



Report to Policy Committee

Author/Lead Officer of Report:

Diana Buckley, Director of Economy, Skills & Culture

James Henderson, Director of Policy and Democratic Engagement.

Report of: *Chief Executive*

Report to: *Strategy and Resources Committee*

Date of Decision: *19th April 2023*

Subject: *Sheffield City Goals*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>				

Purpose of Report:

The report sets out progress toward the development of City Goals, a joint project led between partners across the City of Sheffield.

It describes the framework and activities planned as part of that process, and the role that the council is asked to play.

Recommendations:

Strategy and Resources are asked to:

1. Note the progress of the City Goals project delivery
2. Note the plans for the engagement part of the process in the coming months
3. Endorse the approach to developing the City Goals during the next phase of the project with the support of the Council to ensure we play our part alongside partners in the city to enact them.

Background Papers:

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

Lead Officer to complete:-									
1	<table border="1"> <tr> <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: Tony Kirkham, Interim Director of Finance</td> </tr> <tr> <td>Legal: Robert Parkin, Assistant Director Legal and Governance.</td> </tr> <tr> <td>Equalities & Consultation: Ed Sexton, Equalities and Involvement Officer</td> </tr> <tr> <td>Climate: Jessica Rick, Sustainability Programme Officer</td> </tr> </table>	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: Tony Kirkham, Interim Director of Finance	Legal: Robert Parkin, Assistant Director Legal and Governance.	Equalities & Consultation: Ed Sexton, Equalities and Involvement Officer	Climate: Jessica Rick, Sustainability Programme Officer			
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1. PROPOSAL

Shared strategic goals for our city

- 1.1 In the work we do as a Council and in partnership with colleagues across the city and beyond, we have lacked a description of our shared ambitions and common purpose as a city, a shared blueprint for where we want to get to that paves the way for a set of actions to help us deliver on that vision collectively. This was discussed at the [Sheffield City Partnership Board](#) (SCPB), where representatives of the public, private and voluntary sector, including the Council, come together to discuss city-wide issues and projects. In November 2021, the Partnership Board agreed that partners needed to come together to develop a 'City Strategy' to give that high-level city-wide set of ambitions, now known as the 'City Goals'.
- 1.2 For Sheffield City Council, the City Goals offer an excellent opportunity to work with communities, partners and stakeholders on a shared narrative that describes where we all want the city to be. Through our SCC plans and strategies, our services and investments and the work we do every day, we will then be able to demonstrate how we contribute to the pursuit of those shared goals. The City Goals will become a driving force to support our council improvement journey and delivery planning. The City Goals work will also incorporate an inclusive economic framework.
- 1.3 The recent LGA Peer Challenge report¹ identified that the Council should:
- “Build on the commitment and willingness of local partners to develop the place vision and City Goals so that they are co-owned and have clear lines of responsibility and accountability for delivery - with the Council as one partner albeit with a leading role”.*
- 1.4 The LGA recognised that having a place vision for Sheffield will help ensure that partners and stakeholders have a legitimate and shared responsibility to deliver for Sheffields. This will then inform the priorities and commitments in our own SCC corporate strategies.
- 1.5 As part of SCC's response and action plan following the LGA Peer Team's report, Strategy and Resources Committee agreed that SCC should continue to develop the City Goals with the intention of seeking Council approval for the Goals later in 2023.

The overall aim is to ensure that we are pursuing a joined-up approach to developing one coherent plan for the future of Sheffield within the city and enable us to discuss this in a range of forums as a unified voice.

¹ Agreed by Strategy and Resources Committee alongside SCC's response in March 2023, <https://democracy.sheffield.gov.uk/ieListDocuments.aspx?CId=641&MId=8355&Ver=4>

