

# **Economic and Environmental Wellbeing Scrutiny and Policy Development Committee**

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**Thursday 19 July 2012 at 2.00 pm**

**To be held at the Town Hall, Pinstone Street, Sheffield, S1 2HH**

**The Press and Public are Welcome to Attend**

## **Membership**

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Councillors Helen Mirfin-Boukouris (Chair), Ian Auckland (Deputy Chair), Roger Davison, Terry Fox, Neale Gibson, Bob Johnson, Steve Jones, Alf Meade, Robert Murphy, Joe Otten, Sioned-Mair Richards and Steve Wilson

## **Substitute Members**

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

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## **PUBLIC ACCESS TO THE MEETING**

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The Economic and Environmental Wellbeing Committee exercises an overview and scrutiny function in respect of the planning, development and monitoring of service performance and other issues in respect of the area of Council activity relating to planning and economic development, wider environmental issues, culture, leisure, skills and training, and the quality of life in the City.

A copy of the agenda and reports is available on the Council's website at [www.sheffield.gov.uk](http://www.sheffield.gov.uk). You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday, or you can ring on telephone no. 2734552. You may not be allowed to see some reports because they contain confidential information. These items are usually marked \* on the agenda.

Members of the public have the right to ask questions or submit petitions to Scrutiny Committee meetings. Please see the Council's website or contact Democratic Services for further information.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Emily Standbrook, Scrutiny Policy Officer on 0114 27 35065 or email [emily.standbrook@sheffield.gov.uk](mailto:emily.standbrook@sheffield.gov.uk).

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## **FACILITIES**

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There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

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**ECONOMIC AND ENVIRONMENTAL WELLBEING SCRUTINY AND POLICY  
DEVELOPMENT COMMITTEE AGENDA  
19 JULY 2012**

**Order of Business**

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- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**  
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest**  
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of the Previous Meeting**  
To approve the minutes of the meetings of the Economic and Environmental Wellbeing Scrutiny Committee held on 15 March 2012, 28 March 2012 and 16 May 2012.
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. Overview of the Place Portfolio**  
Presentation by the Executive Director, Place.
- 8. Refresh of the Sheffield Economic Strategy**  
Report of the Director of Creative Sheffield.
- 9. Work Programme and Cabinet Forward Plan**  
Report of the Policy Officer (Scrutiny)

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**ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS**

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A new Standards regime was introduced on 1<sup>st</sup> July, 2012 by the Localism Act 2011. The new regime made changes to the way that your interests needed to be registered and declared. Prejudicial and personal interests no longer exist and they have been replaced by Disclosable Pecuniary Interests (DPIs).

The Act also required that provision is made for interests which are not Disclosable Pecuniary Interests and required the Council to introduce a new local Code of Conduct for Members. Provision has been made in the new Code for dealing with "personal" interests.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously, and has been published on the Council's website as a downloadable document at [-http://councillors.sheffield.gov.uk/councillors/register-of-councillors-interests](http://councillors.sheffield.gov.uk/councillors/register-of-councillors-interests)

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

Further advice can be obtained from Lynne Bird, Director of Legal Services on 0114 2734018 or email [lynne.bird@sheffield.gov.uk](mailto:lynne.bird@sheffield.gov.uk)

## **ECONOMIC AND ENVIRONMENTAL WELLBEING** **SCRUTINY COMMITTEE**

**Meeting held 15<sup>th</sup> March 2012**

PRESENT: Councillors Mazher Iqbal (Chair), Roger Davison, Denise Fox,  
Pat Midgley, Cate McDonald, Robert Murphy, Joe Otten,  
Tim Rippon, Geoff Smith and Joe Taylor  
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### **1. APOLOGIES FOR ABSENCE FROM MEMBERS OF THE COMMITTEE**

An apology for absence was received from Councillor Paul Scriven and no substitute was nominated.

### **2. EXCLUSION OF THE PUBLIC AND PRESS**

No items were identified where a resolution may be moved to exclude the public and press

### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **4. PUBLIC QUESTIONS AND PETITIONS**

There were no petitions submitted and responses to public questions were provided as follows:-

1. In response to a question from Vonny Watts, the Chair explained that the purpose of the agenda item regarding Strategic Planning Policy in Sheffield was to provide an overview of the Sheffield Development Framework (SDF) and not to discuss individual sites. Consultation on the SDF had only recently been completed and officers were in the process of assessing the responses. In time, a report would be presented to Cabinet which would be available to the public and on which representations could be made.

2. The Chair indicated that a written response would be provided to the series of written questions on the SDF submitted by Mr Richard Pearson.

### **5. MAKING THE MOST OF THE 2012 OLYMPIC AND PARALYMPIC GAMES**

5.1 Gary Clifton, Major Events Manager, gave a presentation on Making the Most of the 2012 Olympic and Paralympic Games, during which he highlighted the benefits for Sheffield so far, 2011 successes, high performance success and important events in 2012, including the torch relay and Games send off. He also provided details of the 2012 Major Events Programme and the Council's partners.

5.2 Members made various comments and asked a number of questions, to which responses were provided as follows:-

- It was a source of frustration that some events, such as the Olympiad event at the City Hall, had not been given better publicity.
- Sports associations and teams using the City's facilities were making a payment for their use.
- The Council and its partners were always learning in terms of getting teams to come to the City and it was felt that the long term investment made in sport and relationships with the various sporting associations had assisted this process. The City had a long term history of hosting major events and had a good reputation in terms of deliverability and service to the athletes and teams who visited and this would hopefully encourage them to come to the City again.
- The number of additional visitors to the City had been calculated from people visiting events and those who had made online bookings could be contacted. People visiting the City were probably not provided with as much information as they could be and further consideration needed to be given to this issue.
- It was of the highest importance for the City to strategically understand what sport meant to it and what the associated business opportunities were.
- In terms of promoting the City offer, officers were working with the Marketing Sheffield team and also needed to work more closely with Welcome to Yorkshire.
- The 2012 Games appeared to have made the local media interested in other sports and it was felt that event organisers were pushing more at an open door with the local media.
- The City's transport services had done an excellent job in relation to disability events which had been held. Furthermore, other successes had involved diving, table tennis and the UK School Games.
- It was felt that sports should now put money back into the City and there was a need to start influencing this issue.
- It was important to look for additional benefits from the events for the people of Sheffield and it was considered that more could be done in relation to this.
- The take-up of the Get Set education programme at any individual school was considered to be dependent on the members of staff at that school.

**RESOLVED:** That the Committee:-

- (a) thanks Gary Clifton for his presentation and congratulates him on the achievements associated with the 2012 Olympic and Paralympic Games;
- (b) notes the information report; and
- (c) asks Gary Clifton to attend a future Committee meeting in the Autumn to provide a debrief on activities associated with the 2012 Olympic and Paralympic Games and to assess how this work could be built upon.

**6. STRATEGIC PLANNING POLICY IN SHEFFIELD**

6.1 The Committee received a report of the Executive Director, Place, which was supported by a presentation delivered by Peter Rainford, Principal Planning Officer, on Strategic Planning Policy in Sheffield. The presentation provided an update on the report presented to the Culture, Economy and Sustainability Scrutiny Committee in November 2010 and highlighted major current issues, namely national policy changes, Sheffield's share of regional development, the housing market and the need for new sites and infrastructure and the proposed new Community Infrastructure Levy (CIL).

6.2 Members made various comments and asked a number of questions, to which responses were provided as follows

- In order to achieve a more joined up approach, Planning Officers were working with Licensing Officers to produce supplementary guidance on areas such as Broomhill and Ecclesall Road where there was a high incidence of public houses, restaurants and takeaways.
- With regard to the CIL, a formal decision needed to be made on what was meant by 'meaningful proportion' for local spending. It was possible that Community Assemblies would make local decisions regarding the CIL, but a decision on this had not yet been through the Council's formal decision-making process.
- Neighbouring districts were under a duty to co-operate with each other and this needed to be demonstrated to the Planning Inspectorate. The Council had suggested that Rotherham MBC should maintain its housing requirement or include additional reserve provision in its Green Belt proposals.
- It was anticipated that most Authorities would review their CIL every three years.
- It was hoped that "sustainable development" would be independently defined so that national policy was not based on circular reasoning.

- The Council used the definition of sustainable development as outlined in the UK Sustainability Strategy and even though the Sustainability Commission had been abolished this didn't mean that their definition couldn't be used.
- Flexibility could be viewed as a strength and a weakness; it was not helpful to prescribe too much certainty but flexibility could create ambiguity.
- There would be consultation on local plans at each stage in which Members would be involved.
- Existing policy was clear in relation to greenfield sites with priority being given to brownfield sites. However, the Core Strategy had a trigger mechanism which would bring in additional greenfield sites if it was considered that housing targets would not be met using only brownfield sites.

**RESOLVED:** That the Committee thanks Peter Rainford for his presentation and notes the information reported.

## 7. **MINUTES**

The minutes of the meeting of the Economic and Environmental Wellbeing Scrutiny Committee held on 19<sup>th</sup> January 2012 were approved as a correct record. Arising from their consideration, it was noted that representatives of the Sheffield Climate Alliance had met with the Council's Economic Strategy Team in relation to the refresh of the Economic Strategy.

The minutes of the Special Meeting of the Economic and Environmental Wellbeing Scrutiny Committee held on 2<sup>nd</sup> February 2012, were approved as a correct record, subject to Councillors Joe Otten and Joe Taylor having their votes against the resolution recorded at Note 1 and their votes in favour of the alternative resolution at Note 2 at Item 5 being recorded.

## 8. **WORK PROGRAMME AND CABINET FORWARD PLAN**

8.1 The Scrutiny Policy Officer submitted the Committee's Work Plan for 2011/12 and the Cabinet Forward Plan for the period 29<sup>th</sup> February 2012 to 25<sup>th</sup> April 2012, for consideration.

8.2 **RESOLVED:** That:-

- (a) the contents of the Committee's Work Plan 2011/12 be approved and that the following be noted:
  - (i) an item on the Upper Don Railway Trust was to be included for consideration at a future meeting; and



- (ii) there would be a Special Meeting of the Committee on 28<sup>th</sup> March 2012, at 2.00 pm to consider the Call-In of the Cabinet Highways Committee Decision on 20 mph Speed Limits; and
- (b) the Cabinet Forward Plan for the period 29<sup>th</sup> February 2012 to 25<sup>th</sup> April 2012, be received and noted.

