

Sheffield
**Health &
Wellbeing**
Board

HEALTH AND WELLBEING BOARD PAPER FORMAL PUBLIC MEETING

Report of: Kate Martin, Executive Director – City Futures, Sheffield City Council

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Subject: Sheffield Growth Plan

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Summary:

Throughout 2024, Sheffield City Council has developed a Sheffield Growth Plan 2025-35, based on economic evidence and considerable stakeholder engagement. This builds on the draft principles and strategic priorities set out in the ‘Growth Framework’, which was agreed by Sheffield City Council’s Strategy and Resources Committee in March 2024 as a basis for the plan. This report outlines the development of the Growth Plan since then, including further stakeholder engagement, and summarises its principles and four missions.

Questions for the Health and Wellbeing Board:

- What are Health and Wellbeing Board partners’ roles in delivering parts of the Growth Plan?

- How would the Health and Wellbeing Board like to be involved in the Growth Plan’s delivery, principally through the development of an Investment Plan and Investment Compact?
- What future policies and strategies overseen by the Board could align with the Growth Plan?

Recommendations for the Health and Wellbeing Board:

That the Health and Wellbeing Board are recommended to:

- Strategically endorse the final Growth Plan, noting the stakeholder engagement and economic analysis that has informed its development.
- Commit to further discussions about Health and Wellbeing Board partner roles in delivering on the plan

Background Papers:

- *The Sheffield Growth Plan 2025-35*

Which of the Building Blocks in the Health & Wellbeing Strategy does this help to deliver?

- **Ensure a healthy standard of living for all**

One of the principles behind the plan is for Sheffield to have an economy that is fair and prosperous for all. Growth should have the impact of improving people’s lives. Growth needs to tackle the disparities in outcomes across the city, most notably in levels of employment and income which have a significant impact on people’s health. Inclusive growth is vital to addressing these issues, if harnessed in the right way, which is what the Growth Plan aims to address.

- **Create good work for all**

The Growth Plan consists of four missions, two of which directly relate to creating good work. Within the ‘Our economy: global, green and growing’ mission, there is an ambition for Sheffield to have ‘More good jobs, with better access to skills and training for all’. Within the ‘Grow our neighbourhoods together’ mission, ‘Sharing prosperity and connecting more people to growth’ is also a stated ambition, with explicit mention of ensuring access to good jobs and training.

- **Develop healthy places and communities**

Across the missions for ‘Growing our neighbourhoods together’ and ‘A city on the move, connected with the infrastructure to grow’ the Growth Plan sets out ambitions for places and communities which will have a positive impact on people’s health and wellbeing –

including housing, neighbourhoods (including the quality of the local environment and access to services) and transport (including active travel and low emission travel).

Which of the Radical Shifts in the Health & Wellbeing Strategy does this help to deliver?

Partnerships and collaborations

One of the principles of the Growth Plan is 'We work in partnership together with community, voluntary, public and private sector to get things done', recognising that future strategies need to utilise and work with business and community groups and build on successful partnerships. The plan also sets out how a partnership approach will be used to oversee the delivery of the Growth Plan, linking into the plans around City Goals delivery and 'Sheffield Stronger Together'.

Who has contributed to this paper?

Kate Martin – Executive Director – City Futures, Sheffield City Council

SHEFFIELD GROWTH PLAN 2025-2035

1.0 SUMMARY

- 1.1 Throughout 2024, Sheffield City Council has developed a Sheffield Growth Plan 2025-35, based on economic evidence and considerable stakeholder engagement. This builds on the draft principles and strategic priorities set out in the 'Growth Framework', which was agreed by Sheffield City Council's Strategy and Resources Committee in March 2024 as a basis for the plan.
- 1.2 This report outlines the development of the Growth Plan since then, including further stakeholder engagement, and summarises its principles and four missions.
- 1.3 The report also sets out the plans for a new active and collaborative partnership environment to oversee the delivery of the Growth Plan.

2.0 HOW DOES THIS SUPPORT DELIVERY OF THE FAIR AND HEALTHY SHEFFIELD PLAN?

- 2.1 The Growth Plan acknowledges the links that an inclusive and sustainable economy can have with supporting better health and wellbeing. The plan includes an action to align with the Fair and Healthy Sheffield Plan to identify opportunities to make those links stronger. Following feedback on the draft Growth Plan, references to health and wellbeing have been strengthened through the document.

