

(Please note the start time: 3:00pm)

Strategy and Resources Policy Committee

Tuesday 12 March 2024 at 3.00 pm

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

The Press and Public are Welcome to Attend

Membership

Councillor Tom Hunt
Councillor Fran Belbin
Councillor Angela Argenzio
Councillor Penny Baker
Councillor Dawn Dale
Councillor Dianne Hurst
Councillor Douglas Johnson
Councillor Ben Miskell
Councillor Shaffaq Mohammed
Councillor Zahira Naz
Councillor Joe Otten
Councillor Martin Smith
Councillor Richard Williams

PUBLIC ACCESS TO THE MEETING

The Strategy and Resources Policy Committee comprises 13 Members and has the following responsibilities:

Corporate Responsibilities:

- Cross-cutting responsibility for development and submission to Full Council for adoption of the Budget and Policy Framework
- Providing strategic direction to the operation of the Council by developing and recommending the Corporate Plan (including determination of the priorities set out therein) to Full Council and making decisions on cross-cutting policies and practice where such decisions are not reserved to full Council
- Responsibility for decisions on any commitments to funding in future years not covered within the Council's medium term financial plan
- Responsibility for any issue identified as being of significant strategic importance or financial risk to the Council (which is considered to be by its nature cross-cutting)
- Responsibility, including referral to another Policy Committee for consideration if appropriate, for any policy matter not otherwise allocated to a Committee
- Considering reports which an Ombudsman requires to be published by the Council where it is proposed that the Council take the recommended action

Council Functions:

- Finance and Commercial Services
- Legal Services
- Democratic Engagement
- Human Resources and Employee Engagement
- Organisational Strategy, Performance and Delivery
- ICT and Digital Innovation
- Information Management

Meetings are chaired by the Leader of the Council.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk . 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 Policy Committee meetings and recording is allowed under the direction of the Chair. Please see the Council [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.

Policy 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 on the agenda.

Meetings of the Policy Committee have to be held as physical meetings. If you would like to attend the meeting, please report to an Attendant in the Foyer at the Town

Hall where you will be directed to the meeting room. However, it would be appreciated if you could register to attend, in advance of the meeting, by emailing committee@sheffield.gov.uk, as this will assist with the management of attendance at the meeting. The meeting rooms in the Town Hall have a limited capacity. We are unable to guarantee entrance to the meeting room for observers, as priority will be given to registered speakers and those that have registered to attend.

Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the [website](#).

If you wish to attend a meeting and ask a question or present a petition, you must submit the question/petition in writing by 9.00 a.m. at least 2 clear working days in advance of the date of the meeting, by email to the following address: committee@sheffield.gov.uk.

Please do not attend the meeting if you have COVID-19 symptoms.

If you require any further information please email committee@sheffield.gov.uk.

FACILITIES

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.

**STRATEGY AND RESOURCES POLICY COMMITTEE AGENDA
12 MARCH 2024**

Order of Business

Welcome and Housekeeping

The Chair to welcome attendees to the meeting and outline basic housekeeping and fire safety arrangements.

1. Apologies for Absence

2. Exclusion of the Press and Public

To identify items where resolutions may be moved to exclude the press and public.

3. Declarations of Interest

Members to declare any interests they have in the business to be considered at the meeting.

(Pages 7 - 10)

4. Minutes of Previous Meeting

To approve the minutes of the last meeting of the Committee held on 21 February 2024.

(Pages 11 - 30)

5. Public Questions and Petitions

To receive any questions or petitions from members of the public.

(NOTE: There is a time limit of up to 30 minutes for the above item of business. In accordance with the arrangements published on the Council's website, questions/petitions at the meeting are required to be submitted in writing, to committee@sheffield.gov.uk, by 9.00 a.m. on 8 March 2024).

6. Members' Questions

To receive any questions from Members of the committee on issues which are not already the subject of an item of business on the Committee agenda – Council Procedure Rule 16.8. (NOTE: a period of up to 10 minutes shall be allocated for Members' supplementary questions).

7. Retirement of Staff

Report of Director of Policy and Democratic Engagement

(Pages 31 - 34)

8. Work Programme

Report of Director of Policy and Democratic Engagement

(Pages 35 - 48)

Formal Decisions

9. **Equality Objectives 2024- 28 and Annual Equality Report including Workforce Report for 2022-2023.** (Pages 49 - 204)
Report of Director of Policy and Democratic Engagement
10. **Period Equity and Menopause Awareness Charter** (Pages 205 - 216)
Report of Director of Policy and Democratic Engagement
11. **Community Buildings Policy Adoption and Associated Pilot Project** (Pages 217 - 262)
Report of Executive Director Neighbourhood Services
12. **2023/24 Quarter 3 Budget Monitoring** (Pages 263 - 274)
Report of Director of Finance and Commercial Services
13. **A Framework for Growth: Principles and Themes** (Pages 275 - 306)
Report of Executive Director City Futures
14. **Flag Protocol** (Pages 307 - 330)
Report of Director of Policy and Democratic Engagement
15. **LGA Peer Challenge Progress Review** (Pages 331 - 362)
Report of Director of Policy and Democratic Engagement

NOTE: The next meeting of Strategy and Resources Policy Committee will be held on Wednesday 17 April 2024 at 2.00 pm

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its Policy Committees, 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 Standards Committee in relation to a request for dispensation.

Further advice can be obtained from David Hollis, General Counsel by emailing david.hollis@sheffield.gov.uk.

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Strategy and Resources Policy Committee

Meeting held 21 February 2024

PRESENT: Councillors Tom Hunt (Chair), Fran Belbin (Deputy Chair), Angela Argenzio, Dawn Dale, Dianne Hurst (Group Spokesperson), Douglas Johnson (Group Spokesperson), Ben Miskell, Shaffaq Mohammed (Group Spokesperson), Zahira Naz, Joe Otten, Martin Smith, Richard Williams and Mike Levery (Substitute Member)

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillor Penny Baker.

2. EXCLUSION OF THE PRESS AND PUBLIC

2.1 It was noted that appendix 1 to the report at item 14 was not available to the public or press because they contain exempt information. If Members wished to discuss the exempt information, the Committee would ask the members of the public and press to kindly leave for that part of the meeting and the webcast would be paused.

3. DECLARATIONS OF INTEREST OR INABILITY TO VOTE ON THE SETTING OF THE COUNCIL TAX CHANGE

3.1 There were no declarations of interest.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of the previous meetings held on 24 January 2024 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 Isabel Oleary attended to present the following questions that she had submitted:

Given Sir Mark Lowcock's recommendation number 11 that the Council should consider improvements to its information management, both in record keeping and in communication with the public, can the Leader provide specific examples of improvement?

I ask this question in the light of my knowledge of specific examples of recent poor information management. These include late or no responses to FOI requests, lack of retention of files that were sent to the Lowcock Inquiry, lack of responses to direct emails to officers and bizarrely, the apology to the courts being published not in Sheff News but placed directly in the archive.

Answer: As well as the matters that the Council got seriously wrong, the report also recognised issues that stem from years of funding cutbacks. We are in the process of making investments in our infrastructures and people even though we continue to face funding issues, as the budget report we are considering today shows.

This reinvestment is being led by the Future Sheffield programme, which has been reported to this Committee previously and will be updated here in the future and I hope you will see that progress is being made. Some improvements will take time, but we are committed to getting this right.

Specifically in response to your last point - the Street Tree Archive is a publicly accessible resource. It was set up to ensure that all information produced by the Council remains publicly available and in one place. The Council communicated directly with key stakeholders and interested persons to inform them that the apology to the courts had been added to the archive.

5.2 Russell Johnson attended to present the following questions that he had submitted:

1. SCC's Continuing Difficulty Accepting Challenge.

(a) Does the Leader share my concern that senior Officers are able to underperform by persistently failing to respond to communications, offering only repeated empty apologies when they do feel pressed to communicate, and manifestly fail to properly carry out their duties with no apparent sanction?

(b) Is it the Leader's view that the process for monitoring and, where relevant, acting on clear demonstrated incompetence, is currently sufficiently robust and timely? Thus ensuring that his Council administration led by Labour is able to move towards establishing a reputation of competence following years, nay, decades, of failure?

(c) Will he personally meet with concerned citizens to confidentially discuss Officers' performance so that he becomes more aware of such issues than is perhaps possible from their narratives alone?

(d) Would the Leader confirm that he believes that all in public service, whether elected or appointed, should adhere to the Nolan Principles and that prompt action where there is breach is necessary for organisations such as SCC to carry credibility with the public who fund their salaries or allowances?

Answer: Thank you for your question. Any matter of underperformance or incompetence is taken seriously by this council. There are clear processes for tackling performance or disciplinary matters for all officers, including senior and statutory officers of the council.

As the Leader of the Council, I fully support the Nolan Principles as a foundation for public service and I believe that the council has taken a proactive approach to demonstrating this through work such as the Street Tree Inquiry, our peer review and the Race Equality Commission.

But I will always listen to concerns from residents and if any matters of individual competence are referred to me, I will of course ensure that they are appropriately investigated.

2. Continuing Poor Performance - FOIRs and Complaints

Lowcock's Ultimate and Complete Truth 'Tablets of Stone' recommendations were released to the awestruck Council last March. This resulted in reassurances that there would be greater openness. However, FOIRs continue to be delayed and obstructed. In addition, some formal complaints have been 'in process' for ridiculously long periods of time.

(a) Is the Leader disappointed by this?

(b) If he is, does he expect improvement?

(c) Does SCC still take the view once expressed to me by the Chief Executive, that seekers of accountability should "just ask", rather than submit Requests?

Answer: Firstly, I want to say that I am absolutely committed to improving performance on Freedom of Information Requests and complaints. I see this as a key element of the Council's commitment to openness and honesty.

I understand and share your frustration that progress on improvements in this area have not been quicker. Volumes of new information requests continue to increase year-on-year and this is challenging to manage given the council's significant resource constraints.

An audit of the Council's FOI practices was carried out in May 2023 by the Information Commissioner's Office. An action plan has been developed and agreed by the Information Commissioner's Office and I fully expect to see improvements going forward. Progress on this will be monitored and performance reporting will be shared publicly.

In response to your last point, many people write to the Council or contact us through our contact centres every day for information and are given swift and accurate support. This is in line with principles of open government. Most of the time contacting the Council with an enquiry will get the information desired and by adding more to our archives we are also finding ways to make information accessible without the need for a formal request. So yes, I would encourage people to ask but I would also say that the formal requests route is important as it enables people to access the information they want or need through subject access requests and freedom of information requests.

5.3 Jonathan Feldman attended to present the following questions that he had submitted:

As a Jewish resident in Sheffield I am keen that my views are not represented by a synagogue I am not affiliated to.

Can the Council commit to ensuring that Sheffield Jews Against Israeli Apartheid will be able to participate in the new multifaith initiative especially given that the employment tribunal found this week that anti-Zionist beliefs qualified as a philosophical belief and thus also qualified as a protected characteristic pursuant to section 10 Equality Act 2010?

Answer: There has already been concerted effort to bolster interfaith dialogue over the last few months, including through work with an organisation called the Blackley Centre who specialise in supporting interfaith relations and convening interfaith conversations. We will work with faith leaders to support the development of a new Interfaith Compact for the city with the intention of launching this later in 2024.

We will seek for this to be an inclusive process, involving as many different faith communities in the city as possible.

I have asked officers to provide you with a more detailed response in writing.

5.4 June Cattell attended to present the following questions that she had submitted:

Your report to this meeting (Item 12) omits any reference to the recent ruling by the International Court of Justice and the immediate measures that Israel should take to prevent genocide against the Palestinian people. In the recent meeting held between the leader of the council and representatives of the steering group of the Sheffield Palestine Coalition, it appeared the leader was reluctant to acknowledge the serious findings of the judges at the ICJ and that it was sufficient for everyone to adopt a 'wait and see' approach.

Does the Council agree that everyone has a moral duty to do what they can to prevent genocide? Does the Council agree that there are steps it could take, however small, to minimise the risk that Sheffield Council could be supporting, however indirectly, Israel's actions in genocidal acts against the Palestinian people in Gaza?

Answer: I have been clear throughout this conflict that justice and international law must be upheld and I fully support the legal process underway at the ICJ.

I stated clearly at the meeting of Full Council on 7th February that the provisional measures set out in the ICJ's interim ruling must be followed. I said that it is imperative that Israel must comply with the orders of this ruling in full and said that I joined others in pressing for these orders to be implemented.

I want to reiterate that the loss of civilian life in Gaza and the humanitarian catastrophe that we now see is absolutely heartbreaking and that the UK government should be doing all it can to secure an immediate ceasefire and the restarting of peace talks.

I've had constructive conversations with the Sheffield Coalition and I'm grateful to them for engaging in these discussions positively and for taking the time to

share their views with me.

5.5 Hilary Smith attended to present the following questions that she had submitted:

Your report (item 12) refers to a number of demonstrations taking place in the city over the last few months. Are you aware that there has been at least one protest every single week in this city since mid October calling for a ceasefire, and that every single national protest in London has been supported by at least one full coach from Sheffield. Is the council aware of any issue in the last 50 years which has resulted in this extraordinary level of protest and active solidarity over a sustained period of time in Sheffield?

And yet the Council continues to be silent on the question of whether it should put a public statement of solidarity with the Palestinian people on its website.

Your report refers to differing strongly held views amongst Sheffield residents, but the report and the Impact statement characterise these as if talking about groups of people who support different football teams in the city, either United or Wednesdays. As if both points of view should be given equal weight and equal consideration by the Council. I reject this point of view and I invite the Council to do the same. It is the 2.4 million people of Gaza who are facing starvation and death by a combination of disease, untreated illness and injury, and military attacks. It is the occupied and oppressed people of Palestine who need our solidarity.

This is not a situation where the Council should or can stay neutral. Silence in the face of genocidal acts is complicity.

Will the Council make a public statement expressing solidarity and support with the Palestinian people?

Answer: The report we are considering today makes it clear that deep concerns have been raised by very many people about the violence and deaths in Gaza and the unresolved conflict. It rightly states that there are strongly held views amongst Sheffield residents regarding this issue, however I wouldn't characterise the EIA in the way that you have.

I don't believe that the council is or has been silent on the issue of the conflict. At the council meeting on 1st November the council passed a motion which:

- Condemned "the tragic loss of civilian life in both the Hamas terrorist attacks on the 7th of October and the ensuing bombardment of the Gaza strip by Israel";
- Stated that "there can be no justification for the loss of innocent lives, and all atrocities committed against civilians must be condemned and investigated";
- Made it clear that "all UK political leaders must call upon the Israeli Government to ensure enough food, water, medicine and electricity is provided to Gaza, that there must be clear humanitarian corridors, and that all actors must follow and be held accountable under international law"; and
- Called upon the UK Government to "call for an immediate ceasefire and to vote for this at the UN".

