

# Sheffield City Council

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Annual Equality Report 2016/17



**DRAFT V0.04**

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## 1. INTRODUCTION

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*As a Council we have a vision for Sheffield to be the fairest city in Britain. This remains an ambitious challenge, especially in the current financial climate and with a continuing national government programme of austerity and welfare reform.*

*Following the UK's vote to leave the EU in June 2016 and the ongoing discussions and negotiations, Sheffield along with the rest of the UK faces a period of economic and political uncertainty. Alongside this we know that inequality is widening and that growing numbers of individuals and families are experiencing financial difficulties. We also know the impact of austerity has hit some groups more than others, including women, disabled people and families with young children and that we have substantial differences in the city, with some areas and communities experiencing much higher levels of deprivation.*

*This growing inequality is unacceptable and we must continue to work in partnership across the city to challenge both the underlying causes and to develop solutions.*

*However, Sheffield has a proud history of fighting for equality and despite these challenging circumstances we have seen some improvements over the past 12 months, including in areas of health, education and employment.*

*In education we have seen impressive progress being made by Sheffield's children and young people. Taken as a whole, our educational outcomes are now approaching national averages. This represents a significant positive movement when compared with our position only a few years ago. The 2016 rankings also see Sheffield do better than its deprivation rankings, both in terms of overall deprivation and child poverty. This is a credit to the hard work of teachers, schools and young people.*

*In employment we have seen an increase in the numbers of 16 and 17 year olds in full time education, training or an apprenticeship, this means we are performing above both the national average and the average for core cities.*

*We have also seen improving trends with regards to our own workforce diversity, although we still have underrepresentation of some groups, including at both senior and chief officer levels.*

*I believe we have worked hard during 2016-17 to maintain our commitments in terms of fairness and equality and to ensure we meet our statutory duties. We will continue with this approach; focusing on prevention; and ensuring our commitment to equalities and those in greatest need underpins what we do.*

Cllr Olivia Blake  
Deputy Leader and Cabinet Member for Finance



## 2. ABOUT THIS REPORT

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**Fairness and tackling inequality are at the heart of the Council's values;** we believe that everyone should get a fair chance to succeed, but recognise that some people and communities need extra help to reach their full potential. Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems and helping people to have more control over their lives.

In 2016-17, we worked hard to ensure that we fulfilled our duties regarding equalities. 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.

Our Equality Objectives were agreed in 2014 and set out our vision to provide leadership, advocacy and opportunity with regard to equality and fairness in the city.



As a Council we know our strength comes from building on and valuing our staff and customer diversity. We are committed to recruiting and supporting a diverse workforce and to commissioning and delivering quality services.

Our Annual Equality Report 2016-17 sets out our objectives around equality and fairness. It outlines the context in which the Council is working, key areas of work and progress and some of the challenges that remain.

We know that the business case for equality remains strong. Research from [CIPD \(Chartered Institute of Personnel and Development\)](#) has emphasised the links between diversity, inclusion and organisational performance, covering key viewpoints, including the employee, the customer and the performance of the organisation. The research notes that being inclusive is part of running an efficient organisation. Work undertaken by the Confederation of British Industry (CBI) and reported in 'Talent not Tokenism' (2008) also sets out key business drivers for diversity.

The issue of inequality is fundamental to the Council and is considered throughout our proposals. One of our strongest mitigations is that we continue to prioritise those in greatest need, focus on prevention and deliver growth.

### **The Changing Context**

The financial context for the Council remains extremely challenging. Grant reductions, plus demand and cost pressures mean we will need to identify around £40m of savings in 2017/18, which is in addition to the £352m of savings already made over the past 6 years. This 'budget gap' grows to £116m by 2021/22.

As a result of this challenging financial situation the scale and impact of funding cuts has been vast and there have been implications for the services we deliver. But we believe it is our responsibility to ensure that today's circumstances do not mean that we take a step backwards when it comes to inequality.

The national programme of welfare reform has had a substantial impact on people in the City. Research carried out by Beatty and Fothergill from Sheffield Hallam University ([The Uneven Impact of Welfare Reform, March 2016](#)) evaluated the cumulative impact of the welfare reforms nationally and in Sheffield. They found that over £169m has been removed from the local economy as a result of these welfare reform changes. This equates to £460 per year for every working adult in the city. However, this reduction is not spread evenly; some people see a much larger reduction and others see a smaller (or zero) reduction. These changes are likely to impact on specific groups who already experience inequality, such as people on a low income, disabled people and women.

Research undertaken by the Joseph Roundtree Foundation (JRF) research ([Monitoring Poverty and Social Exclusion 2016](#)) notes that while overall levels of poverty have remained fairly static over the last 25 years, risks for particular groups have changed. Income poverty among pensioners fell from 40% to 13%, while child poverty rates remain high at 29%, and poverty among working-age adults without dependent children has risen from 14% to around 20%. The number of people in poverty in a working family is 55%. Four-fifths of the adults in these families are themselves working, some 3.8 million workers. Those adults that are not working are predominantly looking after children.

The impact on specific groups who already experience inequality, such as people on low incomes, disabled people and women is also explored in more detail in the Council's [Tackling Poverty Strategy 2015-18](#).

Sheffield's 2017 Child Poverty Report shows the proportion of children living in families in receipt of out of work benefits, or in receipt of tax credits where their reported income is less than 60% of UK median, has increased. In line with other Core City and national trends. The most up-to-date data shows that after housing costs (AHC) in Sheffield 31.31% or 35,820 children are living in poverty. However, the figure masks the wide and well-documented variation between different parts of the city. In Ecclesall Ward, 7.8% (AHC) of children were living in poverty, whilst in Burngreave the figure was much higher at 51.19% and Central and Firth Park at 49% living in poverty. In 2017, 17 of Sheffield's 28 wards had more than 20% of children living in relative poverty (AHC).

There are clearly multiple causes of child poverty; however, it is likely that national welfare reforms are a significant driver of the changes that have been seen.

The State of Sheffield 2016 and 2017 reports highlight some improvements around the economy, education, health, employment, and population growth over the past five years. However, they also highlight some challenges. In particular, that inequality is widening and that growing numbers of people are experiencing financial insecurity. This growing inequality is noted as a threat to both cohesion and success.

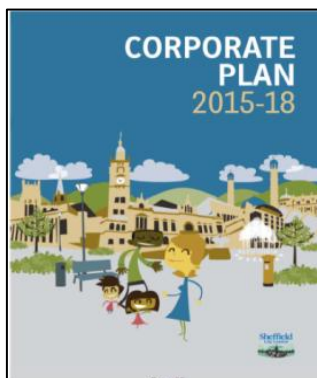
Sheffield City Council needs to meet the needs of an increasingly diverse population in a context of public services austerity, and the need to attract and retain this population. The Council also needs

to ensure older people get the services they need, and that groups including young people, people from BME backgrounds and women are more able to access better quality employment. All organisations in Sheffield need to work together better, so that the city can become a fairer and more just place. The State of Sheffield 2017 report notes national trends around cohesion, stating “*Communities across the country are increasingly showing the fractures created by inequality, poverty and the perceived competition for scarce resources*”. The report also notes that Sheffield, along with the UK as a whole, faces an increased period of economic uncertainty following the vote in June 2016 to leave the EU and the ongoing discussion and negotiations.

## Actions and Progress

Our Annual Equality Report summarises some of the actions we have taken and the progress we have made on improving equality, both in the way we serve the people of Sheffield and how we behave as an employer. It also outlines ongoing challenges which will continue to be a focus, including poverty and financial inclusion, hate crime and health and wellbeing.

Information on the progress we have made in relation to the Equality Duties is contained within the sections on our Equality Objectives. There are examples throughout the report which outline the ways in which the Council works to improve equality and to meet the equality duty. However, these represent a sample of the work that is undertaken. A wide range of more detailed information can be found on our [equality webpages](#). 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](#)
- [Tackling Poverty Strategy 2015-18](#)

Our Corporate Plan 2015-18 includes tackling inequalities as one of the Council’s five key priorities. We also continue to support the [Fairness Commission](#) and the subsequent ‘[Our Fair City Campaign](#)’. The Fairness Commission report contained a set of Fairness Principles and these, as well as our Corporate Plan and Tackling Poverty Strategy, continue to influence our priorities and decision making across the Council.

Since 2015 we have provided more detailed equalities information in relation to our workforce, our city demographics and from our partners, Kier, Capita, Amey and Veolia. Additional data can be found on our webpages, which cover key areas including our [Equality Duty](#), [Customer Charter](#) and [Workforce Equality Data](#) (Annual Workforce Equality Report) as well as [data on our partner organisations](#) (Annual Equality and Inclusion Reports). Our webpages also include details of

engagement and involvement activities, including those undertaken through our new consultation management system, [Citizen Space](#), which we launched in 2015.

We have listened to customers and staff and are aware of the need to demonstrate that we are monitoring, analysing and taking action in relation to our Equality Duty and to strengthen our approach in specific areas, in particular, our monitoring data. Examples of [equality monitoring](#) are included on our [Specific Duty](#) web pages and include the use of translation and interpreting services. We also include monitoring information in relation to staff, partners and the city.

#### **In line with our duties and goals, 2016-17 was the year in which:**

- We organised and supported various **high-profile events**, such as SheFest (led by SheFest organising group), the Trans Conference for young people (led by SAYiT) and the annual Holocaust Memorial Day Vigil.
- We continued to support work on the [‘Our Fair City Campaign’](#) informing people about inequalities, promoting the case for greater fairness and making a call to action to residents and organisations.
- We launched our new [Financial Inclusion strategy and Action Plan](#) for Sheffield, which sets out how the Council and its partners intend to tackle financial exclusion and over-indebtedness in the City.
- We worked with the [Sheffield Cohesion Action Group \(CAG\)](#) and the voluntary and faith sector to co-produce a new **cohesion framework for the city**, ‘Sheffield Together: the Sheffield Cohesion Framework for Action’.
- We carried out engagement activity, including through the Equality Hub Network, which will inform an updated **Domestic and Sexual Violence and Abuse Strategy**.
- We continued to work with partner organisations in the city through [Sheffield City Partnership](#), with a focus on **inclusive growth**
- We launched our [Young Carer, Parent and Adult Carer Strategy 2016-20](#), which will enable families to stay well and to help tackle financial hardship
- We continued to support the engagement of underrepresented groups through our work with the [Equality Hub Network](#)

Our Elected Members undertake vital work around equalities, both in local communities and on decision making bodies, in the city and at a regional level. There have also been a number of Elected Member led motions at full Council that relate to issues of equality, diversity and inclusion. Areas discussed during 2016-17 include, affordable housing, protection for women affected by the equalisation of the State Pension Age, the abolition of maintenance grants for lower income students and hate crime. .

Our [Annual Workforce Equality Report 2016](#) also shows that we once more improved workforce diversity amongst some target groups, including BME (Black, Minority Ethnic). . However, despite these successes, the city needs to work hard at tackling a number of persistent, long-term inequalities.

While we will try our best to resolve these issues; as a council we remain acutely aware that we have set out on a difficult path both 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. We need to work together with our partners across the city and within all sectors, including voluntary, community and faith organisations, to join up our approaches to meet these challenges and tackle inequality effectively.

The last section of this report sets out a number of persistent inequalities that we need to continue to focus on. These include, poverty and financial inclusion, hate crime and attainment of certain pupil groups.



### 3. EQUALITY ACT 2010 AND PUBLIC SECTOR EQUALITY DUTIES

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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 these in the way we behave as an employer and when we develop and review policy and set 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 persons.
- Taking steps to meet the needs of persons that are different from others.
- Encouraging people to participate in public life or activity in which participation is low.

Sheffield City Council carries out [Equality Impact Assessments](#) in order to systematically assess the effects and potential disproportionate impact a policy, project or decision is likely to have on certain people or groups of people. The steps involved in meeting the needs of disabled persons also involve making reasonable adjustments.

The protected characteristics covered by the Act and which are assessed 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)

Having due regard to the need to foster good relations involves the need to tackle prejudice and promote understanding, a relevant example of this being the Council's support for the Equality Hub Network (EHN), which brings underrepresented communities and decision-makers together to work for positive change.

## 4. EQUALITY AND FAIRNESS

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### OUR APPROACH

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We know that unfairness and inequality exist across the city and in 2012 the Council set up the City's independent Fairness Commission to examine this issue in detail. The [Fairness Commission](#) carried out an assessment of the nature, extent, causes and impact of inequalities in the City; and made recommendations for tackling them. The report was published in 2013 and there have been annual updates on progress made against the recommendations, including [Annual Reviews in 2015 and 2016](#). This work also resulted in establishing the '[Our Fair City Campaign](#)' to inform people about inequalities, promote the case for greater fairness and a call to action to local people and organisations.



The [State of Sheffield 2016](#) and [State of Sheffield 2017](#) reports consider the city wide evidence on inequality and fairness.

