Public Document Pack

Economic Development and Skills Policy Committee

Wednesday 8 November 2023 at 2.00 pm

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

The Press and Public are Welcome to Attend

Membership

Councillor Martin Smith
Councillor Minesh Parekh
Councillor Henry Nottage
Councillor Kurtis Crossland
Councillor Brian Holmshaw
Councillor Abdul Khayum
Councillor Barbara Masters
Councillor Peter Price
Councillor Laura Moynahan

Sheffield City Council

PUBLIC ACCESS TO THE MEETING

The Economic Development and Skills Policy Committee discusses and takes decisions on:

- Economic Development, Skills and Culture
- Business growth and economic strategy
- Arts development and projects
- Theatres. Museums, galleries etc
- City and community events
- Employment policy and programmes
- Adult education and Skills
- Enterprise, employment and digital skills
- Adult skills policy and programmes

Meetings are chaired by Councillor Martin Smith.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk . 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 Policy Committee meetings and recording is allowed under the direction of the Chair. Please see the Council's webpage or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Policy 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 on the agenda.

Meetings of the Policy Committee have to be held as physical meetings. If you would like to attend the meeting, please report to an Attendant in the Foyer at the Town Hall where you will be directed to the meeting room. However, it would be appreciated if you could register to attend, in advance of the meeting, by emailing committee@sheffield.gov.uk, as this will assist with the management of attendance at the meeting. The meeting rooms in the Town Hall have a limited capacity. We are unable to guarantee entrance to the meeting room for observers, as priority will be given to registered speakers and those that have registered to attend.

Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the website.

If you wish to attend a meeting and ask a question or present a petition, you must submit the question/petition in writing by 9.00 a.m. at least 2 clear working days in advance of the date of the meeting, by email to the following address: committee@sheffield.gov.uk.

In order to ensure safe access and to protect all attendees, you will be recommended to wear a face covering (unless you have an exemption) at all times within the venue. Please do not attend the meeting if you have COVID-19 symptoms. It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting.

If you require any further information please email committee@sheffield.gov.uk.

FACILITIES

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.

ECONOMIC DEVELOPMENT AND SKILLS POLICY COMMITTEE AGENDA
8 NOVEMBER 2023

Order of Business

Welcome and Housekeeping

The Chair to welcome attendees to the meeting and outline basic housekeeping and fire safety arrangements.

1. Apologies for Absence

2. Exclusion of Press and Public
To identify items where resolutions may be moved to exclude the press and public

3. Declarations of Interest (Pages 7 - 10)
Members to declare any interests they have in the business to be considered at the meeting

4. Minutes of Previous Meeting (Pages 11 - 18)
To approve the minutes of the last meeting of the Committee held on 13th September, 2023.

5. Public Questions and Petitions
To receive any questions or petitions from members of the public.

(NOTE: There is a time limit of up to 30 minutes for the above item of business. In accordance with the arrangements published on the Council's website, questions/petitions at the meeting are required to be submitted in writing, to committee@sheffield.gov.uk, by 9.00 a.m. on Monday 6th November 2023).

6. Members' Questions
To receive any questions from Members of the committee on issues which are not already the subject of an item of business on the Committee agenda – Council Procedure Rule 16.8.

(NOTE: a period of up to 10 minutes shall be allocated for Members' supplementary questions).

7. Work Programme (Pages 19 - 32)
Report of the Director of Policy and Democratic Engagement

NOTE: The next meeting of Economic Development and Skills Policy Committee will be held on Wednesday 20 December 2023 at 2.00 pm

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its Policy Committees, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest** (DPI) relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.

- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

  *The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –

  - under which goods or services are to be provided or works are to be executed; and
  - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

- Any tenancy where (to your knowledge) –
  - the landlord is your council or authority; and
  - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

  (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and

  (b) either -
  - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
  - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or

- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Standards Committee in relation to a request for dispensation.

Further advice can be obtained from David Hollis, General Counsel by emailing david.hollis@sheffield.gov.uk.

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SHEFFIELD CITY COUNCIL

Economic Development and Skills Policy Committee

Meeting held 13 September 2023

PRESENT: Councillors Minesh Parekh (Vice-Chair, in the Chair), Henry Nottage (Group Spokesperson), Kurtis Crossland, Brian Holmshaw, Abdul Khayum, Barbara Masters, Peter Price, Laura Moynahan and Robert Reiss (Substitute Member)

1. APOLOGIES FOR ABSENCE

1.1 An apology for absence was received from Councillor Martin Smith. The Vice-Chair, Councillor Minesh Parekh was in the Chair.

2. EXCLUSION OF PRESS AND PUBLIC

2.1 It was noted that the appendix to item 11 on the agenda was not available to the public or press because it contained exempt information. If Members wished to discuss the information in the appendix, the Committee would ask the members of the public and press to kindly leave for that part of the meeting and the webcast would be paused.

3. DECLARATIONS OF INTEREST

3.1 Councillor Henry Nottage declared an interest in item 11 as he was the owner of a business in that area.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of the meetings of the Committee held on 15th June, 2023 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 The Policy Committee received one question from a member of the public. The member of the public did not ask their question in person, a written response would be provided.

6. MEMBERS' QUESTIONS

6.1 A schedule of questions to the Chair, submitted in accordance with Council Procedure Rule 16, and which contained written answers, was circulated. Supplementary questions, under the provisions of Council Procedure Rule 16.4, were asked and were answered by the Chair.

7. WORK PROGRAMME

7.1 The Principal Democratic Services Officer presented the Work Programme.

7.2 The Director of Economy, Skills and Culture drew the committee's attention to an item had been referred from Council regarding a fairer green economy for Sheffield which asked the Economic Development and Skills Policy Committee to consider working with partners, including its Diverse Business Advisory Board and the Chamber of Commerce, on how to further support small businesses to address climate impacts.

7.3 A member requested that green upskilling be added to the work programme and The Director of Economy, Skills and Culture agreed to provide an update before March 2024.

7.4 **RESOLVED UNANIMOUSLY** that, having considered if they required any further additions or adjustments:-

1. the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1 and the referral from Full Council relating to support for small businesses on addressing climate impacts;

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8. 2023/24 Q1 BUDGET MONITORING

8.1 The committee considered a report from the Director of Finance and Commercial Services that brought them up to date with the Council's outturn position for Q1 2023/24 General Fund revenue position.

8.2 A question was asked regarding the financial support to the museums and whether it was across all of them or only applicable to some. The Director of Finance and Commercial Services agreed to provide a written response.

8.3 **RESOLVED UNANIMOUSLY:** That the Economic Development and Skills Policy Committee note the updated information and management actions provided by this report on the Q1 2023/24 Revenue Budget Outturn as described in this report.

8.4 **Reasons for Decision**

8.4.1 To record formally changes to the Revenue Budget.

8.5 **Alternatives Considered and Rejected**

8.5.1 The Council is required to both set a balance budget and to ensure that in-year income and expenditure are balanced. No other alternatives were considered.

9. SHARED PROSPERITY FUND APPLICATION (VISITOR ECONOMY AND CULTURE) YEARS 2 & 3

9.1 The committee considered a report seeking approval of the commissioning strategy in order to operationalise the programme of activity required to further build Sheffield's reputation as a distinctive and diverse cultural destination, subject to the Shared Prosperity Fund (SPF) funding being confirmed by South Yorkshire Mayoral Combined Authority (SY MCA).

9.2 **RESOLVED UNANIMOUSLY:** That Economic Development and Skills Policy Committee:-

Approve the commissioning strategy for up to £538,105, as outlined in this report and to operationalise the programme of activity detailed below, subject to the SPF funding being confirmed by SY MCA to:

- Support international and community elements of 3 strategic events - £60K (Year 2)
- Augmented Reality Look Up Project- £20K (Year 2)
- Brand campaign and content creation - £100K (Years 2 & 3)
- Media event and hosting- £20K (Years 2)
- Support Staff - £116k (Years 2 & 3)
- Cultural Events Programme - £191k (Year 3)
- Accessibility information linked to visitor economy/cultural provision - £30k (Year 3)

9.3 **Reasons for Decision**

9.3.1 Shared Prosperity Fund years 2 & 3 funding provides a valuable opportunity to channel welcome additional resources into culture and city marketing, to give benefits to the visitor economy, wellbeing, cohesion and city reputation.

9.3.2 The proposed activities set out above are based on tried and tested methodologies including the previous Arts Council England-funded Cultural Destinations programme 2016-18 (Lush Spectra, Strong Language, Mausoleum of the Giants) and learning from the year 1 SPF. We want to embed innovative and diverse cultural activity and city promotion into the city's calendar, and SPF years 2 & 3 will allow this to happen at transformative scale.

9.4 **Alternatives Considered and Rejected**

9.4.1 **Alternative option 1 – SPF funding only applied to city marketing**.
SPF years 2 & 3 funding could be applied just to city marketing, without a culture strand being supported. However, this would mean that an opportunity to help support the sector, grow the city's reputation, give reasons to visit and engage with wider audiences would be missed.

9.4.2 **Alternative option 2 – Not applying for further funding.**
We could choose not to apply for Arts Council Place Partnerships funding, using SPF Year 3 as match. However, this would mean losing out on the potential to grow our resources for the city and arts sector and will mean that activity can take place during a second year, if successful.

10. ECONOMIC RECOVERY FUND - ROUND 2 UPDATE REPORT

10.1 The committee considered a report of the Executive Director, City Futures providing an overview of progress to deliver the second round of the Economic Recovery Fund (ERF) now that the application and scoring phases are complete. The report lists the outcomes of the scoring process for all applications and provides information about the geographical spread and make-up of the areas that applied for funding. The report marks the point at which ERF moves from the application and scoring phases into the contracting phase, which will enable successful projects to start delivering improvements and activities in their areas.

10.2 **RESOLVED UNANIMOUSLY:** That the Economic Development and Skills Policy Committee;

1. Note that Finance Committee have been asked (at their meeting on 11 September 2023) to approve the allocation of funding to areas offered over £50,000 (up to £200,000) and, subject to due diligence and other checks being undertaken to the satisfaction of the Director of Economic Development, Culture and Skills, for SCC to enter into a funding agreement with an appropriate lead organisation for each of the areas listed in the table below:

Project Area	**Funding Offer (final figures TBC)**
Crookes	£90,000
Darnall	£100,000
Harborough Avenue	£70,000
Heeley & Newfield Greens	£100,000
London Road	£142,355
Northern Avenue	£66,818
Spital Hill	£74,470
Westfield	£71,456
Woodhouse	£70,000

2. Note the areas listed in the table below have been allocated funding of up to £50,000 subject to due diligence and other checks being satisfied:

Project Area	**Funding Offer (final figures TBC)**
Abbeydale	£37,682
Banner Cross	£36,198
Broomhill	£40,250
Chapeltown	£49,644
Ecclesfield	£38,857
Firth Park	£39,932
Greenhill	£50,000
Hackenthorpe	£49,573
Hillsborough	£46,022
Infirmary Road	£32,116

Lowedges	£37,321
Middlewood	£48,971
Stannington	£49,962
Walkley	£35,052

10.3 **Reasons for Decision**

10.3.1 The report updated the Committee on the progress of this project, which the Committee approved on 19th October 2022. This update marked a key milestone in the project cycle, at the transition from application and scoring to contracting and onwards to delivery. The Committee would be kept updated as the project continued to develop.

10.4 **Alternatives Considered and Rejected**

Programme

10.4.1 As noted, a range of options for delivering ERF2 were considered over summer and autumn 2022. Several alternative ways of delivering the second round of funding were considered as part of this process and proposals were made in relation to changing and improving the second round of funding. These were approved by the EDSP Committee at its meeting on 19th October 2022. This approach has subsequently been enacted so the proposals here are the outcome of an agreed process

Outcomes

10.4.2 Because the Fund was oversubscribed, Steering Group had to look at ways of managing that and ensuring funding offers were within the available budget and made in a fair way (as described in appendix 1).

10.4.3 Alternatives to that included the following, but the agreed approach was felt by the Steering Group to be a balanced, individualised and fair way of dealing with the budget pressure that took into account the specific elements within each project and strengths and weaknesses. It was felt that any blanket measures would cut across these nuances and lead to outcomes unreflective of their scoring judgements.

Alternative	**Rationale**	**Why rejected**
Making a blanket cut to all projects that passed scoring	To reduce the overall funding ask to keep within the budget	Projects had different strengths and weaknesses and this tactic felt unfair and arbitrary to the Steering Group
Raising threshold at which projects would	To reduce the number of projects that would	Project that passed scoring not receiving

have passed	receive funding	funding – Steering Group wanted to maximise the number of areas that could benefit from the Fund
To remove specific types of activity from all budgets	To reduce the overall funding ask and limit specific activity	This would have potentially been applied unequally across projects, depending on whether they had included the activity in their proposals or not

11. TRAMLINES FESTIVAL UPDATE REPORT

11.1.1 The committee considered a report by the Executive Director of City Futures providing a briefing to the Economic Development and Skills Policy Committee regarding the Tramlines Festival. This included the issues encountered in 2023 at Hillsborough Park, a summary of the debrief and learnings so far from Tramlines 2023 and confirmation of arrangements for Tramlines 2024.

11.1.2 A member asked a question about a recent article in The Guardian that discussed fees paid to a local authority for a festival of a comparable size. They asked if the Council agreed that the fee paid by Tramlines secured best value for the people of Sheffield. The Director of Parks, Leisure and Libraries offered to provide a response in writing.

11.1.3 Members discussed the impact of the event on the local community, the contribution it makes to the economy, the need to learn lessons from this year's event, the free fringe events available during the festival and the work needed to win back the confidence of local residents.

11.2 **RESOLVED UNANIMOUSLY:** That Economic Development and Skills Policy Committee:-

1. Note the contents of the report.
2. Note that further updates and decisions (where required) on events and the Tramlines Festival will be taken to the appropriate Committee as required.

12. LIFELONG LEARNING & SKILLS OFSTED UPDATE REPORT

12.1.1 The committee considered a report of the Director of Children's Services that highlighted the positive outcome of the recent OFSTED inspection of the Lifelong Learning and Skills Service which took place in May 2023.

12.1.2 Lifelong Learning and Skills delivers the following provision to learners in Sheffield:

- Study Programme provision to young people with complex additional needs (High Needs) through Sheaf Training (aged 16-24)

- Family, Adult and Community Education through FACES
- Apprenticeship Provision

12.1.3 The report was published on 23 August 2023 and OFSTED determined that Lifelong Learning and Skills was a Good service overall with some Outstanding areas. The findings across the seven areas that were subject to inspection were as follows:

The Quality of Education: Good
Behaviour and Attitudes: Outstanding
Personal Development: Good
Leadership and Management: Good
Adult Learning Programmes: Outstanding
Apprenticeships: Good
Provision for Learners with High Needs: Outstanding

This was the first time that the Council's Lifelong Learning and Skills provision had achieved outstanding areas within an OFSTED inspection, and the Council was proud of this achievement and what it meant for the people of Sheffield who Sheffield City Council supported.

12.2 **RESOLVED UNANIMOUSLY:** That the Economic Development and Skills Policy Committee;

1. Note the report, which was provided for information purposes.
2. Thanks and congratulate everyone involved, including the learners.

13. CULTURE STRATEGY DEVELOPMENT UPDATE REPORT

13.1.1 The committee considered a report of the Executive Director, City Futures setting out the progress towards the full city Culture Strategy; work on resubmitting to two of the funds listed; and the imminent establishment of a Cultural Pipeline Fund.

13.1.2 In the September 2022 'Strategic Approach to Culture' report, the following were proposed as part of a new emphasis on culture in Sheffield:

- Formally adopt the Sheffield Culture Collective Strategy on behalf of Sheffield City Council as an interim, while SCC works with partners to develop a full city Culture Strategy.
- Note the submission of three Expressions of Interest to the Create Growth Fund; Cultural Development Fund 3; and Place Partnership Fund.
- Support in principle the creation of a Cultural Feasibility Fund through external funding sources such as SYMCA.

13.2 **RESOLVED UNANIMOUSLY**: that the Economic Development and

Skills Policy Committee note the progress made in:

- developing a new Culture Strategy for Sheffield
- resubmitting bids for Create Growth and the Place Partnership Fund
- Setting up a Cultural Pipeline Fund, resourced through South Yorkshire
- Mayoral Combined Authority's Feasibility Fund.

Report to Economic Development and Skills Policy Committee

8th November 2023

Report of: James Henderson, Director of Policy and Democratic Engagement

Subject: Committee Work Programme – Economic Development and Skills

Author of Report: Amanda Clayton, Principal Democratic Services Officer

Summary:

The Committee's Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. This aims to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee.

Any changes since the Committee's last meeting, including any new items, have been made in consultation with the Chair, and the document is always considered at the regular pre-meetings to which all Group Spokespersons are invited.

The following potential sources of new items are included in this report, where applicable:

- Questions and petitions from the public, including those referred from Council
- References from Council or other committees (statements formally sent for this committee's attention)
- A list of issues, each with a short summary, which have been identified by the Committee or officers as potential items but which have not yet been scheduled (See Appendix 1)

The Work Programme will remain a live document and will be brought to each Committee meeting.

Recommendations:

1. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
2. That consideration be given to the further additions or adjustments to the work programme presented at Part 2 of Appendix 1;
3. That Members give consideration to any further issues to be explored by officers for inclusion in Part 2 of Appendix 1 of the next work programme report, for potential addition to the work programme; and

Background Papers: None

Category of Report: Open

COMMITTEE WORK PROGRAMME

1.0 Prioritisation

1.1 For practical reasons this committee has a limited amount of time each year in which to conduct its formal business. The Committee will need to prioritise firmly in order that formal meetings are used primarily for business requiring formal decisions, or which for other reasons it is felt must be conducted in a formal setting.

1.2 In order to ensure that prioritisation is effectively done, on the basis of evidence and informed advice, Members should usually avoid adding items to the work programme which do not already appear:

- In the draft work programme in Appendix 1 due to the discretion of the chair; or
- within the body of this report accompanied by a suitable amount of information.

2.0 References from Council or other Committees

2.1 Any references sent to this Committee by Council, including any public questions, petitions and motions, or other committees since the last meeting are listed here, with commentary and a proposed course of action, as appropriate:

Issue	Investing in Renewable Energy Projects
Referred from	Council, 4th October 2023
Details	That the Economic Development and Skills Policy Committee gives consideration to every opportunity for investing in renewable energy projects on Council land and buildings to generate energy and income.
Commentary/ Action Proposed	It is proposed that an overarching Climate Statement, including a series of specific committee statements will be submitted to the December Strategy and Resources Policy Committee for approval. Informal work is ongoing with each Committee to develop these. The sections in respect of each Policy Committee will set out what each Policy Committee will commit

	to undertake to take climate action – reduce emissions and adapt to a changing climate. The sections for each Committee will include a direct reference to the issues raised in this motion. In addition, officers are exploring how we can commission a specific renewable energy scoping strategy, that will then provide recommendations on the actions that the Council (and each committee) will need to take to deliver this.

3.0 Member engagement, learning and policy development outside of Committee

3.1 Subject to the capacity and availability of councillors and officers, there are a range of ways in which Members can explore subjects, monitor information and develop their ideas about forthcoming decisions outside of formal meetings. Appendix 2 is an example 'menu' of some of the ways this could be done. It is entirely appropriate that member development, exploration and policy development should in many cases take place in a private setting, to allow members to learn and formulate a position in a neutral space before bringing the issue into the public domain at a formal meeting.