- 1.6 Having a shared purpose in the form of the City Goals is vital step forward in Sheffield's strategic development, giving us a clear articulation of the city's future. However, the process of developing the Goals is as important as the Goals themselves – bringing together voices from across the city's communities, networks and sectors to give us the best chance of having goals that reflect the things which unite and drive us together as a city. The City Goals will be:
- **Our North Star** – shared, long-term strategic direction for the city
 - **Co-produced and co-owned** – a fresh and open approach, involving more people than ever in developing a vision for the future of Sheffield which builds on a common narrative that we can all recognise.
 - **Built on evidence, insight and local expertise** – utilising our new economic evidence base, voice and insight gathered in communities, engagement with city stakeholders and bringing in new thinking and evidence from cities across the UK and globally.
 - **Underpinned by clear measurable outcomes** – so we can track progress against delivery of the goals we set.
 - **Linked with and informed by other key agendas in Sheffield** – providing coherence to a range of live policy agendas and new and existing strategies in Sheffield. By linking these to the delivery of a clear set of goals we can capitalise on the opportunities we are currently pursuing and make them work for us as a city.
 - **Help us to capitalise on regional and national opportunities** – for example, for the SYMCA's South Yorkshire Renewal Fund, SCC needs to develop a City Investment Plan setting out investment priorities for Sheffield and how they will help to deliver the priorities of South Yorkshire's Strategic Economic Plan. Developing the two plans alongside each other means the Investment Plan can be informed by the work to develop the City Goals.
 - **A catalyst for collective action and delivery** - implementation of the goals needs to be at the forefront of our plans. Organisations in Sheffield will need to understand their role in developing, adopting, and delivering the goals.

- 1.7 **Working together – what we've done so far**
The City Goals work was initially proposed at Sheffield City Partnership Board (SCP²) in November 2021 meeting. The Board, agreed to

² Sheffield City Partnership Board is the strategic board for Sheffield which brings together the public, private and voluntary sector to discuss non-sector specific city wide issues and provide a collaborative approach. The SCPB

commission work on a new inclusive economic framework which would act as the new City Goals.

- 1.8 The City Partnership agreed to the formation of a working group to help further develop the work. The working group was formed on a voluntary basis with a wider membership than the City Partnership, it includes representatives from other community focused organisations and work such as the Green Estate and the Race Equality Commission. The working group has met regularly and is keen to ensure the work captures the breadth of the Sheffield's communities and that the work is representative and of the city.
- 1.9 To create robust foundations to the City Goals which reflect our communities and our city's economy, partners have initiated two vital projects:
- **Local Economic Assessment** - commissioned and reported back to both the City Partnership Board and the Economic Development and Skills Committee³.
 - **Collaborative Conversations** - The Council has commissioned the Collaborative Conversations work which is being run by Voluntary Action Sheffield. This is ensuring in-depth conversations with some of those voices who would not ordinarily be captured in work by the main institutions.
- 1.10 Those projects provide a solid evidence base from which the City Goals can develop. The Partnership has also commissioned external support to help us drive the City Goals work forwards and provide vital capacity to the project and independent challenge to our thinking. Each of the pieces of work will have impact further than the development of the City Goals. For the economic assessment this will feed into an inclusive economic framework for the city. Beyond the City Goals the Collaborative Conversations work should provide an opportunity and a basis for establishing a collaborative network, enabling us to better connect to Sheffield's communities that we don't always hear from.

Next steps and timeline for developing the Goals

- 1.11 The activity in the early part of this year has been focused on partners working together on the approach to developing the City Goals and how the goals will be produced with partners and communities. The work on co-developing the Goals is now underway.
- 1.12 The City Partnership and the City Goals Working Group are committed to a strong level of engagement and involvement for communities, stakeholders and partners to make our City Goals genuinely of our city

originated out of the Local Strategic Partnership, which in Sheffield was called the Sheffield First Partnership, and specifically the Sheffield First Executive Board. This was reviewed in 2015 and rebranded with the introduction of an independent Chair, Lord Blunkett. Full membership can be found on the website:

<https://www.sheffieldcitypartnership.org/board-members>

³ The Local Economic Assessment was presented to the Economic Development and Skills Committee in June 2022 and is available here (Item 9) <https://democracy.sheffield.gov.uk/ieListDocuments.aspx?Cid=646&Mid=8320&Ver=4>

and our communities. This process will involve co-design, with participants actively involved in the drafting of the goals.

- 1.13 As described above, the Goals themselves are an important outcome. But, the process and approach that the city is taking by engaging partners and Sheffielders is an important demonstration of the city’s intent to inclusive and collaborative policy and strategy making, working with the city for the future of it.
- 1.14 The table below sets out the engagement phases in the coming months. Members of the Committee are encouraged to engage where possible around the PERP dates and restrictions and to engage more fully over the summer.

