

Policy Committee Decision Report

Title of Report:	Sheffield Employment & Skills Strategy
Date of Decision:	Thursday 12 September 2024
Report To:	Economic Development and Skills Policy Committee
Report Of:	Kate Martin, Executive Director, City Futures Portfolio
Report Author:	Laura Hayfield, Head of Employment, Skills & Economy

Executive Summary:

Sheffield Employment & Skills Strategy has been under development since April 2024. The delivery team seeks Economic, Development and Skills Policy Committee approval of the draft Evidence Base Report, Vision and Strategic Framework to enable progression to the final round of consultation (scheduled for September 2024) and inform development of the final Strategy document, Action Plan and Roadmap.



Council Plan outcomes:

The Employment and Skills strategy will outline a strategic framework and roadmap/action plan which will describe how we will deliver against the following ambitions

Primary:

A creative and prosperous city full of culture, learning, and innovation

Connect more people into the city's prosperity with more good jobs, skills, training and better access to opportunities

We need to make the most of Sheffield's world-leading position in certain sectors of the economy, the move to a low carbon economy, new investment, and new developments to create opportunities for people in every part of the city. We will work with businesses in foundational industries to support skills and business development so they can prosper and thrive in the emerging green economy. With national, regional and local partners, and communities, we'll support people to overcome barriers to work and find fulfilling occupations

Secondary:

A place where all children belong and all young people can build a successful future

Ensure all children and young people can feel like they can belong and thrive in Sheffield

We want all children and young people to fulfil their aspirations and potential. With schools, businesses, and other partners we will link education, skills, and business investment into career pathways for every neighbourhood, including using our weight as an anchor institution to grow apprenticeships in Sheffield.

Address inequalities for our children and young people and ensure we are equipped to support them

We will target inequalities to ensure more of our children and young people are equipped to achieve their ambitions and build successful futures. We will work hard to support Looked After Children and those with SEND to fulfil their potential in Sheffield and make a successful transition to adulthood

A city on the move – growing, connected and sustainable

Drive prosperity and lead global industrial transformation through innovation

We will support the growth of world-leading sectors and capabilities to attract investment into South Yorkshire. With partners, we will bring together business support, with tailored skills and training, incubation and finance to accelerate ideas to market. Quality of place and space matters to attract investment and help new businesses start up and we will continue to link existing sites into Sheffield's sustainable innovation district

Policy Committee remit:

This report is to be considered by the Economic Development and Skills Policy Committee as its remit includes Business growth and economic strategy, Employment policy and programmes, Enterprise, employment and digital skills and Adult skills policy and programmes.

Does the report contain confidential or exempt information? No

Recommendations:

The Economic Development and Skills Policy Committee is recommended to

1. Note the progress made to develop the Sheffield Employment & Skills Strategy
2. Approve the Vision and Strategic Framework elements of the strategy, to enable development of the Action Plan and Roadmap
3. Approve adoption of the draft Evidence Base Report and Evidence Base Dataset

Financial Implications: No - Approved by: Jonny Mcquillan]

Legal Implications: The Council has a duty to promote the effective participation in education or training,

The Council also has a Best Value Duty under Section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The Localism Act 2011 provides local authorities with a “general power of competence” which enables them to do anything that an individual can do as long as the proposed action is not specifically prohibited. A purpose of the Act is to enable local authorities to work in innovative ways to develop services that meet local need. The creation of the Employment and Skills Governance Board and the Employment and Skills Strategy falls within the general power of competence. In exercise of this general power, the Council will go some way to fulfilling its statutory duty under the Education and Skills Act 2008 by promoting the employment and skills of young people specifically. In exercise of this general power, the Council will also go some way to fulfilling its general Best Value Duty by improving the efficiency and effectiveness of the local economy.

