

Sheffield City Council Annual Equality Report 2017-18



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1.0 INTRODUCTION

Our Annual Equality Report paints a picture of the work we have undertaken over the past 12 months, both to deliver our statutory duties and to meet the aims we set ourselves through our Equality Objectives for 2014-18. It highlights our achievements but also reflects on some of the longstanding areas of persistent inequality, which will remain a priority for tackling in our city and many others across the country.

The last 12 months have been challenging for the local authority and city, but I'm proud of the work we have achieved to continue to tackle inequality and promote a fair and inclusive Sheffield.

We are a Stonewall Top 100 Employer and have moved up 40 places in the index to 61, making us the the top scoring local authority in Yorkshire and Humberside and the fourth highest Local Authority overall. We have also agreed our Ethical Procurement Framework, which will help us advance equality, inclusive and fair practice within our partners and supply chain.

Our financial circumstances remaining challenging and the combination of austerity and increasing demand for adult and children's social care which pose serious questions at both a local and national level. I'm also mindful of a widening inequality gap in the city and the fact that reductions in public spending impact on some groups more than others, particularly disabled people, women and those from BAME communities.

Despite these challenges we know our local economy has shown a degree of resilience. Our partnerships in the city are strong and we must continue to work together and across all sectors to ensure we remain a vibrant, safe and inclusive place to live, work and visit.

This Annual Equality Report is the last for our current Equality Objectives. Looking forward we need to agree our next set of Equality Objectives for 2019-22, which once again will guide the work we do on equality and demonstrate our commitment to challenging inequality and to promoting a fair and inclusive Sheffield.

Cllr Olivia Blake

Deputy Leader and Cabinet Member for Finance



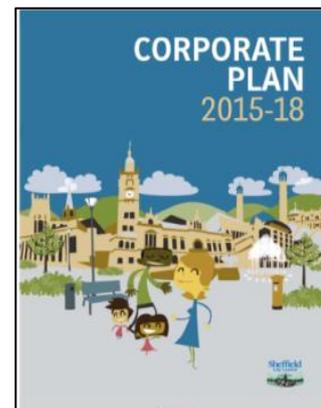
2.0 Improving Equality and Meeting our Statutory Duties

2.1 About this Report

Our Annual Equality Report 2017-18 outlines actions we have taken over the past 12 months to improve equality and to meet our statutory duties, both in the way we serve the city and how we behave as an employer. The report also highlights the persistent inequalities that we will continue to focus on, including poverty and health and wellbeing.

During 2017-18, we worked hard to ensure that we fulfilled our equalities duties. We delivered a number of important initiatives and carried out crucial work in line with our set of **Equality Objectives**, which form part of our Statutory Equality Duty. We have continued to ensure that equality is firmly embedded in our strategies, policies and practice; and have worked in collaboration with partner organisations across the city, including the voluntary, community and faith sector.

The information provided in this report represents a **sample of the work that has been undertaken**. More detailed information can be found on our [equality webpages](#); which include information about our [Statutory Equality Duty](#), [Customer Commitments](#) and [Workforce Equality Data 2017-18](#) as well as the annual equality updates we receive from our [partner organisations](#) (Kier, Capita, Amey and Veolia).



This report should therefore be **read in conjunction** with other related reports on the work that the Council has carried out, as well as policies and strategies that impact on equality, including our: [Corporate Plan 2015-18](#), [Equality, Diversity & Inclusion Policy](#) and [Tackling Poverty Strategy 2015-18](#).

2.2 Understanding our communities

As a council we continue to analyse and collate information on **city demographics** to inform our decision making. We produce an overview of [Sheffield's population](#) (largely based on data from the [2011 census](#)) and a set of [Community Knowledge Profiles](#).

Our [Community Knowledge Profiles](#) provide information about a number of Sheffield's **diverse communities** (including many of the protected characteristics under the Equality Act 2010) and cover topics such as population, language, employment, education, health and housing.

All this information is publically available and we also provide a wide range of data via our [Sheffield City Council Open Data](#) website, including data sets on transport, education and housing.

We continue to work in partnership with [Sheffield City Partnership Board](#) to produce the annual '**State of Sheffield Report**', which provides a detailed overview of the city. The most recent [State of Sheffield 2018](#) places an increasing focus on inclusive growth. Other themes include 'Involvement & Participation', 'Safety & Security', 'Social & Community Infrastructure' and 'Health & Well-Being'.



The 2018 report refers to the ongoing challenges for the city in terms of inclusion and equality. It raises concerns about growing inequality and financial insecurity, and highlights challenges for particular communities and neighbourhoods.

The report also notes the *“diverse and resilient voluntary sector that plays a significant role in the life and fabric of the city”* and states that there are over 3,000 active voluntary and community groups in the city, including charities, social enterprises and cooperatives.

Health inequalities in Sheffield persist. They are explored in more depth in our [Joint Strategic Needs Assessment \(JSNA\)](#) in relation to the wider determinants of health and wellbeing, including detailed analysis of poverty, income and employment. Whichever health outcome we choose however, the fact remains that people in more deprived circumstances experience a greater burden of ill health and early death than their less deprived counterparts.

Health and wellbeing therefore remains an important priority in terms of tackling inequalities and supporting inclusion. As a council we continue to work with partners to gather and analyse a wide range of health data to inform the decisions we make.

Based on the detailed analysis undertaken through our [Joint Strategic Needs Assessment \(JSNA\)](#) and feedback from Sheffield people the [Health and Wellbeing Board](#) produced its [Joint Health and Wellbeing Strategy 2013-18](#) (*currently under review*).

Sheffield's Director of Public Health also produces an **annual report**. The [2017 Director of Public Health Report](#) considers the way in which adverse childhood experiences; mental health and wellbeing; and multiple morbidity impact on life expectancy and healthy life expectancy. The report also makes a set of recommendations for improving health and tackling health inequalities within the local population.

2.3 What are our Duties?

As a public sector organisation the Council has a number of statutory duties with regards to equality. The [Equality Act 2010 and associated Public Sector Duties \(PSED\)](#) require the Council to have 'due regard' to three areas in the way it works:

1. To **eliminate unlawful discrimination, harassment, victimisation** and any other conduct prohibited by the Equality Act 2010.
2. To **'take forward (advance) equality of opportunity'** between people who share a protected characteristic and people who don't.
3. To **'foster good relations'** between people who share a protected characteristic and people who do not share it.

The Council must **consciously think about its statutory duties**, both in the way we behave as an employer and when we develop and review policy and set our budgets. This includes how we design, deliver and evaluate our services and when we commission services from other parties.

Having **'due regard'** to the need to advance equality of opportunity involves:

- Removing or minimising disadvantages suffered by people.
- Taking steps to meet the needs of people that are different from others.
- Encouraging people to participate in public life or activity in which participation is low.

The Equality Act 2010 protects people from discrimination, harassment and victimisation on the basis of their **'protected characteristics'**.

Each individual has some of the protected characteristics e.g. sex or age, so the Act protects everyone. The stated 'protected characteristics' are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race (includes ethnic or national origins, colour or nationality)
- Religion/ Belief (includes. no religious belief)
- Sex (women and men)
- Sexual orientation
- Marriage & Civil Partnership (only in relation to eliminating discrimination)

The steps involved in meeting the needs of disabled people also involve making **reasonable adjustments**.

Reasonable adjustments should be made to avoid disabled people being put at a disadvantage compared to non-disabled people. The need to make reasonable adjustments for staff can apply to working arrangements, or any physical aspects of the workplace. For customers it can apply to changing policies or procedures, making adaptations or providing equipment or information.

