



Report to Policy Committee

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Tel: 0114 223 2381

Report of: Kate Josephs, Chief Executive
Report to: Strategy and Resources Policy Committee
Date of Decision: 24th January 2024
Subject: Sheffield City Goals

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA		
Has appropriate consultation/engagement taken place?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input 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:-		

Purpose of Report:

The report details the development of Sheffield City Goals, a joint project led between partners across the City of Sheffield. It provides (i) an overview of the process behind developing the Goals, (ii) presents the finalised City Goals for endorsement and (iii) highlights ongoing work with partners to develop a delivery structure with new partnership arrangements which will assist organisations and people across the city to work together to achieve the Goals.

Recommendations:

Strategy and Resources Policy Committee are recommended to:

- Note the process by which the City Goals have been developed, including extensive community engagement and involvement across two separate phases in 2023.
- Endorse the finalised set of City Goals, subject to potential minor amendments based on discussions with Sheffield City Partnership Board taking place at their Board meeting on Friday 19th January.
- Note the strategic links between the City Goals and future Council strategies and plans, particularly the current draft Council Plan.
- Note the intention to continue ongoing work with partners to develop a delivery structure with new partnership arrangements which will enable people and organisations across the city to work together to achieve the City Goals.
- Note that officers will provide an update to Strategy and Resources Policy Committee on progress and next steps for the City Goals in 6 months time.

Background Papers:

LGA Peer Challenge Report for Sheffield City Council. Available at: [Sheffield City Council - LGA Corporate Peer Challenge report | Local Government Association](#)

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.
	Finance: Liz Gough
	Legal: Petra Der Man
	Equalities & Consultation: Ed Sexton
	Climate: Victoria Penman
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>
2	SLB member who approved submission:
	Kate Josephs, Chief Executive
3	Committee Chair consulted:
	Cllr Tom Hunt

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 SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
Lead Officer Name: James Henderson Diana Buckley	Job Title: Director of Policy and Democratic Engagement Director of Economy, Skills and Culture	
Date: 15/01/24		

1. PROPOSAL

1.1 Introduction and Background

- 1.1.1 There are so many things happening and being planned in Sheffield which we should be proud of and talk about. But we have lacked the ability to speak with one voice about the sort of city we want to be. Having a set of ambitions that we can all stand behind has the potential to unlock significant opportunities: leveraging funding, aligning expertise and resources and fostering a more collaborative approach to decision making. Sheffield, like many places, faces a complex set of challenges that cannot be met by one organisation alone. The power and potential of collaboration between organisations in the city has been demonstrated before: from working together on the covid frontline it was acknowledged that this work could go further if the city had a coherent plan which is clear about its priorities.
- 1.1.2 This important gap was noted by 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'. Although the work was commissioned by Board members, there was an explicit intention from the outset for the process, product and actions to be genuinely inclusive and to be owned and informed by as many Sheffield organisations and communities as possible.
- 1.1.3 With this in mind, a set of principles for the work were established. The City Goals would 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** – such as working with South Yorkshire Mayoral Combined Authority and the RSA’s Urban Futures Commission as well as opportunities open to other organisations in the city.
- **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.

1.1.4 The 2023 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”*.

1.1.5 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 endorsement of the Goals later in the year.

1.1.6 Since then, the City Goals have been informed by a process of significant city-wide stakeholder and community engagement across two phases, and draft Goals have been iterated by a wide variety of stakeholders. This process of Goal development has in itself fostered a new interest and appetite for collaborative working amongst the diverse range of stakeholders who took part. Far from the finalised City Goals being the culmination of the work, the Goals should be seen as just the starting point: they are the platform upon which the city can build a collective response to the challenges and opportunities facing Sheffield.

1.2 The Development of the City Goals

1.2.1 As set out above, the City Goals have been developed through an extensive programme of engagement to collect evidence and insight, creating a collectively owned vision for Sheffield’s future. The process has reached a wide range of stakeholders and communities, way beyond the SCPB, and has been important in building a

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

movement around the work which will ultimately support a city-wide approach to delivering on our aims.

