

# **Overview and Scrutiny Management Committee**

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**Thursday 14 November 2019 at 1.30 pm**

**To be held at the Town Hall, Pinstone  
Street, Sheffield, S1 2HH**

**The Press and Public are Welcome to Attend**

## **Membership**

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Councillors Mick Rooney (Chair), Ian Auckland, Steve Ayris, Ben Curran, Denise Fox, Julie Grocutt, Tim Huggan, Douglas Johnson, Mike Levery, Cate McDonald, Sioned-Mair Richards and Jim Steinke

## **Substitute Members**

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

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## PUBLIC ACCESS TO THE MEETING

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The Overview and Scrutiny Management Committee comprises the Chairs and Deputy Chairs of the four Scrutiny Committees. Councillor Cate McDonald Chairs this Committee.

### Remit of the Committee

- Effective use of internal and external resources
- Performance against Corporate Plan Priorities
- Risk management
- Budget monitoring
- Strategic management and development of the scrutiny programme and process
- Identifying and co-ordinating cross scrutiny issues

A copy of the agenda and reports is available on the Council's website at [www.sheffield.gov.uk](http://www.sheffield.gov.uk). You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday. You may not be allowed to see some reports because they contain confidential information. These items are usually marked \* on the agenda.

Members of the public have the right to ask questions or submit petitions to Scrutiny Committee meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Deborah Glen, Policy and Improvement Officer, on 0114 27 35065 or email [deborah.glen@sheffield.gov.uk](mailto:deborah.glen@sheffield.gov.uk)

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## FACILITIES

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There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

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**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA  
14 NOVEMBER 2019**

**Order of Business**

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- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**  
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest**  
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting**  
To approve the minutes of the meeting of the Committee held on 17<sup>th</sup> October, 2019
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. Ethical Procurement**  
Report of the Executive Director of Resources
- 8. Sheffield City Council's Equality Duties**  
Report of the Head of Policy and Partnerships
- 9. Issues to Raise from Scrutiny Committees**  
The Chairs of the Scrutiny Committees to report
- 10. Update on Governance Work**  
Presentation from the Policy and Improvement Officer
- 11. Work Programme 2019/20**  
Report of the Policy and Improvement Officer
- 12. Dates of Future Meetings**  
Special meetings of the Committee, to discuss the proposed new Governance arrangements, will be held on Tuesday, 26<sup>th</sup> November, 2019, from 1.00 pm to 5.00 pm, Thursday, 28<sup>th</sup> November, 2019, from 10.00 am to 8.00 pm, Tuesday, 3<sup>rd</sup> December, 2019, from 1.00 pm to 5.00 pm and Wednesday, 18<sup>th</sup> December, 2019, from 10.00 am to 12 noon, in the Town Hall

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period\* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

\*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
  - under which goods or services are to be provided or works are to be executed; and
  - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
  - the landlord is your council or authority; and
  - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
  - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
  - (b) either -
    - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
    - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Audit and Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email [gillian.duckworth@sheffield.gov.uk](mailto:gillian.duckworth@sheffield.gov.uk).

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Overview and Scrutiny Management Committee

Meeting held 17 October 2019

**PRESENT:** Councillors Mick Rooney (Chair), Steve Ayris, Ben Curran, Denise Fox, Tim Huggan, Douglas Johnson, Mike Levery, Cate McDonald, Sioned-Mair Richards, Jim Steinke and Richard Shaw (Substitute Member)

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**1. APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received from Councillors Ian Auckland (with Councillor Richard Shaw attending as his substitute) and Julie Grocutt.

**2. EXCLUSION OF PUBLIC AND PRESS**

2.1 No items were identified where resolutions may be moved to exclude the public and press.

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest.

**4. MINUTES OF PREVIOUS MEETING**

4.1 The minutes of the meeting of the Committee held on 19<sup>th</sup> September, 2019, were approved as a correct record and, arising therefrom,

(a) further to queries raised by the Chair, it was reported that:-

- (i) information on whether the Council, as part of its telephone service, provided members of the public with the option of ringing them back, if so requested, had been sent to Members;
- (ii) the Committee was still awaiting guidance from Councillor Mark Jones (Cabinet Member for Environment, Streetscene and Climate Change) in connection with the proposed establishment of a Citizens' Assembly to look at climate change;
- (iii) Councillor Tim Huggan would be contacting Councillor Sioned-Mair Richards to inform her of the nominee from the Liberal Democrat Group on the cross-party Member Task and Finish Group to look into communications and consultation on the budget process;
- (iv) the Chairs of this Committee and the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee (Councillor Cate McDonald) would be meeting to discuss the issue regarding the Access to Mental Health Services – Call for Evidence, with the aim of progressing this issue; and

- (v) the information referred to in Item 6 – Corporate Performance Framework (paragraphs (a), (b) and (c)) was in the process of being collated by Louise Brewins (Head of Performance and Intelligence), and would be either actioned or sent to Members, whichever relevant, at the earliest possible opportunity; and
- (b) further to a query raised by Councillor Douglas Johnson, the information in item 6 – Corporate Performance Framework (paragraph 6.4, third bullet point) was being collated by Louise Brewins (Head of Performance and Intelligence) and would be circulated to Members at the earliest possible opportunity.

## **5. PUBLIC QUESTIONS AND PETITIONS**

5.1 Members of the public raised questions as follows:-

### 5.2 Woll Newall

Has this Committee been given the power to fulfil the Council’s legal obligation to “draw up proposals for the operation of the modernised Committee system” and publish them before March? If not then, which cross-party group is in charge of producing the proposals and why is it not mentioned in the report?

### 5.3 Nigel Slack

- (a) The current review is expected to come to Council with a proposal within three months. This demonstrates one of the issues around Cabinet systems. If the Cabinet Member responsible does not take the steps needed to progress a decision, the risk escalates that a wrong, or at least ill-informed, decision is taken. I have been tasked with facilitating two significant public events in this review. The first will concentrate on the review this Committee is deliberating, on what form a future “modern committee system” might take. Will this Committee undertake to treat evidence from the public event as seriously as that from internal sources and their own evidence sessions?
- (b) Will all meetings and deliberations of the Committee on this matter of Governance Review be webcast to ensure fullest transparency for the public and Councillors?

5.3.1 The Chair stated that the Committee would undertake to treat evidence from this public event as seriously as that from internal sources and its own evidence sessions, and confirmed that all meetings and deliberations of the Committee on this issue would be webcast.

### 5.4 Shelley Cockayne

- (a) In light of the fact that those Cabinet post-holders in favour of a move to a modern committee system resigned because of their belief that this is a

better system for representation, participation, partnership and transparency, does the Panel in front of us have the best visionary minds for the job at hand?

- (b) In tandem with Mr. Newell's question, surely a separate Committee with the sole focus on exceeding your legal responsibilities, a Panel that includes non-partisan experts and other interested community contributors, is what is required?

5.5 The Chair, in reference to the questions raised, and which had not been responded to, stated that there was a likelihood that responses to the questions would be provided, either as part of the introduction to the report or as part of the presentation to be made.

