



## Report to Policy Committee

### Author/Lead Officer of Report:

Annual Report and Workforce Report -

Senior Equality and Engagement Officers  
(Equalities and Engagement Team)

**Tel:** 0114 205 3502

**Report of:** James Henderson  
Director Policy and Democratic Engagement

**Report to:** Strategy and Resources Committee

**Date of Decision:** March 12<sup>th</sup> 2024

**Subject:** Equality Objectives 2024- 28 and Annual Equality Report including Workforce Report for 2022-2023.

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? An initial assessment only 2600				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below: -				

### Purpose of Report:

This report sets out, for approval by Strategy and Resources Committee, a package of activity to promote equality, diversity and inclusion and meet our statutory duties. It brings together our new Equality Objectives 2024-2028, which were previously accepted in draft on 21 December 2023 by this Committee as part of our Equality Framework “equality is everybody’s business”, which have now been updated following the consultation. These are accompanied by our Council-level Equality Objectives Action Plan 2024-25, proposed Awareness Days to mark in 2024-25, and our Annual Equality Report 2022–23.

The 2022-23 Annual Equality Report summarises our actions and progress on improving equality in the way we serve the people of Sheffield and how we behave as an employer. It gives an overview of how we are meeting our Public Sector Equality Duty (PSED) including summary progress against our previous Equality Objectives with examples of a selection of work to improve equality and to meet the Duties. It also includes the council’s Annual Workforce Data Report which is part of meeting the Specific Duty under the PSED to publish equality information on our employees. Producing this report enables us to identify any disparities in our workforce profile, understand how fair our workforce policies are and identify any differences in the experiences of different groups in our workforce. The report also details our pay gap information.

**Recommendations:**

- 1) Agree the new Equality Objectives 2024-2028
- 2) Agree the Council-level Equality Objectives Action Plan 2024-25 which will monitor progress against the Objectives.
- 3) Agree which Annual Awareness days we will make in 2024-25
- 4) Consider and note the 2022-23 Annual Equality Report, specifically:
  - a. progress made in meeting our Statutory Equality Duties
  - b. our Statutory Workforce Report, including improvements, ongoing challenges and pay gap information.

**Background Papers:**

[Equality Objectives 2019-23](#)

[Equality Framework 2023](#)

[Race Equality Approach 2023](#) and

[Update on SCC approach to the REC](#), August 2023 and [Council response to the REC report](#), 5 December 2022 and [Race Equality Commission report](#), 14 July 2022

[Protected Characteristics for Care Experienced People](#), December 2023

[Our Statement of Climate Commitments](#) – 13<sup>th</sup> December 2022

See annex B for references

Lead Officer to complete: -					
1	<p>I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Finance: Matthew Ardern, <i>Finance and Commercial Services</i></td> </tr> <tr> <td>Legal: Nadine Wynter, <i>Legal Services Manager</i></td> </tr> <tr> <td>Equalities &amp; Consultation: Bashir Khan Senior Equalities and Engagement Officer</td> </tr> <tr> <td>Climate:</td> </tr> </table>	Finance: Matthew Ardern, <i>Finance and Commercial Services</i>	Legal: Nadine Wynter, <i>Legal Services Manager</i>	Equalities & Consultation: Bashir Khan Senior Equalities and Engagement Officer	Climate:
Finance: Matthew Ardern, <i>Finance and Commercial Services</i>					
Legal: Nadine Wynter, <i>Legal Services Manager</i>					
Equalities & Consultation: Bashir Khan Senior Equalities and Engagement Officer					
Climate:					
<p><i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i></p>					
2	<p><b>SLT member who approved submission:</b> <i>Kate Josephs, Chief Executive</i></p>				
3	<p><b>Committee Chair consulted:</b> <i>Cllr Tom Hunt, Chair of Strategy and Resources Committee</i></p>				
4	<p>I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><b>Lead Officer Name:</b> Adele Robinson</td> <td style="width: 50%;"><b>Job Title: Equalities and Engagement Manager</b></td> </tr> </table> <p><b>Date: 5<sup>th</sup> March 2024</b></p>	<b>Lead Officer Name:</b> Adele Robinson	<b>Job Title: Equalities and Engagement Manager</b>		
<b>Lead Officer Name:</b> Adele Robinson	<b>Job Title: Equalities and Engagement Manager</b>				

# Equality Objectives and Annual Equalities Report July 2022- December 2023

## 1. BACKGROUND

- 1.1 This Report sets out a suite of activity around Equality Diversity and Inclusion and engagement as part of the Equality Framework. It outlines our new Equality Objectives for 2024-28 following consultation and sets out a council-wide action plan in order for us to meet the Objectives.
- 1.2 We will also continue with our race equality approach which came to Strategy and Resources Committee in December 2023, integrating the relevant actions together into our Equality Objective action planning.
- 1.3 We have a specific duty to publish information on an annual basis which demonstrates how we are meeting our statutory duties under the [Equality Act 2010 and associated Public Sector Duties \(PSED\)](#). This includes publishing information relating to citizens and employees with protected characteristics to ensure we continue to create a fairer city for all.
- 1.4 Our Annual Equality Report sets out an overview of how the Council met the PSED including our previous Equality Objectives from July 2022 to December 2023 when our objectives ended. It summarises our actions and progress on improving equality, in the way we serve the people of Sheffield and how we behave as an employer.
- 1.5 The report includes our Annual Workforce Data Report. This forms part of meeting the specific duty to publish equality information on our employees. This enables us to identify any disparities in our workforce profile, understand how fair our workforce policies are and identify any differences in the experiences of different groups in our workforce.
- 1.6 The report further sets out the Equality Awareness Days we will support in 2024/ 2025 to help us in our duty to foster good relationships between people who share protected characteristics and those who do not. See Appendix 3.

## 2.0 PROPOSAL

- 2.1 This report sets out, for approval by Strategy and Resources Committee, a package of activity to promote equality, diversity and inclusion and meet our statutory duties. It brings together our new Equality Objectives 2024-2028, which were previously accepted in draft on 21 December 2023 by this Committee as part of our Equality Framework “equality is everybody’s business”, which have now been updated following the consultation. These are accompanied by our Council-level Equality Objectives Action Plan 2024-25, proposed Awareness Days to mark in 2024-25, and our Annual Equality Report 2022–23.

