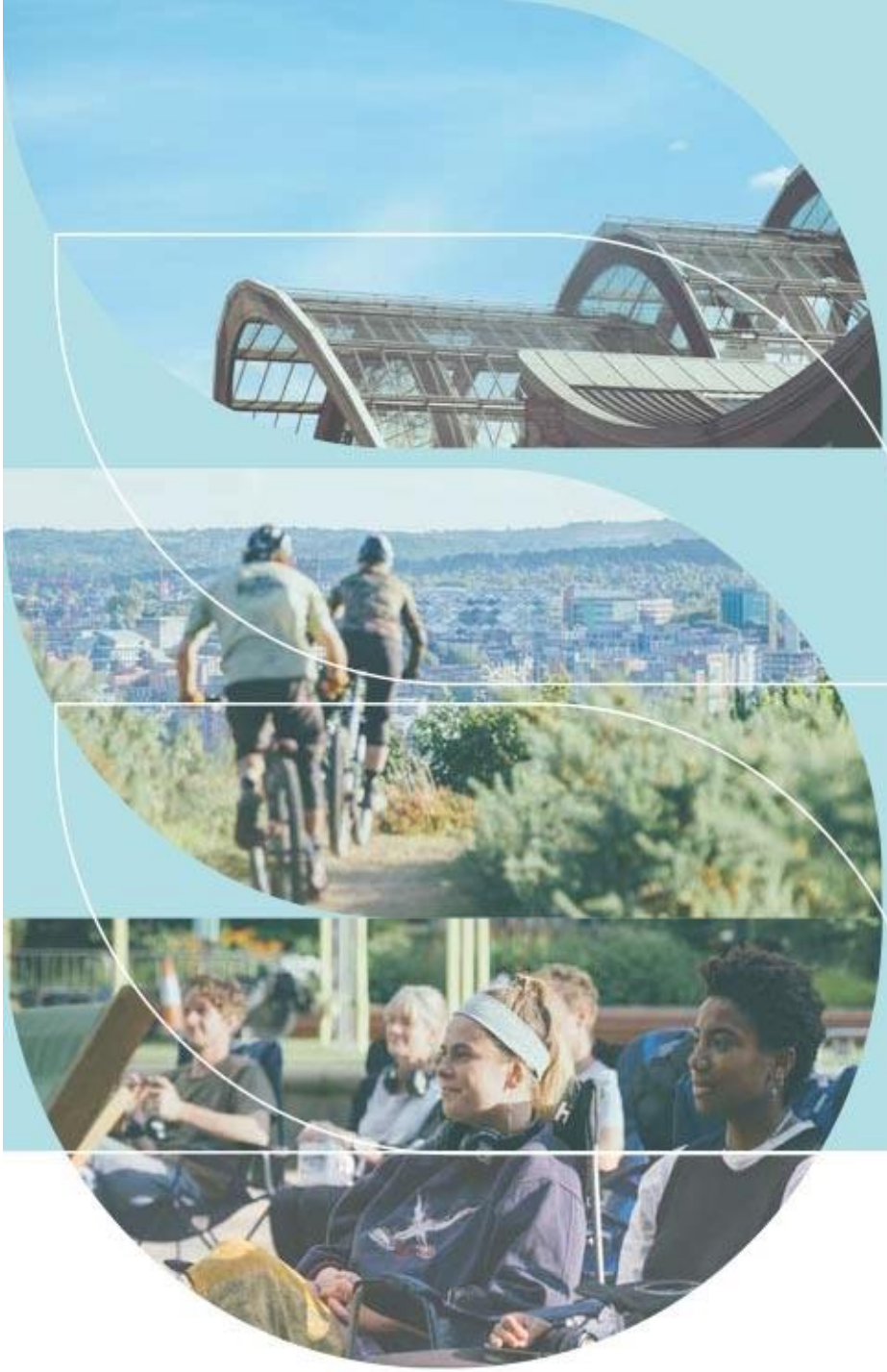


Sheffield's Growth Plan 2025 – 2035

Sheffield City Council

Foreword

Our Growth Plan is a 10-year plan to grow Sheffield's economy. Strong and sustained economic growth is the route to Sheffield being a more prosperous city, to higher living standards and to more opportunities for the people of Sheffield.

This is a plan with a clear focus on building on our strengths and unlocking unfulfilled economic potential. It is a plan to put our city and the people of Sheffield centre stage, showcasing Sheffield nationally and globally as a city with a clear and ambitious vision for our future.

Powered by our Council mission – *together we get things done* – this plan is our commitment to work alongside the private sector, local, regional and national partners and our communities to create a more prosperous, inclusive and sustainable Sheffield.

We need economic growth to improve the lives of everyone living, working and doing business in Sheffield. To increase living standards over the long term for all, we need to increase our productivity, as well as reduce inequality. The Growth Plan is a blueprint for how we will achieve that.

The Plan identifies our leading technology capabilities and the sectoral strengths that will increase our productivity. It puts cultural and creative industries at the heart of our economic future, and it sets out the need to build new homes, invest in our neighbourhoods and infrastructure, and to secure investment. We will ensure that everyone benefits from economic growth and that we grow our neighbourhoods together.

As a major UK city, Sheffield has a critical role to play in helping to realise the UK's growth ambitions. We have set out our plan and we look forward to working with you to grow our economy, create new opportunities for the people of Sheffield and to give our city a more prosperous future.

Councillor Tom Hunt

Leader, Sheffield City Council

Executive Summary

Our collective endeavour for growth - Together we get things done

This 10-year Growth Plan is a commitment – to our communities, businesses and stakeholders of our collective vision for a thriving city. A commitment to ensuring that Sheffield's economic growth will benefit current residents and future generations - energise and animate our city, our neighbourhoods and every community. It is an invitation to all partners, locally, regionally, nationally and internationally to be part of this inspiring journey.

The city has made real progress in setting out its future vision through the Sheffield City Goals. This Growth Plan now provides a comprehensive blueprint for the city's economic success, providing market confidence and setting out investment and partnering opportunities, to deliver against the 'Creative and Entrepreneurial' City Goal, and other economic facing Goals.

The Growth Plan has been built on sound, independent economic analysis, local engagement and consultation and subject to test by local, national and global experts. This has helped the plan be focused on the 'missions' and interventions that will make the biggest difference to the city, achieving the best outcomes for the people of Sheffield whilst ensuring we grow sustainably, reducing our impact on the planet.

Sheffield's economy has momentum. We are the core city at the heart of South Yorkshire region, the major employment centre and hub for high skilled jobs, global inward investment and knowledge intensive businesses, with our economic conurbation stretching across Yorkshire and over the Pennines into the Northwest of England.

Through this plan, we will be investing in growth, tackling long-standing structural economic challenges, building economic resilience, and ensuring we continue to progress in the changing global economy. We have the potential for 6,500 more businesses here in Sheffield and increases in productivity which could contribute £2.2bn a year more to the UK (matching national averages), which would significantly improve living standards for people in the city.

Our Mission-led growth

This plan is structured around **four key economic missions** which are ambitious, long-term and underpinned by our analysis of the 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.

Fig 1. Growth Plan Missions

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.

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.

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.

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 Growth Plan Missions are 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.

Fig 2. Growth Plan Principles

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

Making it happen

The successful implementation of the Growth Plan requires a delivery framework that aligns energy, expertise and resources against the outcomes we want to see. An investment plan (2025 – 2030) will follow to drive the delivery of 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.

Taking a longer-term view will allow us to secure investment outside of funding and/ or political cycles, further building market confidence to 'crowd in' private sector investment. Furthermore, by committing to strategic investments cases now, we can work with our communities to build the infrastructure, workforce, and technological capabilities necessary to capture growth opportunities to 2035 and beyond.

We know, when we start out, there will be an 'investment gap', but we will bring forward investment frameworks and delivery models - linking into new asks from regional and national government bodies, to close these gaps. Building on our secured and earmarked resources and the leverage that it already brings. To do this we will require a space where multiple partners can be engaged in the investment planning process.

We will facilitate an 'Investment Compact', as part of the 'Sheffield Stronger Together' ecosystem, that enables the joining up of our core economic programmes, co-designing of new initiatives, building collective business cases and championing the city and our investment plans to crowd in further investment.

This is a pivotal moment in Sheffield's journey. Together we have the plans, the motivation, the knowledge and capability to unlock the potential of Sheffield's economy – to be a beacon of opportunity, innovation, creativity and sustainability for the UK and internationally.

We now move forward with determination and agility, as we embark on our vital Missions together. This is an invitation to you and your organisation to come and be part of 'Making this Happen'.

Contents

Foreword 2
Executive Summary 3
Our Mission-led growth 3
Contents 5
Sheffield Inspires: A vibrant, growing, global city 6
Our Economic Future: Unlocking UK growth 9
Our mission-led drive for economic renewal 12
Our Economy: Global, Green, and Growing 13
A growing city centre that plays a major role in our region's economy 14
Driving Growth and building our global position through technology, investment, and innovation. 16
Bigger, more productive business base 18
More good jobs, with better access to skills and training for all 19
Be a global demonstrator in the journey to net zero & climate resilience 20
Grow Our Neighbourhoods Together 21
Sharing prosperity and connecting more people to growth 22
More and better new homes for a growing city 23
A successful city with thriving neighbourhoods 24
Celebrate and grow a vibrant, cultural & creative Sheffield 26
Accelerate the growth and reach of the city's creative and cultural economy 27
Inspiring people to visit Sheffield 28
Put Sheffield on the global stage 29
Curate and harness our rich cultural heritage 30
A city on the move, connected with the infrastructure to grow 31
Transform our city-to-city connectivity 32
Connected communities with accessible, affordable, safe, and reliable public transport and active travel networks 34
Low emission travel that supports good health 35
Future-proofed infrastructure 35
Join Us: Make it happen Together 37
Strategic Framework 37
Driving Implementation – Investment planning 38
Governance and Collaboration 39
The way we deliver – Our Values and Partnering Expectations 39
What does success look like? 39
Sheffield Inspires: Moving Forward Together 39

Sheffield Inspires: A vibrant, growing, global city

Sheffield is England's fourth largest city, with a population of over 589,000 and an economy worth £15.7bn, with two excellent universities and home to over 60,000 international and local students. An amazing city with unique neighbourhoods, green spaces, thriving independent shops and businesses. A city of makers, start-ups, business professionals, academics, crafters, poets, community voices, volunteers, athletes, designers, and creators. We're attracting attention as one of the best places for a city break in Europe, with some of coolest neighbourhoods, and as the foodie capital of the UK.

We are on the edge of the stunning Peak District, and the mix of great outdoor space alongside our sporting and cultural offer, makes us a great place to live. We are a great city to live in, work in and grow a business in.

We are transforming our city centre, into an energetic business, residential, retail, leisure and knowledge centre, with capacity to deliver up to 20,000 new homes by 2039, creating the environment for people, business and ideas to thrive and flourish.

We have adopted the Sheffield City Goals, our shared story that tells the world who we are, what we stand for and how we want to grow - they have been codesigned and collectively owned by our citizens, the city's businesses, organisations and political leaders. We have in place our new Sheffield Stronger Partnership to support the delivery of the Goals. In addition, Sheffield City Council have agreed a four-year Council Plan, which focuses what the Council will do for the Sheffield's People, its Prosperity and our role in protecting the Planet for future generations. The Draft Local Plan sets the spatial framework for the city's future growth and place shaping development and will be the benchmark for Local Plans under the Government's ambitious new planning reforms.

We have in place the thematic delivery strategies which will underpin the delivery and investment in our 10-year Growth Plan, including our International Partnering Policy, Employment and Skills Strategy, Culture Strategy and Heritage Strategy, Transport Vision, Housing Strategy and Housing Growth Delivery Plan, Sport & Leisure Strategy. We have also developed a series of Decarbonisation Route Maps, clear frameworks to enable the city to move to a low carbon economy and to underpin a just and fair transition. These are the foundations for a bigger, confident and more productive Sheffield economy which together will chart a clear path for good growth and more people sharing in the city's prosperity.

We know our strengths and USPs so we can position our city in a global marketplace.

We are the Outdoor City and a pioneering green economy

Sheffield is known around the world as 'The Outdoor City', already a pioneer of green decarbonised growth, leading the transition to net zero and seizing the opportunities through our energy assets, Research & Development (R&D) and advanced manufacturing capabilities. NatWest's 2021 study said that we are the 'UK's Greenest City'. We are proud to have the stunning Peak District National Park within our boundary with one of the highest percentages of greenspace of any city in the world, internationally renowned outdoor and indoor climbing and our parks are a precious and celebrated part of all our neighbourhoods. Our natural assets are a unique magnet to attract and retain talent, offering people great places to live and making our neighbourhoods the perfect places to invest.

We are a start and scale up city with a growing tech and venture capital community

Our tech sector is flourishing, we have incredible universities and multiple innovation assets. Our £15.7bn economy has major assets of global and national significance, attracting international companies including Boeing, Rolls Royce, and McLaren, and spinning out home grown scale ups such as Unicorn Biotechnologies and FourJaw. Our research and development capabilities are shaping the future of industry, health and wellbeing and clean tech digital futures. Sheffield has been ranked as[1] with a dynamic ecosystem across Business Support, Infrastructure, Talent, Wellbeing and Business Activity.