## **6. REVIEWING DECISION MAKING IN SHEFFIELD CITY COUNCIL**

6.1 The Committee received a joint report of the Director of Policy, Performance and Communications and Director of Legal and Governance on the proposed arrangements in terms of reviewing decision making in Sheffield City Council.

6.2 In attendance for this item were Councillor Terry Fox (Cabinet Member for Finance, Resources and Governance) and Gillian Duckworth (Director of Legal and Governance).

6.3 Gillian Duckworth introduced the report, indicating that the Council, at its meeting held on 3<sup>rd</sup> July, 2019, had debated a petition calling for a referendum to change the way the Council makes decisions, from a Leader and Cabinet model to a committee system. At that meeting, the Council requested that the Deputy Leader works with this Committee to review decision-making at the Council. The report provided the Committee with an overview of the context, the petition and referendum, and proposed an approach the Council could adopt to take this work forward.

6.4 The report was supported by a presentation by the Policy and Improvement Officer (Emily Standbrook-Shaw) which contained information on timescales, a list of suggested elements for consideration for which any future decision-making structure should be based and a list of suggested key lines of enquiry.

6.5 Councillor Terry Fox referred to the timeline for the review, stressing that the timescale requiring the report to be submitted to full Council within six months had been agreed by full Council, at its meeting on 3<sup>rd</sup> July, 2019, hence the target date of Council on 8<sup>th</sup> January, 2020, and had not been his decision. In addition, there was a 56-day notice period determined by law that the Council had to meet. He stated that a considerable amount of work was required between now and the Council meeting on 8<sup>th</sup> January, 2020, which would include, amongst other things, extensive consultation with as many of the 95% of the City's residents as possible who had not been party to the Sheffield People's Petition. He referred to the important role of this Committee in gathering the evidence and considering options, together with the need for the whole process to be open and transparent.

- 6.6 The Chair stated that it was proposed that this Committee would decide on a series of principles that should form the basis for any future governance model in Sheffield, to inform the report to be submitted to the Council on 8<sup>th</sup> January, 2020.
- 6.7 In terms of responses to Mr. Newall's questions, which he indicated had not been answered as part of the report and presentation, the Director of Legal and Governance (Gillian Duckworth) stated that the decision-making powers sat with the Council's Executive and, therefore, this Committee could not take the decision. However, as the Council, at its meeting held on 3<sup>rd</sup> July, 2019, had requested the Cabinet Member for Finance, Resources and Governance to work cross-party, and with this Committee, to review the Council's current governance model, this would allow cross-party input to inform the decision to be taken by the Cabinet before the referendum.
- 6.8 In terms of the views of the opposition parties, Councillor Douglas Johnson stated that he believed that all Members should have an input in terms of formulating the model and Councillor Tim Huggan stated that he would like to see transparency and meaningful consultation at all levels, which would hopefully result in a positive outcome.
- 6.9 Councillor Terry Fox stated that all Members would be tasked to arrange consultation events in their respective Wards, in whichever format they chose, thereby providing the opportunity for as many residents as possible, and for all Members, to have an input. He made reference to the very tight timescales involved, but it was hoped that there would be sufficient time for anyone who so wished, to put forward their views.
- 6.10 Shelley Cockayne confirmed that responses to her questions had been reported as part of the presentation.
- 6.11 Members made the following comments/suggestions in terms of what they would like to see as part of the consultation process:-
- It was important that all Members listened to, and considered, all the evidence and information in terms of a suggested model. As part of this process, Members needed to look at what models the Council had used in the past, as well as visiting other local authorities to find out the merits of the systems they were using. As part of such visits, the views of both Councillors and officers must be sought.
  - As part of the process, this Committee needed to consider the weaknesses of the Authority's current decision-making structures, and those of a modern committee system, as well as the strengths.
  - Any additional costs of implementing a new committee system needed to be taken into consideration. The Committee needed to consider the views of a wide range of residents as part of the consultation.
  - Members of the Committee needed to make sure they set aside sufficient time, as part of the review.

- Due to the tight timescales, Members, with the support of officers, needed to start preparing consultation events/meetings in their Wards, which could take the form of “stand alone” consultation events/meetings, or held in conjunction with other meetings held in the community, such as Equality Hubs and Area Housing Meetings.
- It was important that tenants’ and residents’ associations, young people and students and external partners, such as the Sheffield City Partnership Board, were involved in the consultation.
- There was a need to include the scrutiny function, in whatever format, as part of any new committee system. It was important, as part of the review, to seek Members’ views on the effectiveness of the current scrutiny system.
- It was important that Members received further information with regard to officer delegations, information in terms of decisions to be published and an estimate in terms of the potential costs of administering a committee system.

6.12 Members of the Committee raised questions, and the following responses were provided:-

- Additional resources would be made available as part of the review process, mainly with regard to officer-time in terms of the arrangement of meetings in the community and visits to other local authorities. The results of the “Big City Conversation”, a major consultation exercise, where the views of citizens, voluntary, community and faith organisations and public and private sector partners would be asked about key issues and on how the Council engaged and serves the people of Sheffield, would be used as part of the review. With regard to the scrutiny function, the views of Members would be sought, in terms of what they considered was working, or not working, as part of the current system.
- Whilst the views of independent experts would be sought, such as the Centre for Public Scrutiny, it was not envisaged, particularly given the tight timescales, that their involvement would form a major part of the review.
- Whilst there would be resources made available, in terms of officer support, there would be a reliance on Members to take a lead in connection with either arranging new consultation events/meetings in their respective Wards, or making arrangements for the issue to be discussed at community events/meetings already planned. It was proposed that there would be guidance for Members to allow for some form of consistency in terms of what questions were asked and how the responses were collated.
- In terms of the proposed visits to other local authorities, it was suggested that these should involve a minimum of three Members of this Committee, and accompanied by an officer, with preparatory work being undertaken in order to ensure the relevant Members and officers of the authorities to be

visited were available.

- In terms of preparatory work, a number of press releases had already been made, Councillor Terry Fox had been interviewed about the review on Radio Sheffield, and Members and officers were working with The Star in connection with a 10-week media plan.
- In terms of timescales, a report setting out a proposed option would be submitted to full Council on 8<sup>th</sup> January, 2020. A proposal for a committee system must be published by 11<sup>th</sup> March, 2020, and a referendum thereon would be held on the day of the local elections, on 7<sup>th</sup> May, 2020.
- Regardless of whether the Council, prior to May 2020, resolved to change to a new committee system, on the basis that the Sheffield People's Petition had received the required number of signatures, with all the signatures being verified, the Council was obliged, under current legislation, to hold a referendum on or before the day of the next local elections.

6.13 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, together with the comments now made and the responses to the questions raised; and
- (b) approves the proposed approach in terms of the review, as set out in the report and detailed as part of the presentation now made, taking into consideration the comments and suggestions now made.

(NOTE: Prior to the passing of the above resolution, an additional recommendation moved by Councillor Steve Ayris, and seconded by Councillor Tim Huggan, as follows, was put to the vote and negatived:-

"The Centre for Public Scrutiny be tasked to undertake groundwork interviews and make recommendations to full Council".

The votes on the additional recommendation were ordered to be recorded and were as follows:-

For the additional - Councillors Steve Ayris, Tim Huggan, Mike  
recommendation (4) Lavery and Richard Shaw.