## 3.0 HOW DOES THIS DECISION CONTRIBUTE?

- 3.1 The Equality Framework and the new Equality Objectives directly support the achievement of the Council Plan outcomes as agreed by the Committee at the previous meeting in February 2023. At the heart of the plan is a focus on the people of Sheffield, ensuring that everyone in the city shares in the benefits of a growing prosperous place and the Objectives focus on people who currently experience the most disadvantage,

discrimination and inequality in the city, this may differ across different services. Our Objectives aim to ensure we address those inequality gaps.

- 3.2 The city of Sheffield is home to approximately 565,000 people, comprising of many diverse communities. Sheffield City Council employs around 8000 employees, and our aim is to ensure that our workforce is representative of the city which it serves. This is in order for us to better understand and meet the needs of our communities. See the annual report for more detail all our communities from the Census 2021 and our employee census 2023.
- 3.3 Under the Equality Act 2010, Sheffield City Council is subject to the Public Sector Equality Duty (PSED) general duty in relation to the 9 protected characteristics\* to
- Eliminate discrimination, harassment, victimisation.
  - Advance equality of opportunity.
  - Foster good relations between groups of people.
- 3.4 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 and encouraging people to participate in public life or other activity when participation is disproportionately low.
- 3.5 Having due regard to the need to foster good relations involves, the need to tackle prejudice and promote understanding.
- 3.6 We have set out a set of equality related awareness days in Appendix 5 of the report which we are asking the Committee to support. These cover all protected characteristics and aim to foster good relationships and encourage participation in public life for groups who are often underrepresented.
- 3.7 Under the PSED have specific duties to set Equality Objectives at least every 4 years and following consultation period and feedback received we have amended the Objectives set out in December. We now have 4 rather than three, splitting Leadership and Communities.

**Objective 1: Leadership**

**Objective 2: Service Delivery**

**Objective 3: Communities**

**Objective 4: Workforce**

- 3.8 The Approach to Race Equality and action plan was agreed by the Strategy and Resources Committee in December 2023 and it noted the importance of five areas with Leadership, accountability, service delivery, engagement with communities and learning and development in helping us to meet our ambition to become an inclusive, anti-racist city and organisation. These are similar themes to the new Objectives.

#### **4. HAS THERE BEEN ANY CONSULTATION?**

- 4.1 We have consulted on the new Equality Objectives via Have your Say Sheffield in January 2024 and the results are included as an Appendix 2. We also engaged with staff via both held an online event in December and an in-person workshop in February.
- 4.2 We have made changes as a result of the consultation such as splitting the Objectives into four areas as feedback noted that Leadership and Communities should be separated. We have also noted the importance of feedback via Have Your Say and we plan to add a

report on the platform. We will also prepare an easy read version if the new Objectives are adopted at Committee.

- 4.3 Further we are planning specific measurable actions which are included in the action plan in this report, we will also work with services to develop this further during the year and report back in the annual Report for 2023/24.
- 4.4 We have not consulted on the annual report as it provides information about all the activities we have undertaken over the mentioned period, to demonstrate how we are meeting our Duties.
- 4.5 There is a duty to publish the report on our website and we will update the website once agreed in Committee. We will also further engage with communities following agreement to talk about the report.

## **5. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**

### **Equality Implications**

- 5.1 As noted above the Council as a public sector organisation is subject to the Public Sector Equality Duty (Section 149 of the Equality Act 2010). It also applies to services and functions that we contract to who are carrying functions on our behalf. The Equality Act 2010 does not give any one protected characteristic a greater weighting over another.
- 5.2 The Equality Act 2010 identifies the following groups as protected characteristics: age, disability, gender reassignment, marriage and civil partnership (discrimination only), pregnancy and maternity (employment only), race, religion or belief, sex and sexual orientation.
- 5.3 As a Council we have also agreed to treat people who are care experienced as though they were a characteristic, and we also do the same for Carers. There are also other equality implications outside of the Equality Act protected characteristics that the Council commits to responding within our Equality Impact Assessment (EIA) process such as socio-economic disadvantage, VCF sector and armed forces.
- 5.4 We have undertaken an Equality Impact Assessment on the Equality Objectives, the Annual Report and the Approach to Race Equality Report. All Impact Assessments note the positive impact to this work across protected characteristics and also on other areas that we assess as part of the process.

### **Financial and Commercial Implications**

- 5.5 The annual report is a review of the work undertaken already and as such does not have any additional financial implications. There are recommendations for priorities going forward but should these be agreed, they will be implemented from within existing budgets.
- 5.6 The Equality Objectives as set out do not require additional budgets on top of what has already been agreed as part of the approach to race equality.
- 5.7 The awareness days will this year be undertaken within the existing PDE budget. However, this is not sustainable if we are to support larger scale events. Work will be undertaken as part of the 2025/26 Business Planning process to identify any additional monies needed to support this activity.

## **Legal Implications**

- 5.8 This report does not have any legal implications other than the ones that have already been set out in the report above.

## **Climate Implications**

- 5.9 This paper outlines how we are meeting our Equality Duties and as such the report does not have any specific climate implications. However, it's important to acknowledge that some groups, especially the most vulnerable, are likely to be disproportionately affected by climate change impacts. There is a clear area of cross over between EIAs and Climate Impact Assessments.
- 5.10 Some groups are more vulnerable to climate impacts such as extreme heat or other weather events, flooding etc, (e.g., by age, young children and older people, disabled people, and those with other health conditions and people who are socio-economically disadvantaged).
- 5.11 The impacts of climate change on equality, inclusion and diversity, and the role each policy committee has in supporting a just transition was set out in "Our Statement of Climate Commitments" at Strategy and Resources Committee on the 13th December 2023. The statements also draw attention to the socioeconomic, health and wellbeing and other benefits to taking action on climate change, increase understanding that failing to act to address climate change will likely result in wider and greater inequality, and that activity taken to address climate change can also address social justice to deliver strong benefits.
- 5.12 We are committed to ensuring that our action on promoting equality, diversity and inclusion is aligned, supportive and complementary of our response to the climate emergency. As decisions are made on specific decisions, as the objectives in the Framework are implemented further climate impact assessments may be necessary and will be undertaken as appropriate.