We pack a cultural punch

Sheffield's creative, cultural, and community life reflect its identity, history, and stories. It is bold, entrepreneurial, and surprising. The people of Sheffield have global roots and influences, creating an extraordinary mix of cultural and artistic activity spanning arts, music, events, festival and making. From the internationally famous Crucible Theatre to the Graves Gallery and Weston Park Museum to our hive of grass-roots cultural innovators at SADACCA, Utopia Creative or Gut Level, our energetic cultural institutions reflect our city's ingenuity, creativity, and independence. Our city streets and stunning hills have inspired Pulp, the Arctic Monkeys, Human League, Def Leppard, Richard Hawley, Self Esteem and Bring Me the Horizon who have grown from Sheffield's music scene and recording studios to be global headline artists. And we have changed the game with our new co-produced Culture Strategy. Our locally grown festivals such as Doc Fest, Tramlines, Crossed Wires, and our major events such as The MOBO Awards, Rugby World Cup, World Snooker, and the Women's Euros shine because we root them in the power and vibrancy of our local communities.

We have heritage worth celebrating

Sheffield is the first city in England to form a community-led heritage strategy. Sheffield citizens and friends group use their heritage to make Sheffield's character strong and distinctive for the future. Sheffield's urban area contains innovative and award-winning heritage led public spaces and regeneration schemes, and our landscape includes ancient woodlands, mediaeval deer parks, surrounded by steep wooded valleys, rolling farmland and Sheffield's own Lakeland. Our sporting heritage includes countless Olympic champions, hosting Great British sports team and being home to the oldest existing football club in the world. The city has many Friends' groups and one of the biggest Heritage Open Days programmes in the country.

We are making places for the future, transforming our city and our neighbourhoods

The Heart of the City 2, Castlegate, West Bar, the regeneration of the former Cole Brothers store, and masterplans for the Station Quarter and Moorfoot demonstrate our ambition, track record and commitment to take bold decisions with partners to deliver growth at pace for our city. From Stocksbridge to Attercliffe and new neighbourhoods in Furnace Hill and Neepsend, we are delivering regeneration at scale unprecedented in the North of England. We are unlocking investment in green infrastructure through the expansion of our District Heating Networks, tram and train infrastructure, and we are a UK Housing Accelerator area, recognising our ability to deliver homes for future communities in the UK.

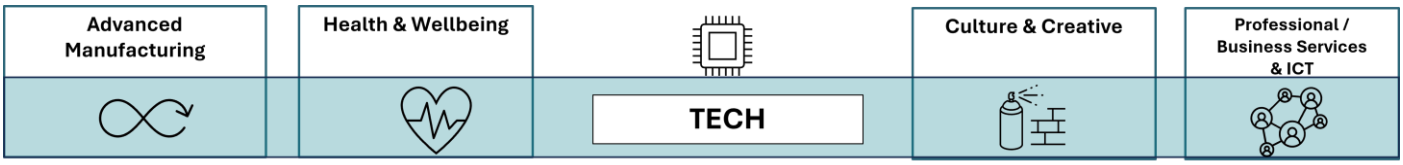
[1] Startups.co.uk has ranked Sheffield as the number one city in the UK for starting a business

We are an international city, trading throughout the world with sectoral strengths

We have five specialist sectors which are already shaping the UK economy and transforming globally reaching industries from materials to digital assisted healthcare. These knowledge intensive sectors are critical to our city's continued growth and are driving our economic renewal for the long-term - powering supply chains, productivity, and creative high value jobs.

Our specialisms are Tech; Advanced Manufacturing and Materials; Culture and Creative Industries; Health and Wellbeing; and Professional Services (see appendix 1). Our capability in these sectors links with the expertise in our universities and will attract investment, businesses, and talent to the city, as well as enhance the city's reputation.

Fig 3. Our Specialist Sectors



We are now known all over the world as a leading centre for engineering, advanced manufacturing, light weight technologies and specialist materials. Today, a plethora of some of the world's biggest manufacturers have centres here - and they are surrounded by a specialist local supply chain.

Our creative industries have seen robust growth particularly in areas where we have known strengths such as publishing, advertising, marketing, and IT, and most notably music recording and in performing arts. Video game production has taken place in Sheffield since the foundation of Gremlin Graphics in the1980s. Sumo Digital, a hugely successful video game developer, employs over 1,100 people across 16 studios, fed by talent from Sheffield Hallam's PlayStation 5 development Lab.

These sectors interconnect and create demand for other parts of the economy, most notably the 'foundational sectors' of Construction, Hospitality, Retail, Health and Social Care, Early Years and Education which all play a substantial role in the economy today.

Technology is critical to all our specialisms and foundational sectors; it cuts across multiple industries and opens new SMART-city opportunities. The development and application of new technologies is a critical capability for an economy, enabling growth and productivity improvements in different sectors by opening new products, markets, and processes. Sheffield's industrial development has been driven by its strengths developing and applying technologies in new ways, so we are well placed to utilise our capability to power our sectors and the UK.

Through understanding the city's sectoral strengths, we can also harness the interconnectivity between these sectors where innovation and cross fertilization takes place. This not only integrates our sectors locally but also connects us to other cities, nationally and globally through supply chains and research collaborations.

Our Economic Future: Unlocking UK growth

The global economy is experiencing paradigm shifts in economic trends – in response to recent large scale economic shocks, technological advancement and move transition to a low carbon economy. In the midst of these changes, the UK faces a challenging combination of low growth and high inequality which we see reflected, in part, in Sheffield's economic context[2].

With fellow UK Core Cities, we already contribute 18% of output to 'UK Plc' but we have plans to play a greater and growing role in the national economy, responding to central government's ambitions for local areas, and cities in particular, to drive future economic growth. We have the potential for 6,500 more businesses here in Sheffield and increases in productivity which could contribute £2.2bn a year more to the UK (matching national averages)[3].

Sheffield's economy has momentum. We are tackling long-standing structural economic challenges, as well as ensuring we are building economic resilience to maintain the progress we have made in the changing global economy.

We are well positioned for the new economy

Increasingly access to skilled workers has been the differentiator for growing global cities. With the rise of hybrid working and the increase of digital natives – the ability to grow and attract talent is critical to securing future investment – through attracting businesses and / or workers and retaining their purchasing power in the local economy. Sheffield has a unique quality of life proposition which means we can attract and retain both talent and companies to base here – if the economic and cultural opportunities are strong enough.

In addition, our manufacturing strengths position the city for future opportunities is growing markets such as clean energy (SMRs), JetZero and UK national security infrastructure. Our manufacturing strengths also underpin the developing strengths in our other growing markets like MedTech.

Sheffield is also primed to support UK action to reach net zero, by leveraging our sectoral specialisms, alongside reskilling our foundational economy workers in sustainable construction, transport, and energy sectors. Investing in these skills means access to contracts in retrofit, renewable energy, Electric Vehicle (EV) infrastructure and a boost to localised supply chains. Leveraging a share in the benefits of the billions of pounds of investment that will be spent on decarbonisation.

We need to turbocharge growth and scale-up in knowledge intensive sectors

Sheffield's manufacturing heritage and unique strengths in health and wellbeing position our economy well for the new global trends around reshoring infrastructure and security, technological innovation, and health economics. However, Sheffield is something of an outlier in the UK cities, with a lower density of knowledge intensive industries, particularly in the city centre. This is an investment opportunity for focus and important as these industries are highly productive and have a greater propensity to trade, contributing to higher productivity and higher wages. In Sheffield, these sectors are currently too small and growing too slowly. By supporting and fostering more knowledge intensive industries, like our five specialist sectors, through trade, exporting and skills development, we can bring more value into the local economy and provide high-quality jobs[4].

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[2] Resolution Foundation (2023) *Ending Stagnation*, https://economy2030.resolutionfoundation.org/reports/ending-stagnation/

[3] ONS (2024) based on 2022 GVA data, Sheffield's current GVA is £15.7bn. National average is £17.9bn and the Core Cities average is £19.7bn.

[4] The approach is founded on an assessment of current strengths to build on and on current challenges in the structure of the economy, including lower levels of private sector activity, low complexity and a small share of employment in tradeable sectors compared to other cities. These sectors are the key

We can transform our productivity gap

The national productivity problem is acute in Sheffield with low productivity and declining relative disposable incomes remaining a core challenge in parts of Sheffield's economy. Changing these trends will be key to delivering a more prosperous, thriving city. Not all forms of economic growth increase productivity or incomes, but this plan is explicitly and deliberately targeting the kind of interventions that will do this.

We will scale our business base in partnership with entrepreneurs and investors

Sheffield has just under 300 businesses per 10,000 population. We have moved from the lowest start up rate of the Core Cities to 5th out of the 8 Core Cities in England in the last 3 years. We aim to continue this upwards trajectory. Sheffield could be home to 536 business start-ups every year if we matched average Core City business start-up rates.

Tech adoption to drive Sheffield's productivity

It is not just businesses within our sector specialisms that have the potential to improve productivity, businesses across different sectors and of different sizes have a part to play in boosting Sheffield's productivity and growth. Sheffield has 17,000 businesses, the majority (86%) of which are considered micro businesses which employ fewer than 10 employees. We need to ensure our programmes work for Small and Medium-sized Enterprises (SMEs) and support them to adopt technology and innovate from their starting position. We know from our experience of delivering digital and productivity programmes, like Made Smarter, that digital and technology can transform business productivity.

We need to invest in skills for the future

Skills are equally important for attracting investment as to growing the indigenous business base. The application of skills can be a powerful source of productivity alongside technology application.

Through our Sheffield Employment and Skills Advisory Board, and new Employment and Skills Strategy, we will be working with businesses, providers, and partners at local and regional level to drive the drive forward the skills agenda. Aligning company recruitment needs, skill shortages and future skills requirements to local provision – particularly in areas such as engineering, digital and green skills.

We also acknowledge the powerful impact on life changes and economic activity, the right education and training pathways can have on individuals. Ensuring that our children and young people are supported in education, employment or training is critical to their future success.

We need big city infrastructure to connect people, business & ideas and provide urban resilience as the climate changes

The lack of integrated connectivity in Sheffield and across South Yorkshire acts as a 'brake' on accelerated growth and productivity, limiting access to workers and supply chains. We need to power our economy with the affordable, sustainable transport and digital infrastructure to connect people, places, and opportunity – generating agglomeration benefits and economies of scale from better connections into the 'northern triangle' of Leeds, Manchester Sheffield – with the potential opportunity to create a super-connected conurbation of over 6.6 million people.

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to increasing productivity and generating growth because: • Their ability to expand production is not limited by the size of the local market • The price they can charge is not limited by the local market conditions • They are, as exporters, exposed to more competitions and therefore are more likely to innovate as increasing productivity is essential to their ability to compete

We will continue to address inequalities, leading UK pilots to help people into work.

As a UK trailblazer, we will work with South Yorkshire partners to implement the recommendations of the Pathways to Work commission to deliver system change in the field of work and health, breaking the inertia of economic inactivity, low opportunity, and low aspiration for those who are not currently engaging with the labour market. A regionally co-ordinated approach to employer activation, initially focusing on the foundational economy, will enhance the volume, range, appeal, and accessibility of job opportunities for out-of-work residents with barriers to employment.

The city's foundational economic sectors - Construction, Health and Social Care, Hospitality, Early Years and Education and Retail and Warehousing - provide the majority of Sheffield's employment opportunities and will play a fundamental role in reducing economic inequalities as well as the health and social inequalities that are inextricably linked with poverty. By addressing issues such as rates of pay, working conditions and providing scope to upskill, reskill and climb the career ladder, these sectors can pave the way to support people who do not have access to employment and have no or low qualifications to gain a first step on the ladder from which they can progress.

Coproduction and the commissioning of the Voluntary Community and Social Enterprise sector is fundamental to deliver outcomes in this area.[5] They are embedded in their neighbourhoods and can ensure that our diverse communities are supported to access opportunities, including our faith communities and Black and Minoritised Ethnic (BAME) communities. Working with local providers, specialists and BAME and Refugee groups to develop projects, programmes, and wealth building initiatives, will mean that these communities can build capacity to engage in and lead the economic transformation necessary in the city.

[5] Sheffield's overall economic inactivity remains higher than the national average but lower than the Core Cities average however this masks significant disparities within different communities in the city.

Our mission-led drive for economic renewal

The following sections detail our four missions and the actions which will ensure that we deliver for our citizens and businesses and make Sheffield a dynamic partner in the UK's economic future.

It each section, we outline **Our Ambition**, **Our Track Record** and **Our Plan**, to execute on the Growth Missions. This will form the basis of our Investment Plan which will drive the delivery our ambition (see page 40).

Fig 4. Growth Plan Missions

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.

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.

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.