Equality and Inclusion Implications: Yes - Approved by: Bashir Khan]

[Initial/Full Equalities Impact Assessment completed with EIA number: 1487]

Climate Change Implications: Yes - Approved by: Kathryn Warrington

Background Papers:



Draft Final Evidence
Base Talkbook v1_2.px



Sheffield ESS - Draft
Report v0_4.docx

Appendices:

Draft Sheffield Employment & Skills Strategy (N.B this is an incomplete / working document)

Evidence Base report

1. Background to the issue

1.1 Sheffield's Employment and Skills Strategy (ESS) will provide a long-term vision for employment and skills in the city. Employment and skills have an important role to play in making Sheffield's economy strong, equitable and sustainable, and creating prosperity for local people. A high-performing employment and skills system which fosters growth, optimises talent and tackles inequality is crucial to Sheffield's ambitions.

1.2 The ESS will provide a framework in which partners will work individually and collectively towards the city's shared employment and skills vision. It will ensure that the work and skills support delivered in the city is impactful and focused on shared priorities aligned to the City's ambitions.

1.3 On Wednesday 15 March 2023, the Economic Development and Skills Policy Committee (EDSPC) approved:

1. The development of an ESS for Sheffield
2. The creation of the Sheffield Employment & Skills Advisory Board to deliver the strategy
3. Establishment of a Task and Finish Group composed of cross-party members of the EDSPC to oversee the strategy development
4. The initial policy areas to be considered in the development of the strategy, with green skills a specified focus area

1.4 In March 2023, SESAB was formed of a partnership of key employment and skills stakeholders in the city. The advisory board is chaired by The Sheffield College and co-ordinated by Sheffield City Council's Employment & Skills Service.

1.5 SESAB produced a tender specification for the ESS, to commission a consultant to support delivery. The specification included the policy areas approved by EDSPC. A commissioning exercise in February 2024 resulted in the appointment of economic development consultancy KADA Research, working in partnership with the economic and social research analyst ekosgen. The project commenced on April 1st 2024.

1.6 Products to be delivered in respect of the commission include:

- (a) Sheffield ESS – the overarching strategy document, to include a Vision, Strategic Framework, Missions & Priorities
- (b) Action Plan & Roadmap – key activities to be delivered by partners/signatories and measures for assessment and monitoring
- (c) Evidence Base Report (Talkbook) - a quantitative analysis of skills and labour market data (highlighting key points from the Evidence Base Database), to provide an understanding of the current employment and skills system in Sheffield and wider issues facing the city
- (d) Evidence Base Database (Power BI dashboard tool) – an overview of the key metrics and selected comparator cities according to 'People & Society', 'Education & Skills' and 'Economy' themes. This will be

publicly available online resource which is kept up to date and will be used to monitor the delivery of the strategy.

1.7 Noting the EDSPC decision of March 15th 2023, a cross-party Task & Finish Group (T&F) comprising of Members of the EDSPC was established to guide development of the strategy. The T&F has oversight of key issues and is positioned to give advice to Council officers who are responsible for managing project delivery. This includes, but is not limited to, raising awareness and sharing information about policies, strategies and plans pertinent to the development of the ESS and supporting with alignment to Sheffield City Goals. The T&F met with the delivery team on June 4th and August 6th 2024, with further meetings scheduled for August and September.

2. Proposal

Progress to note (recommendation 1)

2.1 Members are asked to note the progress made to date in development of the Sheffield ESS.

2.1.1 Key activities undertaken by KADA Research and ekosgen in relation to the development of the Sheffield ESS are as follows:

Task	Date	Status
Inception meeting and development of Project Initial Documentation	April 2024	Complete
<ul style="list-style-type: none"> • Document / literature review • Demand and supply analysis • Drivers of change review 	April 2024	Complete
Development / launch of Strategy Microsite	May 2024	Complete
Development of Evidence Base Report (Talkbook) and Evidence Base Database (Power BI)	May/June 2024	Pending EDSPC approval
Development and refinement of strategic framework, including Missions and Priorities (noting the EDSPC decision of March 2023)	May/July 2024	Pending EDSPC approval
Round 1 Consultation with SESAB partners and compilation of feedback	June 2024	Complete
Round 1 Consultation with thematic stakeholder groups and compilation of feedback	June/July 2024	Complete
Meetings with EDSPC Task & Finish Group (noting the EDSPC decision of March 2023)	June & August 2024-	Ongoing
Development of Strategy, Action Plan and Roadmap document structures	July 2024	Pending EDSPC approval
Development of Strategy Actions / Activities and measurements, acknowledging consultation and T&F group steer	July 2024-	Ongoing
Development of Draft Strategy (working document), acknowledging consultation and T&F group steer	August 2024-	Ongoing