## **6.0 ALTERNATIVE OPTIONS CONSIDERED**

- 6.1 The Council has previously agreed that it should pursue a specific approach to equality rather than one where equality is 'mainstreamed' within other activity. Because of the importance given to equality, diversity and inclusion within the draft City Goals and Council Plan this report does not recommend a change to that approach.
- 6.2 The do-nothing option was discounted when discussing this paper as it is a Specific Statutory Equality Duty to set Equality Objectives at least every 4 years and to report annually on how we are meeting our General and Specific Duties as set out in the annual report.

## **7.0. REASONS FOR RECOMMENDATIONS**

- 7.1 Although there are many inequalities within the city as noted in the Council Plan and annual report, colleagues across the Council are working hard to tackle these. Many are because of national factors that impact on the city that are outside our control. We do however seek to address these such as work on health inequalities within the work in the Council and city such as via the City Goals and Council plans and strategies. We want to acknowledge the work whether new projects or work that is business as usual and thank

our colleagues for working together to help make Sheffield a fairer, accessible and a more inclusive place to live and work in.

7.2

It is therefore recommended that Strategy and Resources Committee approve the Equality Objectives as they will support the fundamental repositioning of the council's equality, diversity and inclusion work in line with the ambitions of the Council Plan and our work to embed anti-racism within the organisation and the city. By agreeing the Objectives, the Committee will also ensure that we meet our statutory obligation to publish a set of four-year equality objectives.

## **Appendix 1 - Equality Objectives for 2024 28**

### **Learning From Our Previous Equality Objectives 2019-23**

We set new Equality Objectives every four years as required by law and in 2019 we set out our Equality Objectives to 2023. The four years since those objectives were agreed have been some of the most tumultuous in our recent history, including the global Covid-19 pandemic which began in 2020. The unconscionable murder of George Floyd and the subsequent Black Lives Matter movement shone a light on the endemic racism which persists both across the world and here in Sheffield. These events led elected members to commission the Race Equality Commission in the summer of 2020, which, when it reported in July 2022, set out the distance the city has to travel to

become anti-racist. The REC also highlighted some of the challenges facing Sheffield City Council if we are to become the anti-racist, welcoming and inclusive organisation that we want to be.

More recently we have seen the tensions in the city following the Hamas attack on Israel and subsequent conflict in the Middle East. That has highlighted the fragility of some of our partnership structures for inter-faith and inter-community dialogue and the hard work that will be needed to rebuild these.

Therefore, a lot depends on the success of these Objectives. It must help support the transformation of Sheffield City Council, ensuring that we focus on the changes that we need to make, and helping us to stay true to the ambitions set out in the Council Plan.

The new Objectives take the learning from our annual report over the last 4 years, the work on race equality following the Race Equality Commission and other charters we have committed to, such as the Age Friendly City, to set out our new goals for the coming years.

Furthermore, since the last set of Objectives we have had a new Census in 2021; this continued to demonstrate that, over the last 30 years, Sheffield has become a more diverse city and the make-up of our school-aged population, shows this will continue. This is especially true in some areas such as increased ethnic diversity and for the first time we now have data on sexual orientation and gender reassignment which appeared as questions in the census for the first time.

The change in population also shows that Sheffield's population is getting older, with especially large increases in the percentage of people in their fifties, and those aged seventy or over. This is likely to have significant consequences for the demand for services used by older people in the city. Furthermore, the percentage of people who reported having "No religion" increased from 31.2% to 43.4% in 2021. A summary of this data is laid out at Appendix 2 – this has informed the development of our new set of objectives. In preparation for the Objectives, we have identified key points of learning from the last set of. These being:

- Continuing to improve data collection and analysis, draw on other sources where local data isn't available and use service equality monitoring information to support improvement.
- Directing equality, diversity and inclusion through the whole organisation, ensuring service plans reflect equality goals and commitments.
- Ensuring EDI is fundamental to our governance and decision-making processes including by utilising our equality impact assessment process more effectively and robustly, ensuring they are undertaken at the right time with good evidence and in a proportionate way, and that their findings are actively used as part of our decision-making.
- Strengthen relationships with, and understanding of, the diverse communities within the city across all characteristics.
- Carry out staff surveys to assess the morale of the workforce including assessing satisfaction levels of different groups of employees.
- Develop a more inclusive culture within the Council including through effective learning and development around EDI for staff and Members.

## **Equality Objectives 2024 -28 -Embracing Equality - Celebrating Diversity - Fostering Inclusion and Championing**

Our Equality Objectives for the next four-year period will collectively ensure a strong and focused approach to improving equality, diversity and inclusion across all protected characteristics over the coming period. Each of the three Equality Objectives is supported by goals which will help to support their achievement.

### **Objective 1- Leadership**

Champion equality through knowledgeable and inspirational leadership to become an inclusive, accessible and anti-racist organisation and city.



## **Goal 1 - Knowledgeable leaders to actively champion equality and diversity, working in partnership with others, to build an inclusive council.**

- Committed leaders will act as equality ambassadors, encourage, enhance, and value diversity whilst challenging inequalities.
- We will identify and enable routes to grow diverse leadership to reflect the city's communities.
- Knowledgeable leaders will recognise the complexities of Sheffield's different communities and work in partnership to make it an inclusive, accessible and anti-racist city.

## **Goal 2 – A respected reputation locally and nationally for best practice on EDI**

- SCC will welcome peer review and scrutiny from external organisations.
- We will deliver beyond our equality and consultation Duties and become a Disability Confident Leader, Age Friendly City, Diverse by Design and achieve Excellence in the Equality Framework for Local Government.
- We will have visible equality consideration in our governance, values and decision-making.

