WORKING TOGETHER TO BUILD A Sheffield THAT WORKS FOR EVERYONE
Sheffield City Partnership is the strategic, non-statutory partnership for Sheffield, which works to develop a collective and collaborative approach to addressing the city's challenges and maximising our strengths and opportunities. It focuses on building relationships, sharing information and adding value by joining-up efforts across the city.

We have an independent Chair, Lord Blunkett of Brightside & Hillsborough and our partners include:

Birchenhall Howden
Grant Thornton
Manor & Castle Development Trust
NHS Sheffield Clinical Commissioning Group
Sheffield Cathedral
Sheffield Chamber of Commerce
Sheffield City Council
Sheffield College
Sheffield Hallam University
Sheffield Teaching Hospitals
South Yorkshire Fire & Rescue
South Yorkshire Police
South Yorkshire Police & Crime Commissioner
University of Sheffield
Voluntary Action Sheffield
Contents

Foreword ................................................................. 5

Summary ................................................................. 6

What is the Framework? ................................. 9

Why do we need this Framework? ........... 11

Our Vision ............................................................ 16

Our Commitments .............................................. 17

What next? ............................................................ 22

Additional information ................................. 23
Foreword

This Framework is intended to stimulate discussion and to promote positive policies, with the ultimate aim of extending well paid and satisfying jobs, and consequent prosperity, to everyone in the city. In other words, to ensure that economic success and greater growth and economic activity, benefit the many and not just a few.

The widely acclaimed Fairness Commission report was the starting point for examining how we can bring about greater equality in the city, and ensure that through the promotion of the living wage, greater access to a high-quality environment, and programmes to lift people out of intergenerational poverty and disadvantage, we could create a city in which everyone could contribute, and everyone would gain as a result.

Of course, we are having this discussion at a time when we have seen increased poverty and a greater divide in Sheffield, which mirrors the picture at the national level. Over the last 10 years we’ve seen the paradox of a dramatic fall in gross domestic product, productivity and sustainable growth whilst at the same time the number of people in work, far from falling, has increased. Regrettably, many of these jobs have been in areas of low wages, part-time or zero hours contracts, and with little opportunity of progression and added value to the local economy.

That is why the Sheffield City Partnership Board, and all those working with us, are seeking a way of ensuring that sustainable and inclusive growth can benefit the city as a whole.
Summary

Our vision is for a thriving, successful and vibrant Sheffield economy which delivers better opportunities for more people.

We want all Sheffielers to have the best possible chance to live well, achieve their potential and get the most out of this great city.

The Framework sets out a clear ambition to build a more inclusive and sustainable Sheffield economy. It also proposes how we will work in partnership to deliver this. Importantly, it commits us to some clear actions, which will take us the first step on the way to making our vision a reality for Sheffield.

Sheffield has a long tradition of creating, innovating and leading as a big city on the global stage, and we are also well known as a characterful, friendly and progressive place. Spread over more than 142 square miles, with dense urban areas, rural villages and beautiful countryside we are proudly made up of a collection of individual, interesting and diverse local communities. Our strong commitment to fairness and social justice comes from both our diversity and our proud sense of collective identity.

It is clear that the city has so much to offer, with so many assets, but we want to see more Sheffielers benefitting from this great potential over the coming years, enjoying more equal access to opportunities and improved quality of life, no matter where they live in the city.

As partners and residents we are all facing a challenging environment, from public sector cuts to economic uncertainty. So, with these challenges at the forefront of our minds, now is the time to focus on what really matters to our city. For us, this means more people having the things they need and want in life, from secure incomes and decent homes, to positive experiences of education and work, to chances to enjoy the place they live in.
This means going beyond a necessary focus on growth, productivity and employment, to highlight the wider issues which we need to address to make our economy work better for as many people as possible. And this is where Sheffield City Partnership, which brings together partners working on education and skills, jobs, health, care, safety, communities and more, is well placed to raise this challenge for the people of Sheffield and drive a commitment to working differently in order to address it.

