



Sheffield

Employment and Skills Strategic Plan 2025



Foreword



I am extremely proud to introduce our new Employment & Skills Strategic Plan. Employment and skills have a crucial role to play in creating a strong, equitable and sustainable economy in Sheffield, and in generating prosperity for local people.

Sheffield's entrepreneurial, innovative and highly skilled workforce is a key asset in attracting investment to the city and supporting the growth of local business. However, to remain competitive in a rapidly changing world, everyone must be able to access the skills they need to enter, retrain and progress in work and enterprise.

Our city needs a growing and resilient economy, where employers create productive and valuable jobs which pay at least the Real Living Wage and provide in work skills pathways to future careers.

Sheffield has a good average employment rate. However, we know that this figure does not take into account the large numbers of people who are economically inactive and want to work. It also disguises the systemic barriers, striking inequalities and underrepresented groups in the labour market (highlighted in our

analysis and in the Race Equality Commission report), which must be addressed.

We want to ensure that work across the economy provides job security in healthy and inclusive workplaces that enhance the wellbeing of the people working in them.

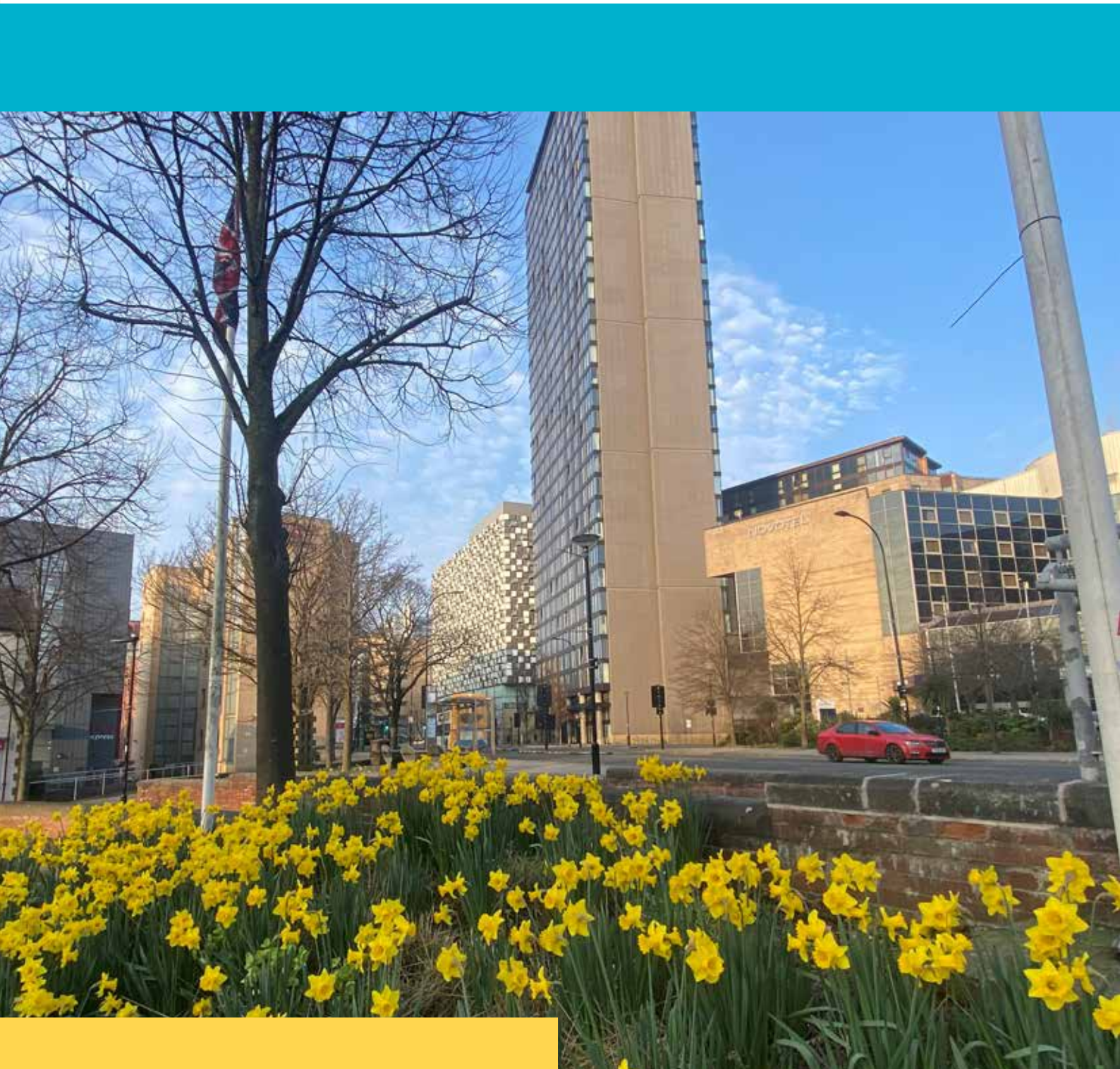
This strategic plan brings to the fore the central and powerful role employers play in the success of this plan. For this reason, one of our four action areas will be led and engage directly with employers.