The 2016 report notes that the city needs to work better together and find more effective ways of reducing inequality and promoting social inclusion. It comments on the need to continue to focus on reducing both out of work poverty and in work poverty and financial insecurity. Stating that growing inequality threatens the cohesion and success of Sheffield.

Both reports have raised concerns about growing inequality and financial insecurity within the city, with specific challenges in particular communities and neighbourhoods.

In relation to the **Indices of Deprivation for 2015** - a collection of indicators measuring different aspects of relative deprivation: income; employment; health and disability; education, training and skills; barriers to housing and services; crime; and the living environment – the State of Sheffield 2017 indicates that Sheffield's relative position nationally and compared to the other Core Cities has seen some small improvements between 2010 and 2017, but it has been the polarisation and possible segregation within the city that has been the greatest concern.

The Indices show that deprivation in Sheffield has become more polarised since 2010, with an increase in the number of small very deprived areas and also an increase in the number of small, least deprived areas. The extent and polarisation of relative deprivation is highest in education, training and skills, income and health, and far lower in the housing, services and living environment measurements.

A key message from the Director of Public Health Report 2016 is that whilst life expectancy for men and women has improved, the difference between communities remains substantial. There is a ten-year difference in life expectancy for men between the most and least deprived wards, and for women that gap is seven years

In terms of mental and emotional health, the state of Sheffield 2016 also reports that indicators demonstrate increasing mental and emotional health needs in young people and women in the city. Data shows that referrals to Child and Adolescent Mental Health Services (CAMHS) have increased by over 30% between 2012/13 and 2013/14. This matches trends identified nationally and is strongly linked with deprivation and health inequality. In addition, the report notes that in the context

of continuing austerity, where the impacts may not have been fully felt yet and as inequality is widening, health inequalities could worsen significantly.

The Fairness Commission report in 2013 outlined a Fairness Framework consisting of 10 principles intended as guidelines for policy makers and local people to help make the city a fairer place.

## The Sheffield Fairness Principles

- Those in greatest need should take priority.
- Those with the most resources should make the biggest contributions.
- The commitment to fairness must be a long-term one.
- The commitment to fairness must be city-wide.
- Prevention is better than cure.
- Be seen to act in a fair way as well as acting fairly.
- Civic responsibilities among residents contribute to the maximum of their abilities, ensuring all citizens have a voice.
- Open continuous campaign for fairness in the city.
- Fairness must be a matter of balance between different groups, communities and generations in the city.
- The city's commitment to fairness must be both demonstrated and monitored annually.



The Fairness Commission also led to the establishment of the [Our Fair City Campaign](#), which the Council have continued to support. 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. During 2016-17 the campaign included a specific focus on fairer food and employment. Over the course of its first year, the campaign begun building a community around fairness, with 120 ['Fairness Champions'](#) recruited.

As a Council, we have a major role in ensuring fairness and it is important that we work with communities and partners in doing so. As a result we have linked our approach to equality, diversity and inclusion with both the recommendations of the Fairness Commission and the 'Our Fair City Campaign' and have set the Equality and Fairness Objectives that reflect this approach.



## EVIDENCE - IMPACT ASSESSMENT AND MONITORING

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We believe that it is critically 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 highlighted.

As a matter of operational practice, we undertake **equality impact assessments (EIAs)** across the Council. This is a systematic way of assessing the effects that a proposed policy or decision is likely to have on different people within the city and demonstrates how we meet the General Equality Duty.

We take a proportionate approach to 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 occur during implementation and delivery.

Our EIAs focus on the impact on the protected characteristics 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 we also assess the impact on the voluntary and community and faith sector (VCFS), poverty, carers, armed forces and cohesion and since 2015 have 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.

We undertake both a corporate EIA on the budget as a whole, as well as individual EIAs on the various proposals that are being recommended. As part of the 2016-17 budget process over 100 EIA's were completed.. The proposals included:

- An integrated approach between Special Educational Need and Disabilities and Children with Disabilities Teams, with realignment of staffing and a new structure across teams to provide services for families
- The re-organisation of 'Opportunity Sheffield'; and
- A review of the 'Streets Ahead' Contract

Our analysis shows that the groups most likely to be impacted negatively, by individual proposals and cumulatively are disabled people, young and older people, women and individuals and families on a low income.

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

## 5. UNDERSTANDING OUR COMMUNITIES

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### Demographics and Data

As well as evidence gathered through consultation and engagement activities, we use monitoring information that we hold to help us identify possible impacts and to help shape and inform the EIA process.



Identifying potential impacts requires an understanding of how the city is made up and the issues that people face. To build this understanding we use a wide range of evidence including the [2011 Census](#), State of Sheffield 2016 and 2017 Reports, and our [Community Knowledge Profiles](#). Analysis for 2016-17 data shows:

- **Sheffield's population has grown at the same rate as the national average and above that of the City Region**- rising from 513,234 in 2001, to 552,698 at the time of the 2011 census, and 569,737 by 2015. This is projected to increase to around 590,000 by 2020. This has resulted from increases in births, net inward migration, and longer life expectancy.
- **Sheffield is a diverse city and the ethnic profile continues to change.** The proportion of residents classifying themselves as BME (Black and Minority Ethnic includes everyone except for those who classify themselves as White British) has grown from 11% in 2001 to 19 % in 2011. BME adults make up 17% of the population and BME children 29%. The Pakistani community, at 4%, is the second largest ethnic group in Sheffield after the White British category.
- **Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas with high proportions of BME people.** These areas tend to correlate with the areas of the city which are also the most economically deprived. More than a third of the BME population live in areas that are amongst the 10% most deprived in the country and for some groups this is higher. This is above the citywide average of 23%.
- **Sheffield has a higher proportion of its population aged 65 years or over** (16.2 % or 92,000 people) than the other English Core Cities. This is projected to increase to 19.2% by 2034, with the largest increase in the number of people aged over 85. The **age group that has increased the most from 2001 to 2011 is the 16–24 group**; 16.7% of our population is in this group and a further 18.1% is under 16. The factors which are having the most impact on this changing city profile are increasing numbers of university students and the inward migration of households with young families.
- **Sheffield has a geographical pattern of communities that experience differing levels of deprivation and affluence.** Generally, the most deprived communities are concentrated in the north and east of the city whilst the most affluent are located in the south and west. We have high levels of financial exclusion in almost half of all Council wards, affecting approximately 218,743 people in 48% of wards. Rates of unemployment are highest among those with no or few qualifications and skills, those with caring responsibilities, lone

parents, those from some BME groups, older workers and, in particular, young people. There is also anecdotal evidence that in communities in Sheffield are facing greater levels of deprivation, illegal loan sharks are gaining ground. The National Trading Standards Illegal Money Lending Team have identified S2 and S5 as two areas in Sheffield where they believe illegal money lending is an issue, and are working with local stakeholders to increase awareness of the issue.

- **Around 12% of all households, 28% of over 60's, and 24% of dependent children live in households reliant on Housing and/or Council Tax Support.** We have 31,552 working age taxpayers who receive Council Tax support.
- **Fuel poverty is slightly higher than the national average in Sheffield**, at 12.4% of households, thereby impacting 29,000 people. National statistics suggest that this rises to 28% of unemployed households and 22% of lone parent households with dependent children.
- While the **pay gap between men and women has been reducing on average, there is still evidence that, on average, men are paid more than women**; the average gender gap in median incomes in Sheffield was £9,204 in 2016. Female pensioners therefore tend to be poorer than male pensioners.

Other issues, which cannot be separated from experiences of financial exclusion and poverty, include age, ethnicity, sexuality, disability and domestic abuse.

- There are **100,000 people with a long term limiting illness, equivalent to around 20% of the population**, with 9% saying this limits their activity a lot. This is the closest estimate it's possible to reach of disabled people living in the city. Although the city is becoming healthier for most people, health inequalities across the city remain, and are in some cases are widening, in particular for older people, the young, some women, and some ethnic minority groups.
- **People in the most deprived parts of the city still experience poorer health and die earlier than people living in the rest of the city.** Life Expectancy in the city is 78.9 years for men and 82.5 years for women. There are more women than men in the city, due to higher life expectancy for women. However the healthy life expectancy for women is declining and is now 3.7 years below the national average.
- Data also shows an increase in the number of **food banks**, which highlights the fact that a large numbers of Sheffield citizens are struggling.

We also continue to produce our set of [Community Knowledge Profiles](#) about some of the diverse communities of Sheffield. These cover topics such as demographics, language, employment, education, health and housing and are available publically and can be accessed via the council's website.

We plan to review our approach to this area of work in 2018.

## APPROACHES TO ENGAGEMENT

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The Council adopts a range of approaches to consultation and engagement. In 2015 we launched a new consultation system, [Citizen Space](#) which stores the majority of our consultation activity and provides a user friendly way for people to both respond to and see the outcomes of consultation activity.

Council meetings are held in public, including Cabinet, Full Council and the five Scrutiny Committees. We also organise additional open meetings such as those concerning the budget, as well as numerous local forums and petitions. Through both direct engagement and the work of the [Local Area Partnerships](#) our Local councillors are an important channel for the voice and concerns of local people and communities.

The State of Sheffield 2017 report confirms that during the past year, the Council run over 200 public consultations on issues ranging from carer respite services and local neighbourhood surveys to views about library services. Participation rates in these consultations is strongly influenced by the specific issue, the level of communication and publicity, and the type of method used for each consultation, with citywide issues such as parks, libraries and waste management receiving higher response rates.

In developing our budget proposals for 2016-17 we have undertaken a range of consultation activities through our 'budget conversation'. Alongside this, we have also consulted with people about proposals on particular themes or in specific areas, and will continue to do so. This consultation takes many forms, depending both on the nature of the proposal and which providers, service users and communities are likely to be affected. This has included, and will continue to include, consultation with employees where we are proposing staffing reductions.

## EQUALITY HUB NETWORK

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The Council set up the [Equality Hub Network](#) to strengthen the voice and influence of communities of identity (COIs) in Sheffield by providing a route for the Council to engage with COI to help shape policy and services in the city.

These are specifically identified as a protected characteristics in the Equality Act 2010. Further details about the Equality Hub Network are outlined in the next section of the report, under our equality objective 'to strengthen voice and influence of under-represented communities within the city'.

## 6. EQUALITY AND FAIRNESS OBJECTIVES AND OUTCOMES

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Under the Specific Equality Duty we must set Equality Objectives every four years. These objectives help to demonstrate our compliance with our Public Sector Specific Duty and provide a clear framework for meeting our General Equality Duty. The Objectives set out below were agreed in 2014 and are designed to link into our ongoing work on fairness.

- 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

The following are examples from across the Council that demonstrate our commitment to achieving our objectives. However, there are some areas that continue to require active management. These are noted in the report and include: health inequalities, hate crime and poverty and financial inclusion. These objectives will be reviewed in 2018.

### **A. To be a leader and a guarantor of equality and fairness for the city**

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#### **Leadership and Governance**

At Cabinet level the Leader has responsibility for equality supported by a Cabinet Member. At Officer Level, the Strategic Equality and Inclusion Board (SEIB) is chaired by the Chief Executive and has Director Representatives from each Portfolio. This Board provides a clear framework and approach to equality across the Council, oversees performance and ensures that services demonstrate that equality and fairness outcomes are being delivered.

SEIB meets quarterly to look at customer and staff issues and has considered areas such as; workforce equality data and action plans, partner organisation workforce diversity monitoring, customer monitoring data, equality objectives and the Equality Hub Network Progress Review.

Each Portfolio reports on work taking place across their areas. The Board also includes representatives from staff networks and from key strategic partners such as Kier, Capita, Amey and Veolia. The workforce diversity of these partner organisations has been identified as an issue that we are working with them on and they provide annual updates to the Board.

During 2016-17 the Board also considered a number of other specific issues, including:



- A report on the **Workforce Opinion Survey**, with a particular focus on disability (due to lower than average scores for this group).
- An update report on the **Disability Confident Scheme** (which replaced 'Two Ticks')
- A further update from Legal Services regarding **Education Appeals Panel diversity**, specifically in relation to gender and ethnicity.
- A briefing paper on **Customer Equalities Monitoring Data**

Related outcomes during the 2016-17 period include:

- A request for more detailed portfolio specific reports to enable detailed analysis of the **Workforce Opinion Survey** data with regards to lower scores for disabled staff. Each Portfolio was also asked to produce an action plan outlining the measures they plan to take to address the issue; these action plans were subsequently shared with the Board along with updates on progress.
- Legal Services were asked to further reflect on lessons learned from their work on **Eductaion Appeals Panel diversity** and to investigate the possibility holding panels outside of the Town Hall.
- The Board Chair committed to the Council becoming a **Disability Confident** Level 3 employer (currently Level 2)
- The Board also requested the development of a set of minimum **customer equality data standards** that would be built into the Customer Experience Strategy.