Against the additional - Councillors Ben Curran, Denise Fox, Douglas  
recommendation (6) Johnson, Cate McDonald, Sioned-Mair Richards  
and Mick Rooney.

## **7. ISSUES TO RAISE FROM SCRUTINY COMMITTEES**

- 7.1 Councillor Mick Rooney reported that the Children, Young People and Family Support Scrutiny and Policy Development Committee had considered the Adoption and Fostering Annual Reports 2018/19, at its last meeting held on 14<sup>th</sup> October, 2019, which had been very positive in that there had been a number of

improvements in both Services.

- 7.2 Councillor Cate McDonald reported that the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee had undertaken a high level scrutiny exercise in terms of the Mental Health Strategy.
- 7.3 Councillor Denise Fox reported that the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee were to receive an update on the likely effects of Brexit on the City Council at its next meeting, to be held on 22<sup>nd</sup> October, 2019.
- 7.4 Councillor Ben Curran reported that, with regard to the Safer and Stronger Communities Scrutiny and Policy Development Committee (a) following consideration of the South Yorkshire Fire and Rescue Draft Risk Management Plan, at its meeting held on 11<sup>th</sup> July, 2019, which contained proposals to cut the number of firefighter crews, together with a petition organised by the Fire Brigades Union, opposing the cuts, which had been submitted to the Council on 12<sup>th</sup> June, 2019 and referred to the Committee, the proposed cuts had now been shelved, and the Union had expressed its appreciation of the Committee's involvement and (b) there were plans for the Committee to look into the problems of knife crime in the City.
- 7.5 The Committee noted the information now reported.

## **8. WORK PROGRAMME 2019/20**

- 8.1 The Committee received a report of the Policy and Improvement Officer containing the Work Programme for 2019/20.
- 8.2 Councillor Cate McDonald stated that it would be useful to obtain feedback from those groups likely to be affected by the Ethical Procurement Policy, including groups in the community and voluntary sector.
- 8.3 Further to respective queries raised by Councillors Douglas Johnson and Cate McDonald it was reported that (a) the additional meetings required as part of the review of the governance arrangements would be scheduled towards the end of November, 2019 and (b) the findings of the Member visits made to other local authorities would be written up, and included in the evidence to be submitted to the Council at its meeting on 8<sup>th</sup> January, 2020.
- 8.4 RESOLVED: That the Committee notes and approves the Work Programme for 2019/20, including the suggestions now raised.

## **9. DATE OF NEXT MEETING**

- 9.1 It was noted that the next meeting of the Committee would be held on Thursday, 14<sup>th</sup> November, 2019, at 1.30 p.m., in the Town Hall.

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## Report to Overview and Scrutiny Management Committee 14/11/18

**Report of:** Executive Director Resources

**Subject:** Ethical Procurement

**Author of Report:** Filip Leonard, Head of Procurement & Supply Chain

### Summary:

Members requested a review of our commissioning cycle specifically with regard to the Council's Ethical Procurement Policy. The purpose of which is to enable the Council to *'conduct business ethically, effectively and efficiently for the benefit of Sheffield'*

This paper sets out that the Ethical Procurement Task Group's policy implementation is having an impact in Sheffield:

- More workers in our supply chain are paid the Real Living Wage;
- Suppliers are getting paid more quickly;
- The code of conduct has 100% compliance for all new suppliers
- Half of contracts are being awarded locally by the sourcing team and local spend is 47% or £256m in the first 6 months of the year.
- Social Value benefits are increasing and impacts Sheffield Citizens.

**Type of item:** The report author should tick the appropriate box

Reviewing of existing policy	X
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	X
Other	

### The Scrutiny Committee is being asked to:

Provide steer and contribute to the development of the Ethical Procurement Policy. Consider the content of the report and feedback on the progress of the programme.

### Background Papers:

**Ethical Procurement Implementation Update**

**Category of Report:** OPEN

## **Report of the Head of Procurement and Supply Chain**

### **Ethical Procurement Implementation Update**

#### **1. Background**

The Ethical Procurement Policy marked a radical ambition to use our spending power to drive ethical standards and social outcomes in our procurement. The cuts that Government have forced upon the City Council in the previous 7 years reduced our budget by over £390m putting pressure on services, communities and giving us increasingly difficult choices about how we use the money we do have available. Despite, or indeed because of this, the City Council needed to use its remaining spending power to deliver maximum impact to achieve its social and policy priorities. We do provide many services directly, but a significant proportion of our services are delivered by suppliers, so this puts procurement at the forefront in enabling these objectives.

Our Ethical Procurement Framework is a clear commitment to:

- maximising the Council's ability to use its discretion to apply ethical standards to behaviour throughout its supply chain
- use the money we spend to increase the social value and benefits for local people and businesses. This means that companies the Council contracts with must share our desire to create a city economy that works for all by paying their taxes, respecting workers' rights and equal opportunities, and invest in the talents of their employees through good training and healthy, safe working conditions. We want to encourage companies to think about the wider social impact on Sheffield communities of their activity.

By embedding these principles in our procurement practice, we support and encourage investment in the city's economy, creating fairer opportunities for local businesses and suppliers to deliver local contracts which in turn, can create good local jobs.

Sheffield City Council have set our stall out by being a leading Real Living Wage employer but we are only responsible for a proportion of the money invested in services, contracts and products in Sheffield. We believe that the Ethical Procurement Framework represents an opportunity for all of Sheffield's key institutions and partners – hospitals, businesses, universities – to use our collective financial power to get the best value and best opportunities for Sheffielders and local businesses.

#### **2. Policy Summary**

Sheffield City Council is committed to ensuring a high standard of ethical practice across our trading landscape and is raising the expectations of ourselves and our supply chain.

The Council expects all internal staff, partners and suppliers to work to these augmented standards which assure we will:

- Trade with those who comply with an Ethical Code of Conduct
- Exclude suppliers committing acts of Grave Misconduct
- Improve Social Outcomes for the citizens of Sheffield
- Increase the power of procurement and its Local economic impact.

The policy document articulates a series of revisions to protocols, process and tools across Sheffield City Council (SCC) and its supply chain, to enable the Council to 'conduct business ethically, effectively and efficiently for the benefit of Sheffield' (the vision). In particular focusses on adopting three key tools, Social Value tests, Ethical Code of Conduct for suppliers and revised Tender processes.

Following a review of our commissioning cycle specifically with regard to the Council's ability to address:

1. Tax compliance;
2. [Ethical Procurement];
3. Grave Misconduct;
4. Living Wage; and
5. Blacklisting;

within the supply chain, and the further topics of:

6. Local Economic Impact; and
7. Social Value

### 3. Policy Outcomes

The proposals anticipated the following outcomes:

#### Ethical

- Drive (SCC's view of) ethical behaviour as a standard throughout the supply chain
- Enable greater return in Social Value in Sheffield

#### Effective

- Increase SCC spend in the local economy / market
- Increase our understanding of the supplier markets
- Stimulate business growth
- Bring in innovative ideas and thinking from the market
- Accommodate short to mid term change / flexibility into contractual arrangements
- Drive an increase in cashable savings

#### Efficient

- Streamline processes
- Be (increasingly) cohesive in our messaging / engagement with suppliers / market
- Have processes that drive the right outcome (rather than focus solely on compliance)

#### 4. Operational changes and progress

The Ethical Procurement Policy meant a number of changes within the Procurement and Supply Chain team to structures, process and procedures to enable to creation of a number of products.