3.0 Progress and Challenges

3.1 Our Equality Objectives 2014-2018

Our Equality Objectives are very important to us as an organisation. They **guide the work we carry out** in the city and demonstrate our commitment to challenging inequality and promoting a fair and inclusive Sheffield.

Our Equality Objectives also help to demonstrate our compliance with our Public Sector Specific Duty and provide a clear framework for meeting our General Equality Duty.

Under the Public Sector Specific Equality Duty the council must set **at least one Equality Objective** every four years. Our Equality Objectives as set out below were agreed in 2014 and were designed to link to our ongoing work on poverty and fairness.

Sheffield City Council	
Equality & Fairness Objectives 2014-18	
A.	To be a leader and a guarantor of equality and fairness for the city
B.	To ensure our budget, policies and processes are implemented fairly
C.	To ensure our services are fair & accessible and customer experiences are positive
D.	To advance equality, inclusive and fair practice within our partners and supply chain
E.	To foster a safe, cohesive and accessible city
F.	To strengthen voice & influence of under - represented communities within the city
G.	To foster an accessible, inclusive and positive working environment for our staff
H.	To advance health and wellbeing within the city
I.	To advance economic inclusion within the city
J.	To advance aspiration and learning opportunities and skills

3.2 Understanding the Impact of what we do

Tackling inequality remains **fundamental to the values** of the Council and is considered throughout our proposals. We believe it is vitally important that we understand how the difficult decisions taken by the Council impact on different groups and communities within the city, and that we take action to mitigate any negative impacts that might be identified.



The council has now experienced **8 years of government austerity**, alongside **substantial welfare reform**. The considerable savings required and increasing levels of demand, particularly in relations to social care, mean we have prioritised supporting those at risk or in need, and have focused on ensuring we do not slide backwards or lose ground in tackling areas of persistent inequality.

However, given the scale of the financial reductions we have experienced, there will inevitably be an impact on the front-line services we deliver and on some of the work we do with groups who share a protected characteristic. We have **tried to minimise the impact on these groups** as far as possible, however we have had to make some very difficult choices based on our priorities.

When setting policies or changing how we deliver services, we routinely undertake [Equality Impact Assessments \(EIAs\)](#). **Equality Impact Assessments** are a systematic way of assessing the effects and potential disproportionate impacts that a proposed policy or decision is likely to have on different groups within the city; and demonstrates how we meet the General Equality Duty.

Our EIA process also enables us to consider **cumulative impacts**, which could be cumulative year on year or due to different proposals impacting on the same group. Our approach helps us identify these impacts and to make positive changes where possible.

We take a **proportionate approach** to carrying out EIAs, focussing on those areas of high impact and risk. Through our 'live' EIA process we monitor closely any adverse equality impacts, as reductions and changes in provision can occur during implementation and delivery.

Our EIAs focus on the impact on groups with protected characteristics as outlined in the Equality Act 2010. These are age, disability, race, marriage and civil partnership, sex, sexual orientation, religion/belief, gender reassignment, pregnancy and maternity.

In addition, as an Authority since 2016 we have taken a decision to go **beyond our statutory duty** and also assess the impact on the voluntary and community and faith sector (VCFS), poverty, carers, armed forces and cohesion. Since 2015 we have also considered the impact on health and wellbeing. We believe this approach gives us a wider understanding of the potential impacts of policies and projects in the city.

EIA's are attached to relevant decision making documents and are published as part of the meeting documents e.g. [meetings of the Councils Cabinet](#). All EIA's are also publically available by request.

2017-18 Budget EIA

We ensure all **budget related proposals** have had appropriate EIAs and that there is suitable consultation undertaken with stakeholders, including people who use services, service providers and staff. We undertake both a corporate [Council wide Budget EIA](#) on the budget as a whole, as well as individual EIAs on the various proposals that are being recommended.

The budget EIA provides a **summary of the potential areas of impact**. As part of the 2017-18 budget process over 80 EIA's were completed, proposals included:

- The Council Wide Approach to Prevention
- A Review of leisure / housing and highways green space maintenance
- The Strengthening Families Change Programme; and the
- Food and Wellbeing Strategy

Our analysis showed that the groups which were impacted across EIAs within the organisation were disabled people, older and young people, women, carers and people on low incomes. However, due to low income some groups were more likely to be cumulatively impacted, these were disabled people, carers, young people and some groups of women, including lone parents, female pensioners and some BAME (Black, Asian, Minority Ethnic) groups.

Improving Practice

We continually test our practice with regards to EIA's to ensure our processes are effective in identifying and mitigating the potential negative impacts of our policies and projects. Following the 2017-18 Budget we undertook a **review of our EIA process** and in 2018 will also be undertaking an internal audit. As part of the review we looked at how we undertake health and wellbeing impact assessments, we also ran workshop on cohesion and integration. Both exercises identified areas for improvement, which will be considered as part of implementing the broader findings and recommendations from the EIA Review and the Internal Audit.

3.3 Demonstrating our commitment

This section sets out some examples of activity during 2017-18 from across the Council that demonstrate our commitment to achieving our equality objectives and meeting our statutory duties. In the context of our overarching strategies and policy position, the examples highlighted demonstrate how we are delivering a range of activities that contribute to equality in the city.

Green City Strategy

Our **Green City Strategy** was published in June 2018. The Strategy aims to reduce the city's impact on the climate by becoming a zero-carbon city by 2050 and taking steps to move to a low-carbon economy immediately. It also sets out plans to empower communities, residents, public sector and businesses to become resilient



to climate change and ensure the city's homes and businesses use sustainable and affordable energy. It will enable modern, reliable and clean journeys for everyone, ensure air is clean for all and create a green and innovative economy by supporting businesses to become more energy efficient and delivering new low-carbon jobs for local people.

The Strategy is expected to have a positive impact on the economic and health outcomes of everyone who lives, works and visits the city; and should have a particularly positive impact on financial inclusion, people with disabilities and their carers', young and old people and pregnant women.

Food and wellbeing strategy

Our new **Food and Wellbeing strategy** aims to increase the proportion of people eating a well-balanced diet and to reduce the prevalence of conditions relating to a poor diet, including obesity. Delivering the strategy will require partnerships with and between the NHS, Sheffield City Council, the two City Universities and leisure, private and voluntary sector service providers.

There will be an explicit focus on reducing health inequalities; highlighting sugar consumption as an issue; and on early help and intervention by targeting the early years and children, young people and families. To help reduce health inequalities, the strategy also plans to intensely target resources to people living in deprived areas and priority groups as informed by the Sheffield Food and Wellbeing Needs Assessment (2017).

The new areas of investment will include mass- media marketing campaigns that include a citywide campaign and targeted campaigns, support for schools to implement whole school initiatives that improve the food environment for children

with a greater focus on schools with high obesity prevalence, and initiatives to improve access to healthy diets for those on low incomes.

Sheffield Retail Quarter – Heart of the City Phase II

During 2018 we have continued to work on the redevelopment of Sheffield Retail Quarter through our “Heart of the City Phase II”. We believe the redevelopment will bring positive benefits for all local people and for those visiting the city. Local people will be able to benefit from the creation of a significant number of new full and part time jobs. There will also be positive local socio-economic and community cohesion benefits.



Ease of pedestrian access throughout the Heart of the City II scheme will be of paramount importance and will require careful design and integration of lifts, ramps, and stairs to support an accessible city centre for all. As the development progresses there will be further opportunities for stakeholders and the public to be engaged and to make comments through the statutory planning process.