The vision and commitments have been developed by the Sheffield City Partnership, based on many discussions with partners, stakeholders and groups, and a series of events and conversations. However, we recognise that building an inclusive Sheffield needs to be a bottom-up process and our priority now is to make sure that we include and engage with the perspectives of more groups and communities across the city. By involving residents and communities in the process, we hope that this Framework will become meaningful and useful for a wide-range of people. This is why the Framework will be underpinned by a shared plan to deliver our actions, which we’re inviting others to help us develop, as well as a series of further public workshops and events throughout 2018 and 2019.

**Our Commitment**

Working together to build a Sheffield that works for everyone:

- Working better together to drive change
- Leading by example
- Involving and including people in the city
Our Actions

Of course, we want this Framework to be about actions and outcomes, as well as longer-term change, so as a starting point we have identified the following seven action areas:

1. Develop a city-wide approach to joining up education, skills and work, from early years to in-work progression - starting with a focus on digital and new technologies, and health and social care.

2. Agree city-wide commitments to drive-up employment standards, focusing in particular on supporting workers in insecure, low-paid or unstable employment.

3. Work together to address the unequal impact of our key environmental sustainability challenges, starting with a focus on clean air, and clean and lower cost energy.

4. Establish a set of shared principles to guide how we spend, buy and invest as organisations - starting with a partnership framework for progressive procurement.

5. Focus on people’s real experience of Sheffield’s economy by talking to more people about what an inclusive economy would look like for them, and by taking a new approach to the State of Sheffield 2019.

6. Work across partnerships to develop innovative responses to our key safety and security challenges, focusing in particular on supporting vulnerable people on the street and tackling violent crime.

7. Develop a set of ‘inclusive Sheffield’ indicators to track our progress in achieving the outcomes we want to see for the people of Sheffield.

Starting at the launch event, we will build a shared plan with stakeholders and communities to deliver these seven actions and identify priorities.
What is the Framework?

Since the start of 2017, the Sheffield City Partnership has been listening and learning about Sheffield’s opportunities and challenges - what are the strengths that will shape our city over the coming decades and what are the problems that are impacting on the quality of life of residents across our neighbourhoods?

Our Framework brings together everything we’ve heard and launches a new way of working for the Partnership and the city with a shared focus on driving down inequality to make the Sheffield economy work better for the people of Sheffield.

Undoubtedly, we face a significant challenge. We are living in a time of considerable economic uncertainty and the city has experienced almost a decade of austerity. Moreover, modern cities have complex networks of people, communities and institutions, which need to function well together to drive city-wide responses. This context undoubtedly makes our challenge harder, and makes it even more critical that we focus our collective efforts and resources on better outcomes for all our communities and tackling the inequalities and unfairness that prevents many Sheffieldeers from fulfilling their potential.

What this Framework aims to do:

- It is a shared statement about what we, the partners, want our economy to look like, and part of an ongoing conversation with stakeholders and communities
- It sets out how we can come together in the city to help to achieve this
- It is about how we can use our vision to influence change locally and nationally
- It has been developed by the partners on Sheffield City Partnership but we want to involve and include others
- It provides space for us to start to identify more actions together and join-up the huge amounts of relevant activity in the city.
Where this fits in the city and city region: an inclusive city at the heart of an inclusive city region

Many cities in the UK and across the world are committing to and investing in creating more inclusive economies through their economic strategies. In Sheffield we are taking this a step further and working collectively, in partnership, to define what we want our city to deliver for Sheffielers, and what we all need to do, together, to make that happen.

Across Sheffield, people, communities and organisations are working tirelessly to tackle the challenges that our city faces to help build a more inclusive economy. We recognise that as the strategic partnership for the city, it is our role to better join-up these excellent efforts, including what is happening within and outside of our organisations.

So, we have worked hard to develop a vision and commitments which are consistent with those of individual partners in the city and Sheffield City Region, as well as bottom-up visions from communities and the voluntary sector, and we will continue to build and maintain these links.

Some examples of visions and strategies we have engaged with include:

- Sheffield City Region Vision
- Social Leaders Vision
- Young People’s Vision
- Fairness Commission
- Cohesion Sheffield
- Green City Strategy
Why do we need this Framework?

The Inequality Challenge

The Partnership is committed to building a more inclusive economy, where growth, prosperity and the benefits of this are more evenly shared. We want to start doing things differently as we approach our city's economic challenges, because we recognise that Sheffield’s economy, like that of our country, unequally distributes jobs, wealth, health, education and skills and other opportunities.