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 Economy: Global, Green, and Growing

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

Sheffield has 17,000 businesses, and over 100 social enterprises. The majority (86%) of which are considered micro businesses which employ fewer than 10 employees. These businesses need to be able to access the skills, finance and support they need to increase productivity and competitiveness. Our local start up and spin outs, need the ecosystem to growth so that they remain 'sticky' to Sheffield, as well as attracting more scales ups into the city.

To meet our mission to drive growth in the city we need to increase the number of knowledge intensive industries. Sectors which have high productivity levels and a high propensity to trade. Business in these industries are wealth creators for the region because they sell products and services that gain market share in national or international markets, bringing wealth into the local economy and lead to a lift in wages. We know that knowledge intensive businesses and jobs are aligned to Sheffield's tech and sector specialisms, and so by focusing on innovation and investment in these areas we are aiming to generate a longer-term growth trajectory. The city's foundational sectors will also be innovating and adapting to technological, digital and sustainability opportunities and our larger businesses, multinationals and global inward investors will be critical to local supply chain opportunities, employment and investment in the city.

'Clean growth' is a source of future jobs and sustainability, and we have one of the largest Clean Tech clusters, with unique capabilities in the decarbonisation of industry, heat networks and sustainable fuels. We have the assets and abilities to meet environmental targets and ensure our communities are resilient to the effects of climate change through nature-based solutions, large scale retrofit and building flood resilience. Sheffield is home to a burgeoning community energy sector. Empowering communities and SMEs through investment in local renewables and retrofit projects, building community wealth, boosting local supply chain opportunities and provides locally specific solutions to local climate adaptation challenges. Importantly, demonstrator projects that involve the community and showcase what can be achieved locally, can help to set the ground for institutional investment and scale across the region.

Our analysis is built on a powerful set of core reports and regional strategies that are already in place: SYMCA Plan for Good Growth, SYMCA Skills Strategy, Advanced Manufacturing Capabilities Review, Metro Dynamics Sectoral Analysis, the developing employment and skills strategy, City Centre Masterplan and 10 Point Plan & Climate Change Route maps for Climate Action. These all support the delivery of our City Goals, which include a vision for a 'Creative and Entrepreneurial Sheffield', with a dynamic business base, creating high-quality jobs, attracting & retaining talent, and ensuring that residents have the right education, skills and opportunities so that everyone in our city shares in prosperity.

A growing city centre that plays a major role in our region's economy

Our Ambition

Our ambitions are set out in the City Centre Vision:

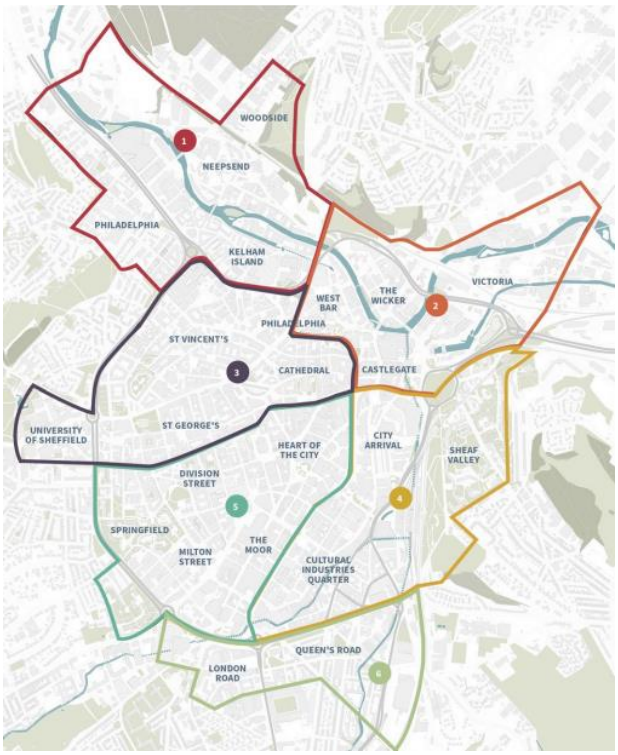
- Building a resilient City Centre that supports a strong economy and offers a diverse range of employment opportunities for all.
- Creating a clear sense of place for the city by shaping distinctive and inclusive neighbourhoods in which people can live, work and play.
- Delivering enhanced connectivity and accessibility for the City Centre through integrated and sustainable transport.
- Growing a sustainable and environmentally friendly City Centre.
- Bringing the outdoors to the City Centre, creating attractive high-quality spaces and places that benefit people and the planet.

Our Track Record

We are transforming our city centre. The Council's £470m flagship, mixed use Heart of the City project is nearing completion and the first phase of the £350m West Bar project, which will be owned and managed by Legal & General, completes before 2025. Our universities have invested in the quality and scale of their city centre campuses. Over £50m of investment from Government and South Yorkshire Mayoral Combined Authority is being deployed in Castlegate and Fargate.

Sheffield City Council and Homes England are working collaboratively to create the conditions to enable the development of 20,000 new homes in the city centre, creating 5 new Neighbourhoods. We have secured with Homes England £67m of public sector investment for the Furnace Hill and Neepsend area. This growing residential population will be supported by a wide range of amenities including access to culture, entertainment and open spaces, local services, community facilities and health facilities, education, and meeting places to provide for a community's day to day needs.

Fig 5. Neighbourhood Approach



City centres are the economic heart of any city and wider region. Our City Centre is our cultural core, generates professional services jobs and is the major outlet for tourism and consumer lifestyle spending in retail, culture, entertainment, and leisure. The Sheffield BID (Business Improvement District) has a crucial role to play, supportive events, improving the environment and ensuring the business community shape the vibrancy of the city centre. A strong BID in its next phase (BID 3) will support the cities ambitions.

We will increase the density of knowledge intensive jobs in the city centre, where we know tech, creative and culture-based businesses want to locate. Our universities are great assets to enable this; we know that workers, businesses, academics, innovators, creatives, and artists cluster in city centres to be close to facilities, research centres and social networks. We will increase the provision and differentiation of Grade A office space in the City Centre, responding to new hybrid and co-working trends post Covid-19 pandemic, to enable this job growth.

Our Plan

- **City Centre Living**: Create 5 new Neighbourhoods in the City Centre at Moorfoot, Furnace Hill and Neepsend working with institutional investors and developers to enable key opportunity sites to be brought forward for delivery that will catalyse regeneration, harnessing the historic environment and deliver new homes and urban living opportunities.
- **Innovation Spine Partnership:** Launch the Sheffield Innovation Spine in partnership with our Universities and Tech Parks, a new home for incubator spaces, labs, shared and flexible workspaces, for spin-outs and starts-ups to establish and scale in the City Centre.
- **High Street Renaissance:** Complete the refurbishment of Fargate, restoring the historic environment of Castlegate and transform it with a new public park and as a home to Harmony Works and S1 Artspace, increasing the supply of high quality commercial and office space, establish a new round of improvements through Sheffield Business Improvement District Partnership II, and look to expand opportunities for new Grey to Green infrastructure.
- **One Public Estate:** Using a coordinated real estate investment approach across public bodies to deliver health, education and community facilities for the city centre, working with partners to create the conditions whereby development is led and delivered first and foremost by the private sector, supported by the public sector, joining together our collective public real estate capabilities across the city centre.
- **UK Civil Service Policy Campus**: As the first home of a policy campus outside Whitehall, Sheffield will become a powerhouse for policy making and talent development. Building on the strong Civil Service policy community already in Sheffield, the campus will help bring together the departments based in the city around their shared policy priorities and support cross-government career paths in South Yorkshire.
- **New Station Campus:** As part of a vibrant mixed use neighbourhood development, an improved the sense of arrival into the city and transformed connectivity to and from the City Centre will complement the next phase of investment in the Midland Station. Working with SYMCA and DfT we will also improve connectivity to Manchester and Leeds centres, South Yorkshire Airport City (Doncaster-Sheffield Airport) and to the southeast and London.

Driving Growth and building our global position through technology, investment, and innovation.

Our Ambition

We will drive economic growth and our global reputation through exploiting our technology capabilities, sectoral strengths, and innovation assets.

Our Track Record

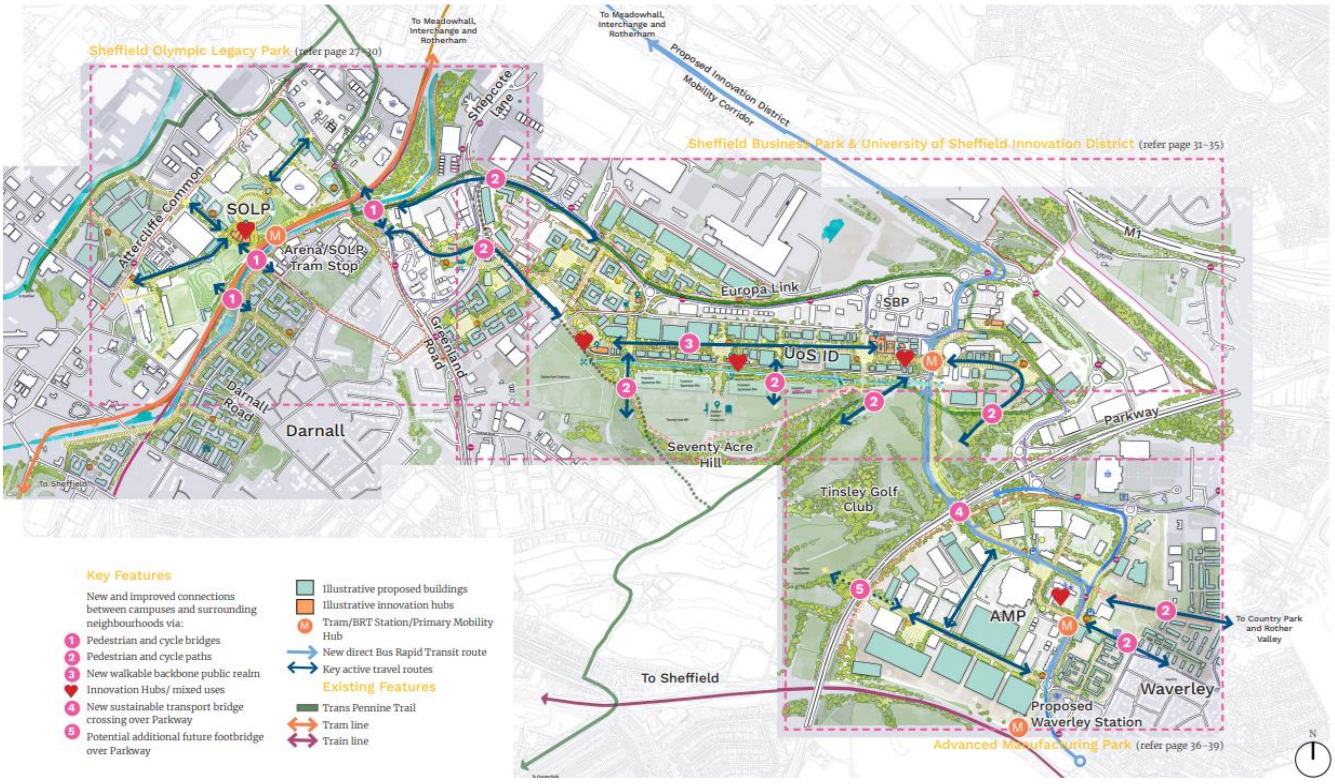
The city has significant economic assets that enable us to operate at a global level: our world class universities, international Original Equipment Manufacturers (OEMs) and world leading SMEs are underpinned by an innovation ecosystem, a highly skilled population, and an enviable quality of life.

Sheffield is renowned for the collaboration between its universities and industry: allowing businesses to research, test, prototype and commercialise technology and processes that give competitive advantages in international markets. For example, the Advanced Manufacturing Research Centre (AMRC) has a global reputation for making step changes in productivity, developing new products and process, and training new people into industry.

Partners and stakeholders work together, from SYMCA, The University of Sheffield, Sheffield Hallam University, local authorities across South Yorkshire and the business community, to social enterprises, the Mayoral Economic Advisory Council and national and global partners like the UK Innovation District Group and the Global Institute on Innovation Districts (GIID).

Critical strategy initiatives include the South Yorkshire Investment Zone (SYIZ), the Advanced Manufacturing Innovation District and Sheffield Innovation Spine. By working in partnership, Sheffield can be a magnet for innovative local businesses to cluster, importing start-ups and scales up and attracting large scale inward investment in Sheffield. Investing in our specialist sectors brings both direct and indirect benefits to the local economy. They drive demand and growth throughout the whole economy, increasing productivity, wages, and jobs growth, and they also bolster Sheffield's global reputation as a city of inspiration and new ideas, drawing in new investment and talent.