This plan is the product of extensive work with partners across the private, public and voluntary sectors in Sheffield. Partners and stakeholders are united and committed to working together to deliver the actions.

I want to thank everyone who has contributed to the development of this work; your enthusiasm, ideas and dedication have been invaluable. Our collective endeavour to invest in people, skills, jobs and enterprise will help Sheffield to be a place where our businesses and residents can thrive.

A handwritten signature in black ink, consisting of stylized, overlapping loops and a long horizontal stroke at the bottom.





Councillor Mohammed Mahroof
Chair of the Economic Development,
Skills & Culture Policy Committee

Purpose of the Strategic Plan



Sheffield's Employment and Skills Strategic Plan delivers against the City Goals and the city's Growth Plan. It provides a framework in which partners will work individually and collectively to ensure that work and skills support delivered in the city is impactful and focused on shared priorities aligned to the city's ambitions.

The Strategic Plan is built around three Missions, to:

- 1. Enable and accelerate** good economic growth
- 2. Increase** equity and fairness
- 3. Develop** skills for a sustainable future

Our vision for 2030 is that Sheffield is a city where people from all backgrounds and communities can prosper and live healthy and fulfilling lives.

We will work collaboratively, embedding equality, diversity and inclusion in everything we do. Employment and skills partners across the city will seize the opportunity provided by this new strategic plan to deliver support we know works, and test and learn from new approaches.

The new Government has emphasised the importance of better employment and skills support to drive growth and opportunity across the country. Through the Get Britain Working and English Devolution White Papers, it is giving local areas increased control over priorities and funding to ensure support is targeted where it will have the greatest impact.

A high-performing employment and skills system which fosters growth, optimises talent and tackles inequality is crucial to Sheffield's ambitions, and the Strategic Plan sets out the missions and actions through which this will be achieved.

Developing the Strategic Plan in partnership



The Employment and Skills Strategic Plan is owned and developed on behalf of the city by the Sheffield Employment and Skills Advisory Board (SESAB), who have reported into the Council's Economic Development, Skills and Culture Policy Committee. SESAB includes representatives from key partner and stakeholder organisations¹.

The plan is evidence-based, informed by a comprehensive analysis of the employment and skills context in Sheffield, benchmarked against the South Yorkshire sub-region, other core cities, and the national position.

The plan responds to the national and local strategic and policy context, and reflects the global, national and local drivers which are already affecting Sheffield's labour market and will continue to re-shape it in future years. The evidence base report and interactive data dashboard can be accessed here: sheffieldemploymentandskills.co.uk.

Developing the Strategic Plan involved extensive engagement with partners and stakeholders to agree and refine the missions and actions. In addition to workshops with SESAB and the Task and Finish Group made up of Members of the Economic Development, Skills and Culture Policy Committee, eight stakeholder consultation groups were held in July 2024. These involved partners from the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, work and health partners, education and training providers, keyworkers, Council Officers and business groups and network representatives.

Following feedback on the Vision and Missions, SESAB members worked together to co-design the actions we will take forward to deliver the Strategic Plan. All partners involved in the initial consultations were invited to comment on the draft Action Plans.



¹ SESAB partners include South Yorkshire Mayoral Combined Authority (SYMCA), the Department for Work

& Pensions, SCC, Sheffield Chamber of Commerce, Sheffield Hallam University, The University of Sheffield, The

Sheffield College, the NHS / South Yorkshire Integrated Care Board and Voluntary Action Sheffield

Employment and Skills in Sheffield

Sheffield is a vibrant and diverse city, with a growing population, economy and business base. Skills levels within the workforce are increasing, and the city's further and higher education institutions create a pipeline of skilled people who will enter the labour market in future years. Across Sheffield's communities and neighbourhoods, organisations are working to improve skills levels and increase the number of residents in secure, well-paid work.

Sheffield's workforce is growing and becoming increasingly highly-skilled:

The city's population of 566,000 people has grown by 2% over the past five years, adding nearly 7,000 working age people to the city's potential workforce. Skills levels within the workforce are increasing, with 267,300 working age people holding qualifications at Level 3 and above. The city has a pipeline of skilled people who will enter the labour market in future years, with over 73,000 students enrolled across the University of Sheffield, Sheffield Hallam University and The Sheffield College, and more than 4,000 apprenticeship starts in 2022/23. Sheffield has fewer residents who hold qualifications at Level 4 and above, and a smaller proportion of residents working in high skilled occupations than other core cities.



