

PART A - Initial Impact Assessment

Proposal Name:	City Goals
EIA ID:	2504
EIA Author:	Jennifer Rickard

Proposal Outline:	Update January 2024 – this EIA has been reviewed and updated to reflect the latest stage in development of the City Goals, and to assess potential areas of impact as they currently appear. This work has developed a set of City Goals for Sheffield which establish the shared ambitions and missions for the city to collectively work towards. This will be owned by the city, embedded within communities and with partners and reflect their priorities.
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Proposal Type:	Non-Budget
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Year Of Proposal:	23/24
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Lead Director for proposal:	James Henderson (CEX)
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Service Area:	Policy, Performance and Communications
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EIA Start Date:	19/12/2023
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Lead Equality Objective:	Understanding Communities
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Equality Lead Officer:	Ed Sexton
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Committees:

Policy Committees

- Strategy & Resources

Portfolio

Primary Portfolio:

Strategic Support Services

EIA is cross portfolio:

Yes

City Futures

EIA is joint with another organisation:

No

Overview of Impact

Overview Summary:

The purpose of the City Goals is to address key challenges and opportunities facing the city, including health, economic and social inequalities. The City Goals include ambitions around public space and neighbourhoods, climate adaptation, connectivity, decision making and mental health. The aim is that the City Goals will bring positive impacts to our communities in Sheffield, by providing a united voice for the City when any individual partner talks of Sheffield, making a stronger case for investment and buy in. By engaging with a range of individuals with protected characteristics through the development process, we have been pro-active in making involvement in the City Goals as inclusive as possible and reflecting the priorities of communities across the city. We recognise that embedding the City Goals process within communities will be a key element of delivering a plan and set of actions which will be genuinely owned by our city and reflective of our diverse needs, priorities and ambitions. , It has become clear as the goals have been developed in partnership across Sheffield, that we must begin to work together differently in order to deliver them. The report to Strategy and Resources sets out the plan to transition to a refreshed partnership structure. This new structure will oversee and monitor the delivery of the Goals. More work is required to develop the detail behind this but the report states the intention to build on and embed the city-wide engagement process that has

been developed over the past year as part of any new structure. It also suggests that the partnership arrangements would include a new approach to developing performance indicators by working with communities to define and measure success in ways which are meaningful to Sheffield people. In considering these issues the impact of this proposal is considered to be positive.

Impacted characteristics:

- Gender Reassignment
- Armed Forces
- Health
- Partners
- Poverty & Financial Inclusion
- Pregnancy/Maternity
- Race
- Religion/Belief
- Sex
- Sexual Orientation
- Voluntary/Community & Faith Sectors
- Age
- Carers
- Cohesion
- Disability

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

Extensive engagement has taken place to develop the City Goals over several phases: 1) An initial 'listening' phase aimed at gathering in-depth insights and perspectives. This was done through multiple methods including using a survey, 28 face to face workshops and 17 sessions run through the Collaborative Conversations project. Over 1500 people completed the survey. 2) Co-drafting of the goals involving over 70 stakeholders from a range of perspectives in workshops across the summer, and testing early drafts of the goal with the same group. 3) A public conversation to test support for the draft City Goals,

involving another online survey and targeted face to face workshops. Again, over 1500 people completed the survey which was held between November and December 2023.

Impact areas:

Other

Initial Sign-Off

Full impact assessment required:

Yes

Review Date:

31/07/2024

PART B - Full Impact Assessment

Health

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

Evidence from the Local Economic Assessment, which was used to inform the City Goals, suggests strong links between health and wellbeing and people's ability to participate in the economy. For example, 'The Marmot Review: Ten Years On' found that people from marginalised groups are more likely to be unemployed or employed in 'bad' work therefore at greater risk of poor mental and physical health. The development of the City Goals has been informed by communities and professionals from the health sector, this included membership of the project's Task and Finish Group, workshops, promotion of both online surveys and membership of the Stewardship Group which was involved in the drafting of the Goals. In terms of the impact that the City Goals could have on health, it is hoped that the City Goals will galvanise a greater collective city effort to address health issues across the

city and therefore have a positive impact. Many of the City Goals link to the wider determinants of health – jobs, skills and training, transport and local environment for example. But three Goals that strongly link to health are: • 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. • 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 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.