Fig 6. Advanced Manufacturing Innovation District



Our Plan

- **UK's first Investment Zone area:** Leverage our position in South Yorkshire as the first Investment Zone in the UK, working with SYMCA to deliver on critical interventions, including investment funds, infrastructure and capital development programmes, and a business support ecosystem programme.
- **Advanced Manufacturing Innovation District:** Drive inward investment in our Advanced Manufacturing Innovation District (AMID), building on the capability of local manufacturing base alongside our investment in our world class translational innovation facilities including; the Advanced Manufacturing Research Centre, the Sustainable Aviation Fuels Innovation Centre, and the Gene Therapy Innovation Manufacturing Centre.
- **UK Health Innovation Campus:** Deliver better and more cost-effective healthcare as a national demonstrator through our health partners at the Sheffield Olympic Legacy Park. Attract private sector investment to develop our child health and health data driven, digitally assisted care technologies – a testbed to develop and verify new digital devices.
- **Sheffield Energy & Power Tech Cluster:** Lead on national energy challenges through our Clean Tech cluster and The South Yorkshire Sustainable Energy Hub. Providing access to pilot scale labs and infrastructure in renewable energy, sustainable aviation fuels, hydrogen, zero carbon fuels and bio energy. Catalyse our capability and supply chain to bolster our leadership in the development of Small Modular Reactors.
- **Pilot a Sheffield Capability Index:** The index would highlight inherent supply chain advantages, for use as a powerful investment tool, for inward investment and as a catalyst for local businesses to identify potential supply chain opportunities.

Bigger, more productive business base

Our Ambition

We will drive innovation adoption and productivity improvements across the business base, alongside powering an increase in our business start-up rate of UK significance.

Our Track Record

Sheffield's economy relies heavily on enhancing the productivity of its existing SME base, which forms the backbone of the city's business landscape. Business Sheffield has developed a good track record in supporting Sheffield businesses with productivity improvements, and supporting businesses to apply for the Governments Made Smarter programme; with Sheffield featuring at the top of the Yorkshire and Humber league table. The relatively new programmes such as the South Yorkshire Innovation Programme should enhance this support to the existing business base further.

At the same time, start-ups and scale-ups are essential to expanding Sheffield's business base and shaping its future economy. Over recent years, the start-up ecosystem has flourished, with Sheffield improving from the lowest start-up rates among the Core Cities pre-2022 to now ranking 5th out of 8. Named the best city to start a business in 2022 by *Startups*.

The tech industry has been a standout performer, with ICT contributing an additional £680 million to the region's economy, effectively doubling in size. Specialisms in EdTech, Gaming, BioTech, and AI have given rise to innovative companies such as Tutorful, Sumo Digital, Unicorn Biotechnologies, and FourJaw. Collaborative initiatives, including the South Yorkshire Incubation and Acceleration Network (with 26 partners such as universities and homegrown investors like Tech Parks and Twinkl), continue to support this growth. The Team SY accelerator programme has connected the region with investors and laid the groundwork, with Northern Gritstone contributing by backing IP-rich spinouts.

Sheffield also has a vibrant social enterprise sector, with approximately 200 established social enterprises actively operating in the city. We have fostered this ecosystem by supporting existing enterprises and encouraging the creation of new social enterprises, highlighting the city's commitment to leveraging its positive economic and community impact.

Our Plan

- **Business Sheffield Service:** Provision of targeted business support to the local SME base focused on growth, accessing finance, productivity, and access to innovation programmes; support to independents across all our high streets, delivery of the regions Launchpad programme supporting individuals at start up stage and provision of specialist support for social enterprises.
- **Regional Business Support System**: Deliver in partnership a strengthened business support system, targeting gaps in the ecosystem and delivery of programmes at scale to access large scale finance, access new markets and improve international competitiveness.
- **Acceleration and Scale Up**: Mobilise acceleration programmes being co-designed through Tech SY, placing greater emphasis on investment readiness to access external capital, support sector/challenge focussed acceleration and scale up programme and incubation that attract and retain businesses in the local economy.
- **Business Decarbonisation Route Map**: Co-produce a business Decarbonisation Route Map to assist businesses to transition to net zero, including developing energy efficiency measures, facilitating local knowledge exchange and investment best practise.
- **Growing our International Partnerships and Trade**: Adopt a new approach to international partnership, building on our international policy and existing civic and economic partnerships across the globe. Executing on an International Plan that provides market access, export support and strengthens our relationship with Department for Business and Trade.

More good jobs, with better access to skills and training for all

Our Ambition

We will deliver a place-based approach to employment and skills, to deliver a healthy, skilled, and productive workforce that enables and accelerate good economic growth; increases equality and fairness; and prioritises future skills.

Our Track Record

Sheffield's employment and skills system has many assets, including two excellent universities, a high-calibre city college and growing independent training sector, a specialist Local Authority service, and an enviable network of Voluntary & Community Sector (VCSE) providers with expertise in supporting local communities.

The new Sheffield Employment & Skills Strategy (2025-30) sets out a road map for a place-based approach to provision that works for all residents and businesses, bringing together local and regional programmes to complement and connect.

We have invested in upskilling programmes, existing provision ranges from the Adult Skills Fund (AEB), Multiply and Higher Technical Qualification (HTQ) development through to Skills Bank, Skills Bootcamps, Employer Skills Academies, career progression and training delivered by Opportunity Sheffield, and apprenticeship activity - namely the South Yorkshire Apprenticeship Hub and LSIF more and better apprenticeship project.

As part of South Yorkshire, we have devolved funding for the WorkWell, Connect to Work and Skills & Employability South Yorkshire programmes. Alongside business led initiatives such as the LSIP Knowledge and Skills Zone Series, LSIF South Yorkshire Skills Project and the forthcoming South Yorkshire Good Business Campaign.

Sheffield's labour market is constantly evolving with new skills gaps in specialist sectors, need for digitisation and 'greening' of our foundation sectors and SMEs, there is increasing demand for higher level skills. Some jobs are also at risk from automation and workers will need help to adjust to economic change and transition into new jobs and industries. As such we need to work together to monitor, plan and pilot new provision to meet the needs of a growing economy.

Our Plan

- **Deliver the City's Employment & Skills Strategy:** Deliver the new Employment & Skills Strategy for Sheffield with the city's key institutions, SYMCA and stakeholders so that we have a shared long-term plan for Sheffield's labour market and talent pool.
- **Establish a Skills Fund Map:** Work in partnership with SYMCA to build a local skills funding system that is focused on the long-term strategic needs of our economy and is easy to navigate for people, business, and providers.
- **Future Skills pipeline:** Align company recruitment needs, skill shortages and future skills requirements to local provision – particularly in areas such as engineering, digital and green skills.
- **Growing our Talent for the Future** - Unlock the talents of more of the city's young people with more apprenticeship opportunities and youth provision that drives aspiration and ambition.
- **Pathways to Work -** Working with local partners, we will implement the recommendations of the Pathways to Work Commission to deliver system change in the field of work and health, breaking the inertia of economic inactivity. A regionally co-ordinated approach to employer activation, initially focusing on the foundational economy, to enhance the volume, range, appeal, and accessibility of job opportunities for out-of-work residents with barriers to employment.

Be a global demonstrator in the journey to net zero & climate resilience

Our Ambition

We will be a leader in the transition to become a low carbon, sustainable city, by reducing the climate impact of our homes, businesses, energy sources and travel. We will invest in the green skills required for this transition to ensure that local people can power our cleaner future.

Our Track Record

Sheffield City Council declared a climate emergency in 2019 and a nature emergency in 2021 and launched an ambitious sustainability target to become a net zero carbon city. Since then, SCC has created a 10-point plan, decarbonisation pathways and associated route maps, with clear actions we need to take as a city.

To underpin significant housing and infrastructure growth and to support Sheffield's industrial sectors, the next generation of nationally significant district heat network expansion is underway. This will enable a sustainable transition from fossil fuel heating to lower-carbon alternatives. The city is part of the Yorkshire and Humber Climate Commission and hosts the South Yorkshire Sustainability Centre, forging collaborations to share knowledge, generate ideas and speed up delivery of sustainable projects. The two universities lead the way in research to deliver a cleaner future, developing technologies in housing decarbonisation, hydrogen production, machine learning and small modular nuclear energy.

Sheffield has successfully secured investment for decarbonising houses and businesses, renewable and community energy projects, and developing a Local Area Energy Plan that will provide a market facing and scalable pipeline of projects to help accelerate decarbonisation in Sheffield.

Successful partnerships between public, private and NGO sectors are helping to create nature-based solutions to address the joint nature and climate crisis, such as with SCC, Green Estates and Sheffield & Rotherham Wildlife Trust. We have also been investing in flood defences across the city to prepare for the effects of climate-induced flooding, including award-winning Grey to Green and blue infrastructure projects.

Our Plan

- **Sheffield's Local Area Energy Plan:** Finalise the plan that will create an investment pipeline to help secure large-scale, long-term climate investment, including in decarbonisation technology and partnerships between the public and private sector for community energy, industrial power, and energy resilience for growth
- **Decarbonisation Advice Partnership:** Advice partnership for businesses and citizens to enable a shift to cleaner, greener alternatives, alongside advice and support to help homeowners and businesses retrofit houses to improve energy efficiency and decarbonise heating.
- **Flood Management Plan –** we will build on our track record of securing significant flood investment for the city and will produce an updated flood management plan that acknowledges the heritage value of waterways and how their preservation can contribute to climate goals.
- **Heat Network Expansion Partnerships:** Participate as a UK Pilot City for HNE and heat network policy to expand our two heat networks across the city, starting in the Lower Don Valley.
- **Defra's Land use Framework**: Providing an overarching strategy to transition national land use to benefit people and the environment. This will feed into the Local Plan to help the city undertake climate- and nature-friendly land-use planning.
- **Green Investment Fund**: Longer-term, larger, non-competitive Government funding and a plan to invest in clean, green industries, jobs, and infrastructure to achieve our climate and environmental goals via government partners such as DEFRA, HMT and DESNZ.

Grow Our Neighbourhoods Together

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

As we improve economic growth, we need to ensure that people across the city feel they have a stake in Sheffield's success and that they can enjoy the city's prosperity.

Previous economic growth in the UK has not been experienced equally across the country and this was mirrored in Sheffield with growth experienced unequally across the city. Ensuring all our communities see the benefits of growth will not happen without deliberate interventions and actions, which is the focus of this ambitious mission.

Experiencing the benefits of growth can be felt in a variety of ways, be that in wages, in opportunities to progress at work, in the provision of local services, in housing or investment in the places where people live. The motivation for getting this right is not just one of fairness, as important as that is – it is also that reducing economic inequalities will go hand in hand with reducing wider social and health inequalities.

It is important that the jobs we create across all our sectors through the delivery of this Growth Plan are good jobs: jobs that are fairly rewarded, that allow people to securely make a living and offer opportunities to develop their skills and progress.[8] This can help mitigate the structural drivers of poverty through improving access to skills and training, reducing barriers to work and addressing the wider determinants of health.

The city's Draft Local Plan sets out our ambitions for growth in Sheffield, including our commitment to deliver a minimum of 35,000 homes (including affordable homes) across the city and enhance the physical connectivity of some District Centres in the City. The quality of the local environment, access to good neighbourhood services and good-quality housing choices have impacts on health and wellbeing and they also help attract and retain more talent by providing an attractive proposition to people and families who want to come to Sheffield to raise a family, for employment and to start a business.

The themes within this mission involve complex challenges where strong partnership and systems working is essential. Our joined-up approach is underpinned by a set of emerging partner-owned strategies, including the new Joint Health and Wellbeing Strategy, the Employment and Skills Strategy, the Sport and Leisure Strategy and the developing Communities and Engagement Strategies.

Sharing prosperity and connecting more people to growth

Our Ambition

Our Ambition is to increase living standards in Sheffield with access to good jobs and training, support services and the right social infrastructure in local areas.

Our Track Record

Pioneering work between SCC and the Voluntary, Community and Faith Sector has delivered hyper-local employment support for under-serviced groups in areas of high deprivation, including people with disabilities, refugees, care experienced young people, homeless people, and ex-offenders. This work complements the approach of the Pathways to Work Commission, creating a scale-able proposition across South Yorkshire for an innovative approach to tackling economic inactivity.

Structural barriers to employment such as transport to get to work or training and access to affordable childcare need collective action. Good quality, affordable childcare is an important part of a city's infrastructure in terms of supporting working parents, as well as being a vital tool in reducing inequalities in educational attainment.

With an annual spend of over £1 billion Sheffield City Council has significant purchasing power to shape supplier behaviour and lever in social value for the city. It has been an early adopter of social value in procurement, incorporating employment and skills into specifications for commissioning to help strengthen the local labour market, boost the city economy, and advance social mobility.

We recognise the role that business advice and support can play in widening opportunities across the city. Business Sheffield, part of Sheffield City Council, has transformed the way it delivers business support, taking support out to our local high streets in the city centre with Business Information Officers and delivering business support in community settings and with established groups.