Equality work is mainstreamed in the Council and we have a Social Justice and Inclusion Manager, within the Policy, Performance and Communications Service providing corporate support and leadership on Equality. This role is supported by a small number of Officers who work on fairness and equality issues in Portfolios and HR with the aim of ensuring compliance with our duties and a robust approach in service planning and delivery and that resources are used and coordinated effectively. The Portfolio representatives also feed into the Strategic Equality and Inclusion Board via 'Equality Leads Meetings', which take place bi-monthly.

This model has been in operation for the last 9 years and should be reviewed in 2018-19 to ensure it's still fit for purpose given the changes in Council staffing and structures over that period.

In 2016 a 'City-Wide Equality Group' group was also established. The group bring together senior practitioners in the fields on equality, diversity and inclusion to share good practice and discuss citywide issues. Membership includes the Council, the two city Universities, South Yorkshire Police, the Clinical Commissioning Group (CGG), and National Health Service. Topics discussed by the Group include Disability Confident Scheme and the Stonewall index.

The Council also leads on and supports a wide range of partnership working bodies and approaches in the city.

We have worked in partnership across the sectors to develop and deliver approaches to tackle inequality during 2016-17 and examples include, the Tackling Poverty Strategy 2015-18, and ongoing work on the Fairness Commission and Our Fair City Campaign.

## Events and Activities

The General Equality Duty requires us to foster good relations between groups of people who share protected characteristics and those who do not, and to encourage the participation of communities of interest in public life. Our work in this area continues to develop, including through our Equality Hub Network (EHN) and Local Area Partnerships (LAP's), and we continue to join up approaches with partners. We have supported (and in some cases organised) a number of high profile commemorative and awareness raising events including:



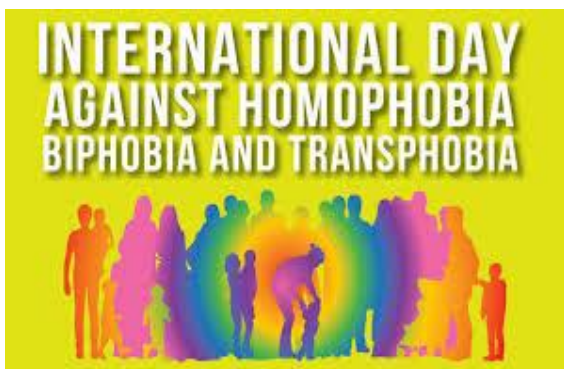
**International Women's Day** events were held in 2016 and 2017 across the city and were organised in partnership with women from different communities and sectors. Events included a range of activities including talks and film showings. In 2016 a large event was held at the University of Sheffield.

The Council also supported the **SheFest Fringe Festival** both 2016 and 2017. The festival arranges a range of activities across the city, including educational talks, social activities and workshops. SheFest is organised by a community organisation which is run by small team of local volunteers; and in 2016 it was voted as one of the [Best UK Festivals for International Women's Day](#).

In both 2016 and 2017 we held our **Annual Holocaust Memorial Exhibition and Candlelit Vigil** event in the Winter Gardens. The event seeks to share the memory of the millions who were murdered in the Holocaust and subsequent genocides around the world. The activities also aim to challenge hatred and persecution in the UK and across the world today. We always work with a range of local voluntary and faith organisations and schools to organise the activities. During the daytime we also screened a selection of short films, which recount life stories of those affected by the Holocaust and subsequent genocides.



The City Centre Management and Major Events Team have also worked with a large number of organisations to assist them in delivering their events. These have included: Sheffield Royal Society for the Blind, Guide Dogs for the Blind, World Aids Day, Amnesty International, World Prematurity Day, School Choirs and Christian Church Carol singers, Mental Health Awareness Week, International Day of Disabled People, Sheffield Pride and Pinknic and Holocaust Memorial Day. We also work with a wide range of charities hosting a range of events (particularly in local parks) including fun runs, duck races, night time walks and concerts.



In both 2016 and 2017 we supported activities linked to 'International Day against Homophobia and Transphobia' held in the Peace Gardens in the City centre.

The Council also supported an application for funding for the Annual Pinknic event that is held in the city centre Peace Gardens, to help grow and sustain this event.

In 2016 our Children, Young People and Families Portfolio were one of the supporters and contributors to the 'Trans Forming Services For Transgender and Gender Non-Conforming Young People' Conference that was organised by the Sheena Amos Youth Trust (SAYiT).

Details of [equality events and festivals](#) taking place in Sheffield are available via our Equality Internet pages

## Case Study - Trans Forming Services for Transgender and Gender Non-Conforming Young People' Conference

Organised by Sheena Amos Youth Trust (SAYiT), the conference took place in November 2016. It was held primarily for professionals to examine the issues faced by Transgender and Gender Non-Conforming young people and to explore how services can respond more appropriately to their needs. It was targeted at teachers, social workers, schools and health services, policy makers, third sector organisation staff and organisations from across Sheffield were represented.

**SAYiT**  
sheena amos youth trust

**Be a Part of Trans\* Forming Services**  
for Transgender and Gender Non-Conforming Young People

Monday 21<sup>st</sup> November 2016  
9:15am – 5:15pm  
City Centre Venue

This conference is being held primarily for professionals, as a one off event, to examine the issues faced by Transgender and Gender Non-Conforming young people and ways in which services can respond more appropriately to their needs.

The aim of the conference is to improve the delivery of education and services to Transgender and Gender Non-Conforming young people.

The key note speech is being delivered by Lee Gale, a highly esteemed Trans\* equality Trainer and Consultant.

Other presentations will be provided by Stonewall, Hallam and Sheffield University, and Young Transgender and Gender Non-Conforming People from SAYiT. Services providing support for Transgender and Gender Non-Conforming young people will also be represented.

The conference is suitable for teachers, youth workers, social workers, health professionals, policy makers, health and social care providers and other interested parties.

**Closing date for applications is 6<sup>th</sup> November 2016**  
Places and further information for this conference will be confirmed after the closing date via email.

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City Council

[www.sayouthtrust.org.uk](http://www.sayouthtrust.org.uk)    [info@sayouthtrust.org.uk](mailto:info@sayouthtrust.org.uk)    01142 412728

Speakers included representatives from SAYiT, who informed delegates about their work, Lee Gale from Gendered Intelligence who has been working with Trans communities since 2000; Sarah Rose from *Stonewall* who presented on the impact of Transphobia in schools and recommendations for creating and providing better services for Transgender young people; *Clare, a parent of a Transgender Child* who spoke about her experience; and young people from SAYiT, who presented the findings from their 'Trans Survey'. Young people had been involved in the design of the 'Supporting Trans young people' booklet that was given to all delegates at the conference.

Workshops gave delegates a chance to share best practice and reflect on ways in which services could begin making improvements to better support Transgender and Gender Non-Conforming young people. As a direct result of the conference there has been an increase in referrals from schools and colleges and requests to deliver training sessions to staff in settings and services.

## **B. To ensure our budget, policies and processes are implemented fairly**

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Inevitably when funding is reducing year on year at the scale that we have experienced, there will be an impact on the front-line services we deliver and on some of the work we do with groups who share a protected equality characteristic. We have tried to minimise the impact on these groups as far as possible, however we have had to make some really difficult choices based on our priorities.

### **Equality Impact Assessments**

As a matter of operational practice, we undertake equality impact assessments (EIAs) across the Council. This is a systematic way of assessing the effects that a proposed policy or decision is likely to have on different people within the city and demonstrates how we meet the General Duty. We take a proportionate approach to EIAs focussing on those areas of high impact and risk.



We ensure all budget related proposals have had appropriate EIAs and that there is appropriate consultation with stakeholders including service users, service providers and staff. The budget has an overview EIA that provides a summary of the potential areas of impact.

The [2016-17 Council wide Budget EIA](#) and the individual service EIAs on the budget proposals that underpin it focus on the impact on protected characteristics set out in the Equality Act 2010. In addition, we also use the EIA process to assess the impact on other issues such as the Voluntary, Community and Faith sector, financial exclusion and poverty, carers and cohesion. Since 2015 we have also used the process to assess the impact on health and well-being as part of our commitment to tackle health inequalities.

### **Consultation**

As part of developing budget proposals for 2016/17 and 2017/18, the Council undertook a range of consultation activity with local people and organisations through our 'budget conversations',; the activities included an online survey and discussion groups. Activities and discussions built on earlier consultation activity where feedback had supported the Council's priority of protecting services for those people in greatest need or at risk.

This process helped ensure that the proposals put forward were shaped by people who may be affected by decisions taken as part of the budget, and enable people to have an opportunity to put forward other ideas for consideration.

## C. To ensure our services are fair and accessible and customer experiences are positive

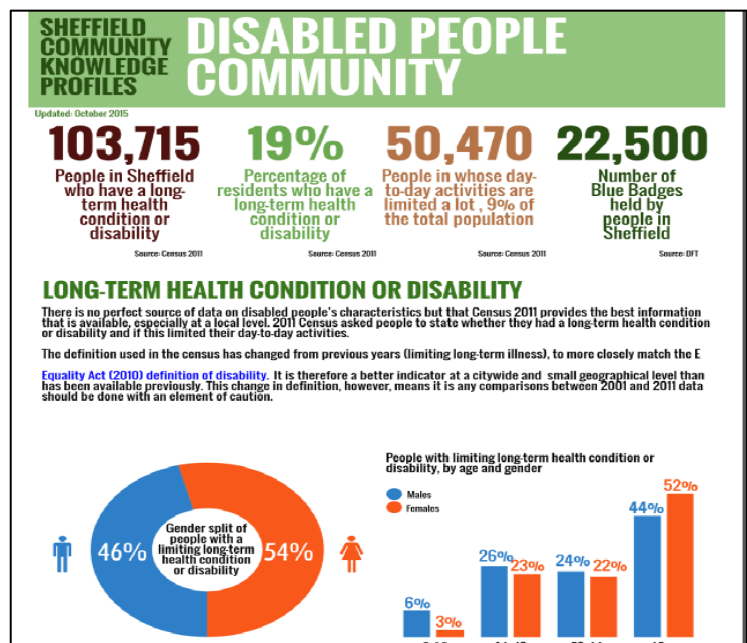
### Equality Impact Assessments

[Equality Impact Assessments](#) (EIAs) are one of the main routes we use to ensure that our services are fair and accessible and that we meet our Public Sector Equality Duty (PSED). In addition to this, we are focusing particularly on increasing our understanding of communities and on our customer monitoring.

### Understanding our communities

Sheffield is a city which is changing in its demographic makeup. It is important that we understand the people and communities in the city, and how their needs differ so that we can plan and deliver services effectively.

We have a suite of [Community Knowledge Profiles](#), covering a range of different communities of geography and identity in the city, including Lesbian Gay Bisexual and Trans (LGBT), disability, women, lone parents, carers, as well as Black and Minority Ethnic (BME) communities including Bangladeshi, Chinese, Yemeni, Somali, Roma, and Pakistani. These profiles help inform the services that we provide or commission, by supporting a better understanding of our diverse customers, which aids work on Equality Impact Assessments (EIA's), changes to services, policy, strategy and budget proposals.



The profiles can also be used alongside a range of other information such as the [EIA guidance](#), [Hidden Impairments Toolkit](#), monitoring guidance and guidance on workforce diversity, to better understand the communities of identity in Sheffield.

[The Accessible Information Standard](#) - is the Government's standard for information which applies to organisations offering adult health and social care services. From 1st August 2016 onwards, all organisations that provide NHS care and / or publicly-funded adult social care are legally required to follow the Accessible Information Standard. The Standard sets out a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information and communication support needs of patients, service users, carers and parents with a disability, impairment or sensory loss.

During 2016-17 we have been working to make sure we have systems and guidance to support the standard. In Adult Social Care we already provide accessible information to people and

support them with any communication needs they might have. As part of social care assessments, staff adapt their work style around what clients need and make sure they communicate in an appropriate way. The Accessible Information Standard formalises, and strengthens, what Adult Social Care staff are already doing. Our Commissioning Services have also been updating our contracts with organisations that provide adult health and social care services for us to ensure that they comply with the Standard.

In line with Care Act requirements, we have also updated our Adult Social Care staff guidance to ensure consistent practice around the provision of information and advice to customers and potential customers (adult social care customers are older people, disabled people, and family carers).

## Adult Social Care - Fact Sheets

We have created detailed information about adult social care in Sheffield for partner organisations and assessors; and we also have a set [factsheets](#) that can be used both by professionals and members of the public. These can be downloaded from our website and we can provide the information they contain in other alternative formats (to meet people's accessibility requirements) on request. The factsheets cover a wide range of topics, including 'Independent Advocacy' and 'Prevention and Reablement'.



## Sheffield Directory

The [Sheffield Directory](#) is available online. It provides information about the services and support that are available across Sheffield, as well health and wellbeing information and advice.

The Directory includes a section on '[money and debt](#)', which provides information on the local and national help that is available, including details of help targeted at particular groups (e.g. older people, people with learning disabilities and people with mental health problems).

