

Our Sheffield

one-year plan

Sheffield City Council

2021/22

Our Sheffield: foundations to our future

Sheffield is a brilliant city – resourceful, inventive, welcoming – a place rooted in its history and ambitious for the future. We are proud to serve the city of Sheffield. As a Council and organisation, our guiding purpose is to put Sheffield first; to support its residents, communities and businesses to thrive; to deliver the very best public services that we can; and to lead alongside city partners, with ambition, openness and purpose, towards a bright future for our city and our region.

The past eighteen months have not been easy. The global pandemic has caused unimaginable suffering and loss for too many people in the city. The social and economic consequences of the pandemic are significant, and it is clear that Covid-19 has deepened the inequalities that already existed in Sheffield; that those who have been hit hardest are those that were already struggling the most. We have all faced the same storm, but we are not all in the same boat. That deep unfairness must galvanise us as a city to work even harder to close the gap and ensure that everyone has an equal chance to achieve their potential and play their full part in Sheffield's future. It is also clear that some things have changed forever in the way we work and the way we live our lives, and this opens opportunities

to shape and innovate in ways that can help create a better future for the city.

The pandemic has left the Council, like many other organisations, in a difficult financial position. Our social care costs have risen significantly and without significant action and/or additional government funding, the Council will be faced with some hard choices to achieve a balanced budget.

But, one of the immediate lessons of the pandemic has been the incredible community spirit and community action that we have seen right across Sheffield, with people coming together to support each other. As a council we want to do more to build deeper connection to the people and communities of the city, to genuinely listen to people's views and involve them in decision making in their communities, and to meet the rightly high expectations that people have for their Council. We aspire to be a Council that this city can be proud of. And we have heard what the people of Sheffield told us on 6th May in the local referendum – that you want change, a council that is open to different perspectives, diverse voices and is not afraid to change its approach where it is the right thing to do.

Our Sheffield: foundations to our future



This plan sets out how we will begin to do that. It is quite deliberately a one-year plan: a plan that charts the first steps we will take on a roadmap to recovery, a plan that commits the council to taking action now that will lead to real improvements in the lives of everyone in the city, and a plan that lays the foundations to the future resurgence of the city that we all love. It is a plan for everyone:

- For the people and communities of Sheffield, so that they know what we stand for and what they should expect
- For our workforce, so that they know what is important to us, how their work contributes to our collective success and are empowered to bring their passion and energy to bear in service of clear objectives.
- For our partners, so that we can work together in partnership to achieve more for the city than we ever could working alone

The plan is divided into four chapters each focused on a key aspect of how we, working with our partners and communities, need to make a real difference for our city over the next year:

- [Communities and Neighbourhoods](#)
- [Education, Health and Care](#)
- [Climate Change, Economy and Development](#)
- [Our Council](#)

Each chapter clearly explains the challenges that we need to make progress on over the next year and the impact that we expect to achieve. Underneath this, there are a number of priority commitments we will work hard to deliver and we will set out a delivery plan which will detail how these will be achieved.

Our aim is to rebuild and recover from the once in a generation shock that Covid-19 represents, while achieving concrete, measurable change this year. We also recognise the critical need to build a springboard to the future, so these one year priorities are also aligned to and will support longer term ambitions for the city. During the course of the year we will convene conversations with the people of Sheffield about the future of the city and what that should mean for our direction as a council.

The plan is an exciting agenda for change and we pledge to do the very best we can for the city and its people.

Cllr. Terry Fox, Cllr. Julie Grocutt, Cllr. Douglas Johnson and Kate Josephs.



Communities and neighbourhoods

Our ambition

Every community in Sheffield should be a great place to live, with excellent local services, access to high quality green spaces, and a great local centre; where everyone has a home they are proud of, that suits their needs, and that supports their health; where everyone feels safe and is able to live without fear of prejudice or discrimination; where people get along and everyone can play a full part in the life of their local area, and have an expectation of health, wellbeing and happiness. This ambition is something that can only be delivered by working in partnership with communities over the long term, with those living in them empowered, engaged and enabled to design their own future: this plan sets out the first steps on that road.

Why it matters

Sheffield's communities and neighbourhoods are the lifeblood of our city; the strength and resourcefulness of our communities, were it ever in doubt, was demonstrated by the response from every part of the city to the Covid-19, with neighbours helping each other out, and with communities banding together to support those who had to self-isolate or who lost their jobs, and to support and provide solidarity for so many who experienced loss.