This resolution is published on the council's website and it was also submitted to the UK Government.

Sheffield was the first UK city of sanctuary and has a proud track record of standing up for those who have suffered human rights abuses or have fled to Sheffield from oppressive regimes around the world. I know from conversations with you that this is a part of the city's history that you and others are proud of, as am I.

The report that we will be considering later in this meeting demonstrates how the council is responding to the concerns raised about the ongoing conflict in Gaza by many in the city. I would like to thank you and other members of the Sheffield Coalition for taking the time to meet with me twice to help inform the content of the report.

The report reconfirms the council's continued recognition of the State of Palestine as a full, sovereign, and independent nation and outlines the ongoing appeals for donations to support the humanitarian effort in Gaza.

The report also confirms that the council has no relationship with any of the companies listed in the UN Human Rights Council's latest update.

A further report to be discussed by the committee later recommends that the Council enters into a friendship agreement with the city of Nablus.

A vote is due to take place in Parliament this evening on a motion urging an immediate ceasefire and I am sure that all members of this committee would urge all parliamentarians to vote for an immediate ceasefire, as I do.

5.6 Val Johnson attended to present the following questions that she had submitted:

The Council has been asked on several occasions about the fact that it banks with Barclays.

As a major customer of Barclays bank will you write to Barclays to ask them if they plan to review their investments and loans to companies which produce or sell weapons to Israel's military?

If you are not prepared to do this, can you explain why not?

Answer: The Council's contract with Barclays was procured in line with our ethical procurement policy. This allows us to ask for and take into consideration how the contract will generate social value within the city and more broadly.

However, I do not intend to write to Barclays because our ethical procurement policy does not allow us to take into account non-commercial matters that are prohibited by the Local Government Act 1988. This would include the set of issues that the questioner is concerned about.

We are currently conducting a review of our ethical procurement policy as part of developing a wider Commercial Strategy for the organisation. I will ensure that concerns raised by campaigners will be considered and taken into account as part of the review.

When our banking contract comes up for renewal we will procure it in line with the law and with our revised ethical procurement policy.

5.7 Calvin Payne attended to present the following questions that he had submitted:

Does the Leader of the Council share my dismay at Sheffield again recently appearing in the national news for all the wrong reasons? The mystery surrounding the Gleadless masterplan was reported by the BBC, whilst the Market Tavern demolition saw a word used that we have come to recognise - misleading.

Since the Lowcock report the council have repeatedly promised that honesty and transparency are at the core of their way of doing things. When will the people of Sheffield start to see any evidence of this welcome new behaviour?

Answer: Honesty and transparency are a key part of the Council's core values and are very important to me personally. Unfortunately, this does not mean that the Council will never make mistakes. What is more important is how we respond.

I want to be clear that I share your concerns about the Market Tavern. The decision to demolish the pub was not taken lightly and throughout the process partners should have been kept fully informed.

I am disappointed that this does not appear to have been the case and that people have been provided with inaccurate information.

We have written to partners to apologise and have asked that an internal investigation takes place to understand exactly what went wrong and determine any actions required.

5.8 Calvin Payne attended to present the following questions on behalf of Justin Buxton who was unable to attend:

Following the council's recent (carefully qualified) apology to the Lord High Chancellor for misleading courts by misrepresenting a meaningless document as a genuine contractual document. In July 2017 Sheffield City Council submitted sworn evidence to Leeds High Court and Justice Males in pursuit of an injunction against those protecting Sheffield's street trees stating, 'For the avoidance of doubt, the vast majority of street trees in Sheffield are being retained (30,000 out of 36,000).' Has the council sought independent advice from a lawyer to ascertain whether or not this sworn statement was less than accurate? Bearing in mind the then secret contractual obligation embedded in the Streetsahead contract to fell 17,500 street trees, regardless of their health or any other circumstances."

Answer: The Council committed to make apologies for those wrongs identified by Sir Mark in his report. The apology to the court does that in full and without reservation based on the Inquiry findings.

Having set up the Inquiry with a broad remit and allowing it access to all the information held by the Council, including the information you refer to, we have not reinvestigated matters or sought advice where the Inquiry did not make any finding.

6. MEMBERS' QUESTIONS

6.1 There were no Members' questions.

7. RETIREMENT OF STAFF

7.1 The Director of Policy and Democratic Engagement submitted a report on Council staff retirements.

7.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(a) places on record its appreciation of the valuable services rendered to the City Council by the following staff in the Directorates below:-

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>Children's Services</u>		
Shaun Larkings	Buildings Supervisor, Halfway Nursery Infant School	43
<u>Strategic Support Services</u>		
Linda McBean	Team Leader	45

(b) extend to them its best wishes for the future and a long and happy retirement; and

(c) directs that an appropriate extract of the resolution now made, under the Common Seal of the Council, be forwarded to those staff with over 20 years' service.

8. WORK PROGRAMME

8.1 The Committee received a report containing the Committee's Work Programme for consideration and discussion. The aim of the Work Programme is to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee. It was highlighted that

this is a live document and Members input to it was invaluable.

It was noted that the report contained recommendations in respect of a number of cross cutting issues and the most appropriate decision making Committee for these items. In relation to the Commission of Social Care Case Management System item it was reported that the Finance Committee did not feel that they were the correct Committee to consider this item. As a result, it was suggested that this Committee should give authority for either the Education, Children and Families Policy Committee or the Adult, Health and Social Care Policy Committee to take the decision on this issue, subject to discussions between the relevant Chairs of those Committees.

8.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(a) the Committee's work programme, as set out in Appendix 1 be agreed, including the additions and amendments identified in Part 1 of the report;

(b) Members give consideration to any further issues to be explored by officers for inclusion in Part 2 of Appendix 1 of the next work programme report, for potential addition to the work programme;

(c) approval be given to the consideration of cross cutting issues as follows:

A framework for Growth: Principles and Priorities	Strategy and Resources Committee
Violence against Women and Girls, Domestic and Sexual Abuse Strategy	Strategy and Resources Committee
Commission of Social Care Case Management System	Either Education, Children and Families Policy Committee or the Adult, Health and Social Care Policy Committee

; and

(d) the referrals from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed responses set out be agreed;

9. REVENUE BUDGET AND CAPITAL PROGRAMME 2024-25

9.1 The Director of Finance and Commercial Services submitted reports containing proposals with regard to the Council's Revenue Budget for 2024-25 and the Capital Strategy for 2023-2053.

The purpose of the Revenue Budget report is to:

- recommend to Full Council the City Council's revenue budget for 2024/25, including the position on reserves and balances;
- recommend to Full Council to approve a 2024/25 Council Tax for the City Council; and

- recommend to Full Council to note the levies and precepts made on the City Council by other authorities.

The purpose of the Capital Strategy and Budget Book 2024-2054 is to provide a snapshot of our capital programme for the period 2024-2029, together with the background and context for our capital investment over this period and for the next thirty years.

In addition, the Director of Finance and Commercial Services submitted a supplementary report providing details of the South Yorkshire Fire and Rescue Authority Precept and details of the decisions taken at Finance Committee on Monday 19th February regarding premium Council Tax charges. The supplementary report set out newly stated recommendations featuring both these elements.

At the meeting the Director of Finance and Commercial Services outlined details of an additional recommendation to be added in respect of a delegation of authority to the relevant Director to increase fees and charges where they have been considered by a Policy Committee as part of the budget process and are included in Appendix 3 - Committee External Income of the Sheffield City Council Revenue Budget 2024/25.

9.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

1. As regards the Revenue Budget , approves for submission to the meeting of the City Council on 6th March 2024, the recommendations in the Revenue Budget report, as set out below:-

(i) To approve a net Revenue Budget for 2024/25 amounting to £543.815m;

(ii) To approve a Band D equivalent Council Tax of £1,932.56 for City Council services, i.e. an increase of 4.99% (2.99% City Council increase and 2% national arrangement for the social care precept);

(iii) To note that the Section 151 Officer has reviewed the robustness of the estimates and the adequacy of the proposed financial reserves, in accordance with Section 25 of the Local Government Act 2003. Further details can be found in Appendix 5 and within the Section 25 Statutory Statement on Sustainability of Budget and Level of Reserves from paragraph 2;

(iv) To note that, if overspends against the agreed budgets emerge, then Executive Directors and Directors will be required to develop and implement plans to mitigate fully any overspend, within 2024/25, in consultation with elected Members;

- (v) To approve the savings as set out in Appendix 2;
- (vi) To approve the revenue budget allocations for each of the services, as set out in Appendix 4a;
- (vii) To note that, based on the estimated expenditure level set out in Appendix 4 to this report, the amounts shown in part B of Appendix 6 would be calculated by the City Council for the year 2024/25, in accordance with sections 30 to 36 of the Local Government Finance Act 1992;
- (viii) To note the information on the precepts issued by the South Yorkshire Police & Crime Commissioner and of South Yorkshire Fire & Rescue Authority, together with the impact of these on the overall amount of Council Tax to be charged in the City Council's area;
- (ix) To note the precepts issued by local parish councils which add £676,767 to the calculation of the budget requirement in accordance with Sections 31 to 36 of the Local Government Finance Act 1992;
- (x) To approve the Treasury Management and Annual Investment Strategies set out in Appendix 7 and the recommendations contained therein;
- (xi) To approve the Minimum Revenue Provision (MRP) Policy set out in Appendix 7, which takes into account the revisions proposed for 2024/25 onwards;
- (xii) To agree that authority be delegated to the Director of Finance and Commercial Services to undertake Treasury Management activity, to create and amend appropriate Treasury Management Practice Statements and to report on the operation of Treasury Management activity on the terms set out in these documents;
- (xiii) To approve a Pay Policy for 2024/25 as set out in Appendix 8;
- (xiv) To agree that (a) the Members allowances scheme introduced in 2022/23 be implemented for 2024/25 and (b) to note that the Independent Remuneration Panel will review the Scheme each year, to make sure the scheme supports the governance structure and the roles and responsibilities of elected members;
- (xv) To note the determination of the Finance Committee on Monday 19th February 2024 to implement a second homes premium (as defined in the

report to that Committee) from 1st April 2025;

(xvi) To note the determination of the Finance Committee on Monday 19th February 2024 to bring forward the chargeable period of the Long Term Empty premium from 2 years of unoccupation to 1 year of unoccupation with effect from 1st April 2024; and

(xvii) Except where the decision is to be taken by the Council as a Charity Trustee, to delegate authority to the relevant Director to increase fees and charges where they have been considered by a Policy Committee as part of the budget process and are included in Appendix 3 - Committee External Income of the Sheffield City Council Revenue Budget 2024/25.

2. As regards the Capital Strategy, approves the submission to the meeting of the City Council on 6 March 2024, the recommendations:-

(i) To approve the contents of the Capital Strategy and the specific projects included in the years 2024/25 to 2028/29;

(ii) To note that the block allocations are included within the programme for noting at this stage and detailed proposals will be brought back for separate Member approval as part of the monthly monitoring procedures; and

(iii) To approve the proposed Capital Programme for the 5 years to 2028/29 as per Section F of the Capital Report.

9.3 Reasons for Decision

9.3.1 The City Council on 6 March 2024 meets to consider the Revenue Budget for 2024/25 and to determine the Council Tax for that year. The report provides information to enable the Council to set a budget and determine the Council Tax. The proposals set out in this report provide for a balanced budget to be recommended to Full Council.

Approval of the Capital Strategy and Budget Book will endorse the Council's proposed approach to capital investment for the next five years and will approve the capital programme to date set out at Section F.

9.4 Alternatives Considered and Rejected

9.4.1 A number of alternative courses of action are considered as part of the Business Planning process undertaken by Officers before options are recommended to individual policy committees. The recommendations made to Members represent what Officers believe to be the best options available to the Council, in line with Council priorities, given the constraints on funding and the use to which funding is put within the Revenue Budget and the Capital Programme.

9.4.2 It is a requirement for all local authorities to produce a Capital Strategy.

10. COUNCIL PLAN

10.1 The Chief Executive presented a report setting out a final draft of an ambitious four-year Council Plan for Sheffield City Council following public consultation.

The Council Plan aligns directly to our four-year Medium Term Financial Strategy. The new Plan sets out a clear mission statement for the organisation – ‘together we get things done’ - and five strategic outcomes for the organisation.

The commitments in the new Plan are our contribution to deliver Sheffield’s City Goals, ensuring that we will always put people at the heart of what we do and prioritise the long-term prosperity of the city, leading the transition to net zero economy while protecting our treasured local environment.

Since the committee endorsed the draft Plan in December, citizens, employees and partners have given their views via the Have Your Say Sheffield hub and a summary of this feedback is included in the report and in Appendix 2.

The Council Plan has been updated to reflect the feedback we have received and this is in Appendix 1.

10.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(i) notes and thank citizens, employees and partners for comments and insights provided on the draft Council Plan as part of the Council Plan and Budget Conversation;

(ii) notes the updates and amendments that have been made in line with the feedback on the draft Council Plan; and

(iii) recommends the proposed Council Plan, as set out in Appendix 1, to Full Council for consideration at its meeting on 6th March 2024.

10.3 Reasons for Decision

10.3.1 The Council Plan provides a clear and positive statement of purpose and ambition for the whole council. It is aligned to our four-year Medium Term Financial Strategy and the draft outcomes will increasingly become the focus for our budget and Directorate Plans over the coming year.

10.3.2 Following consultation, the recommendation to Strategy and Resources Policy Committee will enable Full Council to consider the proposed Plan alongside the proposed 2024/25 Budget in March 2024.

10.4 Alternatives Considered and Rejected

- 10.4.1 **a) do nothing** – rejected – as set out in the Strategic Framework 2023/24, we are committed to developing and agreeing a medium-term plan for the council that sets out what we want to achieve for the city in the coming years and how we will contribute to the City Goals. The Council Plan is part of our Policy Framework and a critical step in our continued development as an organisation, connecting the ambitions and priorities of the administration to our Medium-Term Financial Strategy, workforce plans, Council Performance Framework, and Directorate Plans. It also ensures that we deliver on one of the key recommendations of the LGA Corporate Peer Challenge, further demonstrating our strategic development and maturity as an organisation.
- 10.4.2 **b) extend the Corporate Delivery Plan** – rejected – the Corporate Delivery Plan has provided vital stability and focus for the organisation over the last year, building on the One Year Plan, and bringing clear focus onto a number of key challenges that citizens wanted to see improve. However, the Corporate Delivery Plan was deliberately short term and as recommended by the LGA Peer Team, it is important to bring medium-term focus for the Council so that citizens, staff and partners understand our priorities and ambitions.