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**ECONOMIC AND ENVIRONMENTAL WELLBEING**  
**SCRUTINY COMMITTEE**

**Special Meeting held 28<sup>th</sup> March 2012**

PRESENT: Councillors Mazher Iqbal (Chair), David Baker, Denise Fox,  
Bob Johnson, Alf Meade, Pat Midgley, Robert Murphy, Joe Otten,  
Geoff Smith and Joe Taylor

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**1. APOLOGIES FOR ABSENCE FROM MEMBERS OF THE COMMITTEE**

Apologies for absence were received and a substitute attended the meeting as follows:-

Apology

Councillor Cate McDonald  
Councillor Tim Rippon

Substitute

Councillor Bob Johnson  
No substitute nominated

**2. EXCLUSION OF THE PUBLIC AND PRESS**

No items were identified where a resolution may be moved to exclude the public and press

**3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**4. PUBLIC QUESTIONS AND PETITIONS**

There were no petitions submitted and any public questions would be dealt with in the next item.

**5. CALL-IN OF THE CABINET HIGHWAYS COMMITTEE DECISION ON 20 MPH SPEED LIMITS**

5.1 The Committee considered the decision of the Cabinet Highways Committee taken at its meeting held on 8<sup>th</sup> March 2012, relating to the implementation of a strategy for the introduction of 20 mph speed limits in Sheffield.

5.2 Signatories

The lead signatory to the call-in was Councillor Robert Murphy and the other signatories were Councillors Joe Otten, Shaffaq Mohammed, Jillian Creasy and Paul Scriven.

### 5.3 Reasons for the Call-in

The signatories had confirmed that they wished to scrutinise the decision relating to the implementation of a 20 mph speed limit strategy in order to further scrutinize the evidence base for the recommendations of the report of the Executive Director, Place, presented to the Cabinet Highways Committee on 8<sup>th</sup> March 2012.

### 5.4 Attendees

- Councillor Leigh Bramall (Cabinet Member for Environment and Transport)
- Councillor Jillian Creasy
- John Bann (Head of Transport and Highways)
- Simon Nelson (Traffic Management Engineer)

5.5 Councillor Robert Murphy asked the Committee to look at the Cabinet Highways Committee's recommendation to endorse the implementation strategy for the introduction of 20 mph speed limits in Sheffield as he considered it to be a somewhat timid approach. He particularly questioned implementation by using small pilots as opposed to covering wider areas, as had been the case in Portsmouth, and directed the Committee to the comments concerning the effectiveness of this approach in Appendix A to the report. Councillor Murphy also referred to the culture change required if people were to understand that 20 mph was an appropriate maximum speed to travel in residential areas. He also questioned the need to include a school in the 20 mph zones, as they were closed for 40% of the year and the roads adjacent to them were only busy at opening and closing times. Furthermore, the '20'sPlentyforSheffield' website claimed low accident statistics around primary schools. Councillor Murphy was also critical of the proposal to split spending on the implementation of the strategy between the Community Assemblies as he considered it would be less efficient and cost effective than concentrating on a small number of larger schemes.

5.6 Councillor Jillian Creasy felt that no good evidence had been presented in the report that the inclusion of a school in each zone was beneficial. She added that it would be better to have a City-wide strategy to provide direction and give an indication of how the outcomes would be achieved, as had been the case with the Parking Permit strategy. She also considered that a City-wide approach could involve the Health Authority and felt that the proposed approach would do nothing to lever in partner funding.

### 5.7 Issues Raised by Signatories/Public Questions

Responses were provided to the above issues raised by the signatories and to questions raised by Mr Alan Kewley, concerning public opinion, cost and effectiveness, as follows:-

- Community Assemblies were expected to take part in the development of the strategy and people would be able to raise issues at their meetings. It was considered that there was a general feeling of support for the strategy and involving the Community Assemblies was part of this.
- It was the intention to co-ordinate the implementation of the strategy with the implementation of the Highways PFI (Private Finance Initiative) contract where appropriate, but it should be noted that any additions to the PFI contract would incur an additional cost. The initial rollout of the PFI contract would take between 5 and 7 years.
- Private funding from developers would be welcomed as a contribution towards the implementation of the strategy.
- It was preferable to introduce the strategy on a staged basis as a City-wide rollout would take up all of the current Local Transport Plan (LTP) funding allocation.
- If only a couple of areas were covered by the 20 mph speed limit, this would exclude large parts of the City, so engaging with the Community Assemblies would ensure that each area benefited and would fit with the available budget. Following the initial introduction of the strategy, further areas would be allocated, subject to budget, on the basis of the worst first, until all appropriate residential areas of the City were covered.
- The inclusion of schools provided a strong opportunity for public buy-in of the strategy.
- Evidence should be considered from a range of sources rather than purely from the '20'sPlentyforSheffield' group.
- Sheffield was one of the first big cities to implement a speed limit strategy such as this and it should be welcomed.
- Members of the Transport and Highways Division had addressed all of the Community Assemblies regarding the strategy, with the South West Community Assembly perhaps being the most active in discussing it. Liaison and consultation with the Assemblies would continue.
- Steps were being taken to encourage private developers to contribute to low speed measures.

- Behaviour change was critical to the success of the strategy. This was a long term process to be addressed by an ongoing communications campaign.
- It was considered that this form of implementation reflected a measured approach and the differences between Sheffield and Portsmouth were highlighted in the report.
- The importance of getting the debate out to the Community Assemblies was emphasised along with the need to respond to the positive feeling from the Community Assemblies.
- It should be recognised that there were a significant number of road accidents around schools and that the wider areas around them would be in the 20 mph zones.
- The importance of engaging with schools and parents was highlighted.

#### 5.8 Questions from Members of the Committee

Members of the Committee raised a number of questions and the following responses were provided:-

- During the first 2 years of implementation, one scheme per Community Assembly would be introduced and subsequently schemes would be introduced on a worst first basis. Schemes would be assessed on a rolling basis, being compared with others in the City and with those in other cities. Any resultant reduction in the number and severity of accidents would be considered a success, but such changes would be difficult to identify in the short term. However, it was about more than just speed and accident reduction in that there was a quality of life argument to consider, including making residential streets more attractive for walking and cycling.
- The Council was learning from some of the schemes which had been introduced in other cities, such as Portsmouth and Newcastle, but these had only been in operation for 2/3 years, and ideally 5 years' accident data was needed to undertake a proper evaluation. Public opinion could also be seen as reflecting the success of the initiative.
- The analysis of traffic speed data had shown that initially the introduction of 20 mph zones typically resulted in a 1 to 2 mph reduction in average speeds and it was known that, over time, this would contribute to a reduction in the number and severity of accidents. It would also be possible to assess how residents felt about the effect a 20 mph zone would have in a particular area.
- 20 mph zones did not divert money away from accident reduction measures on main roads, where most accidents were found to occur.

- Due consideration would be given to any Community Assembly putting forward convincing arguments against the introduction of a 20 mph zone in its area. It may be that a Community Assembly would wish to suggest additional locations for consideration from its own budgets.
- Each Community Assembly would be supplied with the relevant accident data and an indication of potential suitable locations, but it would be up to the Community Assembly to nominate a particular area for the first tranche of centrally-funded schemes.
- The Police may undertake enforcement of specific issues, but any reduction in speeds would constitute a significant advance forward, with the attendant knock-on effects.
- Based on the experience in Portsmouth, a blanket approach would take up all of Sheffield's LTP allocation. In Newcastle, it had cost approximately £1.4m to adopt a blanket approach, whilst it was anticipated that a City-wide scheme for Sheffield would cost in the region of £2.5m to £3m. Given Sheffield's total allocation for LTP this year was £3m, a City-wide roll out was therefore not feasible and so a staged roll out was being pursued.
- The Stradbroke scheme covered approximately 70 streets and some schemes would be bigger and some smaller. In Portsmouth it had been possible to define the residential areas into 6 zones, but in Sheffield there were smaller residential areas, and consequently more entry points, which would have an effect on cost. [Post meeting note. The Stradbroke scheme actually contains 40 streets with five entry points.]
- Steps would be taken to ensure that Highways officers provided consistent information to the Community Assemblies about the extent and cost of the 20 mph zones.
- It was possible to identify a budget for the 20 mph zones in the seven Community Assembly areas and the importance of carrying public opinion was emphasised.
- If larger areas were considered, there would be no cost benefits as there would be more classified roads cutting through them and consequently more entry points into the 20 mph speed limit areas. There could be some saving though on consultation and advertisements for Traffic Regulation Orders.
- Work was being undertaken with Newcastle and Liverpool to assess the cumulative effect on City-wide public opinion on the introduction of 20 mph zones. It should be noted that Central Government were not providing the same kind of lead in relation to these zones as had been the case with, for example, the drink driving campaign.

- Whilst the Police would not routinely enforce 20 mph limits, they were prepared to work with the Council in this regard and were keen to be involved in the design and development of the schemes.
- The Community Assemblies would be supplied with the relevant data and would then choose which school was to be included in the 20 mph zone. The policy was to include at least one school. As with any policy, Community Assemblies could request an exemption in exceptional circumstances, if there was strong support to not include a school.

**RESOLVED:** That the Committee:-

- (a) notes the contents of the report together with the comments made and responses provided;
- (b) notes the decision of the Cabinet Highways Committee at its meeting on 8<sup>th</sup> March 2012, to endorse the implementation strategy for the introduction of 20 mph speed limits in Sheffield;
- (c) recommends that no action be taken in relation to the call-in decision; and
- (d) makes no recommendation with regard to issues arising from the call-in being added to the work programme of an existing Scrutiny Committee.

(NOTE: Prior to the passing of the above resolution, two alternative resolutions were each moved by Councillor Robert Murphy and seconded by Councillor Joe Otten, namely that:-

- (a) “The Committee refers back the decision endorsing the strategy for the introduction of 20 mph speed limits with the recommendation to prioritise large area default limits as opposed to small pilot schemes.”

This alternative resolution was put to the vote and negated; and

- (b) “The Committee recommends the removal of the requirement to include schools in the original pilot areas.”

This alternative resolution was put to the vote and negated.)



**SHEFFIELD CITY COUNCIL**

**ECONOMIC AND ENVIRONMENTAL WELLBEING SCRUTINY AND POLICY  
DEVELOPMENT COMMITTEE**

**Meeting held 16<sup>th</sup> May 2012**

PRESENT: Councillors Ian Auckland, Roger Davison, Terry Fox, Neale Gibson, Bob Johnson, Steve Jones, Alf Meade, Helen Mirfin-Boukouris, Rob Murphy, Joe Otten, Sioned-Mair Richards and Steve Wilson

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1. **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Jackie Satur.

