup>

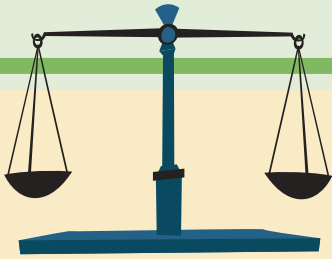
We are committed to the principles of the Fairness Commission. The council and stakeholders must work together to improve access to opportunity for those who need it most. This means:

- Those in greatest need should take priority
- Those with the most resources should make the biggest contributions
- The commitment to fairness must be a long term one
- The commitment to fairness must be city wide
- Preventing inequalities is better than trying to cure them
- Being seen to act in a fair way as well as acting fairly
- Civic responsibility – all residents contribute to making the city fairer and all citizens have a say in how the city works
- An open and continuous campaign for fairness in the city
- Fairness must be a matter of balance between different groups, communities and generations in the city
- The city's commitment to fairness must be demonstrated and monitored

<sup>30</sup> - Sheffield City Council website – Equality, diversity and inclusion  
<https://www.sheffield.gov.uk/your-city-council/policy--performance/how-we-will-deliver/other-strategies-plans-and-policies/equality-and-diversity.html>



# “To make it easier to overcome obstacles by investing in the most deprived communities and supporting individuals to help themselves and achieve their potential”



## Our ongoing commitments:

As demands for services rise and our grants from Government fall, it is more challenging to continue the regular services that people in Sheffield rely on. Over the next three years we will:

- Work towards ‘poverty proofing’ our services, so we consider the impact on poverty in the city, particularly when this might be unclear or unintended. Our ambition is for everything we do to contribute to tackling the inequalities experienced by Sheffield people.
- Build on our Equality Hubs so that groups who face additional barriers have a stronger voice and influence, as well as continuing to consult on, and where possible coproduce, our plans for services.
- Continue to pay all our employees the living wage.
- Signpost people to all relevant benefits, so they receive the financial support that they are entitled to.
- Work with partners to prepare people in Sheffield to move to Universal Credit and support those who experience the worst impact.

We have already worked with existing providers to create a single point for citizens’ advice. This makes free, independent, high quality advice more accessible for issues such as debt, housing, and benefits. We have supported young unemployed people to get the skills they need, find a job and stay in employment through the Ambition programme.

We have also set up a network of Equality Hubs, supported by a new Equality and Fairness Grant programme, so under-represented groups are able to have their say on issues that affect them and influence the decisions that are made in the city. But we want to do more.

**As well as embedding principles of reducing inequality, there are specific things that will be our focus for the next three years: more young people in education, employment or training; tackling the underlying causes of poverty; working towards Sheffield being a Living Wage city; helping people who face barriers to get a job and making ethical, affordable credit available.**



## More young people in education, employment or training

We have worked with young people, their families and schools to reduce the number of school leavers not in education, employment or training to an historic low. But nearly 2,000 16-18 year olds still need to be connected to further education or work with training. Many of these teenagers are Sheffield's most at risk young people; who most need support. We will develop our successful Community Youth Teams to deliver 'assertive outreach' that engages teenagers and young adults to better connect them to services.

By 2018 we will provide support to reduce the number of 16-18 year olds not in education, employment or training faster than any other major English city. This includes supporting more teen parents, young offenders, those leaving our care and young people with special educational needs or disabilities, move into post-16 education, employment or training and, as a minimum, meet national averages.

Targeted youth services are in greater demand, as public spending reduces because they help to divert teenagers away from antisocial behaviour, offending and gangs. Last year alone we supported more than 800 teenagers who were referred as at risk of causing harm to themselves or the communities in which they live. In the next three years we will create a new model of integrated youth support by establishing an innovative and independent Youth Trust.

This will create partnerships with voluntary organisations that have a successful track record supporting at risk young people. We will secure external funding and work with the Government to demonstrate how early intervention supports disadvantaged young people. The trust will also support the work of the Youth Cabinet and our award winning Young Advisers.