## Customer Services

The Councils Resources Portfolio continue to work to ensure that all of our services are fair, accessible and offer customers a positive experience.

The Customer Services Team is at the forefront of delivering that aspiration with the First Point facility, and the Council's telephone Contact Centre and the Registrars Team both sit within its remit. Our Telephone Advisors dealt with over 1million calls during 2016/17 and we collate customer feedback to ensure we continually monitor and improve our services. Our Telephone Advisors are assessed for the quality of their call handling skills, including the helpfulness of their response, their manner support with customers and whether they have dealt with a call in a way that

meets the needs of individual. During the 2016/17 financial year the average quality score for our Advisors was over 94%.

Within the Resources Portfolio the emphasis remains on providing the best and most appropriate levels of service to all of our citizens and communities. The Portfolio leads on the Council's Customer Experience Strategy which is squarely aimed at providing our citizens with the opportunity to interact with the Council in a way that meets their express needs, and to hear the voices of citizens in terms of how our services and interactions should be developed in the future. The Customer Services team are working closely with the Equality Hub Network to more clearly hear the communication needs of different groups and communities.

## Addressing Inequality of Access and Unfairness in Services

Other examples of how we have sought to address access and fairness in services include:

- **Physical Activity and Sports Team** hosted 7 Disability roadshows aimed at providing people with disabilities, their families / carers and disability service partners with information and support in accessing sport and physical activity services. These have been delivered in a range of venues across the city and at varying times.
- **Parking Services** engaged with the Equality Hub Network Disability Hub, attending the Hub meeting and presenting information about the Blue Badge Fraud initiative. Feedback from the discussion was good and very welcoming of the initiative. Positive comments were received from people who thought it would be very helpful to genuine blue badge users in terms of freeing up convenient parking spaces and overcoming perceptions that many genuine blue badge users weren't really disabled. The Disability Hub also supported the publicity and communications and informed the wording and styling of the posters.
- **Environmental Protection Service**, in partnership with other organisations, commissioned two short animations films, one with a voiceover and the other without which uses a translated script or via a live translation/ language line. This work was commissioned as part of the ongoing work the service have been doing with the Roma community in the Page Hall area of the City to help give them an understanding of the requirements in relation to waste, litter, bonfires, rodent control and noise, to build the communities understanding and support community cohesion.
- **Community Services** secured funding from DCLG (Department of Communities and Local Government), to employ a small team of staff, in place during 2016-17, to undertake work around community development, engagement, ESOL and skills development targeted at newly arrived communities. The team included, a Community Co-Ordinator and a Development Worker and a small team of Community Learning Champions. The projects focussed on areas of the city which had experienced high levels of migration in recent years, with a specific focus on engaging with the Roma-Slovak community who were experiencing multiple levels of disadvantage and showed lower levels of participation in ESOL and other training opportunities.



- **Customer Services Team** within our Resources portfolio oversees the Council's use of translation and interpretation facilities which makes use of the Language Line service. During 2016/17 bookings for interpreters across the Council's face to face and telephone services were made on 11,132 occasions covering requests for 61 different languages as well as for help communicating with people with communication impairments and disabilities.

### **Case Study - Armed Forces**

Resources portfolio and Customer Services (in particular) have also been in the forefront of the Council's work to build better relationships with the armed forces community in Sheffield, including veterans. This community includes people who have been institutionally disadvantaged, 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.



## **D. To advance equality, inclusive and fair practice within our partners and supply chain**

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Sheffield City Council seeks to be a leader amongst other public sector partners, and to use its commercial influence to set standards for equality, inclusivity and fair practice within our supply chain.

Some of the ways that we fulfil this role include:

- Equality Impact Assessment template and guidance are used during procurement to ensure that potential equality impacts are defined at the beginning of the process and followed through in the tender process in a proportionate manner.
- In particular strategic relationships the Council has in place an audit programme. This includes training to evidence and test suppliers compliance with contractual requirements concerning equalities. This is also discussed as a standing item at supplier meetings. The tender process requires suppliers to demonstrate how their organisation has embedded equalities throughout their business practices and all tender submissions are evaluated against pre-determined criteria to ensure that they are able to deliver quality and value for money services.
- The Council has developed a best practice “Intelligent Client” model approach to ensure the effective management and development of contracts and commercial relationships. The Model is underpinned by a contract management toolkit that includes periodic checking of equality and diversity data. Our approach ensures that the appropriate governance arrangements are in place to support contracts and that suppliers are being effectively monitored.
- Our strategic partner organisations – Capita, Veolia and Amey - attend and present information to our Strategic Equality and Inclusion Board (SEIB) covering staff and customers.
- Creative Sheffield exists to create the conditions for economic growth, a pre-requisite to tackling economic exclusion. This involves helping people that want to start a business, enabling physical regeneration and attracting investors who create jobs. This activity complements work in other Council Departments, most notably Life Long Learning and Skills, who help give people the skills to access opportunities provided by a growing economy e.g. through skills training, apprenticeship and back to work support.

We have also delivered Energy Improvements in the city’s housing stock and energy supplier switching opportunities, specifically:

- **Central Heating Fund Scheme (DECC funded)** - this project successfully delivered central heating to 50 properties in the Sheffield area. The scheme was targeted at properties without gas central heating where residents are at risk of suffering from the effects of fuel poverty. Households are classed as vulnerable to fuel poverty by using the

Governments low income / high cost definition or someone living in the house claiming a gateway benefit e.g. pension credit.

- **NEA Warm & Healthy Homes Fund** – a fund of £325,000 will be targeted at residents with long term health issues. The project delivered a range of heating and / or insulation measures to properties across the city, measures available included replacement boilers, new heating systems and insulation.

## E. To foster a safe, cohesive and accessible city

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Sheffield is a relatively safe city, but we are not complacent. There are still challenges in terms of accessibility, especially for disabled people. During 2016-17 we continued to work collaboratively and in partnership with [Disabled Go](#), [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 new Access Guides were developed by the Partnership in 2015. They are published on [www.disabledgo.com](http://www.disabledgo.com) and will be integrated fully into Council and tourism websites.

The Access Guide enables people to make informed choices about the services they want to access - enhancing information for visitors and residents, promoting the city's attractions, 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 2016-17 25 new Access Guides were completed. We have also started work on a Carers Card, which will be progressed further during the next year.

Community safety is a key factor to reducing inequality and wellbeing is seriously affected by the reality and fear of crime. Gender, disability, age, ethnicity and where you live are significantly associated with feelings of safety. This especially relates to hate incidents/ crime and domestic abuse and sexual exploitation.

We continue to work with partners to ensure a joined up approach to ongoing and strategic challenges through the Safer and Sustainable Communities Partnership. Members include South Yorkshire Police, Sheffield City Council and the Voluntary, Community and Faith Sectors.

During 2016-17 we worked with [Sheffield Cohesion Action Group \(CAG\)](#) and the voluntary and faith sector to co-produce a new cohesion framework '**Sheffield Together: the Sheffield Cohesion Framework for Action**'. We have also delivered a range of projects that help build, sustain and celebrate cohesion in the city.

Examples of our work around, safety, cohesion and access are outlined below:

- Our [City Centre Ambassadors](#) work almost every day with a wide range of people in the city centre including homeless people, people with mental health problems, people with disabilities, elderly and vulnerable people and others with a wide range of needs, offering support, signposting and help where possible.
- City Centre events supported by the **City Centre Management and Major Events Team** cater for a range of visitor demographics including local communities with enhanced social benefits (e.g. family activities, free events). The Team have worked with the Business Improvement District (BID) to improve access and navigation and create a safer day-time and night-time economy. One example has been the work with Special Olympics GB to

improve mobility access for the Games in 2017 and this will be used this to promote Sheffield as an exemplar for Mobility.

- In 2016, the Cohesion Lead for the **Children, Young People and Families Portfolio** was involved in a range of projects and initiatives with school staff, governors, parents, young people, faith groups or wider community. This includes working directly with 10 schools to support 'putting cohesion' into practice'. The officer also worked with two schools to celebrate interfaith week where a series of assemblies were held for all year groups (Y1 – Y11) in the secondary school, with the theme being 'respect for yourself and others'. Representatives from the Mosque, Church and school delivered the joint assembly. The Officer also supported a series of schools and parents partnership events' (held in Burngreave, Netherthorpe and Netheredge areas) with follow up workshops by individual schools for parents. Presentations on Community Cohesion have been given to audiences including the Sheffield Advisory Committee on Religious Education (SACRE) and the Sheffield Multi-Cultural Education group.

Our [Trading Standards Service](#) have also undertaken a range of work around tackling financial abuse from scams and rogue trading. This has included supporting vulnerable and often very elderly people affected by nuisance calls and aggressive sales practices via the Rogue Traders project which aims to deliver a transformational reduction in the number of victims of scams and instances of rogue trading in Sheffield.

The initiative was officially launched in September 2016 with a briefing to key partners and this coincided with the initial publicity for the projects "**NOT BORN YESTERDAY**" campaign and information material.

Outcomes of the project include:

- Stronger links between the various partner organisations with a greater appreciation of roles and solutions on these issues and awareness has increased.
- Officers have provided awareness training and guidance material and campaign material, guidance and contact information is now with councillors and partners across the city.
- Officers have participated in a number of events with partners including:
  - Santander Meadowhall 'Customer focus day'
  - Birley 'Safe and well' event with local councillors
  - Sheffield Hallam University and Age UK Sheffield 'internet safety'
  - Virgin Money: customer focus day: 'Scams awareness'.

Some case studies linked to the project are outlined on the following page.



## Rogue Traders Project -2016-17 - Case Studies

### Case Study 1

In 2017 an incident was reported to trading standards from a local post office. An 85 year old male had been contacted by someone posing as a BT representative. The scam focused on misleading the man into believing the company had disrupted his phone / internet connection and having now resolved the problem he was entitled to compensation of £250.

The man was asked to provide debit / credit details which he did. Shortly afterwards the scammer rang back and advised that the company had mistakenly refunded £2500 instead of £250. It was then requested the man go to the post office and provide a money gram transfer for the over payment. The scammer rang 11 times in the next hour until the man went up to the Post Office to transfer the money.

The Post Office displays the project material and staff became immediately suspicious and the transaction was stopped. Officers visited the gentleman and have now installed a call blocking unit for him to screen further nuisance calls.

### Case Study 2

In 2016, a 91 year old female with onset dementia and living alone was targeted by a Derbyshire based 'energy saving' company. Our investigation revealed the company had repeatedly cold called her over a period of 10 months attempting to sell her exterior wall coating contracts in excess of £40,000. The contracts were cancelled following the intervention of her neighbour, family and trading standards.

Sheffield Trading Standards have installed a call blocking unit and liaised with the family in respect of lasting power of attorney. This business's practices featured in the BCC Watchdog program on the 28th June 2017 and are currently under investigation by Derbyshire TS for their aggressive sales practices. An ABE assessment and interview was carried out to assist Derbyshire with their investigation.

### Case Study 3

In January 2017, a male, living alone in the Nether Edge area of Sheffield was door knocked by a 'trader' advising he could repair a loose slate on his roof. The victim described how the following day he found a gang of men ripping the roof from his bay window and being swept along in a well-conceived plan.

The investigation has revealed that over the course of a two week period the victim paid £14,250 in cash for work which has been described by an independent expert as poor quality and valueless.

This is an ongoing investigation concerning a very vulnerable individual having been systematically defrauded of all his life savings. The victim is receiving assistance and was the subject of a safeguarding referral.

### Case Study 4

In March 2017, Natwest Bank contacted trading standards. An 80 year old male had attended his local branch with a scrap of paper containing account and sort code details, asking to transfer £16,000.

Officers responded immediately, whilst the bank agreed to delay the payment. The man, assessed as vulnerable and living alone in S11 area had contacted the trader following a leak in his roof. The initial contract was for £3000 but within 24 hours this was aggressively up-sold to over £16,000.

This is an ongoing investigation and the resident has not had to make any payment to the traders.

The Council and partners have also continued to undertake work to increase the reporting of hate crime in the city. The case study below also outlines activity undertaken by the **Safer and Stronger Communities Scrutiny and Policy Development Committee** and the involvement of the Equality Hub Network.

### Case Study – Hate Crime

In July 2016 the government published its Hate Crime Strategy "[Action Against Hate](#)", which sets out its priorities for addressing hate crime and increasing levels of reporting. During 2016-17 both national and local data showed an increase in hate crime. At a national level the State of Sheffield 2017 noted "*Nationally there has been a reported increase in hate crime of 19% over the last year, the majority of which were racist incidents*". Figures from the National Crime Survey suggested a continued issue in terms of underreporting with particularly low levels of reporting for some groups, including disabled people and the LGBT+ community.

As a result of concerns around hate crime and to aid increased reporting, the and Stronger Communities Scrutiny Committee set up a task group to look at reporting hate crime in the city. The Group met with a range of individuals and organisations to build its understanding, including Sheffield Voices, Young Advisors, the Police and a number of 'Third Party Reporting Centres'.