Sheffield Employment and Skills Context



272,200 jobs
(2022)



17,040 businesses
(2022)



£15.7bn Economic Output
(Gross Value Added or GVA)



Jobs growth
(2020-2022)
Sheffield +3.9%
Core Cities **+6.3%**
England **+5.3%**



Businesses per 10,000 residents
(2022)
Sheffield 299
Core Cities **337**
England **422**



GVA growth
(2018-2022)
Sheffield +24.7%
Core Cities **+23.3%**
England **+17.6%**

Contribution to city GVA (2022)



Productivity
(2021)
Output per hour:
88% of national level
Output per job:
£8,000 less than national level



Earnings
(2023)
7% lower than national average
12% of jobs pay less than the Real Living Wage
Female earnings are **84%** of the male average



Employment rate
(2023)
73.1% working age residents
52.3% disabled residents
57.8% ethnic minority residents



Unemployment
(2023)
4% official rate
6.1% 'real' rate
16,000 claimants



Economic inactivity
(2023)
25% working age residents
38% ethnic minority residents
34% of inactivity is due to poor health



Qualification levels
(2023)
46% Level 4+
25% Level 3
13% Level 1 and below



Attainment age 19
(2021/22)
70% of all 19-year-olds achieved L2 in English and maths
44% of those eligible for Free School Meals



Skills Pathways
(2018/19-2022/23)
24% fall in apprenticeship starts
37% fall for under 19s
45,000+ FE enrolments (2022/23)

Green text – Sheffield performs better than the national average

Red text – Sheffield performs worse than the national average

Sheffield's specialist sectors require highly-skilled workers to accelerate growth.

For example, Sheffield is recognised for its **advanced manufacturing, health and wellbeing, creative and cultural** industries and a **professional and business services** sector which includes the Government's first civil service policy campus. These specialist sectors are underpinned by growing strengths in **tech and digital**, with spin outs, native tech businesses and inward investment all supporting the growth of the Sheffield and wider South Yorkshire economy.

The majority of people work in the city's foundational sectors:

Underpinning the specialist sectors, the 'foundational' economy is fundamental to the health of Sheffield's economy and labour market. This includes jobs and sectors which are crucial to our everyday wellbeing and quality of life, including **health, education, retail and personal services**, and accounts for around two-thirds of all jobs in the city. These sectors are also subject to global trends in AI, sustainability and automation – which required continuous investment in skills.

Work opportunities and skills needs in Sheffield are changing:

Sheffield's labour market is constantly evolving with new sectors and specialisms emerging and digitisation of activity increasing demand for higher level skills. The number of green jobs in Sheffield is increasing and the drive for sustainability will impact on many sectors and job roles in the coming years. New ways of working create demand for innovative and entrepreneurial thinking. Some jobs are at particular risk from automation and workers will need help to adjust to economic change and transition into new jobs and industries.

Average employment rates are good, but some groups and communities are under-represented in the workforce,

including those with protected characteristics, such as people from ethnic minority communities, people with health problems or disabilities, or people with neurodivergent conditions. There is also a geographic component with the most employment-deprived neighbourhoods concentrated in the north and east of the city.

Although fewer people in the city are unemployed, there is a significant economically inactive population.

Unemployment has fallen since the pandemic and was below the England average for the first time in five years in 2023. However, economic inactivity – the number of working age people who are not in work and not looking for work – has increased. In addition, poor physical and mental health are having a bigger impact on people's ability to work in Sheffield than is the case nationally, with the more deprived areas of the city particularly affected. More detailed insights are available in the evidence base report.

Finally, the data shows that more young people are struggling with the transition from education to employment. This is a national trend that in Sheffield has translated into a significant increase in young people aged 16-17 not in employment, education or training (NEET) and more young people are experiencing challenges with their mental health.



Looking to the Future

Employment and skills planning in Sheffield are shaped by the investments and choices made in the city, regionally and nationally as well as by global drivers.

Drivers

Technological change is transforming ways of working across the economy and demand for digital skills is giving rise to new and well-paid job opportunities. The benefits of this trend are unequal and people without digital skills, equipment or access to data face an increased risk of labour market exclusion.