This situation is unacceptable to us in Sheffield, not only because too many of our residents are unable to lead secure and fulfilling lives, but also because if we do not find a way to address this, our economy and our city will be less successful for everyone as a result.

In our State of Sheffield 2018 report, we explored inclusive growth in some detail and explained why people across the world, from the UK government, to international agencies such as the Organisation for Economic Co-operation and Development (OECD), are increasingly acknowledging that our economy is not working for people and ‘needs fundamental reform’.¹

It is clear that the economic growth we have been experiencing in recent years does not necessarily bring people out of poverty, or enable them to participate more equitably in our economy and society.²

Since the global economic meltdown in 2008, many jobs have been created across the UK and in Sheffield, but there has also been an increase in low-wage and insecure employment which has exacerbated the pre-recession problem of ‘in-work poverty’. Poverty is now at record high levels (for example relative child poverty is likely to have hit its highest in 15 years for 2017-18) despite record employment.³

¹ See IPPR Economic Justice Commission and the UK Government’s Inclusive Economy Partnership.
² See RSA Inclusive Growth Commission
So, whilst Sheffield’s economy has been resilient over the last ten years, we have seen many people’s quality of life decline, and inequalities widen across the city, with many working harder and struggling more. More people are in work and wages have slowly risen through measures such as the National Living Wage, but in real terms the impact of economic changes, public sector cuts and welfare reforms have meant that people often have lower incomes, fewer resources, and find it harder to access the right support and services.\footnote{Ibid}

At the same time, we have a lot going for us, with many assets to build on, including:

- We are a popular city where people want to live – with a growing population of almost 570,000
- We have a proud heritage and global reputation for quality – world-class universities and hospitals, advanced manufacturing, international investment and new high-tech jobs.
- We have fantastic museums, music and arts – not only high art, concerts and international conferences, such as Sheffield Theatres, Doc/Fest and Tramlines, but many free events, exhibitions and festivals in the city centre and local communities.
- We have a strong independent spirit driving and attracting new innovative sectors – for example, a fast growing, joined-up and successful digital sector, bringing many new jobs to the city.
- We have beautiful hills and green space in and around the city – the Outdoor City and the greenest city in England with breath-taking views from all areas, great access to parks and woodland in all directions, and a National Park in our borders.
- We are a great place to get involved in sport and activity – from world-class sporting venues such as the English Institute for Sport and competitions like the city’s Cliffhanger Festival, to free local events like parkrun and Walking for Purpose.
- We have unique opportunities to develop our city to fit the future not the past – for example, we are still developing our city centre, with lots of potential remaining, and our approach of focusing on housing, heritage, leisure and business, rather than just shops,
will see us better placed to withstand economic changes such as the decline in retail\textsuperscript{5}.

However, we know from the evidence that not everyone in the city has equal access to the assets, resources and opportunities which Sheffield has to offer. For many people in Sheffield, our greatest assets are not reflected in their day-to-day experience of life in the city.

This inequality is reflected in our performance relating to the inclusivity of Sheffield and the Sheffield City Region.\textsuperscript{6} For example, whilst we are one of the better performing cities in the Grant Thornton Vibrant Economies Index, our strengths in dynamism and opportunity are offset by the work we still have to do to improve inclusion and equality.\textsuperscript{6}

The city’s big economic challenges have been well documented in our State of Sheffield reports since 2012, and more recently at a regional scale, in the Sheffield City Region vision for a more inclusive regional economy (presented by the two universities and the Sheffield Teaching Hospitals), including some of the strategic issues we face, for example, low productivity, skills gaps, graduate retention, and poor transport connections with other cities. Like all cities in the UK, we are also dealing with many years of austerity and facing the economic instability which comes with the Brexit negotiations and beyond.

But what does this mean for people in Sheffield and how we live our lives here?