The Task Group Report made 12 recommendations, including around the areas of communications, partnership working and the role of Third Party Reporting Centres. The findings are set to influence the Safer and Sustainable Communities Partnership Board's Hate Crime Action plan.

A full copy of the [Scrutiny Task Group Report](#) is available, along with the [initial response to the recommendations](#) published in July 2017 .

Led by the BAMER Hub (Black, Asian Minority Ethnic and Refugee) part of the Equality Hub Network a 'Tackling Hate Crime Working Group' was established in 2016. Focussing on awareness raising and communications, including building the communities understanding of the difference between a hate crime and a hate incident. One of the main outcomes of this work was that the group worked with the South Yorkshire Police Communications Team to look at re-designing the communications materials for the Police, in term of posters and leaflets. During 2016-17 the Council also supported the running of the 'Hate Crime Scrutiny Panel' which is delivered by Stope Hate UK (commissioned by South Yorkshire Police). The Panel meets on a monthly basis and is open to members of the public. Each session focuses on a small number of hate crime cases, and attendees have the opportunity to consider the case and the Police response and provide any feedback / suggestions.

## **F. To strengthen voice & influence of under - represented communities within the city**

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

These COIs are specifically identified as a protected characteristic within the Equality Act 2010. We chose to focus 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

In 2016-17 we would estimate that over 1,000 people attended Equality Hub Network (EHN) joint events or hub meetings on a range of topics that were decided upon by Hub members, such as hate crime, health and transport and thousands more have engaged with events supported by the Hubs such as Holocaust Memorial Day, International day for women, SheFest Pinknic and the Peace Walk etc.

The monthly [Equality Hub Network Newsletter](#) now goes out to over 1,300 people and copies are also available online. The newsletter 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.

During 2016-17 the 'Equality and Fairness Grants' provided funding of £98,000, with a maximum grant of £15,000. Funded activities had 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". Funding was awarded for the purpose of:



- Co-ordinating each of the Equality Hubs (Age, BAMER, Disability, LGBT+, Religion/Belief, Women\*) representing the identified communities of identity (COIs) that make up the Equality Hub Network Sheffield – grant recipients included Disability Sheffield, LGBT Sheffield and Sheffield Faiths Together.
- Contributing to an effective overall Equality Hub Network, including the Equality Hub Network Board – this included funded a range of voice and influence projects including activities delivered by the Chinese Community Centre, Sheffield Mencap and Gateway and T-Boys.

\*The investment in the Carers' Hub has been built into the Carers' Contract 2017.

The [Equality and Fairness Grant 2016-17 Progress Report](#) provides further detail on the activities that were funded.

## Service specific and interest groups

In addition to the Council-wide Equality Hub Network, individual portfolios and services have their own initiatives aiming to strengthen the voice and influence of under-represented communities.

These include the following:

- Disabled people are supported to increase their voice and influence through the **Access Liaison Group (ALG)** which brings together disabled service users, representatives of disabled groups in the City with councillors, policy developers and planners. The Group meets monthly to discuss key issues regarding access to the built and man-made environment, facilities and services within the city. Some examples include:
  - **Meadowhall Leisure Extension** - A thorough, well considered presentation from the architects and landscape architects involved was made; including additional support for the Groups visually impaired members. Proposals for the significant extensions to Meadowhall were discussed and broadly approved of by the Group; Issues concerning parking, layout, acoustics and the provision of Changing Places and Accessible child-care facilities were raised.
  - **Charter Square Highways Proposal** - Proposals for the landscaping of the space between the back of Debenhams up to and around the Grosvenor site were discussed, including unique designs for Cycle lanes, bus stops and pedestrian crossings that work for Blind and partially sighted people.
  - **Private Hire Operators Public Consultation** - a Central Government decision to enforce the Equality Act (formerly DDA 1995) requiring private hire vehicles to be wheelchair accessible is to be brought into force. This does not affect Sheffield whose Licencing Service has required operators to use wheelchair accessible "hackney carriage" type vehicles; one of the few authorities outside London where this is the case.
- Within the **Communities Portfolio** (which includes adult social care services), all formal consultations include a variety of mechanisms and support to take part e.g. easy read, online, focus groups, telephone support etc. Ongoing engagement with customers and

citizens include self-run groups and use of alternative formats. Links are made and specific initiatives undertaken to reach seldom heard groups e.g. Serious Mental Illness report for Right First Time work; Transition Parent Carer Focus Group for Adult Social Care..

- [Transport4all](#) - a city-wide pan-disability group of disabled transport users, which is supported by the Highways service in meeting quarterly with SCC, South Yorkshire Passenger Transport Executive (SYPTTE), and public transport operators in the city. The group advises on how to improve access to transport services for disabled people and move towards equal access. These groups have informed improvements in access and design of a wide range of projects.
- The **Housing Equalities Group** is made up of residents and representatives from voluntary and community groups who have an interest in strategic housing issues. The group helps SCC and Sheffield Housing Company monitor and review housing delivery, strategies and policies to ensure we take account of equalities issues for all different groups.
- [Challenge for Change](#) is the Councils tenants' scrutiny panel. It is made up of customer challengers who:
  - Tell us how we can improve services for customers
  - Examine how our business is run
  - Ensure customers' views drive change
 The panel have been involved in a range of areas, including vacancy management and community engagement.
- The **Community Youth Team** led an annual young people's City Wide event to celebrate International Youth Day. . They also deliver centre based youth work sessions, and part of their curriculum work is to help educate and raise awareness and appreciation of diversity.
- The **Traveller Support Officer** has worked with colleagues and residence on Traveller sites to increase participation in schools. This focuses on promoting the mainstreaming agenda to persuade schools to support the Gypsy / Traveller pupils on their rolls. This has resulted in an increased responsiveness of services and improved communication between Travellers and service providers, including the Police

Overall Sheffield retains an active voluntary and community sector and the State of Sheffield 2017 report noted high levels of volunteering among residents within their communities.

In 2016 we supported a joint research report with Voluntary Action Sheffield on the State of the Voluntary, Community Sector in Sheffield. The research and [report](#) was undertaken by Sheffield Hallam University Centre for Regional Economic and Social Research.

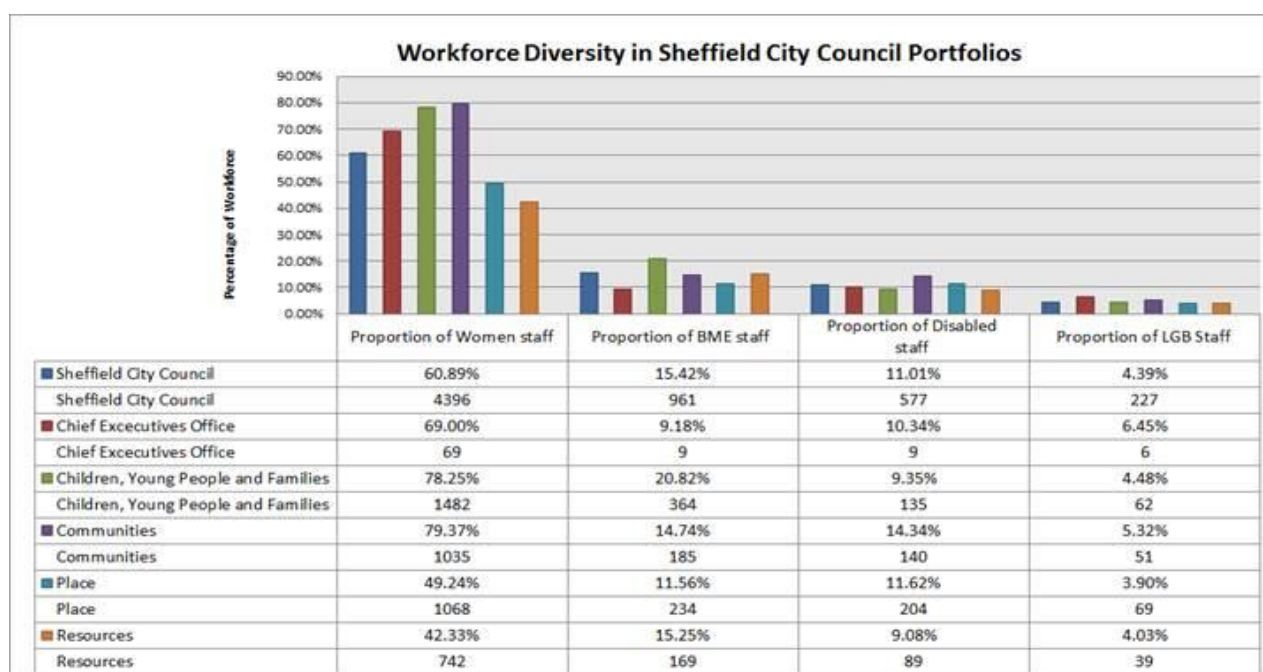
## G. To foster an accessible, inclusive and positive working environment for our staff

Sheffield City Council is committed to ensuring fairness for our employees. In our **Workforce Diversity 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

Detailed information about the current workforce profile can be found in the [Workforce Equality, Diversity and Inclusion Report 2016-17](#).

We use the 2011 Census to determine if we are reflective of the City's 16- 65 population. We know that overall, our workforce falls short of being reflective of the population of Sheffield and that proportions differ across our portfolios.



The composition, skills and commitment of the workforce are vital factors in our ability to deliver effective, efficient responsive and personalised services. We continue to monitor workforce issues within Portfolios and across the Council, and are aware of the need to address:

- The degree of occupational segregation within the workforce, such as a high proportion of women in some portfolios and men in others.
- Under-representation of disabled, BME and lesbian, gay, bisexual (LGB) people in the workforce compared to the city average, although the trends are positive.
- Under-representation of disabled, women, LGB and BME staff at Chief Officer and senior levels.

We know that there are high numbers where employees' protected characteristics are unknown in some areas, such as disability so it is harder to determine if our data is an accurate reflection of our actual workforce. However, we continue to promote our Workforce Census and explore ways to communicate the importance of completing the Workforce Census with our employees.

We produce Equality Impact Assessments (EIAs) for managing employee reductions to ensure we look at and act on the implications as well. 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.

The monitoring of the managing Employee reduction (MER) and Voluntary early retirement / voluntary severance schemes (VER/VS) in previous years has showed no negative disproportionate impact on people who share a protected characteristic. However the 2016 / 17 analysis shows a downward trend on our Disabled workforce profile due to the fact that 2% of our disabled workforce left in 2016 / 17 through MER and VER/VS schemes. Given our disabled staff are also more likely to be older, above aged 46; this is likely to continue to impact this group.

We are refreshing our Recruitment and Selection policy and procedure to ensure there are equality messages are repeated throughout. We also continue to look at associated procedures to promote workforce diversity to reflect the demographics of the city for instance Positive Action when recruiting.

We are committed to holding an annual **Workforce Equality Event**. Last year, 110 employees attended and contributed to group discussions. Feedback from this event identified issues in the following areas which we aim to address HR Policies and Processes, Learning & Development, Communication, Culture, and Workforce Diversity.

We currently hold **Disability Confident** at Level 2 with a view to move onto Level 3 and are also a **Stonewall Diversity Champion**.

We are committed to continue to pay a '**Living Wage**' to Council employees and to extend this to our contracted providers where possible.

Sheffield City Council has signed the [Dying to work Charter](#) that means an employee who has been diagnosed with a terminal illness cannot be dismissed because of their illness unless this is their choice.