## **Goal 3 - Working in partnership to make Sheffield an anti-racist city.**

- Implement a specific race equality approach for the Council to eliminate discrimination and racism from organisations, services and practices set out in the action plan.

## **Objective 2 -Service Delivery**

Provide inclusive, accessible, quality and customer centred services which understand and meet the needs of all Sheffield's communities.

### **Goal 1- To use and monitor data effectively to deliver inclusive services to meet the needs of diverse communities.**

- Use a range of approaches to broaden customer engagement and gather feedback to better understand the needs of our communities.
- Analyse and publish EDI data to identify and address barriers, to inform and improve service planning and delivery including refreshing our population profiles based on Census 21 and refresh local insight comparator data.
- Use Equality Impact Assessments to identify barriers, improve accessibility, outcomes, and customer satisfaction across Sheffield's diverse communities.

### **Goal 2 - To establish an accessible and equitable approach to procurement and commissioning.**

- Continually review and implement best practice in equalities, diversity and inclusion within our supply chain and commissioned services to improve outcomes.
- Widen the equality of opportunity across diverse communities to grant funding and commissioning, by providing accessible support and information.
- Ensure quality, transparency, and accountability in funding decisions by utilising and publishing equality information.

### **Goal 3- To deliver effective services which contribute to reducing inequalities and enable Sheffield to be a more inclusive city.**

- Review and assess services including conducting deep dives to try to ensure they contribute to promoting equality and diversity, drawing on their approaches and frameworks (in theme 1).

- Listen to and utilise community insights when reviewing, developing and improving services and provide information in a variety of accessible ways to meet the needs of our customers.
- Service actions on equality should be reported to the service relevant committee to ensure accountability.

## **Objective 3 – Communities**

Build a fairer and more equitable Sheffield by fostering good relationships, listening, and engaging with the city's diverse communities.

### **Goal 1 – Work in partnership, collaborating to shape Sheffield as a welcoming and thriving city where people are at the heart of what we do.**

- Implement a new engagement strategy which meets the needs of the profile of the city.
- Develop the Sheffield Equality and other partnerships, working with the voluntary, community and faith sectors to build community assets and strengthen links between diverse groups.
- Work in partnership to ensure communities maximise their capabilities and assets to help reduce inequality and enable them to flourish.

### **Goal 2 Work together to foster good relationships and promote understanding between and within communities.**

- Work in collaboration with communities to celebrate diversity across a range of equality awareness days.
- Build trust with diverse communities by working together in partnership with VCF groups.
- Support stronger interfaith structures in the city, strengthening the links and structures between the diverse range of groups and organisations.

### **Goal 3 – A new approach to community engagement so everyone is able to contribute, participate and influence.**

- Working through and developing Local Area Committees to further involve diverse communities.
- Increase diverse communities' participation in decision making.
- Increase the accessibility of engagement, communication and decision making.

## **Objective 4 – Workforce - people and culture**

Champion a culture where employees feel safe, valued and belong, where equality is everyone's business. Building a representative and highly skilled workforce which reflects the city's diversity.

### **Goal 1 Have an engaged workforce where employees feel safe, valued, and they belong.**

- Use employee feedback to continuously improve our practice, policies and decision making to promote equity across the organisation.
- Develop HR policies that support our values and are applied to avoid bias or discrimination, including monitoring and analyse of workforce HR data.

- Provide a robust training programme which will develop knowledge and understanding of EDI and anti-racism to support open, respectful conversations to remove barriers and promote belonging. This includes recognising good practice and examples of healthy inclusive workplaces and challenge unacceptable behaviour.

**Goal 2 – To have a representative and skilled workforce which reflects, our values and the City's diversity.**

- Increase the diversity of our workforce to reflect the city through an evidence-based mix of recruitment, retention and development initiatives for underrepresented groups.
- Develop recruitment approaches that attract talent from across all of Sheffield's communities.
- Commit to a continuous improvement journey for workforce data with all initiatives working toward the effective and relevant collection of workforce equality data.

**Goal 3 –To ensure the wellbeing of our workforce, where everyone feels engaged to champion inclusivity.**

- Recognise, appreciate, and celebrate our employees' achievements and contributions in line with EDI and our values.
- Identify targeted, evidence-based opportunities for employees to network, collaborate, exchange ideas, learn from one another to progress in their careers.
- Develop and deliver tools and support programmes to enable all employees to maintain their health and wellbeing and function in their role in a safe and secure environment.

## **APPENDIX 2 – Equality Objectives Consultation Results**

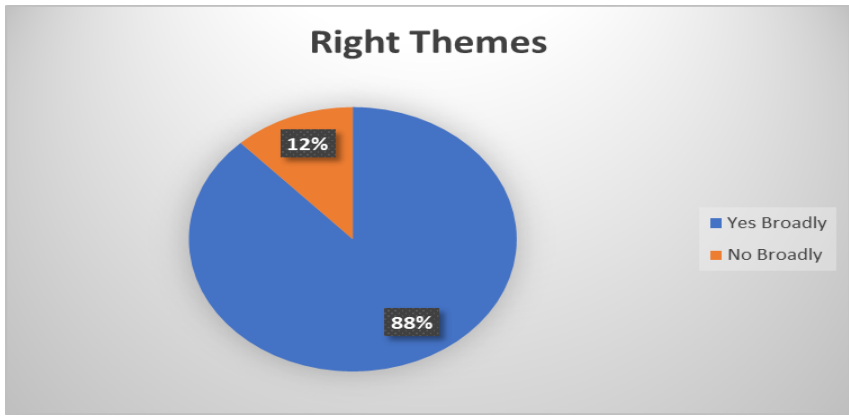
We had an online survey open throughout January and into February on the Have Your Say Platform. We also held 2 sessions with staff both person and online and consulted with our Equality Partnership. The feedback is summarised below.

### **Equality Objectives 2024-28 Have Your Say Consultation Summary**

#### **Question 1**

The Equality Objectives are focused on core themes, these are; City Leadership and Communities, Service Delivery and Workforce. Are these the right themes?