1.2.2 To create robust foundations to the City Goals which reflect our communities and our city's economy, partners have initiated two vital projects which provided a solid evidence base from which the City Goals can develop.:

- **Local Economic Assessment** – this brought together data and evidence from various sources to understand the challenges and opportunities facing Sheffield's economy. Alongside more conventional economic measures, it looked at health, inclusion, inequalities and climate change and their economic impact. Partners across the city were involved in the work and the findings were reported back to the City Partnership Board and the Economic Development and Skills Committee in 2022².
- **Collaborative Conversations** - The Council commissioned the Collaborative Conversations work which has been run by Voluntary Action Sheffield. The aim of this was to ensure in-depth conversations occurred and fed into the process with some of those voices who would not ordinarily be captured in work by the main institutions. Trusted relationships have been built up during the work enabling in depth conversations particularly during the first phase.

1.2.3 The City Partnership asked a working group to form to help further develop the work chaired by Angela Foulkes, Principal of Sheffield College. The working group was formed in June 2022 including representatives from organisations on the City Partnership but also involving other community focused organisations and work such as the Green Estate, Sheffield Social Enterprise Network and former members of the Race Equality Commission. Membership of this group is set out in Appendix 1. The working group has met regularly, with a particular interest in ensuring the work captures the breadth of the Sheffield's communities and their voices.

1.2.4 The process to develop the Goals had three distinct stages, each involving stakeholder engagement beyond the original working group in an effort to reach and involve as many groups as possible:

- 1) First phase of public engagement
- 2) Co-drafting and iterating with stakeholders of goals using insights and evidence
- 3) Public conversation on the draft goals

1.2.5 The initial stage of public engagement, or 'Phase 1' was focused on listening to people's experiences and insights. This phase was made

² The final version of the Local Economic Assessment, titled 'Sheffield Economic Evidence Base' can be found here: [Sheffield Economic Evidence Base — Sheffield City Partnership](#)

up of two principal strands: an online survey and workshops, the outputs from which fed directly into the goal development process.

- There were over 1600 responses to the survey. This included over 1000 respondents who left their email addresses to be involved in future engagement.
- Over 28 workshop sessions were arranged and led by a number of different partners through the working group with 'Train the Trainer' sessions being offered to the facilitators. Workshops included youth groups, Pitsmoor Adventure Playground, Tinsley Chai Group, Age UK, a business event supported by local business organisations and a session focused on diverse communities. Workshops were also held with elected members during this phase.
- 17 Collaborative Conversations sessions were held with communities and community organisations

1.2.6 The data collected during this process had in excess of 4,000 data points and was used, alongside the wider evidence basis, to inform the initial draft of the goals. During August, around 70 people with a range of expertise and from different backgrounds, known as the 'Stewardship Group', worked together to interpret the data and insights which had been collected so far and start to form these into key themes for the City Goals. Membership of the Stewardship Group was based on individuals and organisations who had expressed interest in the City Goals alongside targeted invites to try and ensure broad representation from across different sectors and communities.

1.2.7 Following the summer workshops a draft set of City Goals have been tested with that same group of city stakeholders, as well as additional targeted groups such as young people and Strategy and Resources Policy Committee. From their feedback the City Goals have been iterated twice based on an understanding of what might build the strongest consensus in the city. Local Area Committees were also involved during this period, with officers attending the September/October round of meetings to raise awareness of the process to develop the City Goals and the forthcoming public engagement.

1.2.8 Version 3 of the draft City Goals was then shared across the city from mid-November for 4 weeks as part of a public conversation through a survey and face-to-face sessions. It was important to give a wider cohort of Sheffielders a chance to influence the final iteration of the City Goals, while also encouraging an ongoing conversation across the city about how the City Goals can change how things are done in Sheffield.