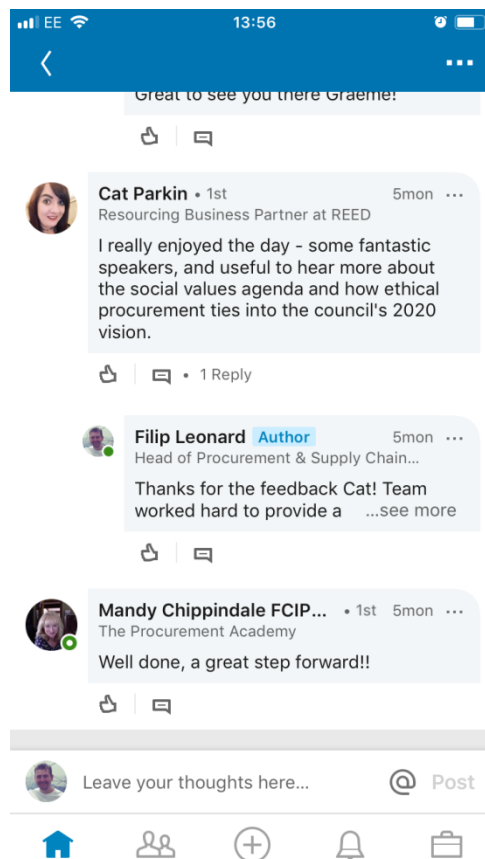
Outcome	Operational Delivery Strategies
<p><b>Drive (SCC's view of) ethical behaviour as a standard throughout the supply chain</b></p>	<ul style="list-style-type: none"> <li>• Develop Ethical Charter</li> <li>• Inclusion of charter all new procurement as Condition of Contract</li> <li>• Enable existing supply base to sign up to contract variation</li> <li>• Develop toolkit for Suppliers</li> <li>• Amends to standard supplier questionnaire</li> <li>• Training &amp; development for teams</li> <li>• Hold Ethical Supplier day event</li> </ul>
<p><b>Enable greater return in Social Value in Sheffield</b></p>	<ul style="list-style-type: none"> <li>• Changes to commissioning process</li> <li>• Inclusion of minimum weightings in tenders</li> <li>• Changes to documentation</li> <li>• Training and Development for teams</li> </ul>
<p><b>Increase SCC spend in the local economy / market</b></p>	<ul style="list-style-type: none"> <li>• Training and Development for suppliers</li> <li>• Implementation of a sourcing team to ensure at least one quote &lt;£150k is sourced locally</li> <li>• Changes to Constitution</li> <li>• Use of Social Media to market to local suppliers</li> </ul>
<p><b>Increase our understanding of the supplier markets</b></p>	<ul style="list-style-type: none"> <li>• Use of third party reporting tools</li> <li>• Encouraging officers to network with suppliers more effectively through objectives setting</li> </ul>
<p><b>Stimulate business growth</b></p>	<ul style="list-style-type: none"> <li>• Use Local Economic Impact evaluation criteria within tender</li> <li>• Training and Development for suppliers</li> <li>• Identify gaps in the local market for the provision of goods and services and market the opportunity</li> <li>• Development of payment incentive schemes for supplier</li> </ul>

<p><b>Bring in innovative ideas and thinking from the market</b></p>	<ul style="list-style-type: none"> <li>• Encouraging officers to network with suppliers more effectively through objectives setting</li> <li>• Use of third party reporting tools</li> <li>• Early engagement with suppliers in the commissioning process</li> <li>• Increase in pre-market engagement</li> </ul>
<p><b>Accommodate short to mid-term change / flexibility into contractual arrangements</b></p>	<ul style="list-style-type: none"> <li>• Letting contracts designed to capture development and innovations, increased use of framework arrangements</li> </ul>
<p><b>Drive an increase in cashable savings</b>  <b>Be (increasingly) cohesive in our messaging / engagement with suppliers / market</b></p>	<ul style="list-style-type: none"> <li>• Development of payment incentive schemes for supplier</li> <li>• Minimum price evaluation</li> <li>• Supplier Event</li> </ul>
<p><b>Have processes that drive the right outcome (rather than focus solely on compliance)</b></p>	<ul style="list-style-type: none"> <li>• Changes to Constitution</li> <li>• Implementation of a new acquisition model</li> </ul>

These changes have now synthesised into some key products which included;

- A dedicated team of Procurement and Supply Chain “Ethical Champions” who are responsible for leading the implementation of changes to the Council and who will review progress against the policy outcomes.
- An amended supplier questionnaire for all procurement above £150k to allow suppliers to be deselected based on their ethical performance such as Grave Misconduct which renders a bidders integrity questionable
- Implementation of the new how to buy model and a sourcing team at Sheffield City Council
- An innovative approach to delivering Real Living Wage in the Councils’ Contracts.
- The Supply2Sheffield training and events for suppliers
- The Supply2Sheffield Pay Plus scheme
- A partnership with the University of Sheffield to produce an Ethical Diagnostic Toolkit aimed at achieving sustainable ethical supply chains.
- Training and information updates for managers across the Council.
- Changes to Councils standing orders
- Amended terms and conditions to include compliance against the ethical charter and commitments to Living Wage
- Amended tender documentation to include new Social Value evaluation model, Pay Plus scheme and Living Wage requirements

To ensure the success of the project it was important to ensure that we approach our supply chain in a very positive and collaborative manner. To that end the Council hosted a well-attended Ethical Procurement event on the 29<sup>th</sup> October 2018 for current suppliers. The day enabled the Council to set out its Ethical performance standards and approaches. The Ethical Launch day included Neil Mcinroy from CLES, one of the top 50 most influential people in local government, who assisted us with understanding local economic strategies deployed in the Preston model to deliver inclusive growth. Oxygen Finance also supported with supply chain finance advice for the Pay Plus Scheme.



## 5. Success so Far

### a. Real Living Wage

In October 2019, The Real Living Wage (RLW) foundation re-accredited Sheffield City Council for a further year for the work in encouraging the payment of RLW in the supply chain. Currently 80% of our supply chain (by value) pays RLW, 81% of suppliers in total.

**Sara Johnson of the RLW Foundation told us** *“Sheffield City Council has gone beyond the accreditation, to promote the Living Wage in Sheffield and throughout its supply chain. As part of the Living Wage accreditation process, Sheffield City Council has engaged with suppliers on the real Living Wage and will be able to measure detailed Living Wage impact across the supply chain through the in depth supplier toolkit which it has developed in partnership with the University of Sheffield”.*

**Tess Lanning, Director of the Living Wage Foundation, said:**

*“We’re delighted to welcome Sheffield City Council to the Living Wage movement as an accredited employer. We know that when major employers like councils commit to paying the real Living Wage thousands of people get a pay rise, but other local employers also follow their lead. This is how we build true Living Wage places.”*

The vast majority of workers not paid RLW are working in Adult and Children’s Social Care services, this presents a challenge given the significant cost and demand pressure the Council faces in this area. Research and evidence does suggest that payment of RLW to these workers may contribute positively to retention, recruitment and productivity, key challenges for certain parts of our supply chain. The Ethical Policy does not mandate payment of the Real Living

Wage by all of its suppliers, however the Council is working on a business case to understand the impact of this, should it become policy.