Name of Lead Health Officer:

Comprehensive Assessment Being Completed:

No

Public Health Lead signed off health impact(s):

Age

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

The Local Economic Assessment outlined a number of issues affecting younger people, particularly as a result of the COVID pandemic. 88% of young people reported loneliness during the pandemic (MIND. (2021). Children qualifying for free school meals are falling behind in terms of GCSE/Key Stage 4 attainment. Educational attainment is one of the wider determinants of health and addressing this worrying trend is important if Sheffield is going to address inequalities. The work to develop the goals included targeted work with young people to ensure their views were represented. In the first phase of engagement this included sessions at 6 youth clubs across the city and sessions at several schools. Collaborative Conversations also ran City Goals engagement with young people including at Pitsmoor Adventure Playground and with

Care for Young People's Future/Welcoming Cultures Project at Millenium Galleries. Special sessions were held with youth clubs and Sheffield Youth Cabinet to feedback on an early draft of the Goals in September. For the second phase of engagement, the online survey was promoted through school networks but with a modest response from young people. However, this was complemented by a face to face session at a school involving 30 young people. This work was led by SCC's Youth Voice and Influence Team. Through the project's engagement with the Sheffield Equality Partnership, a dedicated workshop was held with Age UK in the first phase of engagement and Age UK have been engaged with throughout the project. It is hoped that the City Goals themselves will have a positive impact on different age groups through facilitating more joined up working between organisations in the city. One of the six stories within the City Goals is 'A Sheffield for All Generations' and is underpinned by the following Goals: • 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. • Goal 18: We support everyone to live with dignity and to age well, with access to leisure activities and control over where and how they receive high-quality health & care services.

Armed Forces

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage.

Carers

Staff Impacted:

No

Customers Impacted:

Description of Impact:

We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage. The Collaborative Conversations project included an engagement session with carers through the Terminus Initiative. We also monitored the number of unpaid carers taking part in the survey – 11.9% of respondents were unpaid carers compared to a national census figure of 8.9%.

Cohesion

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

The process of developing the City Goals has been based on open and honest conversations with communities, and through the Collaborative Conversations work, many of these conversations have been delivered by trusted people within communities. The City Goals reflect the importance of cohesion in peoples lives, with one of the six stories that make up the Goals focusing on cohesion and community. It is hoped that the inclusion of these Goals, and partner organisations' commitment to delivering them will have a positive impact on cohesion in Sheffield: A Caring & Safe Sheffield: Where all our voices are heard and acted on equally, and we feel the respect and celebration of each other's histories, heritage and cultures across the city. • Goal 13: We have diverse and accountable leadership that listens, is trustworthy, effective and inspiring, putting inclusion, expertise and diversity at the heart of decision-making. • 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. • Goal 15: We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives.

Disability

Staff Impacted:

Customers Impacted:

Yes

Description of Impact:

The City Goals development process will explore inequalities within Sheffield, including advancing opportunities for disabled people. The Local Economic Assessment found that in Sheffield, 48% of people aged 16-64 living with disabilities are employed compared to 75.7% of the non-disabled population, resulting in a disability employment gap of 27.7%. Through Sheffield Equalities Partnership, we have tried to ensure that disabled peoples' voices were included throughout the engagement work. Members of Disability Sheffield have been involved in the Stewardship Group who worked to co-draft the Goals. Disability Sheffield have helped to promote the survey and for the second survey, 18% of respondents considered themselves to have a disability (compared to 20% in census data). We also held a workshop for both public engagement phases at the Burton Street Foundation, a charity providing services for adults and children with learning disabilities. It is hoped that the City Goals facilitate better co-ordination and joining up of expertise which will have a positive impact on disabled people's experiences in the city, as well as greater opportunities to be involved in future decision making. Two City Goals that could have a particularly positive impact for disabled people are: • Goal 7: We benefit from high-quality, vibrant, creative, and diverse public spaces that are accessible to people of all abilities across all our neighbourhoods and communities. • Goal 10: Everyone has good access to people, culture, nature and services no matter where they live, what background they come from or what support they need.

Gender Reassignment

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage. This included members of LGBT Sheffield who also were part of the Stewardship Group helping to draft the City Goals. The successful delivery of the following goals would have a particularly positive impact on transgender

communities, given the issues they can face around equalities and discrimination: • 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 15: We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives.