**Living Well -**

- Salary levels have improved at a good rate, but wages in the city are lower than the national average and there are significant disparities between the average weekly wages of people in west/south west and north/east Sheffield.\textsuperscript{7}
- We have clear health inequalities in different parts of the city – from life expectancy, to a person’s ability to work, to the air quality in their local area.\textsuperscript{8}
- Deprivation in the city became more polarised between 2010 and 2015, with a clear and growing divide between east and west.\textsuperscript{9}

---

\textsuperscript{5} See City Centre Plan, https://www.sheffield.gov.uk/citycentreplan
\textsuperscript{6} State of Sheffield 2018, p. 24.
\textsuperscript{7} See Resolution Foundation, Forging Ahead or Falling Behind, p.23.
\textsuperscript{8} See State of Sheffield 2018, pp.79-90.
\textsuperscript{9} See Sheffield Joint Strategic Needs Assessment
Achieving your potential -

- Sheffield has a higher proportion of adults with no qualifications than the national average and the skill levels of people in the city don’t match as well as they could to employment opportunities, making it harder for people to find good and rewarding work.
- We have seen a significant (although lower than the national average) increase in self-employment over the past 5 years and too many of our residents are in insecure, unstable or multiple jobs. People who don’t have formal workplaces also have fewer protections and limited routes to exercise their rights.\footnote{State of Sheffield 2018, p. 86.}
- Poor children in Sheffield are now more likely to attain better educational outcomes than would be expected, and we have been very successful in getting disadvantaged young people into apprenticeships and training. But, too many children are living in poverty in the first place, while too few know how to fulfil their ambitions, and social mobility in some areas of the city and city region is still very low.\footnote{See, for example, State of Sheffield 2017, p.33; Sheffield Fairness Commission(2013), Making Sheffield Fairer, p.24; see also https://southyorkshirefutures.co.uk/syf/the-challenge/}

Making the most out of the city -

- We have always been a safe city but rising violent crime is a big challenge and people in poorer areas are more likely to experience crime and anti-social behaviour.
- Our city centre is a welcoming place, with great public spaces, but in the face of austerity, partners are working harder than ever to support people who are homeless or struggling on the street.
- People in the more affluent parts of Sheffield are consistently more likely to come out and vote in elections, whilst public sector cuts and the need to do more with less, have brought new challenges which increase the importance of listening to and involving those whose voices are heard the least.
- We have a very strong and vibrant voluntary and community sector, with high levels of volunteering from all areas – but the challenges people are facing are increasing and becoming more complicated,
WHY DO WE NEED THIS FRAMEWORK?

A Partnership Framework for an Inclusive & Sustainable Economy

while resources across the public and voluntary sector are being squeezed.\textsuperscript{12}

More detailed information about these challenges and opportunities can be found here:

- State of Sheffield Reports
- Joint Strategic Needs Assessment
- Transport Strategy
- Sheffield State of the Voluntary and Community Sector
- City Centre Plan

There is no doubt about the scale of these challenges. Even though we have many opportunities and assets to build upon, this is not something which the Sheffield City Partnership can solve alone, or overnight; so we are focused here on the areas where we, as partners, can add the most value and commit to making clear, positive changes in the short term, which will contribute to our longer term vision and support a collective approach.

As a Partnership we represent some of the city’s largest employers, biggest spenders and deliverers of key services across education and skills, health, care, safety and democratic engagement. We also have a responsibility to advocate for others in the city, from smaller businesses and voluntary organisations, to local residents. We know that an inclusive economy is as much about these wider issues as it is about supporting traditional forms of economic growth, so we have a clear role to play in building the foundations for a more equal city and we must focus on doing what we can to build individual productivity, skills, health, and opportunities for people to fulfil their potential. This will provide the context in which our partners can identify and deliver their own strategies for improving economic development, health and wellbeing, education and skills, and the local environment amongst others.

\textsuperscript{12} See Sheffield State of the Voluntary and Community Sector Report
Our Vision

Our vision is for a thriving, successful and vibrant Sheffield economy which delivers better opportunities for more people.

We want all Sheffielders to have the best possible chance to live well, achieve their potential and get the most out of this great city.

In practice, this means that we need to work towards greater and more equal access to the things which help us succeed as a city and as individuals.