### **b. Early Payment Scheme**

The scheme has recruited 67 voluntary suppliers, a mix of SME's and VCF local companies who are benefitting from the getting paid early.

The benefits are best described by the suppliers themselves, Gary Adshead (Director Burngreave Building Company) said;

*“Predictable, reliable early payment of invoices, particularly from large clients is vital to our company’s survival. The reduction of time chasing invoices is a massive key benefit to us. This programme we feel will enable local business to grow and develop, leading to a proper economic benefit.*

*“Try this scheme, it can and it seriously would make a significant difference to your business, you can forge a stronger relationship with the Council, easing cash flow at the same time, reducing your reliance on finance.”*

### **c. Social Value**

Mandating Social Value has meant we have been able to specify such things as apprenticeships in procurements with the following results; 752 new employment outcomes, 60 new apprentices, provided skills and work experience for 323 young people, further details on achievements are at Appendix 1.

The Council has partnered with the Social Value Portal to help bring consistency and clarity to all tendered procurement activity, to help grow the pockets of excellence we've had in Construction for example.

This now means that each tender now has a Social Value method statement and attributable “£” in proxy values. This is currently being trialled in a major / high value tender, with initial responses returning a potential of £13m in social value (See Appendix 2). We will shortly be able to report a “£” social for all new tendered activity.

The Council is also now a member of the National Social Value Task Force, influencing this agenda nationally.

## **Martin Toland Investment Manager | Investment Management Services | Amey Group PLC**

*“Amey shares Sheffield City Council’s vision to create a local economy that works for all through its ethical procurement policy. Through its 25-year Streets Ahead highways contract with the council, Amey is committed to delivering social value in all its services and activities and supports the use of local suppliers dedicated to the high quality and ethical standards the city demands.*

*At Amey we are fully committed to supporting communities and investing in people and the future. We are constantly thinking about the wider social impact our activities have on Sheffield communities by engaging with programmes and people in a variety of areas. We work with partners and sub-contractors to encourage and support employment of local unemployed people by offering apprenticeships, work experience programmes and schools and college visits.*

*Since the contract began in 2012 we have had 80 apprentices and since 2016, ten interns. We run a supported intern programme for young people with special educational needs, working closely with local colleges and special schools, and we offer work experience placements for youngsters wherever we can. We also work with Youth Justice and are part of a newly launched programme in the city called Forging Ahead, which helps ex-offenders out of the criminal justice system and into meaningful work and training.*

*Our education in the community programme has seen us visit more than 270 schools (around 60,000 pupils) since the contract began delivering regular school assemblies and events on litter awareness and the environment. Our employees took part on more than 60 Community Involvement Days in 2018 alone where they spend time on practical activities like pruning trees, carrying out pathway repairs, tidying areas in places such as nursing homes, schools, and recreation areas. Street cleansing activities at Streets Ahead also go far beyond the contractual requirements with the existence of several hundred active local and community litter-picking groups supported by Amey across the city region.”*

## **Guy Le Geyt, General Manager Energy Recovery Facility & District Energy Veolia**

*"Veolia is proud to support Sheffield City Councils drive to ensure its procurement activities are ethical. This initiative is closely aligned to Veolia's approach to its business activities in Sheffield. In recent years Veolia Sheffield has worked with local education providers to train apprentices to work at the Energy Recovery Facility. This approach has ensured that local people can be given the engineering skill required to support the Energy Recovery Facility and District Energy network for many years to come."*



#### **d. Sourcing Team & Local Spend**

For the financial year April 2018 – March 2019, the sourcing team awarded c1.8m contracts to 138 companies, 60 of those contracts were awarded to companies within the city ward boundaries and 73 in the Sheffield City Region. In the first 6 months of this year, the sourcing team have conducted 79 procurements; they have saved £144k and awarded half of contracts locally. This demonstrates the success of mandating 1 local quote for our goods and services requirements.

Local spend (Businesses Located in Sheffield) was 42% for April 2018 – March 2019, this year to date it is currently 47%.

#### **Supplier feedback received on Sourcing team:**

**easyValeting:** *“Thanks again Alicia to yourself and Sheffield City Council for this opportunity to work together, made easy.”*

#### **Client feedback received on Sourcing team:**

**Sarah Lowi Jones:** *‘ I had a great service from your team, specifically Adam Elwis. He was so responsive to my questions and queries, always providing helpful and constructive advice and support’.*

**Diana Buckley:** *I just wanted to email to note the great service I’ve always had from Sian, and now Matt. Matt has worked with me on a daily basis to make my deadline work. He has really added value. He has been responsive to draft specifications and proactively identified companies.*

**Brent Collier:** *Many thanks Lucy for all you help on this project; everything looks like it is going to hit the deadline of the end of the month, which wouldn’t have been achieved without your help and very quick turn round of this quote.*

#### **e. Code of Conduct**

All tender and quotation documentation has now been changed and 100% of new suppliers are signing up to the Code of Conduct as a Council requirement.

#### **a. Other Ethical work**

The Council achieved 61st overall in the Stonewall 2019 list, 4th in local government, but with a score of 15 out of 17 in procurement area, we have the top UK score for our supply chain. (See Appendix 1.)

We expect to commence the supplier education sessions “supply2sheffield” in the New Year. These will be aimed a local business to help them win bids.

The team were able to celebrate winning the 2019 CIPS award for Ethical Procurement. CIPS, the Chartered Institute of Procurement and Supply, is the dynamic champion driving the global procurement and supply management profession. CIPS is a not-for-profit organisation with offices around the world. CIPS is the world’s largest organisation dedicated to the profession, with a global community of over 200,000.

## Ethical Procurement – Public Sector

**WINNER:** Sheffield City Council

**PROJECT:** Ethical Procurement:

*How Sheffield Would Like to do Business*

When Lord Blunkett says your initiative is “excellent”, you know it is really something. When that initiative is in the cash-strapped local government sector, you know it could have a huge impact on society. Ambitious, but that is exactly what Sheffield Council wanted to be when it decided it could use its supply chain to maximise ethical behaviours and increase benefits for local people and businesses. A task force was established to develop products in partnership with third parties including a new acquisition model and team structure; tender thresholds raised to £150,000 (the UK’s highest), a sourcing team with the mandate to source locally, and a 15% mandatory minimum weighting for social value. The sheer ambition

*Judges’ comments: “An ambitious programme with wide ranging benefits and comprehensive stakeholder management. It’s a truly sustainable ethical procurement programme that has also looked to improve and address a low pay culture in the local area. A punchy submission.”*

impressed judges, as did the achievements, including 80% of supply chain paid Real Living Wage, the top UK procurement score in Stonewall 2019, 50% of contracts awarded to local suppliers, £547,000 savings, and the introduction of a Pay Plus scheme improving supplier relationships.