3.2 Training & Skills Development - Induction programme for this committee.

Title	Description & Format	Date

Appendix 1 – Work Programme

Part 1: Proposed additions and amendments to the work programme since the last meeting:

Item	Proposed Date	Note
NEW		
AMENDMENTS		
Mid-Year Performance Review	20th December 2023	Moved from November 2023

Part 2: List of other potential items not yet included in the work programme

Issues that have recently been identified by the Committee, its Chair or officers as potential items but have not yet been added to the proposed work programme. If a Councillor raises an idea in a meeting and the committee agrees under recommendation 3 that this should be explored, it will appear either in the work programme or in this section of the report at the committee's next meeting, at the discretion of the Chair.

Topic	
Description	
Lead Officer/s	
Item suggested by	
Type of item	
Prior member engagement/ development required *(with reference to options in Appendix 2)*	
Public Participation/ Engagement approach*(with reference to toolkit in Appendix 3)*	

Lead Officer Commentary/Proposed Action(s)	

Part 3: Agenda Items for Forthcoming Meetings

Meeting 3	**8th November 2023**	Time 2pm				
Topic	**Description**	**Lead Officer/s**	**Type of item** • *Decision* • *Referral to decision-maker* • *Pre-decision (policy development)* • *Post-decision (service performance/ monitoring)*	*(re: decisions)* **Prior member engagement/ development required** *(with reference to options in Appendix 1)*	*(re: decisions)* **Public Participation/ Engagement approach** *(with reference to toolkit in Appendix 2)*	**Final decision-maker (& date)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Destination Management Plan	Presentation on the final draft of the destination Management Plan	Emma France	Decision	EDS Member workshop to be held prior	Full private sector consultation has taken place.	This Committee
Briefing on Marketing Sheffield	Overview of current and future key projects ld by Marketing Sheffield to promote the city as a destination to visit, study, work and live.	Di Buckley/Emma France	Briefing			This Cttee
Events Programme	• Major Strategic Events Commissioning • Doc fest 3 Year Agreement	Diana Buckley / Emma France / Gary Clifton / Lisa Firth				EDS / CPL / Finance TBC

	• World Snooker Agreement					
Economic Development & Skills Budget Report: options for 2024/25 budget		Di Buckley	Update			This committee
Standing items	• *Public Questions/ Petitions* • *Work Programme* • *[any other committee-specific standing items eg finance or service monitoring]*					

Meeting 4	**20th December 2023**	Time 2pm				
Topic	**Description**	**Lead Officer/s**	**Type of item** • *Decision* • *Referral to decision-maker*	*(re: decisions)* **Prior member engagement/ development required**	*(re: decisions)* **Public Participation/ Engagement approach**	**Final decision-maker (& date)** • This Cttee

			• *Pre-decision (policy development)* • *Post-decision (service performance/ monitoring)*	*(with reference to options in Appendix 1)*	*(with reference to toolkit in Appendix 2)*	• Another Cttee (eg S&R) • Full Council • Officer
2023/24 Q2 Budget Monitoring		Jane Wilby	Decision			This committee
Mid-year Performance Update	To understand what areas the committee requires performance information on to aid the effective function of the committee.	Lorna Jackson	Update			This committee
Standing items	• *Public Questions/ Petitions* • *Work Programme* • *[any other committee-specific standing items eg finance or service monitoring]*					

Meeting 5	**21st February 2024**	Time 2pm				
Topic	**Description**	**Lead Officer/s**	**Type of item** • *Decision* • *Referral to decision-maker* • *Pre-decision (policy development)*	*(re: decisions)* **Prior member engagement/ development required** *(with reference to options in Appendix 1)*	*(re: decisions)* **Public Participation/ Engagement approach** *(with reference to toolkit in Appendix 2)*	**Final decision-maker (& date)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer

			• *Post-decision (service performance/ monitoring)*			
Employment & Skills Strategy Update	On Wednesday 15 March 2023, the Economic Development and Skills Policy Committee tasked the Sheffield Employment & Skills Advisory Board (SESAB) with developing a renewed Employment & Skills Strategy for Sheffield.	Laura Hayfield	Update	A Member Task & Finish group has supported the development of the strategy providing updates to the wider Committee	The commissioned consultant has engaged with a variety of stakeholders in developing the draft strategy, including SESAB partners and wider stakeholders (including providers, delivery staff and residents). The consultant has also drawn upon desk-based research undertaken by South Yorkshire Mayoral Combined Authority in the course of developing a regional skills strategy, insight from the Local Skills Improvement Plan	This committee

					and wider policy steer.	
Culture Strategy	On 7th September 2022, the Economic Development and Skills Committee formally adopted the Sheffield Culture Collective Strategy as an interim cultural strategy for the city. The Culture Collective Strategy provides an initial strategic framework to provide direction and clarity, which we know is something which external funders expect. However, especially in the light of Covid recovery, Sheffield's Race Equality Commission recommendations and climate emergency, there is a need to refresh, update and co-create the strategy into a city document through wide consultation with the arts sector, communities and partners including the Culture Collective, Culture Consortium, and SYMCA.	Rebecca Maddox	Decision	EDS Members have been supporting the development of the new Culture Strategy since September 2022, with an update at their meeting in March 2023.	There will be significant consultation, participation and engagement as part of the strategy development.	This committee

	The September 2022 report proposed that SCC '**adopts the Sheffield Culture Collective Strategy to provide direction and clarity, as an interim before working with partners to create a city Culture Strategy, co-created with the sector and Sheffield's communities.'**					
Standing items	• *Public Questions/ Petitions* • *Work Programme* • *[any other committee-specific standing items eg finance or service monitoring]*					

Meeting 6	**20th March 2024**	Time 2pm				
Topic	**Description**	**Lead Officer/s**	**Type of item** • *Decision* • *Referral to decision-maker* • *Pre-decision (policy development)* • *Post-decision (service*	*(re: decisions)* **Prior member engagement/ development required** *(with reference to options in Appendix 1)*	*(re: decisions)* **Public Participation/ Engagement approach** *(with reference to toolkit in Appendix 2)*	**Final decision-maker (& date)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer

			performance/ monitoring)			
2023/24 Q3 Budget Monitoring		Jane Wilby	Decision			This committee
Standing items	• *Public Questions/ Petitions* • *Work Programme* • *[any other committee-specific standing items eg finance or service monitoring]*					
Items which the committee have agreed to add to an agenda, but for which no date is yet set.						
Topic	**Description**	**Lead Officer/s**	**Type of item** • *Decision* • *Referral to decision-maker* • *Pre-decision (policy development)* • *Post-decision (service performance/ monitoring)*	*(re: decisions)* **Prior member engagement/ development required** *(with reference to options in Appendix 1)*	*(re: decisions)* **Public Participation/ Engagement approach** *(with reference to toolkit in Appendix 2)*	**Final decision-maker (& date)** • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
LGBTQ Quarter	In discussion with Committee Members a session to be planned on the approach to Night Time Economy, potentially joint with TRC Committee	Diana Buckley/ Will Stewart				TBC

Appendix 2 – Menu of options for member engagement, learning and development prior to formal Committee consideration

Members should give early consideration to the degree of pre-work needed before an item appears on a formal agenda.

All agenda items will anyway be supported by the following:

- Discussion well in advance as part of the work programme item at Pre-agenda meetings. These take place in advance of each formal meeting, before the agenda is published and they consider the full work programme, not just the immediate forthcoming meeting. They include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers
- Discussion and, where required, briefing by officers at pre-committee meetings in advance of each formal meeting, after the agenda is published. These include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers.
- Work Programming items on each formal agenda, as part of an annual and ongoing work programming exercise
- Full officer report on a public agenda, with time for a public discussion in committee
- Officer meetings with Chair & VC as representatives of the committee, to consider addition to the draft work programme, and later to inform the overall development of the issue and report, for the committee's consideration.

The following are examples of some of the optional ways in which the committee may wish to ensure that they are sufficiently engaged and informed prior to taking a public decision on a matter. In all cases the presumption is that these will take place in private, however some meetings could happen in public or eg be reported to the public committee at a later date.

These options are presented in approximately ascending order of the amount of resources needed to deliver them. Members must prioritise carefully, in consultation with officers, which items require what degree of involvement and information in advance of committee meetings, in order that this can be delivered within the officer capacity available.

The majority of items cannot be subject to the more involved options on this list, for reasons of officer capacity.

- Written briefing for the committee or all members (email)
- All-member newsletter (email)
- Requests for information from specific outside bodies etc.
- All-committee briefings (private or, in exceptional cases, in-committee)
- All-member briefing (virtual meeting)
- Facilitated policy development workshop (potential to invite external experts / public, see appendix 2)
- Site visits (including to services of the council)
- Task and Finish group (one at a time, one per cttee)

Furthermore, a range of public participation and engagement options are available to inform Councillors, see appendix 3.

Appendix 3 – Public engagement and participation toolkit

Public Engagement Toolkit

On 23 March 2022 Full Council agreed the following:

A toolkit to be developed for each committee to use when considering its 'menu of options' for ensuring the voice of the public has been central to their policy development work. Building on the developing advice from communities and Involve, committees should make sure they have a clear purpose for engagement; actively support diverse communities to engage; match methods to the audience and use a range of methods; build on what's worked and existing intelligence (SCC and elsewhere); and be very clear to participants on the impact that engagement will have.

The list below builds on the experiences of Scrutiny Committees and latterly the Transitional Committees and will continue to develop. The toolkit includes (but is not be limited to):

a. Public calls for evidence
b. Issue-focused workshops with attendees from multiple backgrounds (sometimes known as 'hackathons') led by committees
c. Creative use of online engagement channels
d. Working with VCF networks (eg including the Sheffield Equality Partnership) to seek views of communities
e. Co-design events on specific challenges or to support policy development
f. Citizens assembly style activities
g. Stakeholder reference groups (standing or one-off)
h. Committee / small group visits to services
i. Formal and informal discussion groups
j. Facilitated communities of interest around each committee (eg a mailing list of self-identified stakeholders and interested parties with regular information about forthcoming decisions and requests for contributions or volunteers for temporary co-option)
k. Facility for medium-term or issue-by-issue co-option from outside the Council onto Committees or Task and Finish Groups. Co-optees of this sort at Policy Committees would be non-voting.

This public engagement toolkit is intended to be a quick 'how-to' guide for Members and officers to use when undertaking participatory activity through committees.

It will provide an overview of the options available, including the above list, and cover:

- How to focus on purpose and who we are trying to reach
- When to use and when not to use different methods
- How to plan well and be clear to citizens what impact their voice will have
- How to manage costs, timescales, scale.

There is an expectation that Members and Officers will be giving strong consideration to the public participation and engagement options for each item on a committee's work programme, with reference to the above list a-k.

Report to Policy Committee

Author/Lead Officer of Report: **Emma France**

Tel: **0114 273 4125**

Report of:	*Kate Martin, Executive Director, City Futures*
Report to:	*Economic Development & Skills Committee*
Date of Decision:	*08/11/23*
Subject:	*Adoption of Destination Management Plan (DMP) for Sheffield*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	x	No	
If YES, what EIA reference number has it been given? tbc				
Has appropriate consultation taken place?	Yes	x	No	
Has a Climate Impact Assessment (CIA) been undertaken?	Yes		No	x
Does the report contain confidential or exempt information?	Yes		No	x
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				

Purpose of Report:

To gain committee approval for Sheffield City Council to adopt the Sheffield Destination Management Plan (with Marketing Sheffield as lead) as the official framework to continue growth around Sheffield's visitor economy and perceptions of place.

Adopting an agreed Destination Management Plan (DMP) will

- Provide an official framework around which we will develop strategic partnerships and cohesive planning to continue growth around the city's visitor economy and positive perceptions of place.
- Provide a framework to inform all future decisions around the visitor economy (and those that may impact on the visitor economy)
- Allow Marketing Sheffield to retrospectively meet the criteria for Local Visitor Economy Partnership status with Visit Britain/ Visit England
- Ensure Sheffield has its own robust plan to dovetail into the South Yorkshire Destination Management Plan (being led by the South Yorkshire Local Visitor Economy Partnership LVEP and SYMCA)
- Act as a springboard for increased stakeholder engagement in our visitor economy plans.

- Enable us to take longer-term decisions around the future of the visitor economy.
- Inform other key strategies and plans such as the culture strategy and the Major Events Plan and the two-way relationships between those strategies and the visitor economy.
- The DMP will provide a detailed 5 year plan with review points to extend actions into the longer 10 year plan.

Recommendations:

That the Economic Development and Skills Committee

- adopts the Destination Management Plan for Sheffield (to be led by Marketing Sheffield) as the framework to inform decisions within the lifetime of the DMP around the visitor economy (and those that may impact on the visitor economy)

Background Papers:

1. *Final Destination Management Plan (DMP) for Sheffield*
2. *Appendix 1 STEAM research infographic*
3. *Appendix 2 List of consultee organisations for the Destination Management Plan*

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Natalia Govorukhina
		Legal: Rita Collins
		Equalities & Consultation: Ed Sexton
		Climate: Kathryn Warrington
	Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.	

2	**EMT member who approved submission:**	Kate Martin
3	**Committee Chair consulted:**	Cllr Martin Smith
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Diana Buckley Emma France	**Job Title:** Director – Economy, Skills and Culture Service Manager – Marketing Sheffield
	Date: 301023	

1. PROPOSAL

The council has completed a full and final draft of Sheffield's Destination Management Plan (DMP) it is therefore proposed that the Sheffield Destination Management Plan (with Marketing Sheffield as lead) is adopted as the official framework to continue growth around Sheffield's visitor economy and perceptions of place.

1.1 Background

Sheffield's current destination management plan (DMP) is out of date.

A DMP is a condition of our successful South Yorkshire Local Visitor Economy Partnership (SYLVEP) accreditation with Visit England (at EDS Committee on 15th June 2023 it was agreed to submit an application to VisitEngland for accreditation of a South Yorkshire Local Visitor Economy Partnership (SYLVEP) which was subsequently successful (with Sheffield City Council as the accountable body) and was conditional of a DMP being in place.

A DMP is a shared statement of intent to manage a destination over a stated period of time. It articulates the roles of the different stakeholders and identifies clear actions that they will take and the apportionment of resources.

Crucially, destination management includes the planning, development and marketing of a destination, as well as how it is managed physically, financially, operationally and in other ways.

A DMP can cover all the fundamental aspects of destination management, including: Tourism performance and impacts, working structures and communication, overall appeal and appearance, access, infrastructure and visitor services, destination image, branding and promotion (marketing), product mix – development needs and opportunities.

Typically, a DMP sets a strategic direction for the destination over a period of at least five years. It contains prioritised actions within an annual rolling programme and identifies stakeholders responsible for their delivery.

Sheffield needs a DMP to act as blueprint for future proposals and to secure accreditation for the SYLVEP.

A Destination Management Plan for the whole of South Yorkshire (to encompass the geographical spread of the South Yorkshire Local Visitor Economy Partnership) is being commissioned via SYMCA, this will reference and complement Sheffield's DMP and will be the lead plan for the work of the SYLVEP. The local Sheffield DMP focusses on wider, stand-alone opportunities as well as being drawn to the commonalities and shared business support opportunities which will be identified in the wider SY plan.

1.2 The visitor economy is hugely important to Sheffield and is at a crucial point in its development.

Sheffield's DMP will be the framework around which the council will develop strategic partnerships and cohesive planning to continue growth around the city's visitor economy and positive perceptions of place.

Sheffield is at a crucial point in its development as a visitor destination. The last few years have seen enormous change – the Covid pandemic, Brexit, cost of living and inflation. We are emerging strongly from it - our brave decision to host the 2022 Women's Euros raised our profile across the continent, our city centre is experiencing transformational levels of investment, and we have been, with other South Yorkshire authorities, accredited as a Local Visitor Economy Partnership (LVEP) by VisitEngland.

Sheffield's visitor economy already makes a valuable contribution to the success and prosperity of the wider economy. In 2022, Sheffield attracted

15.8 million leisure and business tourism visits. In total, £1.35 billion was estimated to have been generated directly and indirectly within Sheffield's economy through visitor and tourism business expenditure. This activity and expenditure supported 13,285 full-time equivalent ('FTE') jobs in Sheffield.

In order to recover and grow the visitor economy, the council will need to be holistic in our approach and effectively co-ordinate all the players that have a role. We need to build upon the good work that is being delivered, find ways to address the gaps, and effectively pool resources to grow the profile of Sheffield and the value of visitors to our great city.

This Destination Management Plan (DMP) provides a galvanising framework and the opportunity to build a better and more productive visitor economy sector for Sheffield.

Other key strategies in development influence and impact Sheffield's visitor economy e.g. Sheffield's Culture Strategy, our Major Events Plan and our Brand Development Plan. Having a DMP will provide a framework to inform all future decisions around the visitor economy.

As the local Destination Management Organisation ('DMO') and now the accountable body/key partner for the SYLVEP, Marketing Sheffield plays a key role in supporting the visitor economy and leads the development of the DMP. A Destination Management Organisation is the lead body for the marketing and management of a destination. Marketing Sheffield is part of Sheffield City Council's City Futures portfolio. Its tourism-related activities include place management, product development, branding and campaigns and commissioning/bidding for conferences and events.

3.3 Sheffield's DMP: Key findings, Aims and Objectives

The DMP identified some key findings:

- We have considerable **strengths**: our programme of sport, music, media, conference, theatre and University related events; our venues; our compact visitor friendly city centre and the range of things we can offer; our proximity to the Peak District; and the expertise and partners we have across (and beyond) the city.

- We have a number of **challenges**; a lack of a sizeable purpose built (or dedicated) conference facilities; the lack of a high profile attraction with national status and our profile as a short break destination; the available resources we have for developing the visitor economy. Our partnerships and co-ordination are improving but could still be better.

- Looking forward, we have a number of exciting **opportunities**; our distinct and diverse areas and neighbourhoods with a strong independent offer; the potential for further development of the National Videogame Museum and Graves Gallery; our major city centre developments like the Castlegate and Heart of the City developments; our conference Ambassador Programme; developing strategic partnerships and collaborations e.g. within the South Yorkshire LVEP, our major institutions (like the Universities) and our stakeholders and businesses.

This Destination Management Plan has two primary aims:

1. To use the visitor economy to continue to develop Sheffield's brand and image and enhance our appeal to a range of audiences.
2. To drive overnight business to the city – focusing particularly on our shoulder months when our occupancies and rates could be improved.

A third (underlying) aim is to:

3. Enhance the quality of life and social value of the visitor economy for residents of Sheffield.

This will be achieved through the delivery of five objectives:

Objective 1: Diversify and strengthen our events programme;
Objective 2: Grow our conference market;
Objective 3: Develop our city breaks offer
Objective 4: Develop a world class, competitive product;
Objective 5: Manage our visitor economy effectively.

2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 With an agreed Destination Management Plan, Sheffield will be in a better position to grow the volume and value of visitors to Sheffield, whilst also supporting added benefit in South Yorkshire.

A successful visitor economy directly contributes to the strategic goals identified in SCC's delivery plan for economic growth:

- Tackling inequalities and supporting people through the cost-of-living crisis: Sheffielders live in a city where inequality and discrimination are actively challenged, respect and diversity are valued and we strive to make our economy and our city work better for everyone
- Clean economic growth: Sheffield seizes on the opportunity for clean, sustainable and inclusive growth and supports an innovative and creative city economy with thriving businesses and good jobs

Furthermore, development of the visitor economy supports the priorities of the Business Recovery Plan as it:

- Stimulates demand in the local economy
- Stimulates investment in culture to help rebuild confidence and visitor numbers

It provides a framework for Sheffield to look to a revised long-term structure and funding arrangements for visitor destination management and marketing to build on the great work already done.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 There has been an extensive private sector consultation in developing the DMP where c.50 businesses/organisations in the sector have been consulted and interviewed. Appendix 2 gives a summary of these organisations.