2. **APPOINTMENT OF CHAIR**

RESOLVED: That Councillor Helen Mirfin-Boukouris be appointed Chair and Councillor Ian Auckland be appointed Deputy Chair of the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee.

3. **DAY AND TIME OF MEETINGS**

RESOLVED: That meetings of the Committee be held on a bi-monthly basis on dates and times to be determined by the Chair, and as and when required for call-in items.

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**Economic and Environmental  
Wellbeing Scrutiny & Policy  
Development Committee**

**19 July 2012**

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**Paper of:** Simon Green, Executive Director, Place

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**Subject:** Overview of Place Portfolio

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**Purpose:**

This presentation will introduce the Committee to the Place Portfolio, and the Economic and Environmental priorities and challenges for 2012/2013.

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**The Committee is being asked to:**

Consider the issues raised in the presentation  
Identify any issues to be included on the Committee's Work Programme.

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# **Economic and Environmental Wellbeing Scrutiny and Policy Development Committee**

**19<sup>th</sup> July 2012**

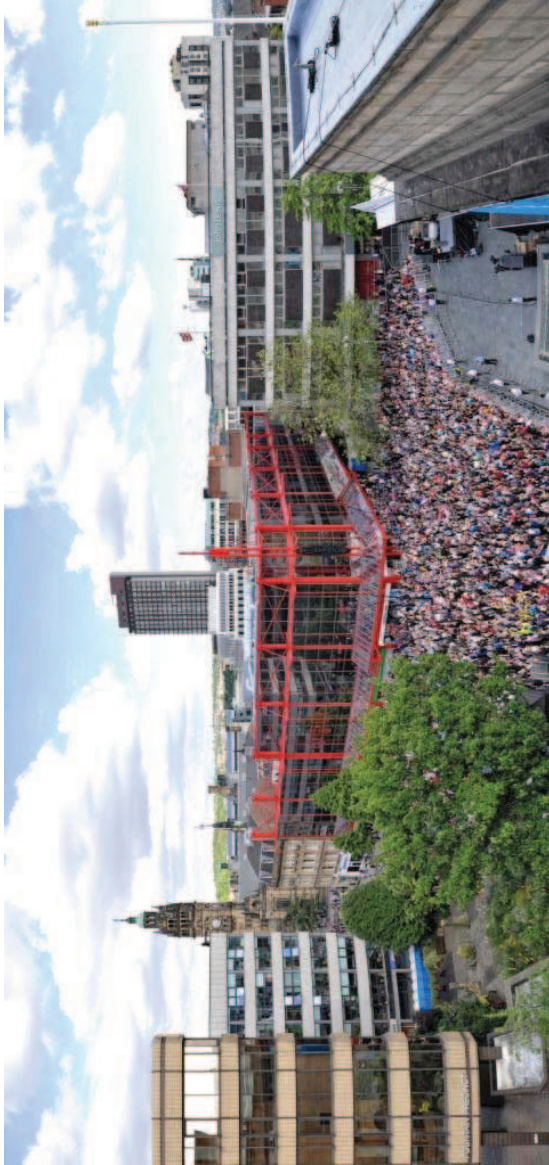
**Simon Green**



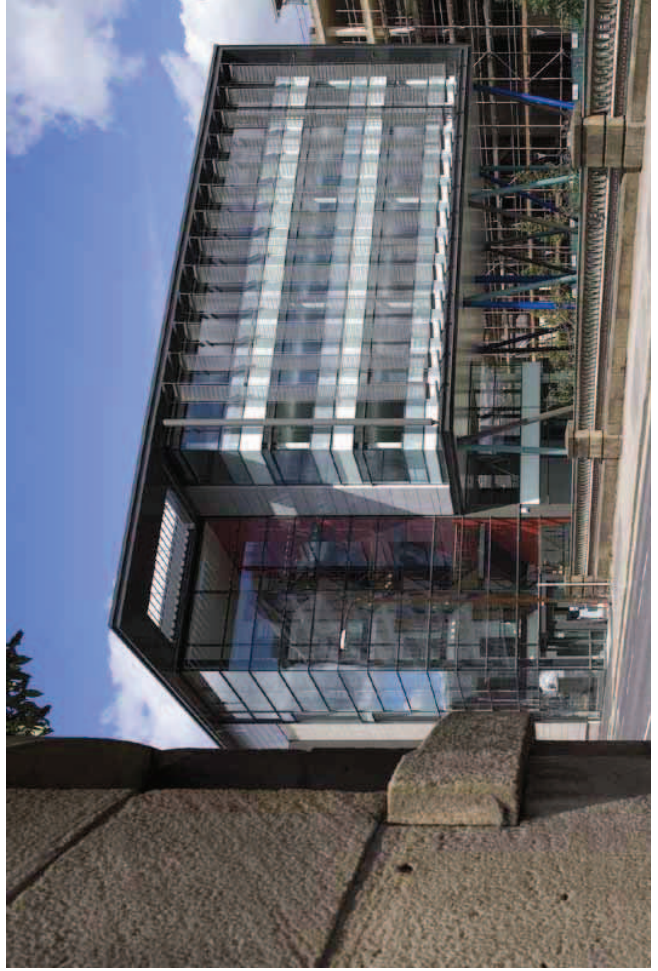
# A walk through Place

- **What we do**
- **How it fits together**
- **Work in progress**
- **Resources**

# What we do...



# What we do continued..



# How it fits together

- 2 1/2 / 4 Council Priorities
- 2 x Strategic Outcomes



# Work in Progress (1)

- City Centre Developments
  - Moor
  - NRQ
- High Speed Rail 2
- Highway Maintenance PFI
- Sheffield Housing Company

# Work in Progress (2)

- Bus partnering Agreement
- Alternate week collections
- Sites and Policies Planning Document
- Green Infrastructure

# Resources

- Net Budget    £135m
- Staffing        2,100
- Challenge      Doing things differently

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## Report to Economic and Environmental Wellbeing Scrutiny & Policy Development Committee

**Report of:** Edward Highfield, Director of Creative Sheffield

**Subject:** Refresh of the Sheffield Economic Strategy

**Author of Report:** Karen Ramsay/Diana Buckley, Economic Strategy Team  
 ([karen.ramsay@sheffield.gov.uk](mailto:karen.ramsay@sheffield.gov.uk),  
[diana.buckley@sheffield.gov.uk](mailto:diana.buckley@sheffield.gov.uk), 0114 223 2381/2378)

**Summary:**

This report is in response to a request at the 19 January meeting that the Economic and Environmental Wellbeing Scrutiny Committee be given the opportunity to contribute to the refresh of the Sheffield Economic Strategy. The Committee has identified this as an area where it would like to contribute to the development of policy and strategy prior to Cabinet approval.

The aim of the report is to provide Scrutiny with the background, underpinning evidence and analysis, and the developing structure and focus for the new economic strategy. Any discussion and recommendations from the Economic and Environmental Wellbeing Scrutiny Committee will then be used to inform the development of strategy.

A final draft of the strategy will be subject to further consultation over the summer with our main stakeholders and interest groups. The aim is to obtain Cabinet approval for the refreshed Economic Strategy in the autumn.

**Type of item:** The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	✓
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	

**The Scrutiny Committee is being asked to:**

- 1 Provide views and comments on the refresh of the economic strategy to help inform thinking and further development of the document, focusing in particular on:
    - the vision for Sheffield's economy (page 3 of the attached)
    - the case for refreshing the city's economic priorities (pages 6-9 of the attached)
    - the economic drivers for growing the city's economy and the economic enablers for supporting growth (pages 10-11 of the attached)
    - the analysis of Sheffield's economy, the key economic challenges identified for the city and the key messages for growing the city's economy (pages 12-19 of the attached).
  
  - 2 Suggest any specific stakeholders to be included in the consultation and engagement process.
- 

**Background Papers:**

List any background documents (e.g. research studies, reports) used to write the report. Remember that by listing documents people could request a copy.

**Category of Report:**      ~~OPEN/CLOSED~~      (please specify)

Most reports to Scrutiny Committees should be openly available to the public. If a report is deemed to be 'closed', please add: **'Not for publication because it contains exempt information under Paragraph xx of Schedule 12A of the Local Government Act 1972 (as amended).'**

# Report of the Director of Creative Sheffield

## Refresh of the Sheffield Economic Strategy

### 1. Introduction

- 1.1 This report is in response to a request at the 19 January meeting that the Economic and Environmental Wellbeing Scrutiny Committee be given the opportunity to contribute to the refresh of the Sheffield Economic Strategy. The Committee has identified this as an area where it would like to contribute to the development of policy and strategy prior to Cabinet approval.
- 1.2 The aim of the report is to provide Scrutiny with the background, underpinning evidence and analysis, and the developing structure and focus for the new economic strategy. Any discussion and recommendations from the Economic and Environmental Wellbeing Scrutiny Committee will then be used to inform the development of strategy.
- 1.3 A final draft of the strategy will be subject to further consultation over the summer with our main stakeholders and interest groups. The aim is to obtain Cabinet approval for the refreshed Economic Strategy in the autumn.

### 2. Why are we refreshing the Sheffield Economic Strategy?

#### *City and corporate ambition*

- 2.1 One of the key ambitions in *The Sheffield City Strategy 2010-2020* is to build a strong, internationally successful local economy, working with our partners in the Sheffield City Region to ensure growth opportunities for local industry and businesses. In addition, the Council's *Corporate Plan 2011-14: Standing up for Sheffield* is clear that we want a strong and competitive economy that creates economic growth and more jobs in the city.

#### *Responding to economic, financial and political changes*

- 2.2 In economic terms, the last few years have been about withstanding recession and making progress in tough economic conditions. Many of the realities remain challenging: a struggling global economy; less public and private money available; higher unemployment. Sheffield's first Economic Masterplan published in 2008 set out an ambitious programme of change for the city. A refresh of the city's economic strategy is underway to take account of the major economic, financial and political changes that have happened since its publication. It will set the economic direction of the city to 2020.