Review of young people’s services

During 2018 we commissioned a review of our **young people’s services**. The objective of the review was to enable young people in Sheffield to receive the right support at the right time, to ensure they can go on to have happy, healthy and successful lives. To achieve this we know that services need to focus on all areas where young people may be experiencing difficulties, not just the issue they present to services with. The review will focus on the following areas:

- Wellbeing
- Housing and homelessness
- Engagement in education and NEET (Not in Education, Employment or Training) status
- Involvement in crime and anti-social behaviour.

The review will consider the integration of a number of specific services for young people in Sheffield, it will look at a possible outcomes focus and will consider number of possible options for delivery.

Attainment

Sheffield has a higher % of disadvantaged, BME, EAL and SEN children compared to the national average. Increasing aspiration and attainment, particularly for children and young people with a protected characteristic or from a deprived

background, is an important challenge for Sheffield as prior attainment is the strongest predictor of future attainment.

Attainment data for 2018 shows some continued progress but also highlights ongoing challenges in terms of the attainment of certain groups of pupils. At KS2 for achieving the expected standard for Reading, Writing & Maths over 2016-2018:



- For all pupils, at KS2, over 2016-2018, in Sheffield there has been year on year improvement in Reading, Writing & Maths, from 52.1% in 2016 to 62.3% in 2018 and falls slightly short of national figures which went up from 53.0% in 2016 to 64.0% in 2018.
- Nationally BME national recording has changed, therefore only 2018 figures are available. Over 2016-2018, KS2 figures show Sheffield has seen an increase from 44.8% to 58.7%.. For EAL pupils at KS2 there has been year on year improvement in Reading, Writing & Maths, rising from 41.7% in 2016 to 54.4% in 2018. Nationally, over the same period, attainment increased from 50% to 63.0%. For disadvantaged pupils at KS2, there has been year on year improvement in Reading, Writing & Maths, from 36.8% in 2016 to 48.2% in 2018, this compares to a national increase from 39.0% to 51.0%. For SEN pupils at KS2, there has been year on year improvement in Reading, Writing & Maths in Sheffield, from 15.5% in 2016 to 20.7% in 2018. Nationally it increased from 14% to 21.0%.

In previous years, the main measure for secondary schools was the percentage of pupils achieving 5A* to C GCSE grades, including English and Maths.

The new Attainment 8 and Progress 8 measures aim to show if a school has worked for all of its pupils. Progress is measured by looking at a child's SATs results before they start secondary school, as well as their GCSEs. A score of 0 means the pupil has made expected progress through secondary school, while a positive score means they have made better than expected progress.

- At KS4, Average Progress 8 scores and Attainment 8 in 2018 show: There are Higher rates of progress for EAL students in Sheffield at 0.32 when compared to non EAL or all pupils. However, this rate of progress is less than the national Progress 8 figure for the same group of pupils which is 0.49. Attainment 8 average scores for EAL pupils were 39.7 which are below those for non EAL pupils in Sheffield and Nationally.
- BME Progress 8 figures show that most ethnic groups performed slightly less well in Sheffield when compared to England overall. Some ethnic groups progressed better than others when compared to Sheffield and national

figures, most noticeably Black and Chinese pupils. Attainment 8 average scores in 2018 are slightly below the national averages,.

- Progress 8 scores for SEN pupils show that those with an SEN Statement or EHC Plan, in Sheffield were -1.14 which is slightly less when compared to those with across England at -1.09. Attainment 8 data for SEN pupils in Sheffield and across England shows lower attainment figures, 12.6 in Sheffield compared to 13.5 across England. The respective figures for pupils with No SEN are 44.6 in Sheffield and 49.9 across England.
- For FSM pupils, Progress 8 scores in Sheffield were -0.64 which are less than across England -0.53 and are less when compared to non FSM pupils. FSM Attainment 8 in Sheffield is 31.2 compared to 34.5 across England.

The Student Wellbeing Resource

The **Student Wellbeing Resource** has been developed in partnership by Sheffield City Council, Learn Sheffield and a range of statutory and voluntary sector partners and launched in autumn 2017. The resource has been developed to support education professionals in their efforts to support children and young people to overcome the barriers to learning that they face.

The resource contains information on the headline issues and how schools can access support. A broad range of issues is looked at including bereavement, body image and self-esteem, bullying, Children in Care, Healthy Relationships, online safety, menstruation, substance use/misuse etc.

The resource has been designed as a downloadable document either in full or as individual sections. This makes it easier to update annually and add new or updated sections, for example on gambling and hate crime. We are developing a self-assessment tool to signpost schools to resources and training

Older Persons Independent Living (OPIL) Housing Strategy 2017-22

Our **Older Persons Independent Living Housing Strategy** sets out how we plan to meet the housing needs and aspirations of Sheffield's increasingly diverse and aging population. The vision is to help deliver age-friendly homes and lifetime neighbourhoods that facilitate active-ageing and intergenerational living.

The Strategy will help to ensure greater housing choice for older households and will increase their ability to continue living safely and independently in their own homes. This will have a positive impact on the health and wellbeing of the city's older population, improving social engagement and generally playing a key role in helping Sheffield to achieve its aim of being an age-friendly city.

The strategy has identified three broad priority areas:

- Support the growing number of older tenants.

- Develop a more strategic approach for addressing the current and growing shortfall in general needs and specialist older people independent living by:
 - Increasing the delivery of OPIL housing.
 - Improving the choice of OPIL housing and the capacity to access it.
- Improve the support to help people stay safe and well in their own homes.

The Care Act 2014 states that the provision of housing accommodation is a health - related provision. Older people living in cold homes have an increased risk of death and illness. Excess cold has been shown to contribute to a worsening of symptoms of other illnesses such as rheumatoid arthritis and leg ulcers. Extreme harm caused by excess cold can also lead to death or a heart attack followed by death and severe and serious harm outcomes lead to cardiovascular and respiratory illness.

The potential annual savings to the NHS of mitigating the fall hazards most likely to affect older people has been estimated at £3.7 million. And delivery of more suitable housing designed with vulnerable and older people in mind will also help to reduce the impacts of fall hazards in the future.



Pathways to Success and Pathways to Progression Programmes

During 2018 South Yorkshire Local Authorities (Barnsley, Doncaster and Rotherham) secured funding through the European Social Fund grant of around £8million to deliver to two key programmes during 2019-21. Successful bids were submitted to the Department of Work and Pensions for the **Pathways to Success programme** and the **Pathways to Progression programme**, which aim to increase participation in the labour market and thereby improve social inclusion and mobility. Both programmes stand to have a significant impact on groups with protected characteristics

Almost 61,000 working age people in South Yorkshire (6.9%) claim Employment and Support Allowance because of a long term health issue, 39% (23,650) of these people are Sheffield residents. 207,500 working age people in South Yorkshire are economically inactive, including 69,100 (33.3%) who say they want a job. Members of ethnic minority communities, women, carers and care leavers are all significantly more likely to be economically inactive than the general population.

The Pathways to Success programme will seek to engage marginalised adults aged 18 and over, including those with multiple and complex barriers to participation and:

- support them to re-engage with education, training, or employment
- address underlying issues and to move them closer or into the labour market

The funding will allow additional and alternative support to be made available to target groups and will provide individualised packages of support particularly for those with long-term physical or mental health problems, disabilities or behavioural issues.