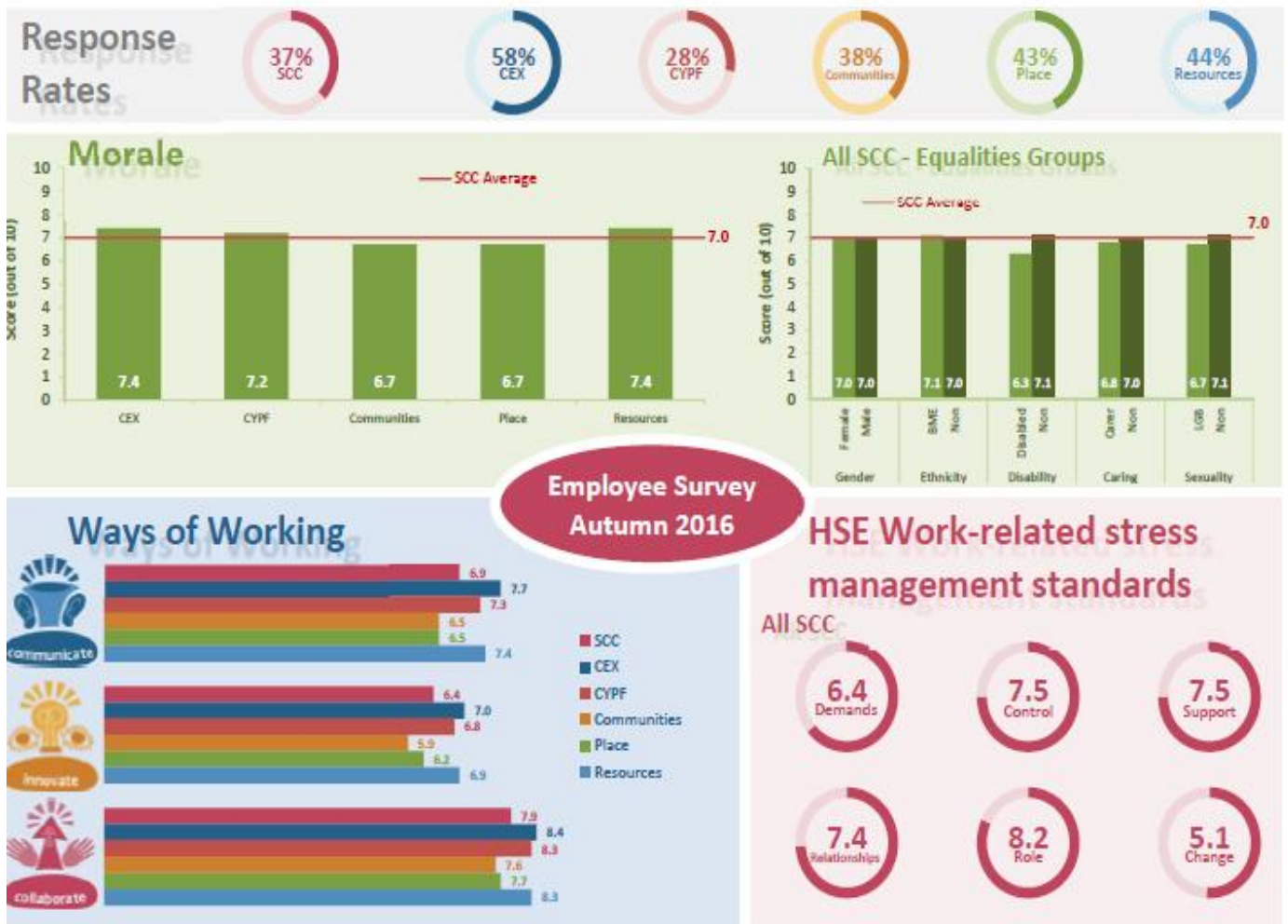
We also offer a range of **employment benefits** for our employees such as:

- The **Local Government Pension Scheme** is a valuable the pay and reward package.
- We offer a **flexi time scheme** in lots of our jobs. Employees can improve their work-life balance by **requesting to work flexibly**.
- **Employee led schemes** – We offer a number of schemes to employees to improve their work–life balance. These are requesting a career break, reduction in hours, or purchasing additional annual leave through a salary sacrifice.
- We offer a generous **occupational sick pay** scheme for eligible employees who are absent from work due to sickness or injury.
- We offer generous leave packages for eligible employees with childcare responsibilities. **(Maternity/Paternity/Shared Parental /Adoption /Parental leave)**.
- **Disability Leave** - If covered by the Equality Act 2010, a disabled employee can request paid time off for specified reasons relating to a disability. Employees can also request discretionary leave in certain circumstances.
- Employees and Managers can use **Wellness Recovery Action plans** to facilitate constructive and supportive conversations in relation to mental health issues.
- Employees can access confidential, 24-7 telephone advice and support for employees and family members through the **Employee Assistance Programme**.
- **Moorfoot Calm Space** – Employees working or visiting our main Moorfoot building can take some time to stop, think and reflect by visiting the Calm Space.
- Employees can access the **Westfield Health** cover scheme.
- **Free eyesight tests** are offered to those who routinely use a computer as a significant part of your normal day to day work.
- Employees based or visiting our main Moorfoot building can get fit with daily **physical activity sessions**.

## Employee Opinion Survey

We undertake analysis of our staff survey results based on protected characteristics to identify if there are any particular trends or challenges.

Most equality groups (except BME) have lower rates of satisfaction than the SCC employee average score. Disabled employees have significantly lower satisfaction than others and the trend is evident over a number of years. The Strategic Equality and Inclusion Board agreed that this should be a priority and be examined more closely.



Key findings in the latest analysis for the 2016-17 period, were:

- 87% of respondents agreed that SCC is an inclusive place to work. However, the proportion of disabled respondents and carers answering positively was relatively low.
- In terms of 'opportunities for development in the last 12 months', there was a clear score gap for all groups analysed (gender, disability, carers, BME and sexual orientation). ‘
- Opportunities for progression' scores were low across the organisation; however, the results for disabled respondents and carers required further analysis.
- The morale score for female respondents were very slightly higher than for their male colleagues. In the previous survey (Oct 2016) the scores were equal.
- Morale scores for LGB respondents were lower than for their non-LGB colleagues. The average scores for almost all questions were lower for LGB respondents, particularly for questions relating to stress and mental health, being treated with respect and being valued, as well as opportunities to influence the way things are done in their role and team
- The overall morale score for BME groups was 6.7, compared to 6.8 for White British respondents (however, the data suggests a mixed picture for different ethnic groups).
- Variability in morale scores between groups of people with different religious beliefs was fairly small (but there are not enough responses from many of the groups to draw strong conclusions in this area).
- The gap between disabled and non-disabled respondents had decreased since the previous survey from 0.8 points to 0.4. However, the number of disabled respondents to the survey dropped by 19.5% for this survey, compared to 10.0% for non-disabled respondents, so it is possible that this has impacted the results
- The morale scores for carers and non-carers mirrored those of disabled and non-disabled respondents. Carers only have higher scores for two questions, relating to the holding of PDRs and 1:1s.



We have a challenge in terms of the number of people who do not complete the equalities monitoring questions with non completion rates of between 3.4%-13.6%.

The findings from the analysis are shared with our Strategic Equality and Inclusion Board (SEIB) and inform both Portfolio and Corporate Equality Action Plans.

<b>Characteristics</b>	Salary
	Contract Type
	Gender
	Age
	Sexuality
	Ethnicity
	Religion
	Disability
	Carers

A **Health, Safety and Wellbeing Audit of the Council Contact Centre** was carried out in 2016/17. The Council is very aware of the particular demands of a Contact Centre environment and wanted to satisfy itself that ours is an accessible, inclusive and positive environment for those working there. The Contact Centre offers a wide range of opportunities, including to those on apprenticeships, and its workforce base is one of the most diverse within the Council. The Audit found that “there is a lot of good practice” with the Advisors noting that their working environment is very good, that hearing protection measures and break and drink arrangements were all satisfactory, and that appropriate praise is given for good work.

The Council's Resources Portfolio has been in the forefront of Sheffield City Council's appointment of **apprentices**. Not only did this offer a range of opportunities to a predominantly younger group which included people previously not in employment, education or training (NEET) but it also helped to widen the diversity base of the Portfolio's workforce. Out of 18 apprentices taken on within the Resources portfolio during the financial year 2016/17 15 gained full-time employment and two others moved on to Higher Apprenticeships.



## H. To advance health and wellbeing within the city

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Sheffield is characterised by stark inequalities between different groups of people and between different geographical communities. People in the most deprived parts of the City still experience a greater burden of ill-health and early death than people in less deprived areas, demonstrating that inequalities in health and wellbeing are linked to wider social, cultural and economic issues. It is acknowledged that putting additional support into disadvantaged areas and raising standards will have a beneficial effect on the whole community.

Groups such as 'Looked after Children', children with learning difficulties and disabilities, some BME communities, migrant and asylum communities, homeless people, victims of domestic and sexual abuse, carers and lesbian, gay, bisexual and transgender people, are all reported nationally to have below average health. Whilst we have good local data on inequality by geography, we do not always have such good or regular local data for communities of identity.

We seek to redress this through our **Joint Strategic Needs Assessment (JSNA)** process. More detailed health needs assessments have therefore been undertaken for the following groups:

- Homeless people
- Children with complex needs
- Children's emotional and mental wellbeing
- Adults with mental health problems
- Adults with learning disabilities
- Slovak Roma community
- Victims of domestic and sexual abuse
- Adults with sensory impairment
- Adults with substance abuse problems

These reports are all available from our online [JSNA resource](#).

Based on analysis through our JSNA and feedback from Sheffield people the [Health and Wellbeing Board](#) produced its [Joint Health and Wellbeing Strategy 2013-18](#). The strategy identifies some of the things we need to do to make Sheffield a healthy, successful city. These things can't be achieved by the NHS, Council or the public services on their own, and people have told us that they want and can take greater responsibility for their own wellbeing. The strategy identifies things that will directly make a difference to people's health and wellbeing, such as investing in cancer services or tobacco control, but it also looks at the health and wellbeing system in Sheffield and its ways of working. One key area of focus is health inequalities.

In addition, based on data from the JSNA, our annual Director of Public Health (DPH) report is used to explore key priorities for improving health and wellbeing in Sheffield, including health inequalities. The latest DPH Report (2017) identifies that previous improvements in life expectancy and healthy life expectancy in Sheffield may be stalling and that health inequalities remain largely unchanged.

Three key areas for population health improvement and associated commissioning are considered as a result:

- Adverse childhood experiences
- Mental health and wellbeing throughout the life course
- Multi-morbidity

The report also makes recommendations for further local analysis and research in relation to each of the three priorities. The full [DPH Report \(2017\)](#) is available to download.

Health inequalities in Sheffield persist. They are explored in more depth in our 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. Childhood and early development; education and lifelong learning; healthy and sustainable places; minimum income for health; good quality work; and a social determinants approach to health improvement remain the key means by which to redress this gap.

As a result of this analysis and increasing evidence on “what works” our recently published [Public Health Strategy](#) sets out our agenda for action:

- **Best start in life** - there is increasing evidence that both positive and negative childhood experiences impact on future and lifelong health and opportunity. Early childhood development programmes targeted towards the most vulnerable show the best gains, albeit over the long term. Sheffield’s Best Start Strategy means we’re well placed to respond
- **Mental health and wellbeing** - across the life course is vitally important to overall health and wellbeing outcomes. The underlying meaning of “parity of esteem” between physical and mental health is accepted; we are prioritising mental illness prevention and promotion of wellbeing with the emphasis on population and community level resilience and risk factors.
- **Multi morbidity** - evidence and experience suggests the need for greater investment in primary and social care; person centred care; healthy ageing as a long term investment; and a move toward seeing a healthy population as critical infrastructure for a vibrant economic and socially just society. This approach is a feature of our sustainability and transformation plan (Sharing Sheffield) for the local health and social care system.
- **Housing and health** – our home is a key setting for health, so good quality, affordable housing represents a community asset that impacts directly on a broad range of health and wellbeing indicators.
- **Work and health** – as part of discussions on health and economy we are preparing a comprehensive work and health strategy as well as taking forward local developments in supporting people with long term conditions (including mental health problems) back into work.
- **Healthy transport** – the key measure of the city’s transport strategy will be how well it incorporates active travel and supports a modal shift in how people get about on a day to

day basis. We are exploring this “Health in all Policies” approach through our scrutiny function.

- **Air quality** – pollution (mainly from vehicles fuelled by diesel) is responsible for around 500 deaths a year in Sheffield. These deaths fall disproportionately on the poorest. We are currently preparing an Air Quality Action Plan
- **Green spaces**, parks and Move More – increasingly we are integrating physical activity (Move More) into our broader strategic plans. For example, as part of the “People Keeping Well” programme we are using this to target more cost effective impact on both physical and mental wellbeing.
- **Inclusive growth** – a healthy population is the key asset for a successful economy. Under the auspices of the City Partnership Board, we’re developing our approach to health, economy and social policy.
- **Ageing well** – we’re developing a refreshed approach to healthy ageing, one which sees Sheffield as a “city for all ages”.

There is a range of ongoing work across the Council that contributes to positive health and wellbeing. The following case studies demonstrate our commitment to a preventative approach including Short Term Intervention (STIT) and physical activity and sport activities are outlined below.

### **Case Study – Short Term Intervention (STIT)**

The council’s Short Term Intervention Team helps people recover from illness or accidents in their own homes after leaving hospital. They also assist in times of crisis for a short period of time and help prevent the need to go into hospital in the first place. STIT helps people to manage at home and increases their confidence so they can live independently.

Les took the time to get in touch to thank the STIT support workers who have been supporting his 88 year old wife Elsie. “They have enhanced the physical recovery of Elsie”, he says, “and given some respite to me in my 24/7 care of her.” Elsie has a diagnosis of Alzheimer’s along with other medical conditions, and was admitted to hospital with pneumonia. She had only returned home for a short time when she was readmitted to hospital following a stroke.

A year older than Elsie, Les has health conditions of his own which means he can struggle in his role as main carer. When Elsie came home from hospital the second time, they were both apprehensive as to how they would manage and worried that she may have to go into some sort of permanent care.