11. DELIVERY OF THE CITY'S HERITAGE STRATEGY

- 11.1 The Executive Director City Futures submitted a report responding to the request from Full Council that the Heritage Strategy for Sheffield be added to the Strategy and Resources Policy Committee workplan.

The endorsement of Strategy and Resources Policy Committee is requested against the initial actions identified, plus support for exploration into creating and sustaining a Sheffield City Council Heritage Officer post to help continue this work with the sector.

The Strategy and Resourced Committee is also recommended to formally adopt the Joined Up Heritage Sheffield Heritage Strategy.

- 11.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(i) agrees to adopt the Heritage Strategy appended, as developed by Joined Up Heritage Sheffield;

(ii) notes the progress already being made in embedding heritage in Sheffield City Council policy and activity;

(iii) endorses the initial Heritage Strategy Action Plan actions identified;

(iv) support the exploration of ways to create and sustain a Sheffield City Council Heritage Officer post to help continue this work with the sector; and

(v) notes that implementation of the Heritage Action Plan will be monitored over a 12 month period and future reports will be brought to this committee.

11.3 **Reasons for Decision**

11.3.1 The motion passed by Full Council noted (in summary) that:

- the Heritage Strategy for Sheffield is unique in being a community-led strategy, created from the ground up by grass roots organisations;
- the aim of a Heritage Strategy is to protect and enhance a city's heritage and invigorate interest and development; believing that Sheffield's heritage is defined in its widest sense including not only physical assets such as historic buildings and structures, archaeological sites, historic townscapes and landscapes, scheduled monuments, registered parks and gardens, but also museums and art galleries and their collections, archives, libraries, public art, natural habitats, people and communities, spoken stories and much more;
- Sheffield's unique heritage is particularly inclusive, embracing the customs, traditions and skills developed locally, such as the 107 languages spoken, radicalism, anti-slavery campaigning, music, our working men's clubs, and Sheffield as the Home of Football;
- the importance of Heritage to our city recognises its social, environmental, educational and well-being benefits and its economic potential;
- the Heritage sector is an important source of economic prosperity and growth with a total GVA (Gross Value Added) of £36bn, supporting over 500,000 jobs nationally.

By formally adopting the Sheffield Heritage Strategy, Strategy and Resources Committee endorses all the benefits set out above.

The attached Action Plan sets out a way forward for Sheffield City Council to fulfil its role and further benefit from the opportunities which heritage offers.

In order to respond most positively to the heritage agenda, additional officer capacity would be needed to fulfil this potential.

11.4 **Alternatives Considered and Rejected**

11.4.1 Over recent years, Sheffield City Council has come to value the city's built heritage and distinctiveness through successful developments such as Kelham Island and Heart of the City, as well as community-based projects run by the University of Sheffield like Roots and Futures.

By adopting the Heritage Strategy and Heritage Action Plan, Sheffield City Council demonstrates support and leadership to maximise the benefits of heritage to the city.

While heritage-positive attitudes and priorities can be built into many areas of

the Council's work, we are severely limited by lack of capacity in developing this beneficial area of work.

An alternative approach would be to reject the idea of exploring a dedicated Heritage Officer. If this approach was taken, much of the activity outlined in 1.13 and the Action Plan will either not take place or will happen slowly and in a piecemeal way.

12. UPDATE ON SHEFFIELD CITY COUNCIL'S ACTIONS RELATING TO THE ONGOING CONFLICT IN ISRAEL AND PALESTINE

12.1 The Director of Policy and Democratic Engagement presented a report considering a series of actions to be undertaken by Sheffield City Council responding to concerns expressed by local people in relation to the ongoing conflict in Gaza and the humanitarian situation that continues to unfold. It also responds to a recent Full Council motion, which amongst other things, called for the Strategy and Resources Committee to consider whether Sheffield City Council should join the Sheffield Coalition Against Israeli Apartheid.

12.2 **RESOLVED:** That Strategy and Resources Policy Committee:-

(i) notes that the aims of the Sheffield Coalition Against Israeli Apartheid are ones that Sheffield City Council may not lawfully implement, and therefore to note that the Council cannot join the Sheffield Coalition Against Israeli Apartheid;

RESOLVED UNANIMOUSLY: That Strategy and Resources Policy Committee:-

(ii) notes the concern of many people in Sheffield about the loss of civilian life in Israel and Palestine, to note the actions of many people in Sheffield who have campaigned against the ongoing violence, particularly in Gaza, and those who have fundraised to support the victims of the conflict, and to note the options available for Sheffield people to donate to the humanitarian response should they so wish;

(iii) notes that Sheffield City Council does not have any contractual relationship with any of the companies named in the UN Human Rights Council as enabling or supporting the construction or continued existence of illegal settlements in the Occupied Palestinian Territories and to note that the Council will always procure services in line with its Ethical Procurement Policy; and

(iv) notes Sheffield City Council's continued recognition of the State of Palestine as a full, sovereign, and independent nation, as set out in the resolution of Full Council on 4 September 2019.

(NOTE: The result of the vote on resolution (i) was FOR - 11 Members; AGAINST - 2 Members; ABSTENTIONS – 0 Members.

12.3 **Reasons for Decision**

- 12.3.1 By adopting the recommendations, the Council will demonstrate how it is responding to the concerns raised about the ongoing conflict in Gaza by many in the city, whilst ensuring that it acts in accordance with the legal framework laid down by Parliament.

12.4 **Alternatives Considered and Rejected**

- 12.4.1 The only alternative option considered was to join the Sheffield Coalition against Israeli Apartheid. As discussed in the body of the report, this option was likely to be unlawful and, as such, was discounted.

13. **INTERNATIONAL UPDATE**

- 13.1 The Executive Director City Futures submitted a report (a) noting that, in November 2023, Strategy & Resources Committee approved proposals for a new Partner City Policy, including assessment criteria for the purposes of assessing new approaches and reviewing the effectiveness of existing international relationships; and (b) providing a summary of the assessments recently undertaken in respect of both existing relationships and approaches received and makes recommendations in respect of decisions required of the Committee. The report also provides a summary of activities and events, linked to our international relations that have taken place over the last 12 months

- 13.2 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-

(i) For the reasons set out in the report, agrees that the City Council:

- a) Relinquishes the relationship with Anshan;
- b) Does not reinitiate the Trade and Collaboration Agreements with the cities of Daqing and Nanchang;
- c) Retains the relationship with Chengdu;
- d) Retains links with Bapaume;
- e) Acknowledges the links with Estelí whilst acknowledging that this relationship is community-driven, rather than Council-led;
- f) Retains links with Bochum; Kawasaki; Khmelnytskyi and Pittsburgh;
- g) Takes no further action at this time in respect of the relationship with Donetsk;
- h) Acknowledges the historical and community links in the case of Kotli and the historical links with Kitwe, noting that the civic relationship in respect of each city is effectively dormant;
- i) Enters into a Friendship Agreement with Nablus; and
- j) Carries out further work in respect of identifying the potential opportunities with locations in South Korea.

(ii) That the Committee acknowledges the important role of the Lord Mayor in

respect of fostering new international relationships and helping to maintain existing links with Partner Cities.

13.3 Reasons for Decision

13.3.1 Development of the Partner City Policy included a commitment to undertake a follow-on review of all existing international relationships. Prior to this exercise, it is unclear whether any such review had ever been implemented previously.

13.3.2 The outcome of the review is that the City Council is able to focus on developing relationships with a much more manageable number of international locations which have a genuine desire to collaborate and where specific benefits can be identified.

13.3.3 This report presents the Council's first annual International Update. The intention is that a transparent overview of Sheffield's activities within the international arena will be provided each Municipal Year.

13.4 Alternatives Considered and Rejected

13.4.1 The alternative option is to retain the status quo. The development of proposals for a Partner City Policy, approved by Strategy and Resources Policy Committee in November 2023, was an acknowledgement that retaining the status quo was not appropriate. The review of existing international relationships is a direct result of that decision.

(NOTE: During the discussion of the above item the Committee agreed, in accordance with Council Procedure rules, that as the meeting was approaching the two hours and 30 minutes time limit, the meeting should be extended by a period of 30 minutes).

14. MULTI AGENCY RECOVERY FOLLOWING THE STANNINGTON, MALIN BRIDGE AND HILLSBOROUGH GAS OUTAGE (DECEMBER 2022)

14.1 The Executive Director City Futures presented a report outlining ongoing recovery actions following the significant gas outage and its associated impacts at Stannington, Malin Bridge and Hillsborough in December 2022, as well as introducing and sharing the multi-agency learning following this incident.

The report contains the following appendices:

Appendix 1 – Externally produced, multi-agency debrief report (closed item)

Appendix 2 – Recovery Coordinating Group case study and recommendations.

14.2 **RESOLVED:** That the public and press be excluded from the meeting before further discussion takes place on the grounds that, in view of the nature of the business to be transacted, if those persons were present, there would be a disclosure to them of exempt information as described in paragraphs 3 of Schedule 12A to the Local Government Act 1972, as amended.

- 14.3 The meeting discussed the exempt information contained in Appendix 1 – Externally produced, multi-agency debrief report.
- 14.4 At this stage in the proceedings, the meeting was re-opened to the public and press.
- 14.5 **RESOLVED UNANIMOUSLY:** That Strategy and Resources Policy Committee:-
- (i) notes and acknowledges the Recovery Coordinating Group case study and recommendations report (Appendix 2); and
- (ii) notes for information that the externally produced multi agency debrief report (Appendix 1 – closed item), acknowledging the delivery of these recommendations is being monitored through the Local Resilience Forum.
- 14.6 **Reasons for Decision**
- 14.6.1 Debrief and learning lessons post incident is standard national and local practice and in line with the national resilience standards of expectation, the learning shared as part of the attachments fulfils this requirement.
- 14.6.2 Sharing these lessons identifies across other agencies nationally is standard practice, in line with the processes put in place via the Cabinet Office, this will be achieved through sharing the learning resources outlined at section 1.6 (b) of the report.
- 14.7 **Alternatives Considered and Rejected**
- 14.7.1 It is best practice, following a major or significant incident to firstly identify learning to enable responder agencies to update and amend any plans or processes. It is nationally promoted this is achieved through a multi-agency debrief as was carried out in following the significant gas outage at Stannington, Malin Bridge and Hillsborough. It is common practice for this learning to be shared across different organisations nationally that this experiential learning can be applied in different regions. The Recovery Coordinating Group have developed products and tools to further support this and offer a more immersive, realistic “on the shelf” exercise.

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Report to Policy Committee

Author/Lead Officer of Report:

Craig Rogerson,
Principal Democratic Services Officer Team Manager

Tel: 474 3355

Report of: *Report of the Director of Policy and Democratic Engagement*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *12 March 2024*

Subject: *Staff Retirements*

Has an Equality Impact Assessment (EIA) been undertaken? Yes No

If YES, what EIA reference number has it been given? *(Insert reference number)*

Has appropriate consultation taken place? Yes No

Has a Climate Impact Assessment (CIA) been undertaken? Yes No

Does the report contain confidential or exempt information? Yes No

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:

To report the retirement of the following staff from the Council's Service and to convey the Council's thanks for their work.

Recommendations:

To recommend that Strategy and Resources Policy Committee:-

- (a) place on record its appreciation of the valuable services rendered to the City Council by the members of staff in the Directorates stated;
- (b) extend to them its best wishes for the future and a long and happy retirement; and
- (c) direct that an appropriate extract of the resolution now made, under the Common Seal of the Council, be forwarded to those staff with over 20 years' service.

Background Papers:

None

Lead Officer to complete:-		
1	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.	Finance: <i>N/A</i>
		Legal: <i>N/A</i>
		Equalities & Consultation: <i>N/A</i>
		Climate: <i>N/A</i>
	<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>	
2	EMT member who approved submission:	<i>James Henderson</i>
3	Committee Chair consulted:	<i>Tom Hunt</i>
4	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 EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Caroline Nugent</i>	Job Title: <i>Interim Director of People and Culture</i>
	Date: <i>12 March 2024</i>	

1. PROPOSAL

To report the retirement of the following staff from the Council's Service and to convey the Council's thanks for their work:-

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>Children's Services</u>		
Shanti Davis	Support Worker	28
Jane Riddell	Teacher, Limpsfield Junior School	23
<u>Neighbourhood Services</u>		
Diane Deakin	Cleaning Operative	21

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Report to Strategy & Resources Committee

12 March 2024

Report of: Director of Policy and Democratic Engagement

Subject: Committee Work Programme

Author of Report: Craig Rogerson, Principal Democratic Services Team Manager

Summary:

The Committee's Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. This aims to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee. The report also sets out the priority issues for the Committee, as agreed at the Strategy and Resources Committee meeting on 28 June 2023.

Any changes since the Committee's last meeting, including any new items, have been added for approval, and the document is always considered at the regular pre-meetings to which all Group Spokespersons are invited.

The following potential sources of new items are included in this covering report, where applicable:

- Questions from the public (where notified sufficiently in advance)
- Petitions to this committee, including those referred from Council
- References from Council or other committees (statements formally sent for this committee's attention)
- A list of issues, each with a short summary, which have been identified by the Committee or officers as potential items but which have not yet been scheduled (the source of the items is specified)

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

Recommendations:

1. That the priority issues for the Committee, as agreed at the meeting on 28 June 2023, and presented at Appendix 1 be noted;
2. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
3. That approval be given to the consideration of cross cutting issues as detailed in Appendix 1 of the report; and
4. that the referrals from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed responses set out be agreed.

Background Papers: None

Category of Report: Open

COMMITTEE WORK PROGRAMME

1.0 Prioritisation

1.1 For practical reasons this committee has a limited amount of time each year in which to conduct its formal business. The Committee will need to prioritise firmly in order that formal meetings are used primarily for business requiring formal decisions, or which for other reasons it is felt must be conducted in a formal setting.

1.2 In order to ensure that prioritisation is effectively done, on the basis of evidence and informed advice, Members should usually avoid adding items to the work programme which do not already appear:

- In the draft work programme in Appendix 1 due to the discretion of the chair; or
- within the body of this report accompanied by a suitable amount of information.