For many people, the pandemic has highlighted the importance of neighbours and the value of knowing them. People in local neighbourhoods reached out to each other, offering and asking for help during the lockdown and beyond. The kindness and compassion people showed to their neighbours has deepened relationships and created stronger bonds

Despite this, not all our communities are yet communities of choice. Too many parts of the city suffer from poor quality housing, often in specific parts of the private rented sector, while some don't have access to a home at all. Parts of the city experience anti-social behaviour, some local centres don't provide what the community needs; and access to jobs, skills or education is difficult. Beyond this we have specific, linked challenges across all tenures of housing stock around cold homes, energy efficiency and the need for decarbonisation.

We have already initiated one of the biggest social and affordable housing programmes outside of London. But, Sheffield still suffers from significant shortfalls of affordable homes for sale or rent, and of homes that are suitable for older people, leading to substantial expenditure on adaptations. Some of our communities have poor air quality and green spaces are not always of the same quality as in other areas of the city, impacting on use of green spaces and other opportunities for physical activity. We need to capitalise on the strengths that our communities have demonstrated throughout the pandemic, involving people in designing the solutions to these challenges that will work for their places, and contribute to some of the big challenges the city faces, such as climate change and health inequalities.

So, in this part of the plan, we set out what we will do to have an immediate impact on our communities and neighbourhoods across the city, how we will use the new Local Area Committees - the key platform for citizens to influence and shape decisions over the most important issues for their area - to make sure that decisions are taken locally, and how we will create the foundations for all of Sheffield's communities to be successful, with a high quality of life and aspirations for the future.



Communities and neighbourhoods

1. Engaging, enabling and empowering our residents through Local Area Committees

- We will establish Local Area Committees, working with local communities to make positive contributions to the wellbeing and sustainability of local areas so that our neighbourhoods are great places to live and thrive for Sheffielders of all ages.

2. High quality, safe homes for all our citizens

- We will make it easier for our tenants to report issues and book repairs, ensuring the process from reporting the issue to it being resolved is transparent and seamless, and reducing our backlog of repairs by early 2022. To drive continuous improvement for residents, we will peer review our housing repairs service in autumn 2021.
- Continue to invest and build high quality, sustainable Council homes and work to retrofit the existing stock to improve energy sustainability.
- Support and protect citizens in the private rented sector, investing in more inspectors for more robust regulation.
- Conducting a programme of checks to ensure all high-rise and high-risk buildings in Sheffield are safe for their residents regardless of tenure.
- Support people with routes out of homelessness and rough sleeping with emergency and temporary accommodation in Sheffield.

3. Neighbourhoods that are clean, green, safe and thriving

- We will improve safety and tackle anti-social behaviour in all neighbourhoods, investing in new street wardens who will work with SY Police and public services in the seven LAC areas.
- Work with the Police and local communities to address organised crime.
- Continue to work with communities on plans to regenerate Gleadless Valley and Page Hall
- Keep our neighbourhoods clean and tidy, giving LACs dedicated budgets to tackle fly tipping and graffiti.

- Continue to invest in our parks and open spaces working with communities and Friends Groups and continue to deliver our Trees and Woodland Strategy
- Build on the good work of the Street Tree Partnership to deliver new street trees and build nature into communities.

4. Supporting communities as Covid restrictions ease

- Work with our public, private and voluntary sector partners to continue to support communities to follow public health guidance and stay safe as Covid restrictions ease.
- Work with our NHS partners and VCF sector to support the rollout of vaccinations, including boosters if they prove necessary, and provide rapid local contract tracing to stop any local outbreaks support those who are required to self-isolate.
- Provide as much help and support as possible to local businesses that have been affected by the pandemic.

5. Supporting young people in Sheffield to develop and flourish

- We will invest £2m per year over the next two years into Youth Services in Sheffield, working with Local Area Committees and young people to identify locally tailored opportunities.
- Develop a new Youth Strategy for the city, co-produced with young people and create a Youth Board so that Sheffield's young people can oversee the delivery, outcomes and ambitions of their Strategy.

6. Investing in our sport and leisure facilities to support better health and wellbeing

- We will agree a long term investment strategy for modern sport and leisure facilities across the city by the end of 2021
- Consult on new activity strategy for the city.