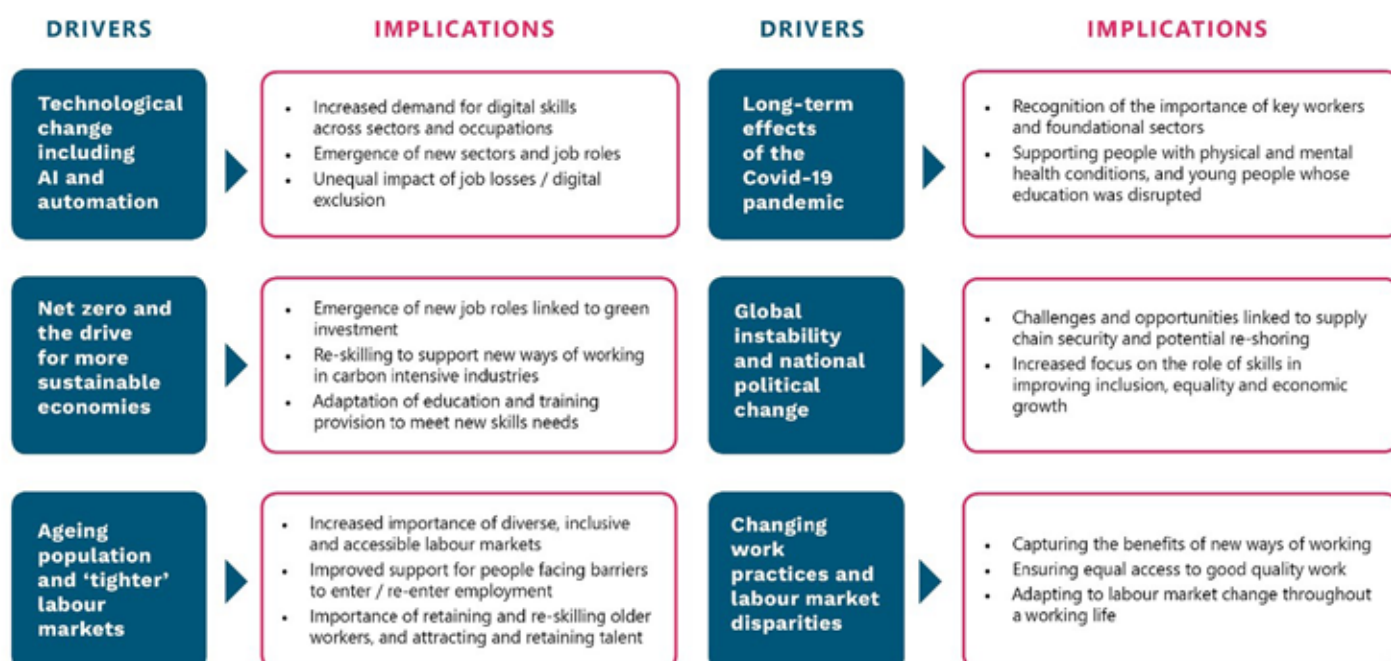
The drive for **net zero carbon emissions and a more sustainable economy** is creating increased demand for skills in green technologies, including in the energy, construction, and engineering

sectors. New job roles are emerging whilst workers in carbon intensive industries will need to adapt or retrain.

An **ageing population and increased levels of poor health** (both mental and physical) mean employers face greater challenges in finding and retaining the skilled workers they need. The **long-term effects** of the **Covid-19 pandemic** reinforce the need for support and (re-)training to build resilience and help people adapt to change and stay in work. More flexible work practices have increased access

to employment for some, but not all can benefit. Equal access to good quality work is essential to **addressing labour market disparities** and wider inequalities.

Instability in the global economy is affecting business and consumer confidence. Changes in global supply chains create opportunities and the Government's emerging modern industrial strategy includes a mission to strengthen the resilience of supply chains in key sectors.





Strategic Context

Overarching shared ambitions for Sheffield are articulated through the **City Goals**, developed through a city-wide process in 2023. This plan will contribute to achieving several Goals, most directly a creative and entrepreneurial city, and a Sheffield of thriving communities. It will also support the city-wide commitments made after the **Sheffield Race Equality Commission** (2020), to empower under-represented communities and support diverse leadership.

The city's **Growth Plan** (2024) is the anchor point for this plan. The Growth Plan sets out four key economic missions to deliver long-term growth and productivity at pace for the city, including 'Our Economy: Global, Green, and Growing'. This includes a commitment to more good jobs, with better access to skills and training for all, delivered through a place-based approach to employment and skills. This plan seeks to deliver on that ambition. Importantly, this plan also aligns with national and regional employment and skills priorities.

Nationally, the Government has indicated that a skilled workforce is fundamental to its ambition of raising growth sustainably and tackling inequalities. A new body – **Skills England** – has been launched bringing together central and local government, businesses, training providers and unions to address skills shortages and help to deliver economic growth. It will have responsibility for apprenticeships and technical education.

The Government's **Get Britain Working White Paper** sets out national priorities to improve living standards and tackle challenges facing people who are economically inactive including a long-term ambition to achieve an 80% employment rate, bringing two million more people into work. The White Paper outlines a series of priorities to transform the current system including better connecting work, health, and skills support at local level, with greater local control over the support offer.

South Yorkshire's Plan for Good Growth and Skills Strategy include a focus on growth in Sheffield (including the city centre, the Innovation Spine, and the Advanced Manufacturing Innovation District) to create secure, high-paid jobs bringing income and investment. The Skills Strategy aims to move those far from the labour market into work or ready for work; to raise attainment of core knowledge and skills; and to increase the supply of a high-skilled workforce – all closely aligned to this Strategy's Missions.