3.0 THE SHEFFIELD GROWTH PLAN 2025-35

Introduction

- 3.1 With the City Goals and Council Plan in place, now is the time for Sheffield to set out its ambitions for economic growth. The city has been without a plan for the economy for over a decade and whilst great progress has still been made, the city cannot fulfil its full potential without a clear plan for growth over the next 10 years.
- 3.2 The lack of a plan and growth story to date was acknowledged in the 2023 Local Government Association (LGA) peer challenge report to the Council, which recommended that a clear narrative was required for the city's regeneration and economic plans. The Sheffield Growth Plan directly addresses this recommendation.
- 3.3 An economic evidence base was commissioned in 2023 and initial stakeholder engagement took place at the beginning of 2024. This informed the basis of the development of the Growth Plan. A Growth Framework was developed from this foundational research and set out the principles and strategic priorities for growth in the city. It was endorsed by Strategy and Resources Committee in Sheffield City

Council on the 12th March 2024. The Growth Plan builds on this Framework, incorporating further comprehensive stakeholder engagement and analysis of evidence.

- 3.4 A Growth Plan will ensure that new strategies and policy decisions connected to economic growth align to a set of shared ambitions and outcomes. It will galvanise collaboration and partnership at a local, regional, national and international level to deliver key ambitions as well as provide clear messaging for potential investors and our partners in the city on what Sheffield wants to achieve and how it will do it.
- 3.5 Within the context of a new national government that has placed much emphasis on the roles of towns and cities in driving the UK's economic growth, and the requirement for Local Growth Plans at a regional level, the need for Sheffield to set out its vision for growth has become even more important.
- 3.6 To meet the challenges and opportunities facing a large major city economy, the Growth Plan must reflect the ambitions for the city, not one organisation. Although Sheffield City Council has led the drafting, it is important to note that the plan is informed by city partners and stakeholders (this is why there have been two significant engagement phases in the plan's development) and stands as the City's Growth Plan.
- 3.7 The Growth Plan is a Tier 1 city strategy, and it seeks to lead the economic elements of the City Goals, South Yorkshire Mayoral Combined Authority's Plan for Good Growth, the Council Plan and the Fair and Healthy Sheffield Plan. This Growth Plan is underpinned by thematic strategic plans (Tier 2) which set out delivery and investment plans and priority initiatives. These include the Transport Vision, City Centre Strategic Vision and the forthcoming Culture Strategy and Employment and Skills Strategy.

Process of development of the full Growth Plan

- 3.8 The development of the plan can be grouped into three phases:
 - Phase 1 (January - March):** Early political, partner and stakeholder engagement and evidence gathering, informing the principles and strategic themes of the Growth Framework
 - Phase 2 (April – August):** Building on the Framework, mapping of current and future activity and undertaking additional economic analysis to inform a draft Growth Plan.
 - Phase 3 (September - December):** Re-engaging with elected members, partners and stakeholders to share the draft Growth Plan and incorporating feedback into the final version. The Growth Plan is due to be discussed and approved at Sheffield City Council's Strategy and Resources Policy Committee on the 11th December.
- 3.9 Both the Growth Framework and the Growth Plan are based on evidence and insights from a variety of sources. This includes two phases of dedicated stakeholder engagement; statistical and lived experience data from the extensive first phase of city-wide engagement for the City Goals; the Sheffield Economic

Evidence Base for Sheffield; and further sector-based analysis of Sheffield's strengths which was undertaken by independent economic consultants Metrodynamics.

- 3.10 The Growth Plan builds on the Growth Framework, which was developed through considerable stakeholder engagement. Throughout January and February 2024, Thinkingplace undertook 65 in-depth interviews with stakeholders from the business community, central government, local community and voluntary sector and the culture sector. They also ran 8 Focus Groups including with the Diverse Business Board, the Community Sector, the Voluntary and Charity Sector Employment and Skills Group and Sheffield BID High Street Forum.
- 3.11 A Growth Reference Group was also created to provide feedback and input at the start and end of Phase 1 and city-wide engagement from the City Goals and other consultation, such as the Local Plan were used to inform the shaping of the Growth Framework and themes.
- 3.12 Further engagement has taken place with the draft Growth Plan. Over 20 group sessions were held with stakeholders, including with the University of Sheffield, Sheffield Hallam University, Sheffield Youth Cabinet, Chamber Council, Sheffield College, Culture Consortium, Culture Collective, Sheffield Property Association, the VCS Employment and Skills Group, Sheffield Equality Partnership and a consultation group of several climate and sustainability organisations, brought together by SY Climate Alliance.
- 3.13 Following the stakeholder engagement through Phase 3, changes were made to respond to feedback. The most significant of these changes can be summarised as:
- More detail on how the Growth Plan will be delivered and the role partners across the city can play in this
 - Including measures to show progress with delivery and achieving outcomes
 - Making climate and environmental challenges and opportunities more prominent throughout the document
 - Highlighting more directly the role of skills in delivering inclusive economic growth
 - Embed how culture and heritage can contribute to growth and inclusion
 - Strengthening and giving more prominence to the 'Grow our Neighbourhoods Together' Mission by being clearer about how the issues within it relate to economic growth
 - Greater emphasis on health and wellbeing and its relationship to economic growth