Education, health & care

Our ambition

We want all people in Sheffield to feel safe, happy, healthy and independent: to love living here. We want them to have access to a wide range of educational opportunities to achieve their full potential.

Why it matters

Every single person in Sheffield should be able to achieve their full potential. However not all children and young people have the start in life that they deserve, and there are increasing numbers of vulnerable children and adults whose safety we have serious concerns about.

Despite huge strides over recent years, substantial educational inequalities remain in the city and are likely to have been exacerbated by the pandemic – this will be a key focus for our work over the next year. And, as in the rest of the country, we face a significant and unresolved crisis in both adults' and children's social care, with the complexity and demand for services increasing, an increasingly stretched workforce, and a decade-long underfunding of services by central Government. This plan sets out some immediate steps that we will take to address the issues we face in these areas and to lay the foundations for the future.

in the longer term, we want people to be able to take charge of their wellbeing, and support them to stay fit and healthy throughout their lives, so fewer people reach crisis point.

That should mean more children able to live safely at home, more older people able to live independently for longer, more children who have had an excellent start in life, more people with physical and learning disabilities able to play a full part in

society. This does not mean that we will stop being a council that provides excellent quality care and support for those who need it – that will always be a core part of who we are – but if we are able to make that shift it will result in fewer people needing that intensive support.



Education, health & care

1. Give everyone the best start in life

- We will complete our review into Early Years services to ensure that pre-birth to age 5 children are able to achieve their full potential in preparation for life and learning.

2. Support Covid recovery for children and young people

- We will provide 'trauma-informed' training to all schools to help them identify and support the growing mental health needs in children and young people.
- Work with schools to design a programme for children and young people whose education has been disrupted due to Covid-19, focusing particularly on where gaps have widened
- Continue to work with education settings to ensure that children have access to connected devices they need to learn remotely
- Work with schools, Further Education and youth services to ensure that young people have post-16 educational, employment and training opportunities.

3. We strive to be an exemplar in children's services and support our Children Looked After to achieve their full potential.

- We will respond to the increasing numbers of vulnerable children, children in need of protection and Children Looked After by taking action to reduce the caseloads of children's social workers
- Support more children and families at an earlier stage to prevent issues escalating
- Be an exemplar corporate parent by taking a whole organisation approach to giving our Children Looked After the opportunities to reach their potential

4. Deliver effective, person-focused SEND services

- We will build better relationships with parents, deliver EHCPs within timescales, increase SEND places across the city and improve the transition to adulthood for

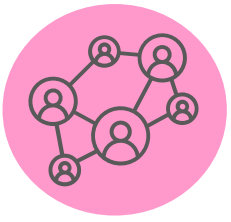
more learners.

5. Reduce exclusion in all its forms

- We will launch a city-wide drive to improve the attendance of our children and young people in early years, schools and post-16 settings.
- Work with schools to reduce exclusion through tackling the causes and delivering rapid improvements to inclusion.

6. Enabling adults to live the life that they want to live

- We will deliver a long-term workforce plan which empowers and values our social care workforce and sets out how we will implement the Foundation Living Wage for all social care workers in the City
- Produce a long-term strategic direction and plan for Adult Social Care which sets out how we will improve lives, outcomes and experiences of adults in Sheffield
- Develop a framework for measuring our performance and quality so that people can hold us to account for the care services we provide
- Invest in Occupational Therapists, Social Workers and Enablement Support, and Commissioning Support to enable people to live more actively and independently
- Review our homecare services that we are delivering support that enables people to live independently at home in Sheffield
- Improve our approach to transition of young people from children services to adult services
- Secure a future working relationship with the new NHS structures, founded in our vision to deliver excellent health and care services in communities across Sheffield, end health inequalities, integrate care and have public delivery at the heart of health and care.



Climate change, economy and development

Our ambition

We want Sheffield to be a flourishing, sustainable and inclusive city economy which creates opportunity, good jobs and better jobs for Sheffields. As a strong partner alongside businesses, we want a city with a dynamic environment for enterprise with a culture of businesses able to start-up, scale up and innovate. We have an ambition to be a net zero carbon city by 2030.

Covid has had an unprecedented impact on all cities. We will work with business leaders and partners to support and invest in the city's recovery.

Sheffield is a fantastic city with world leading economic assets, global companies, and a transforming city centre within reach of the stunning Peak District National Park. We want Sheffield to punch its weight and raise the profile of the city nationally and internationally, capitalising on the city's assets to attract new business and investment to the city.