Our Vision and Missions

Our missions were crafted based on engagement, data analysis and insights from our SESAB. They articulate the areas we want to see change. They will act as a compass for our daily actions and to galvanise co-investment and collaboration against the long term vision. Underpinning these missions are four action areas.



Mission 1:

Enable and Accelerate Good Economic Growth

Grow productivity and prosperity in our city inclusively; by investing in people and skills and ensuring employers can find the skills they need to grow their businesses.

Through this mission, we will:

- **Encourage career curiosity and ambition:** ensuring that young people, career switchers, and underrepresented groups within key sectors and roles are aware of and better connected to the career opportunities available across the city and how to access them.
- **Upskill the workforce to realise potential:** work with employers to ensure pathways are in place which enable the workforce to gain and enhance the knowledge, skills and capabilities required to support career progression and productivity gains.
- **Amplify employer best practice to ensure that the Sheffield economy provides good quality employment opportunities (fair, secure and well-paid):** jobs in healthy inclusive workplaces that encourage people to stay and thrive in work.
- **Harness skills as a driver of innovation and enterprise to help business create more jobs:** embedding innovation into service delivery and strengthening the entrepreneurship ecosystem.
- **Develop, attract and retain talent by:** connecting those with higher level skills to local employment and career opportunities which match their skills and capabilities.



Mission 2: Increase Equity and Fairness

Address root causes of the disparities in Sheffield's labour market and ensure equal access to skills, training, employment and enterprise.

Through this mission, we will:

- **Maximise economic activity:** ensuring pathways to the labour market are easy to navigate for all people in Sheffield, to get more people into work and ensure they stay there.
- **Address the root causes of labour market disparities and underrepresentation in the labour market:** working with communities to design interventions that open access to all opportunities, shaping our city around fairness, equity, wellbeing and combating poverty.
- **Support working people and their rights:** ensuring that people in work are properly supported and looked after by their employers.
- **Improve life chances and career choices:** giving people pathways at all stages of life to ensure that everyone in Sheffield has the opportunity to contribute.
- **Invest in and work with the VCFSE sector:** supporting the sector to build on and enhance current activity that, utilises their insights and expertise to play a critical role in support individuals and communities across Sheffield.

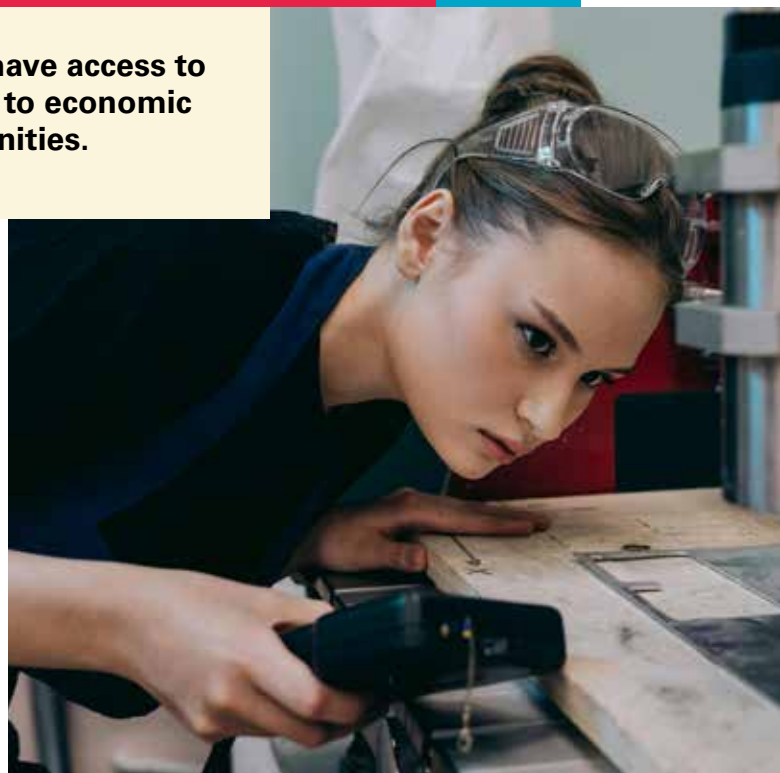


Mission 3: Develop Skills for a Sustainable Future

Ensure Sheffield's residents and businesses have access to the skills and capabilities they need to adapt to economic change and seize the new economic opportunities.