1.2.9 The second survey received over 1500 responses and the feedback has been used to directly inform the final version of the City Goals. The face to face sessions in this third phase included sessions with the Burton Street Foundation with Madina Mosque, All Saints School, the Sheffield Equality Partnership and the Sheffield Social Enterprise Network. Two workshops were also held for elected members.

1.3 **The City Goals**

1.3.1 The City Goals are designed to reflect the shared hopes and ambitions people have for Sheffield. The Goals consist of 6 stories we want to be able to tell in 2035. The 2035 timespan was chosen because it is long-term enough to encompass the challenges facing the city but close enough to allow people to engage with them and imagine experiencing the changes themselves. These stories are linked; one cannot become true without the others. Sitting underneath each of these stories are 18 goals that outline what we need to make possible for those stories to become a reality. These goals are designed to be specific, tangible and measurable, allowing people to start to think about what work towards these goals would look like for them. They represent a shared responsibility for how things should happen here in Sheffield going forward.

1.3.2 The City Goals are ambitious, but they set out the aspiration rather than the solution to the challenges and opportunities the city faces. They are not intended to be a strategy or an action plan: their value comes from the fact that in a comparatively short space of time, people from different parts of the city and from different organisations have come together to create a shared understanding of the city's long-term priorities for the future.

1.3.3 [The City Goals](#) are as follows:

A Creative & Entrepreneurial Sheffield: Where we all have opportunities to invent, make, create and build in ways that grow shared prosperity, create high-quality jobs and enrich our communities and ourselves.

- Goal 1: We build a fair, inclusive & creative local economy that attracts & retains talent, supports local businesses, and invests in opportunities for all.
- Goal 2: We have the education, training, skills and resources we need to pursue our curiosity and develop new ideas for the benefit of ourselves, others and Sheffield's reputation regionally, nationally and globally.
- Goal 3: We enable all creatives to thrive, from artists & musicians, to scientists & technologists, sharing and learning from one another, as part of an enriching cultural and creative economy.

A Green & Resilient Sheffield: Where we all act urgently on the climate and environmental crisis, prepare for a changing future, and prioritise the health and wellbeing of our city's people and nature.

- Goal 4: We adapt our economy and city to a changing climate, restore our relationship with nature and safeguard it for future generations, while ensuring a just transition for people of all abilities.
- Goal 5: We foster and grow businesses, organisations and local initiatives that look after people, place and planet, and lead the way on decarbonisation, re-use and the rewilding of nature.
- Goal 6: We invest in our wellbeing and mental health, and work with nature to create better, more resilient places and communities that can better understand and act on the challenges they face.

A Sheffield of Thriving Communities: Where we all belong to welcoming communities that care for one another, help us live safe and fulfilling lives and share equitably in the city's success.

- Goal 7: We benefit from high-quality, vibrant, creative, and diverse public spaces that are accessible to people of all abilities across all our neighbourhoods and communities.
- Goal 8: We all have a say over what happens in our neighbourhoods, and shape our city around fairness, equity, wellbeing and combating poverty.
- Goal 9: We're able to embed strong and caring relationships that bring people together and bridge divides across generations, neighbourhoods and communities.

A Connected Sheffield: Where we all have opportunities to form lasting, positive relationships in our neighbourhoods and across the city, through technology, great transport and common causes.

- Goal 10: Everyone has good access to people, culture, nature and services no matter where they live, what background they come from or what support they need.
- Goal 11: Everyone is able to safely and easily move around our neighbourhoods, across our city and out into the wider world, through a range of climate-friendly transport options.
- Goal 12: We have access to the digital and physical infrastructure we need to work together to solve shared problems and make positive and healthy lifestyle choices.

A Caring and Safe Sheffield: Where all our voices are heard and acted on equally, and we feel the respect and celebration of each other's histories, heritage and cultures across the city.