2.1.2 Additional actions still to be undertaken by KADA Research and ekosgen to ensure successful project delivery include:

Task	Date	Status
Consultation with SCC Strategic Leadership and response to feedback	August-October 2024	Pending
Round 2 Consultation with SESAB partners (Actions / activities)	September 2024	Pending
Round 2 Consultation with thematic stakeholder groups (Actions / activities)	September 2024	Pending
Wider consultation with employers, learners, other stakeholders	September 2024	Pending
Meetings with EDSPC Task & Finish Group	September & October 2024	Pending
Refinement of draft products, as required, in response to further consultation and EDSPC review	September/ October 2024	Pending
Development and delivery of Roadmap & Action Plan - final	September/ October 2024	Pending
Delivery of Strategy Document – final	October 2024	Pending

2.1.3 A series of consultation sessions with thematic stakeholder groups took place during June and July 2024. This first round of consultation was focused on refining the Strategic Framework and identifying specific Actions / Activities required to successfully deliver against the draft Priorities identified under three draft Mission areas.

Group	Date / Time	Attendees
SESAB	Thurs 20th June	13
VCS sector and BAMER 5	Mon 1st July	10
Work and Health Local Integration Board	Tues 2nd July	12
Training Providers	Tues 2nd July	8
Sheffield City Council Internal	Weds 3rd July	10
Other stakeholders	Thurs 4th July	2
Frontline advisors/ keyworkers	Thurs 11th July	30+
The Sheffield College Leadership Team	Weds 10th July	7
Business / Trade Groups	Weds 17th July	8

2.1.4 A microsite has been created at sheffieldemploymentandskills.co.uk to host the documents pertinent to the development of the strategy. The [Strategic Framework](#), [Evidence Base Report](#) and [Evidence Base Dataset](#) are publicly available on the microsite, enabling supporting ongoing consultation.

2.2 Approval of Vision and Strategic Framework, Evidence base report and data set (recommendations 2 & 3)

2.2.1 Members are asked to approve the Vision and Strategic Framework elements of the strategy, to enable development of the Action Plan and Roadmap.

2.2.2 The Strategic Framework and Vision are included in the draft strategy (a working document in which wording will be subject to change as approval and consultation proceeds). These have been developed following consultation with SESAB, thematic stakeholder groups and the EDPSC Member Task & Finish Group. The Strategic Framework outlines the three core missions for the strategy and related priorities.

2.2.3 The Vision

Sheffield is recognised for its entrepreneurial, innovative and highly-skilled workforce, which is a key asset in attracting investment to the city and supporting the growth of local businesses.

Our growing and resilient economy creates productive and valuable jobs which pay at least the Real Living Wage and provide workers with an income which enables them to meet their household needs.

The contributions made by all our residents are valued and systemic barriers including the inequalities highlighted in the Race Equality Commission report have been addressed.

Jobs across the economy provide security and enhance the health and wellbeing of the people doing them.

Across the city, everyone can access the skills they need to enter and progress in work and is supported to update their skills to meet the changing needs of the economy.

Our training and skills system is agile and responsive, with partners working together to provide inclusive and ambitious pathways so that everyone can achieve their potential.