### 6. Measurement and Performance

At the scrutiny committee of October 2018 a set of measures were proposed, below is an update on achievement against those measures.

#### **Measure 1: New Ethical Code of Conduct**

*Number of Suppliers that sign up to the Ethical Code of Conduct in contracts.*

**RESULT:** 100% of all new suppliers sign up to the scheme

#### **Measure 2: Tax Compliance**

*100% of supplier excluded for failing tax compliance.*

**RESULT:** No suppliers we have engaged have failed tax compliance criteria.

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**Measure 3: Grave Misconduct**

SSQ\* documents amended and utilised for 100% tenders

**RESULT:** 100% of SSQ documents completed self-declaration

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\*SSQ Supplier Standard Questionnaire is a standard document the Council is required to use by law in competitive procurement above Public Contract Regulations thresholds.

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**Measure 5: Real Living Wage**

Achievement of the Real Living Wage Foundation Accreditation.

**RESULT:** The Council has gained Living Wage Accreditation for the second year running.

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Number of Employees working on Council Contracts paid the Real Living Wage (RLW)

**RESULT:** Currently 80% of our supply chain (by value) pays RLW, 81% of suppliers in total.

We estimate 5'000 workers may not be paid RLW (4'500 of which are in the care sector)

**Measure 6: Blacklisting**

SSQ documents amended and utilised for 100% tenders

**RESULT:** 100% of SSQ documents completed self-declaration, or are excluded.

**Measure 7: Local Economic Impact**

Number of quotes awarded to local businesses increasing  
Changes to standing orders in Full cabinet in October

**RESULT:** Half of all quotes are now awarded locally. Local spend is 47%, or 256m for the first 6 months of this year

**Measure 8: Social Value**

% of tenders including Social Value and  
The monetary value of social return that has been bid at tender stage\*

**PROGRESS:** \*Using a version of the National TOMs, we have started to utilise a set of published 'Proxy Values' that will allow the Council to assess the

financial impact that any measure will make. This will be reported quarterly once the first contracts are awarded.

***Measure 9: Supplier Ethical Performance***

Sheffield City Council and University of Sheffield's developed a diagnostic toolkit to help suppliers to achieve financially sustainable supply chains and excellent employment practices.

The Council will utilise this tool to monitor and measure ethical performance across the breadth of its supply chain, the reporting mechanism (on a red amber green basis) will enable strategic interventions to be made and implemented for specific sectors, where concerns are identified.

**PROGRESS:**The Council will started to roll out the online toolkit to its supplier base starting with a lite version of the toolkit this summer. We have requested results to be returned by Christmas so we can compile the data review, and report.

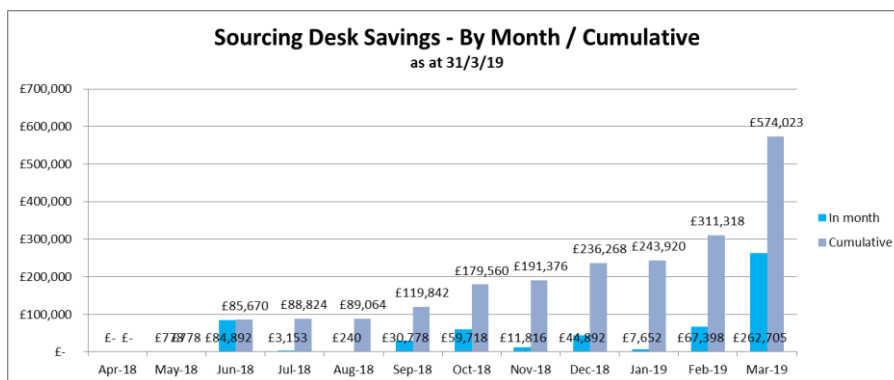
END

## Appendix 1 Measures

### Employments & Skills Social Value Dashboard



### Sourcing Team Savings



#### SUBMISSION SCORE SUMMARY AND OVERVIEW

The below table gives you a summary and overview of how you scored across the sections of your submission. These are then compared to three separate groups of entrants. See below the table for an explanation of the different columns.

Section	Your score	Full marks	Variance	Self-score	Overall average	Sector average	Top 100 average
1 Policies and benefits	11	15	4	15	6.2	7.7	10.5
2 The employee lifecycle	10	27	17	22	10.3	11.2	17.9
3 LGBT employee network group	12	22	10	21	9.2	9.7	16.3
4 Allies and role models	10.5	22	11.5	15	7.1	7.4	13.4
5 Senior leadership	8.5	17	8.5	16	5.8	7.2	11.2
6 Monitoring	18	21	3	18	5.7	8.0	9.4
7 Procurement	15	17	2	17	4.1	5.7	10.0
8 Community engagement	18	20	2	20	9.2	14.1	15.7
9 Clients, customers and service users	13	17	4	20	6.0	6.7	11.6
10 Additional work	0	2	2	2			
Employee feedback survey	8	20	12		9.5	7.5	15.1

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## Sheffield City Council Social Value Evaluation

Ref	Question	Target Number	Target Social Value
NT1	No. local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter.	423.75	£11,126,827.50
NT2	% of local people employed on contract (FTE)	410.00	£0.00
NT3	No. employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	5.00	£75,429.74
NT4	No. employees (FTE) taken on who are not in employment, education, or training (NEETs)	5.00	£63,881.59
NT5	No. employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.)	5.00	£79,284.39
NT6	No. jobs (FTE) created for disabled people	5.00	£66,173.50
NT7	No. hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance -(over 24 y.o.)	15.00	£1,505.01
NT8	Local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks	15.00	£222.03

	(No. hours, includes preparation time)		
NT9	No. training opportunities on contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	100.00	£24,639.10
NT10	No. apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	15.00	£2,652.02
NT11	No. hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) - (under 24 y.o.)	15.00	£1,505.01
NT12	No. weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	125.00	£18,618.63
NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	0.00	£0.00
NT14	Total amount (£) spent with VCSEs within your supply chain	0.00	£0.00
NT15	Provision of expert business advice to VCSEs and SMEs (e.g. financial advice / legal advice / HR advice/HSE)	0.00	£0.00
NT16	Equipment or resources donated to VCSEs (£ equivalent value)	0.00	£0.00
NT17	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	0.00	£0.00
NT18	Total amount (£) spent in LOCAL supply chain through the contract.	2863695.00	£1,692,443.75
NT19	Total amount (£) spent through contract with LOCAL micro, small and medium enterprises (MSMEs)	3105.00	£1,835.06



NT20	Demonstrate commitment to work practices that improve staff wellbeing, recognise mental health as an issue and reduce absenteeism due to ill health. Identify time dedicated for wellbeing courses	125.00	£12,218.38
NT21	Diversity training provided for contractors and subcontractors	0.00	£0.00
NT22	Percentage of procurement contracts that includes commitments to ethical procurement, including to verify anti-slavery and other relevant requirements.	0.00	£0.00
NT23	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	0.00	£0.00
NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, private security, etc.)	0.00	£0.00
NT25	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc)	245000.00	£245,000.00
NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or wellbeing initiatives in the community, including physical activities for adults and children.	490000.00	£490,000.00
NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	0.00	£0.00
NT28	Donations or in-kind contributions to local community projects (£ & materials)	0.00	£0.00
NT29	No. hours volunteering time provided to support local community projects	0.00	£0.00
NT30	Support provided to help local community draw up their own Community Charter or Stakeholder Plan	0.00	£0.00