This includes a wide range of both public sector, private sector, 3rd sector and agencies who are engaged in the visitor economy agenda including Universities, key organisations in the culture sector, Sheffield Chamber of Commerce, and individual hospitality businesses as well as venues and service providers who make up the visitor economy ‘product’.

A large number of SCC officers have also been involved in the consultation beyond the Marketing Sheffield team to include officers working in regeneration, culture, climate change, parks and leisure and transport.

A workshop for the Chair and Vice Chair of EDS Committee took place on 5th October and an early draft of the DMP was brought to EDS committee earlier in the year as part of decisions around the South Yorkshire Local Visitor Economy Partnership (LVEP) application. A workshop for the wider EDS committee members took place on 26th October 2023

The Marketing Sheffield team have also recently undergone some specific consultation with those involved in the development of the Major Events plan and the Culture Strategy to ensure all strategies are ‘talking’ to each other.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 Decisions need to consider the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010.

This is the duty to have due regard to the need to:

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

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

An Equality Impact Assessment has been carried out and highlights that the work of Marketing Sheffield promotes the city as a diverse and inclusive destination. It also brings additional campaign opportunities to work with services such as 'AccessAble Sheffield' to identify Sheffield as an accessible destination.

4.2 Financial and Commercial Implications

4.2.1 Any financial implications of this decision would have to be managed within existing City Futures service revenue budgets if other funding has not been secured.

By adopting the plan Sheffield CC are not committing to any financial obligations identified in the Action Plan, and activities will only be delivered if funding has been secured or it can be managed within existing City Futures revenue budgets and not leading to an overspend.

Officer time from within existing duties has been used to complete the process. Some of the Objectives are already focal points for the work of the Marketing Sheffield team (and in some cases other SCC teams e.g., Business Sheffield or Major Events).

In order to fulfil the aims and objectives of the Destination Management Plan in the longer term, City Futures services will explore new models for funding and private sector engagement including developing a commercial growth plan, and any financial implications for Sheffield CC would have to be approved by the Policy Committee.

A strong Major Events Plan will be needed to enable us to deliver against the events- led objectives of the DMP and a strong Cultural Strategy and the associated resources to deliver on these plans. We can use it to develop and bid for funding, and to strengthen Sheffield's relationship with SYMCA (and the SY DMP) and with VisitBritain/VisitEngland.

4.3 Legal Implications

There is no legal requirement to have a Destination Management Plan. However the Authority has the power under section 144 of the Local Government Act 1972 to promote tourism and encourage visitors and this step would fall within that power. SCC has a requirement to meet the criteria for the LVEP collaboration agreement with Visit Britain/ Visit England – the DMP is a condition of this agreement.

4.4 Climate Implications

4.4.1 Whilst this specific decision does not have any direct climate implications it does present some opportunities to enable us to embed some key impacts on the city's Visitor Economy. We will access and promote Visit Britain's Sustainable Business and Net Zero Toolkit, Training and Advice hub. This will allow us to align to the national strategies and complement localised campaigns. This will include us focussing on key categories including Transport - encouraging visitor economy businesses to promote active travel options to customers; Economy - supporting our local green economy, encouraging venues and attractions to promote their green credentials; Influence – promoting Net Zero guidance with partners/venues; Resources – food & drink impacts as specific issues for events and at visitor attractions. We will continue to develop Sheffield relationship with the GDS- an international body which works with cities (using the GDS-Index) to measure and benchmark the sustainability performance of tourism destinations, to drive innovation and regeneration of the tourism industry. Sheffield participated in the GDS Index for the first time in 2023 through a Core Cities partnership with Visit England.

4.5 Other Implications

The DMP is a framework. In operationalising the aims of the DMP, SCC will need to ensure alignment to the emerging cultural and events strategies, so the 3 strategies are interlinked.

Events are a key objective for growth in the Destination management plan. The co-dependency of the DMP and the cultural strategy is critical. As these other strategies emerge, we must ensure we take the opportunity in the foundational phase to expressly and intentionally do that active alignment.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 Sheffield City Council could choose not to adopt a longer-term destination management plan which would likely result in our LVEP accreditation being rescinded due to the lack of a wider south yorkshire destination management plan. Sheffield would then lose its seat at the table within the new national framework. Sheffield will not be included in the national agenda for tourism impacting both national and domestic marketing opportunities. This would have a detrimental impact on working across the South Yorkshire geographical area leaving the region with no interface with Visit England.

5.2 Sheffield City Council could choose not to adopt a longer-term Destination Management Plan and deliver short term campaign style activity. This would likely stifle the opportunities for growth in the visitor economy through lack of a clear vision. It would reduce the likelihood of significant private sector engagement through what could be perceived as a lack of ambition or credibility. Other key strategies would suffer without a holistic view of how Sheffield can grow its visitor economy.

6. Reasons for Recommendations

- It provides an official framework around which we will develop strategic partnerships and cohesive planning to continue growth around the city's visitor economy and positive perceptions of place.
- It provides a framework to inform all future decisions around the visitor economy (and those that may impact on the visitor economy)
- It provides a plan to inform some of the council's other plans in this space eg culture, events and city brand.
- It allows Marketing Sheffield to retrospectively meet the criteria for Local Visitor Economy Partnership status with Visit Britain
- It ensures Sheffield has its own robust plan to dovetail into the South Yorkshire Destination Management Plan (being led by the SYLVEP and SYMCA)
- It acts as a springboard for increased stakeholder engagement in our visitor economy plans.
- It enables us to take longer term decisions around the future of the visitor economy.
- It is another step towards assessing future needs within the current Marketing Sheffield structure (and addressing the financial and capacity challenges)

Sheffield

STEAM Tourism Economic Impacts
2022 Year in Review
Summary

The Visitor Economy of Sheffield

This is a summary of the annual tourism economic impact research undertaken for Sheffield for the calendar year 2022. Outputs in this report have been generated using STEAM, the tourism specific economic impact model, owned and operated by Global Tourism Solutions (UK) Ltd.

COVID-19 Pandemic	**Some STEAM outputs for 2022 remain below the level of usual economic outputs for the area, due to the residual effects of the COVID-19 pandemic on business and consumer activity. Comparisons have been made to show performance levels against a pre-COVID-19 baselines.**

2022

15.8 million Tourism Visits to Sheffield in 2022

1.7 million visits were made by visitors **staying within the City area** as part of a holiday or short break, generating **3.8 million nights** in local accommodation

17.9 million Visitor Days and Nights generated by Visitors in 2022

On average, visitors **staying in Sheffield** spend **2.3** nights in the area and spend a total of **£82 million** on local accommodation

14.1 million tourism visits made by **Day Visitors** in 2022

Day Visits to Sheffield generated **£1.1 Billion** for the local economy in 2022

In total, **staying visitors** generate a **total economic impact** of **£272 million** for local businesses and communities

Visitor activity and spend supports more than **13,285 full time equivalent jobs** locally

A total of **£1.35 Billion** was generated directly and indirectly within the local economy through visitor and tourism business expenditure

Trends 2019-2022

Economic Impact -1.2%

Visitor Numbers -11.9%

Total Visitor Days and Nights -10.8%

2022

Visitor Types

Staying Visitors encompass all tourists staying overnight for at least one night in one of the following types of accommodation:

- **Serviced Accommodation** - including Hotels, Guest Houses, B&Bs, Inns
- **Non-Serviced Accommodation** – including Self-Catering properties such as Houses, Cottages, Chalets and Flats, as well as Camping and Caravanning, Hostels and University / College accommodation
- **Staying with Friends and Relatives (SFR)** – unpaid overnight accommodation with local residents

Day Visitors visiting the area on a non-routine and non-regular leisure day trip from a home or holiday base

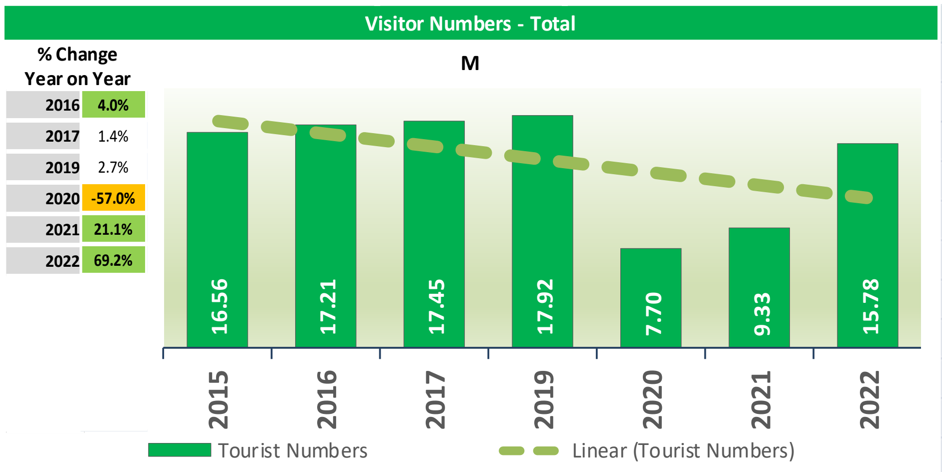
Staying Visitors
10.7% of Visits

Day Visitors
89.3% of Visits

Total Visitor Numbers
15.78m

Visitor Numbers

There were an estimated 15.78m tourism visits to Sheffield in 2022. Between 2015 and 2019, however, the city had seen the total number of visits by rise by 8.2% to a pre-covid total of 17.92m.



In 2022, 1.69 visitors stayed in some sort of accommodation within the city. This sector as a whole saw a significant increase (47.8%) compared to 2021, this continues the strong recovery we saw last year, and is now only -5.9% below pre-covid 2019 figures. Serviced accommodation rose by 46.7% over the last year and is now hovering at -9.2% below pre-covid levels. Although small, the non-serviced accommodation sector continues a rapid recovery, gaining 84.9% last year, and is already 59.4% above pre-covid figures.

While Sheffield's staying visitor numbers are approaching or have surpassed pre-covid levels, the day visitor sector is still lagging slightly behind, as it is in other areas of the country. Despite growing by 72.2% in 2022, it is still -12.6% below pre-covid levels.

Key Figures: Visitor Numbers 2022

Visitor Numbers		Serviced	Non-Serviced	SFR	All Staying Visitors	Day Visitors	All Visitors
2022 (Millions)	**M**	**0.790**	**0.047**	**0.856**	**1.693**	**14.091**	**15.784**
2019 (Millions)	M	0.870	0.030	0.900	1.799	16.122	17.921
Change 19/22 (%)	**%**	**-9.2**	**+59.4**	**-4.8**	**-5.9**	**-12.6**	**-11.9**
Share of Total (%)	%	5.0	0.3	5.4	10.7	89.3	100.0

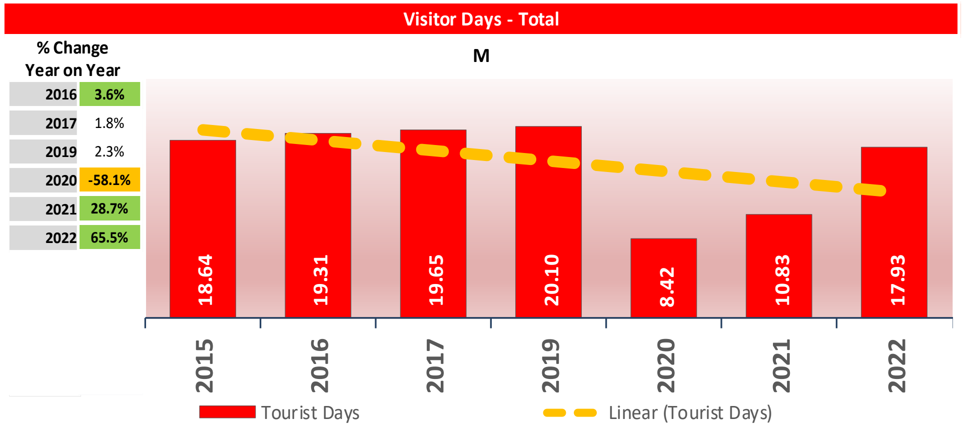
Total Visitor Days

17.93m

Visitor Days

Visitors spent an estimated 17.93m days in Sheffield during 2022. This comprises the volume of day visits and the total number of days and nights spent by staying visitors. For example, if a family of five stay three nights, they will not only account for five visitors, but also fifteen visitor days. On average, staying visits to Sheffield generate 2.3 days in the city.

Total staying visitors accounted for 3.84m visitor days in 2022, an increase of 44.7% on 2021 and they are now just -3.6% below pre-covid 2019 figures. The serviced accommodation sector saw a 39.2% increase when compared to 2021, and is now just -8.8% below pre-covid figures reported in 2019. The non-serviced sector has also recovered to above pre-covid levels with a substantial increase of 84.2% compared to 2021, and is now sitting at 58.5% above 2019 pre-covid levels, evidencing a strong recovery for this small sector. While staying visitor numbers are close to recovery, day visitor numbers are still in the process. While they have increased year-on-year since 2019, and by 72.2% since 2021, they are still lagging -12.6% behind pre-covid day visitor numbers, a general pattern seen throughout the UK.



Key Figures: Visitor Days 2022

Visitor Days		Serviced	Non-Serviced	SFR	All Staying Visitors	Day Visitors	All Visitors
2022 (Millions)	**M**	**1.578**	**0.207**	**2.052**	**3.836**	**14.091**	**17.928**
2019 (Millions)	M	1.730	0.131	2.117	3.978	16.122	20.099
Change 19/22 (%)	**%**	**-8.8**	**+58.5**	**-3.1**	**-3.6**	**-12.6**	**-10.8**
Share of Total (%)	%	8.8	1.2	11.4	21.4	78.6	100.0

Average Length of Stay for Different Visitor Types: 2022

Day Visitors	All Visitors	Serviced Accommodation	Staying with Friends/Relatives	All Staying Visitors	Non-Serviced Accommodation
1.0	1.1	2.0	2.4	2.3	4.4

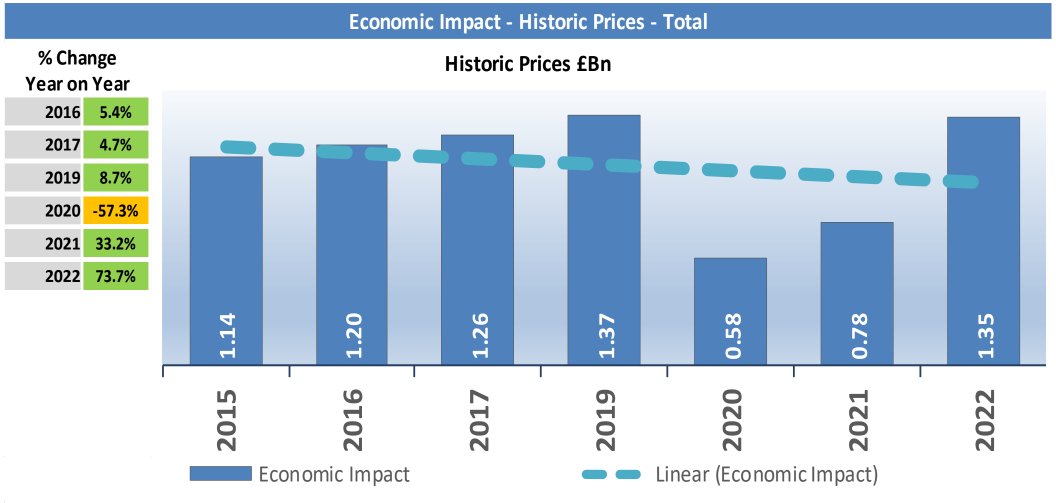
Total Economic Impact

£1.35bn

Economic Impact

The value of tourism activity in Sheffield was estimated to be £1.35bn in 2022 (a substantial increase of 73.7% on the previous year). In comparison, the city's visitor economy was worth £1.37bn in 2019, so the economic impact of tourism is just fractionally below (-1.2%) pre-covid levels for the first time since the pandemic affected tourism activity.

The total *direct* economic impact comprises the expenditure of visitors on goods and services, totalling £906m. Further to this, indirect and induced economic effects of local businesses and residents spending tourism revenues locally, were estimated to account for a further £444m, together totalling £1.35bn. The largest visitor spending sector was Shopping (£376m), followed by Food and Drink (£244m), Transport (£128m), Accommodation (£82m), and Recreation (£77m). In 2022, the city's day visitor market accounted for 79.9% of the value of tourism activity (£1.08bn), just -1.9% below pre-covid economic activity. Meanwhile, the staying visitor market accounted for the remaining 20.1% of economic value (£272m) and as such is just above pre-covid levels by 1.7%, with the small non-serviced sector almost double 2019 levels at +94.4%, influenced by a substantial increase in accommodation provision.



Accommodation:	Payments for overnight stays in accommodation, such as room rates, pitch fees and hire charges for non-serviced accommodation
Recreation:	Covering expenditure on a wide range of leisure activities such as museum, event, concert / theatre and attractions attendance as well as sports participation and spectating.
Transport:	Expenditure within the destination on travel, including fuel and public transport tickets
Food and Drink:	Spend on eating and drinking at restaurants, cafes and other venues, takeaway food, snacks and groceries
Shopping:	What visitors spend on items including clothing / jewellery, household items, music / films / games, gifts and smaller items, books and maps, plants and garden items
Indirect:	The expenditure by local tourism businesses within the local supply chain

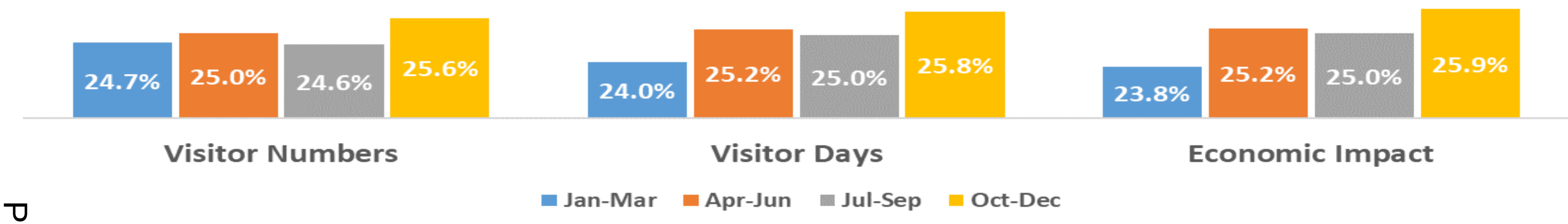
Key Figures: Economic Impact 2022

Economic Impact		Serviced	Non-Serviced	SFR	All Staying Visitors	Day Visitors	All Visitors
2022 (£ Billions)	**£Bn**	**0.198**	**0.015**	**0.059**	**0.272**	**1.079**	**1.350**
2019 (£ Billions)	£Bn	0.205	0.008	0.055	0.267	1.099	1.366
Change 19/22 (%)	**%**	**-3.6**	**+94.4**	**+8.8**	**+1.7**	**-1.9**	**-1.2**
Share of Total (%)	%	14.6	1.1	4.4	20.1	79.9	100.0

Average Economic Impact Generated by Each Type of Visitor: 2022

Economic Impact	Serviced	Non-Serviced	SFR	All Staying Visitors	Day Visitors	All Visitors
Economic Impact per Day	**£ 118.50**	**£ 57.60**	**£ 25.81**	**£ 67.16**	**£ 68.19**	**£ 67.98**
Economic Impact per Visit	£ 235.58	£ 255.01	£ 60.75	£ 148.48	£ 68.19	£ 76.25

Seasonal Distribution of Key Visitor Metrics: 2022



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Total FTEs Supported

13,285

Employment Supported by Tourism

The expenditure and activity of visitors to Sheffield supported a total of 13,285 Full-Time Equivalent jobs (FTEs) in 2022; an increase of 63.5% on the year before, but still -11.9% down on 2019 pre-covid levels.