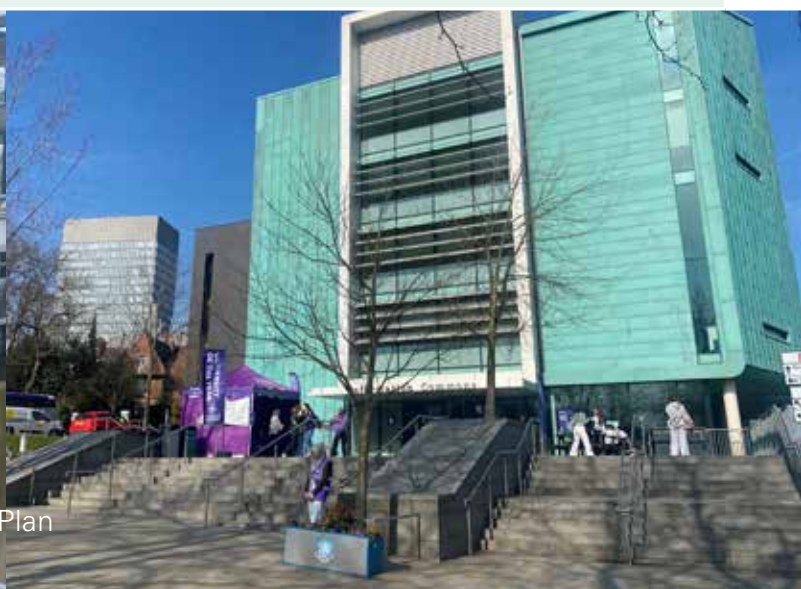
Through this mission, we will:

- **Invest in skills for a green economy:** maximising the economic, social and environmental opportunities presented by growth in the green economy through skills development
- **Enhance digital skills:** supporting digital inclusion, investing in digital skills at all levels to support business productivity and training for the new skills required to maximise benefits of AI and automation.
- **Embrace opportunities and build resilience:** identify new disruptors and the opportunities, threats and implications for the workforce that will need to be acted upon
- **Reskill the workforce:** equipping the workforce with the skills they need to support a just transition and embrace emerging and growth opportunities



Outcomes Framework

Mission	Outcomes
Enable and accelerate good economic growth	• Higher employment rates, including in non-traditional employment sectors / occupations • More people transition smoothly from education and training into work • More people are in good employment and more households are prosperous • More graduates stay in Sheffield, employed in good jobs, supporting spend and growth in the local economy • More start-up businesses grow and become established in Sheffield • Employers have access to the skills they need and are attracted to Sheffield by the talent of the local workforce and the innovative support available
Increase equity and fairness	• Employment rate disparities (gender/ethnicity/disability/locality) have narrowed • Sheffield is a Real Living Wage City • Household incomes are higher (particularly for disadvantaged communities and groups) and disparities across the city have narrowed • Residents can access volunteering and work through simple, supportive systems • Residents are aware of the full range of employment and skills support available to them and are empowered to invest in further development and learning • More residents experience job satisfaction, with improved health and wellbeing
Develop skills for a sustainable future	• Develop skills for a sustainable future • Sheffield's resilient economy remains stable during periods of change and challenge and grows in response to opportunities • No community or group is disproportionately affected by labour market change • Reduced health and life expectancy inequalities within the city • Wealth is more evenly distributed across the city • Cutting edge employers can find the new and emerging skills they need • Digital skills are embedded within the Sheffield workforce, supporting inclusivity and competitiveness • Sheffield is a leading city for decarbonisation, demonstrating the representation, importance and integration of green jobs and skills across the economy



As we deliver against the above missions, we will expect to see changes in critical economic measures. The table below highlights the outcomes we will utilise to track our progress and impact.

Progress Indicators

- Percentage of residents holding qualifications at L4+
 - Percentage of residents progressing from L2 to L3+
 - Percentage of residents entering positive destinations
 - Percentage of residents in self-employment
 - Graduate retention rate
 - No. of employers committed to provide good jobs and investing in upskilling the workforce
 - Percentage of employers reporting skills gaps and shortages
- Percentage of residents in employment (by cohort/area)
 - Percentage of residents economically active (by cohort/area)
 - No. residents claiming UC and JSA out-of-work benefits
 - No. residents claiming Universal Credit in-work benefit
 - Percentage of residents with no qualifications; percentage with qualifications at L2+
 - Percentage of people in good quality jobs, particularly amongst disadvantaged groups in the workforce
- Percentage of residents long-term unemployed
 - Number of communities where long-term unemployment is 1.5x the city average
 - Increase in the number and percentage of green skills and jobs
 - Reduction in employers reporting green skills gaps and shortages
 - Increased level of digital inclusion
 - Reduction in employers reporting digital skills gaps and shortages
 - A reduction of in-flows into economic inactivity
 - Percentage of employers reporting hard to fill vacancies



Delivering Change

Delivering the Missions depends on input and engagement from a wide range of partners and stakeholders. Employers, education, skills and training providers, voluntary, community, faith

and social enterprise organisations (VCFSE), the public sector, anchor organisations and Sheffield's residents all have important roles to play if we are to achieve our ambitions.