Why it matters

A flourishing, sustainable, and inclusive economy is critical both now and for the future of Sheffield. It is the foundation for the wellbeing of our people and communities today and tomorrow, and is the platform for the city's ambitions for the future.

The last 18 months have been extremely challenging, with the pandemic and associated measures to control the spread of Covid-19 impacting on jobs, businesses and livelihoods. Over the rest of the year we can see more uncertainty with the coming end of some of the Government's support schemes for businesses and individuals.

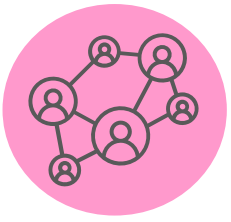
As well as that immediate impact, the pandemic has also accelerated changes that

were already underway, such as the shift to digital in work and in retail, and increased automation. It has also created new trends, such as the rapid shift to home working for some sectors of the economy. These developments create new opportunities, but also have the potential to exacerbate existing inequalities and bring significant uncertainty to different sectors in our economy.

We had already begun the process of addressing some of these trends prior to the pandemic, with major innovation assets focused on advanced manufacturing and life sciences, and work underway to reinvigorate the city centre and diversify its offer by focusing on culture and entertainment as well as retail and work. This work now has greater urgency.

We also know that the challenges we faced before the pandemic, such as the strength and pervasiveness of our culture of enterprise, the number and quality of jobs we are generating as a city, and productivity that is below the national average, are still there and must be addressed. Beyond this, SCC declared a climate emergency in 2019 and a nature emergency in 2021 and want to achieve these commitments. We have published [an independent assessment of the steps needed to get to Net Zero by 2030](#), much of which is concerned with the fundamentals of our economy. Responding to the climate emergency gives new and unique opportunities for innovation – in manufacturing businesses, in energy generation, in quality of housing and transformation of our transport systems – on a city scale.

This can seem like a daunting challenge, but the need to recover from Covid-19 also presents us with an opportunity. This is to take the right steps now to accelerate the process of transitioning to an economy that addresses the twin challenge of climate change and inequalities, with a focus on developing the right skills and industries to make Sheffield a centre of sustainable, inclusive growth.



Climate change, economy and development

1. Set out our Pathway to Net Zero and take immediate steps to reduce carbon emissions in Sheffield

- We will set out a 10-point plan by Autumn 2021 to tackle the climate emergency in Sheffield and work with people, partners and businesses to develop and deliver the actions needed to deliver the 10-point plan
- Take some practical steps to address the climate emergency, retrofitting homes, promoting low carbon transport systems such as cycling and walking, decarbonising SCC buildings and supporting businesses to invest in low carbon.
- Assess every key decision we make for its impact on climate change.

2. Supporting city and local centre recovery and regenerating high streets

- We will support the recovery of our local high streets and district centres with a £2m investment fund, the Summer in the Outdoor City programme and support the development of the £25m Stocksbridge Towns Fund proposals.
- We will have a coherent plan for the future of the city centre by the end of the year, talking to people and businesses about their aspirations and ideas to inform our plans.

3. Supporting Sheffield businesses to recover and grow

- We will work with businesses to deliver the [Business Recovery Plan](#)
- Provide the advice and support that Sheffield businesses need to recover, increase productivity and grow.
- Support more people to start new businesses in Sheffield
- Continue to support the development of the Advanced Manufacturing Innovation District
- Encourage businesses to share innovation and knowledge to address sustainability and the low carbon economy.
- Support the city's SMEs to recruit local talent, connecting people to business needs.

4. Tackle harmful pollution and improve the safety of the air we breathe

- We will finalise our approach to the proposed Clean Air Zone as part of a wider package of interventions to improve air quality in Sheffield.
- Work with bus companies to retrofit existing buses to the cleanest Euro 6 standards and address bus idling at key hotspots.

5. Secure a sustainable future for public transport in the city

- We will support our buses and trams to recover from Covid so that people are able to confidently return to using the city's public transport network.
- Consult on improvements to the city's bus network to encourage more people to use public transport in the city.
- Set out a long-term vision for the Supertram, ensuring essential maintenance of the network and developing plans to extend the network across Sheffield / South Yorkshire in partnership with the South Yorkshire Mayoral Combined Authority.