Our Plan

- **Co-designed Local Labour Market Solutions**: In collaboration with business, SYMCA, our VCFS and providers to design local skills provision that is focused on the needs of our economy - boosting capacity, closing skills gaps, and ensuring we have the skills to capitalise on sector specialisms, priority growth areas and new opportunities
- **Remove structural barriers**: Through our SESAB and use of Adult Skills Budget, work collectively to address barriers to employment and training such as public transport, education, ESOL and childcare.
- **Health and wellbeing:** With the city's new Joint Health & Wellbeing Strategy, we will work to identify opportunities for interventions that recognise the importance of economic success to reducing inequalities, including supporting SYMCA and the Health and Wellbeing Board on a joined-up approach to good employment
- **Establish a Voluntary Sector Capacity Partnership-** Secure investment to support and enhance the vital community capacity provided by our VCSE, enabling them to undertake leading work with economically inactive residents.
- **Development generating social benefits** - Use our city leadership role as SCC to ensure that new major development and investments lock-in job and training opportunities for our communities so that the economic benefits have a positive impact.
- **Harnessing the collective procurement power of the city's anchor institutions** - delivering social value and creating opportunities for local businesses get into supply chains, supporting local jobs and keeping money in the city

More and better new homes for a growing city

Our Ambition

We want our growing city to have good quality homes, with the choice and affordability to attract and retain people, meet the aspirations of our communities, and support the city to prosper.

Our Track Record

The draft Local Plan sets out the commitment to deliver a minimum of 35,000 homes over the period 2022 to 2039 to support our city's growth ambitions. Together, the draft Local Plan and Housing Strategy will provide Sheffield with a strategic and spatial vision to set the quality and location for housing development in the city.

Our strong partnership with Homes England exemplifies the change we can achieve with ambitious local leadership and a focus on delivering for citizens. We have been working through the Sheffield Together Partnership[7] to collectively unlock housing development across the city delivering on our growth ambitions through partnership.

We also have ambitious plans for housing in our City Centre. Our draft Local Plan will identify the need for 20,000 new homes here by 2039 and the City Centre vision sets out a framework for priority neighbourhoods alongside the development of catalyst sites such as Neepsend, and Furnace Hill, Moorfoot, and the Station campus. This approach has already leveraged £67m funding package to support these new neighbourhoods.

Our Plan

- **Adopt the Sheffield Local Plan**: Set a clear, long-term spatial plan for Sheffield's future in a new Local Plan. We will respond positively to the new National Planning Policy Framework (NPPF) and work with the emerging new guidance to progress our new Local Plan to adoption, innovating to prioritise brownfield land, Grey Belt and maintain the Green Belt
- **Neighbourhood infrastructure**: Work with partners and communities to ensure that all new neighbourhoods and investment (including development contributions) support planning for facilities of people all ages and abilities are green, clean, and safe for all so the benefits are felt across our communities.
- **Implement the Housing Growth Delivery Plan to accelerate Sheffield's housing market supply**: Providing a better housing choice including shared ownership and key worker homes, supported and specialist accommodation, alongside affordable and social rented homes. Work in partnership with Homes England, Housing Associations, Developers, and Investors. Ensure the homes we deliver are of good quality, built in the right locations and are ready for the changing climate, meeting the Local Plan targets.
- **Work with providers to strengthen local construction supply chain**: A supply chain that is resilient in readiness for growth with local business and training support
- **Increase affordable housing across Sheffield:** We will set out new policy that drives minimum levels of affordable housing in our city across all areas for the first time. We must meet our affordable housing targets to ensure everyone has access to a good quality home.
- **Build on our track record of working in partnership with Homes England and Sheffield Together**- continuing to deliver housing growth, including developing new schemes on challenging sites.

A successful city with thriving neighbourhoods

Our Ambition

Our ambition is for all neighbourhoods in Sheffield to be great places to live and have the services to support the communities in them.

Our Track Record

The draft Local Plan allocates development land across the city to support thriving neighbourhoods and highlights the development of a network of neighbourhood and district centres across the city. These district centres should provide a broad range of shopping, leisure, and community facilities to serve residential areas of the city, including health and care services and schools.

We have committed to neighbourhood regeneration in Gleadless Valley, Attercliffe and Stocksbridge. By working together with partners and stakeholders in these communities, we can improve outcomes and growth opportunities to deliver visible and impactful change:

- Attercliffe regeneration includes one of the largest zero carbon communities in the UK, spanning 23 acres and 1,000 new homes with commercial buildings, public space and new infrastructure
- Stocksbridge will benefit from regeneration of the town centre, including plans for a new library and community hub.
- In the future we will build on this approach to other neighbourhoods and will maximise future funding opportunities to allow this to happen.

Fig 7 . Attercliffe Framework

A successful neighbourhood is made up of several different factors and communities will have their own views on what makes a community successful: it will not be a case of one size fits all. Some of the characteristics of a good neighbourhood may include places that promote sociability, often described as the heart of the community. They should have lots of things to do and places where you can do lots of things and are comfortable, attractive and feel safe. Most importantly they are inspired

by and run by the people who live there, including the community anchor organisations and social enterprises across the city.

Recognising the economic and social importance of neighbourhood high streets, the Economic Recovery Fund (ERF) is a unique, innovative grant fund that aims to support local economic recovery in district and local centre high streets in collaboration with businesses and VCSE sector. The first round of funding was launched in March 2021 and 26 projects completed, with grants of up to £50,000 (small) and up to £200,000 (large). A second round was launched in February 2023 and a further 23 projects have been supported across Sheffield. To date, evaluation reports a doubling of the return on investment – delivering £2.24 in net social value for every £1 spent.

Good quality neighbourhoods play a crucial role in people's health and wellbeing and reducing health inequalities, encouraging people to be more active by improving access to facilities and services. This is a core principle the city's Sport and Leisure Strategy which underpins the Sheffield City Council's recent commitment to invest over £100 million into sport and leisure facilities over the next ten years.

Our Plan

- **District Centre Plans**: The Sheffield Local Plan defines a hierarchy or local centres that should be both resilient to economic and climate change and a focus for any future retail growth and commercial activity. This fosters the opportunity to work alongside local communities, partners, and our Local Area Committee teams to listen to communities and plan together for joint needs in local areas to build capacity and ownership.
- **Neighbourhood Renewal Plans**: We have committed to neighbourhood regeneration in Gleadless Valley, Attercliffe and Stocksbridge. By working together with partners and stakeholders in these communities, we can improve outcomes and growth opportunities to deliver visible and impactful change. Alongside physical regeneration there will be support for businesses and skills development offers to ensure the people living in these neighbourhoods can be part of the city's success.
- **Community Buildings and local assets:** The Council will work with our partners and communities to deliver fit for purpose and sustainable community spaces that are welcoming to everyone and power our city's thriving social economy both now and in the future. Heritage and cultural assets, physical and intangible, are premium resources and will play a key role in delivery.
- **Communities Strategy** – the upcoming strategy will provide an opportunity to work together with communities across Sheffield and with the VCFSE sector to develop a collective, long-term ambition for communities in Sheffield, working towards delivering on the City Goals and work with communities to enable the delivery of the Growth Plan.
- **Strengthening engagement with our diverse communities** – building on approaches such as SCC's future Community Engagement Strategy, ensuring community voice and insight is used across all the city's growth work. This will ensure growth is inclusive of, and informed by the insights and lived experience of, differently abled and individuals of all ages within the community.
- **Public services planning for growth:** Planning with city public service providers such as police, fire, NHS, ambulance services, education, and waste services for future growth in neighbourhoods and district centres including community safety, local emergency services service provision and assets management for the future. We will maximise the opportunities from these public sector partnerships to foster growth, future public service delivery and community benefits for all. [8]

Celebrate and grow a vibrant, cultural & creative Sheffield

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

We believe that growing the vibrancy, cultural offer and creative enterprise of the city is an integral part of our economic plan. Our culture, creativity, visitor experience and major events are powerful and inspirational mechanisms to tell the world who we are, what we make and what we stand for, building our reputation, which is integral to attract and retain talent, visitors, businesses, and investment. It also fosters pride of place for residents as well as improving vibrancy and local footfall.

Over the last 18 months we have developed core strategies which guide our plans. The Destination Management Plan (DMP) provides a galvanising framework for expanding the visitor economy for Sheffield. The Cultural Strategy, the adopted Joined up Heritage strategy, the city's leisure strategy and the developing major events plan will all align, creating a joined-up approach that will help determine the scale of growth of the future sector.

Our City Goals for the economy have creativity and an entrepreneurial spirit at their heart. They outline our desire to create an environment where creatives can thrive, from artists & musicians to scientists & technologists, enriching cultural and creative economy.

The priorities in this section work together to create a platform for showcasing Sheffield on the global stage, building the city's brand, reputation, and profile. Meeting our ambitions will animate the city, creating vibrancy, not just as a place to visit but to live, work, study, or to invest in; it will create jobs in the creative and culture sectors, deliver higher visitor numbers, driving footfall and spend and support hospitality and retail businesses to thrive.

We will also invest in the future talent pipeline for the creative and cultural sectors; giving all children and young people access to clear pathways to pursue creative hobbies, passions, and careers, in communities, schools and higher education.

Accelerate the growth and reach of the city's creative and cultural economy

Our Ambition

We will accelerate the growth and reach of creative and cultural economy. Igniting, Accelerating, and Elevating the cultural potential in Sheffield, ensuring the foundations for inclusive growth are in place, that young people and talent development is key to the future, and that we champion our shared ambition and achievements

Our Track Record

Sheffield is a creative powerhouse. Our city's residents have global roots and influences, creating an extraordinary mix of cultural and artistic activity spanning every medium. Creativity spills across sectors, with designers and tech companies, musicians and gamers, marketing agencies and visual artists collaborating. There are almost 9,000 employees, and circa 25,000 creatives living in Sheffield and the wider region.

We are home to more than 2,000 cultural and creative businesses, generating £1bn of economic impact annually, and this is growing at pace. In the last 5 years, turnover has grown by 28%, and employment by 18%. This is faster than other core cities (12% for Bristol and 18% for Manchester) which demonstrates that although Sheffield's culture sector is currently smaller in size, and receive comparatively less funding, relative to other core cities, it is experiencing strong levels of growth.

We have excellent cultural institutions like the Crucible and Lyceum Theatres, the Millennium Gallery, Graves Gallery and Weston Park Museum, alongside a hive of grass-roots cultural activity in places like SADACCA, Utopia Creative Hub, Soft Ground, Sidney + Matilda, and Gut Level. Sheffield has groups championing culture in all forms that support and deliver activity, such as the Sheffield Culture Collective and Culture Consortium. The University of Sheffield's City, Culture and Public Engagement team, Sheffield Hallam University's Creative Industries Institute and Sheffield College both nurture creative talent that feeds into the creative ecology and contribute significantly to city cultural programming with their resource, expertise and students.

The city has a global reputation for music and art and is synonymous with festivals that tell wider stories about Sheffield and our creative talents: Doc/Fest, Off the Shelf, Migration Matters and Children's Media Festival.

Our Plan

- **Cultural Investment Funding:** Maximise investment from national funders and the private sector, driving up Arts Council England funding per capita[6] equivalent to other Northern Cities, and connecting with wider DCMS schemes e.g. Community Ownership Fund, Youth Investment Fund to accelerate growth.
- **Sheffield City Culture Strategy:** Deliver the new Culture Strategy's 3 Creative Missions in partnership with local sector, SYMCA and in collaboration with DCMS / ACE / HLF. 1) Ignite: Invest in our Cultural Foundations 2) Accelerate: Catalyse the sectors growth potential 3) Showcase: Bring Sheffield to the world and the world to Sheffield.
- **Cultural Assets for the Future:** Develop and deliver a pipeline of cultural development and investment projects to regenerate and expand the city's major culture assets offering, bringing to fruition large scale projects like Harmony Works, S1 ArtSpace, Graves Gallery / Central Library renovation, Kelham Island Museum, The Showroom, and capital improvements to The Crucible Theatre.

[6] £6.59 per capita in Sheffield, compared to £35.65 in Leeds and £44.60 in Manchester

Inspiring people to visit Sheffield

Our Ambition

We will sustainably grow the visitor economy in Sheffield; delivering more visitors and footfall, driving overnight stays and increased yields for our hospitality sector; transforming people's perceptions of the city, as they experience Sheffield as a place to visit.

Our Track Record

Sheffield attracted 15.8 million visits, valued at £1.35 billion in 2022. We have a strong Sheffield brand, that partners adopt and work collaboratively with us on campaigns. Our City Breaks campaign resulted is us hitting our yearly web target for welcometosheffield.co.uk in just 5 months and has inspired accolades such as Time Out's 2nd Best European City Break. Our 'Your University City' collaboration with both universities has won a string of awards such as the Times Higher Education Award and most recently Best Brand Campaign at Prolific North's Creative Awards.

The city offers a unique experience, of cultural vibrancy, diverse heritage, and independent hospitality alongside access to the outdoors as The Outdoor City, creating a distinctive city break USP, not based around single visitor attractions.

Our Destination Management Plan (DMP) provides a clear roadmap to build a better and more productive visitor economy sector for Sheffield. We work in partnership with Visit England / Visit Britain and are one of the first wave of Local Visitor Economy Partnerships (LVEPS) with SYMCA establishing the South Yorkshire LVEP and SYDMP.