For **residents**, we will ensure information is available on employment and skills opportunities in Sheffield, with clear routes and pathways and accessible training to get into move on in work. We will provide additional support to those who face particular challenges to enter and remain in work.

Businesses are critical partners. To support **employers**, we will strengthen the skills and employment advice available to them, and simplify access to the training they need to equip their workforce for the future. We are calling on businesses to help set the standard for employment in the city – making recruitment more accessible, providing supportive work environments and supporting our efforts to upskill and reskill the city's residents.

The **city's education, skills and training** have a key role to play. Their provision – ranging from cutting-edge, higher-level skills training, to the technical skills which power the city's key sectors, to entry-level numeracy and literacy courses which open the door to further learning for so many of Sheffield's residents – will underpin all three Missions.

Sheffield's **VCFSE organisations**, embedded in local communities and providing a trusted source of support on issues ranging from money to health, are crucial to the delivery of the Strategy. Their work with residents and employers will open up the benefits of good quality work to more people.

The city's **large public sector employers and anchor institutions** are the source of many of the city's job opportunities. We will look to public sector partners to maximise social value through procurement, investment and recruitment.

Many people travel between Sheffield and our neighbouring areas to learn and work.

SYMCA will ensure cross-regional linkages are made across all three Missions, and support joint working where this will bring enhanced benefits.

Sheffield City Council will continue to prioritise and advocate for employment and skills in the city. The Council's Employment and Skills Service will facilitate delivery of the Strategic Plan, supporting partners, connecting activity to



wider city strategies including the Growth Plan, tracking progress and sharing learning.

Many partners will contribute to all three of the Strategic Plan's interdependent Missions.

To simplify delivery, and informed by our consultations with partners, we have grouped the actions we will take to deliver the Missions into four action areas, focused on key partners:

1. Support employers to grow and thrive through improved employment and skills
2. Develop effective and accessible skills pathways to good quality employment
3. Provide tailored hyper local support to address labour market disparities
4. Work with Sheffield's anchor institutions, employers and investors to maximise social value.



Action Area 1

Support employers to grow and thrive through improved employment and skills



These actions will deliver effective skills and employment support for Sheffield's businesses, focussing on SMEs and linked to the ambitions set out in the Growth Plan.

The actions are grouped into three broad categories:

- Skills and employment support for Sheffield's SMEs
- Skills for entrepreneurs and business growth
- Showcase employers creating good quality jobs and healthy and inclusive workplaces

Lead Organisation: Sheffield Chamber of Commerce and Industry

		Missions		
	Actions	M1	M2	M3
Skills and employment support for Sheffield's SMEs	Skills diagnostics & workforce development plans for SMEs			
	Support employers to navigate training, reskilling and upskilling			
	Maximise opportunities arising from automation and AI			
	A green economy training offer for businesses			
	Apprenticeship support scheme			
	SME support to recruit, onboard and manage the workforce			
Skills for entrepreneurs and business growth	Enterprise education and entrepreneurial skills for a City of Start-Ups			
	Skills support and mentors for start-up businesses and the self-employed			
	Digital and social media skills training for the workplace			
	Highlight Sheffield's sustainable social enterprises / socially motivated businesses			
Support employers to create good quality jobs	Real Living Wage City			
	'Good Work' campaign			
	Support & advice for supportive workplaces and accessible recruitment			
	Innovative approaches to embed 'good work' (not-for-profit agency)			

Action Area 2

Develop effective and accessible skills pathways to good quality employment



These actions will establish effective pathways to enable all residents to progress to good quality employment in the city.

The actions are grouped into five categories:

- Joined up skills system and enhanced careers awareness
- Deliver the fundamental skills needed to access skills pathways
- Ensure access to higher level and specialist skills
- Create pathways to meet emerging and future skills needs
- Fit for purpose digital infrastructure

Lead Organisation: The Sheffield College

	Actions	Missions		
		M1	M2	M3
Joined up skills system and enhanced careers awareness	Greater coordination of careers inspiration activity and IAG			
	Monitor capacity and capability of the careers, work and skills system			
Deliver the fundamental skills needed to access skills pathways	Deliver person-centred, community-based, basic and functional skills through flexible provision			
	Deliver suitable and sufficient education to support trauma-informed, person-centred engagement and progression for NEET young people aged 16-18			
	Increase take-up of existing support and provision by those in digitally excluded groups / communities / geographies (including through kit and connectivity support)			
Ensure access to higher level and specialist skills	Continue roll-out of Technical Education at levels 2-5 and identify new areas for future roll-out			
	Create additional apprenticeship opportunities at all levels (3-6)			
	Provide bespoke digital skills retraining in jobs reliant on IT			
	Integrate skills for sustainability / a green economy across the curriculum			
Create pathways to meet emerging and future skills needs	Launch online Evidence Base Dataset, accessible to all			
	Shared approach to horizon scanning and dissemination through annual forecasting report			
	Identify priority areas for capital investment			
Fit for purpose digital skills infrastructure	Invest in technology which supports delivery of learning programmes using the most up to date systems and equipment			
	Build on network of inter-connected immersive classrooms			

Action Area 3

Provide tailored hyper local support to address labour market disparities



These actions will ensure provision of bespoke community-based support to address barriers faced by disadvantaged groups across the city.