Elsie started her care package with STIT with several calls a day to help with personal care and medication. Les was able to support with meals but didn’t feel confident administering Elsie’s medication. The support workers talked to him about this and explained how a Nomad® tablet dispenser would make it easier for him to monitor the medication dosage and see when Elsie was next due to take some. When he felt confident, Les was able to take this role on himself. At the

same time, the support workers began working with Elsie to encourage her to manage her own personal care. She was shown different ways of doing these tasks within her own capabilities.

As Elsie re-developed her skills and confidence, and both she and Les could manage, STIT was able gradually to reduce the help the support workers needed to give. Which everyone was happy with? “They initially attended to her three times a day but we’ve been able to reduce that to one because of her increasing mobility”, Les says. Neither of them could not believe how Elsie was able to be supported to reach a level of care where she was able to manage and remain at home.

Our **‘Physical Activity and Sport Team’** undertake a range of activities across the city; examples of three of the projects are outlined below:

### **This Girl Can Campaign**

This Girl Can is Sport England’s nationwide campaign to encourage participation in physical activity amongst women and girls. Sheffield City Council was awarded £30,000 funding to run a This Girl Can Weekender event in the city. The proposal submitted was for Sheffield City Council to deliver this event in partnership with the citywide providers and be influenced on a local level by community organisations.

The programme was specifically targeting women and girls aged between 14 – 60 to promote opportunities to engage in Sport and Physical Activity. The weekender attracted over 620 women and girls aged between 3 – 70 to the events with legacy activities to continue throughout the remainder of the financial year.



## Walking for Purpose

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

- 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 BME 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 provides free public transport passes to ensure people have the opportunity to attend by removing cost as barrier.



## Inclusive Sport Sheffield Project (Disability)

The Physical Activity and Sport Team have delivered the inclusive Sport Project for the last three years with funding from Sport England. The aim of the project was to increase the number of new participants accessing Sport and Physical Activity provision in Sheffield.

Inclusive Sport Sheffield was designed to be sustainable and was incredibly successful in this. Since the project end we have:

- Sustained 28/30 activities delivered through embedding them into partner provision and charging for services
- Developed a broader network to reflect the needs of disabled people in Sheffield with regards to physical activity
- On the way to embedding a culture of activity amongst our partners and stakeholders. Four years ago we were very 'sports' focused. Now there are more non-traditional partners and disabled people involved in the design phase of city activities
- On the way to embedding disabled views in universal settings. In leisure centres there are more disability and inclusive sessions than ever before. However we still need to work closely to change policies and the way disabled people are thought of within facilities.
- Despite Local Authority budget pressures we have maintained a focus on disability sport within Activity Sheffield.

Activity Sheffield Presents...

## Inclusive Sport Sheffield

Focusing on the ABILITY in DISABILITY  
Sport and dance for young people and adults with disabilities and additional needs, their friends and families

### Graves Hub Stars

Inclusive Tennis

Bochum Parkway,  
Sheffield, S8 8JR  
Monday 1.30 pm - 3.00 pm  
05 October 2015 - 30 November 2015  
Cost £1.50

## **I. To advance economic inclusion within the city**

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The City Council has an important role because of its size as an employer, its position within the various partnerships that drive economic regeneration, and as part of our strategy to combat disadvantage and reduce inequality.

Detailed information about the work to increase economic inclusion in the city can be found in the Tackling Poverty Strategy 2014-17 and the associated Needs Assessment. The Council has included poverty as part of the Equality Impact Assessment process and brings people with experience of poverty together with decision-makers in areas of critical importance.

In this section we focus on the ways in which Creative Sheffield, Marketing Sheffield and Business Sheffield work towards economic inclusion.

### **Business Engagement**

The Council engages with businesses in a number of different ways including through external organisations (such as the Chamber of Commerce) but also through forums established by the Council. During 2016-17, the Council formed a new City Growth Board that will replace both the Creative Sheffield Board and the Business Advisor Panel. This has provided an opportunity to review the membership of the group in order to better reflect the breadth of sectors and experience across the Sheffield business community – for example, including younger businesses as well as more established ones. This has in turn resulted in better representation of equality characteristics within the new group.

### **Business Sheffield Services**

The team of Start-Up and Growth Advisors based in Business Sheffield provide the following services to business free of charge:

- Business support and advice in coaching and mentoring one to ones
- Workshops and training events
- Mentoring and support from experienced business owners based in the Sheffield City Region
- Opportunities to meet and network with other like-minded individuals
- Business modelling
- Preparation for growth

The team ensure that reasonable adjustments are made for those who want to access services, to ensure that people with additional needs have the opportunity to participate. All of those who access Business Sheffield services are asked a brief range of demographic questions to identify their gender, disability status and ethnicity, in order to provide an understanding of who our services are reaching.

In the last year for which there is full data (2016-17) Business Sheffield supported 612 people.

The gender split of people using services broadly reflects the figures for the general populations of Sheffield and England, though men are slightly over represented. However, when we reflect on the percentage of small and medium sized businesses (SMEs) actually owned and led by women

(20%, around 1 million businesses) the figures for Business Sheffield services compare very favourably in terms of the numbers of women accessing our services.<sup>1</sup>

<b>Figure 1: Gender of Business Sheffield service users (2016-17) compared to Sheffield/England (census 2011)</b>						
<b>Gender</b>	<b>No. service users</b>	<b>%</b>	<b>Sheffield</b>	<b>%</b>	<b>England</b>	<b>%</b>
Male	325	53%	272,661	49%	26,069,148	49%
Female	287	47%	280,037	51%	26,943,308	51%
<b>Total</b>	<b>612</b>	<b>100%</b>	<b>552,698</b>	<b>100%</b>	<b>53,012,456</b>	<b>100%</b>

This is not the case when we examine the figures for those who report having a disability, compared to the general population in Sheffield or England, although a significant number of service users preferred not to disclose whether they have a disability or not, so it is possible that the true figure could be slightly higher. Nevertheless, this is an area where Business Sheffield could investigate whether there are barriers that prevent disabled people from coming forward to access services. There should be some caution in interpreting these figures though, as we do not have data on the proportion of SMEs owned by those who have a disability, so it is unclear whether the figure of 4% of service users is representative of the SME business owner community or not.

<b>Figure 2: Reported disability of Business Sheffield service users (2016-17) compared to Sheffield/England (census 2011)</b>						
<b>Disability</b>	<b>No. service users</b>	<b>%</b>	<b>Sheffield</b>	<b>%</b>	<b>England</b>	<b>%</b>
Yes	26	4%	103,715	19%	9,352,586	18%
No	478	78%	448,983	81%	43,659,870	82%
Prefer not to say/not known	108	18%	N/A	-	N/A	-
<b>Total</b>	<b>612</b>	<b>100%</b>	<b>552,698</b>	<b>100%</b>	<b>53,012,456</b>	<b>100%</b>

Business Sheffield performs well when we look at the ethnic background of service users. Those accessing services are over represented compared to the general populations of Sheffield and England across all ethnic backgrounds apart from the 'Asian/Asian British' category, which is slightly underrepresented. However, around 300,000 (6%) of SMEs in the UK were led by minority ethnic groups (in 2014) so on this basis we perform even better when looking at the specific SME business owner population.

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1

**Figure 3: Reported Ethnicity of Business Sheffield service users (2016-17) compared to Sheffield/England (census 2011)**

	No. service users	%	Sheffield residents	%	England residents	%
White	306	50%	462,544	84%	45,281,142	85%
White: Other White	116	19%	12,458	2%	2,430,010	5%
Mixed/other	49	8%	13,289	2%	1,192,879	2%
Asian/Asian British	24	4%	44,385	8%	4,143,403	8%
Black/African/Caribbean/ Black British	49	8%	20,082	4%	1,846,614	3%
Prefer not to say	67	11%	N/A		N/A	
Other ethnic group			12,398	2%	548,418	1%
<b>Total</b>	<b>612</b>		<b>552,698</b>		<b>53,012,456</b>	

NOTE: some percentages/figures do not sum to the total to protect against disclosure of personal information

## Social Media

As well as the direct business support services the Council provides to entrepreneurs, the Council also has a significant presence within the business community on social media through Twitter, Linked In and the 'Welcome to Sheffield' website. This can be used to engage with groups under-represented as business owners and at management level in Sheffield's economy. An example in the last year is the work to promote women and business as part of International Women's Day. Profiles of women across a broad range of sectors were featured across Sheffield City Council, Creative Sheffield and Business Sheffield's twitter accounts and the Welcome to Sheffield website.

Some further examples are highlighted on the next page:

Sheffield City Council  
@SheffCouncil

Sheff's inspiring women Rachel Tomlinson 1st female mech eng academic 1998 @sheffielduni bit.ly/2IA7JZt #IWD2017 #womenofsteel2017

5:45 AM - 8 Mar 2017

12 Retweets 12 Likes

Welcome to Sheffield

Latest News: UK premier of exhibition by artist Dan Holdsworth opens at Graves Gallery this December

Visit Sheffield Conference Sheffield Business Sheffield

Home » Business Sheffield » Sheffield's women mean business

Meet the team  
Starting and growing a business  
Developments in Sheffield  
News  
Sheffield China Business Program  
Invest Sheffield  
R&D

Sheffield's women mean business  
06 March 2017  
Image by Ian Spooner

This week [Creative Sheffield](#), the economic development arm of Sheffield City Council, is celebrating International Women's Day by sharing the experiences of women in business. Stay tuned to the [website](#) for interviews with serial entrepreneurs, business start-ups, sector leaders and city Ambassadors.

The interviews will be shared via @creativesheff every day this week 6-10 March.

Creative Sheffield brings together the people from public and private sectors who are ambitious about attracting, retaining and growing businesses and talent pools here in the city.

Through [Business Sheffield](#), a team of experienced business start-up and growth advisors, we provide direct business support, workshops, mentoring and coaching sessions. The [Invest Sheffield](#) team works alongside Business Sheffield offering specific advice and support to those businesses looking to relocate in the city, covering everything from finding the right property, to finance and recruitment assistance.

This week we hope that you join us in celebrating women in Sheffield that are helping to shape the city's economy.



Welcome to Sheffield


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Latest News: Two world class research centres for Sheffield

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Sheffield business woman advises her 14-year-old self: Commit to realising your ideas, no matter how big or hairy

Meet the Team  
Starting and growing a business  
Developments in Sheffield  
News  
Sheffield China Business Program  
Invest Sheffield  
R&D



Sheffield business woman advises her 14-year-old self: Commit to realising your ideas, no matter how big or hairy  
16 March 2017

In celebration of [International Women's Day](#), we are sharing the experiences of Sheffield women in business all week. Follow [@creativesheff](#) to learn more.

Communications Director for Sheffield based [Buns of Buns](#), Jenny Brown, explains how a love of the outdoors and a passion for communications has culminated in a creative start-up in [The Outdoor Cafe](#).

A communications agency based out of [SUN Studios](#) in Heeley, Band of Buns work with a wide range of clients across the Outdoor Industry to promote their work. Whether that's organising the launch of a new product, creating an animation to explain how a piece of equipment functions or enlisting the support of the media to raise awareness and build the reputation of a brand.


So Jenny – if you're working with outdoor brands and businesses how much time do you actually get to play in the outdoors?

At the moment, my professional focus is on running our business. Any time outside of that is spent cleaning, doing yoga or sunning in one of Sheffield's lovely parks or the Peace District with our dog. We make sure we find the time for that!

Creative Sheffield  
@creativesheff

Follow

Best of both; a career with a global #business in a city with the perfect work/life balance! #InternationalWomensDay  
welcometosheffield.co.uk/business/news/ ...



10:07 AM - 8 Mar 2017

Business Sheffield, Creative Sheffield and Marketing Sheffield have endeavoured over the past year to ensure services are reflective of and useful to the diverse population that we serve. We will build on the work we did in 2016-17 to consider how we can improve our reach and impact in underrepresented and disadvantaged groups.

## **J. To advance aspiration and learning opportunities and skills**

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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.

### **Educational Attainment**

The State of Sheffield 2017 acknowledges the impressive progress made by Sheffield's children at secondary level when compared to other cities. It notes that the challenge now is to utilise these skills in a way that benefits the city's economy and ultimately its residents. Key points relating to educational attainment highlighted in the report are:

- Sheffield has experienced a population growth of 8% since 2001, and has a current school-age population of approximately 73,000 pupils.
- The educational attainment of children and young people in Sheffield has increased in the last few years.
- Over the past 5 years, Sheffield has shown improvement in most measures at a faster rate than is the case nationally, leading to improved outcomes relative to national figures.
- This trajectory has continued in 2016, with provisional data suggesting that the city's children are equalling national performance levels in the key measures in Foundation Stage, reducing the gap in Key Stage 2 to just 1% and achieving a positive Progress 817 measure in Key Stage 4.
- Taken as a whole, the educational outcomes achieved by Sheffield's children are now approaching national averages. This represents a significant positive movement when compared with the position only a few years ago.
- This improved performance is also reflected in the city's local authority rankings, which are both significantly better than previous and considerably stronger in relation to the other Core Cities and our statistical neighbours. The 2016 rankings also see Sheffield do better than its deprivation rankings, both in terms of overall deprivation and child poverty, across the education system.
- Improved pupil outcomes are also matched by improved school outcomes. Sheffield ended 2015 with 81.8% of Sheffield schools judged to be "Good" or better by Ofsted. This was an increase of 5.2% on the last school year and 10.5% since January 2015. The rate of improvement in Sheffield has been two and a half times the rate of national improvement, so again the gap has narrowed significantly.
- A level performance by young people in the city across all measures is not significantly different from the national average for state-funded schools and colleges. Performance in Sheffield is typically better than the Core Cities and the statistical neighbour average.