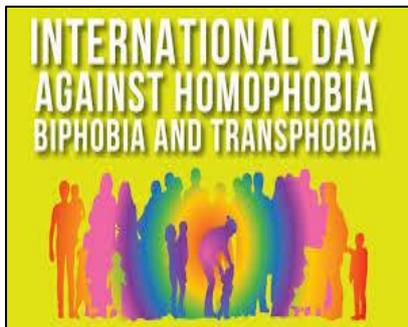
The Pathways to Progression will have a focus on those who are NEET (Not in Education, Employment or Training). As NEET numbers fall, the proportion of those who are NEET who have multiple or complex needs, including young people who are care experienced, carers, lone parents, ex-offenders, those with disabilities and some BAME groups who experience marginalisation has increased.

Funding for the Pathways to Progression will allow additional and alternative support to be made available to target groups detailed and will provide individualised packages of support.

Supporting Equality Events & Activities

During 2017-18 we supported a number of **high-profile events** within the city, including SheFest, PRIDE Sheffield, Pinknic and activities for Black History Month.

We also organised a small number of events, including the annual Holocaust Memorial Day Vigil, held in the City Centre's Winter Gardens. Our City Centre Management and Major Events Team also continue to work with a large number of organisations to assist them in delivering events, including World Aids Day and International Day of Disabled People.



In both 2017 and 2018 the council supported activities linked to '**International Day against Homophobia and Transphobia**' which were held in the Peace Gardens in the City centre. Our Children, Young People and Families Portfolio also provided support for a conference organised by the Sheena Amos Youth Trust (SAYiT) entitled "Developing Future LGBT+ Leaders".

December 2018 also saw celebrations for the **100th anniversary of some women gaining the vote**. On the 14 December 1918, some women, aged over 30, were able to vote and stand as an MP in a general election for the first time.



Inspirational women from across Sheffield gathered to attend the celebration, which was held in the Town Hall.

A piece of silverwork created by Sheffield silversmith Jessica Flinn was unveiled to mark the occasion and will be displayed in the Silver Room of Sheffield Town Hall.

Councillors Anne Murphy, Olivia Blake, Mary Lea, and Pat Midgley were joined by former Labour MP for Hillsborough Helen Jackson CBE to unveil the commissioned silverware, which features the suffragette colours of purple and green. The event also included an exhibition of archive images from Sheffield Libraries and Archives, to bring the Sheffield women of 1918 to life.

Strengthening voice and influence

In 2014 the Council established the [Equality Hub Network](#) to strengthen the voice and influence of communities of identity (COIs) in Sheffield. The **Equality Hub Network (EHN)** is designed to provide a route for the Council to engage with underrepresented groups to help shape policy and services in the city.

The Network brings underrepresented communities and decision-makers together to work for positive change. These COIs are specifically identified as a protected characteristic within the Equality Act 2010.

We chose to focus the network on people with protected characteristics, partly because we have a Public Sector Equality Duty in relation to the protected characteristics outlined in the Act; and also because we know that these particular groups face additional barriers and therefore have difficulties accessing traditional engagement routes.

Recognising that people can belong to more than one COI, the Network provides opportunities for individuals and groups to engage with and work across communities, and influence the Council



The Network is made up of the following hubs.

- Age Hub (intergenerational)
- Disability Hub
- LGBT Hub (Lesbian, Gay, Bisexual, Trans)
- BAMER Hub (Black Asian, Minority Ethnic and Refugee)
- Women's Hub
- Religion and or Belief Hub (includes people with no Religious belief)
- Carers' Hub

During 2017-18 we estimate that **over 1,000 people** attended Equality Hub Network (EHN) joint events or meetings on a range of topics. Hub priorities were decided upon by Hub members (following a consultation exercise) and included hate crime, domestic and sexual abuse, health and wellbeing, violence against women and girls and transport. Thousands more people will have engaged with events supported by the Hubs such as Holocaust Memorial Day, International Women's Day, SheFest, Pinknic and the Peace Walk.

The Women's Hub have established a **“Violence Against Women and Girls Working Group”** which meets regularly to discuss key issues and work together to



campaign and raise awareness of violence affecting women and girls. During 2018 the group were involved in Sheffield's **“Know the Line”** Campaign, which was part of the broader anti-harassment project organised by 'Safer Streets South Yorkshire group'. Know the Line aims to highlight the issue of harassment of women in public spaces, to challenge perpetrators and bystanders, and

encourage and empower those on the receiving end to realise that they do not have to accept it, that they can report it and challenge when safe to do so.

The Sheffield initiative was spurred on by data from the UK's first national poll on street harassment, in which 64% of women of all ages said they had experienced unwanted sexual harassment in public places. In the younger age group of 16 to 24-year-olds, the number rose to 85%, while 45% had experienced unwanted sexual touching.

The campaign was led by many different partners, including the Women's Equality Party (Sheffield branch), South Yorkshire Police, Sheffield University Students Union, Unight and Ask for Angela and Sheffield Domestic Abuse Co-ordinating Team (DACT). The campaign was well received and the group hope to be involved in future activities.

During 2018 we launched a [new website for the Equality Hub Network](#). The website provides useful information about the work of the Hubs as well as details of events and activities.



People can become a member of the network and access the [Equality Hub Network Newsletter](#) online. The **online newsletter now goes out to over 1,400 people** and promotes equality related

events and meetings in the city, as well as local and national consultations. Social media is also used to promote the Network and we have both Facebook and Twitter accounts.

One of the ways the Council supports the Network is through an **Equality and Fairness Grants 2017-20 Fund** that enables community based organisations to coordinate each of the individual Equality Hubs (excluding the Carers' Hub, which is included in the Carers' Contract). All funded activity needs to meet the aim of the fund, "to strengthen the voice and influence of underrepresented communities in Sheffield by improving the effectiveness of the Equality Hub Network".

Improving Accessibility

As a city we still face challenges in terms of accessibility, especially for disabled people. During 2017-18 we continued to work in partnership with [Access Able](#), [Disability Sheffield](#) and [CredAbility](#) to support our ambition to become an **accessible and fairer city** for all who live, work, study and or visit. This work is delivered through the [Accessible Sheffield Project](#), which includes the [Access Card](#) and [Access Guide](#).

The **Access Guide** helps people to make informed choices about the services they want to access – through enhancing information for visitors and residents, promoting the city's attractions, and ensuring improvements are marketed inclusively. By producing comprehensive information and integrating it thoroughly into existing resources the Council can promote greater choice, control and independence and inclusivity. During the 2018 annual review **26 additional venues** were added to the access guide. Our 2018 review shows that in the last 12 months the Sheffield Accessibility Guides have been used 38,458 times. This is an 85% increase on the previous year and reflects 78% of this 'traffic' comes from search engine results, reflecting AccessAble's investment in this area,

Supporting Carers

In November 2018 the Carers Centre launched their **new Carers Card** for Sheffield. This has been developed to reward and recognise the hard work of Carers, and the Card offers carers discounts on a range of activities, products and services across Sheffield.

The scheme relies on the generosity of local and national businesses who want to find a way to support carers and the number of business supporting the scheme is continuing to grow.



This project is part of the Carers Centres work to mobilise the city to work together to recognise the work carers do, help carers to connect with the services offered by the Centre and to support a city-wide effort **to make Sheffield much more carer-friendly**. The Council continues to support and promote the work of the Carers Centre, including through the Equality Hub Network.

Tackling Poverty, Fairness and Inclusive Growth

The work of Sheffield's Fairness Commission resulted in establishing the '**Our Fair City Campaign**' to inform people about inequalities, promote the case for greater fairness and as a call to action to local people and organisations.