Total employment includes the jobs generated by the expenditure of visitors on goods and services, totalling 9,347 FTEs, and the *indirect* and *induced* employment supported through local businesses and residents spending tourism revenues locally, accounting for a further 3,938 FTEs. The shopping and food and drink sectors are the largest employment sectors supported by tourism activity, accounting for an estimated 3,918 and 2,795 FTEs respectively.

Employment Supported by Tourism: Full-Time Equivalents (FTEs) by Type 2022

Employment Supported by Sector 2022	Direct Visitor Employment						Indirect and Induced	Total
	Accommodation	Food & Drink	Recreation	Shopping	Transport	Total Direct		
Totals	917	2,795	1,063	3,918	654	9,347	3,938	13,285

STEAM Comparative Headlines: 2019 and 2022 Covid Recovery

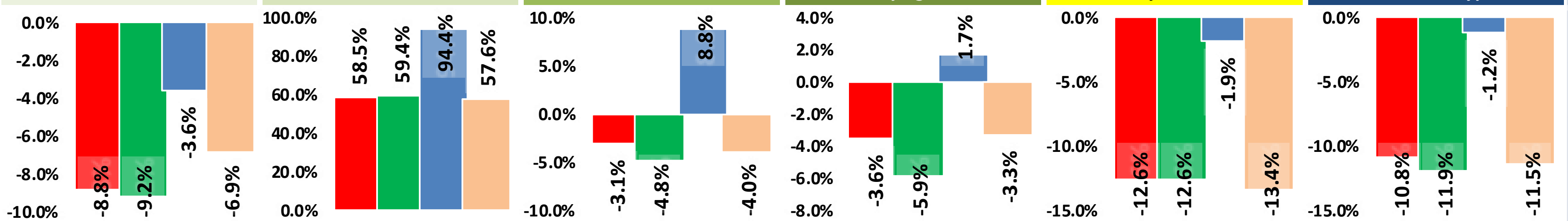
STEAM REPORT FOR 2015-2022 - FINAL SHEFFIELD	Comparing 2022 and 2019 All £'s Historic Prices	COMPARATIVE HEADLINES

KEY PERFORMANCE INDICATORS BY TYPE OF VISITOR - COMPARING 2022 & 2019 - IN HISTORIC PRICES

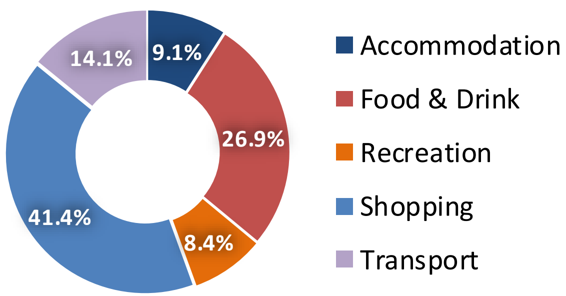
KEY		Staying in Paid Accommodation															
An increase of 3% or more		Serviced			Non-Serviced			Staying with Friends and Relatives (SFR)			All Staying Visitors			Day Visitors			All Visitor Types
Less than 3% change																	
A Fall of 3% or more		2022	2019	+/- %	2022	2019	+/- %	2022	2019	+/- %	2022	2019	+/- %	2022	2019	+/- %	2022 / 2019 / +/- %
Visitor Days	M	1.578	1.730	-8.8%	0.207	0.131	58.5%	2.052	2.117	-3.1%	3.836	3.978	-3.6%	14.09	16.12	-12.6%	17.93 / 20.10 / -10.8%
Visitor Numbers	M	0.790	0.870	-9.2%	0.047	0.030	59.4%	0.856	0.900	-4.8%	1.693	1.799	-5.9%	14.09	16.12	-12.6%	15.78 / 17.92 / -11.9%
Direct Expenditure	£Bn																0.906 / 0.917 / -1.1%
Economic Impact	£Bn	0.198	0.205	-3.6%	0.015	0.008	94.4%	0.059	0.055	8.8%	0.272	0.267	1.7%	1.079	1.099	-1.9%	1.350 / 1.366 / -1.2%
Direct Employment	FTEs	1,404	1,508	-6.9%	148	94	57.6%	424	442	-4.0%	1,977	2,044	-3.3%	7,370	8,513	-13.4%	9,347 / 10,556 / -11.5%
Total Employment	FTEs																13,285 / 15,076 / -11.9%

PERCENTAGE CHANGE BY VISITOR TYPE AND PERFORMANCE MEASURE - COMPARING 2022 & 2019 - IN HISTORIC PRICES

KEY
- Visitor Days
- Visitor Numbers
- Total Economic Impact
- Direct Employment

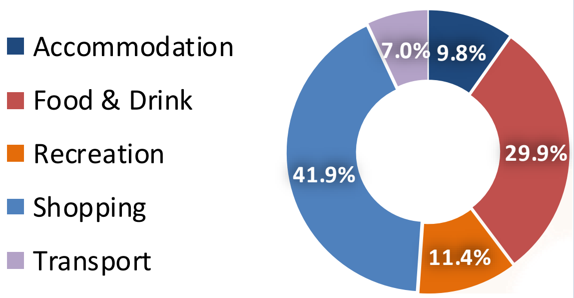


Sectoral Distribution of Economic Impact - £Bn including VAT in Historic Prices / **Sectoral Distribution of Employment - FTEs**



Direct Expenditure Categories

2022	2019	+/- %	Sectors	2022	2019	+/- %
0.082	0.086	-4.1%	Accommodation	917	924	-0.8%
0.244	0.246	-0.8%	Food & Drink	2,795	3,193	-12.5%
0.077	0.076	0.2%	Recreation	1,063	1,202	-11.5%
0.376	0.380	-1.1%	Shopping	3,918	4,492	-12.8%
0.128	0.129	-0.6%	Transport	654	745	-12.3%
0.906	**0.917**	-1.1%	TOTAL DIRECT	**9,347**	**10,556**	-11.5%
0.444	0.450	-1.3%	Indirect	3,938	4,520	-12.9%
1.350	**1.366**	-1.2%	TOTAL	**13,285**	**15,076**	-11.9%



Direct Employment Categories

STEAM Comparative Headlines: 2021 and 2022

STEAM REPORT FOR 2015-2022 - FINAL SHEFFIELD	Comparing 2022 and 2021 All £'s Historic Prices	COMPARATIVE HEADLINES

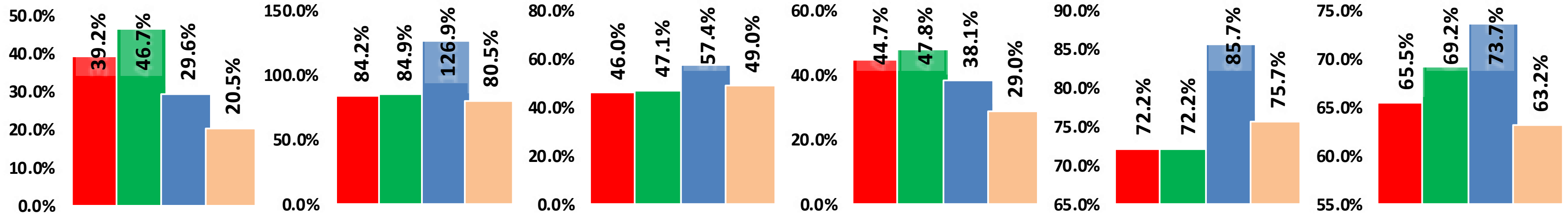
KEY PERFORMANCE INDICATORS BY TYPE OF VISITOR - COMPARING 2022 & 2021 - IN HISTORIC PRICES

KEY
An increase of 3% or more
Less than 3% change
A Fall of 3% or more

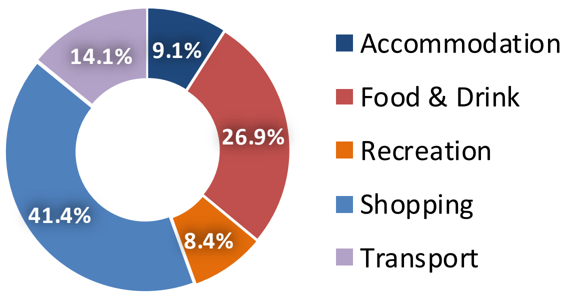
		Staying in Paid Accommodation						Staying with Friends and Relatives (SFR)			All Staying Visitors			Day Visitors			All Visitor Types		
		Serviced			Non-Serviced														
		2022	2021	+/- %	2022	2021	+/- %	2022	2021	+/- %	2022	2021	+/- %	2022	2021	+/- %	2022	2021	+/- %
Visitor Days	M	1.578	1.134	39.2%	0.207	0.112	84.2%	2.052	1.406	46.0%	3.836	2.652	44.7%	14.09	8.182	72.2%	17.93	10.83	65.5%
Visitor Numbers	M	0.790	0.538	46.7%	0.047	0.025	84.9%	0.856	0.582	47.1%	1.693	1.146	47.8%	14.09	8.182	72.2%	15.78	9.328	69.2%
Direct Expenditure	£Bn																0.906	0.522	73.8%
Economic Impact	£Bn	0.198	0.153	29.6%	0.015	0.006	126.9%	0.059	0.038	57.4%	0.272	0.197	38.1%	1.079	0.581	85.7%	1.350	0.778	73.7%
Direct Employment	FTEs	1,404	1,166	20.5%	148	82	80.5%	424	285	49.0%	1,977	1,533	29.0%	7,370	4,195	75.7%	9,347	5,728	63.2%
Total Employment	FTEs																13,285	8,127	63.5%

PERCENTAGE CHANGE BY VISITOR TYPE AND PERFORMANCE MEASURE - COMPARING 2022 & 2021 - IN HISTORIC PRICES

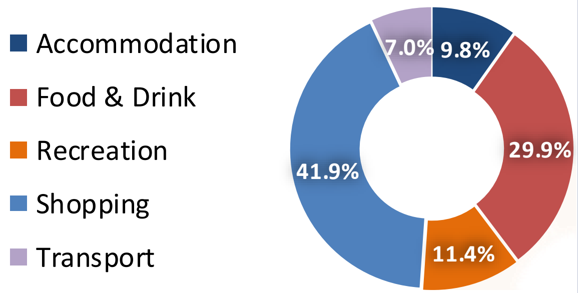
KEY
Visitor Days
Visitor Numbers
Total Economic Impact
Direct Employment



Sectors	Sectoral Distribution of Economic Impact - £Bn including VAT in Historic Prices 2022	2021	+/- %	Sectoral Distribution of Employment - FTEs 2022	2021	+/- %
Accommodation	0.082	0.067	21.9%	917	809	13.3%
Food & Drink	0.244	0.136	80.2%	2,795	1,639	70.5%
Recreation	0.077	0.044	75.9%	1,063	639	66.4%
Shopping	0.376	0.205	83.1%	3,918	2,262	73.2%
Transport	0.128	0.070	82.4%	654	379	72.6%
TOTAL DIRECT	0.906	0.522	73.8%	9,347	5,728	63.2%
Indirect	0.444	0.256	73.5%	3,938	2,400	64.1%
TOTAL	1.350	0.778	73.7%	13,285	8,127	63.5%



Direct Expenditure Categories



Direct Employment Categories

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Consultees (personal information removed)

	Organisation/Business/sector represented
1	Vine Hotels – Leisure focus
2 3	Hotels sector – Crowne Plaza- mixed business Mercure – flagship city centre
4 4	Museums Sheffield
5	Hospitality Sector venues including Public, Picture House Social, Pearl
6	Cutlery Works
7	Sheffield Theatres
8 9	University of Sheffield
10	Sheffield Hallam University
11	Sheffield City Trust
12 13	Venues – Unicus (University of Sheffield); Cutlers Hall
14	Sheffield Cathedral
15 16	Sheffield Culture Consortium *(see also Rebecca Maddox for culture)*
17	DC Outdoors – Experience Provider - range of outdoor activity experiences (see also Jon Dallow for The Outdoor City)
1	Get Together Festival
2	No Bounds Festival
3	Music in the Round
4	Warp Films
5	Tramlines Music Festival
6	02 Academy
7 8	The Leadmill

	Organisation/Business/sector represented
	EDS Committee Chair, Vice Chair
1	Sheffield City Council - Business Sheffield Business Advisors
2	Sheffield City Council Culture Business Development
3 4	Sheffield City Council – Major Events Sheffield City Council - Parks, Leisure & Environment
5	Sheffield City Council Investment & Climate Change
6	Sheffield City Council (Woodlands specifically engaged with The Outdoor City)
7	South Yorkshire Mayoral Combined Authority (SYMCA)
8	Doncaster MBC
9	Barnsley MBC
10	Rotherham MBC
11	Sheffield Property Association
13 14	Visit England Visit England

	Organisation/Business/sector represented
1	SCC Strategic Transport & Infrastructure
3	Meadowhall
4	Culture Collective
5	Sheffield Chamber of Commerce & Industry
6	National Emergency Services Museum
7 8	National Video Game Museum
9	Andro & Eve
10	African Heritage Forum

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Sheffield Destination Management Plan 2023 - 2028

Table of Contents

Executive Summary

Introduction

Sheffield is at a crucial point in its development as a visitor destination. The last few years have seen enormous change – the Covid pandemic, Brexit, cost of living, inflation and an increasingly diverse population. We are emerging strongly from it - our brave decision to host the 2022 Women's Euros raised our profile across the continent, our city centre is experiencing transformational levels of investment, and we have been, with other South Yorkshire authorities, accredited as a Local Visitor Economy Partnership (LVEP) by VisitEngland. Sheffield is on the up.

In 2019, there were an estimated 18 million visitors to Sheffield who spent £1.36 bn. This supported over 15,000 Full Time Job equivalents (FTEs). Our 2022 levels remained slightly below this. To recover and continue to grow the visitor economy, we will need to be holistic in our approach and effectively co-ordinate all the players that have a role. We need to build upon the good work that is being delivered, find ways to address the gaps, and effectively pool resources, growing the profile of Sheffield and the value of visitors to our great city.

This Destination Management Plan (DMP) provides a galvanising framework and the opportunity to build a better and more productive visitor economy sector for Sheffield. The emerging cultural strategy, heritage development, and major events plan will align with the DMP. A joined up approach, with cross cutting interdependencies, will further determine the value of the sector.

Our Visitor Economy

We have considerable **strengths**: our programme of sport, music, media, conference, theatre and University related events; our venues; our compact visitor friendly city centre and the range of things we can offer through the culture (in the widest sense) of our city; our proximity to the Peak District; and the expertise, diverse communities and partners we have across (and beyond) the city.

However, we have a number of perceived and real **challenges**; a lack of a sizeable purpose built (or dedicated) conference facility; the lack of a high profile attraction with national status and our profile as a short break destination; the available resources we have for developing the visitor economy. Our partnerships and co-ordination are improving but could still be better.

Looking forward, we have a number of exciting **opportunities**; our distinct and diverse areas and neighbourhoods with a strong independent offer; the potential for further development of existing attractions including the National Videogame Museum and Graves Gallery; our major city centre developments like the Castlegate and Heart of the City developments; our conference Ambassador Programme; developing strategic partnerships and collaborations e.g. within the South Yorkshire LVEP, our major institutions (like the Universities) and our stakeholders and businesses.

Our Strategy

Our Vision

Our 10-year vision is to sustainably grow the visitor economy in Sheffield; to deliver increased business levels and yield for our stakeholders, transforming people's perceptions of our richly diverse city.

We will further develop our events programme – continuing to attract premier events and conferences to Sheffield but also develop our own vibrant programme of distinctly Sheffield events, celebrating all our communities. We will strengthen our position as a leisure destination – building on our Outdoor City positioning and developing our distinctive offer – and work closely together to maximise our collective impacts.

Aims and Objectives

This Destination Management Plan has two primary **aims**:

- To use the visitor economy to continue to develop Sheffield's brand and image and enhance our appeal to a range of audiences; and to support the wider South Yorkshire DMP.
- To drive overnight business to the city – focusing particularly on our shoulder months when our occupancies and rates could be improved.

A third (underlying) aim is to:

- Enhance the quality of life and social value of the visitor economy for residents of Sheffield.

This will be achieved through the delivery of five **objectives**:

- Objective 1: Diversify and strengthen our events programme;
- Objective 2: Grow our conference market;
- Objective 3: Develop our city breaks offer;
- Objective 4: Develop a world class, competitive product;
- Objective 5: Manage our visitor economy effectively.

Strategic Drivers

Underpinning these aims and objectives, there are a number of strategic drivers. These include:

- **Sustainability –** Sustainability is an increasingly important part of our brand. It needs to be a fundamental part of the way we approach developing our visitor economy.

- **Partnerships** – the delivery of this plan will need to be undertaken in partnership with a range of public and private sector organisations – both tourism and non-tourism bodies, within Sheffield as well as with our partners in the wider South Yorkshire sub-region, reaching out nationally and internationally.
- **Resources** – at present, the resources to deliver an ambitious growth plan are not well enough developed or co-ordinated across our city. We need to collectively harness and use our existing resources more effectively and look to develop new resources to enable us to compete with other destinations, growing our visitor economy.
- **Accessibility, Inclusivity & Innovation–** We will seek to make our events, marketing, communications, and partnership working accessible to, and inclusive of, all our communities and stakeholders. We will also seek to better represent Sheffield's diversity across all programmes. Our ways of working will be kept under review and we will seek innovative ways of delivery.
- **Markets and Propositions -** We have many markets and different types of visitors. The core ones that we will proactively focus on: Sheffield Events (our regular events), 'Bid for' Events (utilising our brilliant venues), conferences, city breaks and our visiting friends and relatives market.
- **Sheffield Made** – there are fantastic activities, independent businesses, people, and creativity happening in Sheffield. These can and should add to our visitor offer. We need to celebrate and build on our diversity, our neighbourhoods, our culture, and music, linking these to our offer and brand, giving profile to all our cultures in the city.
- **Brand** – we will continue to use our Outdoor City positioning across all channels and markets, whilst recognising it has more relevance for some than others. For visitors we need to communicate the breadth of our offer – our culture, diversity, music, food as core propositions, with the Outdoor City adding value as our differentiator.

A Phased Approach

We need to be realistic. We cannot achieve everything we want to at once. This plan will be delivered and developed in three broad phases that reflect the reality of the challenges we face:

- **Phase 1: Foundations** (2023-2025). The plan will focus on continued recovery from the Covid-19 pandemic and cost of living issues, delivering our major city centre capital schemes, enhancing our partnerships (both in the city and in the wider South Yorkshire sub-region), relationships and co-ordination, and beginning to develop more sustainable funding and resources.
- **Phase 2: Development and Capacity** (2026-2027). We will consolidate our partnerships, deliver sustainable funding streams, enhance our delivery activities particularly in events and conferences, continue to develop our offer and look to maximise the opportunities of our re-developed city centre.
- **Phase 3: Growth** (2028-2031+). Towards the plan's end we will consolidate from the first two phases and begin to deliver real growth, especially our city breaks markets.

Objectives and Priorities for Action

Objective 1: Diversify and Strengthen our Events Programme

Events are fundamental to our visitor economy. We have an outstanding asset base for, and a strong track record of, hosting sports events. We have a strong cultural events and music offer which is mainly delivered by our entrepreneurial and diverse cultural sector.

Moving forward, we will look to build on this success by widening the partnership that we have to bid for events. We will focus on a more even balance of 'home grown' and 'bid for' events and a balance of different event types that enhance our brand and ongoing offer (sports, culture, media and gaming, and outdoors). This will require further investment in our own events programme; we will look to utilise monies from the UK Shared Prosperity Fund for this in the short term.