NT31	Savings in CO2 emissions on contract not from transport (specify how these are to be achieved).	5.00	£335.05
NT32	Hundreds of car miles saved on the project (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)	10.00	£16.06
NT33	Hundreds of miles driven in low or no emission staff vehicles included on project	0.00	£0.00
NT34	Voluntary time dedicated to the creation or management of green infrastructure, to increase biodiversity, or to keep green spaces clean	0.00	£0.00
NT35	Percentage of procurement contracts that includes sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)	0.00	£0.00
NT36	Other measures (£ invested) - £ invested to support the provision of stationery packs to care leavers, to support them in finding a new job	0.00	£0.00
NT37	Other measures (hrs) - please describe any additional initiatives that you would like to make and hrs to be committed (No. expert hrs)	260.00	£22,248.20
NT38	Other measures (hrs) - please describe any additional initiatives that you would like to make and hrs to be committed (No. voluntary hrs)	0.00	£0.00
		<b>Total:</b>	<b>£13,924,834.98</b>



## Report to OSMC Scrutiny & Policy Development Committee 14<sup>th</sup> November 2019

**Report of:** Laurie Brennan, Head of Policy & Partnerships

**Subject:** Sheffield City Council's Equality Duties

**Author of Report:** Diane Owens & Rosie May, Equalities and Engagement

### Summary:

This report outlines Sheffield City Council's statutory duties in terms of equality and provides an overview of the work we undertake as the councils corporate Equalities Team to meet those duties. This includes our Equality Objectives, Annual Equality Report, Equality Impact Assessments, working with HR and our engagement activities through the Equality Hub Network.

**Type of item:** The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	X

### The Scrutiny Committee is being asked to:

The Committee is asked to consider our equality duties and related areas of work; and how scrutiny may wish to consider any implications and issues, both in its work planning and ongoing work programme.

**Category of Report:** OPEN

### Appendix

- SCC Equality Objectives 2019-22 - Leaflet
- SCC Equality, Diversity & Inclusion Policy 2017



Equality Objectives  
2019-22 - Leaflet.pdf



SCC Equality  
Diversity & Inclusion Policy 2017

# Report of the Director of Policy & Partnerships Sheffield Council's Equality Duties

## 1. Introduction

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

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

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

1.3 The Council must demonstrate **'due regard'** to the need to advance equality of opportunity, this involves:

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

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

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

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

## **1.5 Reasonable Adjustments**

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

## **1.6 Equality Act Specific Duties**

The Equality Act includes the “Specific Duties and Public Authorities Regulations” which require statutory bodies to publish equality information to show how we are meeting our duties and to publish information relating to workforce diversity, including gender pay gap information, on an annual basis. We are also required to set at least one Equality Objective every four years. All information must be published in a manner that is accessible to the public. The majority of our information is published via our internet page entitled [“Our Commitment to Equality”](#).

## **2.0 Equality Objectives 2019-23**

2.1 Our latest Equality Objectives were drafted to reflect our current priorities and areas of focus, including areas identified in our Employee Opinion Survey, Workforce Equality data and persistent areas of inequality as highlighted in our Annual Equality Report 2017-18.

2.2 Following consultation, we have now produced a final set of Equality Objectives for 2019-22. Through our public consultation we received a total of 178 responses (largely from individuals). There was a lot of support for the areas we have chosen to focus on, with 84% of people saying that the objectives focused on either “The Right Things” or “Most of the Right Things”. We also received a range of comments and suggestions.

2.3 Our equalities monitoring for the consultation shows that we engaged with a diverse group of people, for example 18% of our respondents were from BAME groups (Black, Asian and Minority Ethnic), 9% described themselves as LGB+ and 24% described themselves as having a disability.

2.4 To help us focus on important areas, so we can make a difference, for 2019-23 we have set four objectives, each with a set of three more specific aims (which are outline in more detailed on the next page):

Objective 1: Strengthen knowledge and understanding of our communities

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

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

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

2.5 We will also be reviewing our current Equality, Diversity & Inclusion Policy 2017 in light of our new objectives.

2.6 Our Equality Objectives contribute across all 5 of our Corporate Plan priorities; tackling inequalities, better health and wellbeing, strong economy, thriving neighbourhoods and communities and an in touch organisation.

2.7 As a large public sector organisation, our Equality Objectives cover a broad set of issues and priorities, particularly for areas that tackle persistent inequalities, such as health and wellbeing and attainment. Many of these issues reflect challenges at a national level, and our approach to tackling these issues will inevitably be through a wide range of strategies, policies and projects, which cover a period of a number of years.

## **Objective 1: Strengthen knowledge & understanding of our communities**

### **Aims**

1. We will improve the data we hold about people who use our services in terms of consistency and robustness. This will include capturing improved equality monitoring data to enable us to better understand people's needs and levels of satisfaction.
2. We will work with the people of Sheffield and our partner organisations, including the voluntary, community and faith sector, to ensure data and knowledge are used to deliver joined up approaches to the big challenges that affect the city and our communities. Data on equalities will also be used to ensure we set a fair and evidence based budget for the council.
3. We will improve the information we hold about our diverse communities including around influence, engagement and cohesion. We will continue to undertake a broad range of consultation and engagement activities to inform decision making and will support underrepresented communities to raise issues and put forward solutions.

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

### **Aims**

1. We will work towards achieving Disability Confident at Level 3 (currently level 2). We will also undertake work to further understand and respond to lower morale scores for disabled staff to try and bring them in line with non-disabled staff.
2. We will work to increase the diversity of top earners from the following groups, BAME (Black Asian Minority Ethnic), Women, Disabled People and LGB+ and trans people; based on Chief Officer grade and equivalent.
3. We will increase awareness about the support available to carers within our workforce. In response to lower morale scores we will undertake further work to understand the challenges carers are facing and what can be done in response, with a view to bringing scores in line with non-carers.

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

#### Aims

1. We will work with our partner organisations across all sectors, to celebrate and promote our diverse city locally and nationally. We will support and promote events and activities that celebrate and raise awareness with our diverse communities.
2. We will continue our work to tackle poverty and promote social justice, including through the Fairness and Tackling Poverty Partnership and Making Sheffield Fairer Campaign Group. We will raise awareness of the Fair Employer Charter and Living Wage with employers in the city; and will ensure our commissioning processes are fair and inclusive.
3. We will continue to support citywide work to ensure our city is an inclusive and accessible place to live and visit. We will work with our partner organisations to raise awareness of hate crime and how it can be reported; and will continue to challenge discrimination, bullying and harassment.