The campaign aims to develop a social movement of change, countering prevailing narratives around those who are hard pressed and utilising assets and commitment from across Sheffield. Following a review in 2017 the council brought together work around tackling poverty and fairness.



During 2017-18 the '[Our Fair City Campaign](#)' focussed on the theme of fairer food, including delivering the holiday hunger scheme, and also undertook work on both the Fair Employer Charter and addressing challenges with Universal Credit.

Working with partner organisations in the city through [Sheffield City Partnership](#), attention has been focussed on **inclusive growth**. And following a period of detailed research and engagement, in 2018 Sheffield City Partnership launched '*A Partnership Framework for an Inclusive & Sustainable Economy*'. The framework outlines a way of working for the Partnership and the city with a shared focus on driving down inequality to make the Sheffield economy work better for its people.

Ethical Procurement Framework

The Council's Resources portfolio, including Procurement & Supply Chain, continues to be at the forefront of the Council's work to advance equality, inclusive and fair practice within our partners and supply chain.

In March 2018 the Council approved the implementation in full of an **Ethical Procurement Policy Framework** to act as an effective way of managing the ethical requirements throughout its supply chain.

The overarching vision of the policy is for the Council and its supply chain to conduct business *ethically, effectively and efficiently* for the benefit of Sheffield – its people and as a city. The framework allows for various outcomes against this vision, embedding the requirements into day to day procurement practice.



The framework is therefore a progressive approach to procurement for Sheffield, with the purpose of marking a radical ambition to use spending power to drive ethical standards and social outcomes in procurement.

There are a number of tools and techniques available to help achieve this in practice with a specific influence on equalities:

- **Diagnostic toolkit** – The Council has worked with the University of Sheffield to develop a toolkit which all of the Council's suppliers will be asked to complete based on their ethical and social performance. A very comprehensive toolkit (it has about 70 questions in total) has been produced which includes a number of equality-centred questions.
- **Social Value** – a minimum 10% evaluation criteria weighting specifically for Social Value within all issued tenders; this may include tackling inequalities for example.
- **Grave Misconduct** - pre-qualification tests against suppliers allowing for deselection have been expanded to include parent company and subsidiaries etc. plus an additional disqualification test introduced for breach of International Human Rights.

Additionally there is to be an ethical code of conduct suppliers will be expected to sign up to. One of the key principles of the code of conduct will be a commitment not to practice discrimination in hiring, compensation, training, promotion, termination or retirement either directly or indirectly, and a clear commitment to act fully in accordance with the Equality Act 2010 in spirit and practice.

The code of conduct will become a key part of our supplier engagement and expectations on our suppliers, making equalities a key focus of attention.

Furthermore the ambition is for the framework to represent an opportunity for all of Sheffield's key organisations and partners – hospitals, businesses, universities – to use our collective financial power to get the best value and best opportunities for Sheffielders and local businesses.

Health and wellbeing in the City

The health and wellbeing of Sheffield's population has held up well in the face of the significant challenges posed by national policy. But we know that there is still more to do, and too many people in Sheffield still struggle with poor health and wellbeing. We know that, in general, people in the more deprived parts of Sheffield live shorter lives than those in the richer parts; we also know that the gap in the length of life they can expect to live in good health is even greater. We know that this challenge applies equally to vulnerable groups in the city, such as BAME communities or those with learning disabilities; it is not just a matter of socio-economic and geographical distributions. This is the clearest expression of the health inequalities that exist in our city today.

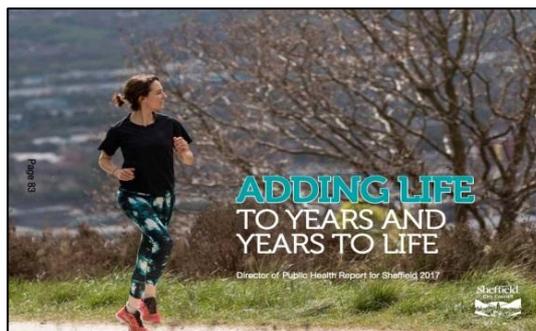
Almost two thirds of people in Sheffield are aged between 16 to 64 years and constitute the majority of what is known as the working age population. We are seeing more and more people of working age develop long term conditions, including mental ill health and musculoskeletal problems that are affecting their chances of finding and staying in meaningful employment or activity. The amount of time we can expect to live in poor health is increasing, especially for women, and this period of poor health is starting earlier; before retirement age.

Over the last 12 months we have therefore continued to develop our [online Joint Strategic Needs Assessment \(JSNA\)](#) resource to enable us to focus on the wider determinants of health and their impacts on population health outcomes and health inequalities across the life course from the first 1001 days of life through to end of life. Topics added to the JSNA during 2017-18 have included:

- Sexual health
- Problem gambling
- Loneliness and social isolation (older people)
- Cancer
- Hypertension
- HIV and AIDS
- Suicide and undetermined injury
- Dementia
- Teenage pregnancy
- Tuberculosis
- Pharmaceutical services

The [Director of Public Health Report for 2017](#) focused on adverse childhood experiences; mental health and wellbeing throughout life; and multi-morbidity.

The report made three recommendations for further local analysis and research in relation to each of these areas.



Progress has been made as outlined below:

Recommendation	Progress
<p>The Council and the CCG (Clinical Commissioning Group) should request Public Health England to co-ordinate further research on identifying and describing the long term return on investment and effectiveness of primary and secondary prevention models for tackling Adverse Childhood Experiences (ACEs).</p>	<p>The research assembled to date indicates that the most cost effective approach to take strategically would be one which seeks to reduce the number of adversities experienced by people in Sheffield and build resilience to prevent the negative impacts in children before they experience ACEs and to mitigate the negative impacts (as soon as possible) for children and adults who have already experienced ACEs.</p>
<p>The Council and the CCG should review the mental health strategy and evaluate the City’s approach to mental health and wellbeing against the current evidence base for high impact/high value interventions, including the economic case for investment on good mental health.</p>	<p>The mental health strategy has been reviewed against the latest economic and effectiveness evidence base and is currently in draft form awaiting consultation with stakeholders and communities. I</p>
<p>The Council and the CCG should commission more in-depth epidemiological analysis of changes in multi morbidity and enhance their approach to healthy ageing, including care of people who have multiple illnesses.</p>	<p>A range of analyses and strategic developments are being taken forward to support greater understanding of and response to multi morbidity in Sheffield including commissioning more detailed prevalence estimates from PHE (Public Health England). In relation to developing our approach to healthy ageing and care of people with multiple illnesses, we are currently re-shaping our approach to a City for all Ages; Social Prescribing; and Person Centred City, in addition to developing a prevention framework for the Council and renewing the Health and Wellbeing Strategy using a life course approach.</p>

Physical Activity and Sport

Our '**Physical Activity and Sport Team**' undertake a range of activities across the city; example areas are outlined below:

Walking for Purpose

The project engages with people over the age of 16 across the city who are currently looking for employment, to increase their physical activity levels through walking.



The project aims to provide:

- An opportunity to showcase to the VCF and employment sector an alternative approach to working with people who are looking for work
- An improved network of providers working collaboratively across the city to support some of the most hard to reach people in the City
- Improved health, wellbeing and confidence of participants
- The ability to demonstrate the impact walking (and increased physical activity levels) can have on moving people closer to the job market

The project has been running since July 2016 and has engaged with areas and communities with high deprivation levels and high numbers of people from a BAME background.