- Goal 13: We have diverse and accountable leadership that listens, is trustworthy, effective and inspiring, putting inclusion, expertise and diversity at the heart of decision-making.

- Goal 14: We are honest with each other about the challenges we face in our communities, and are brave enough to find common ground, heal divides and try new things out together.
- Goal 15: We continuously strive to live, play and work free from racism, with zero tolerance for all forms of hate, discrimination and stigma in any corner of our lives.

A Sheffield for All Generations: Where all generations can flourish today while remaining hopeful about the future, free from poverty and oppression and regardless of background

- Goal 16: We make long-term decisions that address the economic, ecological and social crises we face and create opportunities for everyone to contribute to the city's present and future.
- Goal 17: We invest in children, young people and families, giving them a strong start to life with affordable, healthy, secure homes and inspiring places to learn, play and lead.
- Goal 18: We support everyone to live with dignity and to age well, with access to leisure activities and control over where and how they receive high-quality health & care services.

1.3.4 The City Goals are being taken to the Sheffield City Partnership Board on the 19th January for consideration and are subject to minor amendments at that meeting. Any such amendments will be provided in draft form in writing for members at the meeting of the Strategy and Resources Policy Committee on the 24th January.

1.4 **The Delivery of the City Goals and Next Steps**

1.4.1 The City Goals represent an exciting new approach to city-wide strategy making in Sheffield and it has become clear, as the goals have been developed in partnership across Sheffield, that we must begin to work together differently in order to deliver them. To achieve this ambitious set of goals and embed meaningful change, we will need an equally ambitious plan of action and a commitment to work collaboratively with organisations and people across Sheffield.

1.4.2 This work has created a valuable opportunity to engage a wide range of communities, partners and stakeholders across the city around a sense of common purpose. Sheffield City Council is one of a large number of institutions and organisations who have shaped the City Goals work so far and the process of identifying, developing and embedding the delivery structures required to take forward this project must also be a collective and inclusive one.

1.4.3 To build on the momentum of these city-wide conversations, the working group members, including SCC officers, have recently led a series of discussions with organisations, networks, anchors, employers, businesses and communities to seek collective

endorsement and broad base of support for the Goals. Part of these discussions, which have taken place over the last three months, involves gaining a sense of which organisations might best lend themselves to which goals. These 'socialisation' sessions have provided space for institutions and networks of community and private sector organisations in the city to start exploring what the City Goals will mean for them and begin the process of embedding them in their ways of working. These sessions have included the Executive Boards for Sheffield Hallam University and the University of Sheffield, Sheffield Children's Hospital, Culture Collective, Sheffield Property Association and a session arranged for voluntary, community and social enterprise leaders.

- 1.4.4 As the final set of Goals are endorsed across the city during the early part of this year, there will need to be a parallel process of establishing partner-led transition arrangements to put in place some of the core elements the city will need to allow it to coordinate and accelerate delivery of the City Goals.
- 1.4.5 These transition arrangements should be designed to support and embed the delivery of the Goals by putting in place and overseeing a set of clear actions and tangible deliverables. It should do this in a way which involves and includes a broad range of people across Sheffield, building on and embedding the city-wide engagement process that has been developed over the past year.
- 1.4.6 Partnership work is already underway to explore and inform what this should look like in practice and discuss how we will need to work together as a city. A group of key partners and stakeholders, representing a cross-section of the city, have started to come together during the City Goals development process to share and discuss ideas and look at innovative examples from cities and places across the world in order to help us develop our own Sheffield approach which builds on our unique skills and assets.
- 1.4.7 This group is comprised of key institutions, community, and business leaders (including the Leader and Chief Executive of the Council). Membership is set out in Appendix 2. The potential workstreams to support city goals delivery which have been discussed thus far include:
- taking a new approach to developing performance indicators by working with communities to define and measure success in ways which are meaningful to Sheffield people
 - establishing innovative engagement mechanisms which provide a voice for both young and old in shaping the next steps
 - supporting 'demonstrator' projects across the city which focus on delivering different aspects of the goals by building on existing work and supporting new approaches.