Our Plan

- **The City Destination Management Plan** - Operationalise our Plan in partnership with city stakeholders and Visit England. Work with DCMS and Visit England to establish at national level a sustainable destination strategy for English cities in the regions and appropriate resourcing from DCMS to sit along the LVEP to help accelerate delivery plans post the De Bois review
- **Local Visitor Economy Partnership -** Activate a new private sector Visitor Economy Board, feeding into the LVEP, to coordinate our activities and develop partnerships and new delivery models across the public, private and VCSE sector.
- **Establish a Visitor Economy Fund** - Develop new funding mechanisms for public / private co-investment, learning from successful mechanisms in other cities such as an ABID (Accommodation Business Improvement District) and facilitating a stronger role for collective action across South Yorkshire with SYMCA.
- **City Brand**- activate the second phase of the place brand (Sheffield Inspires) in collaboration with city partners. Develop flagship external campaigns to drive awareness and reputation in key target audiences which will support this wider growth plan such as boosting tourism visits, start-up/scale up, sector specific conferences or talent attraction.

Put Sheffield on the global stage

Our Ambition

Our ambition is to expand our festivals and events, cultural and heritage engagement programme to inspire more people to experience the city for the first time.

Our Track Record

Sheffield is brilliant at festivals and events, whether we are curating our own, working in partnership or delivering commercial contracts, we have a proven track record and an international reputation. Our festivals and events deliver significant economic benefit: our major events programme brings in £25.6 million (2023), conference and exhibitions £74.5 million (2022) and Cultural Events£25 million (2018).

Our festival programming already takes our story to a national and international audience. Our venue base lends itself to multi venue, multi day festival style events eg Doc Fest, Off the Shelf, Tramlines, Crossed Wires, Festival of the Outdoors and No Bounds Festival. We are excellent at delivering wrap around 'festival style' programming when we host major events such as the 26th Mobo Awards and Women's Euros, enhancing the cultural and community benefits of these events.

We have regional, national, and international linkages in this area. We have a strong relationship with UKSPORT and Visit Britain's Business Visits & Events teams. We are a member of International Convention and Congress Association (ICCA) and an active member in the international conference market. The Universities also deliver high profile festivals and conferences in the city that are a key part of the annual programme. Our major events are supported by a wider events programme of cultural, seasonal and community events. These events contribute to Sheffield's overall destination attractiveness as well as creating vibrant communities and neighbourhoods.

Our Plan

- **Sheffield Major Events Hosting Plan** - Adopt and deliver a Plan to 2035 that dove tails into our key strategies: the Destination Management Plan 23-28, Cultural Strategy, Heritage Strategy, and Sport and Leisure Strategy. Working with a new Visitor Economy Board and alongside DCMS and UK Sport to deliver an ambitious and diverse events plan that will increase visitors to the city's overnight stays and spend and enhance our reputation. This includes events with national and international scale, niche events where we have global expertise and/or ambassadors, alongside thematic specialties, such as Para Sport, Research Conferences, Music, and Visual Arts.
- **Expand our Business & Global Conferencing** - We will elevate our position in the international conference market, securing a top ten position in the ICCA global rankings. This will include increased visibility at UK and international trade shows, hosting of events to showcase the city to professional conference organisers and trade bodies, expansion of our successful conference ambassador programme and work with venue operators to develop partnership campaigns.
- **Welcome the World -** Use SYLVEP to strengthen our role with regional, national, and international partners who can help us achieve our ambitions. Testing co-commissioning models with SYMCA and national bodies such as the Arts Council, Visit Britain, and UK Sport
- **Establish the Sheffield Strategic Events Partnership,** establish a new partnership and connected to the Visitor Economy Board to bring a partnership approach to event commissioning, identify opportunities and gaps in provision and to pilot new funding mechanisms to leverage private sector investment.

Curate and harness our rich cultural heritage

Our Ambition

We want to harness our heritage to enhance the city's reputation, develop vibrant and unique spaces and places, and support the regeneration and prosperity of the city and its people.

Our Track Record

Heritage contributes to Sheffield's distinctive sense of place, it helps to tell the stories of our citizens and preserves historical character which increases the appeal of the city to residents, businesses, and visitors, and improving economic vitality and pride of place[7].

Our heritage buildings have been a driving force behind the city's regeneration efforts, attracting investment and bringing character to redevelopments. Former Industrial sites like Kelham Island, are undergoing transformation to deliver new neighbourhoods and become destinations in themselves – with culture, leisure, and hospitality at their heart. New and reinvented destinations such as Leah's Yard and the Cambridge Street Collective in the Heart of the City are showcasing the city's character; independent, vibrant, and unique.

Large areas of the city and its character today are positively shaped by the legacy of Sheffield's steel making and metal trades, in the both the unique architecture of small workshops and in the historic use of the rivers, dams and forges. The city also boasts a wide variety of other historic buildings including Georgian and Victorian town houses, villas, and mansions; 19th century schools, commercial, municipal, and institutional buildings; churches and chapels; and innovative post-war homes and shops. Many of these buildings are being adapted and reinvented for residential use and providing flexible workspace for makers and cutting edge cultural and digital and businesses.

Sheffield has many areas of strengths, beyond its built heritage; the city's collections are held by Sheffield Museums and showcased across our city's museums; our natural heritage and our outdoor spaces; our beautiful rivers and woodlands; our sporting legacy through Sheffield Home of Football.

Our intangible heritage such as our languages, music, arts, traditions, and sports are a crucial part of our narrative. One of the city's greatest strengths is our many Friends' groups who work to curate a variety of heritage activities from collections, conservation, cultural events, education, fieldwork and research, and our large-scale Heritage Open Days.

Our Plan

- **Deliver the Heritage Strategy in Partnership** - Deliver the Heritage Strategy and action plan created by Joined Up Heritage Sheffield and adopted by the Council, working together with the Sheffield Heritage Partnership, and in collaboration with national agencies such as DCMS, DHCLG, Historic England and the National Lottery Heritage Fund.
- **Build the investment case for intangible heritage:** Work with Sheffield Heritage Partnership to increase the understanding of the city's intangible heritage – oral traditions, performing arts and social practices – will help to celebrate our diverse city and help to make all cultures visible, in line with the Race Equality Commission Recommendations.
- **Foster City Conservation and enable Heritage Skills** - Preserving and conserving Sheffield's heritage buildings and local sites, through Heritage-Led Regeneration. Utilising our heritage skills as a catalyst to repurposing historic buildings, canals, and sites to create vibrant cultural spaces, mixed-use developments that benefit the local community and economy.

[7] Heritage contributes £44.9bn GVA, 523,000 jobs in England in 2022, driving £25.2bn of heritage-related tourist spending.

A city on the move, connected with the infrastructure to grow

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

Sheffield's local, regional, and national connectivity and infrastructure is key to realising economic growth and growing neighbourhoods. We have adopted and published key strategies that set our ambitions for transport and infrastructure upgrades, including the City's new Transport Vision and our Decarbonisation Route maps, and a Local Area Energy Plan will shortly be moving into production. The role of high-quality, low carbon infrastructure in supporting economic growth in the city cannot be overstated: without significant investment across a comprehensive range of projects, the economic impact of our other missions will be curtailed

Other parts of the city's infrastructure will require future investment - flood and water management systems, the city's power grid, energy creation and storage capability and our digital networks. Longer term investments in these areas will support economic growth and provide the foundations for citizen prosperity. We are engaged in a range of conversations with institutional capital providers, organisations like National Wealth Fund, Cities Commission for Climate Investment, British Business Bank, pension funds and mutuals.

The opportunity is vast. For example, Sheffield city centre hosts 50% of the region's knowledge intensive jobs, but only 28% of South Yorkshire's population live within 30 minutes of the centre by public transport. We estimate, that by increasing the size of the labour market through better transport provision in South Yorkshire by 10%, it could generate £3.0bn to £3.3bn in annual GVA.

The move to low-emission vehicles and promotion of active travel will have a positive impact on people's health both in terms of air quality and supporting physical activity. Lower carbon transport options and lower carbon energy networks will play a significant role in Sheffield meeting its decarbonisation objectives. We want to provide genuine, reliable, and sustainable alternatives to driving, enabling people to use private cars less.

As the city grows, we will also take steps to restore the city's balance with nature. Sheffield is uniquely placed as the Outdoor City and natural habitats and environments provide mitigation to many of the climate challenges we face. Investment in Sheffield's green and blue infrastructure is critical to the future success of the city and its communities, and provides opportunities around preservation of heritage, health, wellbeing, leisure, and regeneration.

We will implement the recommendations in the regional Local Nature Recovery Strategy and will harness the expertise of local partners, including Sheffield and Rotherham Wildlife Trust and the Green Estate. We will work to leverage changes in the planning system to ensure Biodiversity Net Gain policy is implemented and that Sheffield promotes new systems to create and retain ecological value in the city.

Transform our city-to-city connectivity

Our Ambition

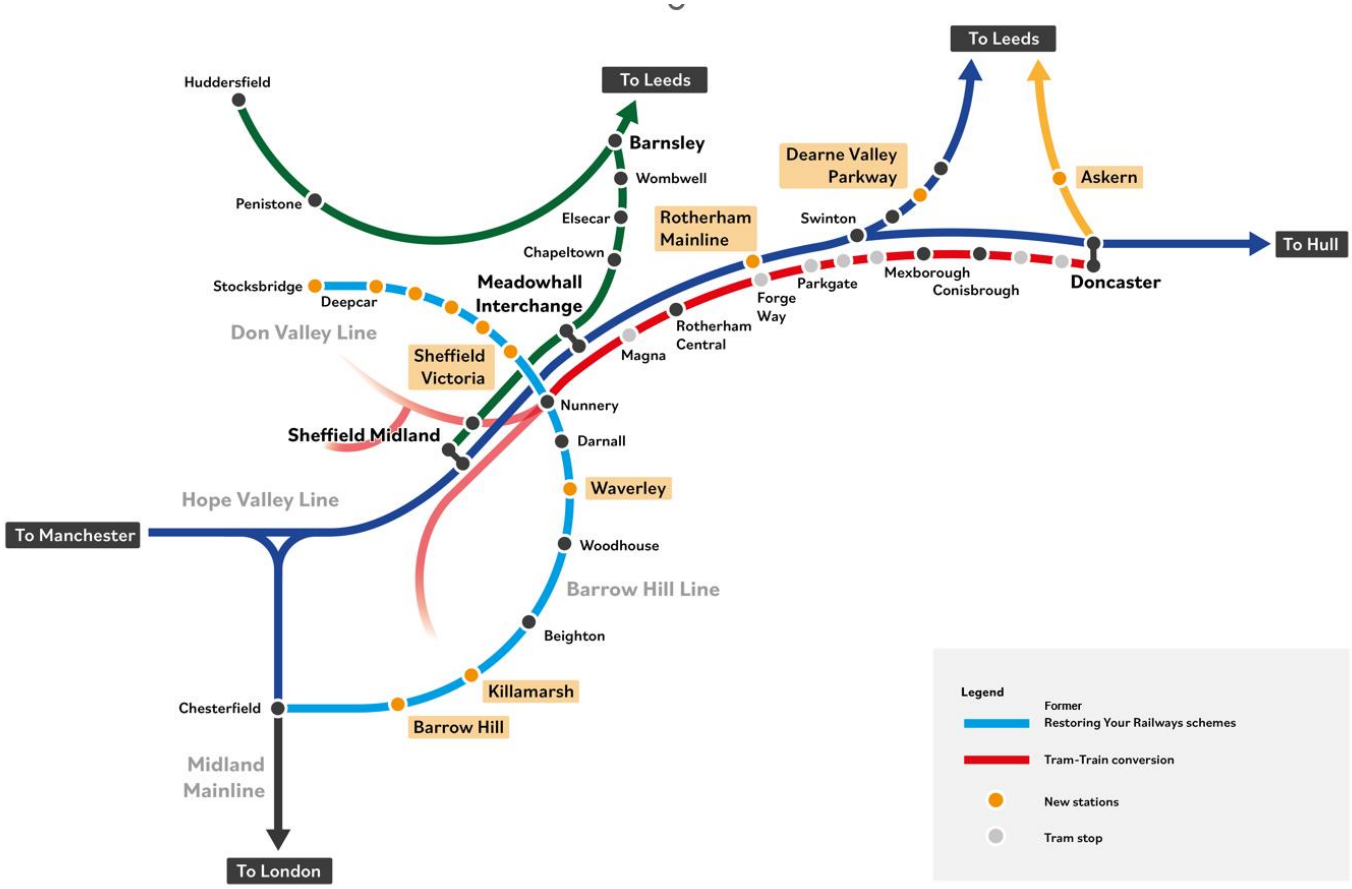
Strengthen our strategic rail and tram connections to enhance our connectivity to other cities and regional and national markets, increasing market and workforce access.

Our Track Record

We are working with Central Government and SYMCA to move forward rail improvements, and to ensure that Northern Powerhouse Rail programme delivers transformational new rail connections between Sheffield and other cities in the North. Improvement of our rail network is critical, particularly for inter-city connectivity.