People can self-refer into the programme or be signposted from a number of partners. Participants are provided with clear training, volunteering and employment pathways with partners. The project also provides free public transport passes to ensure people have the opportunity to attend by removing cost as barrier.

Disability Sport & Physical Activity

The purpose of the Disability Sport Network is to develop a clear agenda and action plan to coordinate provision across organisations to ensure that people are not working in isolation. The network is responsible for keeping abreast of funding opportunities, writing bids when opportunities arise, provide information, supporting those who want to set up a new club and setting up networking opportunities and training for volunteers, as well as coordinating the marketing of what is on offer from different organisations across the city.



The Network has also made considerable progress in terms of embedding disabled views in universal settings and in leisure centres across the city there are more disability and inclusive sessions than ever before. The Networks also coordinates and delivers an annual celebration event to showcase sport and physical activity opportunities across the city.

However, despite the great progress that has been made, we still need to work closely to change policies and the way disabled people are thought of within facilities. The Network will continue to influence partners across the city and to continue the excellent partnership work to increase opportunities for disabled people

Cohesion Sheffield

In 2017-18, the Council played a lead role in setting-up **Cohesion Sheffield**, supported by a grant from the Paul Hamlin Foundation. Cohesion Sheffield has the aim of *'Making our city a place where everyone feels welcome and valued, in a community where everyone is treated with dignity & respect.'* An independent organisation hosted by Voluntary Action Sheffield (VAS), it works collaboratively across the city to implement the Sheffield Cohesion Strategic Framework.



Since its inception, a small team of Cohesion Advisors has been recruited and Cohesion Action Plans created to support organisations across all sectors to promote inclusive behaviour with and through their workforce. An Enabling and Learning Group has been established, with members from Sheffield City Council, South Yorkshire Police, Learn Sheffield, Sheffield Museums & Galleries, University of Sheffield, Sheffield College and Sheffield business and voluntary sector representatives. And in March 2018, it held the Cohesion Sheffield Annual Conference.

Cohesion Sheffield has a series of short-term and longer-term aims to bring about change. It aims to inspire young leaders and to achieve a lasting shift in social attitudes to marginalised groups. It seeks to identify cultural and structural influences, and to test out interventions that could be expanded in order to overcome barriers.

At the heart of the Framework itself is a recognition that deprivation (rather than diversity) is the major threat to cohesion, and that challenging economic and social inequality is key. But Cohesion Sheffield's approach is non-prescriptive and seeks to influence partners to adopt cohesion-thinking into their plans – not to miss any opportunity to reinforce positive messages and actions.

Supporting the Armed Forces Community

The Council's Resources portfolio and Customer Services continue to be at the forefront of the Council's work to build better relationships with the armed forces community in Sheffield, including veterans.



Ex-service personnel can experience particular challenges in terms of their health and wellbeing, but also access to services. Evidence also shows a link between ex-service people and risks of homelessness and vulnerability on the streets, which relates to high prevalence of long term mental health conditions including PTSD, depression and anxiety. They can also experience institutional disadvantage, for example where access to housing waiting lists has been impaired by their being on active service.

The Council is signed up to the **Armed Forces Community Covenant** and achieved a Silver Employer Recognition Award for its work with the Armed Forces in the City.

3.4 Recruiting and Supporting a Diverse Workforce

As a Council we know our strength comes from building on and valuing the diversity of our staff and the people who live, work and visit the city.

We are committed to recruiting and supporting a diverse workforce and to ensuring fairness for all our employees. In our **Workforce and Organisational Development Strategy** we are committed to creating an environment for our employees where we:

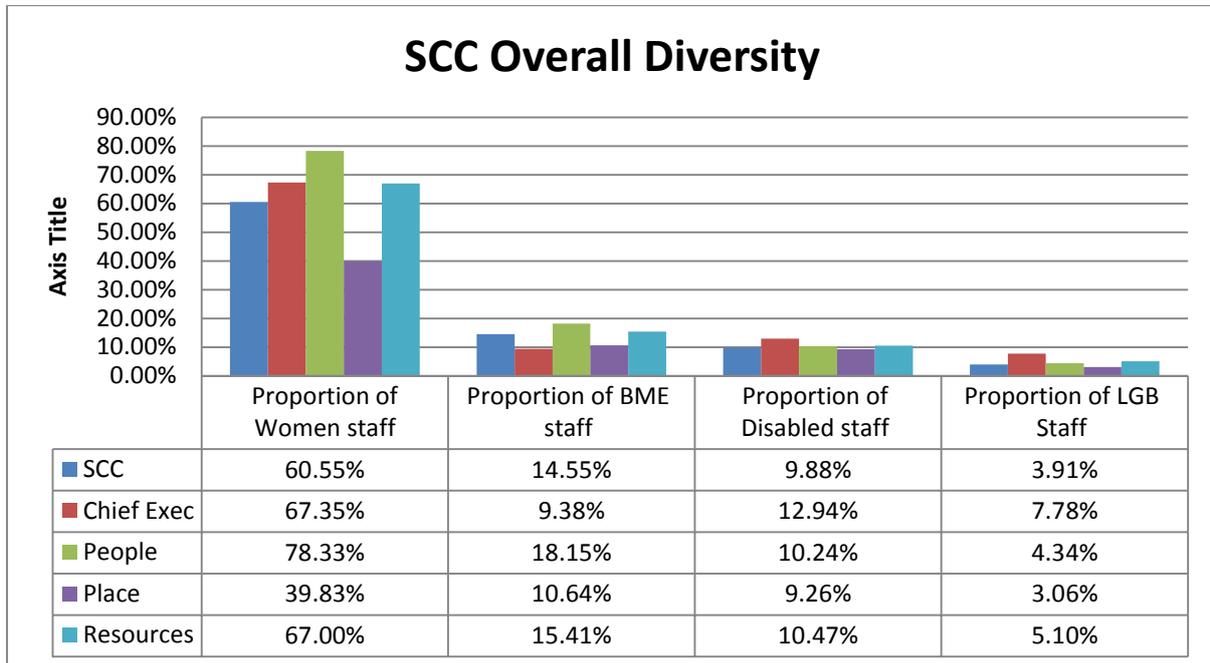
- Promote fairness, equality, diversity and inclusion
- Promote dignity and respect for all
- Recognise and value individual differences and the contributions of all
- Treat people fairly and according to their needs
- Actively prevent and oppose intimidation, discrimination, harassment, bullying or victimisation
- Ensure people feel valued, included and able to access services
- Recognise that we all have a right to be treated fairly and with dignity and respect and are responsible for ensuring that our own actions and behaviours are fair and that we respect the dignity of others
- Develop our position as an employer of choice by ensuring employees of all backgrounds have a positive experience working for Sheffield City Council

Our [Workforce Diversity Report 2017-18](#) provides a detailed overview of our workforce data and we also produce specific reports on protected characteristics. Our data is compiled from our Workforce Census and we use the 2011 Population Census to determine if we are reflective of the city's 16- 65 population.

Our analysis shows that our workforce diversity has decreased during 2017-18 across all protected characteristics. However, the overall trend over the last 5 years remains positive. Other key findings show:

- The number of BAME employees has decreased by 0.9% this year to 14.5%, but this number had risen for the previous 7 years. To be reflective of the city's, population we need to reach 19%.
- Female employees have reduced by almost 6% over the last 5 years to 60.5%.
- There had been an increase in disabled employees (we know the transfer of staff from Sheffield homes had a positive impact on this profile). However, our current figures have fallen to 9.8%. To be reflective of City's population, we need to reach 13%.
- The number of LGB+ employees has fallen very slightly this year to 3.9%, from a high in 2015 of 4.5%. To be reflective of the City's population, we need to reach 6%

- There is underrepresentation at senior levels in most protected characteristics, especially at Chief Officer Grades.