So, based on our understandings of the inequalities we face, the Sheffield City Partnership is focussed on:

More people achieving their potential with:
- education and skills which give you a route to grow and achieve your ambitions
- good, rewarding jobs and chances to progress at work

More people getting the most out of our city with:
- support in your community if and when you need it
- places, activities and things to enjoy around the city
- easy and affordable ways to get around
- opportunities to be heard and listened to

More people living well with:
- a secure income, food and necessities
- a warm and safe home
- a good local environment
- safe and secure communities
- good health and an active life
Our Commitments

We will work together to build a Sheffield that works for everyone.

To pursue our vision, we are committing to focus on how we work, as well as what we do.

We will look at our own activities (our spending, our workforce and our services) and how we can drive higher standards for the city, as well as the areas where we can influence and respond to longer-term and wider change, for example, the skills system, technological advances and environmental sustainability.

There are three main areas we need to focus on:

- **Working together better in partnership to drive change**
- **Leading by example**
- **Involving and including people in the city**

And within each of these, we will also be committing initially to some short term actions, as a first step towards delivering the medium and long-term changes required to address the challenges we have identified above.

1. **Working together better in partnership to drive change**

We will:

- Improve communication and information sharing across partnerships - we will establish stronger networks and regular communication between the lead officers and chairs of key partnerships in the city. We will also take this Framework to the partnership boards across the city to keep it high on the agenda across all the partnership work we do in the city.
- Work harder to join up efforts across the city, including using our website as a shared resource, to host and link to information about different groups, visions and strategies.
- Focus the Sheffield City Partnership’s time and energy on the delivery of the Framework, with partner organisations leading meetings for each of the action areas.
2. Leading by example

We will:

• Keep this framework on the agenda - sharing and discussing the vision and commitments within our organisations and identifying opportunities to reflect these principles in our future priorities and plans.

• Identify partners to lead each action, who will be responsible for pinpointing the key next steps, sharing best practice and setting the agenda for other partners to follow.

• Work to improve our own representativeness and diversity as a Board (including further work with the Equality Hub Network).

• Embed our vision to make Sheffield work for everyone by setting high standards for how we conduct ourselves as organisations (and promoting these values and culture to others in the city) - from operations, to human resources, to how and where we spend and invest our money.

3. Involving and including people in the city

We will:

• Improve the way we, as Sheffield City Partnership, communicate, involve and engage with residents.

• Work with other partnerships to strengthen and join-up our approach to engagement, and jointly explore and support different approaches to reaching communities, and involving those who are seldom heard.

• Deliver a set of events and conversations with different communities, focused on where the gaps are in this framework, and how we work together with residents to make Sheffield work for everyone.

• Work to make key organisations and businesses in Sheffield more representative of and responsive to our diverse communities, starting with a focus on our own workforce.
And starting with a **shared plan**, which will help us collectively identify the short, medium and long-term activities and priorities for each of the seven areas, we are going to use this new way of working to deliver the following:

**1. Develop a city-wide approach to joining up education, skills and work, from early years to in-work progression – starting with a focus on digital/new technologies and health and social care.**

- Establish a partner ‘education and skills’ task group to lead and commission research and projects and to support the development of Sheffield City Council’s new Skills Strategy. This will engage local education partners and business.
- Work closely to align with existing projects and activities, linking in particular with Sheffield College, South Yorkshire Futures, DotSHF (Digital), Sheffield City Council’s City Growth Team, SCR and both universities (automation/new technologies) and across the NHS foundation trusts, NHS Sheffield CCG, Sheffield Accountable Care Partnership and the City Council’s People Portfolio (health and social care).
- Work to increase young people’s voice and influence on the Sheffield City Partnership.

**2. Agree city-wide commitments to drive-up employment standards, focusing in particular on supporting workers in insecure, low-paid or unstable employment.**

- Link with and reinforce work already being taken forward by the Fairness and Tackling Poverty Campaign group around fair work and efforts to co-ordinate ‘employer charters’ regionally and nationally.
- Add particular value by focusing on supporting workers in the gig economy (i.e. people on zero hours or flexible contracts). For example, we will look at how and where partners in the city could better support and empower people without defined workplaces, employee rights or unions, through existing or new support networks and community facilities.
- Reach out more to the local business community who have a key role to play in this, to learn from and involve them in the process.
A Partnership Framework for an Inclusive & Sustainable Economy | OUR COMMITMENTS

Work together to address the unequal impact of our key environmental sustainability challenges, starting with a focus on clean air, and clean and lower cost energy.