At a city and regional level, we are working with SYMCA to deliver a reliable transport network. The Supertram network forms the spine of our public transport network and is now managed by SYMCA. Funding from Central Government has been committed for renewal of the existing network, helping to support a sustainable future for the tram and enabling the network to grow.

Fig 8. Potential tram extensions and tram train networks



Our bus services will be essential in supporting future sustainable access to opportunities, without reliable, affordable routes in the right places – residents feel left out and left behind. The South Yorkshire Bus Service Improvement Plan, alongside the review of Bus Reform, shows our ambitions for improved services.

We are working with National Highways to tackle congestion on the M1 junctions serving Sheffield, identifying future pressures, and creating stronger links between the economies of Sheffield and Rotherham and ensure reliable freight access to ports.

Sheffield's connectivity to other cities and regions requires significant investment to address longstanding constraints on our connectivity and agglomeration potential. Fewer than 40% of Sheffield's residents can reach the city centre within 30 minutes by public transport, which is far lower than other Core Cities and significantly less than comparable cities in Europe.

Our Plan

- **Launch a Sheffield Rail Taskforce –** working with Government Departments, SYMCA and local Businesses to make the case for the improvements required to support rail services in Sheffield.
- **Rail Electrification** - Accelerate the programme for electrification of our rail connections to London, Leeds and the East Midlands on the Midland Mainline and Manchester (Hope Valley) line, increasing the frequency and speed of rail journeys, enabling 3-4 fast trains per hour to Leeds and doubling capacity on the rail line to Manchester.
- **Public Transport System for the Future -** Champion the South Yorkshire partnership commitment to roll out an integrated public transport system by 2028, and set out plans for City Bus Network
- **New Supertram Extensions and Tram-Train Networks -** create opportunities to expand the tram-train network, including through the Chesterfield - Sheffield – Stocksbridge routes and by reopening the Victoria station in the City Centre, bringing the tram network closer to 100,000 more residents.

Connected communities with accessible, affordable, safe, and reliable public transport and active travel networks

Our Ambition

We will deliver a reliable, modern public transport network that helps people to access education and employment opportunities, connect with culture and heritage, see family and friends or for shopping and leisure.

Our Track Record

Our buses should be an attractive travel option for everyone in Sheffield, and it is vital that services are reliable and frequent. We are committed to working with the SYMCA partnership to review options for greater public control over bus services, frequencies, timetabling and ticketing, to create a more attractive service. We are introducing new bus priority measures on major bus routes and in the city centre to speed buses up and improve reliability.

We are developing our Active Travel Infrastructure Plan and are working in partnership with SYMCA and our neighbouring authorities. Delivery of a major programme of sustainable transport improvements following successful bids to central government to transform our city is underway.

Our Connecting Sheffield programme is rolling out with many schemes coming on stream from 2024. The priorities in the programme transform access and travel options into the city centre by creating high-quality, convenient, and safe routes into and around the city, enabling more walking, wheeling, cycling and journeys by public transport.

We want our city to be safe, inclusive, and accessible for everyone; where it is easy and pleasant to walk, wheel and cycle so that you do not have to drive for local trips; and public spaces which are full of life encouraging people to spend time and support our local businesses. We have published a new Road Safety Plan and are committed to Vision Zero – a drive to end all deaths and serious injuries on our roads - to make roads safer, reduce speeding and respond to incidents quickly.

Our Plan

- **Investment in our Bus Networks** - It is essential that we secure capital bus investment to deliver the service improvement we need, beyond that identified in the Bus Service Improvement Plan.
- **Bus Reform** - Support the SYMCA as Local Transport Authority to deliver on the ambitions for Bus Reform and advocate for a positive change to bus routes, timetables, and fares.
- **Investment Partnerships**- Develop strong bids to Central Government so that we can continue to deliver local sustainable transport programmes, including informing the City Region Sustainable Transport Settlement 2 (CRSTS2) programme entry projects
- **Sheffield Transport Vision** - Produce and deliver a range of new Delivery Plans identified in the Sheffield Transport Vision, designed to enable Sheffield to thrive, including Tram Vision; Bus Service Improvement Plan; Road Safety Plan; Sheffield Walking, Wheeling and Cycling Investment Plan; City Centre Access and Movement Plan; and a new Parking Plan.
- **Accessibility and inclusivity** – as the city's transport networks evolve, we will look for opportunities to increase accessibility for Sheffield's disabled community, alongside those with more limited mobility.

Low emission travel that supports good health

Our Ambition

Our ambition is to transition to electric and low-emission modes of travel, ensuring that new infrastructure, services, public transport, and active travel schemes are accessible, fair, and just for all.

Our Track Record

Sheffield's Decarbonisation Route map, 'The Way We Travel,' states that by 2030, all our people and organisations will have access to ultra-low emission options for travel, and we will achieve a 419 ktCO2e reduction in transport-related carbon emissions. It sets out action plans detailing what needs to be done to achieve that ambitious target and tackle the 26% of the city's emissions from the transport sector.

A major step in achieving this has been working in partnership with the SY Mayor to rapidly phase out older polluting buses and electrifying South Yorkshire's bus fleet. Our Clean Air Zone has delivered results a year after its implementation, with the number of polluting vehicles entering the city centre dropping by two thirds, a significant contribution to improving air quality.

We are working with SYMCA and the other South Yorkshire Authorities to deliver a £8.915m capital programme, funded through government's Local Electric Vehicle Infrastructure (LEVI) fund, to facilitate the large-scale rollout of commercially sustainable charge point infrastructure in residential areas.

Our Plan

- **Electric Vehicle Infrastructure** - Key governance and resource structures need to be put into place to support the growth of a commercial network of public electric vehicle charge points whilst ensuring the needs of our residents, businesses and visitors are met
- **A Cleaner Bus Fleet for Sheffield** - Securing additional investment from Central Government to accelerate the transition to a cleaner bus fleet.
- **Support Businesses to Decarbonise their Fleets**- Providing businesses with the right support to transition their vehicle fleets to low emission alternatives and provide appropriate access for their customers, and support to consolidate freight movements and minimise emissions.
- **Support a Zero Emission Taxi Fleet** - Invest in the transition to zero-emission taxi and private hire transport by providing dedicated charging facilities

Future-proofed infrastructure

Our Ambition

Our ambition is to secure national and regional public sector funding and leverage private sector investment to deliver the infrastructure needed to transition to a decarbonised and growing economy.

Our Track Record

Sheffield has been successful in securing available funding and delivering infrastructure projects. The city is leading the way in the installation of flood defences and watercourse upgrade projects to slow the flow of water into Sheffield's rivers, allowing key development sites in regeneration areas to be safeguarded.

Sheffield is already home to the UK's largest heat network, and we are working with existing and new providers to further invest in and expand low carbon energy networks that deliver energy security,

resilience, and carbon reductions for Sheffield. Sheffield is part of a government led Advanced Zoning Pilot, preparing Sheffield for mandatory legislation that will require buildings to connect to the network from 2025.

Sheffield needs national and regional policy levers to deliver the infrastructure at the scale and pace necessary to adapt to a changing world. Regional networks must be strengthened, along with intercity and inter-regional connection in power, mobility, and water.

We are working with utility companies to strengthen networks in Sheffield. National Grid is in the process of delivering a major upgrade of its strategic high voltage network in the Lower Don Valley, Yorkshire Water continues to progress its pipe replacement programme and Virgin Media is nearing the end of its fibre broadband roll out in the city.

Work to establish the regional partnerships and policy frameworks to attract and distribute funding is underway, through programmes like Connected by Water, Yorkshire, and Humber Climate Commission and SYMCA's Local Transport Plan 4.

Sheffield's green and blue infrastructure is also vital for the wellbeing and prosperity of the city, providing opportunities for residents to access nature, support for essential biodiversity and nature-based solutions to the impact of our changing climate. Blue and green infrastructure also offers access to Sheffield's unique heritage assets; our waterways for example, not only provide natural spaces for leisure but also offer opportunities for preservation of the city's industrial history, heritage led development, regeneration, and recreation.

Our Plan

- **Future Infrastructure Delivery Plan:** Development of an infrastructure plan through linking up sector and area specific strategies; testing them against the city's growth projections, as set out in the Sheffield Local Plan. Sheffield will develop its capability around digital capability, AI and smart city connectivity, working closely with Digital Sheffield, University of Sheffield's 6G Centre and global tech partners.
- **Infrastructure Investment:** We will leverage our position as a core city with an ambitious sustainable growth programme to connect with capital markets and showcase opportunities for institutional and other models of investment in the city's infrastructure projects.
- **Utilities delivery planning:** We will ensure that water, energy, and power needs are factored into the infrastructure plan, using the Connected by Water Partnership and relationships with statutory agencies.
- **The Outdoor City**: We will work alongside partner agencies and the voluntary sector to leverage Sheffield's unique position as the Outdoor City, using our natural infrastructure to underpin our economic and destination management strategies.
- **Biodiversity Net Gain**: New government legislation around Biodiversity Net Gain (BNG) offers opportunities for Sheffield to promote biodiversity as part of its regeneration imperative. There are significant investment opportunities around the use of nature credits and options to support, invest in and promote nature-led organisations operating in the city.
- **Logistical Futures:** We will work with pioneering businesses in Sheffield to explore the future for the logistics industry, utilising innovative work on new rail technology, multimodal hubs and EV charging capability.

Join Us: Make it happen Together

Our collective endeavour for growth - together we get things done

This 10-year Growth Plan is a commitment – to our communities, businesses, and stakeholders of our collective vision for a thriving city. It is an invitation to all partners, locally, regionally, nationally, and internationally to be part of this inspiring journey, because by working together we can get things done.

The city has made real progress in setting out its future vision through the Sheffield City Goals. This Growth Plan now provides a comprehensive blueprint for the city's economic success, providing market confidence, setting out investment, and partnering opportunities.

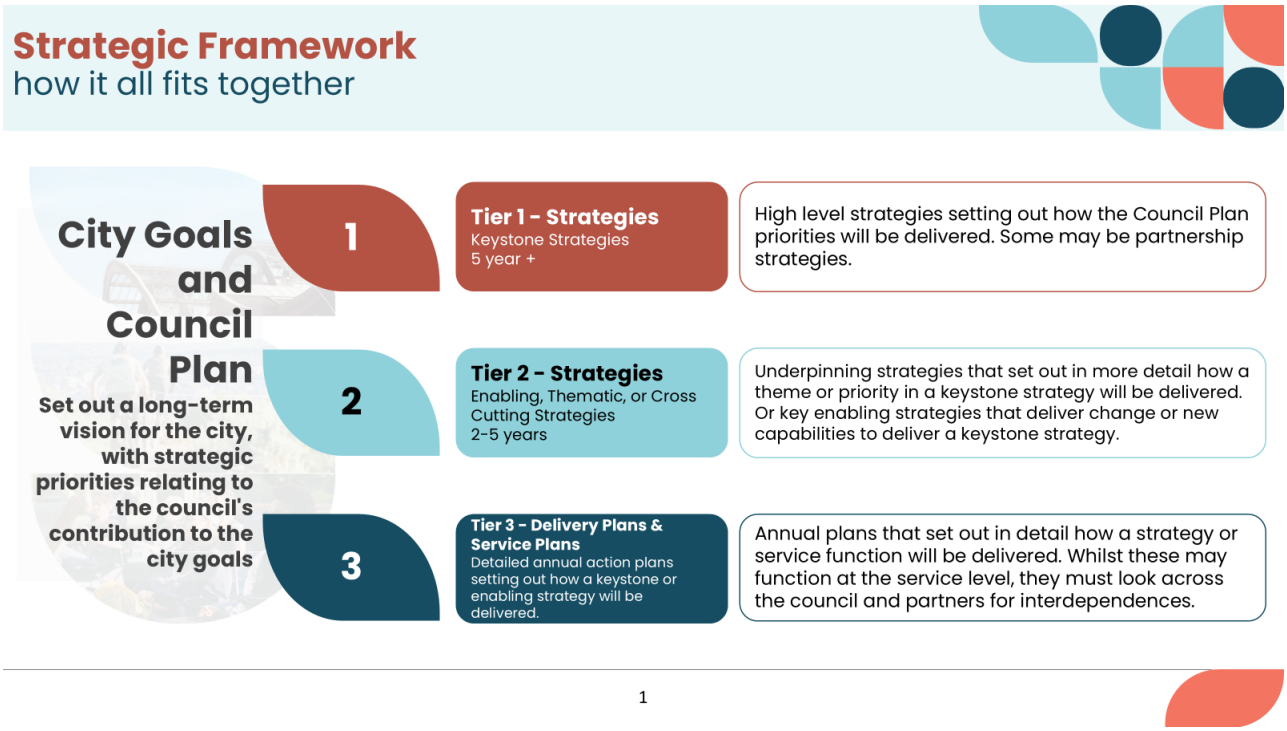
The successful implementation of the Growth Plan requires a delivery framework that aligns energy, expertise and resources against the outcomes we want to see. This section sets out how we will use thematic strategic plans, consecutive 5-year investment plans alongside new governance and delivery models to deliver against the 4 Growth Missions by 2035.