2.2.4 The Missions



2.2.5 The Priorities

Mission 1: Enable and Accelerate Good Economic Growth:

- **Encourage career curiosity and ambition:** ensuring that young people, career switchers, and underrepresented groups within key sectors and roles are aware of and better connected to the career opportunities available across the City and how to access them.
- **Upskill the workforce to realise potential:** ensuring pathways are in place which enable the workforce to gain and enhance the knowledge, skills and capabilities required to support career progression and productivity gains.
- **Increase the availability of quality employment:** ensuring that the Sheffield economy provides good quality employment opportunities (fair, secure and well-paid) that encourage people to stay and thrive in work.
- **Drive innovation and enterprise:** embedding innovation into service delivery and strengthening the entrepreneurship ecosystem.
- **Develop, attract and retain talent:** connecting those with higher level skills to local employment and career opportunities which match their skills and capabilities.

Mission 2: Increase Equity and Fairness

- **Maximise economic activity:** ensuring pathways to the labour market are easy to navigate for all people in Sheffield to get more people into work and ensure they stay there.
- **Address disparities:** closing the gap and allowing people from the most disadvantaged communities in Sheffield access to all opportunities, shaping our City around fairness, equity, wellbeing and combating poverty.
- **Support working people and their rights:** ensuring that people in work are properly supported and looked after by their employers.
- **Improve life chances and career choices:** giving people pathways at all stages of life to ensure that everyone in Sheffield has the opportunity to contribute.
- **A thriving and sustainable VCFSE sector:** supporting the sector to build on and enhance current activity that plays a critical role in support individuals and communities across Sheffield.

Mission 3: Develop Skills For A Sustainable Future

- **Embrace opportunities and building resilience:** identifying new disrupters and their opportunities, threats and implications for the workforce that will need to be acted upon
- **Invest in skills for a green economy:** maximising the economic, social and environmental opportunities presented by growth in the green economy through skills development
- **Enhance digital skills:** supporting digital inclusion, mitigating exposure to automation and investing in digital skills at all levels to support business competitiveness
- **Reskill the workforce:** equipping the workforce with the skills they need to support a just transition and embrace emerging and growth opportunities
- **Maximise social value:** leveraging social value commitments from investment to support skills development and connect local residents and businesses to opportunities

2.2.6 Approval of these documents will allow the project delivery team to progress the second round of consultation, which will focus on refining the vision and strategic framework, developing the Action Plan and Roadmap to

complete the strategy. The Sheffield Employment & Skills Strategy will be brought to EDSPC and citywide partners for adoption in December 2024.

2.3 Evidence Base Report

2.3.1 Members are asked to approve adoption of the draft Evidence Base Report and Evidence Base Dataset, which provide insights used to inform development the strategy.

2.3.2 As part of the strategy development process, this quantitative analysis of skills and labour market data, which also considers the drivers affecting the labour market globally, nationally and locally has been produced. This provides an understanding of the current employment and skills system in Sheffield and the wider issues facing the City. In particular, the deep-rooted inequalities which can limit the lives of residents.

2.3.3 The report highlights key points from the evidence base. These have informed the development of the strategic framework which provided the starting point for the Employment and Skills Strategy. The full analysis is available for partners and stakeholders via an interactive Power BI report.

2.3.4 The [Evidence Base Report](#) (Talkbook) presents a quantitative analysis of skills and labour market data to provide an understanding of the current employment and skills system in Sheffield and wider issues facing the city.

2.3.5 The [Evidence Base Dataset](#) (Power BI dashboard tool) presents an overview of the key metrics and selected comparator cities according to 'People & Society', 'Education & Skills' and 'Economy' themes. This has been used to develop the Evidence Base Report (Talkbook). The database will be a publicly available online resource which is kept up to date and used to monitor the delivery of the strategy.