For teenagers, realising their full potential relies on high aspirations, broad horizons and the confidence to pursue their ambitions. A wide range of extra-curricular activities encourages this, but too many young people do not have access to enriching activities outside of school and college. We will therefore harness the support of parents, communities and voluntary organisations, and build on the early successes of the Sheffielddr movement. This has already supported more than 300 new voluntary groups in its first year to deliver out of school activities to enrich the lives and raise aspirations of children and young people.

## Tackling the underlying causes of poverty

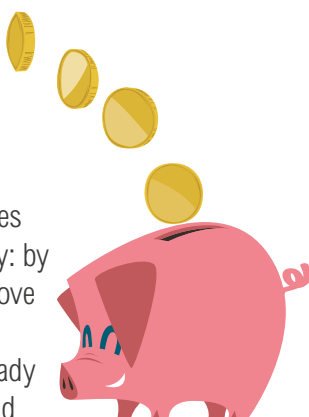
This is a significant challenge. Poverty and inequality continue to be an everyday fact of life for some people in Sheffield. Living in poverty as a child means an increased risk of poor health, low educational achievement, reduced employment prospects, and of living in poverty as an adult.

Our overall approach to tackling poverty has three themes. To:

- Improve how we support those experiencing poverty or inequality: including changing how we work so we make sure we listen and are responsive, and by helping individuals to help themselves and their communities.
- Mitigate the worst effects of poverty: with new council houses and reviewing our approach to affordable housing, accessible and affordable public transport, and promoting benefit take up.



- Tackle underlying causes to reduce future poverty: by helping people to improve their mental wellbeing, more children being ready for learning and life, and working with others to make sure education prepares young people for work, including apprenticeships.



Evidence suggests that reducing poverty can be best achieved through a combination of approaches. These include: children getting the best start in life; preventing teenagers disengaging; and supporting adults to find employment and improve their skills so they can progress to better paid work. It also means: supporting struggling households with high quality, accessible and affordable childcare and transport; providing advice and support that helps them to maximise their income; and having an inclusive economic growth strategy that will deliver more and better paid jobs.

Many of the decisions needed are made nationally and lie outside our control, but over the next three years we want to be more ambitious and far reaching to alleviate hardship in Sheffield and break the link between being poor as a child and growing up to live in poverty as an adult. We will focus on areas where the council and our partners can have real impact, including:

- Focusing on early years to give our children the best start in life
- Working with teenagers and young adults to make sure they remain engaged with learning and the jobs market



- Connecting those who face the greatest barriers to work with job opportunities, including disabled jobseekers and those with health conditions
- Helping teenagers and adults improve their skills so that they can secure better paid work
- Maximising the income of struggling households by providing advice and support on affordable credit, benefits entitlements and money management.

We will do this by establishing which approaches have the most impact on people's lives and can be expanded to deliver longer term savings. In doing so, we will make the case to Government about how devolving powers and funds to a local level can reduce poverty.

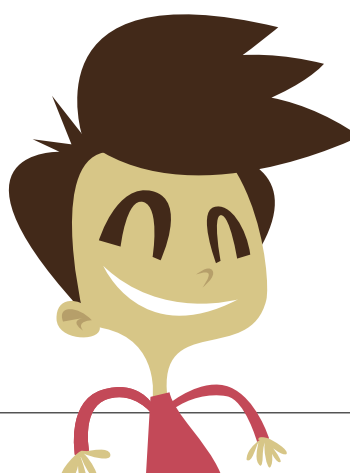
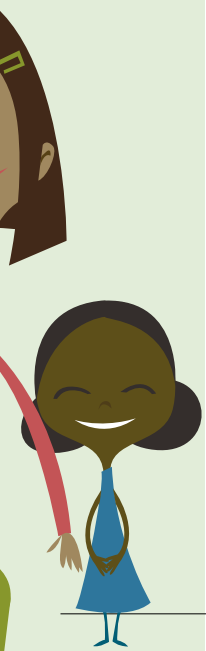
## Sheffield becoming a Living Wage city

We want Sheffield to be a Living Wage city, so that as many people as possible are paid enough money to live on. As a council, we have paid the Living Wage to all of our employees since January 2013. Although it may take time to achieve, our long term ambition is that people employed by organisations providing services on behalf of the council will also be paid Living Wage. We want others in the city to follow our lead and by 2018 for every public sector organisation in the city to sign up to the Living Wage, representing 29%<sup>31</sup> of the city's workforce.