2.0 References from Council or other Committees

2.1 Any references sent to this Committee by Council, including any public questions, petitions and motions, or other committees since the last meeting are listed here, with commentary and a proposed course of action, as appropriate:

Issue	Five Years Since Declaring A Climate Emergency
Referred from	Council Motion 7/2/24
<i>Details</i>	Extract from minute: (p) request the Strategy and Resources Policy Committee to consider adding to its work programme, development of an advertising policy which does not support high carbon industries and products harmful to people and nature, such as promoted by Adfree Cities; (s) ask the Strategy and Resources Policy Committee to consider adding to its work programme, doing further work on Climate Impact Assessment processes and methodologies so that policy

	<p>options can be compared on an estimated cost per tonne of CO2 saved basis; and</p> <p>(v) ask the Strategy and Resources Policy Committee to consider adding to its work programme as a matter of urgency, investigation of the practicalities of issuing Green Bonds to raise extra funding to support climate action.</p>
<p>Commentary/ Action Proposed</p>	<p>With regards to (p):</p> <p>The Finance Committee is due to consider an Advertising and Sponsorship Policy at its next meeting on 18 March 2024. It is proposed that the Council adopts a modern authority wide policy to govern advertising and sponsorship opportunities/outputs across the City Council’s assets and land. The policy will support the values and priorities of the Council, with restrictions included to support our commitments and priorities on health and the environment, while allowing for increases in income generation within the set criteria.</p> <p>It is proposed that the policy in its current draft format is restrictive of fossil fuel organisations/products, non-electric cars, and flights/flight organisations. In addition, the policy will cover products harmful to people, by restricting advertising/sponsorship of high in fat, sugar and salt (HFSS) foods & drinks, alcohol, gambling and vaping products. Details of the proposed policy will be available in due course here: Agenda for Finance Committee on Monday 18 March 2024, 2.00 pm Sheffield City Council</p> <p>With regards to (s) and (v): Awaiting details. Suggested responses to be submitted to a future meeting.</p>

3.0 Member engagement, learning and policy development outside of Committee

3.1 Subject to the capacity and availability of councillors and officers, there are a range of ways in which Members can explore subjects, monitor information and develop their ideas about forthcoming decisions outside of formal meetings. Appendix 2 is an example ‘menu’ of some of the ways this could be done. It is entirely appropriate that member development, exploration and policy development should in many cases take place in a private setting, to allow members to learn and formulate a position in a neutral space before bringing the issue into the public domain at a formal meeting.

Appendix 1 – Work Programme

Priority Issues for 2023/34:

Continuous development of our system of democratic committee governance	Working alongside the Governance Committee, continue to develop our model and how we modernise and embed the committee system. Embed approaches and policies and need to support Member development
Establish a new strategic framework for the city and organisation	Endorsement of the City Goals as they are developed during the summer, which will provide a shared, co-developed statement of our collective ambitions for Sheffield
	Development of a new 5-year Corporate Plan for the organisation which connects to the developing City Goals, sets out what we want to achieve and our priorities and gives clear direction for the whole council, citizens and partners
Cost of living crisis	Continuing and strengthening Sheffield’s citywide response to the cost of living crisis, working with communities and partners to support the people of Sheffield, communities businesses.
Street Trees recommendations and reconciliation	Agreeing the actions we will take forward to deliver the wider recommendations in the Lowcock Report to ensure good progress has been made by the end of the year, with a clear approach to monitoring achievement of these.
Continuing to develop our community involvement and neighbourhood and locality working arrangements	Working with the Governance Committee to <ol style="list-style-type: none"> 1. consider further devolution of powers and funding to the LACs this year; 2. making neighbourhood working more integral to the culture of the wider organisation (including through the Future Sheffield programme); 3. taking further steps to ensure community voice and community development practices are developed and embedded in the ways of working for the LACs and policy committees
Future Sheffield - our 3-year organisational change plan	Overseeing the organisational change programme which will be focused on becoming the organisation that we need to be to continue to deliver for the people of Sheffield alongside rapid service improvement activity where needed.
Customer Services Strategy	In line with our Future Sheffield transformation programme, developing a new Customer Services strategy that will be focused on the experience that the people of Sheffield have when accessing our services.
Budget delivery and medium-term financial stability	To agree a medium term financial plan (MTFP), and, working with the Finance Committee, oversee delivery of agreed savings and development of budget proposals for 2024/25 – 2026/27 in line with the emerging Corporate Plan priorities
SYMCA relationship	We will work collaboratively with the MCA as part of our regular approach to delivering for Sheffield. This will include taking forward our Inclusive Economic Plan as our place-based plan which will feed into the MCA’s broader economic strategy.

Part 1: Proposed additions and amendments to the work programme since the last meeting:

New Items	Proposed Date	Note
Performance Management Report	April 24	Awaiting Details
S&R Committee Climate Statement	June 24	
Amended Items		
None		

Cross-Cutting Issues requiring S&R Steer:

Item	Committee	Proposed Date	Note
Commission of Social Care Case Management System	ECF	March 2024	Further to consideration at the last meeting, to confirm that following discussions between the Chairs of AHSC and ECF that this matter is to be considered at ECF, with AHSC Members to be briefed.

Outstanding responses to Full Council Motions:

Item	SLT lead officer	Proposed Date	Note
Risk and Opportunities Framework NOTE: Members Q 5/7/23	Claire Taylor	TBC	Response: To be picked up as part of revised risk management arrangements, as part of a suite of supporting plans that will align with the Council Plan.
Reaffirming Sheffield as a City of Sanctuary (Council Motion 5/7/23)	Lorraine Wood/ Beth Storm	TBC	“Requests that the Strategy and Resources Policy Committee considers adding to its work programme consideration of the Council’s relationship with the Home Office and immigration enforcement, and an assessment of its current practices and the impact of the Hostile Environment policy on inclusion, equality and cohesion in Sheffield”
Opposing Minimum Service Levels	Caroline Nugent	June 2024	Council 6/2/23. Item 3 – paragraph (c)(i) - to ask the Strategy and Resources Policy Committee to consider how the Council will, if it can use provisions in the Act, including the discretion not to issue work notices, continue to protect the rights of its workers to strike and how it should be reflected in our policies, such as the ethical procurement policy. Response: Report being prepared for consideration at S&R in June

Five Years Since Declaring A Climate Emergency	Mark Whitworth/ Laura Ellendale		See details above
Petition: Seeking the creation of a dedicated BAMER (Black, Asian, Minority Ethnic and Refugee) Community Infrastructure Fund	TBC	TBC	Response: "1. Written response to be provided to the organiser of the petition; and 2. The issues raised by the petition to be the subject of a report to the Strategy & Resources Policy Cttee."

Part 2: List of other potential items not yet included in the work programme

Issues that have recently been identified by the Committee, its Chair or officers as potential items but have not yet been added to the proposed work programme. If a Councillor raises an idea in a meeting and the committee agrees under recommendation 3 that this should be explored, it will appear either in the work programme or in this section of the report at the committee's next meeting, at the discretion of the Chair.

Topic	None
Description	
Lead Officer/s	
Item suggested by	<i>Officer, Member, Committee, partners, public question, petition etc</i>
Type of item	<i>Referral to decision-maker/Pre-decision (policy development/Post-decision (service performance/ monitoring)</i>
Prior member engagement/ development required	
Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 3)</i>	
Lead Officer Commentary/Proposed Action(s)	

Part 3: Agenda Items for Forthcoming Meetings

Meeting (23/24)	12 March 24	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker
2023/24 Q3 Budget Monitoring	Finance monitoring update.	Jane Wilby	Decision			This Committee
Equality Framework – Equality is Everyone’s Business (Final)	To consider the results of the consultation carried out following Strategy and Resources Committee approval of the draft framework in December 2023, and to approve the accompanying action plan, as well as the statutory 2022/23 annual equalities report	James Henderson	Decision		Full public consultation undertaken	This Committee
Tackling the Stigma of Menopause and Period Poverty		James Henderson	Decision			This Committee
Community Buildings Policy	To seek approval and adopt Community Building and Community Asset Transfer Policies. Both policies will set out how the Council will work in a consistent and proactive manner, setting out a clear, transparent management of Community Buildings / Assets.	Peter Bartle	Decision	Briefed Leaders Board, and knowledge briefing for committee to follow.	Programme Board established with representatives from VCS.	Agreed at SLB on 2/10/23 that this item be considered at S&R. CPL to be briefed.

Flag Protocol	To consider and adopt a new flag protocol for the Council	James Henderson		Discussed at Leaders' Briefing	Engagement undertaken with faith and community leaders	This Committee
LGA Peer Challenge Progress Review	To consider the findings of the follow-up visit of the LGA Peer Challenge team	Laurie Brennan	Progress review		None required	This Committee
A framework for Growth: Principles and Priorities	The city does not currently have an overarching narrative that sets out its ambitions for growth, nor a document that sets out the wide range of strategies and plans that would support this ambition. We are therefore looking to address this over the next 6 months, producing: An initial 'growth framework' (March 2024) A Growth Plan for 2024-2035 (June 2024)	Andy Kempster	Decision	Regeneration Board has oversight of the development of the framework, which includes an extraordinary meeting of the group to work with consultants on the proposal. We will be briefing TRC, EDS, Adult Health and Social Care, Communities and Housing committees prior to S&R.	We have engaged consultants to support with 70 1-2-1 interviews and up to 10 focus groups with key stakeholders in the city to help develop the framework.	Cross Cutting Issue.

Meeting (23/24)	17 April 24	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Joint Ombudsman Complaint Handling Code	The Local Government & Social Care (LGSCO) & Housing Ombudsman (HO) Ombudsman are currently consulting with Local	Corleen Bygraves-Paul/ Jen Everill/ Paul Taylor	Decision	The consultation response must include: Chief Exc.; Monitoring Officer; Member(s)	This consultation represents an opportunity for interested persons and organisations to provide feedback about the operation of the Code and to influence	This Committee

	<p>Authorities regarding the implementation of a new Joint Complaint Handling Code which will become a statutory code by 1 April 2024.</p> <p>The consultation period will end on 23 November 2023 and we are required to provide 'a single co-ordinated and complete response.'</p>			<p>responsible for complaint performance within the Council; Director/Senior officer responsible for complaint handling; Director of Housing (If applicable).</p>	<p>development of the regime for monitoring compliance with it. This includes, HOS's statutory consultees, private registered providers, local authority registered providers, voluntary members of the Scheme, tenants and residents, and any other stakeholders who have an interest in social housing in England.</p> <p>The government's launch of 'Making It Right' campaign on 9 October 2023, also encourages tenants to report issues and make complaints to address hazards in their home. The government wants to inform tenants of their rights and ensure they escalate complaints to the Housing Ombudsman if concerns are not addressed swiftly or appropriately.</p>	
Digital Strategy and Customer Experience Strategy		Mike Weston	Decision			This Committee
Council Performance Framework	The council requires a refresh of its Performance Framework following the publication of the new Council Plan.	James Ford		Knowledge briefing.	None	This Committee

Meeting 1 (24/25)	June 24	Time				
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Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Response to Council Motion “Opposing Minimum Service Levels” Date TBC		Caroline Nugent				
S&R Committee Climate Statement						

Items which the committee have agreed to add to an agenda, but for which no date is yet set.

Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Street Tree Inquiry Report Progress	S&R have agreed to receive a report against progress on actions during winter 2023 and summer 2024.	Lucy Heyes	Progress Reports			This Committee
Violence against Women and Girls, Domestic and Sexual Abuse Strategy	It is proposed to produce a strategy covering all of Violence Against Women and Girls, Domestic and Sexual Abuse next year to cover the period 2024 to 2027 (in line	Alison Higgins	Decision	Political group briefings and committee briefings – in writing then in person if needed.	There will be consultation with stakeholders and the public, building on consultation already undertaken this year specifically in relation to domestic abuse.	These issues affect staff as well as customers and the general public. The White Ribbon Accreditation requires us to have a strategic whole council response to

	with statutory requirements).					these issues. Although this work sits under Adult Health and Social Care – decision to be taken by Strategy & Resources?
Civic Honours	To bring forward a further paper for decision.	James Henderson/ Jason Dietsch				This Committee/Governance Cttee?
Sheffield City Goals Update	July 2024. S&R in January agreed that an update on progress and next steps would be given after 6 months.	James Henderson/ Diana Buckley	Update Report			This Committee

Note:

- Type of item = Decision; Referral to decision-maker; Pre-decision (policy development); or Post-decision (service performance/ monitoring).
- Final decision-maker = This Committee; Another Cttee; Full Council; or Officer decision

Appendix 2 – Menu of options for member engagement, learning and development prior to formal Committee consideration

Members should give early consideration to the degree of pre-work needed before an item appears on a formal agenda.

All agenda items will anyway be supported by the following:

- Discussion well in advance as part of the work programme item at Pre-agenda meetings. These take place in advance of each formal meeting, before the agenda is published and they consider the full work programme, not just the immediate forthcoming meeting. They include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers
- Discussion and, where required, briefing by officers at pre-committee meetings in advance of each formal meeting, after the agenda is published. These include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers.
- Work Programming items on each formal agenda, as part of an annual and ongoing work programming exercise
- Full officer report on a public agenda, with time for a public discussion in committee
- Officer meetings with Chair & VC as representatives of the committee, to consider addition to the draft work programme, and later to inform the overall development of the issue and report, for the committee's consideration.

The following are examples of some of the optional ways in which the committee may wish to ensure that they are sufficiently engaged and informed prior to taking a public decision on a matter. In all cases the presumption is that these will take place in private, however some meetings could happen in public or eg be reported to the public committee at a later date.

These options are presented in approximately ascending order of the amount of resources needed to deliver them. Members must prioritise carefully, in consultation with officers, which items require what degree of involvement and information in advance of committee meetings, in order that this can be delivered within the officer capacity available.

The majority of items cannot be subject to the more involved options on this list, for reasons of officer capacity.

- Written briefing for the committee or all members (email)
 - All-member newsletter (email)
 - Requests for information from specific outside bodies etc.
 - All-committee briefings (private or, in exceptional cases, in-committee)
 - All-member briefing (virtual meeting)
 - Facilitated policy development workshop (potential to invite external experts / public, see appendix 2)
 - Site visits (including to services of the council)
 - Task and Finish group (one at a time, one per cttee)
- Furthermore, a range of public participation and engagement options are available to inform Councillors, see appendix 3.