3. How does this decision contribute to the Council Plan?

3.1 Council Plan outcome

The Sheffield Employment & Skills Strategy will provide the strategic framework for investment in employment and skills activity in the city over the next ten years. Actions and activities identified under the key missions and priorities will deliver against all Council outcomes, as described below:

3.1.1 A place where all children belong and all young people can build a successful future

Relevant priorities under Mission 1 'Enabling and accelerating good economic growth' include:

- 'Encouraging career curiosity and ambition

Relevant priorities under Mission 2 'Increasing equity and fairness' include:

- 'Maximising economic activity'
- 'Addressing disparities'
- 'Improving life chances and career choices'

3.1.2 Great neighbourhoods that people are happy to call home

Relevant priorities under Mission 1 'Enabling and accelerating good economic growth' include:

- 'Increasing the availability of quality employment'

Relevant priorities under Mission 2 'Increasing equity and fairness' include:

- 'Addressing disparities'
- 'Improving life chances and career choices'
- 'A thriving and sustainable Voluntary, Community and Faith Sector'

Relevant priorities under Mission 3 'Developing skills for a sustainable future' include:

- 'Investing in skills for a green economy'
- 'Maximising social value'

Cross-cutting delivery principles include:

- 'Ensuring equality, diversity and inclusion'
- 'Partnership working'

3.1.3 People live in caring, engaged communities that value diversity and support wellbeing

Relevant priorities under Mission 1 'Enabling and accelerating good economic growth' include:

- 'Increasing the availability of quality employment'

Relevant priorities under Mission 2 'Increasing equity and fairness' include:

- 'Addressing disparities'
- 'Supporting working people and their rights'
- 'Improving life chances and career choices'
- 'A thriving and sustainable Voluntary, Community and Faith Sector'

Relevant priorities under Mission 3 'Developing skills for a sustainable future' include:

- 'Maximising social value'

Cross-cutting delivery principles include:

- 'Ensuring equality, diversity and inclusion'
- 'Partnership working'

3.1.4 A creative and prosperous city full of culture, learning, and innovation

Relevant priorities under Mission 1 'Enabling and accelerating good economic growth' include:

- 'Encouraging career curiosity and ambition'
- 'Upskilling the workforce to realise potential'
- 'Driving innovation and enterprise'
- 'Developing, attracting and retaining talent'

Relevant priorities under Mission 2 'Increasing equity and fairness' include:

- 'Improving life chances and career choices'
- 'A thriving and sustainable Voluntary, Community and Faith Sector'

Relevant priorities under Mission 3 'Developing skills for a sustainable future' include:

- 'Embracing opportunities and building resilience'
- 'Investing in skills for a green economy'
- 'Enhancing digital skills'
- 'Reskilling the workforce'
- 'Maximising social value'

Cross-cutting delivery principles include:

- 'Ensuring equality, diversity and inclusion'
- 'Partnership working'

3.1.5 A city on the move – growing, connected and sustainable

Relevant priorities under Mission 1 'Enabling and accelerating good economic growth' include:

- 'Upskilling the workforce to realise potential'
- 'Increasing the availability of quality employment'
- 'Driving innovation and enterprise'
- 'Developing, attracting and retaining talent'

Relevant priorities under Mission 2 'Increasing equity and fairness' include:

- 'Maximising economic activity'
- 'Improving life chances and career choices'

Relevant priorities under Mission 3 ‘Developing skills for a sustainable future’ include:

- ‘Embracing opportunities and building resilience’
- ‘Investing in skills for a green economy’
- ‘Enhancing digital skills’
- ‘Reskilling the workforce’
- ‘Maximising social value’

Cross-cutting delivery principles include:

- ‘Partnership working’

3.2 People – Prosperity - Planet

3.2.1 People

This co-created, city-level strategy – to be adopted by employment and skills actors across Sheffield – will seek to increase equity and fairness, enhancing social mobility by providing access to good, sustainable employment, alongside training and progression opportunities. Actions and activities undertaken by signatories will encourage residents to make the best use of their talents, fostering ambition for all while ensuring growth is inclusive.

3.2.2 Prosperity

The strategy will seek to enable and accelerate good economic growth by setting out a long-term vision for a highly performing employment and skills system which encourages investment, optimises talent and maximises economic activity. The strategy will seek to address skills gaps, augment sector specialisms and futureproof the economy by proactively investing in labour force capacity and competencies.

3.2.3 Planet

By driving investment in the skills required for a green economy, as part of the wider mission to develop skills for a sustainable future, the Strategy will equip Sheffield’s labour market with the capacity to deliver projects which contribute Net Zero objectives. These will include, but not be limited to, energy efficient construction and reforestation.