Summary of the Sheffield Growth Plan

- 3.14 This plan is structured around four key economic missions which are ambitious, long-term and underpinned by our analysis of the structural challenges we need to focus upon in the next 10 years, if we are to

realise and deliver long-term growth and productivity at pace for the city.

OUR MISSION

Our economy: global, green and growing – We will grow the economy and improve living standards in Sheffield by scaling-up our business base and generating more and better jobs for residents.

OUR PLAN TO DELIVER

- A growing city centre that plays a major role in our region's economy
- Driving growth and building our global position through technology, investment and innovation
- Bigger, more productive business base
- More good jobs, with better access to skills and training for all
- Be a global demonstrator in the journey to net zero & climate resilience

OUR MISSION

Grow our neighbourhoods together – We will deliver high quality neighbourhoods, offering a good choice of homes and ensure people are able to play an active role in their community and local economy.

OUR PLAN TO DELIVER

- Sharing prosperity and connecting more people to growth
- More and better new homes for a growing city
- A successful city with thriving neighbourhoods

OUR MISSION

Celebrate and grow a vibrant, cultural and creative Sheffield – We will grow our reputation internationally, attract visitors, create vibrancy and pride of place through growing our cultural and creative industries and harnessing our rich heritage.

OUR PLAN TO DELIVER

- Accelerate the growth and reach of the city's creative and cultural economy
- Inspiring people to visit Sheffield
- Put Sheffield on the global stage
- Curate and harness our rich cultural heritage

OUR MISSION

A city on the move, connected with the infrastructure to grow – We will deliver the reliable and low carbon infrastructure network that the city needs by securing large-scale and long-term investment

OUR PLAN TO DELIVER

- Transform our city-to-city connectivity
- Connected communities with accessible, affordable, safe and reliable public transport and active travel networks
- Low emission travel that supports good health
- Future-proofed infrastructure

3.15 The Growth Plan is underpinned by five guiding principles which act as a 'test' for new growth policies, partnerships and programmes to ensure investment and energies align with how we want to grow as a city:

- **We build on the city's uniqueness and maximise our assets:** - harnessing our strengths and having the confidence to promote and build on these assets as drivers of growth, including our cultural and heritage assets.
- **Fair and prosperous for all** - ensuring that all parts of the city share in Sheffield's success, and that growth connects more people to opportunity.

Our strategies will enable and support a fair, inclusive and creative local economy

- **We will work with the community, voluntary, public and private sector to get things done** – to deliver our strategies, we will work with citizens, business, community organisations and build on our successful strategic partnerships for Sheffield and our communities.
- **A strong partner to business** - foster our dynamic business base and become the UK city for start-ups and scale-ups. Business will know that Sheffield is a place where they can grow their business and will be supported to do so.
- **Meet our environmental and climate ambitions-** as Sheffield continues to grow and prosper, we must protect and invest in its unique environment and minimise its environmental impact as we prepare for a changing future. Sustainability isn't just about setting targets, but ensuring businesses and individuals have the right support as the city transitions to a new, lower- carbon, sustainable economy where people and nature thrive.

Delivering the Sheffield Growth Plan

- 3.16 One of the key pieces of feedback received through stakeholder engagement on the draft Growth Plan was to provide more detail on how the plan will be delivered. The final plan responds to this feedback by setting out a delivery framework that aligns existing resources, stakeholder engagement, and performance outcomes. This framework considers the role of various partners across the city:

Sheffield City Council: The Council Mission is 'together we get things done' which means that Sheffield City Council as an organisation will act as one, working together to deliver for our customers, the people and businesses of the city. City Futures, the Council's economic development arm will particularly align to Growth Plan and set their 5-year delivery plan against it – using the Council's enabling, convening, direct delivery powers.

South Yorkshire Mayoral Combined Authority (SYMCA): The city is playing a lead role in rebuilding the [pride, purpose and prosperity of South Yorkshire](#), using our economic assets to put the region at the forefront of national economic renewal. Sheffield will play an active role in the collective leadership of SYMCA, and working with all local Leaders across South Yorkshire.