We will seek to maximise the opportunities for enhancing the visibility and social value of events both for participants/delegates/spectators but also our residents (and other wider audiences). We will define and deliver this in our planned city-wide events approach.

Objective 2: Grow our Conference Market

Our conference market is high spending, and it is one that we can reach and influence. It brings other benefits – in terms of profile, prestige, and potential inward investment.

Our conference bureau promotes our conference offer; our Ambassador Programme has been running for over 15 years and has been a success story. We will continue to develop and use it to bid for conferences and look to secure resource and investment to expand the scheme.

While we have a variety of venues, our larger capacity ones tend to be multi-functional and not always available for conferences. An additional venue with dedicated availability and capacity (with associated exhibition space) would strengthen our offer and provide an opportunity for the city to bid for larger conferences but its potential viability needs to be assessed.

Objective 3: Develop our City Breaks Offer

City breaks will be a key part of our market mix and there are opportunities to further develop our offer. The Sheffield experience is a real and authentic one – not a series of bland brands. We will build on the concept of Sheffield Made – making better use of our existing (and emerging) creative culture and talent. We will look to develop our neighbourhoods and distinct areas more into the wider city visitor offer.

We will continue to develop our exciting music and cultural scene, our heritage and outdoor offer for visitors, and position the city centre and Meadowhall as complementary offers – with different but valuable experiences.

Although for wider audiences, we lack a signature attraction and critical mass of daytime product, developing our major attractions is a long term aspiration for the city. The National Videogame Museum and Graves Gallery represent just two exciting opportunities.

We will develop more campaign related activity for City breaks and explore opportunities for joint marketing narratives, content and / or campaigns with our neighbouring South Yorkshire destinations.

Objective 4: Develop a World Class, Competitive Product

Our wider city offer is of huge importance – the hotels, bars, restaurants, retail all make a huge contribution to any visit. Sense of place, the urban realm, our welcome and transport and orientation are also key for all visitors – whether they are visiting for conferences, events, leisure, or to see friends / relatives.

We have a good and varied accommodation stock in the city centre but would benefit from a more diverse offer (particularly in terms of internationally recognised branded boutique hotels). New city centre capital, transport and public realm projects will help to transform our city centre, but we need to improve orientation, and sense of place for visitors exploring beyond the city centre.

Some of our event venues (such as the Utilita Arena and Ponds Forge) require significant capital investment to ensure they remain competitive in the future.

Objective 5: Manage our Visitor Economy Effectively

Our visitor economy involves many players in private, public and third sectors. Co-ordinating our activities and developing partnerships is a key priority and we seek to develop groups like a Sheffield Visitor Economy board, the South Yorkshire Local Visitor Economy Partnership, and a strong events partnership. A wider network that brings visitor economy players together is also needed to help improve networking, co-ordination, communication, and relationships. The emerging strategies and plans relating to culture, heritage and events will broaden the scope of the networks.

As a destination we are relatively poorly resourced compared to our competitors – this impacts on our ability to attract and develop events, conferences, and short breaks. We cannot realistically grow the visitor economy without additional investment. We need to develop more sustainable resources (potentially through a Visitor Levy, or Accommodation or Tourism BID or other mechanisms).

We also need to integrate the visitor economy more strongly into our business support and policy frameworks. In our broader city and economic planning, we need to 'think visitor' and understand the wider economic benefits it brings – embedding the needs of our visitors. Improving our intelligence and knowledge is also key to improving our destination management and to support our independent stakeholders with their plans.

Implementation

The Destination Management Plan does not sit in isolation, it links to a number of key strategies for the city. In particular the emerging Culture Strategy for Sheffield and the City Major Events Plan are both intrinsically linked to the DMP. As all three develop a co-dependency will emerge. Sheffield is always changing; feasibility studies have already been commissioned which may impact on what are identified in this plan as challenges.

We want to reinforce our 'Team Sheffield' approach which has recently worked well in the Brand partnership, our new website and campaigns with both Universities. We will establish a **Visitor Economy Board** (a partnership of the key agencies, businesses, and community stakeholders across Sheffield) and a **Visitor Economy Network** which will meet every six months.

To both oversee the management of our own events and select, bid for and secure external events we will establish a **Strategic Events Partnership**. Its role will be primarily strategic, commissioning events, identifying gaps in provision and ensuring the maximum economic and social impacts.

This Destination Management Plan is complemented by a three year action plan that outlines an exciting and aspirational programme. This is deliverable but will require both additional resources and strong partnership – core foundation elements of this plan.

1. Introduction

Sheffield is at a crucial point in its development as a visitor destination. The last few years have seen enormous change and uncertainty that have impacted (and continue to Impact) on our visitor economy – the Covid pandemic, Brexit, cost of living, inflation, and an increasingly diverse community. Yet we are emerging strongly. 'Sheffield' is our brand. There are some points of difference which create a distinctive experience of the city, such as our use of The Outdoor City. Sheffield's outdoor space is a key feature of the city, its proximity to our independent and cultural experiences is not replicated elsewhere. The Outdoor City cuts across many audiences, and differentiates, but is not the full definition, of Sheffield.

We are generating positive coverage with, for example, TimeOut magazine listing Sheffield in the top 20 city break destinations in Europe and Kelham Island as one of the 50 coolest neighbourhoods in the world. Our brave decision to host the Women's Euros paid great dividends and raised our profile across the continent. The Crucible's Olivier award winning production 'Standing at the Sky's Edge', about the Park Hill estate with songs by Richard Hawley, is transferring to the West End in 2024. Our city centre is experiencing transformational levels of investment which, whilst it has caused short term issues, will bring enormous lasting benefits: adding to our outstanding public spaces, improving connections, and returning parts of the city to life. Sheffield is on the up.

There are other positive changes. We are developing a new Cultural Strategy and are collaborating with local authorities in South Yorkshire, and the South Yorkshire Mayoral Combined Authority to develop opportunities that positively impact on the city, and, following the De Bois review, Marketing Sheffield (our Destination Management Organisation) has been, with other South Yorkshire authorities, accredited as a Local Visitor Economy Partnership (LVEP) by VisitEngland.

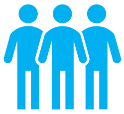
For tourism to continue to grow in this city, we will need to demonstrate strong collective partnership, mobilising around a shared vision with a realistic but stretching action plan, so that we can bring about the change and benefits we both need and want for Sheffield.

This requires us to be holistic in our approach – co-ordinating more effectively with all the players that have a role in our visitor economy. We need to build upon the good work that is being delivered, finding ways to address the gaps, and more effectively pool resources as we grow the profile of Sheffield and the value of visitors to our great city.

This Destination Management Plan (DMP) provides a galvanising framework and the opportunity to build a better and more productive visitor economy sector for Sheffield. The emerging cultural strategy, heritage development, and major events plan will align with the DMP. A joined-up approach, with cross cutting interdependencies, will further determine the value of the sector.

2. Current Situation

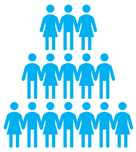
IMPACTS



Approximately 18 million visitors (2019)

1.8m staying visitors and 4m bednights

Visitors spend £1.36bn in the city.



Over 15,100 Full time Job Equivalents (FTEs) supported.

BENEFITS

Our visitor economy:

Enhances our image and profile not just as a place to visit but also as a place to move to, invest in, or study.

Supports a wide range of facilities that enhance the quality of life for our

Develop a sense of place and community pride amongst our residents.

Supports a range of businesses (from micro to muti-national); jobs with different skills and creates entry level employment.

2.1 The Impacts and Benefits of the Visitor Economy

Our visitors come in many guises. They could be someone coming because they have work, business or a meeting in Sheffield; an international academic coming for a conference; a football fan going to United or Wednesday; a family visiting a museum or gallery; someone visiting for a gig at the City Hall or Utilita Arena, or a competition at Ponds Forge; a shopper to Meadowhall; someone on a night out with friends, or parents visiting their student children.

These visitors impact on our city in many ways. By the same token, our city can impact on our visitors – from our image, ease of booking, transport links, parking, shopping, culture and museums, theatres and events, bars, hotels, street cleanliness, welcome etc. Visitors take these experiences away with them and share them with others - the positive, and the negative.

These visitors bring significant benefits to our city. In 2019 (the last 'normal' year), visitors generated an estimated £1.4bn of direct and indirect expenditure to the Sheffield economy. This supported a total of 15,100 Full time Job Equivalents (FTEs). Our 2022 figures show that the visitor economy is still recovering – while direct spend was down by just over 1%, visitor numbers were down by approximately 11% and the number of FTE's were down by nearly 12% on pre-Covid levels.

The Economic Impact of the Visitor Economy to Sheffield - 2019				
	Visits ('000)	Visitor Days ('000)	Spend[1](£m)	% totals spend
Overnight Visitors				
Serviced	870	1,730	205	15%
Non-serviced	30	131	8	1%
Staying with friends and relatives (SFR)	900	2,117	55	4%
Total	1,799	3,978	267	20%
Day Visitors	16,122	16,122	1,099	80%
All Visitors	17,921	20,099	1,366	

1. Direct and indirect/induced expenditure.

This expenditure spreads far and wide – from the city centre to our local high streets, and from direct spend on hospitality, retail, and entertainment, through the supply chain and - via the people employed in the sector - into numerous other areas. Because visitors bring new money into the city, the overall size of the local economy benefits and grows.

The visitor economy is not just about spend – it also:

- Enhances our image and profile – not just as a place to visit but also as a place to move to, work in, invest in, or study;

- Supports a range of businesses (from micro to muti-national), jobs with different skills and creates entry level employment;
- Develops a sense of place and pride among our communities and residents;
- Supports a wide range of facilities that enhance the quality of life for our residents. This can include shops and high streets, restaurants, galleries, theatres, attractions, walks and trails, events and festivals.

2.2 Our Offer

By the end of 2023, with three new hotels due on stream, we will have over 3,500 hotel bedrooms in the city. In addition, in 2022 it is estimated that we had a monthly average of just over 1,000 Airbnb lets comprising 680 whole units and 329 private rooms.

In terms of performance, occupancy in our hotels was similar in 2022 to other UK cities but our rates tended to be slightly below average. Positively, both occupancy and rates have recovered to pre-Covid levels.

The following table outlines a series of the primary potential experiences for Sheffield and its offer in each of these.

Experiences	Our Product
Business - including conferences	We have a range of venues – our universities, hotels, and a number of more unusual venues like the City Hall, Cutler's Hall, the Showroom Workstation, and Sheffield Cathedral.
Active - outdoor and fitness related activities	A differentiator for us as a city is the range of outdoor activities in and around the city (with part of the Peak District National Park in the city boundaries) – captured in our Outdoor City positioning. Climbing / bouldering is a particular strength with indoor and outdoor opportunities. Other activities include mountain biking, road biking, walking and water sports.
Performance and entertainment - includes visiting Sheffield for theatre, concert, show, or watching a sporting event	A real strength for Sheffield with a huge range of different type of venues including Sheffield City Trust facilities (Ponds Forge, English Institute of Sport (EIS), Sheffield City Hall, and the Utilita Arena), and Sheffield Theatres (notably the Crucible and Lyceum Theatres). We also have our sporting teams (including SUFC, SWFC, Sheffield Steelers & our two 'heritage' football teams of Sheffield FC and Hallam FC) and our music scene (with the Leadmill and other venues).
Events	We have a year-round events programme that caters for a variety of interests and audiences and includes Tramlines, World Snooker, DocFest, Off the Shelf, Cliffhanger, Sheffield

Experiences	**Our Product**
	Walking Festival, Festival of the Outdoors and Sheffield Food Festival. The programme will be developed to reflect Sheffield's many cultures.
Discovery and enrichment - our heritage and cultural attractions, stories, tours, and trails	We have a strong portfolio of museum and cultural attractions. These include those run by Sheffield Museums (e.g., Millennium Gallery, Graves Gallery, Kelham Island Museum) and Sheffield Theatres (Crucible, Lyceum and Playhouse) and the independents which include the National Videogame Museum and National Emergency Services Museum. The heritage sites and trails including football, street art, beer and Black Sheffield History add diversity to the range.
Universities – friends/family	Our universities are a major asset for the city – generating trips from students' parents and friends.
Social fun - fun trip with a group of friends or partner	We have Meadowhall for shopping and a huge range of restaurants, bars and pubs, and clubs and venues - some dispersed but some concentrated in particularly areas – e.g., Ecclesall Road and Sharrow Vale Road, Heeley, Kelham Island.
Surrounding destinations and product	Sheffield is brilliantly located. We are on the edge of the Peak District, which is readily accessible by bus / train with sightseeing and outdoor activities (see above). There are also a number of significant attractions in the surrounding area (e.g., Cannon Hall Museum, Park, Farm and Gardens, Wentworth Woodhouse, Yorkshire Wildlife Park and Magna Science Adventure Centre).

2.3 Current Delivery Arrangements

The visitor economy is complex and has many players invested in it to differing degrees.

Our lead visitor economy organisation (i.e., the Destination Management Organisation) is **Marketing Sheffield**. This is part of Sheffield City Council's Economic Development and Culture directorate. Marketing Sheffield has a remit wider than the visitor economy with responsibility for the broader development of Sheffield's place brand to a variety of audiences which we refer to as T**rade** (Business), **Talent** (attraction, retention, and development), and **Tourism** (business and leisure visitors).

In addition to its investment in Marketing Sheffield, the Council has an involvement and financial investment in other parts of the visitor economy. This includes:

- **Major Events Team** -The Council's in house team bids for, secures and manages major sporting events, organises/curates community events and provides a coordination (safety & licensing) service for event organisers.
- **Sheffield Theatres Trust** – which operates three theatres: the Crucible, the Lyceum, and the Tanya Moiseiwitsch Playhouse.
- **Sheffield Museums** - which operates six of Sheffield's galleries and museums including the Millennium Gallery, Abbeydale Industrial Hamlet, Graves Gallery, Kelham Island Museum, Shepherd Wheel Workshop and Weston Park Museum.
- **Sheffield City Trust** which operates a range of sport, leisure and entertainment venues including Ponds Forge, English Institute of Sports (EIS), IceSheffield, Sheffield City Hall, Utilita Arena and a number of leisure centres and golf courses.
- **Business Sheffield** – is the council's dedicated business support team. They work with numerous hospitality and related businesses and manage the Economic Recovery Fund (ERF) which supports groups of businesses in specific areas to improve their environment and trading potential.
- **Culture Business Development** - The support and coordination provided to the cultural sector through the council's Head of Culture Business Development and culture team.
- **Other Facilities** – The council directly manages the Winter Garden and Sheffield Botanical Garden.

Reflecting our product offer, our private sector is also complex and includes our hotels, attractions, tours, conference venues, bars and restaurants, cinemas, nightclubs and music venues, our high streets and retail, outdoor operators…. Some of these are wholly visitor focused, others are more on the periphery.

There are also several visitor economy related partnerships (or others representing multiple organisations) across the city – these include the Business Improvement District, the Hoteliers Association, the Chamber of Commerce, Sheffield Property Association, the Culture Consortium and Culture Collective. Beyond the city, there is regular visitor economy liaison with neighbouring South Yorkshire Authorities (Barnsley, Doncaster, and Rotherham) and with the Mayoral Combined Authority. We work with Visit Britain Visit England on national and international promotional activities, and development campaigns (like the Discover England Fund).

3. Strengths, Challenges and Opportunities

3.1 Our Strengths

As a destination, we have considerable strengths:

- Our year-round programme of events (in its widest sense) includes our sport, music (small and large), and media events, conferences, theatre, and University related (open days, graduation). These are a huge asset for the city and a key driver of overnight business – both weekday and weekend.

- Linked to this, our event venues for both sport and culture are a real strength and, in some cases, nationally unique.
- Our compact and visitor friendly city centre with a great range of public spaces, hotels, galleries, and restaurants. Our independent business sector – our restaurants, bars, retail – are a key part of our visitor offer.
- The range of things to do in (and beyond) the city – our outdoors, our free museums and galleries like the Millennium Gallery and Weston Park, and Meadowhall (one of the north's largest shopping centres) – and the ease of access to these.
- Our location – we have great road and rail links to the city with direct links to most of the UK's major conurbations making us accessible for short breaks and conferences. Public transport within the city (particularly our tram system) and beyond is good.
- Our proximity to the Peak District with a third of our city lying in the National Park.
- An experienced DMO team with good marketing collateral (e.g., Welcome to Sheffield website), an established conference bureau and Ambassador Programme, and wider expertise in the city on events organisation. Allied to these there is goodwill and positivity amongst stakeholders, a sense of momentum and improvement across key partners, and a growing profile as a city break destination.

3.2 Our Challenges

However, we do face a number of challenges:

- We lack a sizeable purpose built (or dedicated) conference facility which limits the events we can bid for. Some of our primary event venues need refurbishment and modernisation to move forward in the future.
- As a destination, our short break offer does not necessarily have the depth and appeal of other cities. We lack a high-profile attraction with national status and pull but have exciting opportunities around our character and culture (see below).
- While we have good hotel accommodation and a range of short-term letting (from city centre apartments and contemporary Airbnb to rural barn conversions), we do not have a similar offer of boutique / high end city centre hotels.
- Negative, but temporary, impacts of major regeneration schemes like the Heart of the City.
- Resources for the visitor economy (particularly at Marketing Sheffield and for events development) are less than most of our competitor cities. Our private sector is relatively small and finding sustainable funding to grow the visitor economy is a challenge moving forward.
- Allied to resourcing challenges (and as we emerge from Covid working arrangements), our partnership and co-ordination at the local, sectoral, strategic and delivery levels could be better.
- Historically low levels of investment from Arts Council England and, until recently, a relatively under supported cultural sector.

- Our 'Outdoor City' identity is extremely effective for attracting investment, talent (to both live and work in Sheffield) and students to the city. For the visitor economy message, it provides 'added value' rather than being the core attractor.

3.3 Our Opportunities

Looking forward, we have a number of exciting opportunities:

- Our distinct areas and neighbourhoods. We have a rich diversity of areas with a strong independent offer- examples include Sharrow Vale, Abbeydale Rd, Broomhill, and Kelham Island – there is an opportunity to further develop and integrate these within the visitor economy to enhance our leisure offer.
- Further development of our attractions, especially the National Videogame Museum and Graves Gallery. Both of these have huge potential to increase their visitor facilities, size and appeal to enhance our overall leisure offer.
- More integrated working with Meadowhall (one of the North's premier shopping destinations) as a part of the city's offer.
- Our Ambassador Programme, which has the potential to both grow and be developed further; not only attracting more conferences but also other (e.g., sporting) events.
- Our major city centre developments like Castlegate (including the Harmony Works), the Heart of the City and other developments with a number of these coming to completion in late 2024.
- Continuing to develop our strategic partnerships with e.g., the South Yorkshire LVEP, our major institutions (like the Universities) and our stakeholders and businesses to enhance our offer and broaden the reach of our place marketing – securing increased and sustainable resources.
- Our music heritage and contemporary music scene; and a potential bid for UNESCO City of Music Status
- Capitalising on our growing reputation and media coverage.

4. Our Strategy

4.1 Our Vision

Our 10-year vision is to sustainably grow the visitor economy in Sheffield; to deliver increased business levels and yield for our stakeholders, transforming people's perceptions of our richly diverse city.

We will further develop our events programme – continuing to attract premier events and conferences to Sheffield but also develop our own vibrant programme of distinctly Sheffield events. We will strengthen our position as a leisure destination – building on our Outdoor City Identity and developing our

distinctive offer – and work closely together to maximise our collective impacts.