- 1.4.8 To take this forward, partners, including SCC, will now need to collectively support some dedicated work to explore these options and start to put in place the necessary infrastructure to support this new way of working.

2. HOW DOES THIS DECISION CONTRIBUTE ?

- 2.1 The City Goals are intended to be North stars for the whole of the city that set direction for where we're trying to get to together. The Council Plan sets out the priorities of Sheffield City Council and is our plan for how we are going to play our role over the coming 4 years – working together with the city to achieve its City Goals. The process itself has been a really important part of developing the City Goals and will continue to be important as the city moves into delivering on the City Goals they have agreed on.
- 2.2 The City Goals provide a framework for more collaborative working. By having shared understanding of priorities, the city can work together better to take advantage of opportunities, better align resources and reduce the risk of duplication of effort.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 Extensive engagement has taken place to develop the City Goals over several phases:
- 1) An initial 'listening' phase aimed at gathering in-depth insights and perspectives, using both a survey, 28 face to face workshops and 17 sessions run through the Collaborative Conversations project. Over 1500 people completed the survey.
 - 2) Co-drafting of the goals involving over 70 stakeholders from a range of perspectives in workshops across the summer and testing early drafts of the goal with the same group.
 - 3) A public conversation to test support for the draft City Goals, involving another online survey and targeted face to face workshops. Similar to the first engagement phase, over 1500 people completed the survey which was held between November and December 2023.
- 3.2 At each stage, the feedback from the engagement has directly influenced and shaped the work that has followed. The survey feedback from the first phase was summarised in a set of '[sentiment cards](#)' used in the goal drafting workshops. After the first draft of City Goals were shared with the Stewardship Group, feedback included the need for more reference to young people and the climate challenge. This influenced the second draft of the City Goals. Version 3 responded to feedback on language and other thematic gaps, for example the importance of entrepreneurship. The final

version of the City Goals have responded to the feedback from the public conversation, for example wanting more emphasis on safety, a desire to acknowledge all generations rather than just young and old, and a recognition of the importance of good quality public spaces, not just access to them.

- 3.3 At the heart of the approach to engagement used for City Goals is a commitment to co-design, involving a wide number of people in the development of the goals early in the project. It has also been important that participation in the work reflects the diversity of the communities in Sheffield and this has been actively pursued – for example, targeted sessions were run for the second phase of public conversation to address the under-representation of groups of people in online surveys.

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 was created and a further Impact Assessment has been undertaken on the Goals themselves. During the process of developing the Goals we have been seeking opportunities to eliminate discrimination, promote fairness and foster good relations between communities.

Throughout the process we have made an effort to ensure that a range of groups with protected characteristics have been involved in the creation of the City Goals. The Stewardship Group invites were extended to all of the Equalities Partnership leads with specific feedback sessions held with them too. We also had sessions with Youth Groups, Burton Street Foundation, Madina Masjid mosque and other groups who wouldn't always get the opportunity to feed into processes such as this one.

4.2 Financial and Commercial Implications

- 4.2.1 There are no direct financial implications arising from this report. Resources have been aligned to support the City Goals development process and have already been designated from funding allocated to SCC from South Yorkshire Mayoral Combined Authority. This was as part of its Feasibility Fund to support the development of a growth plan for Sheffield and has covered the costs of the consultants running the work. Any financial implications related to the delivery of the City Goals will be considered in a separate decision once details of the new partnership arrangements are confirmed.

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, save for noting the following:

Pursuant to the Equality Act 2010, [“the Act”] the Council must in the exercise of its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act,
- Advance equality of opportunity between people who share a protected characteristic and those who do not,
- Foster good relations between people who share a protected characteristic and those who do not.