#### **Summary of feedback**



88% broadly agree, 12% broadly disagree.\*

**Additional Information**

\*For the purpose of this analysis, we have grouped responses into

‘Yes’, ‘Mostly’, ‘Somewhat’ /Fair under ‘Broadly Agree.’ and ‘Not really’ and ‘No’ into ‘Broadly Disagree.’

**Please rate Objective 1 and its Goals**

City Leadership and Communities Champion equality through knowledgeable and inspirational leadership. Build a fairer Sheffield by fostering good relationships, listening, and engaging with the city’s diverse communities and together becoming an anti-racist city.

**Summary of feedback** 76% broadly good, and 24% broadly bad.

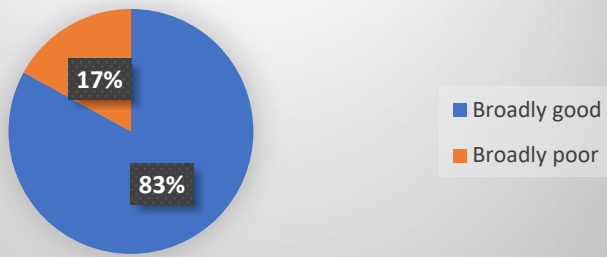


**Please rate Objective 2 and its Goals on Service Delivery**

To provide supportive, accessible and customer centred services which understand and meet the needs of all Sheffield’s communities.

**Summary of feedback**

## Rate Objective 2 Service Delivery



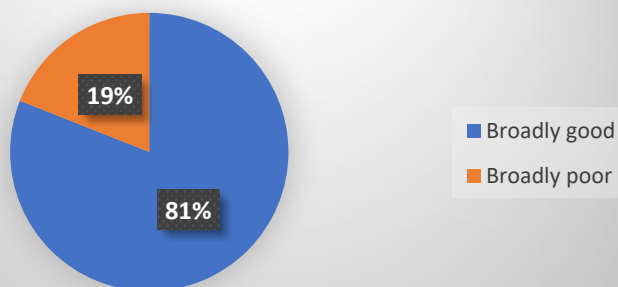
83% broadly good, 17% broadly bad.

## Please rate Objective 3 and its Goals on Workforce

Workforce We will establish a culture where employees feel safe, valued and have a sense of belonging, where equality is everyone's business. We will build a representative and highly skilled workforce which reflects the city's diversity.

### Summary of feedback

## Rate Objective 3 Workforce



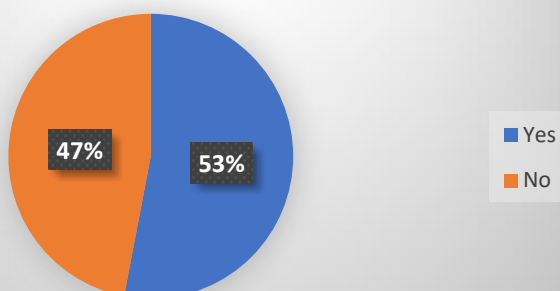
81% broadly good, 19% broadly bad.

## Question- Do you think there's anything missing from these Equality Objectives?

### Summary of feedback

47% No, 53% Yes

## Is Anything Missing



Some of the feedback received is noted below, feedback suggested people wanted more detail about the evidence base, when changes will be implemented and measured, some suggested changes to wording, accountability and transparency.

There were a number that suggested splitting Leadership and Communities, which we have done.

Listening to and direction from minority and deprived communities, good relations between different groups, good engagement and partnership working, digital inclusion.

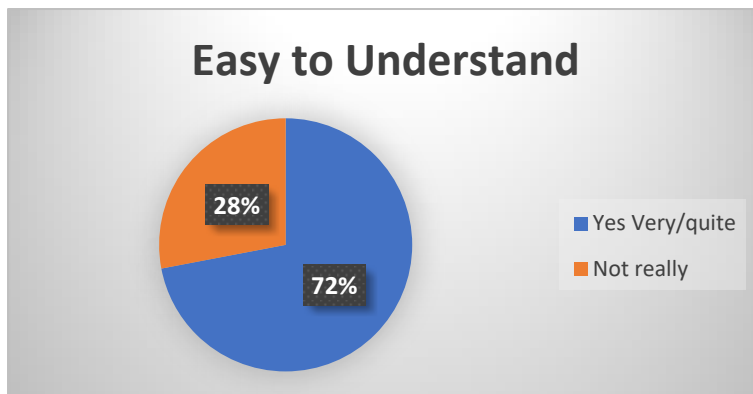
Comments were about the need to focus on all protected characteristics focus on anti-racist culture, disability, age, sex, religion and no faith, LGBT+ communities, White Ribbon, children and young people, asylum seekers, crime and policing.

Feedback from staff suggested targeting wellbeing, policies and procedures, having a diverse and representative workforce.

### **Question - Do you think the Equality Objectives are easy to understand?**

#### **Summary of feedback**

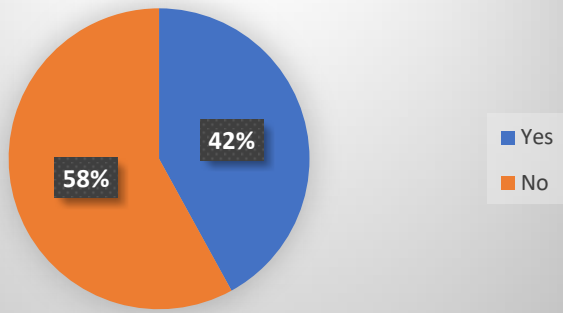
72% Very/ Quite and 28% Not Really



### **Question - Are you a Sheffield City Council employee?**

42% Yes and 58% No

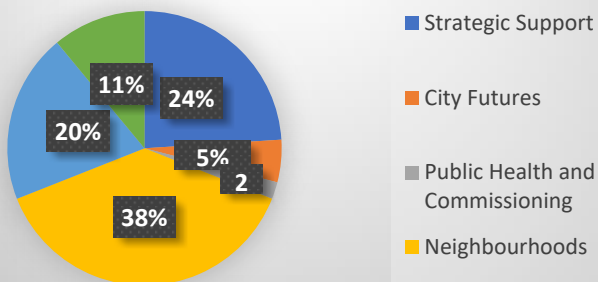
## Are you a Council Employee



### Question - Of the 42 % who said yes - which directorate do you work in?

24% Strategic Support Services, 5% City Futures, 2% Public Health and Integrated Commissioning, 38% Neighbourhood Services, 20% Children's Services and 11% Adult Wellbeing and Care.