Business: We are working ever more closely with the private sector; the City's Pride of Place Board brings together large-scale businesses to make a positive impact on the local economy. We also work collaboratively with the Sheffield Chamber of Commerce and the Federation of Small Businesses. Institutional Investment will be a critical mechanism to deliver our ambitions in the Growth Plan, and the city is building positive and powerful relationships with global investment funds.

VCFSE: The Voluntary, Community, Faith and Social Enterprise sector is critical to the successful delivery of the Growth Plan. We have strong strategic and delivery relationships in projects already across the city. We have tested the plan with VCFSE partners, and sought to highlight their importance in ensuring this plan delivers for our communities and local areas. The skills, expertise, commitment and passion throughout the VCFSE sector and in our communities will be harnessed through the Investment Plan, outlined in the Growth Plan.

Wider public sector: Public sector partners in Sheffield have an important role to play in growing the economy, particularly around issues relating to employment, skills and health. In this space here it is vital that the delivery of the Growth Plan strongly links to the activity of the Joint Health and Wellbeing Board and its delivery of the Fair and Healthy Sheffield Plan and as well as the city's Employment and Skills Advisory Board who are overseeing the development of the Sheffield Employment and Skills Strategy.

Government: Whilst, as a region, we have the assets - businesses, talent, culture, and community - to grow our economy, 'Team Sheffield and South Yorkshire' cannot do this alone. We are focused on developing a great city and region, but the path to get there also needs support from national enabled solutions too. Nationally, we need complementary public, private and institutional investment and focus to unlock the growth potential of the 4th largest city to benefit the UK.

Sheffield Investment Plan

- 3.17 An Investment Plan (2025 – 2030) will follow as a critical next component of delivering the Growth Plan, providing a structured approach to public and private resource allocation and market leverage, attracting funding and steering longer term investment and business decision-making. Consecutive 5-year investment plans will be developed (2025-2030 and 2030 to 2035) which will identify priority initiatives for investment, ensuring that those with high impact, return on investment and achieve the strategic objectives are resourced.
- 3.18 The investment plan will also serve as a roadmap for decision-makers. It will help us make the case collectively to regional and national government bodies, institutional investors and partners about where we focus our resources and efforts.

Investment 'Compact'

- 3.19 To deliver the Growth Plan 2035, we will need to continue to foster an active and collaborative partnership environment that shares our ambition for growth and success for our city. The Sheffield City Goals provides the foundations for a new City ecosystem 'Sheffield Stronger Together' which will activate partners in the common aim of collective leadership and action to support the delivery of the goals.
- 3.20 To enable progress against the 'Creative and Entrepreneurial' City Goal and the Goals relating to the economy, through the Growth Plan, a space is needed where multiple parties can be engaged in the investment planning process. A space where,

as a city, we can join up our core economic programmes, co-design initiatives, build business cases and champion the city and our investment plans to crowd in further investment - whether that be expertise, physical or human resources or capital and revenue funding. Through working together, we will build a 'compact' that will enable long term decision making, facilitate collective investment and ensure we foster a sense of shared responsibility and collective action toward achieving our 4 growth missions.

- 3.21 This new 'Investment Compact' interface will be launched in 2025, after a period of co-design with city partners. We will proactively engage with the Sheffield Stronger Together Partnership to ensure the investment compact and pipeline projects are supported by partners across the city.
- 3.22 Progress will be tracked using both outputs and outcomes measures through an outcomes framework set out in the appendix to the Growth Plan. Outputs will be integrated into the investment plan to ensure that the activities being delivered can be monitored. We will also monitor a set of outcomes measures to test that our investments if are making a measurable change in the economy, against the delivery of the plan. Critically we will use the performance of our outcomes to influence future Investment Plan decisions enabling us to respond to underperformance and gaps in areas of activity.

4.0 QUESTIONS FOR THE BOARD

- 4.1 This report has outlined the process for developing the new Sheffield Growth Plan, its four missions and underpinning principles, and the plans for a partner led approach to delivery, including an Investment Plan a new 'Investment Compact':
- What are Health and Wellbeing Board partners' roles in delivering parts of the Growth Plan?
 - How would the Health and Wellbeing Board like to be involved in the Growth Plan's delivery, principally through the development of an Investment Plan and Investment Compact?
 - What future policies and strategies overseen by the Board could align with the Growth Plan?

5.0 RECOMMENDATIONS

- 5.1 Strategically endorse the final Growth Plan, noting the stakeholder engagement and economic analysis that has informed its development.
- 5.2 Commit to further discussions about Health and Wellbeing Board partner roles in delivering on the plan.