Some of the potential reasons / context for this picture are:

- The transfer of a significant number of staff into the Council from Kier, which has a more homogenous workforce e.g. only 8 % of the Kier workforce are female, 5.8% are disabled people and 1.4% LGB+. The Kier workforce also has an older age profile with 33.8% of people aged over 56 and 65% over 46
- Leavers and starters – in all areas other than ethnicity, more people are leaving the organisation than joining e.g. LGB+ 8.4% left and 4.1% started, disabled staff -12.6% left and only 3.8% started.
- More people joining the organisation are under the age of 46 (linked to an increase in the number of apprentices) and most people leaving are over 46.
- The median age of new starters is 26-35 and the medium age of leavers is 36 to 45 so we are recruiting a younger workforce.

We continue to have high numbers of employee whose protected characteristics are unknown in some areas. The number of “unknowns” ranges from 8.5% for ethnicity to 40.7% for gender identity. This makes it difficult to determine if our data gives an accurate representation of our actual workforce (see diagram on the following page).

To get a more accurate picture we will continue to promote the completion of our Workforce Census within the organisation.

this information

Protected Characteristic	Known	Unknown
Age	100%	0%
Carer Status 	61.3%	38.7%
Disability Status 	79.7%	20.3%
Ethnicity 	91.5%	8.5%
Sex (Male / Female/ other)	100%	0%
Gender Identity 	59.3%	40.7%
Relationship Status 	62.3%	37.7%
Religion / Belief 	72.5%	27.5%
Sexual Orientation 	78.8%	21.2%

We produce **Equality Impact Assessments (EIAs) for managing employee reductions processes (MER's)** and where required for any changes to policy and procedures. We also ensure we actively consider mitigations in terms of any potential negative impacts. We continue to promote employee led measures such as voluntary reductions in hours, career breaks and annual leave purchase schemes to further contribute to savings on staffing budgets and we have seen an increase in the popularity of these options each year.

During 2017-18 we have continued to review our **policies and procedures** to ensure they support our aims and values in terms of equality, diversity and inclusion. We have reviewed our approach to religious observance and have updated other equality related policies such as Family Leave, Whistleblowing, Dignity and Respect and Gender Identity and Re-assignment in order to increase fairness, transparency and inclusivity and improve our workplace culture.

We also continue to look at our recruitment and selection to procedures to promote workforce diversity to reflect the demographics of the city, for example the use of **Positive Action** in our recruitment process. We have also been successful in achieving the Level 2 **Disability Confident** status and we are hoping to progress to Level 3 Disability Confident during 2019.



We are a **Stonewall Diversity Champion** and are proud to be ranked in **Stonewall's Top 100 Employers** for 2019. Based on our submission for 2019 Sheffield Council was ranked 61st in Stonewalls Workplace Equality Index, which assesses an organisation's achievements and progress on LGBT+ equality. A total of 445 organisations from across all sectors completed the submission.

Sheffield City Council has officially been recognised as a Living Wage employer by the Living Wage Foundation and continues to pay the uplift of the Living Wage rate for the employees it directly employs along with our key strategic contractors. For all

new contracts, the Council actively seeks a voluntary commitment from suppliers to sign up to the Living Wage movement. This is intended to have a positive impact on the local economy. Employers choose to sign up to the Living Wage campaign on a voluntary basis as it provides an ethical benchmark for responsible pay. In the UK there is a statutory Minimum Wage; the Living Wage is a higher figure and is calculated by The Living Wage Foundation www.livingwage.org.uk/. It applies to those over 18 years of age but excludes apprentices or interns.

We also offer employees a wide range of other benefits to support their general health and wellbeing, including **flexible working**, access to the **Local Government Pension Scheme**, the services of **Occupational Health** and the **Employee Assistance Programme**.

As part of engaging our staff, we continue to run Portfolio based **staff networks** alongside **themed staff equality events**. These activities provide opportunities for us to engage with our staff across a range of equalities issues and topics and to ensure their views are considered in terms of our policies and procedures.

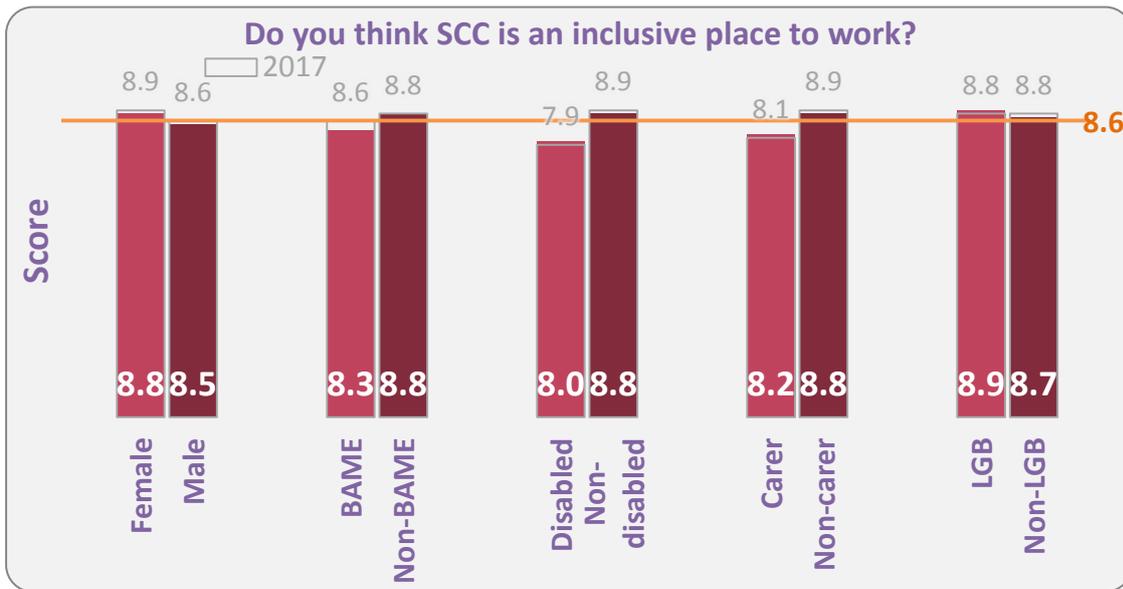
In 2018 we also launched our “**Equality Champions Project**”, through which our employees can show their commitment to equalities and diversity by sharing their story or advice with others. So far we have captured the stories of 8 staff. We have chosen to focus initially on LGB+, disabled staff and senior leaders. Their stories have been shared on our staff intranet page and have been positively received.

We undertake our **Employee Opinion Survey** on an annual basis. The survey asks a set of detailed questions and gives our employees a chance to tell us how they feel about things at work, including what is working well and, what might need to change.



We analyse the results of the survey by protected characteristics and share the results with staff. The findings are also shared with our Strategic Equality and Inclusion Board (SEIB) and inform both Portfolio and Corporate Equality Action Plans.

The results from 2018 show that the majority of our employees continue to find the Council an inclusive place to work, with 86% in agreement. However, significant differences exist for this question for ethnicity, disability and those with caring responsibilities.