## Directorate



### Question - Are you responding as an individual or an organisation?

99% Individual, 1% Organisation

### Question - Would you like to see further promotion of the Equality Objectives?

## Would you like further promotion of the Objectives



### Summary of feedback

89% Yes, 11% No

Do you have any other comments?

People noted the following areas.

- They would like to see the following, education, housing, greenspace, health and social life, non-academic routes for young people.
- Comments about wording change wording, they should be SMART, too much jargon, more accessible language and Easy Read,
- Some questions how do you achieve within a funding crisis, how do they interact with City Goals? Publish survey results.
- Staffing comments regarding SCC - high workloads impacting staff mental health, include good work already happening, focus on Disability Confident, intersectionality, consideration of how staff progress, managers invested and accountable.

### **Actions as a result of the feedback**

Some of the more negative comments were split into 2 groups those that thought we were taking not enough action and that our objectives were not specific enough and those that thought we shouldn't have goals around equality.

- As a result of the consultation as noted above and the other feedback sessions, we will;
- Split the Objectives into four, separating out Leadership and Communities as we agreed that the two areas although connected should be separated.
- Produce an easy read version of the Objectives and we have also tried to simplify the language in places.
- Set some specific council – wide measures in this report for the next year which we will report on. We will also develop these action plans and performance targets further with our services over the coming months. These will include areas as noted in the consultation feedback such as housing, education, health and workforce etc.
- Cover the full range of protected characteristics as relevant.
- Over the next year report back on progress made on Have your Say Sheffield, internally to our staff and via our Annual Report against the Objectives.

## **APPENDIX 3 Equality Objectives 2024- 28 Action Plan**

Our Equality Objectives for the next four-year period will collectively ensure a strong and focused approach to improving equality, diversity and inclusion across all protected characteristics over the coming period. Each of the four Equality Objectives is supported by goals which will help to support their achievement.



These are just the initial actions these will be developed with directorates and services over the coming months and actions will be integrated within our new performance Framework which will come to Strategy and Resources Committee later in the year.

## Objective 1 – Leadership – Embracing Equality

**Champion equality through knowledgeable and inspirational leadership to become an inclusive, accessible and anti-racist organisation.**

<b>Goal 1 – Knowledgeable leaders who actively champion equality and diversity, working in partnership with others, to build an inclusive council.</b>			
<ul style="list-style-type: none"> <li>Committed leaders acting as equality ambassadors, encouraging, enhancing and valuing diversity whilst challenging inequalities.</li> <li>Identifying and enabling routes to grow diverse leadership to reflect the city's communities.</li> <li>Knowledgeable leaders recognising the complexities of Sheffield's communities and working in partnership to make ours an inclusive and accessible city.</li> </ul>			
<b>Overarching aim</b>	<b>We will create an environment and culture of expectation that enable our senior leaders to demonstrate their commitment to equality.</b>	<b>Accountable</b>	<b>Timescale</b>
<b>Key action</b>	Promotion and facilitation of EDI development opportunities for senior leaders.	Pol & Dem Engagement	Qtr2
<b>Measure of success</b>	% of SLT Equality Champion roles in place and active in last quarter.	SLT	quarterly
<b>* Measure of success</b>	% of elected members who have completed level 2 EDI training.	Human Resources	Qtr1

<b>Goal 2 – Respected reputation locally and nationally for best practice in Equality, Diversity and Inclusion (EDI)</b>			
<ul style="list-style-type: none"> <li>Welcoming peer review and scrutiny from external organisations.</li> <li>Delivering beyond our legal equality duties to become a recognised leader in EDI.</li> <li>Equality running through our values, governance and decision-making.</li> </ul>			
<b>Overarching aim</b>	<b>We will test ourselves against a range of equality standards to improve ourselves as an organisation, service provider and employer.</b>	<b>Accountable</b>	<b>Timescale</b>
<b>Key action</b>	Review ourselves against external equality standards (e.g. Diverse by Design, Equality Framework for Local Government, Race Equality, Disability Confident)	SEIB	Qtr1
<b>* Key action</b>	Undertake an internal assessment against the standards	Chief Op Officer	Qtr3
<b>Measure of success</b>	Showing clear progress towards our equality standard commitments.	SLT members (TBC)	Quarterly

<b>Goal 3 – Working in partnership to make Sheffield an anti-racist city</b>
--

<ul style="list-style-type: none"> <li>Adopting a race equality approach for the Council that challenges discrimination and racism in everything we do across our services and practices.</li> <li>Inspiring and raising our expectations of our partner organisations in Sheffield and the region to commit to race equality.</li> </ul>			
<b>Overarching aim</b>	<b>We will test ourselves against our race equality action plan to improve ourselves as an organisation, service provider and employer.</b>	<b>Accountable</b>	<b>Timescale</b>
<b>Key action</b>	Setting up and support of Race Equality Partnership.	Pol & Dem Engagement	Qtr1
<b>Measure of success</b>	Measurable progress towards all five Race Equality goals monitored by the action plan and overseen by the Race Equality Partnership.	SEIB	Quarterly

## Objective 2 – Service Delivery – Fostering Inclusion

Provide inclusive, accessible, quality and customer-centred services which meet the needs of all Sheffield's communities.