Sheffield's rank for the inequality gap has improved significantly from being amongst the 10 worst authorities in 2013 to close to 2nd quartile in 2016.

Subject	National rank 2013	National rank 2014	National rank 2015	National rank 2016
Good level of development	67	70	82	93
Inequality gap	141	113	114	78

Although there have been positive improvements in attainment, our data still shows that gaps are not closing fast enough for disadvantaged pupils and children with SEN (special educational needs).

Attainment gaps between EAL (English as an additional language) / non EAL and BME and White British have persisted over time. However EAL and BME pupils typically make significantly better progress than their White British peers. The table below illustrates that there has been little change in gap measures except for SEN pupils where the gap has narrowed

Pupil groups	Foundation Stage - Good Development 2016				
	Attainment of pupil groups		Gap between pupil groups		
	Percentage point improvement 2015 to 2016		Gap		Compared with
BME pupils	61% (+4)	↑	-7pp (0)	→	All pupils
EAL pupils	57% (+3)	↑	-16pp (+1)	↑	Non-EAL pupils
FSM pupils	55% (+3)	↑	-17pp (+2)	↑	Non-FSM pupils
FSM6 pupils	55% (+4)	↑	-18pp (0)	→	Non-FSM6 pupils
SEN pupils	29% (+5)	↑	-45pp (-1)	↓	Non-SEN pupils

### **SEND (Special Education Needs and Disabilities).**

There is also a range of positive partnership working arrangements to support children with SEND (special educational needs or disabilities) as highlighted in the case study below.

### **Case Study - The 'Get Going' Project**

A pupil with a diagnosis of multiple difficulties was due to transfer at secondary age. It was agreed that a place in an integrated resource, within a mainstream school would best manage his needs and help him achieve his potential. At primary school by year 6 he had progressed and was now walking to school.

The secondary school that he would be attending was far away and it wasn't going to be possible to travel independently, this led to anxieties about it being a step back. It was agreed to allow a term of settling into the new school before completing an assessment to identify his ability for Independent Travel Training (ITT). The assessment showed suitability for ITT, however limited experience of using public transport and a lack of self-confidence were identified as needs that required addressing.

The approach taken was step by step, initially with the "Get Going" project where parents support the young person to look out for the minibus but not escort them to it. Gradually the young person meets the minibus further and further away from home. This was supported with training to ensure safety when crossing roads, stranger dangers and how to look after belongings etc. As the Get Going sessions progressed, his confidence developed. He did this for the rest of the academic year.

A weekly ITT started as the next phase and lasted for a term. There were several challenges to overcome including a bus that wasn't very frequent or reliable. This helped him develop his patience, understanding of why buses may be late but the importance of getting there on time and not missing one.

The ITT session lasted for a term and gradually he did sections of the walking and bus route independently. It took many sessions before he seemed to be able to focus and concentrate when coming out of school. The training at first was about repetition and reinforcement with the skills and 'What ifs' until it all seemed to fall into place. He made friends with several other boys who also travelled on that route between school and home, this helped his confidence grow.

The training developed his problem solving skills and it has allowed him to stay after school at social and academic activities without relying on his parents to collect him, when out with his family he very much takes the lead but mainly his self-confidence and self-esteem has increased. This has transferred into school where he is more confident about speaking out in class and telling staff if there is a problem instead of bottling it up.

## Skills and Employment

The State of Sheffield 2017 also notes that “More than 92% of Sheffield’s 16 and 17 year olds are in full-time education or training, an apprenticeship or another job with training. This is better than both the national average and the average for Core Cities”. There has also been a strong growth in the take up of apprenticeships. At 8.9%, Sheffield has more than one and a half times the national average of teenagers taking up apprenticeships, meaning we have the second highest proportion of 16 to 17 year olds participating in apprenticeships of any major city

Our **Life Long Learning and Skills Service** deliver a wide range of projects to support skills development and employment. Two of the key projects are ‘Opportunity Sheffield’ and ‘Sheffield’s Working Well’.

- **Opportunity Sheffield** provides employment and skills support for people and businesses in Sheffield. Working closely with other parts of the Council, partners like DWP and the Combined Authority and voluntary and community sector organisations across the city, we deliver a range of programmes to help people get, keep and do better in work. Our teams work with some of the City’s most disadvantaged communities to offer training to help them become ‘job-ready’ and to access job vacancies. We also work with employers to develop work experience placements, apprenticeships and job opportunities ensuring that local businesses flourish and continue to contribute to the prosperity of the City.

Sheffield’s working commissions employment programmes aimed at helping those furthest from the labour market, including vulnerable and marginalised groups. Sheffield’s Working’s offer includes 4 locality based Work Clubs for unemployed adults with barriers to employment, specialist Key Worker support for people with autism, learning disabilities, or mental health problems, Employer Champions who engage employers and encourage their commitment to Disability Confident and wraparound support such as discretionary grants, debt advice and jobs brokerage to boost the programme’s success.

Everyone who participates in Sheffield’s working provision faces additional barriers and many are from disadvantaged communities in the city.

Of the 477 people on the programme so far, 76 are lone parents, 156 have a disability or long-term health problem and 192 are from BME backgrounds with many falling into 2 or more of these groups.

- **Sheffield’s Working Well** is a unique partnership between the Council’s public health and employment arms, DWP and health professionals in primary care. It is pioneering new ways of working together and supporting those with physical or mental health issues on their journey towards employment.
- We run a large scale **Apprenticeship programme** that involves many employers, young people and adults. However the Sheffield 100 Apprenticeship scheme provides extra support for young people, many of whom have been NEET (not in education, employment or training) and not otherwise be able to secure and keep an apprenticeship to do so and

works with their employers to ensure a positive experience all round and ultimately a chance at success that would not otherwise have existed. 100 young people per year, including care leavers, those who did not complete formal schooling and others with health problems or disabilities gain and follow apprenticeships as a result of the 100 scheme.

A number of case studies from people who have been on the programme are outlined on the next page:

### Case Study - John

**John** worked for a number of years as a warehouse manager. Unfortunately he began suffering from Epilepsy which affected his ability to work for 2 years. He attended one of the Sheffield's Working Locally - work clubs based at Gleadless Library, where he met John, a REACH Employment Support Worker.

Together with his Support Worker, John worked to help build his confidence and work skills, produces an action plan, CV and developed interview skills. Sheffield City Council enabled John to complete a counter balance and reach forklift truck licence.

A vacancy was found with Next Dental as a Warehouse Supervisor. John had identified this as an area of work that he was interested in moving back into. A week later John was successful in his interview and has now begun working full-time as Warehouse Supervisor at Next Dental Ltd. and has been in this position since November 2016. He is currently putting his stamp on the warehouse and is looking forward to helping to improve productivity and processes within the company.

**John** *"A big thanks to Sheffield's Working Locally, it has helped me to find work. I was having a hard time finding a job following on from my illness and John helped me take the next steps that I needed to help in my recovery"*

**Employer – Next Dental Ltd.** *"We are looking forward to John taking charge of the warehouse and really making it his own."*

### Case Study - Martyn

**Martyn** has Autism, he started a placement through Sheffield's Working as a kitchen porter within a large hotel chain; initially pot-washing and keeping the kitchen clean but eventually helped prepare and cook breakfast. Progress at times has been slow but his perseverance and with support from his Job Coach, he has grown in confidence and gained some excellent employability skills.

Martyn applied for the vacancy at the Waggon and Horses Pub and they gave him a 4 week work trial. Martyn went in twice a week, initially with his Job Coach and after the 4 weeks he was offered a part time position.

Martyn continues to go from strength to strength. We continue to mentor Martyn and his employer on a monthly basis to make sure things are going well and to iron out any small worries or concerns.

**Martyn** - *"I enjoy helping customers. I get on well with other staff; they are friendly and help me. I also enjoy the tips"*

**Employer Waggon & Horses pub** - *"Martyn is an asset to our business. It is a pleasure to work with. He fits well with our team and is liked and respected."*

The Council also supports a range of social activities that promote informal learning and skills development. One example of this is the Sheffield's Visually Impaired Reading Group.

### **Case Study - Sheffield's Visually Impaired Reading Group**

"I like psychological thrillers mainly – David Baldacci, Lee Child – but I need to mix it up a bit to lighten the mood. I've just been listening to Jessie Burton, *The Miniaturist*."

As a founder member of Sheffield's Visually Impaired Reading Group, Gail Fagan must have listened to hundreds of audio books. So what do you do if members of the group don't like the same genres? Simple – rather than members individually listening to the same book, each listens to what they want and then tells the group about it when they meet. This often encourages the members to try-out new authors for themselves.

The group comes together on the third Wednesday of the month in the Central Library. Set up by the council's Library Service and sensory impairment team, it's been meeting for 15 years – give or take – and Gail's been there since the start. During its time, book-lovers of different ages have joined and it's evolved as the needs and interests of its members have changed. Its oldest member is in her 90s.

The group has been particularly successful in recruiting women but it's open to anyone – something Bev Richards from the Library Service is keen to promote. "It's very interesting to hear what they have been reading over the past month as they're all prolific readers", she says. "It's a pleasure and privilege." Bev's been supporting the group since 2014 and has seen the difference it's made to the members, as well as to herself. "I now have an extra skill being able to guide", she adds.

As well as broadening the reading mind, going to the group has other rewards. "I don't like the word 'networking', but that's what it is really – we look out for each other", Gail says. She reflects on helping fellow reading group members access Sheffield Community Transport and Sheffield Talking News. The social support side is really important to Gail, who volunteers at Sheffield Royal Society for the Blind and has also been a keen member of a visually impaired walking group for even longer than the reading group. Then there's the changing nature of audio books themselves. The Library Service continues to provide audio CDs – but these days, members can also help each other access an even wider choice of audio books on-line or on memory sticks from the RNIB. In changing times, the enjoyment and value of the group endures for all.



## 7. FUTURE CHALLENGES

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Our aim is to make Sheffield a fairer place to live, work and visit and on an ongoing basis we will continue to meet the needs of our diverse customers. There is excellent work being undertaken across the Council in relation to equality and fairness that will continue to make a difference to people's lives in the city. However, alongside this work there are areas of persistent inequality and challenges in areas across the council and the city that are unacceptable. These are not solely issues in Sheffield but these areas should be discussed in more detail and may need to be addressed differently and unstuck if we are to improve outcomes for everyone in the city.

These include, but are not limited to:

Social Inclusion	Health Inequalities	Hate Crime	Workforce Diversity
Poverty and Inclusive Growth	Accessibility of the city and services	Domestic and Sexual Abuse	Attainment of certain pupil groups

Our ongoing work on equalities supports the Council's Corporate Plan 2015-18 ambitions of tackling inequalities to make 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. This recognises that some people and communities may need extra help, particularly when they face multiple barriers, layers of disadvantage and discrimination to achieve the equivalent outcomes or have similar opportunities.

There are also many strategies, policies and practices which impact on the work on equality, and diversity. While we will try our hardest to resolve these issues, as a council we remain acutely aware that we have set out on a difficult path 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; we need to work together with our partners and join up our approaches to meet these challenges and tackle inequality effectively.

This report recommends:

1. Noting the progress on
  - i. Meeting the Council's Statutory Equality Duties
  - ii. Meeting our Equality & Fairness Objectives 2014 – 2018 and the outstanding's challenges
  - iii. Improvements with regards to Workforce Equality and Diversity and outstanding challenges.
  
2. Noting the areas of persistent inequalities that require continued attention.
  
3. Agreeing that by focusing on key areas of equality work to help take Sheffield forward on its ambitious journey to become Britain's fairest city, the Strategic Equality and Inclusion Board should focus attention on:
  - Ensuring we are meeting our Equality Duties
  - Working with city partners to ensure equality and fairness across the city
  - Oversight of the Equality and Fairness Objectives (which will be reviewed in 2018)
  - Oversight of the Annual Workforce Equality Report and Action Plan
  - Oversight of the equality work of strategic partners
  - Oversight of the Equality Hub Network
  - Oversight of the collection and use of customer monitoring in relation to equality
  - Challenge and support of the work on persistent inequalities as noted in the report
  - Reviewing the equality structures to ensure they are still fit for purpose.

## 8. APPENDICIES

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- Appendix 1: [Workforce Equality Data 2016-17](#)