- Work with the newly formed Green City Partnership to support and reinforce the delivery of their key objectives, to provide strategic oversight and to ensure that we take a joined-up approach to the environmental and social challenges facing our communities.

Establish a set of shared ‘Sheffield’ principles to guide how we spend, buy and invest as organisations, starting with a partnership framework for progressive procurement.

- Build on work we have been doing for over a year with our ‘Progressive Procurement’ partnership - this brings together the Heads of Procurement from our partner organisations.
- As well as a set of standards, we will also be able to use the data and analysis from this project to focus on key sectors, in particular local food production.
- Promote our shared standards to others within and outside the city, reaching out to businesses to encourage them to adopt these standards in their supply chain and invest in areas of the city where people are most excluded.

Focus on people’s real experience of Sheffield’s economy by talking to more people about what an inclusive economy would look like for them, and by taking a new approach to the State of Sheffield 2019.

- For State of Sheffield in 2019, instead of a long report, we will run a series of local events and an annual summit in Spring 2019, working with communities to fill gaps, and to develop responses and solutions together.
- Deliver a public health (Public Health England and Sheffield City Council) funded project working with a local community anchor and the University of Sheffield, talking to people in an area of the city about their day-to-day experiences, with a clear focus on reaching those who are seldom heard.
• Capture this learning in our action plan and work with partners to secure funding for further projects of this kind, as we know this is an area of research where we could add real value.
• Link this activity closely with ongoing work around building cohesion and social capital.

Work across partnerships to respond to our key community safety challenges, focusing in particular on supporting vulnerable people on the street and tackling violent crime.

• Continue strong links with the Safer & Sustainable Communities Partnership to support and develop innovative and joined-up responses to these shared challenges as set out in the Community Safety Partnership Plan.

Develop a set of ‘inclusive Sheffield’ indicators for the city, which will track our progress in achieving the outcomes we want to see for the people of Sheffield

• We will be working with colleagues in Public Health and others in Sheffield City Council, the universities, communities and willing partners, to develop a set of indicators which reflect our shared vision for the Sheffield economy. We will use existing sets of indicators and fill the gaps through additional data/new research.\\13
• We will be able to use this set of indicators across organisations and projects, to give us a consistent way of measuring and understanding our progress towards addressing the city’s challenges and meeting our shared priorities.

13 We are looking at indexes, such as the Grant Thornton Vibrant Economy Index, the Happy City Index, the Social Mobility Index and the Rockefeller Index, as well as the United Nations Sustainable Development Goals.
What next?

This Framework does not and could not cover or capture everything. However, we recognise that an inclusive economy must also be shaped from the bottom up, not just the top down, and that our work to deliver the vision set out in this Framework, and the initial actions we’ve identified, must be informed by and taken forward in communities, at different levels of our workforce and with wider partners and stakeholders.

This needs to be a work in progress, and a shared process, so our first next step is to ask attendees at our launch to come together to:

- help us make sure that our priority action areas reflect wider concerns
- help us plan the new activity needed across those action areas
- help us join-up existing activity across those action areas

The launch event will be the beginning of an ongoing conversation and we will be having more events, workshops and discussions across our organisations and within communities. We will also be regularly updating the Action Plan to reflect our findings.
Additional Information

Please note that more information on the work we have been doing, as well as relevant case studies, will be hosted publically on our website, alongside the Action Plan.

We invite all of our partners and interested residents to help us keep those resources up-to-date and make sure that they highlight the wide range of relevant and fantastic things going on in the city.

Please send any thoughts or ideas to SheffieldCityPartnership@sheffield.gov.uk
More information about the Partnership, our Board members and our work can be found on our website: [www.sheffieldcitypartnership.org](http://www.sheffieldcitypartnership.org) and twitter feed [@SheffieldCPB](https://twitter.com/SheffieldCPB)

Please do get in touch with us if you want to offer feedback, let us know about an activity or initiative or get involved with developing our shared plan:

[SheffieldCityPartnership@sheffield.gov.uk](mailto:SheffieldCityPartnership@sheffield.gov.uk)