Timescale	Engagement Activity
February/March	Engagement Phase 1 <ul style="list-style-type: none"> • Communications and digital survey • Hold first round of engagement workshops
By March 24th (pre-PERP)	<ul style="list-style-type: none"> • Drop-in sessions for elected Members.
April - May	<ul style="list-style-type: none"> • Community workshops • Community pop-ups • Beginning to draft City Goals
May - June	Engagement Phase 2 <ul style="list-style-type: none"> • Second round of partner/stakeholder workshops • Second phase of community pop-ups • Member workshop • Co-development of the City Goals (digital tool)
June/July	<ul style="list-style-type: none"> • Further iteration of City Goals for approval across the partners and those involved

- 1.15 The Strategy and Resources Committee is therefore asked to support and endorse the engagement process and development of the City Goals, with the City Council playing an important and active role alongside partners and communities.
- 1.16 It is suggested that S&R Committee will receive a further report once the Goals have been developed.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The One Year Plan previously contained a commitment to SCC collaborating with citizens and partners on a new vision and shared purpose for the city, setting out ambitions for the city’s future and the challenges we need to tackle together. The Delivery Plan emphasised this and the development of the City Goals in an inclusive way with Partners across the city delivers against this commitment.

- 2.2 Once finalised, the Goals will provide an overarching ambition for the city which any future Corporate Strategies for the Council will need to contribute to.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 Consultation is a key part of the process as outlined above and will be carried out in the coming months. This report is not about a finished product but an update on the process which engagement and consultation the predominant part of.
- 3.2 The consultant team are facilitating workshops in the city and then will be producing a facilitation pack to enable conversations to be held across Sheffield in a range of communities and with partner networks. As well as the consultation exercise being carried out by the consultant team and partners through the City Goals work there is the additional Collaborative Conversations work which is taking place.
- 3.3 Collaborative Conversations is being led by Voluntary Action Sheffield (VAS) to enable conversations about the City Goals to take place across the city. These conversations will take place in communities and use methods and approaches which work best to enable a diverse range of people, to have a real voice and give their valuable insight. This is about capturing the citizen voice in Sheffield and targeting communities who do not always have a voice.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 An Equality Impact Assessment on the development of the City Goals has been created and a further Impact Assessment will be undertaken on the Goals themselves once they are established. During the process of developing the Goals we are seeking opportunities to eliminate discrimination, promote fairness and foster good relations between communities. The Collaborative Conversations work is one element which we are hoping will enable this and the consultation as a whole will also aim to ensure a representative and inclusive development process.

4.2 Financial and Commercial Implications

- 4.2.1 There are no direct financial implications arising from this report. Resources are being aligned to support the City Goals development process and have already been designated from Government funding to cover the costs of the consultants running the work.

4.3 Legal Implications

4.3.1 There are no direct legal implications arising from the recommendations on the process of developing the City Goals.

4.4 Climate Implications

4.4.1 Climate colleagues have been consulted and in discussion with the consultants concluded that a CIA would be best created on the findings and responses from the engagement process so this will be carried out at that stage of the City Goals development.

5. **ALTERNATIVE OPTIONS CONSIDERED**

5.1 The alternatives to consider would be firstly to do nothing, continue without a shared city vision and fail to have a collective perspective on the city's future. Ultimately this would lead to a lack of strategic cohesion, a fragmented view of the future and missed opportunities for investment. This was rejected as it is not in the city's best interests.

5.2 The other alternative is to have the Goals develop without SCC endorsement - enabling partners to continue the work but without SCC support. This option was rejected as we are the civic leader of place, we are ambitious for our city and our determination to deliver a bright future for Sheffield can only be achieved with and alongside our communities and our partners.

6. **REASONS FOR RECOMMENDATIONS**

6.1 Having a shared vision for the city is a vital part of Sheffield's future, creating a collective purpose and focus for everything the city's institutions do with and alongside our communities and businesses.

6.2 Public, private and voluntary, community, faith and social enterprise sector partners have come together with a real sense of ambition to listen to Sheffield's communities and articulate a shared story and set of priorities which will become the focus for our collective action, leadership and investment over the coming years.

6.3 As Sheffield's civic leader, SCC is one partner but has a significant role to play, connecting our democratic and community leadership to the shared vision for the future. The recommendations for S&R to endorse the development of the City Goals are therefore a vital statement to citizens and partners of our commitment to supporting the development of a new vision for the city.

6.4 SCC's support for and involvement in the City Goals work also ensures that we are delivering against the commitments made in the recent LGA Peer Challenge Action Plan.