Partners

Staff Impacted:

Yes

Customers Impacted:

Yes

Description of Impact:

The City Goals will be partner-owned and the process for developing the strategy has reflected this. The City Goals Working Group was chaired by Angela Foulkes, Chief Executive and Principal of Sheffield College and involved a wide number of partner organisations from across the city, going beyond the membership of the City Partnership Board. The City Partnership Board itself has played an important role in steering the work, receiving regular updates and taking part in a number of workshops to contribute towards goal drafting. Two further groups have been established to bring together partners: the Stewardship Group which helped to draft the goals and the Stewardship Circle, who have been looking at what future partnership arrangements could look like for delivering the goals. Efforts have been made with both to ensure they are inclusive and diverse beyond just the types of organisations represented, recognising that people bring their own lived experiences and insights to these groups, not just the view of their organisation. The issues that the City Goals address are cross-cutting and to tackle them will require a joined up approach across different city partners. It is acknowledged that a new approach to partnership working is required to deliver the City Goals and that future work on this will continue to be as inclusive as possible. The report to Strategy and Resources on 24th January 2024 sets out emerging thinking on the new partnership arrangements. Partnership work is already underway to discuss how we will need to work together as a city. A group of key partners and stakeholders, representing a cross-section of the city, have started to come together during the City Goals development process to share and discuss ideas and look at innovative examples from cities and

places across the world in order to help us develop our own Sheffield approach. This group, known as the 'Stewardship Circle' is comprised of key institutions, community, and business leaders (including the Leader and Chief Executive of the Council). The potential workstreams to support city goals delivery which have been discussed thus far include: - taking a new approach to developing performance indicators by working with communities to define and measure success in ways which are meaningful to Sheffield people - establishing innovative engagement mechanisms which provide a voice for both young and old in shaping the next steps - supporting 'demonstrator' projects across the city which focus on delivering different aspects of the goals by building on existing work and supporting new approaches. Underpinning this new approach is a continuation of the city-wide engagement process which has been developed over the past year.

Poverty & Financial Inclusion

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

The Local Economic Assessment found that child and food poverty have increased faster than the national average in deprived areas of Sheffield since the COVID-19 pandemic. Given the rising cost of living and concerns about the impact it will have on household incomes, addressing poverty and inequalities is at the forefront of the City Goals. This issue was highlighted after the first draft of the City Goals was shared with the Stewardship Group as members of the group felt this issue was not presented strongly enough. The Goals now better reflect the importance of this issue for Sheffield people. Goals that strongly connect to this include: • Goal 1: We build a fair, inclusive & creative local economy that attracts & retains talent, supports local businesses, and invests in opportunities for all. • 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 10: Everyone has good access to people, culture, nature and services no matter where they live, what background they come from or what support they need. We have strived to include financially excluded people through the engagement work for City Goals.

The approach of the Collaborative Conversations work was designed to involve people who otherwise may not take part in engagement activities. As already noted, for individuals and representatives from the VCF sector, expenses were offered through the engagement activity linked to the City Goals. Responses to the second survey had an under-representation of people who are unemployed / jobseekers and an over-representation of homeowners. This was disappointing but not unusual in online surveys and demonstrates the importance of not relying on one method for engagement. Similarly, in terms of geography, Local Area Committee networks were utilised to promote the City Goals survey but despite this, the second survey saw lower participation from people in the North and East. As previously mentioned, responses were monitored while the survey was live so we were able to highlight this under-representation to the stewardship group, but many members said they did not have enough time to actively promote the survey before it closed. Utilising the stewardship group and giving them enough time to activate their networks is a key lesson learned from this process.

Pregnancy / Maternity

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage. One City Goal that could have a particularly positive impact on pregnancy and maternity is: • Goal 17: We invest in children and young people, providing them with a strong start to life with healthy, secure homes and inspiring places to learn, play and lead. Also see Sex characteristic.

Race

Staff Impacted:

No

Customers Impacted:

Description of Impact:

Reducing inequalities is a focus of the City Goals, including deep-rooted inequalities experienced by BAME communities. For example, the Local Economic Assessment found that the employment rate in Sheffield for ethnic minorities is 61.2% compared to the city average of 74.6%. This employment rate is lower than the national average. Findings from the Sheffield Race Equality Commission have highlighted the experiences of BAME communities, workforce pipeline issues and a lack of diversity at senior/board level across the city. There are a number of City Goals which, if delivered successfully, would have a positive impact on BAME communities, taking into account the different aspects of inequality experienced by many of these communities presently:

- Goal 1: We build a fair, inclusive & creative local economy that attracts & retains talent, supports local businesses, and invests in opportunities for all.
- Goal 7: We benefit from high-quality, vibrant, creative, and diverse public spaces that are accessible to people of all abilities across all our neighbourhoods and 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 10: Everyone has good access to people, culture, nature and services no matter where they live, what background they come from or what support they need.
- Goal 13: We have diverse and accountable leadership that listens, is trustworthy, effective and inspiring, putting inclusion, expertise and diversity at the heart of decision-making.
- Goal 15: We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives.