4.2 Aims and Objectives

This Destination Management Plan, and the investment that goes with it, has two primary **aims**:

- To use the visitor economy to continue to develop Sheffield's brand and image and enhance our appeal to a range of audiences; and to support the wider South Yorkshire DMP.
- To drive overnight business to the city – focusing particularly on our shoulder months when our occupancies and rates could be improved.

A third (underlying) aim is to:

- Enhance the quality of life and social value of the visitor economy for residents of Sheffield.

This will be achieved through the delivery of five **objectives**:

- Objective 1: Diversify and strengthen our events programme;
- Objective 2: Grow our conference market;
- Objective 3: Develop our city breaks offer;
- Objective 4: Develop a world class, competitive product;
- Objective 5: Manage our visitor economy effectively.

4.3 Strategic Drivers

Underpinning these aims and objectives, there are a number of strategic drivers. These include:

Sustainability – is intrinsically linked to our positioning as the Outdoor City. Sustainability must be a fundamental part of the way we approach developing our visitor economy. Elements of this will include prioritising value over volume (through encouraging a greater length of stay and spend), encouraging efficient use of energy among businesses and visitors, and spreading visitor benefits through the city's economy and communities.

Partnerships – the delivery of this plan will need to be undertaken in partnership with a range of public and private sector organisations – both tourism and non-tourism bodies, within Sheffield as well as with our partners in the wider South Yorkshire sub-region, reaching out nationally and internationally.

Resources – at present, the resources to deliver an ambitious growth plan are not well enough developed or co-ordinated across our city. We need to collectively harness and use our existing resources more effectively; looking to develop new resources to enable us to compete with other destinations and grow our visitor economy.

Accessibility, Inclusivity & Innovation– We will seek to make our events, marketing, communications, and partnership working accessible to all our communities and stakeholders. We will also seek to better represent Sheffield's diversity across all programmes. Our ways of working will be kept under review, and we will seek innovative ways of delivery.

Markets and Propositions.
We have many markets and different types of visitors. The core ones that we will proactively focus on:

Market Group	Description
Sheffield Events	We have some excellent Sheffield originated and owned events – e.g., Tramlines, Festival of the Outdoors, Off the Shelf, DocFest – that generate business for the city. We need to build on this and further develop our portfolio to help build our brand, complement our year-round offer and develop reasons to visit in the off-season.
'Bid for' Events	We have brilliant venues (e.g., the Arena, Ponds Forge, EIS, our theatres) that attract a range of events. These vary enormously in their appeal – some have wide appeal and large audiences; others are much more niche (and sometimes lower profile). They are however all important to us – generating visits and profile – and we need to continue to work hard to maintain and grow this element.
Conferences	Focusing on multi-day conferences that are attracting national (and international) delegates. Our Ambassador Programme is vital to success.
City Breaks	While events are our main driver of overnight business, increasing our city breaks business is important to increase our weekend demand, and enhance our image We have great opportunities to further develop our city breaks business focusing on our revitalised city centre, vibrant neighbourhoods, music and wider heritage, the outdoors and proximity to the Peak District. This will take time to come to fruition.
Visiting Friends and Relatives	Our VFR market (particularly those generated by our universities) is a secondary, but important, audience. The focus is less on developing reasons to visit but more on maximising their enjoyment of the city and their positive impacts on it.

Sheffield Made – there are great things, people and creativity going on in Sheffield. These can and should add to our visitor offer. We need to celebrate and build on our diversity, our neighbourhoods, our culture, heritage and music and link these to our offer and brand.

Brand – We will continue to use Sheffield as our brand. Differentiators such as The Outdoor City may at time cut across channels and markets, depending on relevance. For visitors we need to communicate the breadth of our offer – our culture & heritage, diversity, music, food etc. continue to make up our core proposition with our outdoors supplementing the experience.

A Phased Approach
We need to be realistic. We cannot achieve everything we want to at once. This DMP will be delivered and developed in three broad phases that reflect the reality of the challenges we face:

- **Phase 1: Foundations** (2023-2025). The plan will focus on continued recovery from the Covid-19 pandemic and cost of living issues, delivering our major city centre capital schemes, enhancing our partnerships (both in the city but also in the wider South Yorkshire sub-region), relationships and co-ordination, and beginning to develop more sustainable funding and resources.
- **Phase 2: Development and Capacity** (2026-2027). We will consolidate our partnerships, deliver sustainable funding streams, enhance our delivery and activities particularly in events and conferences, continue to develop our offer and look to maximise the opportunities of our re-developed city centre.
- **Phase 3: Growth** (2028-2031+). Towards the plan's end we will consolidate from the first two phases and begin to deliver real growth, especially in our city breaks markets.

5. Objectives and Priorities for Action

The following sections outline our objectives. For each objective we identify the rationale for inclusion, why this is important and the longer-term aspirations and needs. We also indicate some of the action areas that will be taken forward in during the DMP period.

5.1 Objective 1: Diversify and Strengthen our Events Programme

Rationale and Approach
Events are fundamental to Sheffield's visitor economy. Participants and organisers in sports events fill our hotel bedrooms and restaurant tables. Attendees to cultural events, including trade/industry events (such as DocFest and the Children's Media Conference), also contribute massively to business levels across the city. Events support our brand and profile, and typically enhance the quality of life for our residents by providing opportunities to be involved.

We have an outstanding asset base for hosting sports events with some unique facilities at a national level. We have a strong track record of welcoming sporting events at both national and international levels, including the World Snooker Championships. We have specialisms in ice-based sport, para sport and our recent hosting of the Women's Euros has elevated our reputation and profile. Nevertheless, these events can sometimes be invisible to our residents, we are not maximising their impact at a local level, and we sometimes have gaps in our events calendar.

Our home-grown cultural events range from Tramlines to the Chamber Music Festival. We have a particularly strong music offer with acts at venues like the Utilita Arena, City Hall and Leadmill attracting visitors. Literature is celebrated by Off the Shelf, and both DocFest and the Children's Media Conference are key events in the international media calendar. The emerging culture strategy will also identify the range of smaller, specialist festivals from across every creative genre.

Moving forward, we will look to build on this success by widening the partnership that we have to bid for events. This partnership will include the variety of people from the City Council, City Trust and other organisations that are responsible for bidding for and organising events and visitor economy businesses (particularly hotels) to identify periods of capacity which can be addressed by attracting suitable events. We will focus on a more even balance of 'home grown' and 'bid for' events which are owned elsewhere, and a balance of different event types that enhance our brand and year-round offer (sports, culture, media, and gaming, and outdoors). Consideration will be given to events with a South Yorkshire dimension, and we will work alongside the emerging cultural strategy for Sheffield. Our Conference Ambassador Programme offers an opportunity to help with this (see objective 2 – below).

This will require further investment in our own events programme; we will look to utilise monies from the UK Shared Prosperity Fund for this in the short term.

We will seek to maximise the opportunities for enhancing the visibility and social value of events both for participants/delegates/spectators but also our residents (and other wider audiences) through PR, content capture and city dressing/welcome (where funds permit). We will define and deliver this in our planned city-wide events approach.

Action Areas
The following table summarises key areas for action in the foundations period and into the development period:

Action area	Description	Phase
Events Approach	Establish a clear events approach that identifies criteria (ROI, asset optimisation, timing, strategic fit, brand fit, growth capability etc.) for supporting/commissioning events, potential new events, and partnership/delivery mechanisms.	Foundation
Strategic Events Group and Event Bidding	Widen event bidding/planning partnership to include key stakeholders (venues, funding and delivery partners, Universities, and the Hospitality Association). Potential South Yorkshire (SY)dimension for events with a larger footprint.	Foundation (and beyond)
Big Idea	Work with partners (including SY level) to identify and bid for the next major event(s) to build on the Women's Euros success	Foundation (and beyond)
Signature Events	Arising from the events approach develop one or two Sheffield owned signature events.	Foundation / Development
Cultural events	Enhance the cultural events programme – working within the emerging cultural strategy and identifying growth opportunities for existing events in the first instance and supporting new and diverse events.	Foundation (and beyond)
Events visibility	Investigate affordable opportunities to enhance the visibility and social value of events – e.g., through capturing content from participants and spectators for digital dissemination.	Foundation (and beyond)
Ambassadors	Investigate the opportunity for expanding the Conference Ambassador Programme into attracting other events.	Foundation (and beyond)

5.2 Objective 2: Grow our Conference Market

Rationale and Approach
In 2019, there were an estimated 21,600 conferences in Sheffield. These were attended by over 1.2 million business event visitors. Delegates (and accompanying partners) accounted for an estimated spend of £141.8m at venues and in the local destination. We host some major conferences particularly linked to our academic institutions and sector specialisms. Smaller residential and day conferences are an important source of business for our hotels and venues. This is a high spending market – one that we can reach and influence. It brings other benefits – in terms of profile, prestige and potential inward investment.

Our conference bureau promotes our conference offer; our Ambassador Programme has been running for over 15 years and has been a success story. The programme has around 300 academics and medical professionals and has generated almost £30 million in additional conference business for the city. We will continue to develop and use our Ambassadors to bid for conferences and promote the city and our venues to organisers. There is the potential to grow the Ambassador Programme both in scale (both within the city but also potentially across South Yorkshire) and coverage to attract new and wider interests (such as Ambassadors in the sports, media, and gaming sectors) and will seek to secure resource and investment to expand the scheme.

While we have a variety of venues, our larger capacity ones tend to be multi-functional – either sporting venues e.g. Ponds Forge and Ice Sheffield or others, such as Sheffield City Hall and Sheffield Arena. They are not always available for conferences. Dedicated (and purpose built) conferencing spaces tend to be smaller – typically in hotels and the two universities (both of which offer substantial conference space).

An additional venue with dedicated availability and capacity (with associated exhibition space) would strengthen our offer and provide an opportunity for the city to bid for larger conferences. New hotel developments might increase the number of venues but will not diversify the offer. A purpose-built centre (either dedicated or a good multi-purpose venue – see above) would enhance the offer but its viability would need to be assessed.

Action Areas

Action area	Description	Phase
Conference Bureau	Continue with the current programme activity focusing on strong partnerships and relationships, the Ambassador Programme, conference bidding and city marketing.	Foundation and beyond
Ambassador Programme	Expand the size (and dimensions) of the programme recruiting new members, focussing on known areas of academic expertise e.g., sports and exercise medicine. Explore other sectors e.g., Sheffield based National Governing Bodies	Foundation / Development
Conference Venue	Investigate the feasibility of a purpose-built centre (medium sized) (possibly new build or development of an existing venue).	Foundation

5.3 Objective 3: Develop our City Breaks Offer

Rationale and Approach
City breaks will be a key part of our market mix. A strong city breaks proposition will increase our wider profile, increase weekend occupancy and yield. It will also enhance our appeal and the spend of event based and VFR visitors, as well as the potential for repeat visits and recommendations.

We have lots of good leisure product and recently received (in Timeout) the accolade of a top 20 city break destination in Europe. New city centre capital and public realm projects are transforming our city but are not quite there yet.

There are however opportunities to further develop our offer, and this is our priority during the Foundation phase of this plan (and beyond).

Many of our visiting businesses are owner managed and the experience in the city is a real and authentic one – not a series of bland brands. We will build on the concept of Sheffield Made – utilising and developing our existing creative culture and talent more.

Our neighbourhoods /distinct areas are an opportunity and work is already undergoing in a number through the city's Economic Recovery Fund. Some of these have strong potential visitor appeal – examples include Kelham Island (already a well-developed area), Ecclesall Road, Sharrow Vale Road, London Road, Abbeydale, Crookes and Walkey - and we should look to develop and integrate them more into the wider city visitor offer.

We have an exciting music scene in terms of both culture and heritage that is not necessarily visitor orientated and we need to integrate this more into our profile and offer. This could be supported by a UNESCO City of Music bid. Our outdoor offer (our climbing, mountain biking and walking) is also a key strand and one which has capitalised on The Outdoor City proposition. Future developments such as Parkwood Springs and the Recreation zones will further amplify this. We, however, need to position the city centre and Meadowhall as complementary offers – with different but valuable experiences.

Although for wider audiences, we lack a signature attraction and critical mass of daytime product developing our major attractions is a long-term aspiration for the city. There are two exciting opportunities within reach. The National Videogame Museum has a unique offer and market but suffers from a less than central site and space constraints. There are opportunities to improve this which would strengthen the offer. Another exciting existing facility with huge potential is Graves Gallery. This is in an excellent location but requires investment. With re-development, the Gallery would increase the appeal of our cultural offer (see objective 4).

Our destination website (Welcome to Sheffield) is an excellent foundation from which to promote our city, this could be enhanced by the development of further content and itineraries curating our offer.

Completion of our city centre developments in late 2024 and early 2025 creates huge opportunities for a 'moment in time' launch of the city. By the Development phase of this DMP, we will be seeking to generate more resource streams that will enable pro-active city breaks promotion. We will develop more campaign related activity – possibly based around niche (or special interest) audiences, tying into (and mutually reinforcing) our events programme (e.g., Festival of the Outdoors and climbing breaks).

We will also explore opportunities for joint marketing narratives, content and / or campaigns with our neighbouring South Yorkshire destinations. This could be based on a range of elements – themes (like industrial heritage), markets (e.g., day visiting families, international), events or celebrations, sport, times of the year (e.g., what to do in summer) or a mixture.

Action Areas

Action area	Description	Phase
Welcome to Sheffield	Continue the development of the Welcome to Sheffield website to include more content, particularly itineraries.	Foundation and beyond
Pro-active city breaks campaigns	Develop pro-active city marketing campaigns	Foundation and beyond
National Videogame Museum	Explore options for further development of the National Videogame Museum	Foundation / Development
South Yorkshire opportunities	Explore joint South Yorkshire opportunities	Foundation and beyond
Moment in Time	Maximise the impact of the late 2024 completion of several major capital projects (Heart of the City etc.) through publicity and animation.	Development
Heritage development	Maximise the securing of new collections at Kelham Island and enhancement works at other locations	Foundation / Development
Parkwood Springs	Secure funding and deliver major outdoor cycling facility	Foundation/Development
UNESCO City of Music	Investigate and develop a UNESCO City of Music Bid (Creative Cities Network)	Foundation / Development
Neighbourhood improvement programme	Continue the work started under the Economic Recovery fund around high streets – working with business to ensure they are visitor facing, but also ensuring neighbourhoods have appeal to visitors in terms of distinctive offers (food, boutiques shopping antiques etc) and a sense of place (signing and public realm).	Foundation / Development

5.4 Objective 4: Develop a World Class, Competitive Product

Rationale and Approach

Objective 3 (above) identifies areas where we can potentially improve our offer to attract leisure breaks without major capital investment. However, capital investment will be important for the city into the long term to continue to develop our authentic and unique proposition.

Our wider city offer is of equal importance – the hotels, bars, restaurants, retail all make a huge contribution to any visit. Sense of place, the urban realm, our welcome and transport and orientation are also key for all visitors – whether they are visiting for conferences, events, leisure, or to see friends / relatives.

We have a good and varied accommodation stock in the city centre and surrounding area with additional capacity coming on stream soon. We would benefit from a more diverse offer (particularly in terms of international-brand boutique hotels), but demand and feasibility would need to be explored. This type of feasibility work could potentially be explored across the South Yorkshire area.

New city centre capital and public realm projects will help to transform our city centre. City centre developments such as Heart of the City and the Fargate improvements need to provide sufficient opportunities for leisure businesses, animation and event infrastructure, and retail that complements Meadowhall.

Our city centre is compact, pedestrian friendly, and easy for visitors to navigate. However, much of our potentially interesting product lies beyond the city centre - our neighbourhoods (see above), Meadowhall, the River and Canal and our outdoor offer. This is more difficult for potential visitors, and we need to improve orientation and sense of place for these areas through a combination of online information and signing (both directional/orientation and welcome). Promoting the ease of using public transport in (and beyond) the city is an on-going priority.

Major capital developments that could impact positively on our offer include a dedicated conference facility (see objective 2) and a major re-development of Graves Gallery (objective 3) possibly into a broader cultural resource. Some of our event venues (such as the Utilita Arena and Ponds Forge) also require significant capital investment to ensure they remain competitive in the future.

Action Areas

Action area	Description	Phase
Visitor orientation	Ensure that city centre public realm works, especially Steel and Gold routes, contain visitor friendly infrastructure and/or wayfinding signage.	Foundation / Development
Accommodation Study	Potential South Yorkshire study to assess accommodation development needs and	Development / Growth

	opportunities, and potential future interventions.	
Graves Gallery	Feasibility into costs, options and business models	Foundation / Development
Events infrastructure	Develop an investment strategy for our key events infrastructure	Foundation and beyond
Conference Facility	Subject to feasibility and options, seek to develop an appropriate facility	Development / Growth

5.5 Objective 5: Manage our Visitor Economy Effectively

Rationale and Approach

Our visitor economy is complex. It involves many players in private, public and third sectors. Co-ordinating our activities and developing partnerships is a key priority for the delivery of this DMP. There are numerous partnerships that link to the visitor economy – the Hospitality Association, the Culture Collective, the Culture Consortium, and others. These are at different stages of development and, while we have good informal networks within and beyond the City, we need to move this to another level through the development of more formal groups – ideally a Sheffield Visitor Economy board, the South Yorkshire LVEP or Partnership and a strong events partnership (see objective 1). A wider network that meets regularly (two to three times a year) and brings visitor economy players together is also needed to help improve networking, diversity, co-ordination, communication, and relationships.

As a destination we are relatively poorly resourced compared to our competitors – this impacts on our ability to attract and develop events, conferences, and short beaks. We cannot realistically grow the visitor economy without additional investment. In the short term (the Foundation phase) the visitor economy will benefit from some additional funding, but this will be temporary. In the medium term, the Council is unlikely to be able to invest further and we need to develop more sustainable resources (potentially through a Visitor Levy, or Accommodation or Tourism BID or other mechanisms) to avoid a potential cycle of short-term activity to meet funding criteria.

Across the city, we provide business support through different mechanisms – Business Sheffield, the Council's culture team and the Economic Recovery Fund (for High Street Improvement). However, this is rarely visitor economy focused and we need to integrate the sector to a greater degree.

The visitor economy is often poorly positioned with Sheffield's policy framework. In our broader city and economic planning, we need to 'think visitor' and understand the wider economic benefits it brings – embedding the needs of our visitors in Sheffield (and South Yorkshire) policies (with explicit linkages to culture, economic development investment /

place agendas and the city's climate strategy), future developments and making the city more distinctive.

Improving our intelligence and knowledge is also key to improving our destination management and to support our independent stakeholders with their plans. We have some good data that tracks performance on conferences – data from the UK Conference and Meeting Survey and occupancy information- but we need a better understanding of visitor behaviour (of different groups – event visitors, city breakers, conference delegates). Information on perceptions and awareness of visitors and non-visitors would be an asset for us. This is an area where we will explore joint options with South Yorkshire partners.

Action Areas

Action area	Description	Phases
Sheffield Visitor Economy board	Overarching board to steer and co-ordinate development of the city's visitor economy.	Foundation and beyond
South Yorkshire LVEP	Partnership to co-ordinate South Yorkshire visitor economy activity and deliver potential joint initiatives (like intelligence)	Foundation and beyond
Network	Develop a network of Visitor economy players	Foundation and beyond
Resourcing	Explore plans for sustainable funding streams with possible rollout in the Development phase.	Foundation / Development
Business Support	Signpost businesses into appropriate programmes, investigate shared programmes and investigate more specific visitor economy support	Foundation and beyond
Planning/Placemaking	Embedding the tourism agenda into wider city planning, policy and licensing. Delivering development schemes and ensuring we take account of visitors in future developments and our city maintenance.	Foundation and beyond
Intelligence	Continue with the current performance related research but undertake ad-hoc research into visitor characteristics and perceptions.	Foundation and beyond

6. Implementation

Through the development of this DMP we have uncovered an appetite and willingness to contribute to Sheffield's visitor economy activities. We will therefore look to harness this, whilst being mindful that our stakeholders have other responsibilities and 'day jobs'. In doing so we will reinforce the 'Team Sheffield' approach which has recently worked well in the Brand partnership, our new website, and campaigns with both Universities.