Strategic Framework

The Growth Plan is a Tier 1 city strategy, it seeks to lead the creative, entrepreneurial, and economic elements of the City Goals, the MCAs Plan for Good Growth, and the Council Plan. It sits alongside other Tier 1 strategies, for example, the developing community's strategy and the health and wellbeing strategy, to both connect and complement. This Growth Plan is underpinned by thematic strategic plans (Tier 2) which set out delivery plans and priority initiatives (these are highlighted under each mission in the document).

All our Tier 2 plans under the Growth Plan, have been developed in partnership with our stakeholders, businesses and the VCSE sector, such that co-production and partnership are at the heart of future delivery.

Fig 9. Strategic Framework



Driving Implementation – Investment planning

An Investment Plan (2025 – 2030) will follow as the critical step into the delivery of the Growth Plan. Providing a structured investment approach to public and private resource allocation and market leverage, attracting funding, and steering longer term investment and business decision-making. We will develop consecutive 5-year investment plans (2025-2030 and 2030-2035) which will identify priority initiatives ensuring that those with high impact, return on investment and achieve the strategic objectives are resourced. A Growth Plan review will also take place before the 2030-2035 investment plan is finalised, to ensure it is holds the most up to date economic context and data.

Taking a longer-term view will allow us to secure investment outside of funding and/ or political cycles, further building market confidence to 'crowd in' private sector investment. Furthermore, by committing to strategic investments cases now, we can work with our communities to build the infrastructure, workforce, and technological capabilities necessary to capture growth opportunities to 2035 and beyond.

The investment plan will also serve as a roadmap for decision-makers. It will help us to make the case collectively to regional and national government bodies, institutional investors, and partners on where we focus our resources and efforts. The investment plan will be driven by initiatives that demonstrate potential co-returns, risk sharing and co-benefits, making it easier to secure financial backing.

We know, when we start out, there will be an 'investment gap' in some areas against the full delivery of the ambition set in this in this plan period. This Growth Plan sets out our collective commitment to work in partnership to align our secured and earmarked resources and the leverage that it already brings, as well as highlight where gaps may remain. We will bring forward investment frameworks and delivery models - linking into new asks from regional and national government bodies, to 'close' these gaps. This could include, but is not limited to the following actions:

- Maximising local assets, such as research institutions, cultural venues, land supply and transport networks, integrating them into initiatives to enhance local economic impact.
- Joining up our delivery with partners to create scale and efficiencies in our core economic programmes, including at a regional and national level.
- Using public finances and seed funding to crowd in private investment – through preparing land, pump priming, improving investor readiness, reducing delivery and variability 'risks' and improving access to finance.
- Creating the wider conditions for growth in the city through the provision of homes, transport, skilled workers, data, and insight.
- Tackling areas where there has been systematic underinvestment by building the business case for collective action.
- Encouraging public-private partnerships, co-investment funds and JVs, alongside investment vehicles which can leverage additional resources and expertise from the private sector.
- Using statutory powers as public bodies to enable and accelerate growth, such as spatial planning policy and transport planning and infrastructure planning and powers.
- Being a good partner or client to business. Supporting 'Sheffield Stronger Together' to deliver improvements to the city's operating systems but using our capacity and capability to create a partner interface. (The Council, especially City Futures Directorate, will help to facilitate the interface between the Council and Growth Plan partners, investors, businesses, and communities).

Governance and Collaboration

To deliver the Growth Plan 2035, we will need to continue to foster an active and collaborative partnership environment that shares the ambition in this plan. The Sheffield City Goals provided 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.

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.

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.

The way we deliver – Our Values and Partnering Expectations

This section has set out the structures we will put in place to deliver the Growth Plan. However, of equal importance is the way we will deliver, the values we will espouse and expect from our partners. Collaboration and collective action are at the heart of this approach, and this includes ensuring that we are inclusive, equitable and diverse in who we convene and listen too, and further that we actively seek engagement from our communities and businesses as we progress, so that their views and insights are around the table and shaping the actions being taken forward.

We will ensure that the Growth Plan delivers in line with the Race Equality Commission recommendations and the Council Values; putting people at the heart of what we do; being open, honest, and working together to get things done.

What does success look like?

The vision for the city has been set through the City Goals, with cornerstone indicators in development to track progress. The Growth Plan identifies the 4 missions which will best deliver against the creative, entrepreneurial, and economic elements of the City Goals.

We will track our progress using both outputs and outcomes measures. Outputs will be integrated into the Investment Plan to ensure that we can monitor the activities we are delivering. We will also monitor a set of outcome indicators to test that our actions and investments are making a measurable change in the economy. Critically, we will use the performance data to influence future Investment Plan decisions enabling us to respond to underperformance and gaps in areas of activity.

Appendix 2 shows the starting point for our Growth Plan outcomes framework. This will be further refined by the 'Investment Compact' and be iterated to ensure we are tracking and reporting on the best measures as we move forward.

Sheffield Inspires: Moving Forward Together

This is a pivotal moment in Sheffield's journey. We know you will want to join us. Together we have the plans, the motivation, the knowledge, and capability to unlock the potential of Sheffield's economy – to be a beacon of opportunity, innovation, creativity, and sustainability for the UK and internationally.

We now move forward with determination and agility, as we embark on our vital Missions together. This is an invitation to you and your organisation to come and be part of 'Making this Happen.'

Appendix 1: Specialist Sectors Overview

Advanced Manufacturing

We are now known all over the world as a leading centre for engineering research, advanced manufacturing, light weight technologies and specialist materials. Today, a plethora of some of the world's biggest manufacturers have centres here - and they are surrounded by a specialist local supply chain.

The composition of the sector has changed. Sheffield has established itself as a recognised centre for Advanced Manufacturing, with the Advanced Manufacturing Research Centre, the Advanced Manufacturing Innovation District, the Henry Royce Institute and other key assets. It has attracted significant multinational firms like Rolls Royce, Boeing and McLaren, creating jobs and bringing in investment. Supporting the growing and future facing parts of the manufacturing sector, whilst supporting the existing base to adopt new technology and processes, is a way to continue to safeguard and generate jobs in manufacturing.

The analysis shows the range of different technologies being deployed across advanced manufacturing, highlighting Industrial IoT, Advanced Materials, AI and Advanced Measurement (among others). Equally, network analysis illustrated the that advanced manufacturing firms and technology strengths act as a capability across different sectors and underpin the developing strengths in MedTech

Health & Wellbeing

This is a large and growing sector - it is a major employer and one which everyone in the city interacts with and is impacted by. Technology is having major impacts across all parts, from the development of treatments and products to the delivery of acute and community care. There is one of the UK's largest clusters of orthopaedic and medical device companies, including B Braun, Swann Morton, Orchid Orthopedics, and JRI Orthopaedics.

There are opportunities where strengths in materials and technologies overlap with Life Sciences and MedTech. Our specialisms in health technology are interlinked with the city's strong research assets such as the Advanced Wellbeing Research Centre and the future National Centre for Child Health Technology planned at the Sheffield Olympic Legacy Park, and assets like Data Connect, Centre for Care, SCHaRR, and Insigneo. This capacity is further augmented by the policy expertise of the Policy Campus in Sheffield and strategic ambitions for a healthier population that are shared by Sheffield partners and SYMCA.

Tech

Sheffield's industrial development has been driven by its strengths developing and applying technologies in new ways. Many of the city's strengths fall in technology, cutting across multiple sectors and opening new possibilities.

The development and application of new technologies is a critical capability for an economy, enabling growth and productivity improvements in different sectors by opening new products, markets and processes. The growth and development of the other four sectors identified here will depend in part on continued growth of technology capabilities.

But, areas of technology are themselves sectors with groups of businesses involved in similar activity, developing different areas of technology. Sheffield has high concentrations of businesses in AI, Immersive Technologies, Quantum Technology, Sensors and Software as a Service along with strong performing start-ups and businesses across areas including AgriTech, EdTech, FinTech, Gaming, IoT, NetZero, Software, Specialist Engineering, SportTech .

Given that the long tail of low productivity businesses, there is a clear opportunity to translate strengths at the frontier and in the production of technology into increased adoption and use through the wider business base.

Sheffield is also part of a wider CleanTech opportunity, with DSIT analysis showing that it is a part of a wider cluster which is the largest (in term of the number of businesses present) in the UK. Defined as companies in clean energy, environmentally sustainable product or service design and provision such as water purification, biofuels and other adapted good this is an area expected to see strong growth, driven by decarbonisation. Within this Sheffield has a high concentration of businesses in environmental protection and monitoring

Culture & Creative

Sheffield has seen strong growth across this sector overall and particularly in areas where we have known strengths such as publishing, advertising, marketing and IT, and most notably music recording and in performing arts.

There is scope to scale this sector further as it not only provides jobs directly, it has big externalities with positive spillovers into other sectors (e.g. through attracting people to visit but also to live) and the wider reputation/brand.

Video game production has taken place in Sheffield since the foundation of Gremlin Graphics in the1980s. Sumo Digital, founded in 2003 is a hugely successful video game developer. The company has grown substantially over the years, now employing more than 1,100 people across 16 studios as of 2023 alongside Sheffield Hallam's PlayStation 5 development Lab and the National Videogame Museum, which further cements the city's role in the UK's gaming landscape.

Professional / Business Services & ICT

Professional and business services provide a large volume of jobs and underpin activity across the wider economy.

Compared to other Core Cities, this is an area in which Sheffield does punch below its weight.

This is part of the reason that it has been chosen as a sector to develop to stimulate more private sector business activity. Looking at strengths with the potential to build on telecommunications, legal services and insurance area all areas of specialism which have grown, and which are high volume employers. But, we know there are ' gaps' and opportunities for growth in Sheffield's professional service base with a low concentration of Financial Services, IT services and other Professional Business Services.

Appendix 2: Developing Missions Metrics

Strategic outcomes

Our Economy; Global, Green and Growing		Celebrate and grow a vibrant, cultural & creative Sheffield		A city on the move, with the infrastructure to grow		Grow Our Neighbourhoods Together	
SCC Corporate Indicators							
SCC 0632	Proportion of Heart of City 2 let or sold	SCC 0626	Number of jobs in creative industries sector	SCC 0471	Public transport patronage bus	SCC 0385	Percentage of public open space sites in Sheffield managed to Sheffield Standard
SCC 0668	Office take up (floor area sq. ft)	SCC 0634	Value of Arts Council England awards	SCC 0472	Public transport patronage tram	SCC 0635	Number of new homes under construction within previous 12 months (Sheffield)
SCC 0264	Footfall to key areas of the city centre (% change)	SCC 0627	Reputation and engagement – engagement with Welcome to Sheffield website	SCC 0465	Proportion of journeys made on foot or by bicycle (modal share survey)	SCC 0636	Number of new homes completed within previous 12 months (total and affordable)
SCC 0630	Number of new homes under construction in city centre within previous 12 months	SCC 0470	Rate of hotel room occupancy	SCC 0639	Passenger satisfaction with public transport	SCC 0233	Number of affordable homes acquired or built for Council Housing
SCC 0631	Number of new homes completed in city centre within previous 12 months	SCC 0201	Number of visits per 1000 head of population to SCC supported sporting venues and activities	SCC 0640	Rate of people killed or seriously injured in road traffic accidents	SCC 0629	Economic inactivity rates
SCC 0643	GVA per job	SCC 0200	Number of Green Flag quality awards accredited to parks, woodlands and green spaces in Sheffield	SCC 0641	Rate of plug-in vehicles, ULEVs and EV chargers per 100,000 people	SCC 0469	Unemployment rates
SCC 0644	Number of high growth enterprises (employment)			SCC 0184	Average PM10 concentration at relevant locations	SCC 0558	Universal Credit claimant rate
SCC 0645	Number of high growth enterprises (turnover)			SCC 0189	Average annual NO2 concentration at relevant locations	SCC 0485	Median wages (total and by gender)
SCC 0625	Number of business start-ups in previous 12 months			SCC 0646	Total Council GHG (CO2e) emissions by sector		
SCC 0475	Job density (Number of jobs per resident of working age)			SCC 0647	Total City GHG (CO2e) emissions by sector		
SCC 0628	Business density per 10,000 people			SCC 0252	National Highways Transportation Survey – satisfaction with condition of highways		
SCC 0665	Working age population qualification levels			OS107	Percentage of Household waste recycled (composted)		
SCC 0447	Proportion of 16–17-year-olds who are participating in education, employment or training			OS109	Percentage of Household waste recycled (recycled)		
SCC 0457	Proportion of 16-25 year-olds with EHCP who are participating in education, employment or training						
SCC 0612	Percentage of homes with EPC rating C or better by tenure type						
SY Strategic Economic Plan Indicators							
SEP	GVA per capita			SEP	Broadband Coverage (5G and Full Fibre)	SEP	Housing price to earnings ratio
SEP	GVA per employee					SEP	Fuel Poverty
SEP	R&D as % of economy					SEP	Deprivation Rates (IMD)
SEP	NVQ Level 3 and above						
SEP	Higher Level Occupations (SOC 1-3)						

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