Appendix 3 – Public engagement and participation toolkit

Public Engagement Toolkit

On 23 March 2022 Full Council agreed the following:

A toolkit to be developed for each committee to use when considering its 'menu of options' for ensuring the voice of the public has been central to their policy development work. Building on the developing advice from communities and Involve, committees should make sure they have a clear purpose for engagement; actively support diverse communities to engage; match methods to the audience and use a range of methods; build on what's worked and existing intelligence (SCC and elsewhere); and be very clear to participants on the impact that engagement will have.

The list below builds on the experiences of Scrutiny Committees and latterly the Transitional Committees and will continue to develop. The toolkit includes (but is not be limited to):

- a. Public calls for evidence
- b. Issue-focused workshops with attendees from multiple backgrounds (sometimes known as 'hackathons') led by committees
- c. Creative use of online engagement channels
- d. Working with VCF networks (eg including the Sheffield Equality Partnership) to seek views of communities
- e. Co-design events on specific challenges or to support policy development
- f. Citizens assembly style activities
- g. Stakeholder reference groups (standing or one-off)
- h. Committee / small group visits to services
- i. Formal and informal discussion groups
- j. Facilitated communities of interest around each committee (eg a mailing list of self-identified stakeholders and interested parties with regular information about forthcoming decisions and requests for contributions or volunteers for temporary co-option)
- k. Facility for medium-term or issue-by-issue co-option from outside the Council onto Committees or Task and Finish Groups. Co-optees of this sort at Policy Committees would be non-voting.

This public engagement toolkit is intended to be a quick 'how-to' guide for Members and officers to use when undertaking participatory activity through committees.

It will provide an overview of the options available, including the above list, and cover:

- How to focus on purpose and who we are trying to reach
- When to use and when not to use different methods
- How to plan well and be clear to citizens what impact their voice will have
- How to manage costs, timescales, scale.

There is an expectation that Members and Officers will be giving strong consideration to the public participation and engagement options for each item on a committee's work programme, with reference to the above list a-k.

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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 12th 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](#) – 13th 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 & 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>SLT member who approved submission: <i>Kate Josephs, Chief Executive</i></p>				
3	<p>Committee Chair consulted: <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%;"> <p>Lead Officer Name: Adele Robinson</p> </td> <td style="width: 50%;"> <p>Job Title: Equalities and Engagement Manager</p> </td> </tr> <tr> <td colspan="2"> <p>Date: 5th March 2024</p> </td> </tr> </table>	<p>Lead Officer Name: Adele Robinson</p>	<p>Job Title: Equalities and Engagement Manager</p>	<p>Date: 5th March 2024</p>	
<p>Lead Officer Name: Adele Robinson</p>	<p>Job Title: Equalities and Engagement Manager</p>				
<p>Date: 5th March 2024</p>					

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

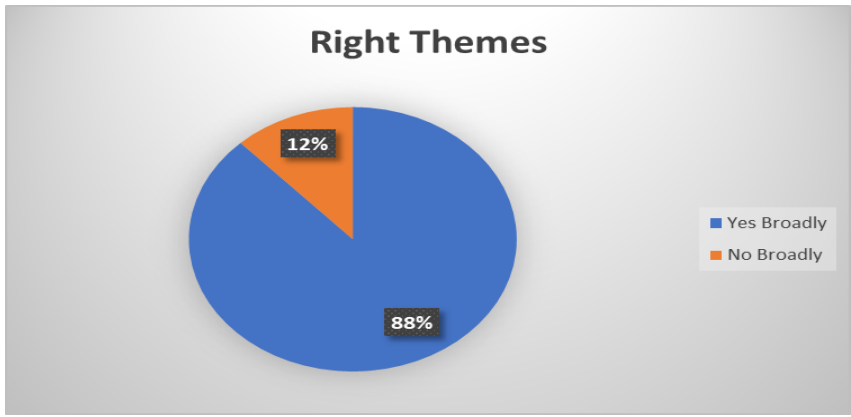
We had an online survey open throughout January and into February on the Have Your Say Platform. We also held 2 sessions with staff both person and online and consulted with our Equality Partnership. The feedback is summarised below.

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

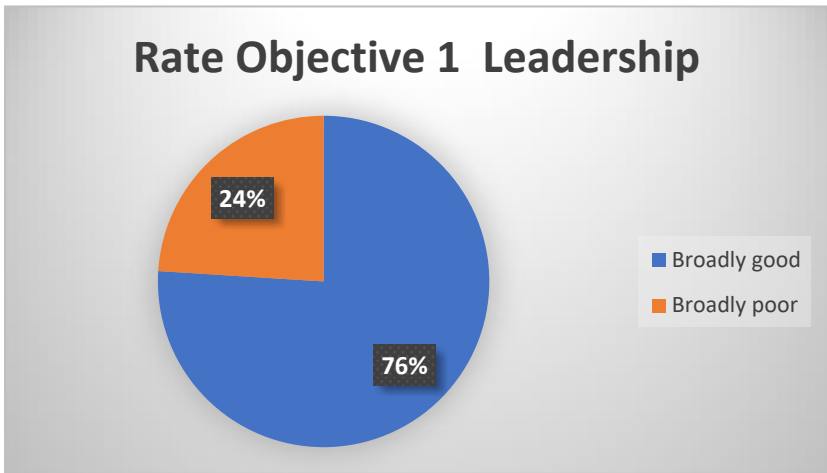
*For the purpose of this analysis, we have grouped responses into

‘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.

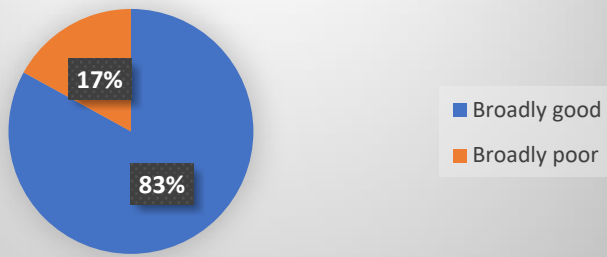


Please rate Objective 2 and its Goals on Service Delivery

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



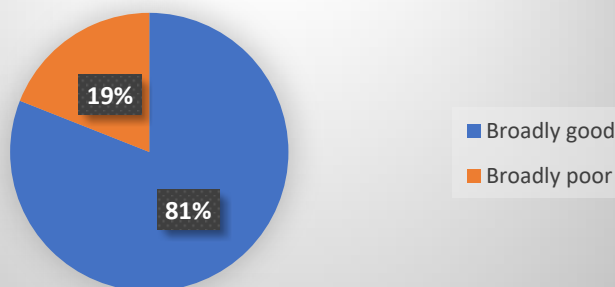
83% broadly good, 17% broadly bad.

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



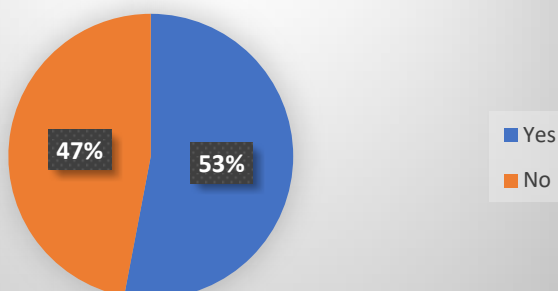
81% broadly good, 19% broadly bad.

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.

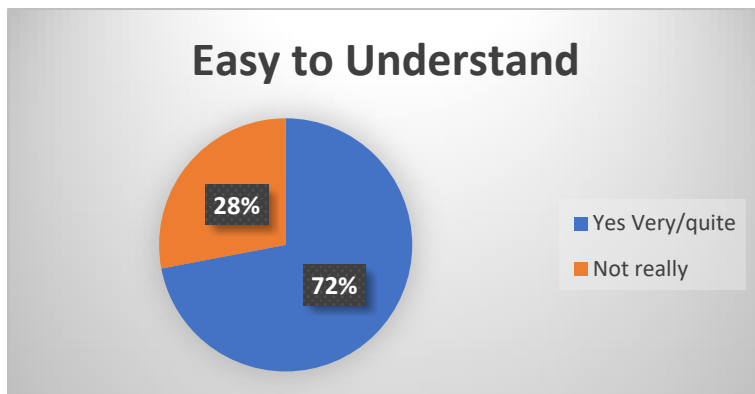
Comments were about the need to focus on all protected characteristics focus on anti-racist culture, disability, age, sex, religion and no faith, LGBT+ communities, White Ribbon, children and young people, asylum seekers, crime and policing.

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

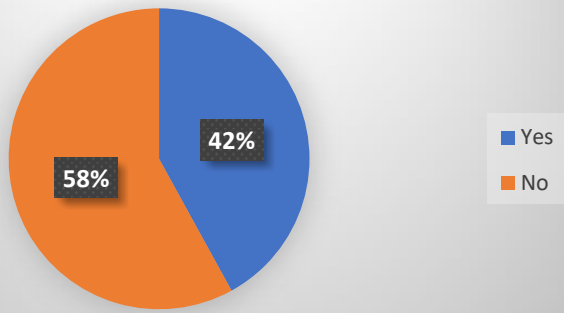
72% Very/ Quite and 28% Not Really



Question - Are you a Sheffield City Council employee?

42% Yes and 58% No

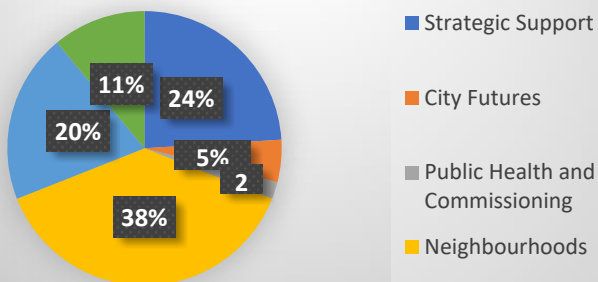
Are you a Council Employee



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.

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

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

Goal 3 – Working in partnership to make Sheffield an anti-racist city
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<ul style="list-style-type: none"> Adopting a race equality approach for the Council that challenges discrimination and racism in everything we do across our services and practices. Inspiring and raising our expectations of our partner organisations in Sheffield and the region to commit to race equality. 			
Overarching aim	We will test ourselves against our race equality action plan to improve ourselves as an organisation, service provider and employer.	Accountable	Timescale
Key action	Setting up and support of Race Equality Partnership.	Pol & Dem Engagement	Qtr1
Measure of success	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.

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

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

Overarching aim	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	Accountable	Timescale
* Key action	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
Measure of success		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.

Overarching aim	We will have consistent equality standards across all SCC service plans.	Accountable	Timescale
Key action	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
Key action	Proposal to develop and promote use of Have Your Say Sheffield digital engagement platform across directorates.	Pol & Dem Engagement	Qtr2
Measure of success	Measurable progress towards equality targets in service plans.	Executive Directors	Qtr4
Measure of success	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.

Overarching aim	We will enable more opportunities for communities to have influence.	Accountable	Timescale
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Key action	Jointly review and implement changes to the way we work with the VCF sector.	PH & Int Comm	Qtr4
* Key action	Review community participation and engagement.	Governance Committee	Qtr3
* Key action	Implement My Account and ensure equality monitoring and accessibility requirements are in place.	ICT & Digital Innovation	Qtr3
Measure of success	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.

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

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

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

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

Measure of success	% improvement in workforce diversity across apprentices especially ethnicity, disability and women.	Executive Directors	Qtr4
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Goal 3 – Workforce wellbeing, where everyone feels engaged to champion inclusivity.			
<ul style="list-style-type: none"> Recognising, appreciating and celebrating our employees' achievements and contributions in line with EDI and our values. Identifying opportunities for employees to network, collaborate, exchange ideas and learn from one another to progress in their careers. 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. 			
Overarching aim	We will create an environment where our employees are able and expected to contribute positively and supportively to promote equality.	Accountable	Timescale
Key action	Encourage, develop and facilitate staff-led Employee Equality Hubs that cover all protected characteristics.	Pol & Dem Engagement	Qtr2
* Key action	Commissioning of EDI training package (including specific race literacy training and intersectionality emphasis).	Human Resources	Qtr2
Key action	Develop forums /opportunities for Managers to develop confidence and acquire skills in dealing with EDI matters	Human Resources	Qtr2
Measure of success	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

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Sheffield City Council Annual Equalities Report 2022 /2023

(add pics)

Welcome to our Equality Annual Report for 2022 2023

Sheffield is a vibrant, culturally diverse, and inclusive city. We are passionate about the future of our city, its heritage and its culture. We are committed to promoting and enhancing equality, diversity, fairness and inclusivity for all. We are committed to putting people at the heart of what we do, and to understanding, helping, and valuing individuals and communities by addressing inequalities and disadvantages for the communities we serve in Sheffield.

The council has a vital role in tackling inequalities, as set out in our Council Plan we will continue to ensure services are provided to those most in need and secure equality of opportunity. We are committed to investing in our communities and incorporating their voices to continuously improve. Equalities should be at the forefront of how we plan, finance, commission, deliver and review our services.

We endeavor to foster good relationships and cohesion across all communities in the city, so they can all prosper and thrive. However more recently, the tensions in the city following the Hamas attack on Israel and subsequent conflict in the Middle East has highlighted the fragility of some of our partnership structures especially for inter-faith and inter-community dialogue and the hard work that will be needed to rebuild these.

As an employer Sheffield City Council aims to have a workforce which reflects the city's diversity. We are committed to building a culture where employees feel engaged, valued, and able to reach their potential and deliver for the people of Sheffield.

This Annual Report does not seek to capture everything that is undertaken in relation to Equality, Diversity and Inclusion. Instead, it highlights the key achievements between July 2022 and December 2023, such as the progress made on race equality and the new partnership, maintaining our Disability Confident status, develop and roll out our new Employee Hubs, launching our new consultation platform, setting our new Equality Objectives and supporting equality-based awareness days such as Windrush Day. It shares good practice case studies that provide an overview of how the council has a) worked in partnership with our statutory, voluntary and community partners, and b) engaged with our residents to deliver equality initiatives that support work on improving outcomes for diverse communities in the city.

We recognise we have some big challenges ahead and that we need to continue to learn and embed equality into everything that we do for our residents, visitors, businesses and workforce - 'Equality is Everyone's Business'.

Thank you to all colleagues and organisations for working together to help make Sheffield a fantastic place as we strive to be fairer, accessible and a more inclusive place to live and work in.