The actions are grouped into four categories:

- Deliver differently to provide hyper-local support
- An empowered VCFSE sector
- Address wider barriers to good employment
- Targeted, area-based interventions

Lead Organisation: Sheffield City Council

		Missions		
	Actions	M1	M2	M3
Deliver differently to provide hyper-local support	Expanded network of community youth hubs for 16–24-year-olds, providing joined up and tailored support to young people who are unemployed and NEET			
	Citywide access to tailored and incremental employment support for economically inactive and socially excluded unemployed adults			
	Keyworker guarantee with wraparound provision for people with barriers to employment			
	Increased and coordinated volunteering opportunities (placements and work experience)			
An empowered VCFSE sector	Secure longer-term, sustainable funding for an empowered VCFSE sector			
	Provide small grants to support innovative hyper-local responses			
	Provide capacity building support for employment & skills practitioners in the VCFSE			
Address wider barriers to good employment	Affordable and flexible childcare provision			
	Coordinate safe, accessible, available and affordable travel			
	Support people with physical and mental health conditions to enter and remain in work			
	Educate and support employees on their employment rights			
Targeted, area-based interventions	Develop Employment and Skills Plans for regeneration area.			
	Address deprivation through co-designed and delivered community-based actions			

Action Area 4

Work with Sheffield's anchor institutions, employers and investors to maximise social value



These actions will maximise social value through the impact of employment and skills interventions.

The actions are grouped into three categories:

- Maximise the employment & skills impact of Sheffield's anchor institutions and major investments
- Embed and drive social value through the green transition
- Engage Sheffield's businesses in raising careers aspirations and creating opportunities for disadvantaged groups.

Lead Organisation: Sheffield Employment & Skills Advisory Board

		Missions		
	Actions	M1	M2	M3
Maximise the employment & skills impact of Sheffield's anchor institutions and major investments	Develop, implement and monitor a shared Sheffield Social Value Framework			
	Maximise work for local supply chains through existing anchor organisation activity			
	Develop and implement an 'anchor institution employment and development programme'			
	Leverage Civil Service activity in Sheffield to develop a policy hub			
	Identify, deliver and monitor jobs and training benefits for local people through major projects			
Embed and drive social value through the green transition	Using social value mechanisms to support a green economy training offer			
	Embed social value considerations into the journey to net zero to maximise opportunities for local supply chains, employees and residents			
Engage Sheffield's businesses in raising careers aspirations and creating opportunities for disadvantaged groups	Foster greater links between HEIs / FE providers / other training providers and local employers to support the long-term retention of technical and higher-level skills			
	Engage businesses in supporting people who wish or need to change careers			
	Support & advice for supportive workplaces and accessible recruitment			
	Create and draw upon a pool of inclusive employers to increase tailored work experience, employment and volunteering opportunities			

Making it happen

What happens next?

The Action Area plans summarised above underpin a detailed delivery plan for the Employment and Skills Strategic Plan.

The SESAB partner identified as the lead organisation within each Action Area will convene an Action Area group comprised of representative stakeholder organisations, which will be responsible for taking forward the actions in line with an agreed timetable. The Action Area groups will agree the outputs to be delivered by each action and ensure these contribute to the overall Strategy outcomes.

The lead organisation will also be responsible for ensuring that links are made with key partners locally, regionally and nationally to ensure alignment of delivery and avoid duplication of effort.

The Strategic Plan provides a framework for long-term action and the Missions set out Sheffield's agreed employment and skills priorities for 2030. However, we recognise that employment and skills is an area which is constantly evolving. The Action Area plans provide the partners with the opportunity to respond to new data, opportunities and challenges as they emerge. They will be reviewed and updated on an annual basis.

Monitoring progress and evaluating impact

Sheffield City Council's Employment and Skills Team will be responsible for monitoring progress against the Missions, using the outcomes and indicators set out in the Outcomes Framework.

An annual progress report will be produced, designed to ensure that all partners remain focused on realising the vision and Missions of the Strategic Plan.

An approach to evaluating progress at the mid-point (2027) and end of the Strategy period (2030) will be agreed by SESAB.



This document can be supplied in alternative formats,
please contact 0114 205 7530

Sheffield City Council
Economy, Skills & Culture- City Futures
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