The process to develop the City Goals included targeted work to ensure communities that tend to be under-represented in online surveys were involved in the process:

- The Collaborative Conversations work is aiming to engage with people who do not normally engage with SCC by delivering the conversations in communities.
- In the first phase of engagement, a workshop was held with diverse community leaders, convened by a member of the City Goals Task and Finish Group and Sheffield Race Equality Commissioner
- Efforts were made to ensure the Stewardship Group had a diverse membership, including members of the BAMER 5 organisations and previous participants of the diverse community leaders workshop

While ensuring there was representation of this characteristic we also acknowledge that the survey responses were not completely representative of the Sheffield population and in particular people from Asian backgrounds. Equalities information from the survey

was monitored throughout the public conversation period and we were pro-active in trying to boost participation in under-represented groups, particularly using networks connected to members of the stewardship group. However, the relatively short time that the survey ran for meant we could not make the most of all the ideas that the stewardship group suggested. The potential for the stewardship group to support involvement is an important point to consider in the delivery of any further work to engage with our communities.

Religion / Belief

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage. We also held a workshop for both public engagement phases at the Burton Street Foundation, a charity providing services for adults and children with learning disabilities. This event was held jointly with the Madina Masjid Mosque and involved members from the mosque. The Dean Of Sheffield was also part of the Stewardship Group helping to draft the goals, as well as sitting on the Sheffield City Partnership Board which has overseen the development of the project. The Goals do not directly relate to religion, although one of the six stories, 'A Caring and Safe Sheffield' can be linked: 'Where all our voices are heard and acted on equally, and we feel the respect and celebration of each other's histories, heritage and cultures across the city.'

Sexual Orientation

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: We worked with Sheffield Equalities Partnership to ensure that people with protected characteristics had an appropriate opportunity to engage. This included

members of LGBT Sheffield who also were part of the Stewardship Group helping to draft the City Goals. The successful delivery of the following goals would have a particularly positive impact on LGBT communities, given the issues they can face around equalities and discrimination:

- 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 15: We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives.

16% of respondents to the most recent survey defined their sexual orientation as lesbian, gay or bisexual. This compares to census data of 4.13%.

Voluntary / Community & Faith Sectors

Staff Impacted: Yes

Customers Impacted: No

Description of Impact: The process to develop the City Goals and the Goals themselves will have a positive impact on the VCF sector. From the outset, the City Goals work has received strong support from the VCF sector with a number of representatives sitting on the City Goals Working Group. This included VAS, the Green Estate and Sheffield Social Enterprise Network. Central to community engagement for the first engagement phase for City Goals has been the Collaborative Conversations project which was delivered by a group of community organisations across the city. The purpose of this project was to develop an approach to engagement with communities through the VCF sector, using the City Goals to test the approach. As well as harnessing the value of community infrastructure to inform policy making, Collaborative Conversations was also designed to build capacity in the sector to use this new approach. Both the Collaborative Conversations and the wider City Goals engagement work recognised the need to compensate the VCF sector for this sort of work, and expenses for this sector have been offered for those participating. VCF representatives have been extensively involved in the Stewardship Group – the group of stakeholders that helped to draft the goals. This has included Firvale Community Hub, Food Works, Health watch, Ship Shape, Faithstar and United Women's Affiliation. Responses to the survey were also strong from the VCF sector with 28.3% responses

representing this sector. The VCF sector will play a fundamental role in delivering the City Goals. As a consequence, the sector's involvement in any future partnership arrangements designed to deliver the goals needs to continue the strong engagement there has already been with this work.

Action Plan & Supporting Evidence

Outline of action plan:

- Ensure that work to develop future partnership arrangements membership (January - June 2024) - Ensure that any future work to City Goals delivery better utilises the expertise and network of the Stewardship Group and allows enough time for targeting under-represented groups (January 2024 onwards) - Ensure future engagement arrangements explores other ways to target under-represented groups, in the 'Collaborative Conversations' model (January 2024 onwards) - Ensure the City Goals is monitored by new partnership structure and arrangements are included in this monitoring (June 2024 onwards)

Action plan evidence:

The Local Economic Assessment, otherwise known as the Economic Evidence Base, has been used to provide evidence of impact. This is available at <https://www.sheffieldcitypartnership.org/inclusive-economy/2023/7/13/sheffield-economic-evidence-base#:~:text=As%20part%20of%20work%20to,city%27s%20>

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: No

Outline of impact and risks:

Review Date

Review Date: 31/07/2024

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