### *Importance of the private sector*

- 2.3 Sheffield's future growth will be defined by the way we create and shape opportunities now so the time feels right to reset our economic priorities, and set up a renewed programme of change that equips the city to meet the demands of the future. The private sector will be pivotal to rebalancing Sheffield's economy, putting it on a sustainable footing for the future and delivering the things we want in the city. We need to look at what we can do to strengthen our private sector economy to achieve our core economic outcomes of improving business growth and creating more jobs.

## **3. Growth and jobs**

- 3.1 Sheffield is one of the UK's major city economies and is the Core City at the heart of Sheffield City Region. We have a proactive Local Enterprise Partnership that brings together the private and public sectors around a commitment to deliver a bigger, better, faster Sheffield City Region economy. To play our part in the growth of Sheffield City Region and the rebalancing of the UK economy, the city's economic focus needs to be on:

- generating **growth** that leads to **jobs** in the city's broad business base
- **restructuring our local economy** through growth and development of five high-value sectors where we have particular strengths:
  - Advanced manufacturing and materials
  - Business, professional and financial services
  - Creative and digital industries
  - Energy, environmental and low carbon industries
  - Healthcare technologies

## **4. Economic drivers and enablers**

- 4.1 Whilst good progress has been made against some of the goals in the 2008 Economic Masterplan, significant challenges remain. In this more difficult economic climate, delivering business growth coupled with more jobs requires us to shift our focus to prioritise support for the city's **economic drivers** – the things that will drive growth in our economy, broaden our business base and boost productivity:

- **More and Better Businesses** – Increasing our stock of more competitive businesses through new business formation and inward investment means a larger economy that is more diverse, resilient and sustainable.
- **High Value Sectors** – Restructuring our economy through the growth and development of five high-value sectors where we have particular strengths means increased productivity and overall economic performance.



- **A Skilled Workforce** – Developing a skills system which meets the needs of employers and means more innovation and enterprise in the city’s businesses.

4.2 We need to couple this with investment in the city’s **economic enablers** – the things that create the conditions to support economic growth:

- **Place** – Improving the quality of the city’s environment and infrastructure to maintain the city’s competitiveness, enable businesses to run efficiently, and make the city an attractive place to invest, locate and work.
- **People** – Raising aspirations and building people’s resilience to enable them to take up training and job opportunities, participate in city life and improve the wellbeing of individuals and communities to address economic inequalities and build a more inclusive city.
- **Profile** – Targeting our city marketing activity towards the three key audiences of ‘Trade, Talent, Tourism’ to boost Sheffield’s reputation as one of the UK’s major city economies among investors, key decision-makers, skilled people and visitors to the city.

## 5. The refreshed Economic Strategy

5.1 At this stage in the refresh of the strategy, we are asking the Scrutiny Committee to focus on the first four sections (attached) so that we can be sure that these set the right context for the rest of the document:

- *Section 1* – Vision for Sheffield’s economy
- *Section 2* – The case for refreshing the city’s economic priorities
- *Section 3* – Sets out the core economic outcomes and the framework for the refreshed economic strategy
- *Section 4* – Provides an overview of Sheffield’s economic performance and the key economic challenges for the city.

## 6. Financial implications

6.1 The tough economic conditions and reduced availability of public and private sector finance means that we need to equip ourselves to make the best decisions to deliver the outcomes we want for the city’s businesses and residents. Whilst real financial pressures exist, the Government is beginning to devolve more powers and finance at city and city region level for example, Regional Growth Fund and Growing Places, as well as introducing new financial instruments such as Tax Increment Financing and Community Infrastructure Levy.

6.2 We need to position ourselves to be able to make the most of these new financial tools for growth. Having an agreed economic strategy with a clear set of priorities will provide us with a framework for making critical investment decisions to guide delivery.

## **7. Corporate implications**

- 7.1 The Council's Corporate Plan is clear we need to be open and honest about the things we will prioritise as a Council over the next three years to make the biggest difference to the people, communities and businesses of Sheffield. One of our main priorities is to have a strong and competitive economy that Sheffield people benefit from, resulting in economic growth and creating more and better jobs.
- 7.2 By providing an evidence base, establishing core economic outcomes and setting out a clear framework for growth, the economic strategy will help us to provide strong, visible city-wide leadership on the economy, working in partnership with the private sector and the Local Enterprise Partnership.

## **8. Equality implications**

- 8.1 Fairness is at the heart of the Council's values in the sense that we want everyone to have a fair chance to succeed in Sheffield. Reducing inequality is crucial to increasing fairness and we want Sheffield to have resilient people and communities that are well-connected to work opportunities.
- 8.2 A range of issues can restrict people's ability to connect to jobs, for example, low levels of personal confidence and lack of aspiration, limited access to transport, poor health and the cost of childcare. The actions arising from the strategy will be aimed at raising aspirations among the city's residents and connecting them to job opportunities to build a more inclusive city.
- 8.3 Any recommendations from the Fairness Commission report in September 2012 on short and long term measures required to tackle inequalities that are relevant to the economic strategy will be taken into consideration in the final drafting of the document.

## **9. Risk implications**

- 9.1 Without a refreshed economic strategy for the city, there is a risk that decisions about where to invest limited funding are not evidence-based or targeted towards a common set of objectives for the residents and businesses of the city. Poor decision-making could result in the business community losing confidence in the city as a place to invest or grow a business which could have damaging consequences for the number and quality of jobs on offer in the city and the long-term prosperity of the city's residents.

## **10. What does this mean for the people of Sheffield?**

- 10.1 We know that a strong, sustainable and resilient economy driven by growth in the private sector is vital to the economic future of the city, and the health and wellbeing of the people that live here.
- 10.2 Investing in actions to build a stronger economy and develop a more diverse businesses base, along with the removal of barriers to work and support for vulnerable groups, will help to raise people's aspirations and improve their chances of taking up training and job opportunities, improve wellbeing among individuals and communities, and help to build a more inclusive city.

## **11. Recommendations**

- 10.1 The Scrutiny Committee is being asked to
- Provide views and comments on the refresh of the economic strategy to help inform thinking and further development of the document, focusing in particular on:
    - the vision for Sheffield's economy (page 3 of the attached)
    - the case for refreshing the city's economic priorities (pages 6-9 of the attached)
    - the economic drivers for growing the city's economy and the economic enablers for supporting growth (pages 10-11 of the attached)
    - the analysis of Sheffield's economy, the key economic challenges identified for the city and the key messages for growing the city's economy (pages 12-19 of the attached).
  - Suggest any specific stakeholders to be included in the consultation and engagement process.

**DRAFT**

**Sheffield Economic Strategy**

*A Masterplan for Growth and Jobs*

***For discussion at  
Economic & Environmental  
Wellbeing Scrutiny Committee***

*Thursday 19 July 2012*

Draft

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# 1 Our vision for Sheffield's economy

Sheffield is one of the UK's major city economies with internationally recognised, leading edge talents in manufacturing, engineering and design, an eagerness to incorporate the latest digital technologies, aptitudes for generating bright ideas, and a deserved reputation for getting things done.

As the Core City at the heart of the Sheffield City Region, Sheffield has access to a highly skilled labour force in a well-connected economy where investment is prioritised on creating new growth opportunities. We have a proactive Local Enterprise Partnership that brings together the private and public sectors around a commitment to deliver a bigger, better, faster Sheffield City Region economy. To play our part in the growth of the Sheffield City Region and the rebalancing of the UK economy, in Sheffield we will focus on:

- generating **growth** that leads to **jobs** in the city's flexible and innovative small and medium sized business base
- **restructuring** our local economy through the growth and development of five high-value sectors where we have particular strengths:
  - Advanced manufacturing and materials
  - Business, professional and financial services
  - Creative and digital industries
  - Energy, environmental and low carbon industries
  - Healthcare technologies

The strength of the city's economy is fundamental to Sheffield being a city of global significance. By 2020, our vision for Sheffield is to have:

***“A strong, sustainable, resilient and internationally successful economy that is driven by growth in the private sector and provides jobs for local people.”***

We know that the challenge of delivering this vision cannot be underestimated. Whilst Sheffield's performance on skills and employment has improved relative to other big cities, its economic output<sup>1</sup> in 2009 was 85% of the national average, lower than the other English 'Core Cities' of Manchester, Bristol, Leeds, Newcastle, Nottingham, Liverpool and Birmingham.

This strategy:

- sets the direction for the city's economy to 2020
- helps us to make critical investment decisions to guide delivery
- provides the framework for agreeing and reviewing our priorities annually.

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<sup>1</sup> As measured by gross value added (GVA)

Our approach to achieving our economic vision is to focus on relentless improvement to sustain progress, making the most of new opportunities to realise our growth potential, and building resilience to future challenges, including:

- **Prioritising high-growth businesses and assisting new businesses to start up** through a focused, high-quality enterprise programme that offers a range of support from experienced private sector professionals including mentoring and finance and business strategy development, as well as assistance in areas such as innovation, exports, access to finance, supply chains and resource efficiency.
- **Promoting Sheffield and the wider Sheffield City Region** as a great place to do business and, with partners like the Local Enterprise Partnership, Sheffield Chamber of Commerce and UK Trade and Industry, targeting companies across the UK and overseas to invest in our city.
- **Accelerating the development of modern manufacturing and technology** businesses within the Sheffield City Region Enterprise Zone which offers benefits including a simplified planning regime and superfast broadband, with key areas eligible for business rate relief and £300 million of enhanced capital allowances.
- **Harnessing the potential of our high-value sectors** with tailored sector specialist support to bring greater productivity and growth benefits to the city through increased innovation and exploiting the links between sectors, the development of new market opportunities, identifying routes into large 'aggregator' businesses and clusters, and building connections to organisations that can support their growth, including higher education and research institutions.
- **Investing in skills** locally through initiatives such as a new University Technical College to boost the skills of 14-19 year olds entering the advanced engineering and manufacturing, and digital and new media sectors, and the creation of a Sheffield City Region 'apprenticeship hub' to ensure that small and medium-sized enterprises (SMEs) are able to fully engage with and invest in apprenticeships, as well as putting employers in charge of shaping skills provision that meets our economic priorities.
- **Helping people into work and training** to enhance the quality of life for the city's residents and the labour pool available to businesses through actions to remove health barriers to work, support vulnerable groups and families, and increase opportunities for young people.
- **Strengthening the city's infrastructure** with a £2 billion investment to improve and maintain the city's roads, pavements and streetscene; road, bus and tram improvements in the Lower Don Valley corridor; a new combined heat and power network; a comprehensive flood defence system in the Lower Don Valley; and the roll out of superfast broadband.