Leader of Sheffield City Council, Councillor Tom Hunt

Chief Executive of Sheffield City Council, Kate Josephs

(picture of Kate and Tom)

Contents Section

2.0 Governance – Supporting Equalities and Engagement	
3.0 Knowing Sheffield	
4.0 Progress against our Equality Objectives 2019-23	
5.0 Awareness Days	
6.0 New Objectives	
7.0 Action Plan	
8.0 What’s Next- Aims and Commitments and Contact Us	
Appendices <ul style="list-style-type: none"> A. Sheffield Census Data 2021 B. AccessAble Report – 2022/ 23 C. Member Monitoring Report 2023 D. Workforce Diversity Report 2023 	

1. Our Duties and Responsibilities

The Equality Framework that we adopted in December set out our commitment to Equality, Diversity and Inclusion (EDI). In recent years the council has been on a further improvement journey with regard to EDI and especially to Race Equality, which we continue to pursue. We have invested additional time resources, and endeavour across the organisation to live up to our high aspirations.

This annual report sets out how we have been working to tackle equality issues, eliminate discrimination, foster good relationships between people in Sheffield and ensure that people from different backgrounds have similar life opportunities. It shows progress against the last set of

Objectives which have just come to an end in December 2023, and it sets out the new Objectives 2024-28 that went in draft to the Strategy and Resources Committee in 2023. Following consultation, we mean to formalise the Objectives and set out an initial council - wide Action Plan.

Background - Equality Act 2010 and Public Sector Equality Duty.

The Equality Act (2010) contains the legal duties which apply to most public bodies across Great Britain. It requires those carrying out public functions to take account of some Specific Duties and three general duties, namely:

Eliminate discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations between different people in the way they make policy, deliver or buy goods and services and employ people. In essence, the Act protects everyone against unfair treatment. Understanding intersectionality is an important part of practicing inclusion, promoting equality and reducing discrimination.

The Act's Specific Duties are:

- Publish equality objectives every four years.
- Publish information annually to demonstrate compliance with the General Duty
- Publish information relating to employees who share a protected characteristic and others affected by our policies and practices (such as service users).
- Publish information in a way that is accessible to the public.
- Publish our organisations gender pay gap annually.

Protected Characteristics

Having a protected characteristic means you have a right not to be treated less favourably, or subjected to an unfair disadvantage, by reason of that characteristic. The Equality Act covers all the following protected characteristics:

- age.
- disability.
- gender reassignment.
- marriage and civil partnership.
- pregnancy and maternity.
- race – including ethnic or national origin, colour or nationality.
- religion or belief – including lack of religion or belief.
- sex.
- sexual orientation.

Sheffield City Council has also chosen to treat Care Experienced as an additional protected characteristic alongside unpaid carers and we also consider other issues within our equality impact assessment process.

Equality Impact Assessments (EIAs).

These are a way of carrying out an equality analysis of our service proposals for change and a way of demonstrating how we comply with the Public Sector Duty. These should be carried out prior to implementing a policy, project or change to identify potential impacts on equality. As we undertake these assessments to promote inclusivity and remove any barriers or potential disadvantage, we also assess the impact on other areas as well as those that are the protected characteristics, these are the voluntary community and faith sector (VCF), poverty, carers, the care experienced, the armed

forces and health and wellbeing in general, giving us a wider understanding of impacts of policies and projects in the city.

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

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

All EIAs are also available on request to the public and should be attached to all Committee Reports as appropriate. Due to this being an area for improvement in practice in 21/22, we have since developed a new online reporting function that launched in 2023. Since the App's launch in April 2023, and implementation and testing phase in April-June, there have been 383 EIAs. The E&E team has developed support/advice, guidance/training and sign-off functions, and worked closely with ICT to encourage continual improvements.

The focus has been on ensuring a functioning and reliable App and maintaining confidence and take-up by services. Feedback on the App and support/information has generally been positive. However, the way the App was developed has meant it has effectively been a standalone application, meaning that migration of old EIAs is case-by-case and slow, and inclusion of data and sharing of EIAs is manual and officer-reliant. The next phase (January-March 2024) is exploring with ICT how data can be pulled into the App, specifically service Power BI performance data.

2.0 Governance - Supporting Equality and Engagement

Equality is everyone's business across the council and to support this, we have an Equalities and Engagement Team who are part of the wider Policy and Democratic Engagement Service, which is made up of the Policy and Partnerships, Democratic Services, Communications, Chief Executives Office and Elections Service. This is part of the wider Strategic Support Services Directorate.

They assist the organisation to meet our statutory equality and consultation duties and our aspirations in relation to EDI. The team was brought together centrally from roles across the council following an achieving change in 2022. The purpose of the team restructure was to provide a centre of excellence and ensure alignment with our priorities for a new equality and engagement programmes. Secondly it was to provide more investment into areas such as strategic and externally facing work and to reduce areas where more ownership needed to be taken across the council such as workforce and directorate initiatives, although those areas are still supported. This put the new team in a stronger position to

- Ensure delivery of the council's equality duties with responsibility for external reputation and promoting innovative practice and scrutiny through standards such as the equality framework for local government etc.
- Provide leadership and direction on the implementation of the council's EDI policy and strategies and ensuring EDI is embedded through everything we do.
- Monitor and review performance against our objectives including supporting equality action plans and ensuring there is meaningful change.
- Develop and sustain key partnerships and networks such as the Race Equality Commission, the Employee Hubs and the Sheffield Equality Partnership, Age Friendly City.

- Develop and manage the Equality Framework for equality including. governance and reporting, monitoring and evaluation of existing and new initiatives and prioritisation of projects against EDI, ensuring assuring due regard is considered in all decision-making.
- Provide advice, guidance and organisational support for the council in equality and engagement providing support to the Strategic Equality and Inclusion Board and EDI Delivery Group.
- Champion a culture of inclusion within the council working with HR to support the organisation to attract, retain and develop a diverse and talented workforce.

Provide governance, guidance and advice on equality related policy and practice for the organisation, including our responsibilities under the Equality Act 2010 and ensuring SCC meets the Public Sector Equality Duty

Ensure SCC's Equality Objectives including the Race Equality expectations are embedded across the organisation (i.e., in broader values, engagement and development of the Corporate/ Delivery Plan)

Assure Equality Impact Assessments and consultation and engagement across the organisation, compliance with Consultation Duties

Develop and sustain external relationships with partnerships and stakeholders from across the city and beyond such as Equality and Race Partnership.s

Support the organisation in attracting, retaining and developing a diverse and talented workforce by creating a positive and inclusive organisational culture

Support the internal Strategic Equality and Inclusion Board (SEIB) which has oversight of Equality related work in SCC , EDI Delivery Group and Employee Hubs

Senior EDI Champions

We have established new EDI Champions at a senior leadership level. This provides visible leadership and helps raise awareness by being a member or ally of a particular equality group as well as sponsoring specific activities and events, promoting inclusivity and constructively challenging discrimination. Our senior leadership champions are.

- Age – TBA
- Disability, Carers and Care Experienced – Alexis Chappell
- LGBT+ - Kate Martin
- Women – Claire Taylor
- Race – Ajman Ali and Meredith Teasdale Dixon
- Faith – Philip Gregory
- Social Mobility – Greg Fell
- Intersectionality – Kate Josephs

Strategic Equality and Inclusion Board

This is the Council Board with oversight of EDI. Meeting approximately every 3 months and chaired by the Chief Executive with an Executive Officer acting as Deputy Chair, the Board is attended by Members, directors, officers and Trade Unions. The SEIB will meet in an atmosphere of being evidence based, constructive challenge and inclusivity - which is fundamental to progress on Equality and Engagement. **Providing strategic leadership**, it aims to

- Ensure SCC meets its Statutory Equality Duties including the PSED.
- Champion and develop opportunities to be a Leader for EDI within SCC and the city.
- Ensure that EDI and engagement are integral to all SCC priorities.
- Ensure we have joined up and consistent approaches to EDI.

- Work with partners to deliver EDI initiatives and events.
- Ensure activities commissioned or procured by SCC promote, develop, and champion EDI.
- Act as a route of escalation for Employee Equality Hubs, receiving reports and updates.
- Oversee the action plan for standards such as EFLG, Race Equality and Age Friendly City.

Equality, Diversity and Inclusion Delivery Group (EDIDG)

This new group provides a cross - council forum for the consideration of the Council’s approach to promoting equality, diversity and inclusion issues (EDI) in SCC, and with partners and wider communities. Where necessary, it highlights issues and areas of concern on progress and makes recommendations for action to the Strategic Leadership Team and Strategic Equality and Inclusion Board to help embed the council’s approach, highlighting implications, including those relating to the Public Sector Equality Duty and other related statutory requirements.

Member Equality Training

We are currently working with Learning and Development in reviewing, refreshing, and updating Equalities and Consultation training for Members with an offer of delivery for all Members each year. Members will be asked to complete a Level 2 certificate in EDI. This past year there was an induction for new Members delivered in May followed by training for the Committee Members and a knowledge awareness session on the PSED, Equality Impact Assessments and consultation. This was monitored via ‘Have Your Say Sheffield’.

We have also repeated our anonymous Member equality monitoring survey and we will run the survey annually to monitor trends in the diversity of Members. 54% of Members responded which is a reduction from last year and the results are in Appendix 3. From results our diversity has improved in some areas but lower returns impact on the data quality.

SCC Values

These help to guide our behaviour at work each day both individually and together. The Values encourage us to put people at the heart of what we do, be open and honest in the way we work and to work together to get things done. Equality, diversity and inclusion are embedded across all our Values, with examples of this included in the ‘what this means statements’ that show how each value applies.

By working to embed these in our policies and ways of working, the values help us to support delivery of our organisation’s plans and deliver better outcomes for our customers, as well as helping to make our organisation a positive and productive place to be for our staff.

Openness and honesty are important to us



- What this means:
- We communicate in a clear timely and effective way
- We create an environment where people can speak up
- We discuss challenges and work together to address them
- We explain what we can and can't do
- We share information and learning

People are at the heart of what we do



- What this means:
- We respect and support people
- We listen to people to understand what matters to them
- We treat people as individuals and value diversity
- We promote equality & challenge discrimination
- We support each other's health and wellbeing

Together we get things done



- What this means:
- We all work to achieve the Council's priorities
- We actively include diverse views to guide our work
- We are adaptable and productive
- We improve what we do for the people we work for and with
- We take pride in doing our work well

and Our Residents

3.0 Knowing Sheffield

The release of data from the Census 2021 has been invaluable to the work we undertake to achieve the Objective 1, “Knowing Our Communities”. The new data helps us to understand more about the people of Sheffield and we can use it to support service planning, service redesign and respond to different people’s needs. We will also use this data in areas such as adult social care, disability services, children and family services, education, housing, neighbourhood services, our recreation services such as playgrounds, country walkways, sports and leisure centres, and our city centre regeneration.

More detailed census data allows us to understand more than ever before the people who live in Sheffield. It is possible to look at a range of characteristics, the geographical distribution of different communities and intersectionality across all the protected characteristics. This will help us to understand our diverse communities further and the changes in these communities over the last decade which in turn should help us provide more customer centred services that better meet people’s needs.

The importance of being able to understand intersectionality such as by age group, sex or ethnicity for example will also support the way we plan service re-design, and such changes can be considered carefully with good reliable quantitative evidence-based information. We can also look at emerging trends and map changes in the diversity of Sheffield over the next decade to help build services fit for the future which are accessible and inclusive. For example, knowing the age breakdown in an area will help us plan across a range of services from school places, social care to leisure facilities.

For a more detailed look at the Census Data, please see Appendix A.

4.0 Progress Against Our Equality Objectives 2019 - 2023

Our Equality Objectives cover the broad range of services we deliver and commission. We use them to embed Equality Diversity and Inclusion (EDI) into all our projects, policies and strategies and when we work in partnership with other organisations and our communities. They guide us when carrying out work in the city and show our commitment to challenging inequality and promoting a fair and inclusive city. Our 2019-2023 Equality Objectives prioritised where we agreed the need was greatest, and we had three aims under each broad objective. We will demonstrate how we are meeting these aims below through some relevant examples.

The Public Sector Equality Duty requires the council to reflect upon progress made over the course of the four-year period. In the section below, we analyse data on progress during 2022-2023 towards achieving our five equalities objectives and give a summary of projects that the council has focused on over the last year to deliver them.

- **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.**
- **Objective 5 – Become an Anti-Racist Organisation and City.**

EDI Work is ongoing, and we will work with services further to strengthen this commitment and incorporate this intelligence into our new objectives which we have identified for 2024- 28.

Objective 1- Strengthen knowledge and understanding of our communities.

Overall aims:

- **Aim 1:** to 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.
- **Aim 2:** to 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.
- **Aim 3:** to 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.

A Review of Objective One.

We have been working continuously and to streamline quality practice in meeting Objective One, SCC has focused on the following.

- We have improved the quality of our workforce data, particularly around disability and impairment type having identified issues through the previous year's Workforce Data Report
- Our recruitment data continues to improve across all protected characteristics with notable increases in the appointment of BAME (24.5%) and disabled (15.4%) applicants which are both higher than their representation within the workforce profile.
- Developed a new Equality Impact Assessment platform.
- We have used the 2021 census information to inform service planning and produce quality EIAs.
- A new engagement platform Have Your Say Sheffield (HYSS) purchased and implemented to expand our reach to wider audiences, to gather better qualitative and quantitative data.
- We have worked in partnership with community groups to promote city wide initiatives i.e. City Goals, Race Equality Partnership Sheffield and a range of awareness days such as the Windrush 75th Anniversary civic luncheon.
- Consultations across the city and community groups were used when finalising new strategies such as the Early Years Strategy and Sport and Leisure Strategy.
- SCC has continued working in partnership with Sheffield Equality Partnership to assist us to hear from some of our most marginalised communities.
- We have worked with Partners to develop the new City Goals, working closely with VCF sector, business and other statutory organisations.

Although we have completed a lot of work regarding Objective 1 and have met the aims as outlined over the past 4 years, we recognise we have introduced several new initiatives this year with the aim that over time they will provide consistency across the organisation. We will continue to monitor and adapt this work accordingly.

Please see examples of meeting Objective 1

Examples of Equality Monitoring to Improve Practice

Customer Services

A new roll-out of My Account on the council website to enable residents to set up an account from which they will be able to access an increasing number of council functions. The set-up process will include asking for demographic data and as people will use it for more than one purpose, they won't be asked to give us their data every time they want to access a service. Increasing automation will improve the experience of council services. This will also benefit those who are more vulnerable and use our

services the most as it will free us up to concentrate our resources on people who are digitally excluded. Data will be linked through to other council systems to drive up quality.

The rollout of better online services should reduce demand on phonelines and in-person customer services by directing more people who can complete things online down a digital route, freeing staff to help those without digital access or who prefer to access services in-person. The Council has several access points in libraries, housing offices and Howden House that enable customers to access in-person and online services.