Other findings from the survey show:

- **Sex** - the morale score for female respondents was 0.2 higher than for their male colleagues.
- **Sexual Orientation** - the overall score for LGB respondents was 6.5/10 compared to 6.8 for heterosexual respondents. Compared to the other sexual orientation categories, the morale score is lowest for bisexual respondents.
- **Ethnicity** - there is a mixed picture on morale scores for different ethnic groups (but there is a low response rate for all groups apart from White British). The overall morale score for BAME groups is 6.8, compared to 6.7 for White British respondents.
- **Disability** – the morale score for disabled staff at 6.2% remains significantly lower than for non-disabled staff 6.8%. This remains the biggest challenge from an equalities perspective.
- **Carers** - The morale scores for carers and non-carers remain the same as in 2017, with carers scoring 0.3 points lower on average.
- **Age** - as with the previous survey, respondents aged 16-25 were more likely to give positive scores. Younger people were more positive about workloads and pay, but less so about their treatment by their customers and the usefulness of Personal Development Reviews (PDRs)
- **Religion & Belief** - small amounts of variability and low numbers of respondents in many categories mean it is not possible to carry out statistical analysis across all categories.

Characteristics	
	Salary
	Contract Type
	Gender
	Age
	Sexuality
	Ethnicity
	Religion
	Disability
	Carers

Not Completed / Answered

We have undertaken work to try and increase completion rates this year, including exploring ideas developed through behavioural insights analysis.

Whilst some of these approaches appear to have had a positive impact on the overall number of completions, we have considerably lower responses rates from those on lower grades, older people and BAME employees.

We also continue to have a challenge in terms of the number of people who do not complete the equalities monitoring questions. Our non-completion rates have increased in all categories since last year and vary between 5.9% for disability to 13.9% for sexual orientation.

These issues continue to pose a challenge for us in terms of confidence in our findings and we will continue to work to increase completions of both the survey and equality monitoring questions.

3.5 Addressing our main Challenges

We remain committed to making Sheffield a fairer place to live, work and visit and will continue to meet the needs of our diverse customers and staff.

As this report shows, there is excellent work being undertaken across the organisation and city in relation to equality and fairness that will continue to have a positive impact on people's lives. However, there remain areas of persistent inequality and challenges that are unacceptable.

These are not solely issues confined to Sheffield and often reflect challenges at a national level. Addressing these challenges requires us to not only push on with existing work and initiatives but also look at where we may need to do things differently, if we are to improve outcomes for everyone in the city.

These areas include, but are not limited to:



During 2017-18 our work on equalities supported the Council's Corporate Plan 2015-18 ambitions of tackling inequalities and making it easier for people to overcome

obstacles by investing in the most deprived communities; and supporting individuals to help themselves and achieve their full potential. Our approach recognises that some people and communities may need extra support, particularly when they face multiple layers of disadvantage and discrimination to achieve the equivalent outcomes or have similar opportunities.

As outlined in this report, there are many strategies, policies and practices both in the council and across the city which impact on the work on equality and diversity. While we will try our best to continue to respond to these issues, as a council we remain acutely aware that we have set out on a difficult path, particularly in the current economic climate and in the shadow of the government's ongoing political agenda of austerity.

Furthermore, we know that we cannot achieve our goals alone; and we will continue to work together with our partners from across the sectors to join up our approaches to meet these challenges and tackle inequality effectively.

4.0 WHAT NEXT?

We will continue to ensure we focus on equalities and fairness throughout our work as a council and in the city.

Our current Equality Objectives run until 2018. We are therefore in the process of finalising a set of revised objectives for 2019-23. Our public consultation took place between October-November 2018, and we have analysed the feedback which will inform both the objectives and the approach we take.

Our proposal is to focus on a smaller number of objectives, to enable us to both drive change and measure impact. Our draft Equality Objectives focus across 4 key areas (as outlined below) with include 3 more specific aims under each.

Objective 1: Strengthen knowledge and understanding of our communities

Objective 2: Ensure our workforce reflects the people that we serve

Objective 3: Lead the city in celebrating diversity and promoting inclusion

Objective 4: Break the cycle of inequality and improve life chances

We will continue to ensure our values around equalities, fairness and inclusion are embedded in our policies, projects and services. We will also focus on key areas of persistent inequality. Work is underway to review our current **Health and Wellbeing Strategy** and the intention is to ensure a strong focus on health inequalities. We will also continue to work with partners on inclusive growth, attainment and domestic and sexual abuse. Our **Domestic and Sexual Abuse Strategy 2018-22** is expected to have a positive overall impact across all groups with protected characteristics. The strategy also recognises there are 'hidden victims' in Sheffield, and that identifying and responding to the needs of such victims is a challenge for all agencies involved to ensure that people get the support they need.

We have also developed an overall organisational change programme, SCC2020. This is designed to provide us with the culture, skills, tools and technology we need to meet our current and future challenges. The programme is organised into three broad areas:

- Providing our Portfolios with access to the technology, skills and tools to deliver change successfully
- Ensuring we have the right foundations in place for making changes and monitoring their success
- Our key change programmes, which include:
 - Children's Improvement and Recovery Plan
 - Adults' Improvement and Recovery Plan
 - Inclusion Improvement and Recovery Plan
 - Place Change Programme
 - Growth Plan

Through SCC2020 we will deliver key improvements to our services, including adult and children's social care, inclusion services as well as our overall customer experience.

In terms of health and wellbeing and inclusive growth our **Transport Strategy** will inform a 20 year action plan covering the period 2018-2038. The strategy takes a long term view which is deliberately aspirational, with some initiatives being outside the gift of the council. The strategy aims to contribute to the city being a healthier, safer, cleaner and more accessible city. This should have a particularly positive impact on both younger and older people, BAME communities, disabled people, women and health and wellbeing and financial inclusion.

One of the aims of the Transport Strategy will be to facilitate increased access and opportunity for everyone, particularly those who experience disadvantage. By providing interventions that reduce barriers, transport will play a key role in providing better access to jobs, training, education, health care and leisure activities for all.

Our **New Homes Delivery Plan November 2018 – March 2023** sets out the broad principles and proposals for a programme for achieving on average 2,000 new homes per annum in the areas of Sheffield where they are needed over the next five years, and a longer-term pipeline to sustain this level of delivery.

The proposed five year programme will implement the priorities of Sheffield City Council's current Housing Strategy 2013-23 relating to new housing Provision (which is currently being revised).

Meaningful affordability is at the heart of this plan and 725 new affordable homes are now required each year. This is a substantial increase from recent levels of affordable home delivery and will be achieved through the successful delivery of the actions in our plan. The proposals in our Delivery Plan stand to have a positive impact on housing choices for many groups with protected characteristics. Whilst aiding a greater choice of affordable, accessible and age-friendly housing for Sheffield's residents, and helping some of the city's most vulnerable residents to access and maintain independent lives in safe, warm, good quality homes.

We will also continue to review our **HR policies and procedures** and will ensure we work across the organisation to address our challenges in terms of equalities and fairness, including staff morale for particular groups and ensuring we have a workforce that represents the city at all levels of the organisation.

We will also work to continuously improve our approach to **monitoring the impact of our decisions**, through our EIA process. To ensure our procedures are effective in identifying and mitigating the potential negative impacts of our policies and projects. During 2018 we also undertook an internal review of our EIA process and

we are currently undergoing an internal audit, which will focus on EIA sign off. During 2019 we will examine the findings of both reviews and identify our course of action in terms of the changes and improvements that are required.

APPENDICES

- **Appendix 1:** [Workforce Diversity Report 2017-18](#)