- **Ensuring that Sheffield is connected** to other UK and European city economies through the new national High Speed Rail network, improved access to Robin Hood Doncaster Sheffield Airport and Manchester Airport, and increasing the speed of existing rail connections to key business centres for Sheffield City Region firms through electrification of the Midland Mainline.
- **Enhancing our reputation** locally, nationally and internationally to promote Sheffield as an attractive place to live, work, invest and visit by making the most of our distinctive Sheffield city brand and our comprehensive programme of major cultural and sporting events, business conferences and conventions to attract business and leisure visitors to the city, and drive demand in our events, hospitality and leisure sectors.

Draft



## **2 The case for refreshing the city's economic priorities**

### **2.1 Why now?**

Sheffield's first Economic Masterplan published in 2008 set out an ambitious programme of change for the city. Since its publication, the economic, political and financial landscape has changed significantly: there has been a major recession; a change of national Government; and the wind down of funding and business support organisations like Yorkshire Forward and Business Link. The last few years have been about withstanding recession and making progress in tough economic conditions. Many of the realities remain challenging: a struggling global economy, less public and private money available, and higher unemployment. Yet major opportunities exist and the city must position itself to take full advantage of them.

The city has a strong relationship with the Sheffield City Region Local Enterprise Partnership, and the public and private sectors are working together to take advantage of the range of new policies and funds designed to support businesses and boost the UK economy. We believe that Sheffield's future growth will be defined by the way we create and shape opportunities now so the time feels right to reset our economic priorities, and establish a renewed programme of change that equips the city to meet the demands of the future.

### **2.2 New financial tools for growth**

Far more than previously, the future of the city lies within its own hands. The tough economic conditions and much reduced availability of public and private sector finance demands that we equip ourselves to make critical investment decisions on a clear set of priorities to achieve our vision and deliver the outcomes we want for the city's businesses and residents. Whilst real financial pressures exist, the Government is beginning to devolve more powers and finance for delivery and greater flexibilities at city and city region level. Although some sizeable economic development resource streams no longer exist, others are continuing to provide opportunities for investment, including European Regional Development Funds and transport investment funds. In addition, a number of new funding opportunities to support growth in the economy are emerging or are in the pipeline, including Regional Growth Fund and Growing Places, along with new financial instruments such as Tax Increment Financing and Community Infrastructure Levy. We will seize opportunities to acquire these new tools for growth.

Cities that can build self-reliance over the next five years have unprecedented opportunities to make progress relative to their competitors. This is not just about major projects on the ground, but becoming a more entrepreneurial, opportunistic, commercially smart and collaborative city. It means changing *how* we deliver, not just *what* we deliver. Working closely with the Sheffield City Region Local Enterprise Partnership, Sheffield intends to stimulate the economy by using these new forms of finance to achieve local ambitions and make a significant impact on the economic fortunes of the area. At the heart of this is the creation of a shared investment fund which will support action on a larger scale to attract investor interest, and be directed towards activities that will enable the fulfilment of a shared, sustainable economic vision.

## 2.3 A connected economy

Sheffield City Region (figure 2) represents the area from where the city draws most of its workers, where business supply chains are strongest, and where housing and transport infrastructure service the city.

**Figure 2 – Sheffield City Region**



The Sheffield City Region Local Enterprise Partnership (LEP) brings together the eight local authorities of Barnsley, Bassetlaw, Bolsover, Chesterfield, Doncaster, North East Derbyshire, Rotherham and Sheffield to work with businesses and other partners towards a common goal of encouraging growth and economic activity to create a prosperous and sustainable city region.

Whilst this strategy is clearly focused on Sheffield's economic future and pinpoints the priorities and actions that will be advanced at city level, we will work collaboratively at city region level where there are shared interests, or where critical mass will lead to greater effectiveness and to more successful economic outcomes.

Beyond Sheffield's immediate economic area, the city has important economic connections in the UK and internationally. In the UK, these include links to London, to the city regions of Manchester, Leeds and Nottingham, and to the Humber Ports. We will develop these links where they are of mutual advantage as well as strengthening Sheffield's connections to key international centres and markets, for instance in Europe, the USA, the Middle East, Brazil, Russia, India and China.

## 2.4 Responding to future trends

Just as the financial and economic landscapes change rapidly, there are a number of future trends that will impact on cities for many years to come<sup>2</sup>. By planning for and reacting to these early, Sheffield will be better placed to defuse threats, exploit new opportunities, and build a more resilient economy. Key trends include:

- An **ageing and more diverse population** meaning a changing workforce and increasing pressure on local services.
- A **dramatically changing climate** with an increased chance of more extreme weather events means building environmental, structural and economic resilience for the city and its businesses.
- An over-riding requirement to **reduce carbon emissions**. Carbon consumption cannot continue at current levels and Sheffield will need to play its part in radically reducing carbon emissions and exploiting new opportunities to stay competitive.
- Diminishing natural resources and **changing energy markets** will lead to higher energy prices and an increasing uncertainty of energy supply. Potential opportunities in areas such as renewable energy and heat generation.
- Globalisation and **changing economic geography** will require new trade strategies in relation to large, rapidly growing economies.
- Technological convergence and **rapid advances in new technologies** reinforcing the need for intelligence, innovation and creative approaches that span multiple sectors and specialisms.
- Rising **demand for higher level and transferable skills** which will be vital to success in the 'knowledge economy'.
- A trend towards **collaborative models of leadership and innovation** making openness, real partnership and joint working between sectors vital.
- Increasing **individualisation**, digital lifestyles, and greater expectations of faster, more tailored products and services with implications for consumer markets and service delivery.

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<sup>2</sup> *The Future of Yorkshire and Humber: trends and scenarios to 2030*, Henley Centre and Yorkshire Futures, 2008; *Building the New Leader*, HayGroup, 2011

## 2.5 Delivering in partnership

Partnership working has been central to the production of this strategy and will be critical to its implementation, including the private sector, business networks, the Sheffield City Region Local Enterprise Partnership, the city's higher and further education institutions, government departments, other public sector agencies, and the voluntary and community sector.

In particular, Sheffield is working closely with the city's business community to become a more genuinely business friendly city. We know that businesses of all sizes create jobs and prosperity and a strong, well-supported, vibrant business sector is vital to the economic future of the city and, ultimately, the health and well-being of the people that live here. We want businesses to succeed in Sheffield, whether already established, new investors or start-up companies. At the heart of this approach is a commitment to fully involve businesses in the decisions that affect them, and working to make the day-to-day public services that affect businesses high quality, simple, predictable and efficient, for example, planning and regulation. This extends to ensuring that the city's infrastructure – transport, land, energy and water – meets business needs, is sustainable and environmentally resilient.

By working together, the potential of organisations across Sheffield to deliver change and achieve our economic vision is strengthened.

## 3 The refreshed economic strategy

### 3.1 Our core economic outcomes – Growth and jobs

The private sector will be pivotal to rebalancing Sheffield's economy, putting it on a sustainable footing for the future and delivering the things we want in the city. We need to look at what we can do to strengthen our private sector economy to achieve our core economic outcomes of improving business growth and creating more jobs. Sheffield needs to grow businesses across the board, from small and medium sized firms to large employers, high value sectors as well as businesses in other parts of the economy.

### 3.2 Framework for the strategy – Economic drivers and enablers

Whilst good progress has been made against some of the goals in the 2008 Economic Masterplan, significant challenges remain. In this more difficult economic climate, delivering business growth coupled with more jobs requires us to adjust our focus to prioritise support for the things that will drive growth in our economy, broaden our business base and boost productivity – our three **economic drivers** are:

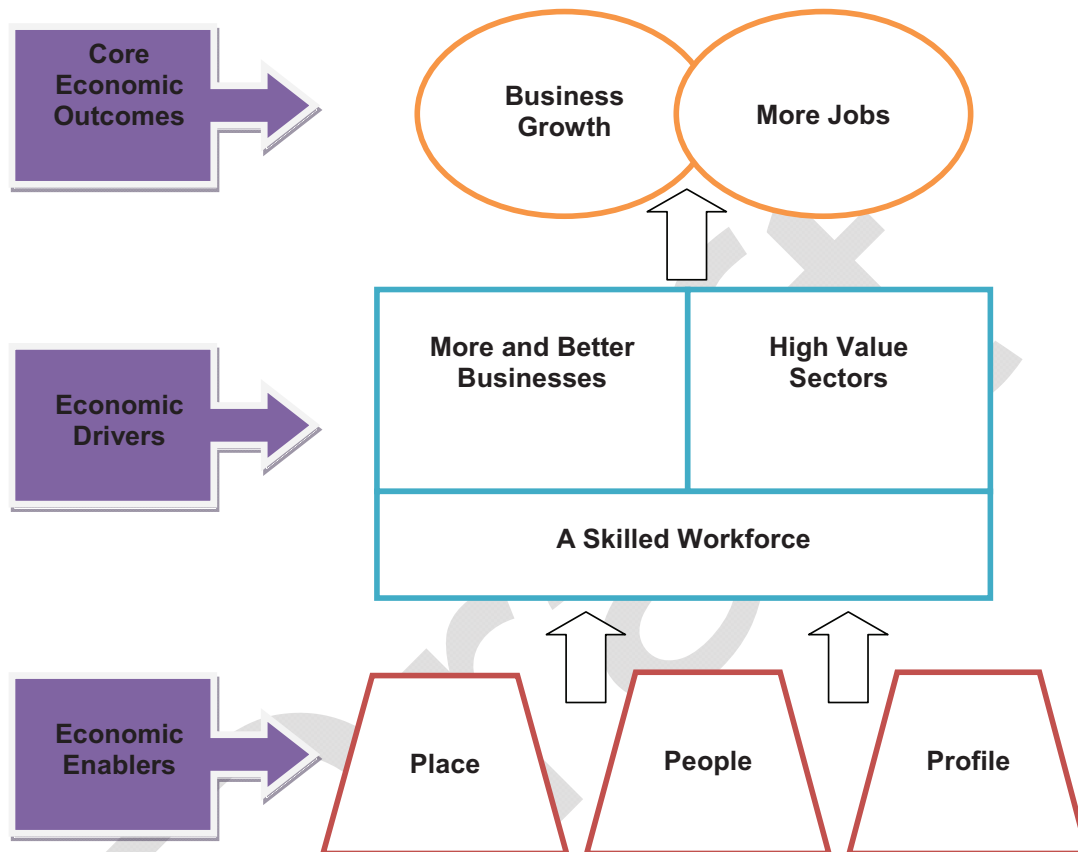
- **More and Better Businesses** – Increasing our stock of more competitive businesses through new business formation and inward investment means a larger economy that is more diverse, resilient and sustainable.
- **High Value Sectors** – Restructuring our economy through the growth and development of five high-value sectors where we have particular strengths means increased productivity and overall economic performance.
- **A Skilled Workforce** – Developing a skills system which meets the needs of employers and means more innovation and enterprise in the city's businesses.