6. Deliver high quality, sustainable homes, working with the best developers

- We will take decisive steps to progress the Local Plan during 2021 and 2022, working collaboratively with Members and communities. The Plan will build a platform to invest over the medium term, emphasising safe and attractive neighbourhood design - including wellbeing, resilience and biodiversity.

7. Vibrant arts and culture for every part of the city

- We will continue to work with Sheffield's Culture Collective and Culture Consortium to achieve the ambition of putting Culture front and centre of Sheffield's recovery.

8. Skills and employment

- We will develop an ambitious strategy for future skills, working in partnership with the region and linking to our status as a centre of excellence in innovation and advanced manufacturing
- Support people furthest from the labour market to get the skills and advice they need to get back into work.
- Support young people with 500 new apprenticeships, targeted support to those most at risk of being NEET.
- Work with people and employers to upskill our workforce, developing new career opportunities, increasing productivity and connect people into the city's key growth sectors.



Our council

Our ambition

We will be a council that leads boldly with purpose and decisiveness, that puts the communities and people of Sheffield at the heart of everything it does, and that works hard to deliver excellence first time, every time.

Why it matters

This chapter is about us as an organisation and how we make sure that we are equipped to seize the opportunities and rise to the challenges of the coming years. We know that not everything we do as an organisation works and that decisions are taken too far from the people affected by them – that was a clear message from the local referendum in May – and that not all of the services that we provide meet the expectations of the people who use them.

Our people are our greatest asset, they have risen to the challenge of this year and they have pride in their city and passion to serve. We need to empower and enable our people to be the best they can be, to learn and grow and to innovate. Investing time and effort to strengthen the culture of our organisation is not a nice to have or an add on, it is a critical step on our journey.

This chapter sets out what we will do over the next 12 months to begin that journey to become the organisation that we need to be for the future:

- a more agile council, harnessing the strengths of our passionate workforce to

deliver real change.

- a more effective council, focused on the performance of our services and delivering the improvements the people of Sheffield deserve
- a more democratic council, with new ways of making decisions, listening to more views and connecting with communities.
- a more confident council, working with partners locally, regionally and nationally to deliver for the city.
- a more engaged council, working with our communities to solve problems, building on the strengths that already exist.



Our council

1. Involve our citizens in the decisions that affect them and their communities

- We will implement the new Local Area Committees, giving power back to our communities
- Launch a whole city conversation on decision making in LACs and the new Committee System to give everyone a voice in the city's democratic future.
- Pioneer a new approach to decision making with four Transition Committees bringing in voice from across the political spectrum into our city-level decision making.

2. Support our diverse communities in recovering from the impact of Covid by taking visible action to fight poverty and inequality

- We will implement priority recommendations of the Race Equality Commission as a City Council to become a fair, inclusive organisation that reflects the diversity of the city we serve, and that tackles discrimination and prejudice wherever it is found.
- Review how Covid funding from Government might be targeted to help people in the city through the financial 'cliff-edge', including by providing hardship payments to those affected by Covid and grants to community organisations who are helping those who are struggling.
- Hold a city summit on poverty in Sheffield by end of October 2021, engaging all partners and stakeholders in agreeing the key actions we need to take to tackle poverty in Sheffield
- Work with the city's public institutions (eg. universities), maximising the impact of the money we spend on creating sustainable local jobs, better incomes and sustainable local supply chains.

3. Attract sustainable jobs and more investment to Sheffield by being a confident, outward looking city that punches its weight on a regional, northern and national stage

- We will be a strong, trusted partner, working with Sheffield's public institutions, the city's partners and communities to lead the city's recovery from Covid and create a shared plan for Sheffield's future. We will reset the way we work with our voluntary, community and faith sector partners, building a new strategic relationship.
- Be a trusted, collaborative partner in the South Yorkshire Combined Authority, working with our neighbours to invest and make a real difference to the city region's economy

- Agree a plan by Autumn 2021 to manage the Council's land and physical assets to unlock resources and maximise the use of physical assets for communities.
- Working with our public, private and VCF partners, Sheffield will be a leading, investable city in the North. We will work with cities and towns to maximise the North's economic potential for the UK.