<b>Goal 1 – Evidence-based approach to deliver inclusive services that meet the needs of diverse communities</b>			
<ul style="list-style-type: none"> <li>Creating different ways for people to engage with our services, share their knowledge and help us continually to improve how we understand our communities.</li> <li>Using data to inform and improve our service-planning and delivery, and address barriers, and making this available for more people to see.</li> <li>Using Equality Impact Assessments to identify ways to increase opportunities and reduce inequalities for people who have different protected characteristics and experiences.</li> </ul>			
<b>Overarching aim</b>	<b>We will strengthen the role and expectation of our services' Equality Impact Assessments to support more informed decision-making.</b>	<b>Accountable</b>	<b>Timescale</b>
<b>Key action</b>	Implement improvements to EIA design and process, including better use of data and customer insights.	Pol & Dem Engagement	Qtr2
<b>* Key action</b>	Remove items from committee agendas if they should have an EIA and that is not supplied.	Democratic Services	Ongoing
<b>Measure of success</b>	90% of service decision reports at policy committee level and above with Equality Impact Assessments are approved.	Executive Directors	Quarterly

<b>Goal 2 – Accessible, equitable and fair approach to procurement and commissioning</b>			
<ul style="list-style-type: none"> <li>Continually reviewing and implementing best practice in equalities, diversity and inclusion within our supply chain and commissioned services to improve outcomes.</li> <li>Widening the equality of opportunity across diverse communities to grant funding and commissioning, by providing accessible support and information.</li> <li>Ensuring quality, transparency and accountability in funding decisions by utilising and publishing equality information.</li> </ul>			

<b>Overarching aim</b>	<b>We will make our procurement processes more accessible to organisations that are led or particularly used by, or which promote the interests of, different protected characteristics and equality groups</b>	<b>Accountable</b>	<b>Timescale</b>
<b>* Key action</b>	Supporting businesses to engage with our procurement processes, complemented by a SME register, commercial strategy and social value and ethical procurement policy.	Commercial Services	Qtr3
<b>Measure of success</b>		Commercial Services	

**Goal 3 – Services that help to reduce inequalities and make Sheffield a more inclusive city**

- Actively seeking and making use of diverse opinions and community insights when reviewing, developing and improving services, and providing information in a variety of accessible ways.
- Reviewing services through ‘deep dives’ to ensure they contribute to promoting equality, diversity and inclusion, and they have the right approaches in place.
- Reporting service equality plans and actions via directorates to their relevant committee.

<b>Overarching aim</b>	<b>We will have consistent equality standards across all SCC service plans.</b>	<b>Accountable</b>	<b>Timescale</b>
<b>Key action</b>	Implement improvements in SCC service plan templates and reporting processes to ensure greater and more consistent prominence is given to equality targets.	Pol & Dem Engagement	Qtr4
<b>Key action</b>	Proposal to develop and promote use of Have Your Say Sheffield digital engagement platform across directorates.	Pol & Dem Engagement	Qtr2
<b>Measure of success</b>	Measurable progress towards equality targets in service plans.	Executive Directors	Qtr4
<b>Measure of success</b>	Measurable improvements in breadth of use of Have Your Say Sheffield per Committees.	Executive Directors	Qtr4

**Objective 3 – Communities – Celebrating Diversity**

**Build a fairer and more equitable Sheffield by fostering good relationships, listening and engaging with the city’s diverse communities.**

**Goal 1 – Working together to shape Sheffield as a welcoming and thriving city where people are at the heart of what we do**

- Strengthening key partnerships on Age, Carers, Disability, Faith, LGBT, Race, Sex and other groups.
- Developing how we work with the voluntary, community and faith sectors to maximize knowledge, expertise, resources and collaboration to enable communities to thrive.
- Working in and with communities to build local assets, capabilities and opportunities.

<b>Overarching aim</b>	<b>We will enable more opportunities for communities to have influence.</b>	<b>Accountable</b>	<b>Timescale</b>
------------------------	---	--------------------	------------------

<b>Key action</b>	Jointly review and implement changes to the way we work with the VCF sector.	PH & Int Comm	Qtr4
<b>* Key action</b>	Review community participation and engagement.	Governance Committee	Qtr3
<b>* Key action</b>	Implement My Account and ensure equality monitoring and accessibility requirements are in place.	ICT & Digital Innovation	Qtr3
<b>Measure of success</b>	Reporting to evidence that registration to My Account that is representative of city demographics.	ICT & Digital Innovation	Qtr4

**Goal 2 – Fostering good relationships and understanding between and within communities**

- Working together to celebrate diversity across a range of equality awareness days.
- Building trust with and between diverse communities by working together in partnership with VCF groups.
- Supporting stronger interfaith structures in the city, strengthening the links and structures between the diverse range of groups and organisations.

<b>Overarching aim</b>	<b>We will promote greater awareness and understanding of diverse and minoritised communities.</b>	<b>Accountable</b>	<b>Timescale</b>
<b>* Key action</b>	Support and develop stronger interfaith structures.	Pol & Dem Engagement	Qtr2
<b>Key action</b>	Develop and run equality awareness days as agreed in the annual report, enabling SLT involvement.	Pol & Dem Engagement	Quarterly
<b>Measure of success</b>	Reporting showing evidence of positive stakeholder involvement in awareness events and feedback.	Pol & Dem Engagement	Quarterly

**Goal 3 – New approach to community engagement so everyone is able to contribute, participate and influence.**

- Working through and developing Local Area Committees to enhance the involvement of diverse communities.
- Increasing diverse communities' participation in decision making.
- Implementing a new engagement strategy that responds to the changing profile of the city and seeks to diversify how we engage and who with.