We need to couple this with investment in the factors that create the conditions to support economic growth – our three **economic enablers** are:

- **People** – A range of issues can assist or restrict people's ability to access work including attitudes and confidence, transport, health and childcare. We want to raise aspirations among the city's residents and connect them to jobs and opportunities to build a more inclusive city and give employers access to a skilled workforce.
- **Place** – This is about improving the quality of the city's environment and infrastructure to maintain the city's competitiveness, enable businesses to run efficiently and grow to their full potential, and make the city an attractive place to invest, locate and work.
- **Profile** – We are making a specific effort to target our city marketing activity to the three key audiences of 'Trade, Talent, Tourism' to boost Sheffield's reputation as one of the UK's major city economies among investors, key decision-makers, skilled people and visitors to the city.

Figure 1 outlines the framework for the refreshed strategy and the relationship between our core economic outcomes, the three economic drivers of the economy, and the three supporting enablers of the economy.

**Figure 1 – Economic growth model: Outcomes, drivers and enablers**



The remainder of the strategy is structured into five main sections:

**Section 4** presents an overview of Sheffield’s economic performance and the scale of the challenge.

**Section 5** focuses on ‘*economic drivers*’, the things that will drive growth in our economy, broaden our business base and boost productivity – More and Better Businesses; High Value Sectors; A Skilled Workforce.

**Section 6** covers ‘*economic enablers*’, the things that create the conditions to support economic growth – Place; People; Profile.

**Section 7** sets out how performance will be monitored and managed, including measures of overall economic success, our approach to action planning and delivery.

## 4 The scale of the challenge

### 4.1 Overview of Sheffield's economic performance

Sheffield's economy has significantly transformed over the last twenty years. Much of this change has come from the diversification of the business base, moving from a declining post-industrial city, to a growing knowledge based economy with a wide range of business sectors.

Over the last twenty years substantial improvement has been made across a range of economic indicators: gross value added<sup>3</sup> (GVA) has increased; employment and skills levels have improved; key sector strengths are yielding economic benefits. However, evidence shows that Sheffield is not yet fulfilling its economic potential. The strength and productivity of our sectors and businesses are below national average, and whilst the city experienced a period of strong private sector growth from 2000-2005, private sector jobs were declining from 2006 before the onset of the recession.

### 4.2 Sheffield's prosperity gap

The 'prosperity gap' was first calculated in the 2008 Economic Masterplan based on 2004 data. It was used to identify the shortfall between what Sheffield *does* produce and what it *could* produce. The analysis showed a 'prosperity gap' of over £1.1 billion and pointed to the combination of economic inactivity, unemployment, low productivity and a poor sector mix as the areas where change was required.

A recalculation of the 'prosperity gap' shows that the GVA gap between Sheffield and the national average persists. This indicates that although the city's economic trajectory has improved, other places have grown as strongly meaning that although Sheffield is keeping up, the city has not yet started to close the prosperity gap and meet its economic potential.

The diagram in figure 3 is based on the latest analysis available (2009) and shows that Sheffield's GVA stands at £9.578 billion against its 'potential prosperity', GVA of £11.212 billion<sup>4</sup>, giving a prosperity gap of £1.63 billion. The 'potential prosperity' highlights the level Sheffield's GVA would be at if GVA per head in Sheffield (£17,510) were equal GVA per head nationally (£20,498).

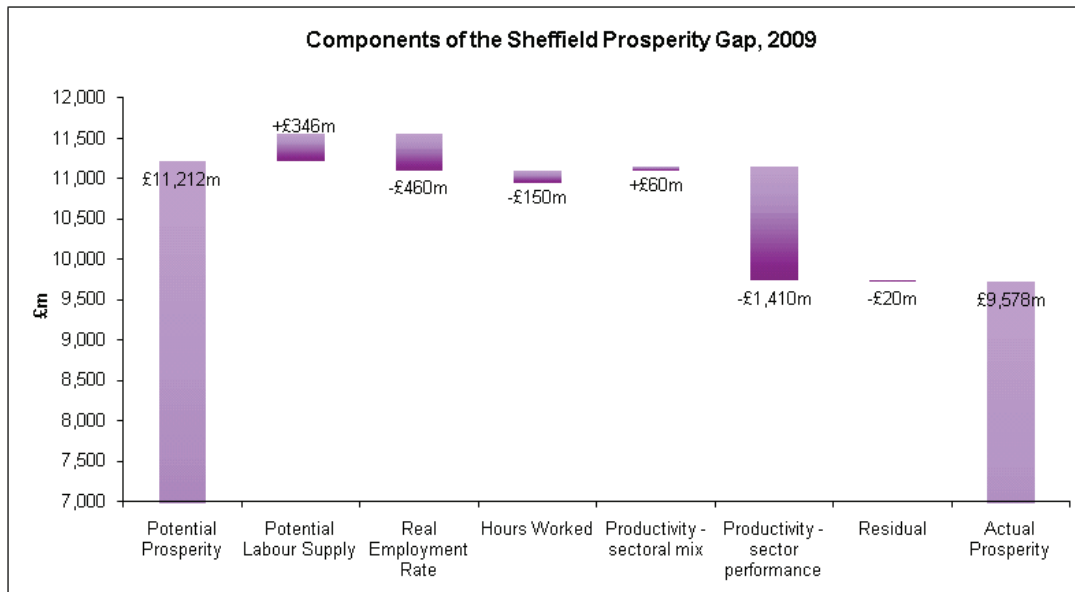
The graph also highlights how Sheffield's performance on key economic indicators like the potential labour supply; the employment rate; the sector mix of the economy; the productivity of sectors and businesses are contributing to the prosperity gap. For example, a large negative number on an indicator means that Sheffield's performance is lagging the national average and so is contributing to the prosperity gap.

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<sup>3</sup> GVA is an overall indicator of the dynamics of the economy: how much it produces; wage levels; productivity of the work force; and the city's main sectors, all of which impact on the overall output or 'value added' produced by an economy

<sup>4</sup> If GVA per head in Sheffield was equal to GVA per head nationally, Sheffield's GVA would equal £11.212 billion

**Figure 3 – Components of Sheffield’s Prosperity Gap**



Based on this analysis we know that to start to close the prosperity gap, we need to improve our performance relative to the national average on the following indicators, which are currently the largest contributors to the prosperity gap.

- **Productivity sector performance – The strength and productivity of our sectors and businesses is below the national average.**
- **Real employment rate – There are not enough jobs available for local people to work and the number of people unemployed and workless in Sheffield is significant.**

A further way to close the prosperity gap is to outperform the national average on key indicators (indicated by a positive number). For example, in the original prosperity gap analysis (2007) the productivity-sector mix indicator was negative, contributing -£146 million to the prosperity gap. In 2009 this is now positive, reducing the gap by +£60million. This notable change reflects the city’s improved sector make up, with a broader range of growing sectors. However as one of England’s largest cities, we would expect Sheffield to perform better than the national average on this indicator, reflecting the comparative strength of the knowledge economy in cities. As such we can conclude that there is further potential to close the prosperity gap through strengthen Sheffield sectoral mix.

- **Productivity sector mix – There is further potential to strengthen the knowledge economy in Sheffield and to building on high value sector strengths to yield higher economic output.**



## 4.3 Key economic challenges

Building on the prosperity gap analysis and drawing on more detailed data we can analyse further the main drivers of growth and where Sheffield should focus its economic efforts:

- **Private sector job growth**

Pre-recession Sheffield's job growth has been strong with jobs in the city increasing by 22% between 1995 and 2008. The expansion of the public sector has been a key part of this growth with over half (52%) of the jobs created in the public sector. Although the public sector is an important part of most large cities growth stories, in Sheffield growth has been more dependent on the public sector. For example, although private sector growth was strong through 2000-2005 (led by strong growth in business and financial services as well as growth in retail, real estate and software consultancy services), private sector employment then fell by an average of 2% per year between 2006 and 2008 even before the recession hit. Given reducing public sector resources and the need to build economic resilience, we need to rebalance growth towards the private sector.

- **More business and growing businesses**

Sheffield has experienced growth in its business stock over the last ten years, particularly throughout the period 2000-2005 (corresponding to strong employment growth highlighted above). However, businesses density remains low at 289.83 per 10,000 population and compares poorly against the Core Cities average of 325.44 and 413.75 nationally. This will limit the scope for growth and employment creation as there are not enough local businesses creating output and jobs. Furthermore, the level of start ups in Sheffield is comparatively low and too few of the businesses who are starting up are then growing to increase their turnover or create significant employment<sup>5</sup>. As Sheffield is primarily a small and medium sized enterprise (SME) economy, ensuring that the city's starts ups and small businesses grow is a clear future priority to create employment for local people.

- **More productive businesses**

The prosperity gap analysis highlights that the productivity of our sectors and businesses is the main area where we lag behind other cities in terms of competitiveness. Sheffield's productivity (measured by GVA per worker) is £39,330 compared with Core Cities and national averages of £41,440 and £46,840 respectively. Further analysis shows that we need to focus on the interventions that drive productivity and competitiveness such as innovation, international trade, investment and skills, and that these are all areas for improvement:

- Sheffield is 27th of 64 cities in registering patents – This is an indication of innovation and is low given the expertise in the city's universities
- More than half of Sheffield companies conduct at least 80% of their business in the city itself<sup>6</sup>.

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<sup>5</sup> 2009 data – Based on start up analysis at sole trader, PAYE and VAT registration levels

<sup>6</sup> *Sheffield – Future skills and employer demand research study*, Ecotec, 2010

- **Moving to a knowledge based economy**

Sheffield's sector profile illustrates that Sheffield has fewer businesses in higher value, higher skilled sectors in comparison to other cities<sup>7</sup>, which is likely to suppress the level of GVA being produced in Sheffield. It highlights that in comparison to other cities, Sheffield has a lower density of business, financial and professional services. Realising our potential in this sector could provide a key driver in closing the prosperity gap.