4. A city council that is well-run, connected to communities and committed to excellence

- We will establish a robust performance approach and culture in the organisation to drive improvement, accountability and deliver better services for Sheffielders.
- Improve the ways in which people can get in touch with the council and improve the experience that they have when they do.
- Overhaul our complaints process so that customers are able to challenge and help us drive improvement in all our services.
- Ensure every member of staff has, as a minimum, an annual conversation with their manager on their performance, development needs and goals for the year and require senior managers to lead more cross-council pieces of work and commit time to talking to people and communities from across the city.
- Conduct a local non-statutory inquiry into the management of the street trees dispute, led by an independent person, to continue to rebuild trust with our communities.

5. A city council that is ready for the future

- We will implement priority-based budgeting and start work on a 3-5-year Corporate Plan and single change programme for SCC, directly aligning our resources to the things we want to achieve in Sheffield.
- Have an LGA Peer Review in late 2021.
- Introduce a programme of carbon literacy training for Members and key council staff.
- Invest in the skills and capabilities of SCC's workforce and attract new talent to deliver for Sheffield and ensure our people reflect the city we serve.

We want to be a Council that this city can be proud of

To be confident that Sheffield City Council can deliver this ambitious one year recovery plan, we need to reflect on our strengths and areas for development as an organisation; as well as be willing to invest in the corporate health and capacity of the council. As an employer and leader in the city, we need to aspire to be an outstanding organisation; a council that all Elected Members, staff and citizens can be proud of.



Clear direction & collective leadership

Clear direction and collective leadership – focused on a clear and ambitious set of priorities which provide a sense of purpose for every employee and are collectively owned by the organisation’s leadership at political and officer level



Confident and outward looking

Confident and outward looking – sharing success, learning from others and being a strong partner in the City Region and across the north



Collaborative

Collaborative – working with all partners and citizens; providing leadership and support where it’s needed and getting out of the way where we need to. Within SCC we will strive to work as ‘One Council’ with common purpose



Committed to excellence

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



Connected to our communities and citizens

Connected to our communities and citizens – a Council in and of our communities – working in the open, with and alongside people - a visible, accessible organisation

Where we go next

The year ahead

This plan doesn't cover everything we do but is an initial step, setting out the most critical things that we need to do over the coming months to help Sheffield recover from Covid; to tackle problems where services aren't meeting customer expectations; to collaborate with communities and partners to get the very best for the city; and to engage, empower and enable all Sheffielders to have a role in our future together.

This Plan also starts to lay the foundations for long term change so that the city we all love can become a flourishing, modern city that is socially and environmentally just with great opportunities and wellbeing for everyone. To establish these new foundations, there are number of areas we need to start working on together this year that will be instrumental in the city's future:

- Immediately start development of a 3-5 Corporate Plan for the Council, listening to the city in order to create a longer term plan.
- Our longer term plan will have clear priorities that will shape our budgets and investments for the coming years, focused on areas such as healthy and sustainable communities; a strong, thriving economy; youth and aspiration; climate change; and prevention.
- Work with communities and partners to agree a single, shared blueprint for Sheffield's long-term future, agreeing the key commitments and actions we need to take together.
- Investigate the economic and social impacts of Covid-19 on the city, our people, communities and businesses and test new models of economic development, to deliver a strategy that has community, inclusion and equality at its heart.
- Talk with communities through LACs to understand how communities coped through

the pandemic in 2020 and early 2021, and begin a conversation on what might come next, how we maintain and support community assets, and maintain support to the most vulnerable.

- Bring forward a refreshed Housing Strategy to address the long term needs of the city.
- Talk with communities about the Environment Bill to develop an ambitious, climate focused approach to improving Sheffield's environment and bio-diversity and reducing our waste.
- Respond to the National Waste Strategy, including taking steps to increase Sheffield's recycling rate, engaging with business and communities to develop a citywide approach to waste reduction, and working to develop local businesses that commercialise the use of waste products either directly through the council or in partnership with the private sector.
- Work with fellow anchor institutions in the city to maximise the impact of our procurement on local businesses, jobs, and sustainability.

The coming year is undoubtedly going to be one of real change for everyone in Sheffield as we continue to recover from and adapt to the impact that Covid-19 has had on our lives, our families, our communities and our city. As restrictions ease over summer 2021, we are all still acclimatising to what has been a traumatic period for many Sheffielders.

For the City Council, this is also a year of change and an unprecedented opportunity to reset, rebuild and renew how decisions are made in the city, our relationship with people and communities in every part of the city and ensure that we are fundamentally in and of our communities in all that we do.