3.3 City Goals

3.3.1 The Sheffield Employment & Skills Strategy will be adopted by Sheffield City Council and other key stakeholders in the city, initially those comprising SESAB (Sheffield City Council, The Sheffield College, Sheffield Hallam University, The University of Sheffield, South Yorkshire NHS Integrated Care Board, Sheffield Health and Care Partnership, Sheffield Chamber of Commerce, Voluntary Action Sheffield, BAMER 5 Employment & Skills Group, Department for Work & Pensions and South Yorkshire Mayoral Combined Authority.

3.3.2 This will be a citywide strategy which identifies and allocates actions and activities to be undertaken by partners to deliver the accompanying roadmap. The strategy has been developed in alignment with Sheffield City Goals, with the following goals most pertinent to a co-ordinated approach to employment and skills investment, development and delivery:

A CREATIVE AND ENTREPRENEURIAL SHEFFIELD

- Goal 1 - We build a fair, inclusive & creative local economy that attracts & retains talent, supports local businesses, and invests in opportunities for all
- Goal 2 - We have the education, training, skills and resources we need to pursue our curiosity and develop new ideas for the benefit of ourselves, others and Sheffield's reputation regionally, nationally and globally

A GREEN AND RESILIENT SHEFFIELD

- Goal 4 - We adapt our economy and city to a changing climate, restore our relationship with nature and safeguard it for future generations, while ensuring a just transition for people of all abilities.
- Goal 5 - We foster and grow businesses, organisations and local initiatives that look after people, place and planet, and lead the way on decarbonisation, re-use and the rewilding of nature.
- Goal 6 - We invest in our wellbeing and mental health, and work with nature to create better, more resilient places and communities that can better understand and act on the challenges they face.

A SHEFFIELD OF THRIVING COMMUNITIES

- Goal 8 - We all have a say over what happens in our neighbourhoods, and shape our city around fairness, equity, wellbeing and combating poverty
- Goal 9 - We are able to embed strong and caring relationships that bring people together and bridge divides across generations, neighbourhoods and communities

A CARING AND SAFE SHEFFIELD

- Goal 14 - We are honest with each other about the challenges we face in our communities, and are brave enough to find common ground, heal divides and try new things out together

A SHEFFIELD FOR ALL GENERATIONS

- Goal 16 - We make long-term decisions that address the economic, ecological and social crises we face and create opportunities for everyone to contribute to the city's present and future.
- Goal 17 - We invest in children, young people and families, giving them a strong start to life with affordable, healthy, secure homes and inspiring places to learn, play and lead.

3.4: SYMCA / South Yorkshire Skills Strategy

3.4.1 Our strategy is strongly aligned to the SYMCA / South Yorkshire Skills Strategy and will provide a delivery plan against its ambitions. The three missions in the regional strategy complement the ESS: to move those far from the labour market into work or ready for work; to raise attainment of core knowledge and skills; and to increase the supply of a high-skilled workforce.

3.4.2 Delivery of the ESS and roadmap will dovetail with the flagship programmes identified in the South Yorkshire Skills Strategy: South Yorkshire Young Person's Offer – to tackle rising number of young people 16-24 who are Not in Employment, Education and Training, Community Skills Hubs – building on our Community based employability programmes and Family and Community Learning offer, Expanding and Simplifying the skills offer to employers building on Skills Bank, Advance and The Good Business campaign – expanding the network of supportive employers working with the Pride of Place Board.

4. What community or partner engagement has been undertaken and how has it informed the proposal?

4.1 Development and delivery of the Sheffield Employment & Skills Strategy is being overseen by SESAB, supported by SCC as the client. This is a partner-led project with buy-in from the key employment and skills stakeholder organisations in the city. Partners worked to develop the scope for the strategy and commission consultants based on a shared understanding of the need for greater co-ordination and a common strategic thread in this sector. Partners have been engaged in the process from the outset and have been regularly consulted during the development work undertaken to date

4.2 Additional consultation took place in July 2024 with a wide range of stakeholders (approx. 100), as described in section 2.1.3. This was to gain an understanding of supply and demand pressures in the employment and skills system from a range of perspectives, and ensure a wide range of stakeholders were able to contribute to shaping the Strategy and Action Plan documents. Further consultation is scheduled to take place in September 2024.