Sheffield also has strengths in other high value sectors, namely: advanced manufacturing and materials, creative and digital industries, healthcare technologies and energy, environmental and low carbon industries. A recent report by Centre for Cities<sup>8</sup> highlights that although these high value sectors may not be mass job creators, they are important in terms of their contribution to the city's productivity and add significant value to the economy. The report also recognises the importance and pre-eminence of advanced manufacturing in Sheffield City Region, and highlights that this strength underpins the development of our other high value sectors. Figure 4 illustrates the importance of high value sectors in adding value to the economy.

In terms of the wider city economy, we also are clear that support for the city's high value sectors forms part of a broader strategy designed to encourage growth and improve productivity across the whole of the private sector.

**Figure 4 – High value sectors are an important way to add value to the economy**



- **Utilising the city's skills**

Sheffield's skills levels have increased significantly and now outstrip both national and Core Cities averages. For example, 33% of Sheffield's working age population is now qualified to NVQ level 4 or above, and 67.8% at NVQ level 2 or above. Despite this significant progress, further efforts are needed to ensure that this improvement continues.

<sup>7</sup> Based on Business Register and Employment Survey, 2010

<sup>8</sup> *Advancing Ambitions: Creating a sustainable economic future for Sheffield*, Centre for Cities, 2011

For example although educational attainment in Sheffield is higher now than it was five years ago, this improvement has been slower than other cities and is lower than the national average (the number of pupils gaining 5+ GCSEs at grade A\*-C including English and Maths is 49%, compared to a national average of 58%). As such, Sheffield has moved from being the 3rd best Core City on this indicator in 2006/7 to the 7th best (of 8) in 2010/11.

Sheffield also needs to ensure that the progress in the skills profile translates into long term economic growth, as the city is not yet benefitting from the higher levels of GVA, productivity and incomes which normally accompany such improvements in the skills profile. This could be due to a time lag – skills levels increased sharply between 2005 and 2011, and it may take some time for the economy to adapt and utilise these extra skills, especially during a period of economic downturn and recession. However, the major factor is likely to relate to differential take up of high level skills in the public and private sectors.

By analysing the occupational breakdown of available jobs in the economy, it is possible to assess if Sheffield has sufficient demand for high skilled employees in the local labour market. This analysis reveals that 46% of high level jobs in the Sheffield economy are based in the public sector. This is higher than most Core Cities and is significantly different to the national average where public sector jobs account for 36% of higher level jobs.

Furthermore, the ratio of high skilled jobs to low skilled jobs in the private sector is one of the lowest across the Core Cities at 1.06, compared to the national average 1.25. This shows that demand for higher level skills in the private sector lags other core cities and the national average. This is likely to be a function of the type of sectors Sheffield has and indicates that the city's growing highly skilled population is not sufficiently penetrating the private sector. Addressing this imbalance will be crucial to achieving private sector led growth and improved productivity

- **Connecting people to growth**

The employment rate in Sheffield is 65.7%, the third highest of the eight Core Cities in England. However, it still lags significantly behind national average of 70.3%. In Sheffield there are 48,000 people claiming out of work benefits in Sheffield. Of these:

- Over 18,000 are claiming Job Seekers Allowance
- 24,600 are claiming Incapacity Benefit or Employment Support Allowance
- 5,600 lone parents are claiming work related income support.

Providing opportunities for unemployed and workless people to work, primarily demands more jobs, however jobs alone will not be enough. Individuals who have been out of the labour market for a significant amount of time will have complex barriers to work and as such we also need to equip them with the skills and confidence they need to access job opportunities.

We also need to ensure that those who face a labour market disadvantage, for example, low skilled people, lone parents, individuals who have suffered from domestic abuse or substance misuse, people from ethnic minorities, migrants, ex-offenders, homeless individuals, people with physical disabilities or sensory impairments and those with learning disabilities or mental health conditions have the targeted support they need to have equal access to job opportunities<sup>9</sup>.

Connecting local people to jobs is one of the main ways in which we can ensure that everyone in the city benefits from economic growth, as work can improve people's life chances, increase their incomes and help to lift people out of poverty. To illustrate how important this is to the economy, if we closed the gap in employment rates<sup>10</sup> and income between Sheffield and national average, we could close the prosperity gap of £1.63billion by £1billion.

- **Creating the conditions for growth**

Businesses tell us that having the right city infrastructure and environment is integral to creating the conditions for economic growth. Sheffield's city infrastructure includes transport, housing, buildings, development land and digital infrastructure, and increasingly extends to factors such as energy supply and resilience to climate change, for example, risk of flooding. In challenging economic times, support for medium and large-scale infrastructure projects can be more difficult to justify but it is important that we find a balance between long-term investment to promote growth and focusing on short-term savings. A pause in this type of investment now could put future growth and the city's overall competitiveness at risk. The following evidence identifies critical areas for action that would provide the city with a resilient infrastructure that supports growth:

- An extra 495,000 trips per day on highways in the Sheffield City Region means that without preventative measures such a rise would significantly worsen congestion and increase carbon emissions by 12%-17%.
- Growth in rail patronage by 4% per annum to 2026 and by 7%-9% at peak times and continual growth in the use of Sheffield Supertram could present future capacity challenges.
- Lack of office space in general is not a widespread barrier to business growth but there may be future shortages in particular areas, including grade A city centre office space which is key to underpinning expansion of Sheffield business, financial and professional services.
- Sheffield's carbon emissions fell from 7.3 to 5.7 tonnes per capita between 2005 and 2009. Reductions were lowest for road transport (7.5%) and steepest for industry and commerce (25%). The latter now accounts for 45% of all emissions which has potential future implications as we seek to build on our manufacturing strengths, particularly in the Lower Don Valley.
- The Sheffield Energy and Water Infrastructure Study highlights the importance of environmental assets and resilience (including 'green infrastructure') and identifies specific physical infrastructure challenges to long term development.

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<sup>9</sup> Sheffield's Employment Strategy 2012

<sup>10</sup> Closing the gap to the national average employment rate would mean the creation of over 17,000 jobs

- New housing completions have fallen sharply from a peak of nearly 3,000 per year to just over 900 in 2010/11. House prices have remained fairly static in the last two years, but house sales have fallen significantly.

- **The city's profile**

Sheffield is competing on a global scale to increase its level of investment and business relocations, attract and retain skilled and talented people, encourage business and leisure visitors to the city, and host major cultural, sporting events, conferences and conventions. If the city is to achieve higher levels of economic growth, we need to capture a bigger share of external markets. To do this we need to develop, invest in and promote a strong set of city products including quality infrastructure and environment, a vibrant cultural, retail and city centre offer, and a skilled and talented workforce. These are all pivotal factors in creating a compelling offer for investors, businesses, talent and visitors, as well as supporting a good quality of life for the city's residents.

A priority in the first Economic Masterplan was to develop a coherent brand identity for the city and a co-ordinated marketing effort across all stakeholders. Marketing Sheffield has led this activity on behalf of the city, and we now have a strong 'Sheffield' brand that has a distinctive visual look, and is underpinned by values that reflect the city's character – '*authentic and independent*'. The challenge now is for partners across the city to work together to champion and utilise the brand, to promote messages nationally and internationally that make Sheffield distinct from competing cities, and boost the city's presence in target markets.

As one of the UK's major cities, we are also looking to enhance our reputation among key decision-makers and influencers, particularly within Government, and a number of our events are now attracting interest and support from Ministers and senior officials. This is critical to challenging out-dated perceptions of Sheffield and ensuring that there is an understanding of what the city has to offer the wider UK economy at the most senior level of decision-making.

#### 4.4 Key messages for growing the city's economy

The evidence presented in this section points to a clear set of priorities for the refreshed economic strategy where progress is essential to secure sustainable economic growth:

- Strengthening the private sector economy both in terms of job creation and improved productivity will require **more businesses**.
- Improving the productivity of our sectors and businesses is important in adding value to the economy and will require **more competitive businesses** across the general business base, as well further growth in **high value sectors**.
- Harnessing **skills to support private sector growth** is a priority, ensuring that skills are fully utilised by Sheffield businesses and that there is a sustainable pipeline of high level skills.

- Ensuring **local people have the opportunity to connect to economic growth** and see the benefits in more jobs and improved incomes.
- Ensuring Sheffield is **a place where businesses can grow** by identifying and delivering critical infrastructure projects to facilitate growth.
- **Building Sheffield's profile** to secure economic benefits.

Draft



## Report to the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee

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**Report of:** Policy Officer (Scrutiny)

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**Date:** 19<sup>th</sup> July 2012

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**Subject:** Work Programme and Cabinet Forward Plan

The Committee's draft work programme is attached for consideration. The Committee is asked to identify any further issues for inclusion in the work programme.

To ensure that information coming to the Committee meets requirements, Members are requested to identify any specific approaches, lines of enquiry, witnesses etc that would assist the scrutiny process for items on the work programme.

The latest version of the Cabinet Forward Plan is also attached. Consideration of issues at an early stage in the development process gives scrutiny an opportunity to make recommendations to decision makers and maximises scrutiny's influence. The Committee is therefore requested to identify any issues from the Forward Plan for inclusion on a future agenda.