<b>Overarching aim</b>	<b>We will make our Local Area Committees focal points for accessible and diverse community engagement.</b>	<b>Accountable</b>	<b>Timescale</b>
<b>Key action</b>	Increase data availability within the Council and externally, including developing updated Community Knowledge Profiles	Business Strat & Ch	Ongoing
<b>Key action</b>	Jointly review and implement changes to the way our Local Area Committees work.	Community Services	Qtr4
<b>Measure of success</b>	Reporting showing evidence of representative community involvement in LACs.	Community Services	Qtr4

**Champion a culture where employees feel safe, valued and belong, where equality is everyone's business. We will build a representative and highly skilled workforce which reflects the city's diversity.**

<b>Goal 1 – Engaged workforce where employees feel safe, valued, have a sense of belonging.</b>			
<ul style="list-style-type: none"> <li>Using employee feedback to continuously improve our practice, policies and decision making to promote equity across the organisation.</li> <li>Developing HR policies that support our values and are applied to avoid bias or discrimination, including monitoring and analyse of workforce HR data.</li> <li>Providing a robust training programme to develop knowledge and understanding of EDI, and to support open, respectful conversations to remove barriers and promote belonging</li> </ul>			
<b>Overarching aim</b>	<b>We will</b>	<b>Accountable</b>	<b>Timescale</b>
<b>* Key action</b>	staff survey to enable equality analysis a way to conduct organisation-wide and targeted staff engagement.	Human Resources	Qtr4
<b>Measure of success</b>	% improvements to ensure there is not a statistically significant gap between different identity groups on the survey in all areas/questions.	Human Resources	Qtr4
<b>Measure of success</b>	% reduction in gap between equality groups in HR procedures	Human Resources	Quarterly
<b>Key action</b>	Monitor and deep dive into HR casework to reduce over representation regarding ethnicity and disability.	Human Resources	Qtr4
<b>Measure of success</b>	% improvements to ensure there is not a statistically significant gap between different identity groups in all areas/questions.	Human Resources	Qtr4
<b>Measure of success</b>	% reduction in gap between equality groups in HR procedures	Human Resources	Quarterly

<b>Goal 2 – Representative and skilled workforce which reflects, values and understands the city's diversity.</b>			
<ul style="list-style-type: none"> <li>Increasing our workforce diversity to reflect the city through an evidence-based mix of recruitment, retention and initiatives for underrepresented groups.</li> <li>Developing recruitment approaches that attract talent from across all of Sheffield's communities.</li> <li>Committing to a continuous improvement journey for workforce data with all initiatives working toward the effective and relevant collection of workforce equality data.</li> </ul>			
<b>Overarching aim</b>	<b>We will make our workforce more representative of the city at all levels in the Council.</b>	<b>Accountable</b>	<b>Timescale</b>
<b>Key action</b>	Review and implement changes to the resources that support and require services to work towards achieving more diverse workforces.	Human Resources	Qtr2
<b>Measure of success</b>	% improvements in workforce diversity across all protected characteristics in leadership pay bands.	Executive Directors	Qtr4

<b>Measure of success</b>	% improvement in workforce diversity across apprentices especially ethnicity, disability and women.	Executive Directors	Qtr4
---------------------------	---	---------------------	------

<b>Goal 3 – Workforce wellbeing, where everyone feels engaged to champion inclusivity.</b>			
<ul style="list-style-type: none"> <li>Recognising, appreciating and celebrating our employees' achievements and contributions in line with EDI and our values.</li> <li>Identifying opportunities for employees to network, collaborate, exchange ideas and learn from one another to progress in their careers.</li> <li>Developing tools and support programmes to enable all employees to maintain their health and wellbeing, and function in their role in a safe and secure environment.</li> </ul>			
<b>Overarching aim</b>	<b>We will create an environment where our employees are able and expected to contribute positively and supportively to promote equality.</b>	<b>Accountable</b>	<b>Timescale</b>
<b>Key action</b>	Encourage, develop and facilitate staff-led Employee Equality Hubs that cover all protected characteristics.	Pol & Dem Engagement	Qtr2
<b>* Key action</b>	Commissioning of EDI training package (including specific race literacy training and intersectionality emphasis).	Human Resources	Qtr2
<b>Key action</b>	Develop forums /opportunities for Managers to develop confidence and acquire skills in dealing with EDI matters	Human Resources	Qtr2
<b>Measure of success</b>	Reporting showing evidence of take-up of EDI training across different service areas, employee grades and employee demographics.	SEIB	Qtr4

## APPENDIX 5 – Awareness Days

There are many benefits that celebrating a diversity of awareness days can capture, from public education, celebrations, pride, mourning and remembrance. As a public institution, Sheffield City Council has a commitment to equality and diversity to both its staff and the citizens of Sheffield. Its values aim to embrace equality and inform, educate, build community cohesion, promote inclusivity, and improve outcomes for all. Recognising awareness days can help bridge the gap between the Council and the citizens of Sheffield by acknowledging important issues which matter to a diverse range of people across the workplace and wider city.

Awareness days allow a space for people to contemplate, reflect and allow themselves to be who they want to be. They can be both serious in nature and great fun. It is often a space where people fighting for equality and representation can have their voice. Events can also bring people into the city and increase tourism and can raise the profile of the city. Events such as Pride, or Black History Month etc can bring national recognition etc. Awareness days are often a driver for partnership working with different organisations and charities coming together. We also need to be careful not to just be performative and we need to ensure the work around the days to have substantive impact.



Supporting awareness days is also an important way in which we support and meet Our Duties to foster good relationships between people who share protected characteristics and those who do not. They also help us to engage with people who are often under represented in public life.

Last year we agreed we would consider the key awareness days we would support and also ensure that we can deliver as we cannot acknowledge all the awareness days. The days we supported are included in the work set out in our Objectives. It is suggested for the coming year 2024-2025, we prioritise the following: for involvement/ media/ cost/ campaign. They will be internally and externally promoted unless stated otherwise.

- Holocaust Memorial Day 27th January 2024 and 2025
- Race Equality Matters 5-11 February 2024 (internal only) 25
- International Women's Day/Week 8th of March 2024 and 25
- International Day Against Biphobia, Homophobia and Trans (DABHOBiT) 17th of May 2024
- Carers' Week - 10th -16th June 2024(service led)
- Windrush Day 22nd June 2024
- Disability History/ Pride Month Month July or November 2024
- LGBTQ+ Pride Month (inc Pinknic) 1 - 30 June 2024
- South Asian Heritage Month July 18th - August 17th 2024
- Black History Month 1st - 31st October 2024
- International Day for Older People-1st October 2024
- Mens Health -1st - 30th November
- Inter Faith Week 10th - 17th November 2024
- White Ribbon Day 25th November 2024 (Service Led)

## **APPENDIX 6 - Annual Report**







This page is intentionally left blank