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

#### Aims

1. We will focus on improving health and wellbeing in the city, especially for groups that experience poorer outcomes. We will ensure decent, inclusive and accessible housing that promotes wellbeing. Health inequalities will also be a key focus of our revised Health and Wellbeing Strategy and we will continue to join up and improve health and social care services to provide high quality and accessible care.
2. We will work with partners to ensure there are effective pathways into education, training and employment (including apprenticeships) to enable young people to fulfil their ambitions. We will continue to work with schools and partner organisations from early years onwards, to ensure children have a great start in life and to close attainment gaps for disadvantaged pupils and children with special educational needs and disabilities (SEND).
3. We will work with the Police, health, specialist providers and other partner agencies to tackle domestic and sexual abuse. We will work with communities and interest groups on prevention, and ensuring key messages about healthy relationships, consent and sexual harassment are included in 'relationships and sex education' in the city. We will develop whole family working on domestic abuse that supports victims and children and holds perpetrators to account; and ensure services are accessible and meet the needs of our diverse communities.

### **3.0 Equality Impact Assessments**

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

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

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

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

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

3.7 In addition, 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. We also consider 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.

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

3.9 We continually test our practice with regards to EIA's to ensure our processes are effective in identifying and mitigating the potential negative impacts of our policies and projects. Following the 2017-18 Budget we undertook a review of our EIA process and in 2019 we also undertook an internal audit. As part of the review we worked with our Portfolio Equality Leads to look at how we undertake health and wellbeing impact assessments and also ran a workshop on cohesion and integration. Both exercises identified areas for improvement, which have shaped an Improvement Plan which we will be working to implement.

#### **4.0 Equality Information & Monitoring**

Equality monitoring is led by Portfolios. As a council equality monitoring helps us ensure that our services are accessible. Recording people's personal circumstances allows us to analyse how well we are meeting our commitments to different groups of customers and can help ensure effective targeting.



Demographic research such as the Census also provides a detailed profile of the population of Sheffield which enables us to compare who requests and receives services against the data we collect.

Equality monitoring helps us to:

- Better understand who is accessing our services and who we might be missing
- Improve delivery of services making it easier for all groups of customers to access services

## **5.0 Annual Equality Report**

5.1 Our [Annual Equality Report](#) gives an overview of how we are meeting our Public Sector Equality Duty. 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.

5.2 The report includes more detailed information about some of our areas of work and highlights areas of persistent inequality. The examples in the report are only a selection of the ways in which we work to improve equality and to meet our equality duties.

5.3 HR also compile a separate report on our workforce diversity; you can view our latest [Annual Workforce equality Report 2017-18](#). The report provides detailed analysis across a range of areas, including disability, sex, sexual orientation and ethnicity. Detailed Portfolio reports are also produced. Alongside our Employee Opinion survey these reports inform our HR led Equality, Diversity and Inclusion Action Plan, which support delivery of Equality Objective 2 “Ensure our workforce reflects the people that we serve”.

5.4 Our partner organisations, e.g. CAPITA and Veolia also have a duty to report on their work around equality. Alongside our Annual Equality Report these partner reports are shared at our Strategic Equality and Inclusion Board, which has a strategic role in terms of our work around equalities.

## **6.0 Strengthening voice and influence: Equality Hub Network**

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

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

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

6.4 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

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

6.6 The Equality Hub Network has recently undertaken an internal review which has identified a number of changes that need to be made in order to enable the Network to reach its full potential. The Network currently operates very well on a relatively small budget but securing additional funding from partner organisations would enable the Network to have a greater impact on decision in the city. Discussions are underway to try and ensure this can be in place for 2020-21.

## **7.0 What does this mean for the people of Sheffield?**

7.1 As a Council, we have a major role in tackling inequality and it is important that we work with communities and partners in doing so. It is also important that underrepresented communities are able to engage on a number of levels with the work of the council and to have influence on decisions made in the city.

7.2 Our ongoing work around equalities demonstrates our commitment to challenging inequality and promoting a fair and inclusive City and we believe our approach helps us achieve this.

## **8.0 The Scrutiny Committee is being asked to:**

8.1 The Committee is asked to consider our equality duties and related areas of work; and how scrutiny may wish to consider any implications and issues, both in its work planning and ongoing work programme.



## Report to Overview and Scrutiny Management Committee Thursday 14<sup>th</sup> November 2019

**Report of:** Policy and Improvement Officer

**Subject:** Work Programme 2019/20: Overview and Scrutiny Management Committee

**Author of Report:** Emily Standbrook-Shaw Policy and Improvement Officer  
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 0114 273 5065

The Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. It aims to focus on a small number of issues, in depth. This means the Committee will need to prioritise issues to be included on formal meeting agendas. Where an issue is not appropriate for inclusion on a meeting agenda, but there is significant interest from Members, the Committee can choose to request a written briefing paper.

The Work Programme will remain a live document and will be brought to each Committee meeting.

**Type of item:** The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	X

**The Scrutiny Committee is being asked to:**

- Consider and comment on the committee's work programme
- Identify, prioritise and agree topics for inclusion in the work programme

**Background Papers:** [Sheffield Council Constitution](#)

**Category of Report:** OPEN



<b>OSMC</b>		<b>Thursday 1.30-3.30pm</b>	
<b>Topic</b>	<b>Reasons for selecting topic</b>	<b>Lead Officer/s</b>	<b>Agenda Item/ Briefing paper</b>
<b>Governance Work – Additional Meetings</b>			
26 <sup>th</sup> November 2019 – 1-5pm	Evidence gathering session		Evidence Session
28 <sup>th</sup> November 2019 – 10-8pm	Evidence gathering session		Evidence Session
3 <sup>rd</sup> December 2019	Evidence gathering session/Pulling together findings		Evidence Session
18 <sup>th</sup> December 2019	Approve final report		Committee meeting
<b>Thursday 6<sup>th</sup> February 2020</b>			
Revenue Budget 2019/20 and Capital Programme 2019/20	To consider the Council's budget proposal in advance of Cabinet.	Cllr Terry Fox, Deputy Leader and Cabinet Member for Finance  Eugene Walker, Executive Director of Resources  Head of Strategic Finance  Other attendees tbc.	Single Agenda Item

Draft Work Programme 2019-20	To consider and discuss the committee's work programme for 20.	Deborah Glen, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item
<b>Thursday 19<sup>th</sup> March 2020</b>			
Customer Experience Strategy	Follow up from 2018/19 consideration of the strategy	James Henderson/Mark Bennett	Agenda Item
Work based development and Wellbeing	Follow up from 2018/19 consideration.	Mark Bennett/Lynsey Linton	Agenda Item
Scrutiny Annual Report Submission 2018/19	To consider and comment on the appropriate sections of the draft Annual Scrutiny Report.	Deborah Glen, Policy and Improvement Officer	Agenda Item
<b>Possible items to be scheduled</b>			
Public Sector Reform	<p>This is a programme for developing and implementing specific proposals to improve public services for people in Sheffield.</p> <p>It has a long term, rather than a day-to-day operational focus; people-based services (health, care, education, employment, etc.)</p> <p>It focuses particularly on things that require changes of approach in multiple local organisations</p>		
Citizens Assembly on Climate Change	Referred by Full Council and discussed by Committee on 4th July. Timetable as yet unclear.		

Task and Finish Group on  
Communications.

To be chaired by Cllr Sioned Mair-Richards  
Membership to be determined