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### Recommendations:

That the Committee:

- Considers the work programme and Cabinet Forward Plan
  - Identifies further issues for inclusion on the work programme
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Economic and Environmental Wellbeing Scrutiny and Policy Development Committee  
 Draft Work Programme  
 Last Updated 10 July 2012

What	Why	How	When
Overview of Economic and Environmental Priorities in Sheffield	<i>To introduce the Committee to the areas in its remit, and give an overview of the challenges and priorities facing the Portfolio and the City this year.</i>	Presentation from Simon Green, Exec Directors	19 <sup>th</sup> July 2012
Economic Masterplan	<i>Following discussions with the Sheffield Climate Alliance earlier in the year, the Committee has an opportunity to comment on how the green agenda has been incorporated into the refresh of the Economic Masterplan.</i>	Report	19 <sup>th</sup> July 2012
Annual Meeting with Business	<i>To give the Committee an opportunity meet with business representatives to discuss issues of concern and what the Council can do to support business and economic growth across Sheffield.</i>	Round table discussion	20 <sup>th</sup> September 2012
Household Waste Recycling Centres	<i>Full Council has referred two petitions regarding the reduced opening hours of the household waste recycling centres to the Scrutiny Committee, as well as concerns that the current business model does not represent best value for the Council.</i>	Report	20 <sup>th</sup> September 2012



Copenhagen Declaration	<i>Full Council asked Officers to bring forward a report to Scrutiny outlining what the Council (and other organisations) would need to do in order to meet the EU Committee of the Regions Copenhagen Declaration on Sustainable Cities</i>	Report	Following the publication of the recommendations of the Fairness Commission – possibly Nov 2012
Highways PFI	<i>To consider plans and progress of the Highways PFI.</i>	To be determined - dependent on engagement planned through Community Assemblies etc	Autumn 2012
City Centre Vibrancy	<i>The Overview and Scrutiny Management Committee identified City Centre Vibrancy as an area for closer scrutiny following consideration of the 2011/2012 Q4 performance report</i>	To be determined	To be determined

**Cabinet Forward Plan of Key Decisions  
July to October 2012**

Date decision is expected to be taken and who will take the decision?	Description of decision  K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
3/7/12 Individual Cabinet Member Decision	Acquisition of former South Yorkshire Passenger Transport Executive (SYPT) Office, Exchange Street (K)	Councillor Bryan Lodge  Overview and Scrutiny Management		Individual Cabinet Member Report	Place Neil Jones Tel: 2735539 <a href="mailto:Neil.jone@sheffield.gov.uk">Neil.jone@sheffield.gov.uk</a>
11/7/12 Cabinet	Bus Rapid Transit Northern Route (BRT North): Approval for Compulsory Purchase Order publication and the acquisition of land necessary for the scheme. (K)	Councillor Leigh Bramall  Economic and Environmental Well-being	All known land owners and parties/organisations believed to have a legal interest in the land necessary for the scheme.	Cabinet report	Place David Budd, Tel: 2735031, <a href="mailto:david.budd@sheffield.gov.uk">david.budd@sheffield.gov.uk</a>
11/7/12 Cabinet	Capital Programme Monitoring 2012-13 (Month1) (K)	Councillor Bryan Lodge  Overview and Scrutiny Management		Cabinet report	Resources Allan Rainford Tel: 2752596 <a href="mailto:Allan.rainford@sheffield.gov.uk">Allan.rainford@sheffield.gov.uk</a>

Date decision is expected to be taken and who will take the decision?	Description of decision  K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
11/7/12 Cabinet	Air Quality Action Plan for Sheffield(K)	Councillor Jack Scott  Economic and Environmental Wellbeing	<ul style="list-style-type: none"> <li>• Community Assemblies</li> <li>• The established Sheffield Clean Air Partnership<sup>1</sup>,</li> <li>• For the general public via the Council website,</li> <li>• Statutory consultees<sup>2</sup>, for example, the Secretary of State, the Environment Agency, the Highways Agency, all neighbouring Local Authorities, any National Park Authority, other public authorities as appropriate, such as NHS Sheffield</li> </ul>	Cabinet report	Place: Ogo Osammor Tel:2734655 <a href="mailto:ogo.osammor@sheffield.gov.uk">ogo.osammor@sheffield.gov.uk</a>

Date decision is expected to be taken and who will take the decision?	Description of decision  K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
			<ul style="list-style-type: none"> <li>Bodies representing local business interests and other organisations as appropriate, for example, via the Chamber of Commerce, and business adviser panel.</li> </ul>		
12/7/12 Cabinet Highways	Upperthorpe and Netherthorpe Permit Parking Scheme	Councillor Leigh Bramall  Economic and Environmental Wellbeing		Cabinet Highways Report	Place Nel Corker Tel: 2736157 <a href="mailto:Nel.corker@sheffield.gov.uk">Nel.corker@sheffield.gov.uk</a>
1/8/12 Cabinet	The Sheffield Investment Fund (K)	Councillor Bryan Lodge  Overview and Scrutiny Management		Cabinet report	Resources Nalin Seneviratne Tel: 273 4120 <a href="mailto:nalin.seneviratne@sheffield.gov.uk">nalin.seneviratne@sheffield.gov.uk</a>
1/8/12 Cabinet	Revenue Budget and Capital Programme monitoring 2012-13	Councillor Bryan Lodge		Cabinet report	Resources Allan Rainford

Date decision is expected to be taken and who will take the decision?	Description of decision  K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
	(Month 2) (K)	Overview and Scrutiny Management			Tel: 2752596 <a href="mailto:Allan.rainford@sheffield.gov.uk">Allan.rainford@sheffield.gov.uk</a>
1/8/12 Cabinet	Establishment of HealthWatch Sheffield (K)	Cllr Mary Lea  Healthier Communities and Adult Social Care	Workshops and events have been held by Sheffield City Council and Sheffield LINK to enable key organisations, groups and citizen representatives to shape proposals for Sheffield HealthWatch, including involvement in the tendering process.	Cabinet report	Communities Kate Register Tel: 2734990 <a href="mailto:kate.register@sheffield.gov.uk">kate.register@sheffield.gov.uk</a>
1/8/12 Cabinet	Equalities Overview Report (K)	Councillor Julie Dore  Overview and Scrutiny Management	Consultation after the report approved with key community of interest networks and forums	Cabinet report	Deputy Chief Executive's Adele Robinson Tel: 2735861 <a href="mailto:Adele.Robinson@sheffield.gov.uk">Adele.Robinson@sheffield.gov.uk</a>
1/8/12 Cabinet	Wybourn Sites Disposal	Councillor Harry Harpham	The East community Assembly, residents and other key stakeholders	Cabinet report	Place Tamsin Auckland Tel: 20 52677

Date decision is expected to be taken and who will take the decision?	Description of decision  K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
		Safer and Stronger Communities			<a href="mailto:Tamsin.auckland@sheffield.gov.uk">Tamsin.auckland@sheffield.gov.uk</a>
1/8/12 Cabinet	Fox Hill Redevelopment	Councillor Harry Harpham  Safer and Stronger Communities	The North – East Community Assembly and other key stakeholders	Cabinet report	Place Christine Rose Tel: 2734373 <a href="mailto:Christine.rose@sheffield.gov.uk">Christine.rose@sheffield.gov.uk</a>
1/8/12 Cabinet	Disposal of the former Foxwood Elderly Care Home, Ridgeway Road	Councillor Bryan Lodge  Overview and Scrutiny Management	East Community Assembly	Cabinet report	David White Resources Tel: 2735465 <a href="mailto:David.White2@kier.co.uk">David.White2@kier.co.uk</a>
1/8/12 Cabinet	Lifelong Learning Skills and Communities Draft Fees Policy for the Academic Year 12-13	Councillor Jackie Drayton  Children, Young People and Families	Community Assembly Committees	Cabinet report	Children, Young People and Families Dee Desgranges/ Sheila Brown Tel:2296162 <a href="mailto:sheila.brown@sheffield.gov.uk">sheila.brown@sheffield.gov.uk</a>

Date decision is expected to be taken and who will take the decision?	Description of decision  K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
					<a href="http://v.uk">v.uk</a>
9/8/12 Cabinet Highways Committee	Building Schools for the Future – Bradfield School Outcome of Public and Traffic Regulation Order Consultations	Councillor Leigh Bramall  Economic and Environmental Wellbeing	Community Assembly, local residents & businesses, emergency services	Cabinet Highways Report	Place: Matt Longstaff Tel: 2736170 <a href="mailto:Matt.longstaff@sheffield.gov.uk">Matt.longstaff@sheffield.gov.uk</a>
22/8/12 Cabinet	Primary School Places in Sheffield (K)	Councillor Jackie Drayton  Children, Young People and Families	Local Members, Local Schools (including Governors) and the wider community (focus on parents)	Cabinet report	Children, Young People and Families Joel Hardwick Tel: 27 35476 <a href="mailto:Joel.hardwick@sheffield.gov.uk">Joel.hardwick@sheffield.gov.uk</a>
22/8/12 Cabinet	The Successful Families Programme (K)	Councillor Jackie Drayton  Children, Young People and Families		Cabinet report	Children, Young People and Families Sam Martin Tel: 2296140 <a href="mailto:Sam.martin@sheffield.gov.uk">Sam.martin@sheffield.gov.uk</a>
22/8/12 Cabinet	Westfield Sports Development (K)	Councillor Isobel Bowler	South East Community Assembly	Cabinet report	Place Paul Billington Tel: 2735071

Date decision is expected to be taken and who will take the decision?	Description of decision  K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
		Economic and Environmental Wellbeing			<a href="mailto:Paul.billington@sheffield.gov.uk">Paul.billington@sheffield.gov.uk</a>
12/9/12 Cabinet	Revenue Budget and Capital Programme monitoring 2012-13 (Month 3) (K)	Councillor Bryan Lodge  Overview and Scrutiny Management		Cabinet report	Resources Allan Rainford Tel: 2752596 <a href="mailto:Allan.rainford@sheffield.gov.uk">Allan.rainford@sheffield.gov.uk</a>
17/10/12 Cabinet	Revenue Budget and Capital Programme monitoring 2012-13 (Month 4) (K)	Councillor Bryan Lodge  Overview and Scrutiny Management		Cabinet report	Resources Allan Rainford Tel: 2752596 <a href="mailto:Allan.rainford@sheffield.gov.uk">Allan.rainford@sheffield.gov.uk</a>
31/10/12 Cabinet	Revenue Budget and Capital Programme monitoring 2012-13 (Month 5) (K)	Councillor Bryan Lodge  Overview and Scrutiny Management		Cabinet report	Resources Allan Rainford Tel: 2752596 <a href="mailto:Allan.rainford@sheffield.gov.uk">Allan.rainford@sheffield.gov.uk</a>



Date decision is expected to be taken and who will take the decision?	Description of decision  K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
<p><b>A key decision*</b> is one that is either part of the budgetary/policy framework, sets or shapes a major strategy, results in income or expenditure of £500,000+, is a matter of major public concern or controversial by reason of representations made or likely affects two or more wards. The full definition of a key decision can be found in Part 2, Article 13.3 of the Council’s Constitution which can be viewed on the Council’s Website <a href="http://www.sheffield.gov.uk">www.sheffield.gov.uk</a>. Requests for copies or extracts from any of the publicly available documents or other documents relevant to the key decisions, or for details of the consultation process and how to make representations, can be made by ringing the contact officer or via Democratic Services, Deputy Chief Executive’s, Town Hall, Sheffield S1 2HH email to: <a href="mailto:committee@sheffield.gov.uk">committee@sheffield.gov.uk</a></p>					

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