Housing- Using Data to Improve Services

We have a strong commitment to recruiting apprentices into the Housing and Neighbourhoods Service and have proactively sought to attract applicants from a BAME background. We have done this through advertising opportunities to BAME opportunities and supporting some of our existing BAME apprentices to attend recruitment fairs to share their experiences. Half of our 18 recruits in 2022 were from a BAME background with a third of our 16 recruits in 2023 also being from BAME background. We want our overall workforce to be more representative of the tenants that we serve so will continue to promote opportunities to the BAME and other protected characteristic communities to ensure that we work towards that aim.

Housing- Key Headlines

Some real positives to share include –

- Black Asian and Minoritised Ethnic (BAME) customers are proportionally accessing more of the financial support available to them through the Income Support service, helping them with their rent and water rates.
- 50% of the apprentices recruited into the H&N service were from a BAME background.
- We ask our tenants each month how satisfied they are with the council housing services that they receive from us.
- We monitor the outcomes by a range of protected characteristics, including race. Our results so far this year show that there is a small difference in satisfaction of just 2% between all tenants and tenants from a non-White British background. Even more positively, when asked if they are treated fairly and with respect, there is no difference in the levels of satisfaction from tenants with a White British and non-White British background. We aren't complacent and will continue to explore ways of equalising the different tenant experiences wherever we can.



Southwest LAC- supporting a wide range of community projects which are intersectional, promote diversity and are representative.

Some examples of projects we have supported:

- Community Eid Festivals
- ESOL classes
- International Women's Day event
- Windrush event in the park
- Sharrow festival
- Supporting youth clubs with period poverty, mental health and wellness through art therapy
- Supporting a new lunch club in Madina Mosque



Budget EIAs

As we do each year, we undertook an overview EIA and detailed impact analysis on our Budget Report in 2023 and individually on each proposal. The overview EIA was included in the [budget report](#) Appendix 8 page 161 that went to full Council on March 1st 2023. We also made available each individual EIA noted in the report. The main impact was on those on a low income including disabled people.

Sport and Leisure Team

The Sport and Leisure team launched the Sport and Leisure Strategy in December 2023. This involved bringing together all the major and minor community groups, private companies and other external stakeholders that contribute to and work to provide better sport facilities across the whole city. It is a council led initiative that has involved over a year of planning with partners and local communities to ensure we deliver fair and equal good quality sporting facilities and projects in both the deprived areas and affluent areas of Sheffield.

City Futures

Throughout 2022/23 the team at Marketing Sheffield has worked hard to ensure that the image and videography library used in external city breaks and place marketing campaigns is more reflective of the city's communities. The updated library is much more inclusive, showing a broader range of communities enjoying the culture, vibrancy and welcoming experience on offer to visitors.

The King's Coronation celebration was supported by Marketing Sheffield working alongside the Major Events Team and other operational services. We worked to ensure that the event remained free of charge, to allow access to residents from all communities could attend and focused on family entertainment to allow family groups from all backgrounds to share this moment in history.



Faith Compact, Multi faith and wellbeing rooms and Religion and Belief Guide

This year we have reviewed our internal religion, belief and culture guide. We have also worked extensively with external partners on developing a Faith Compact for the city, holding meetings with voluntary, community and faith sector organisations. This has become more prominent during the later part of 2023 with the conflict in the Middle East impacting on the city and residents. We will continue work to develop this further during 2024.

We have been working to further develop multi faith/ wellbeing rooms across more of our worksites and buildings to be used for employees and customers to pray as required or to use for quiet contemplation.

The Sheffield Equality Partnership (SEP)

This supports us to meet our Equality Duties, with a specific focus on individuals and communities with protected characteristics as this helps to foster good relations as outlined in the Equality Act. Working together with partners, communities, and stakeholders, we aim to promote a fair and inclusive Sheffield. The Partnerships are grant funded and they work as a critical friend with the shared goal of creating a more inclusive and representative city for all. Each year we review these to ensure they are aligned to meeting the needs of our city.

Aims of this work are:

- To amplify underrepresented voices and empower individuals from our diverse communities.
- Encouraging joint working on shared themes or issues with policy makers, officers, and partners.
- To challenge the council and other organisations ensuring that due regard to equality and diversity is embedded in services, strategies, policies, and employment opportunities.

- To raise issues of concern, create meaningful relations and engage with the wider public ensuring we continue to promote equality, understand the challenges from their perspective, reduce barriers to accessing opportunities and create a fairer society for all.

The partners are Disability Sheffield; LGBT Sheffield; Together Women; Diversecity; Age UK & the Youth Service and Sheffield Carers Centre. We meet with partners regularly. They are working on issues such as the Faith Compact, Race Equality Partnership, Age Friendly City, Accessibility and City Goals work.

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

Overall Aims (See also the Workforce Data Report in Appendix D)

Aim 1: to 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.

Aim 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+ people; based on Chief Officer grade and equivalent. (See Workforce report for more detail)

Aim 3: to 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.

A Review of Objective 2

There has been a lot of work undertaken this year to meet the aims in Objective 2 but although work is ongoing, we know we have not yet met all of the aims. This work is continuing, with systems, policies and procedures being currently reviewed and action taken so we can meet the aims which we aspire to. We have:

- Successfully achieved Disability Confidence level 2 accreditation but still have work to do to gain the level 3 Leader Status over the time of the next Objectives.
- Although workforce diversity has improved overall across all characteristics Chief Officer Level representation is still lower than our aspirations in some areas, especially with regard to ethnicity and disability. Overall, for women, LGB+ and carers we have been meeting our aims.
- Recently a full staff survey was undertaken will allowed people to share how they feel as employees. Results are currently being analysed and will inform future practice.
- Following a staff network review last year, several new Employee Equality Hubs have been developed and are now established.
- A new EDI Delivery Group has been set up to engage with representatives from all directorates as well as the employee hubs to develop equality work across the organisation.

We recognise that inconsistency still exists across the organisation, so we will endeavour to streamline practices with accountable measures to ensure better outcomes for all.

Please see examples of meeting objective 2

Workforce Data (please see Appendix D for the detailed analysis).

The Council continues to make positive movement in terms of the diversity of the whole of its workforce across all protected characteristics. This is especially noticeable for unpaid carers and LGB+ communities whilst disability declarations continue to be positive in comparison to similar organisations. BAME representation still lags behind the community although there has been a 0.7% increase on last year and recruitment data is very much improved.

Unfortunately, there has been a drop off at Chief Officer grades for BAME and Disability which is disappointing although LGB+ and unpaid carer percentages are very positive. Numbers of staff employed at Chief Officer grades are quite low so are subject to some volatility.

The workforce analysis provides valuable source of data that can be utilised in various ways across the council including:

- Monitoring inequalities and undertaking equality impact assessments to minimise or mitigate impact.
- Supporting delivery of the council's objectives.
- Helping to identify workforce strategy and learning and development requirements.
- Helping to formulate evidence base for the council's Equality Framework.
- Assisting workforce planning and recruitment and retention strategies.

Communication Team's Drive on Recruitment

Through recruitment and a commitment to change, communications are building a team that better reflects and represents our diverse communities, including in management. The team has incorporated scored questions around EDI in interviews and written it into job descriptions to ensure that when people join the council expectations are clear.

Disability Confident

In December 2023, the council retained its Level 2 Disability Confident Employer showing its commitment in continuing our Disability Confident journey, ensuring that disabled people can fulfil their potential and realise their aspirations.



However, we are inconsistent in practice, and therefore we did not at this stage want to say we were a Disability Confident Leader and chose to submit to retain level 2. We aim to achieve this within the next reporting period of the new Objectives.

Leadership Conference



November 2023 saw Kate Josephs (CEO) share her updates and identify the council's strategic next steps around collaborative working.

The leadership conferences have had a clear EDI focus for managers.

Staff Survey- Hive

For the first time since the pandemic, we undertook a full Staff Survey in November 2023. Results and data from our staff



survey will inform and shape future work around equality, staff engagement and overall wellbeing.

The 4 areas of specific equality questions all scored above 7 which is regarded as a good score, although there is much more work to do to improve and further analyse what this means across the Council.

Employee Equality Hubs

In 2023/23 we undertook a detailed review of our staff networks to see how we could improve our employee engagement with groups who share equality protected characteristics. Feedback suggested that although staff wanted to be able to come together in meetings, the numbers that attended were low and most people also wanted different ways to engage especially digitally and intersectionally. Following the review, we have launched our new Employee Equality Hubs:

- LGBTQ+ Employee Hub
- Disabled Employee Hub
- Carers Employee Hub
- Neurodiverse Employee Hub
- Menopause Café Employee Hub
- Pregnancy and Maternity Employee Hub
- Race Employee Hub
- Women's Hub

We also continue to develop and build a diverse and inclusive environment within the council, contributing to making the organisation a great place to work and supporting us to put people at the heart of what we do. The Hubs are designed to:

- exchange information, generate ideas and share views.
- provide peer support, networking, and advocacy.
- be part of changes and developments that impact employees, including supporting the process of policy and guidance development.
- help shape communication campaigns that relate to EDI matters.
- help nurture a sense of belonging and voice in the council.

EDI Delivery Group

A cross - council forum has been set up for the consideration of the council's approach to promoting equality, diversity and inclusion issues (EDI) in SCC, with partners and wider communities. Where necessary, it will highlight issues and areas of concern on progress and make recommendations for action to the Strategic Leadership Team and Strategic Equality and Inclusion Board. This will help to embed the Council's approach, highlighting implications, including those relating to the Public Sector Equality Duty and other related statutory requirements.

EDIDG who is this group?

EDIDG we are an operational delivery group not strategic. Made up of representatives from Directorates and Employee Hubs from across the council to promote equality, diversity and inclusion issues (EDI) in SCC. We will support each other and proactively and positively participate in the group, by contributing to plans, delivering actions and providing updates.

Our Purpose is to...
The scope of the group relates to EDI action planning and delivery. This includes sharing good practice, creating action plans and providing a sounding board for the development of new initiatives related to EDI within SCC and the city.

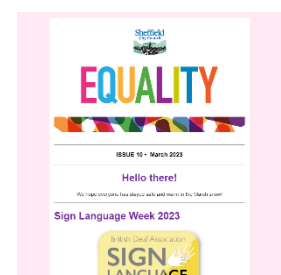


The group is not a formal decisionmaking group but comes together to share ideas and learn from each other

Newsletters

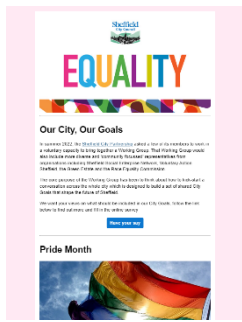
Staff Equalities Newsletter

This monthly newsletter goes to Sheffield City Council staff and covers any equality-related information for the coming month. It includes international and national news and events that relate to equality work. It also spotlights any local, community information about work to progress equality that is happening here in Sheffield. Since it is a staff newsletter, it highlights internal work that the council carries out as an employer which furthers



equality within the council, and staff are encouraged to submit their suggestions for what should be included. Between July 2022 and December 2023, we have distributed 16 issues of the Staff Equalities Newsletter.

External Equalities and Engagement Newsletter



This fortnightly newsletter goes to anyone who subscribes to the Equalities channel on the council's email system, Gov Delivery. This newsletter focuses on local community news and events which further equality and community cohesion in the city. The newsletter aims to highlight news across all protected characteristics ensuring that all Sheffields and their intersectional identities are reflected in the newsletter. Between July 2022 and December 2023 we sent out 29 copies of the Equalities and Engagement Newsletter. Example of Equalities and Engagement newsletter:

X/Twitter

The Council run an X (formally Twitter) account called @SCCEqualityPart, representing the Sheffield Equality Partnership. This X account posts and reposts information about community events and initiatives in Sheffield such as wellbeing groups, awareness days and celebrations.

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

Overall Aims

- **Aim 1:** to 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.
- **Aim 2:** to 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.
- **Aim 3:** to 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.

A Review of Objective 3

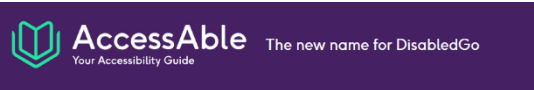
Again, we have completed a large amount of activity relating to this Objective especially in promoting awareness days and events. We continue to develop our partnerships across the city.

- In April 2023, SCC agreed to a yearly Awareness Days Calendar which has allowed us to focus more intently in supporting partners and community groups across the city celebrate and commemorate what is important to them.
- We will continue to work with partners such as ALG, AccessAble and the Disability Partnership to ensure Sheffield is an accessible city for all. We continue to work on issues around translation, interpretation including BSL and easy read to ensure equality for all.
- The cost-of-living crisis continues to impact massively on people of the city and although we have undertaken a lot of work, we know we have to continue to improve and make sure we target, and help gets to people that need it most.

- We have achieved a lot this year when developing initiatives which will benefit Sheffield as a whole. We have engaged and worked successfully with communities to shape the 'City Goals' and the Race Equality Partnership Sheffield.

We will continue to work with our partners to ensure we have a wider reach into the communities of Sheffield. We will continue to celebrate our differences and promote inclusivity and continue to support citywide work to ensure Sheffield is an inclusive and accessible place to live and visit.

Please see examples of meeting Objective 3

<p>AccessAble We have partnered with AccessAble for the last 8 years. The organisation provides an online site to access information on venues across the UK. We contract with them to publish access information for 329 venues in Sheffield including council buildings, leisure venues, restaurants, and shops. Last year 42,051 people viewed this site and there were 72,681 views of pages relating to Sheffield City Council venues. (See Appendix 2 for more details)</p> <p>We have also requested that regular venues used for public meetings are surveyed to ensure all Council public meetings are accessible. This includes targeting specific polling stations and Local Area Committee (LAC) venues.</p> <p>Hearing Loops During 2022-2023 there has been a new system and systematic testing of hearing loops in Sheffield's Town Hall to support inclusivity for those with hearing impairments accessing this space. In 2024 we will be undertaking more work to improve the experience of our deaf and hard of hearing customers.</p> <p>The Access Liaison Group (ALG) is supported by a council Access Officer and with Councillor and officer involvement. Independently chaired, working with Disability Sheffield it works on accessibility issues across Sheffield either with new projects or improving existing ones and especially around the built environment. This is significant as the city centre is developing at pace.</p>	
<p>Equality Partnership Age UK During the second half of 2023 we have been in something of a transition period, restructuring our campaigning and 'voice and influence' work at Age UK Sheffield. We now have a new structure to allow for people to choose how they engage with us. A summary of the changes and the new structure are contained on our website via this link Your Voice (ageuk.org.uk) The biggest example of this is an exciting new project with Westbourne School which will involve the school hosting a 'Junior South West People Keeping Well' to sit under our current PKW network partnership. Students will be invited from different schools to come together every month and discuss what ageing means and what that looks like in our city. They will then co-produce a programme of activities and mentoring with older people from our Sheffield 50+ group along with other older people from our wider network. They will be encouraged to have conversations around what they have in common, and what makes them different, and actively question and challenge perceptions on both sides. They will be using the Centre for Ageing Better website as a resource to help shape those conversations.</p>	
<p>Disability Sheffield</p> <ul style="list-style-type: none"> • Significant work to facilitate lived experience put into the new Elections Act accessibility requirements including proactive work with elections officials, organising direct and collaborative focus group sessions and information sharing about the changes for voter photo ID. 	