There are benefits to businesses from paying the Living Wage, including better quality of work, less absenteeism, improved customer perception, and greater ability to recruit and retain skilled staff.<sup>32</sup> We will promote these benefits with the private sector, support a Fair Employer Code of Practice and encourage businesses to champion the Living Wage with other business leaders in Sheffield. Over the next three years, we will also use our procurement processes to embed the Living Wage with more of our contractors and suppliers.

<sup>31</sup> - All persons employed in public sector as % of all persons in employment in Sheffield <https://www.nomisweb.co.uk/>

<sup>32</sup> - Living Wage Foundation [www.livingwage.org.uk](http://www.livingwage.org.uk)





## To help people who face barriers to get a job

Unemployment damages health and self-confidence. The longer it lasts, the less likely an individual is to find sustainable, well paid work. During the recent recession, unemployment in Sheffield increased by 155% and rates are still one and a half times higher than the national average. Unemployment remains concentrated in some areas.

By 2018, we aim to support 7,000 people into sustained employment by developing a local Progress to Work programme that works with communities and employers to support those facing the greatest barriers find work. We want this support to double the number of disabled people and those with mental health conditions moving into employment. We aim to double the number of young people leaving our care who progress to work or further learning and help 2,000 18-24 year olds to find a job.

We also want to raise aspirations for young people with special educational needs or who are disabled. We will develop quality local provision and support – including Supported Internships – that will enable many more of them to find paid employment.

In the next three years we will show how a locally organised employment programme can make a real difference for individuals facing the greatest barriers to work, through:

- Connections for jobseekers to the right combination of health, housing, advice, training and support to become job ready
- Motivation, self-confidence, skills and resilience to secure and sustain employment
- Work experience that evidences achievement and enhances job applications
- Supported employment opportunities for people to move closer to the labour market
- Promoted recruitment of jobseekers who face barriers to work

- In-work support for both the employer and employee to make work sustainable
- Key workers who can advocate for the individual; connect them to services and offer challenge and support

We want to: demonstrate to Government that locally organised solutions can have greater impact; support those who are most disadvantaged in the labour market to access job opportunities; and ensure at least 3,600 fewer adults claim out of work benefits by 2018.

## To make ethical, affordable credit available

We know that in Sheffield around 50,000 people use non-standard credit, including payday and doorstep loans, store credit and loan sharks. This can be because they are unable to access traditional forms of finance through mainstream banks. In three years we want up to 5,000 people to take out an ethical, affordable loan, rather than relying on high cost payday and doorstep providers. We will work with partners to establish Sheffield Money; a new not for profit organisation.

Sheffield Money will provide an alternative and offer a wide range of products – including savings and loans. Because it will be a not for profit agency, working with a small number of partner<sup>33</sup> affordable credit organisations, it will be able to charge less than half the interest of high cost credit providers.

This will allow people to keep more of their income, at a time when poverty is expected to rise. Sheffield Money will act ethically and signpost customers to advice or other forms of support where they are not in a position to pay back a loan. We expect to generate 25,000 new customer enquiries and over time Sheffield Money aims to support customers towards sustainable financial management.

<sup>33</sup> - At launch its partners will include a credit union, and a Community Development Finance Institution, plus white goods provision.



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# 7 HOW WE'LL USE THIS PLAN

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## **“To be the best we can be, we must deliver our promises and meet our challenges”**

The purpose of the plan is to set the overall direction of the council for the next three years. This will inform our more detailed plans such as service and budget/business plans as well as our change programmes.

The Corporate Plan will also form the basis for how we communicate to employees, local people and businesses, as well as others regionally and nationally.

It is essential to know what we are doing is working and that we are delivering on the promises made. Performance indicators, or measures of success, provide an objective way of defining what we are trying to achieve and what we think good performance looks like, by setting ambitious but realistic targets.

Delivering the Corporate Plan will be a priority for the council over the next three years and measures of success will be defined and used as part of the council's approach to performance management.

This includes quarterly reporting, where possible, which will be publicly available. These measures will also be included within our annual Service Plans to provide clear accountability, and we will publish our overall progress in a report at the end of each financial year.



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