

Policy Committee Decision Report

Title of Report:	City Goals and Sheffield Stronger Together: update for Strategy and Resources Committee
Date of Decision:	20 November 2024
Report To:	Strategy and Resources Policy Committee
Report Of:	Director of Policy and Democratic Engagement
Report Author:	Laura Reynolds, Business Change Manager

Executive Summary: This report updates the committee on progress following the agreement of the City Goals in January 2024.

It outlines the progress and future steps for the Sheffield Stronger Together infrastructure, which will support the delivery of the Goals.

As well as Sheffield Stronger Together, there are four other workstreams: Neighbourhood Conversations, Next Generation, Metrics that Matter, and Demonstrators and Investment.

The report provides an update on the development of all five of these workstreams and the establishment of the Sheffield Stronger Together Leadership Group.



Council Plan outcomes:

[A place where all children belong and all young people can build a successful future](#)

[Great neighbourhoods that people are happy to call home](#)

[People live in caring, engaged communities that value diversity and support wellbeing](#)

[A creative and prosperous city full of culture, learning, and innovation](#)

[A city on the move – growing, connected and sustainable](#)

Policy Committee remit:

This report is to be considered by the Strategy and Resources Policy Committee as its remit includes providing strategic direction to the operation of the Council by developing and recommending the Corporate Plan (including determination of the priorities set out therein) to Full Council and making decisions on cross-cutting policies and practice where such decisions are not reserved to full Council.

Does the report contain confidential or exempt information? No



Recommendations:

Strategy and Resources Policy Committee is recommended to:

1. Note the progress made following the agreement of the City Goals in January 2024.
2. Recognise the contribution of the citywide Transition Team and place on record our thanks to the chair and members of the Transition Team for their work.
3. Acknowledge the Transition Team's work on developing the Sheffield Stronger Together workstream.

Financial Implications: Yes – Approved by Matthew Ardern

Legal Implications: Yes – Approved by Robert Parkin

Equality and Inclusion Implications: Yes – Approved by Ed Sexton

Initial Equalities Impact Assessment completed with EIA number: 2504

Climate Change Implications: No – approved by Laurie Brennan

Background Papers: [City Goals report to Strategy and Resources Committee - January 2024](#)

Appendices: [List the content of any appendices]

1. Background – our City Goals

- 1.1 In 2022, the former Sheffield City Partnership Board (SCPB) commissioned the development of a set of City Goals. This was born from the recognition that Sheffield has lacked the ability to speak with one voice about the sort of city we want to be. Having a set of ambitions that we can all stand behind has the potential to unlock significant opportunities: leveraging funding, aligning expertise and resources, and fostering a more collaborative approach to leadership and decision making. Sheffield, like many places, faces a complex set of challenges that cannot be met by one organisation alone.
- 1.2 The report received by the committee in January 2024 set out that the Goals had been co-designed with the city, involving thousands of people and organisations from across the city. The final set of goals – grouped into six over-arching ‘stories’ – were agreed by the SCPB in February 2024, and have subsequently been endorsed by many organisations, large and small, across the city, including Sheffield City Council. However, the committee also noted in January that finalising the Goals was a starting point: they are the platform upon which the city can build a collective approach to the challenges and opportunities facing Sheffield.
- 1.3 The Council is not leading the work on the Goals, although we are a key partner and contributor. We are *one* of the organisations who have a responsibility and key role in making the Goals a reality, recognising that achieving the Goals is a collective endeavour for Sheffield. Everyone has a part to play and in our Council Plan, we recognised that achieving our outcomes will ensure we are fulfilling our role and contribution to the Goals.

2. Progress since adoption of the Goals

- 2.1 The Goals we have collectively set as a city are bold and ambitious. We have recognised that we must facilitate Sheffield to go on an equally bold journey of transformation.
- 2.2 At the start of 2024, the SCPB committed to support the transition work needed to explore how our city ecosystem can grow and adapt to enable us to realise the Goals. The scale of citizen and organisational involvement ensures that expectations and ambitions are high, and it is crucial that all partners, including the City Council, position Sheffield at the forefront of conversations focused on how we deliver better outcomes by working together more effectively at a place level.
- 2.3 As well as laying the foundations for the City Goals to be achieved, we must demonstrate that Sheffield has a dynamic, inclusive and collaborative partnership structure in place to support our city to respond to and drive change under a new Government.
- 2.4 Thus far, this work has been led by the ‘Transition Team’. This multi-disciplinary group of partners has been led by Angela Foulkes, Chief

Executive and Principal of The Sheffield College, with in-kind contributions from a small number of stakeholders including Voluntary Action Sheffield, the Chamber of Commerce, Sheffield City Council and The Green Estate.

2.5 The Transition Team has identified five core workstreams that the city need to develop together to enable the delivery of the City Goals. These are:

1. **Sheffield Stronger Together:** The collaborative structures which will enable Sheffield to lead and achieve the Goals in an open and inclusive way. This includes a new Leadership Group for the city.
2. **Neighbourhood Conversations:** Ongoing conversations at the neighbourhood level to enable more people to drive and participate in delivering the Goals.
3. **Metrics that Matter:** Developing relatable, accessible metrics by working with communities to define measures of success.
4. **Next Generation:** Engaging young people to steward, shape, and respond to the Goals.
5. **Demonstrators and Investment:** Exploring options for an investment fund to support 'demonstrator' projects.