We will establish a **Visitor Economy Board**, a partnership of the key agencies, businesses, and community stakeholders across Sheffield. Its exact form, the role of any Chair, composition and meeting frequency etc. will be determined by the membership. Members will be drawn from the attractions, accommodation, retail, venues, and other sectors. Initially we envisage an informal group which could evolve into more formal structures as necessary.

The Visitor Economy Board will be representative of the wider **Visitor Economy Network** which will meet every six months. The Network's members will be any business or stakeholder with an interest in tourism in Sheffield. Meetings will be 'events' with opportunities for networking, learning about key developments and sharing best practice. The diagram below is illustrative only.

To both oversee the management of our own events and select, bid for and secure external events we will establish a **Strategic Events Partnership**. The partnership will include: Marketing Sheffield; Key venues; Cultural representatives; Sheffield City Council; Hoteliers. Its role will be primarily strategic, commissioning events, identifying gaps in provision, and ensuring the maximum economic and social impacts. Event delivery will remain with existing partners as currently. The Strategic partnership will develop and adopt a series of criteria to guide support for both locally based and external events.

Potential Event Management Structure

At a South Yorkshire level, Marketing Sheffield will work closely with Barnsley MBC, City of Doncaster Council, Rotherham MBC and the South Yorkshire Combined Authority under the umbrella of the South Yorkshire Local Visitor Economy Partnership (LVEP). We will seek to identify and deliver activities which are best delivered at a South Yorkshire level (e.g., research & intelligence, product & itinerary development) and make the most of our shared & complementary assets.

7. Action Plan

7.1 Introduction

The following section outlines an action plan. This assumes delivery will be through the Visitor Economy Board, led by Marketing Sheffield, and that some additional resources will be available, at least in the short term.

The action plan is tabular, and each project has a priority. These are as follows:

- Priority 1 = must do
- Priority 2 = high priority
- Priority 3 = medium priority
- Priority 4 = good to do but can wait

The table is broken down into the five objectives identified in Section 5, with a further split into those projects which, it is considered, can be delivered within the existing staff and financial resources of Marketing Sheffield (and other partners where appropriate), and those which will require either additional staff and/or budget to be delivered.

The level of resources that are ultimately available will determine which priorities are undertaken.

The 'who' column identifies the key organisations responsible, but others may be involved in delivery.

Abbreviations include:

BID	Business Improvement District	NVM	National Videogame Museum
CC	Culture Consortium/Culture Collective	SM	Sheffield Museums
MCA	Mayoral Combined Authority	SY	South Yorkshire partner authorities
MS	Marketing Sheffield		
SCC	Sheffield City Council		

Phases indicate when a project is likely to be undertaken.

- Found = Foundations (2023-2025)
- Dev = Development and Capacity (2026-2027)
- Growth = Growth (2028-2031)

Timescales can be brought forward (or pushed back depending on resources).

The final column identifies the potential **additional** resource (over and above existing investment) that might be required. This is an approximate order of magnitude. Without any additional funding it is unlikely this activity would go ahead.

At this draft stage some projects (text in italics) are optional and inclusion in the existing/additional resource sections is open to challenge.

7.2 Action Plan

Project	Description	Priority	Who	Phase			Additional Resource
				Found	Dev	Growth	
Objective 1: Diversify and Strength our Events Programme							
Actions Using Existing Budgets							
Events Approach	Establish a clear events approach that identifies criteria (e.g. ROI, asset optimisation, timing, strategic fit, brand fit, growth capability etc.) for supporting/commissioning events, potential new events and partnership/delivery mechanisms.	1	SCC	•			*Primarily staff time/potential small (~£10-20k) budget*
Strategic Events Group and Event Bidding	Widen event bidding/planning partnership to include key stakeholders (venues, funding and delivery partners, Universities, and the Hospitality Association)	1	SCC	•	•	•	Primarily staff time
Big Idea	Work with partners to identify and bid for the next major event to build on the Women's Euros success	3	SCC/Events Group	•	•	•	Eventual hosting fees
Actions Requiring Additional Resources							
Signature Events	Arising from the events approach develop one or two Sheffield owned signature events.	2	Organisers	•	•		TBC
Cultural events	Enhance the cultural events programme - identifying growth opportunities for existing events in the	2	SCC/CC/Organisers	•	•	•	£50K-£100k

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Project	Description	Priority	Who	Phase			Additional Resource
				Found	Dev	Growth	
	first instance and supporting new events. Consider innovative funding approach						
Events visibility	Investigate affordable opportunities to enhance the visibility and social value of events – e.g. through capturing content from participants and spectators for digital dissemination and on-street visibility	1	MS	•	•	•	£10k-£60k (if using physical infrastructure)
Ambassadors	Investigate the opportunity for expanding the Conference Ambassador Programme into attracting other events	1	MS	•	•	•	Staff time
Objective 2: Grow our Conference Market							
Actions Using Existing Budgets							
Conference Bureau	Continue with the current programme activity focusing on strong partnerships and relationships, the Ambassador Programme, conference bidding and city marketing.	1	MS	•	•	•	-
Actions Requiring Additional Resources							
Ambassador Programme	Expand the size (and dimensions) of the programme recruiting new	1	MS	•	•		~£50k

Project	Description	Priority	Who	Phase			Additional Resource
				Found	Dev	Growth	
	members, focussing on known areas of academic expertise e.g. sports and exercise medicine						
Conference Venue	Investigate the feasibility of a purpose-built centre (medium sized) (possibly new build or development of an existing venue)	2	SCC	•			~£30k (but with a potential future capital / revenue requirement)
Objective 3: Develop our City Breaks Offer							
Actions Using Existing Budgets							
Welcome to Sheffield	Continue the development of the Welcome to Sheffield website to include more content, particularly itineraries.	1	MS	•	•	•	-
Neighbourhood improvement programme	Continue the work started under the Economic Recovery fund around high streets – working with business to ensure they are visitor facing, but also ensuring areas have appeal to visitors in terms of distinctive offers (food, boutiques shopping antiques etc) and a sense of place (signing and public realm).	2	SCC	•	•		-
Parkwood Spring	Secure funding and deliver major outdoor cycling facility by 2028	2	SCC	•	•	•	£1m

Project	Description	Priority	Who	Phase			Additional Resource
				Found	Dev	Growth	
UNESCO City of Music	Develop a UNESCO City of Music Bid	2	SCC	•	•		-
Moment in Time	Maximise the impact of the late 2024 completion of several major capital projects (Heart of the City etc.) through publicity and animation.	1	MS/BID		•		Utilise launch budgets
Actions Requiring Additional Resources							
Heritage development	Maximise the securing of new collections at Kelham Island and other enhancement works at key sites	2	SM	•	•	th	TBC
National Videogame Museum	Explore options for further development of the National Videogame Museum	3	NVM/SCC	•	•		~£20-30k feasibility and development
Pro-active city breaks campaigns	Develop pro-active city marketing campaigns	2	MS	•	•	•	~£30-50k
South Yorkshire opportunities	Explore joint South Yorkshire opportunities	2	SY/MCA	•	•		Staff time
Objective 4: Develop a World Class, Competitive Product							
Actions Using Existing Budgets							
Visitor orientation	Ensure that city centre public realm works, especially Steel and Gold routes, contain visitor friendly infrastructure and/or wayfinding signage.	3	SCC	•	•		Influence existing budgets

Project	Description	Priority	Who	Phase			Additional Resource
				Found	Dev	Growth	
Actions Requiring Additional Resources							
Accommodation Study	Potential South Yorkshire study to assess accommodation development needs and opportunities, and potential future interventions.	4	SY		•	•	~£30k
Graves Gallery	Feasibility into costs, options and business models	1	SCC	•	•		£150k+ – eventual capital costs
Events infrastructure	Develop an investment strategy for our key events infrastructure	2	SCC/Partners	•	•	•	TBC
Objective 5: Manage our Visitor Economy Effectively							
Actions Using Existing Budgets							
Sheffield Visitor Economy board	Overarching board to steer and co-ordinate development of the city's visitor economy.	1	MS	•	•	•	-
Resourcing	Explore plans for sustainable funding streams with possible rollout in the Development phase.	1	MS	•	•		-
Planning/Placemaking	Embedding the tourism agenda in wider city planning and policy and licensing, delivering development schemes and ensuring we take account of visitors in future developments and our city maintenance.	1	SCC	•	•	•	-

Project	Description	Priority	Who	Phase			Additional Resource
				Found	Dev	Growth	
Actions Requiring Additional Resources							
South Yorkshire LVEP	Partnership to co-ordinate South Yorkshire visitor economy activity and deliver potential joint initiatives (like intelligence)	1	SY/MCA	•	•	•	Staff time
Network	Develop a network of Visitor economy players	2	MS	•	•	•	Staff time
Business Support	Signpost businesses into appropriate programmes, investigate shared programmes and investigate more specific visitor economy support	2	MS/SCC	•	•	•	Staff time
Intelligence	Continue with the current performance related research but undertake ad-hoc research into visitor characteristics and perceptions.	2	MS	•	•	•	~£20-30k

Report to Policy Committee

Author/Lead Officer of Report: Diana Buckley

Tel: 0114 2734125

Report of:	Kate Martin, Executive Director of City Futures
Report to:	Economic Development and Skills Policy Committee
Date of Decision:	8th November 2023
Subject:	Major Events Plan and future approach to events

Has an Equality Impact Assessment (EIA) been undertaken?	Yes		No	x	
If YES, what EIA reference number has it been given?					
Has appropriate consultation taken place?	Yes		No	x	
Has a Climate Impact Assessment (CIA) been undertaken?	Yes		No	x	
Does the report contain confidential or exempt information?	Yes		No	x	
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-					

Purpose of Report:

To ask committee to

1. Note the current events programme (including the wider economic impact of events in Sheffield) and sets out the need for a proactive major events plan that contributes to the Council's strategic aims, including Destination Management Plan and the Culture Strategy set out in this report
2. Note the interim position on how events are commissioned and how they are funded.
3. Approve the development of a new major events plan.
4. Note that future updates and decisions will be brought back to this committee as required.

Background Papers:
(Insert details of any background papers used in the compilation of the report.)

<table>
<tr><td colspan="3">Lead Officer to complete:-</td></tr>
<tr><td rowspan="4">1</td><td rowspan="4">I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.</td><td>Finance: Natalia Govorukhina</td></tr>
<tr><td>Legal: Rita Collins</td></tr>
<tr><td>Equalities & Consultation: NA</td></tr>
<tr><td>Climate: NA</td></tr>
<tr><td></td><td colspan="2">Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</td></tr>
<tr><td>2</td><td>SLB member who approved submission:</td><td>Kate Martin</td></tr>
<tr><td>3</td><td>Committee Chair consulted:</td><td>Cllr Martin Smith</td></tr>
<tr><td rowspan="3">4</td><td colspan="2">I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</td></tr>
<tr><td>Lead Officer Name: Diana Buckley</td><td>Director, Economy Skills and Culture</td></tr>
<tr><td colspan="2">Date: 301023</td></tr>
</table>

1. BACKGROUND

1.1 Events in Sheffield

Sheffield hosts a year-round programme of strategic events that cater for a variety of interests and audiences including World Snooker, DocFest, Off the Shelf, Cliffhanger, Festival of the Outdoors, Sheffield Food Festival, significant conferences, and major sporting events such as (for 2023) British Swimming and European Para Table Tennis. These events are strategically supported by Sheffield City Council.

In addition to these events, there are many others that we support in communities, with partners, and respond to throughout the year.

Not all events are supported with a monetary contribution. Some events are supported in kind or with free/subsidised venue space (often referred to as subvention). Whilst there is no monetary contribution in these cases there is still a ‘cost’ associated with subvention as a result of the lost opportunity to host paid for events at the venues.

The events programme is a huge asset for the city; events are fundamental to our visitor economy and we have a highly successful track record of hosting events in Sheffield. We have an outstanding asset base for, and a strong track record of, hosting sports events. We have a cultural events and music offer that is synonymous with Sheffield. Our event venues for both sport and culture are a real strength and, in some cases, nationally unique. The conference sector is strong, high spending and closely linked to our academic institutions and our investment specialisms. We have many emerging and independent events (e.g. No bounds Festival) with potential for new, diverse and international audiences.

Benefits of events

1.1.1 **Economic impact of events.**

In the UK the events sector was worth £42.3 billion in 2022. Bidding for and hosting events is a highly competitive marketplace with almost all key UK cities aiming to bring some of that economic value to their local area.

In 2022, using SCC's economic impact tool, our major events programme was worth £25.6 million.

In 2022, there was an estimated 11,500 conferences in Sheffield. These were attended by 590,000 business event visitors. Delegates (and accompanying partners) accounted for an estimated spend of £74.5 million at venues and in the local destination. This part of the sector is still in recover and is below 2019 levels.

In 2022, Sheffield attracted 17.92 million leisure and business tourism visits. In total, £1.35 billion was estimated to have been generated directly and indirectly within Sheffield's economy through visitor and tourism business expenditure. A large proportion of these visits are event attendees and conference delegates.

1.1.2 **Brand and reputation**

Events are important for building a city's brand and reputation externally. They enhance the city's image, show the world what Sheffield does well and bring in audiences that might not otherwise experience Sheffield. Sheffield's decision to host the 2022 Women's Euros raised our profile across the continent (see case study below).

Events are animators of destination attractiveness but more fundamentally they are key marketing propositions in the promotion of places e.g. for our city break campaigns. They provide much needed positive media profile- not just as a place to visit but also as a place to move to, work in, invest in, or study- ensuring the city's name is profiled in the national and international media.

1.1.3 **Case Study: UEFA Women's Euros**

A study commissioned by The FA, UEFA and UK Sport to measure the impact of UEFA Women's EURO 2022 showed that Sheffield as a host city of the tournament has benefitted from an £8.3million boost to the local economy. The three events hosted in Sheffield, brought in thousands of fans from across Europe, inspired hundreds more women and girls locally to get in to football, united communities, set new records, broadcasted the city across the world and brought millions into the local economy. On the weekend of Sheffield's opening fixture between Netherlands and Sweden, city centre footfall increased by more than 10,000 (22%) and all of the city's hotel rooms were fully booked. The city was awash with colour as thousands of visiting fans supported local hospitality businesses by taking over bars and pubs and gathering for the pre-match fan parties at Devonshire Green, before taking their spectacular fan walks to the stadium.

Three new tournament attendance records were made at WEURO2022 fixtures in Sheffield – highest attendance for a non-host nation fixture – twice – and highest ever semi-final attendance which gave Sheffield increased media profile. Sheffield's decision to host the 2022 Women's Euros raised our profile across the continent allowed us to undertake visitor campaign work in the Netherlands and Sweden, ahead of the tournament.

A resident's survey was also carried out by The FA to find out what people from Host City areas felt about the tournament. 95% of those surveyed locally said they'd be supportive of future major sports events being held in Sheffield. Across all host cities 85% said they felt proud that WEURO was taking place in their city/town, 76% said hosting WEURO made them feel positive about where they live and 72% said hosting WEURO made them feel happier.

The UEFA Women's Champions League 2022/23 season (group stage onwards) achieved a total attendance of 681,175 – a 23% increase on the 2021/22 season and a record average match attendance of 11,166. There were also several national attendance records broken and domestic women's competition crowds continued to rise across the continent.

In England, the total attendance during the 2022/23 Women's Super League (WSL) season surpassed 680,000, 172% higher than the 2021/2022 season, with average attendance per game-week nearly tripling

1.1.4 **Support for our hospitality sector, night time, and visitor economy businesses.**

It is a critical time for some of Sheffield's hospitality sector with some businesses still not recovered from the pandemic and now struggling with pressures due to the cost of fuel and inflation. Events support a range of businesses (from micro to muti-national including supply chain), jobs with different skills and create entry level employment. Participants and organisers in sports events and conferences fill our hotel bedrooms and restaurant tables. Attendees to cultural and music events contribute massively to business levels across the city.

1.1.5 **Leverage of our other strategic aims and plans.**

Our Destination Management Plan (DMP) provides a galvanising framework and the opportunity to build a better and more productive visitor economy sector for Sheffield, with events as a central objective. Our cultural strategy has events as a central thread to develop our offer, engage our communities and develop a truly inclusive and diverse cultural product.

Events- and crucially hosting ***more*** events- are integral to the success of these strategies which seek to use events footfall as a fundamental part of growing the sector and economy.

Events can be front and centre of all of our inclusive growth strategies offering lots of opportunities to bring in more diverse and inclusive events with all of the spin off benefits they bring (noting that we already host a considerable amount of para sports events to build on)

1.1.6 **A sense of place and pride among our communities and residents.**

Events enhance the wellbeing of our communities. Festivals and events, including specialist markets, can celebrate local culture and provide benefits for the local community and economy. The joint LGA and Chief Cultural and Leisure Officers Association publication on the role of culture in placemaking puts a strong emphasis on the community benefits of events. By creating vibrant events and experiences, areas can boost wellbeing, improve mental health and tackle isolation.

1.2 **Current approach to events**

Sheffield hosts some fantastic events (some of which are award winning). We have recently been involved in some of the most high-profile bidding processes in the UK when we submitted our bid to host the 2023 Eurovision song contest. Whilst we were unsuccessful in securing the event for Sheffield, we were one of seven cities shortlisted to host the contest and our current programme maintains Sheffield's position as a city who can deliver events of the highest standard.

We have several teams involved in event delivery and also events commissioning/bidding as well as promoting the city as a host city for events.

These include (but are not limited to)
- SCC Sport, Leisure and Major Events Team
- Marketing Sheffield (which includes the conference bidding team)
- SCC Communications
- SCC Culture Team
- SCC Parks and Countryside

We also have a City Events Group with representatives from each team chaired by Executive Director for City futures, Kate Martin.

We have delivered exceptional events at very short notice including Eurovision Fringe and Kings Coronation. We have pockets of exceptional proactive work (including the conference team at Marketing Sheffield and relationships with Sports Governing bodies and organisations such as the BBC)

However, the scale of the team means we are restricted in terms of the scale and number of events we can create, apply for, track and bid. Which does mean we lose out of some opportunities and are not in the race for others. a planned approach will allow us to make better decisions in advance, as well as have a stronger framework to decide which opportunistic events we support. By having a costed and resourced plan we can better appraise legal, finance etc around risk and benefits and we can maximise value and mitigate downsides.

1.3 **Challenges and Opportunities**

Our key challenges around events can be broadly categorised as follows:

- Limited financial resources.
- Cost of delivery increasing.
- Overstretched team and limited commissioning resource
- Lack of a long-term plan to coordinate resources and expertise cross teams.
- We are small teams who achieve a great deal with limited resources. However, with the national and international marketplace becoming even more competitive to become a host city for major events, we need a long-term plan.

Our key opportunities can be categorised as folows:

- Recent bids such as Eurovision and hosting events such as Women’s Euros have further enhanced Sheffield’s reputation as a host city for major events.
- We have highly skilled staff across teams with a wealth of relevant skills in events delivery, events bidding and reputation building. A longer-term plan for events will coordinate a cross team approach for the future and capitalise on key skills amongst the team.
- We have successful initiatives such as the Conference Ambassador Programme which could be developed to support

our events plan.