5. What alternative options did we consider?

5.1 Alternative Option 1: Continue strategy development without Committee Endorsement

- continue developing the Sheffield Employment & Skills Strategy without EDSPC noting progress and approving products developed to date
Failure to seek EDSPC approval for the draft Evidence Base Report, Evidence Base Dataset, Vision and Strategic Framework at this stage of the

project would heighten the risk of the final document failing to gain approval when brought to committee. By reviewing the existing draft products and the direction the project is taking, Members have an early opportunity to validate the approach or suggest alternations to ensure strategic alignment. This will support the delivery team in developing products which are of a high quality and will be adopted by partners across the city.]

5.2 Alternative Option 2:

Complete first drafts of the Strategy and Action Plan / Roadmap before bringing to EDSPC for review, ahead of production of a final draft]

This would have significantly extended the delivery timeframe and delayed adoption of the strategy, which in turn would delay action being undertaken to address employment and skills challenges within the city. Producing full draft documents may have resulted in mission drift and/or quality issues, requiring work to be repeated and additional costs incurred. Delays may impact on the availability of the commissioned consultants and/or require variation of their contract for delivery should the resourcing budgeted for the project be exceeded.

6. How has equality, diversity and inclusion been actively considered?

6.1 Equality impact assessment 1487 has been updated to acknowledge progress made to date in delivery of the Sheffield ESS. EIA 1487 was approved in March 2023 when committee approval to develop the ESS was granted.

6.2 Decisions need to take into account the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010. This is the duty to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

6.3 The Equality Act 2010 identifies the following groups as a protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

6.4 An Equality Impact Assessment has been carried out and highlights the work will directly target support for people with known disadvantage in the labour market and communities, this includes ethnic minorities, people with disabilities and young people. They will support those people furthest from the labour market to get the skills and advice they need to get back into work and young people with new apprenticeships, providing targeted support to those most at risk of being NEET.

7. Financial and Commercial Implications

There are no new additional financial considerations as part of this paper. The additional actions proposed are within the scope and price of the initial tender exercise. There will be minimal if any other associated costs with what is being proposed at this time. There will be no change to the profile of payments to either consultancy provider, and will be within the outlined budget.

8. Legal Implications

There are no new additional legal considerations as part of this paper.

9. Climate and Environmental Implications

9.1 Climate Implications

The potential for growth in the green economy, combined with a shortage of skilled workers in these growth areas, means the inclusion of a green skills component in the employment and skills strategy is vital to ensuring the city can take advantage of the economic opportunities presented by the transition to a low carbon economy. A full CIA using the spreadsheet tool is not appropriate due to the strategic nature of this proposal, however consideration has been given to the categories in the tool and the potential impacts the strategy could have. The following areas are considered significant:

9.2 Economy

The development of an ESS for Sheffield is geared towards agreeing shared ambitions for Sheffield across key stakeholders, key priorities for the sector, how funding will be accessed and leveraged, how programmes and delivery models will be formed and implemented. This will impact on the employment and skills activity of a wide range of stakeholders across the city including SCC services, the two Sheffield universities, The Sheffield College, NHS and a wide range of voluntary, community and faith sector (VCS) providers. Direction from the strategy will also impact on the activities of employers, training providers and recipients of employment and skills programme support – how and where they interact with the labour market and support provision, where and when they work, how they access services and with what level of frequency.