2.6 The Transition Team itself has led on the development of the Sheffield Stronger Together workstream.

2.7 To take forward the four remaining workstreams, the Transition Team have commissioned support from Opus Independents and Dark Matter Labs. These workstreams will develop rapidly over the next 6 months. Each will have a lead city sponsor and will be co-created with partners in the city.

Sheffield Stronger Together

2.8 The Sheffield Stronger Together workstream consists of three interlinked elements:

- **Voice and engagement activity** – Keeping the work grounded in Sheffield by listening to people from across our city in their places, spaces and communities. Hearing what the City Goals mean for them, how they want to be involved, what they need to see to know we're making progress, and to be able to call out when progress isn't made.
- **Sheffield Stronger Together Leadership Group** – A strong, dynamic partnership that enables collective city leadership. Bringing together those who can leverage resource and distribute action towards our shared Goals and want to empower others in that process.
- **A coordinating and enabling function** – A dedicated function which supports and enables the Sheffield Stronger Together Leadership Group, voice and engagement activity and wider delivery of the Goals. This will be a team of people who coordinate activity and bring the Goals to life.



2.9 Each element will be underpinned by the values of the City Goals, reflecting our diversity, commitment to inclusive and collective leadership, and our ambition for Sheffield. This will inform a clear set of design principles to be applied across the whole Sheffield Stronger Together infrastructure.

2.10 The Sheffield Stronger Together Leadership Group met for the first time on 5th November to start the work of building a new, collaborative leadership platform for the city. The Leadership Group will:

- Be chaired by the Leader of the Council
- Have membership based on institutional role including the leaders of the city's key institutions.
- Include members from the private and Voluntary, Community, Faith and Social Enterprise (VCFSE) sectors to ensure wider legitimacy, effectiveness and diversity of voice. A transparent and open process will take place to recruit additional members on a fixed-term basis.
- Act as stewards of the Goals by convening a system which supports Sheffield to collaborate, co-ordinate and mobilise more effectively.
- Complement and support the wider Sheffield Stronger Together infrastructure, recognising that a leadership forum based solely on institutional leadership cannot represent the diversity of the city's communities.
- Provide the opportunity for the city's partners and communities to come together in very different ways to solve complex challenges and identify new opportunities for the city.

Next steps

2.11 Over the next six months work will be focussed on:

- Establishing a long-term schedule of Leadership Group meetings with a forward plan of activity
- Development of the workstreams for Neighbourhood Conversations, Next Generation, Metrics that Matter and Demonstrators and Investment, working with Dark Matter Labs/Opus Independents.
- Development of the wider elements of the Sheffield Stronger Together workstream – the Secretariat and Voice and Engagement functions.

2.12 We will provide future updates to S&R Committee as required, particularly focused on ensuring Sheffield City Council plays its role as a collaborative partner and making an active contribution to the city achieving its Goals.



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

3.1 Council Plan outcome

3.1.1 The Council Plan represents the Council's contribution to the City Goals over the next four years. Everything in the Council Plan is aligned to achieving the Goals, although none of the Goals will be achieved through the work of the Council alone.

3.2 People – Prosperity - Planet

3.2.1 Our triple-lock of making People, Prosperity and Planet as the key policy drivers in everything we do will help to ensure that the actions and decisions we take as a Council are fused with the ambitions of our City Goals. The three policy drivers run through our City Goals as Sheffield and its people cannot thrive without all three. Sheffield's future is rooted in people fulfilling their potential - it is the point of everything we are trying to achieve.

3.3 City Goals

3.3.1 This paper provides an update for S&R Committee on the collaborative work that we are undertaking as a city to deliver our Goals. The work of the 'Transition Team' has driven the development of the new core workstreams which will drive activity and ensure that the people of Sheffield and the city's partners can shape activity together.

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

4.1 As detailed in the paper to [S&R Committee in January 2024](#), Sheffield's City Goals were co-created with communities and partners, with significant engagement at each stage of development.

4.2 As set out above, the work over the coming months on five identified workstreams is likely to create new opportunities for communities and partners to work together on delivering the City Goals, including through the Neighbourhood Conversations, Metrics that Matter and the Next Generation workstreams.

5. What alternative options did we consider?

5.1 Not applicable – this is an update paper for S&R Committee on the collaborative work being undertaken in the city with partners on City Goals.

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

- 6.1 EIA 2504 has been produced and will continue to be iteratively updated as the work on City Goals progresses.
- 6.2 As work progresses on developing the workstreams and establishing the Sheffield Stronger Together infrastructure we will seek to include a range of voices and perspectives within the co-design of the work. Throughout the process we have made an effort to ensure that a range of groups with protected characteristics have been involved in the creation of the City Goals and in the invitations to the Stewardship Group.
- 6.3 Equality, diversity and inclusion considerations that come out of the work will continue to be documented in EIA 2504.

7. Financial and Commercial Implications

- 7.1 One off funding to support the delivery of City Goals has been obtained from reserves. The initial funding covers a transition period between June 2024 and March 2025 in preparation for the phased implementation of the new City Goals infrastructure from January 2025.

8. Legal Implications

- 8.1 There are no legal implications arising from this report.

9. Climate and Environmental Implications

- 9.1 The City Goals will be the overarching strategic framework for the city and as such will help to drive and join-up activity to address climate change and reduce emissions. It is not possible to accurately quantify the impacts of such a high-level set of objectives, but the ambitions of Goals 4, 5 and 16 in particular have the potential to have a positive impact on how the city responds to the climate emergency.
 - **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 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.

10. Other implications

10.1 Not applicable.

Reasons for decision

11.1 This paper provides the Committee with an update on the progress that has been made by partners delivering our City Goals.



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