- With the right resource we could capitalize on the benefits of the events we already host by showcasing them more to residents and to the media.
- We could package our city 'events support offer' better in terms of the 'non cash' support we can offer to event organisers.
- We could explore growth opportunities for our commissioning pot.
- The new LVEP and the Sheffield visitor economy group could provide a new framework for channeling events support from the private sector.
- With a defined commissioning pot and budget allocation, the council could package our event support offer more clearly when bidding for events at an early stage.

We need to grow our commissioning pot which can be used to fund events. There is an opportunity to look at some of the commercial income from events (commercial income and hotel/venue commissions) that currently doesn't contribute to the commissioning pot but is used to support other elements of SCC activity. This will be governed as per SCC's contract standing orders.

We have an informal and reactive approach to funding or subventing (in kind support such as a free venue) which we have mobilised extremely well and efficiently. However there is an opportunity to widen our partnerships to consider a more planned proactive approach and get partners involved earlier in the bidding process (this is in line with consultation feedback from the Destination Management Plan)

We need to be more proactive in bidding for events and promoting Sheffield as a city ready to host new events. This can be done in a number of ways. Marketing Sheffield run a very successful Conference Ambassador Programme which recruits and capitalises on the influence of key academics and consultants to bid for national and international conferences of significance. Using this framework we could extend this programme into other areas such as sporting governing bodies and use the same principles to help us bid for and win more events. This is a recommendation of the Destination Management Plan.

1.4 **Moving towards a proper strategic major events plan**

Historically, the approach to hosting events has been to deliver a wide ranging portfolio in the hope of maximising reach to important – but often unspecified – target audiences.

This report aims to shift our approach to one which is focussed, proactive, and aligned with wider stakeholder ambitions. We would like to move towards a fully costed and resourced city major events plan with some market testing.

We want to ensure buy in from our events venues and private sector around events through being able to engage with them at an earlier stage. When we can work partnership with the private sector on events it works well, eg Women's Euros.

1.5 **Using a commissioning model with and agreed set of principles across 5 categories for assessing event support.**

Whilst we move towards a new events plan for the city, the City Events Group have developed some interim principles for testing events. We recognise that with a new Major Events Plan these will need to be refined and weighted. We will need to look at the ways in which we can support events; we have a limited financial pot and cannot financially support every event.

We currently look at five areas:

Economic Impact
- Increases volume or value of the visitor economy
- Supports a key business/ investment priority
- Supports supply chain/local spend

Brand and Reputation
- Achieves national and/or international press/reach
- Links to inclusive events programming and REC outcomes

Community benefits
- Increase in footfall to a particular area
- Clear contribution to pride of place
- Community engagement (volunteers/charity element/increased physical activity)

Inclusion and diversity
- Significant diversity in organisation makeup/ audience focus/ programming
- Accessibility

Supports key strategies
- Link to a cultural strategy priority
- Link to a Destination Management Plan priority
- Links to the Leisure & Sports Strategy/Move More (link to elite participation)
- Has benefits beyond Sheffield into SY

1.6 **Budgets and Income**

We have a Major Strategic events budget of 235K which supports contracted signature events e.g. DocFest, British Swimming and Festival of the Outdoors and the budget is held by Economy, Skills & Culture service in the City Futures Directorate. We have a separate budget for the World Snooker Championships.

The Major Events team budget focusses on a variety of events including in the main community events e.g. Out of the World, Xmas Lights Switch on, Graves Park Country Fair, some aquatic events e.g. National Winter Short Course Swimming and commercial events e.g. Sheffield Half Marathon and Illuminate the Gardens. This team has approximately 7FTEs. This team in Sport, Leisure and Events team in Parks, Leisure and Libraries Directorate. This budget is likely to overspend for 2023/24 because of the council's support for some ad-hoc yet important events.

We have a small commissioning pot which supplements the Major Strategic Events fund. This is funded in the main from income contributions from teams the largest being from Town Hall Corporate events. Finance work with us to ensure we have a 'saving up pot' allowing us to make financial commitments in future years. This mechanism enabled us to bid for Women's Euros and Rugby League World Cup (without any further last minute call for funding) The current pot is now allocated until 2026.

2. HOW DOES THIS DECISION CONTRIBUTE ?

Progressive major cities recognise that events bring people to the city, provide attractions for residents, and ensure that the city's name is profiled in the national and international media. The number of major cities recognising this means that Sheffield is now operating in an increasingly competitive events marketplace both nationally and globally and a well-developed ambitious events strategy will ensure we remain competitive.

Developing a major events plan will enable the council to work on a framework for the future, gather an accurate understanding of budgets and resource available and required.

It will contribute to the delivery on two of the key objectives in the Destination Management Plan around growing events (and conferences) and will deliver the objectives of the Race Equality Commission recommendations by developing a major events plan that enables Sheffield by celebrating and engaging the whole city, by representing the city's culture and history by recognising the role of Black, Asian and minoritized ethnic communities in Sheffield's cultural offer. It will support the emerging Culture Strategy and its priorities around events (and the ambitions of the wider Culture Collective)

It will put Sheffield in a better position to leverage external funding.

It will support key outcomes in the Sport & Leisure Strategy – theme 2- - Inspiring sporting achievement by delivering major sporting events that deliver social and economic benefits to our communities and leave a cultural legacy.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 There has not been any consultation specifically regarding this report.

3.1.1 As part of the Destination Management Plan, events were major part of consultation. As the development of a Major Events strategy develops, consultation will be carried out as appropriate.

4. RISK ANALYSIS AND IMPLICATIONS OF THE REPORT

4.1 Equality Implications

4.1.1 There are no equality implications from this report

4.2 Financial and Commercial Implications

4.2.1 The costs associated with development of a new major events plan will be managed within existing City Futures (Economy, Skills and Culture) revenue budgets. There are no other financial implications at this stage.

4.3 Legal Implications

4.3.1 Any event agreements or licences should include appropriate contractual terms to ensure that the Council's liability is limited and that any risks are managed and mitigated. A properly planned for event will allow for bespoke drafting, negotiation and management of risk (such as liability and insurance) in a planned and considered way and can be discussed and documented early on in the Council's event planning process.

If there is likely to be any confidential or commercially sensitive information to be disclosed in any early discussions with venues, promoters and private sector organisations as part of the major events plan, this should be only be undertaken after a confidentiality agreement has been signed by the parties concerned.

4.4 Other Implications

There are no other implications from this report

5 ALTERNATIVE OPTIONS CONSIDERED

Continuing as we are would likely see costs spiralling, opportunities needing short term emergency budgets and other longer term opportunities to capitalise on events lost.

We could focus only on ‘no cost events’ but this would remove Sheffield’s ability to bid for significant national and international events.

6 Reasons for Recommendations

With events becoming central to many of our city strategies it is necessary and timely to-

Note the impact of the current major events programme

Note the challenges versus our aspirations in this space

Consider the opportunities for us to ‘do events better’
Support the considered interim position on principles of which events we support and how we finance them as compiled by the City Events Group led by Kate Martin

Support/Commission a fully costed and resourced events plan to inform our future work on events.

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Report to Policy Committee

Author/Lead Officer of Report: Diana Buckley – Director of Economy, Skills & Culture

Tel:

Report of:	Kate Martin
Report to:	Economic Development and Skills Committee
Date of Decision:	November 2023
Subject:	**Economic Development & Skills Budget report: options for 24/25 budget**

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	x	No	
If YES, what EIA reference number has it been given? 2407				
Has appropriate consultation taken place?	Yes	x	No	
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	x	No	
Does the report contain confidential or exempt information?	Yes	x	No	

If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-

*"The **appendices** are not for publication because they contains exempt information under Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended)."*

Purpose of the report:

The purpose of this report is to set out new financial pressures facing the Economic Development and Skills Committee in 2024/25, and budget options including savings, fees, grant and other income available to the council to offset these pressures.

It provides options for Committee, to make recommendations, which will allow our services to contribute to Sheffield City Council's budget pressure.

Recommendations:

The Economic Development and Skills Committee is recommended to:

1. Note the recommendation approved at the Strategy and Resources Committee in September that "Policy Committees will be asked to develop savings / additional income options that cover their service pressures" and to "require Policy Committees to report at their meetings in November on how they can balance their budgets."
2. Note the new financial pressures and risks within the Economic Development and Skills Committee
3. Note the options proposed to mitigate these pressures and that they will be presented to the Strategy and Resources Committee as part of the Council's budget for 2024/25
4.Note the financial risks beyond March 2025 with the end of the Shared Prosperity Fund, and agree to work with officers in coming months on plans to mitigate these risks where possible.

Background Papers:
(Insert details of any background papers used in the compilation of the report.)

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: **Liz Gough / Natalia Govorukhina**
		Legal: **Robert Parkin**
		Equalities & Consultation: **Bashir Khan**
		Climate: **Kathryn Warrington (TBC)**
	Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.	
2	**EMT member who approved submission:**	*(Insert name of relevant Executive Director)* **Kate Martin**
3	**Committee Chair consulted:**	*(Insert name of relevant Member)* ***Cllr Martin Smith***
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Diana Buckley	**Job Title:** Director of Economy, Skills & Culture
	Date: **25/10/2023**	

1.	**PROPOSAL**
1.1	**Background** An updated medium term financial analysis was presented to Strategy & Resources committee in September to give members an early view of the forecast financial position for the Council for the next 4 years and to set the financial constraints within which the budgeting and business planning process will need to work to achieve a balanced budget position over the medium term. MTFA & Committee Budget Savings Targets Over the 4 year period the forecast budget gap for the Council is estimated to be £61m. For 2024/25 the forecast budget gap is £18m that will need to be bridged by services in order to set a balanced budget for 2024/25. For this committee the following assumptions had been made for 2024/25 within the MTFA. ***Economic Development & Skills*** • Pressures of £1m, the most significant of which include inflationary pressure on service charges for delivery of services, and the pay awards. • Offset by ○ Funding allocated, as per the MTFA, to fund the 2024/5 pay award, £0.2m Share of remaining available funding as per the MTFA, £0.1m leaving a gap to find of £0.7m. Against this pressure, the Economic Development and Skills Committee (EDSC) has examined its budget, and identified options for generating income / identifying savings / stopping services. This report includes an updated overview (since the S&R report at 7th Sep) of the pressures and risks within the Economic Development and Skills Committee (EDS) and identifies a set of potential actions to meet these pressures and mitigate financial risks, as far as possible.
2.	**Background**
2.1	**Committee Budget Overview** The net 2023/24 budget for EDS is £9.4m, the Committee generates and is reliant upon £15.5 m of income to support the services. The table below outlines Qtr 1 2023/24 forecasted outturn position.

Service	Net Budget	Outturn - Income	Outturn - Expend	Total Outturn	Total Variance
ECONOMY, CULTURE & SKILLS	8.2	(6.8)	15.1	8.3	0.0
EDUCATION & SKILLS	0.8	(7.9)	8.7	0.8	0.0
PARKS,LEISURE & LIBRARIES	0.3	(0.8)	1.2	0.4	0.1
Grand Total	**9.4**	**(15.5)**	**24.9**	**9.5**	**0.1**

The majority of the services and activities within this committee are non-statutory – except for Lifelong Learning and Skills. However, they are impactful and important in supporting Sheffield to be a sustainable, inclusive, and culturally vibrant city.

Although EDSC has one of the smaller budget allocations from Sheffield City Council's core funding, this is used to leverage significant external funding for economic development activity. Furthermore the pressure facing EDS represents one of the largest percentage savings to find across the Committees.

Due to the nature of the funding and work of the services in EDS, the teams operate a core-flex model, whereby small core teams and services are funding through Council resources, with additional delivery activity and staff recruited in line with externally funded contracts.

This model is reflected in the savings and risks highlighted in this report.
This has advantages and disadvantages, for example, EDS can often pass on a significant proportion of the pay award pressure within our external funding contracts as legitimate staffing costs. However, we also carry significant financial risk when external funding ends, and new funding mechanisms to bid into are not yet in place (as with the end of European Funding this year, and its successor Shared Prosperity Fund in March 2025).

2.2 **Recap of in year savings delivery.**

EDS Committee committed to delivering £500,000 of saving in the current year 2023/2024. These were achieved by maximising external income and reducing service budgets. EDS has delivered these BIPs in full.

Budget Savings (BIPS) £m

Service	Financial RAG	Description	Total Savings	Savings Deliverable in Year	In Year Gap
ECONOMY, CULTURE & SKILLS	Green	Maximising income from external grant sources	0.1	0.1	0.0
	Green	Reduction in activity budget for responding to in-year opportunities	0.1	0.1	0.0
ECONOMY, CULTURE & SKILLS Total			**0.1**	**0.1**	**0.0**
EDUCATION & SKILLS	Green	Review of delivery model of SEND at Sheaf Training Centre.	0.1	0.1	0.0
		Use grant funding to mitigate pay award pressure	0.3	0.3	0.0
EDUCATION & SKILLS Total			**0.4**	**0.4**	**0.0**
Total			**0.5**	**0.5**	**0.0**

2.3 **Updated Pressures for 2024/2025 for Economic Development and Skills Committee**

Since the MTFA was presented, work had been undertaken with service providers to mitigate pressures, as such the overall **gap to remaining as a pressure for the Committee is £495,000**. Details of the pressures can be found in Appendix 1.

Further for committee to note that the pay award pressure in 2024/2025 has been allocated in the MTFS and funded corporately for 2024/25 only, therefore do not form part of the ongoing pressure for EDS. However, it should be noted that **the contribution to pay award with EDS services is the smallest across the Committees. This is because up to 60% of staff costs are charged out in external contracts, including pay award pressures.**

In addition to these in year pressures, Committee should also be aware of the wider risk at the end of March 2025, when Shared Prosperity Funding will come to an end. Which

	covers the around 40% of the staff, and 100% of grant activity, akin to over £7million is 24/25.

3.0	**Savings proposals and mitigations to off-set pressures for Economic Development and Skills Committee 24/25.** Savings to be proposed for consideration fall into one of the following categories: • Increase income via increased charges and/or charging for services • Doing things more efficiently • Reducing some services • Stopping some services In determining saving proposals, the Committee considered the potential impact on economic growth, service delivery to customers, equalities impacts and climate impacts. Assessments have been made by finance, HR, and legal as appropriate. The table in appendix 2 gives a detailed overview of the budget proposals, discussed, and debated with the Committee Members to contribute to the budget pressure for Economic Development and Skills. This report makes recommendations against these proposals, in line with the Committees advise to officers. These cover: **Fees and charges -** Strategy and Resources policy committee resolved to apply a notional Sales, Fees and Charges (SFC) target in line with estimated September 2023 CPI of 5.4%. The aim being to avoid possible subsidies for income generating services. Wherever possible our services charge out pay award pressures into external funding contracts. In addition, the business conferencing service charges commission on hotel bookings, however, this fee is benchmarked competitively against other core cities. Increasing this by 5.4% would reduce income, due to lost business, rather than increase income. **Efficiency Savings –** We have worked with SCC Business Rates team to maximise the reliefs and respond to revaluation of some of our Cultural assets. The details of these are highlighted in Appendix 2. The impact of offsetting these savings against the Committee pressure in minimal, in that there will be no service impact. However, we will not be able to reinvest the resources into culture, which is severely understaffed and under resourced currently. We are also exploring further efficiency savings on use of property. Details are given in Appendix 2. **Stopping some services -** Given the limited ability to increase income in the next 12-18 months further for existing activity (funds for new activities are being bid for) and that incremental cuts of the last few years have left service staffed at minimum levels – in order to meet this pressure in committee, EDS members have considered service cessation of the number of areas across the portfolio. However, based on the significant economic impact of the activity and the ability to leverage the investment with match funding, these options have been rejected. It is EDS Members recommendation that although the committee will look to contribute, as far as possible, without undermining services, that this pressure should be supported corporately, in line with other Committees with non staff, inflationary pressure.

3.1	**End of Shared Prosperity Fund - March 2025** At the end of December 2020, the current European Programme of Structural Funds (ESIF) came to an end. The Programme allowed both European Social Fund (ESF) and European Regional Development Funds (ERDF) to be defrayed for a further three years meaning of project activity and expenditure will be completed by Dec 2023. The UK Shared Prosperity Fund is the UK's replacement for European funding, and although less than we would have received as part of the EU, does provide a substantial bridge to the current funding and activity. We have worked with SYMCA (who are accountable for the UKSPF for SY) to identify opportunities to continue, adapt and work up new projects, under the SYMCA UKSPF Investment Plan, to mitigate staff and service cuts. However, this fund is only in place until March 2025. We are already looking at new funding mechanisms, sources of funding and bidding opportunities. We highlighted in June 2023, in the Strategy and Resources Committee report that potential of Gainshare funding, to act as a potential source of revenue funding to support business support, employment and skills and cultural activity. Although this would be significantly less than current being invested via SPF. "A programme for revenue activity will be developed once Government has indicated what will replace the UKSPF in 25/26. If no alternative is provided then it is expected that the Gainshare revenue programme will fill the gap in funding for business support, skills and employability activity and supporting the cultural/visitor economy." June 2023, S&R Gainshare Committee report.
4	**HOW DOES THIS DECISION CONTRIBUTE ?**
	The proposals in this report will deliver a significant saving towards delivering a balanced budget for the Council for 24/25.
5	**HAS THERE BEEN ANY CONSULTATION?**
	While none of the elements within this report require statutory consultation at this stage, they are being proposed following consultation, discussion and development as part of joint working with the full Economic Development and Skills committee. Senior Managers and staff have also contributed to these budget proposals, and are aware of the risk around external funding facing the service.
6.	**RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**
	<u>Equality Implications</u>
	Decisions need to consider the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010. This is the duty to have due regard to the need to: • Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act. • Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; • Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

	The Equality Act 2010 identifies the following groups as a protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. An initial Equality Impact Assessments have been completed for all of the budget proposals. Detailed impact assessments will be undertaken, as required, as an option is confirmed. Considerations have therefore been mapped in the table at Appendix 2 and have informed recommendations by Members.
	<u>Financial and Commercial Implications</u>
	Each Committee is required to deliver savings against Committee pressures for 2024/25, The purpose of this is to allow the Council to achieve a balanced position for 2024/25 by the time the Strategy and Resources meets in December 2023.
	The pressures and savings proposals to address this are set out in Appendix 2. Currently this Committee has not met all financial pressures aligned to EDS in 2024/25.
	All Committees savings proposals will be considered by the Strategy & Resources Committee before final sign off to ensure a balanced 2024/25 budget for the Council as a whole.
	<u>Climate Implications</u>
	Sheffield has adopted a Net Zero 2030 City target. As such, climate impacts are considered as part of decision making. Working with Service Managers and the Sustainability Team, assessments have been given to the proposals – as shown in Appendix 2.
	<u>Other Implications</u>
	HR
	We will initiate consultation with union representatives on the outlined proposals that are agreed as part of the budget setting process and will continue to work with them as detail develops.
7.	**ALTERNATIVE OPTIONS CONSIDERED**
	Do not make any budget savings By undertaking none of the proposed actions, we would be unable to contribute to delivering a balanced budget. **Deliver Balanced Budget** Make further savings by accepting the options, currently rejected, by the Committee to stop / reduce non statutory services.
8	**REASONS FOR RECOMMENDATIONS**
	We have sought to strike a balance between meeting our budget challenges in Committee and still delivering as much impact as possible for Sheffield's economy and residents. Removal of services and budgets would dramatically reduce the city's ability to bid for and win external funding, which maximises the Council's investment. This is the preferred option as it allows our committee to contribute significantly to the Council's budget position, without stopping important economic delivery services. Options in this report and further ideas may be considered by Strategy and Resources Committee with the EDS Committee, as the range of options across all Committees are considered together.

	In making this recommendation, the intended outcome is to continue to deliver services which are pivotal to economic development within the city and support the wider regional economy, and maximise our limited financial resource by working in partnership and bringing in external funding.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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