There may be relevant equalities implications arising from each of the City Goals. An Equality Impact Assessment has been completed which has not identified any risks associated with the City Goals, and overall has assessed the City Goals as having a positive impact on people with protected characteristics.

4.4 Climate Implications

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

- Goal 4: We adapt our economy and city to a changing climate, restore our relationship with nature and safeguard it for future generations, while ensuring a just transition for people of all abilities.
- Goal 5: We foster and grow businesses, organisations and local initiatives that look after people, place and planet, and lead the way on decarbonisation, re-use and the rewilding of nature.
- Goal 16: We make long-term decisions that address the economic, ecological and social crises we face and create opportunities for everyone to contribute to the city’s present and future

4.5 Other Implications

- 4.5.1 The purpose of the City Goals is to address a range of key challenges and opportunities facing the city, including those relating to health, economic and social inequalities. The City Goals include ambitions around public space and neighbourhoods, climate

adaptation, connectivity, decision making, and health inequalities including mental health.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Now the City Goals are finalised, the alternative is to for SCC not to endorse them - 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 The City Goals are the strategic link between SCC activity (as outlined in the draft Council Plan) and the wider ambitions of the city. As Sheffield's civic leader, SCC is one partner but has a significant role to play in the delivery of the City Goals, connecting our democratic and community leadership to the shared vision for the future. The recommendations for Strategy and Resources Policy Committee to endorse the City Goals are therefore a vital statement to citizens and partners of our commitment to supporting a new shared vision for the city.
- 6.2 SCC's support for and involvement in the City Goals work also ensures that we are delivering against the commitments made in the LGA Peer Challenge Action Plan.
- 6.3 The driving principle behind the City Goals, which has galvanised thousands of people to be involved in their development, is that as a city we are more than the sum of our parts. The aim of the Sheffield City Goals is to ensure that all organisations and groups can work towards the same vision for Sheffield. As well as aligning our efforts, the Goals provide a way to better coordinate the city's time, energy and resources, and to collaborate effectively to create a city to be proud of.

APPENDIX 1

Membership of City Goals Working Group

Name	Organisation
Angela Foulkes (Chair)	The Sheffield College
Greg Burke	Sheffield Hallam University
Roz Davies	Green Estate
Greg Fell	Sheffield City Council
Helen Sims	Voluntary Action Sheffield
Diana Buckley	Sheffield City Council
Sonia Gayle	Former Sheffield Race Equality Commissioner, African Heritage Forum
Yasmin Knight	University of Sheffield
Alexis Krachai	Sheffield Chamber of Commerce
Terry Murphy	Sheffield Social Enterprise Network
Joanne Elsom	Department for Education
Laura White	Sheffield City Partnership Board

APPENDIX 2

Invite list for group to discuss future City Goals delivery:

Name	Organisation
David Bussue	SACMHA Health and Social Care
Heather Paterson	SAYiT
James Martin	Disability Sheffield
Greg Fell	Sheffield City Council
Rob Sykes	University of Sheffield
Angela Foulkes	The Sheffield College
Abdul Shaif	ACT
Councillor Fran Belbin	Sheffield City Council
Councillor Tom Hunt	Sheffield City Council
Emma Clarke	Western Park Cancer Charity
Emma Latimer	Sheffield NHS South Yorkshire
Emma Marshall	Sheffield Digital
Helen Sims	Voluntary Action Sheffield
James O'Hara	
Kate Josephs	Sheffield City Council
Kim Streets	Sheffield Museums
Kirsten Major	Sheffield Teaching Hospitals NHS Trust
Louisa Harrison-Walker	Sheffield Chamber of Commerce
Miranda Plowden	Yorkshire Arts Space
Olivier Tsemo	Sadacca Limited
Richard Calvert	Sheffield Hallam University
Roz Davies	The Green Estate
Shahida Siddique	Faith Network
Sonia Gayle	African Heritage Culture Forum

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