The employment and skills strategy will aim to:

- Better co-ordinate activities across the employment and skills sector, with a view to de-fragmenting and de-duplicating provision, which has potential cost and efficiency benefits including reduced use of resources, reduced travel pollution

- Promote the green skills agenda, as one of the key priorities for Sheffield's employment and skills sector from 2023-25, both in terms of leveraging funding and the city's skills base to develop low-carbon industries, services and techniques to create and sustain clean jobs, but also in terms of helping all businesses reduce their carbon footprint through the use of clean technology. Areas such as heat pump installation, retrofit and modern methods of construction are emergent fields which will be promoted actively via the strategy, supported by consensus across key stakeholders.
- Promote flexible working, by supporting employers to adopt technology to facilitate hybrid working models, home working, split shifts etc to harness the potential of Sheffield's economically inactive and unemployed population, which consists of many people (e.g. parents, carers, people with health problems and disabilities) who have the potential to work and make a contribution to the economy but need the option of working from home. Smarter working models can help employers access talent while reducing the individual carbon footprint of employees through reduced car use, reduced work-site energy use

9.3 Influence

Sheffield's employment and skills strategy will be developed by key stakeholders within the city, with significant potential to influence the behaviours and attitudes of partners, sub-contractors, employees, suppliers, customers and participants. The Employment & Skills Governance formed to take the strategic lead on this project will have ability to influence elected members and regional strategy, while ensuring climate-related directives are embedded into local policy. Members of the board have the level of seniority required to commit their organisations to adoption and implementation of the strategy, make funding/investment decisions and shape the behaviours of people at all levels within their own structures.

With the development and promotion of green skills and the pursuit of a clean economy clearly identified priorities - and more broadly, cross cutting themes - in conversations regarding the agreement of strategic priorities, the strategy has significant potential to positively impact on environmental practice across the employment and skills ecosystem. Climate change / environmental concerns will be a key consideration when new programmes are being designed, commissioned and implemented. Procurement exercises will account for the need to deliver ethically and environmentally sound practices, measure impact and report back to the respective accountable bodies as part of standard monitoring processes.

9.4 Adaptation

All organisations involved in the development of Sheffield's employment and skills strategy are potentially exposed to the negative consequences of climate change, through energy costs, site management challenges navigating the city affordability, reputation management (i.e. stakeholder ethics) relating to organisational activities, along with those of staff, partners,

participants and other organisations in the supply chain, and weather-related risks such as facilities weathering, flooding, fire etc. Many of the organisations involved in the Employment & Skills Governance Board, and the project to develop a strategy, either fund, partner with or refer into local organisations operating in the VCS.

Similarly, VCS providers access the services provided by larger stakeholders such as SCC, universities, The Sheffield College and NHS. Many of these organisations are small providers with tight budgets, limited resources and a reliance on community facilities, including old school buildings, converted public buildings, serviced offices etc. Many are in need of upgrades (e.g. retrofit for heat insulation, fuel cost management) which will present a significant practical and cost burden and difficult to budget for without significant external support. Access to provision, and the co-ordinated efforts of strategic stakeholders may help VCS providers de-risk their estates and embrace low-carbon practice with reduced financial/operational risk. Employment and Skills stakeholders work with vulnerable residents as a priority cohort, including young NEETs, the long-term unemployed and economically inactive. A key motivator of activity in the city is to boost labour market participation, to increase household incomes, ability to support dependants, enjoy a happy, healthy and active life in the community, and make a net positive contribution to the economy. Development of green practices within Sheffield industry, the creation of new job opportunities and availability of low-carbon training will provide options for unemployed and economically inactive people to gain skills and pursue careers in an emergent sector with high growth potential. Engaging with, training and upskilling has a key role to play in building a thriving, clean economy which engages people from across the city, embeds low-carbon best practice and makes effective use of knowledge, resources and facilities for the wider benefit of all.

10. Other implications

10.1 No other implications

11. Reasons for decision

11.1 The Committee is asked to note the progress to date on the ESS including approval of the Vision and Strategic Framework elements to enable the next stages of the work. Next steps will be to develop the roadmap and action plan against these.

11.2 The Committee is asked to sign off the Evidence Based Report and Dataset which has been used to form the Vision and Strategic Framework and will be further utilised to progress the roadmap and action plan.

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