- Initial work on taxi and private hire policy accessibility input to be captured and worked through with the officers (where work funded until early 2023).
- Continued to support the Access Liaison Group in its transition to a broader than built environment and planning remit to incorporate transport planning, and licensing.
- Significant input to the strategic direction of the city as set by: the Local Plan consultation, the City Goals project, and evaluating capacity to taking part in the City Partnership Board.
- Final round of Covid-19 vaccination accessibility prompts, retaining of transport access support for Christmas 2022 etc.
- Cost of Living engagement and proactive work with strategy and tactical meetings to keep additional impacts for the disabled community are kept in focus within the wider crisis planning and support for SCC and partners, and our own resources and advice.
- Raising and working with AHSC team on key issues blocking or slowing down access to care because of financial contributions, communications and process, and then other policy and operational issues.

Faithstar

- Economic Recovery Fund: Our support for the Economic Recovery Fund has helped to ensure that the benefits of economic recovery are shared equitably across the city, promoting economic inclusion and diversity.
- Sheffield Heritage Strategy: Our feedback on the Sheffield Heritage Strategy has helped to ensure that the city’s heritage planning is inclusive and reflective of its diverse communities.
- Race Equality Commission REC Legacy: Our involvement in the REC Legacy task and finish group has helped to shape a legacy partnership that meets the recommendations of the REC. This has furthered the city’s commitment to celebrating diversity and promoting inclusion.
- Sheffield City Goals: Our support for community engagement with the Sheffield City Goals has ensured that the voices of BAMER communities are heard in shaping the city’s future. This has made the goal-setting process more inclusive and reflective of the city’s diversity.

LACs

Local Areas Committees have been working really hard across the city to engage communities across a range of awareness days and events. Some of Central LAC’s achievements:

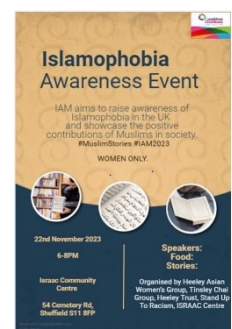
October 2023 - **Central LAC Public Event – Theme ‘A Diverse Community’** – Over 140 residents, community groups attend to share their views on EDI and celebrate the lived experienced of locals in a community setting at the ISRAAC Centre.

Eid Festival – Ponderosa Park – Funded a community cohesion event to celebrate EID. Attended by over 4,000 people in Walkley with the aim of bringing communities together.

Ramadan ‘Open Iftar’ Event – Funded a community iftar meal with partners in Kelham Island Museum to bring people together from diverse backgrounds and have inspiring conversations whilst breaking the fast. Over 2,000 people attended from across Sheffield.

Welcoming Cultures Picnic – Broomhill Library- Funded event to bring diverse communities together to taste dishes of the world and share experiences.

Islamophobia Awareness Event – ISRAAC Centre – Funded an awareness event aimed for Muslim females to share experiences and build community awareness and integration as part of the Islamophobia Month.



Ship Shape Christmas Meal – Central LAC Team volunteers with community partners for Christmas in the Community and bring festive cheer.



Windrush 2023



22nd June 2023 marked the 75th anniversary of Windrush Commemorations. The council worked with partners and hosted a Civic Luncheon and gave special thanks to Sheffield's Windrush elders for all the strength, determination, resilience and hard work they have shown and the influence they have had in shaping Sheffield's communities.

Black History Month, PINKNIC, IDAHOBIT, Holocaust Memorial Day

In April 2023, the annual calendar for awareness days was agreed and over the year we celebrated, acknowledged, and commemorated a range of different awareness days/campaigns.

In January 2023 we hosted [Holocaust Memorial Day](#) in the Winter Garden; every year on January 27th the world marks Holocaust Memorial Day which has taken place in the UK since 2001. On this day we share the memory of the millions who have been murdered in the Holocaust and subsequent genocides in Cambodia, Rwanda, Bosnia and Darfur in order to challenge hatred and persecution in the world today. The Theme this year was ordinary people and we were privileged to work with the Holocaust Centre and Museum to host Holocaust Refugee, Ruth Schwiening, in the city to give her reflections on the theme alongside a number of community speakers.

We worked with LGBT Sheffield who hosted another successful Pinknic in the city centre in the Peace Gardens.

We hosted a Black History Month event in 2023 where we invited the inspirational speak Milton Brown to share his experiences and reflections.

[Sheffield became a sea of sparkles](#) as the city welcomed Jamie Campbell, inspiration for the hit musical Everybody's Talking About Jamie, to host a drag spectacular on Devonshire Green as part of the city's Eurovision celebrations. The show celebrated all things Eurovision and honoured the Ukrainian Community, who joined the party throughout the day. The party was hosted by Jamie Campbell, the drag queen who inspired the hit Sheffield-based musical and film Everybody's Talking About Jamie. Jamie's performance celebrated the rich queer history between the LGBTQ+ community and the Eurovision song contest.

In 2023 we worked with the African Cultural Heritage Forum and had new BHM banners lining the streets of Sheffield.



Local groups and organisations come together for the launch of Period Equality Charter



White Ribbon Day

Sheffield City Council is a White Ribbon accredited organisation since 2022, working to engage with men and boys to address harmful attitudes and gendered violence against women and girls in our council and city. In October 2023, an action plan was agreed by the Strategy and Resources Committee, approved by White Ribbon, that sets out our work until 2025.



We have already taken several actions, such as launching our first Women and Girls' Night-time Safety Charter, developing resources for Sheffield Against Sexual Harassment, promoting 'Ask for Angela' to businesses across Sheffield and supporting the city's Violence Against Women and Girls Forum.

Hate Crime

Hate crime coordinator conducted an online survey to ascertain Hate Crime Group membership's views on the purpose and effectiveness of the group. As a result, the meetings now take place every three months with an increased diverse membership. An elected Member from the relevant Council Committee is now a member of the group. This year they have:

- Recruited three new third-party reporting centres, two that reach out to the African Caribbean Community, one to the Muslim Community, and are in the process of contacting the Jewish community.
- Produced a video with information that explains what hate crime is, how to report it, and how to access help and support. The video was sent to all Sheffield Primary and Secondary schools and is on the Learn Sheffield website. In additional meetings held with Primary and Secondary Headteachers with Hate Crime Theme Group Chair and Co-Ordinator.
- Produced an 'How to report Hate Crime leaflet' that was promoted at the National Hate Crime week in October 2023. Potential to translate the leaflet to community languages.
- Produced a third-party sticker to place in the window/mugs/reception areas of third-party reporting centres across Sheffield. This is to make it easier for people to identify reporting centres.
- The £20K hate crime fund has been targeted and allocated to projects that support all protected characteristics such as LGBTQ, Disability, Religion, and Race.

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

Overall Aims

- **Aim 1:** to 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.

- **Aim 2:** to 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).
- **Aim 3:** to 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 our diverse community's needs.

A Review of Objective 4

The aims we set under this objective four years ago have been deeply affected by issues such as the pandemic and more recently the cost-of-living crisis. We recognise that there are large complex inequalities especially around health that still need to be worked upon across the city to improve outcomes. We have however tried to address these by implementing new initiatives, ie: The Early Years Strategy, we are working with partners to address issues so life chances and overall outcomes can be improved for all. We will continue to monitor the impact our of activity closely over the next year. We have had successfully campaigns also in relation to Objective 4 such as White Ribbon Accreditation.

We know that campaigns undertaken have had significant impact and value such as the Ask Angela and Purple Flag and the work required to get White Ribbon accreditation and will continue to develop this work. We will provide further updates in the next report on housing and health outcomes.

Please see examples of meeting Objective 4

Public Health

We have also shared good practice in our work, for example, how we commission and contract manage services (developed a range of principles to apply, and shared best practice examples of EIAs, encouraged peer learning sets for staff in the organisations we commission and reviewed via contract meetings), how we recruit staff and resources that we find helpful (e.g. reasonable adjustments, easy reads and how to guides, plus videos on protected characteristics.) We also made sure that this learning is applied in public health campaigns that we develop.

Additionally, a number of us have undertaken reciprocal mentoring with the Yorkshire and Humber School of Public Health and this has a focus on EDI.

Have Your Say Sheffield (HYSS)

In September 2022 Sheffield City Council changed to a new digital engagement platform Engagement HQ platform by Granicus.

We made our new Engagement HQ site, named Have Your Say Sheffield, live to use by the public in January 2023.

Visits
74,036

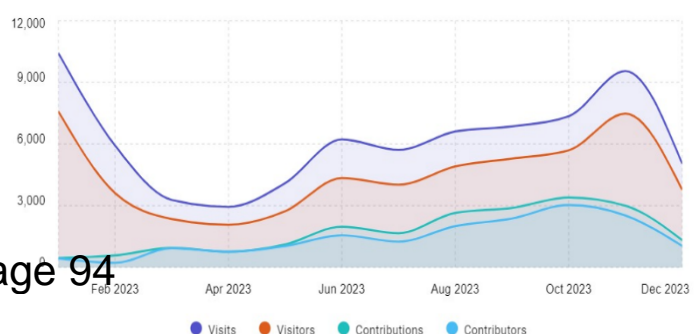
Contributions
20,745

Registrations
939

Engagement rate
34.3%

A nine-month review of Have Your Say Sheffield, which included a public survey on the site,

Activity over time

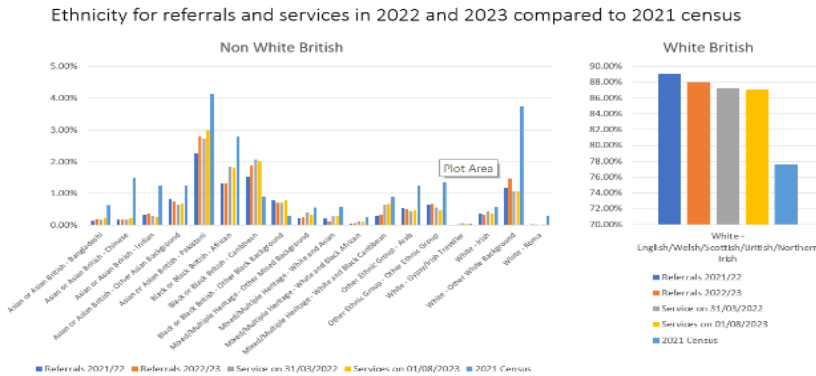


identified a number of goals that we will be working towards over the next year, these include:

- Promote the site wider within the organisation to staff, externally to the public and to Elected Members.
- Promote the benefits of registration.
- Utilise Google Analytics and Source of Traffic tools.
- Increase staff awareness, confidence, and use of tools other than surveys and polls.
- Review data from equality monitoring questions within the Registration form and make better use of equality monitoring data.

Adult Social Care

Work has been undertaken to assess the ethnicity of people referred to adult social care, and those receiving adult social care services in 21/22 and 22/23 were compared with Sheffield's Census 2021 18+ demographic information.



Sheffield City Council Adult Social Care

Review of referrals and support plans by ethnicity
August 2023

Sheffield City Partnership Board

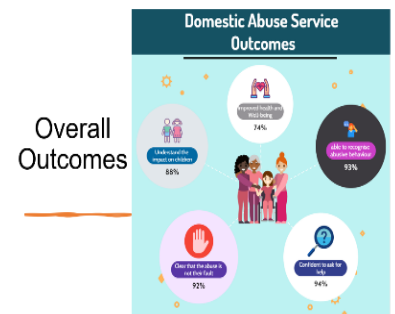
This year via the Partnership we have supported the Equality Partnership to send representatives to attend the Board to help support a more diverse leadership. We have also supported the development of the City Goals ensuring maximise participation in their development. We have supported the development of the new Race Equality Partnership for Sheffield following the launch of the Race Equality Commission Report in 2022. We set up a task and finish group chaired by Richard Stubbs and throughout the year we have worked with partners, ex REC commissioners and community groups on a new Legacy body.

As part of our commitment, we held an event with communities in October 2023, and February 2024 saw the launch of the new Race Equality Partnership in the Millennium galleries.

Domestic and Sexual Abuse, Violence Against Women and Girls: Annual Report 2022/23 -

A highlight of 2022 was the publication in October 2022 of the SafeLives Public Health Systems Review. SafeLives is a national charity who were funded by the Home Office to do reviews of this kind in several local authorities. This found that:

Sheffield has some real strengths in this area...overall Sheffield should be proud of how it responds to Domestic Abuse.



Period Poverty and Menopause Charter

This year we have supported work to develop a new period equity and menopause charter to be launched in 2024. We have held workshops including on [International Women's Day 2023](#) to support its development.

Objective 5: Becoming and Anti Racist Organisation and City

- Aim 1: to build a more inclusive culture via learning, development, and awareness.
- Aim 2: to de-bias our systems and processes to reduce barriers and inequalities.
- Aim 3: to improving data collection, sharing and analysis.

Review Of meeting Objective 5

A short-term review during 2023, identified that although SCC had put in measures and identified areas for development following the Race Equality Commission's recommendations, progress towards becoming an anti-organisation and a key player in helping Sheffield become an anti-racist city, wasn't happening quick enough and there were still too many inconsistencies across the organisation. Therefore, during the second half of 2023, a lot of work was undertaken to streamline this work, set clear accountable and measurable targets to meet our aims under this Objective. In December, SCC's internal response to improve Race Equality was published and accepted by the [Strategic and Resources Committee](#)

We also worked hard during 2023 to maintain and build new links across partners and community organisations so we can work collaboratively in the future, share best practice, support and learn from one another in our desire to improve race outcomes for the citizens of Sheffield. Our input into shaping a suitable model to lead the legacy work recommended by the Commission was also rewarded by an agreement of a partnership model known as Race Equality Partnership Sheffield, (REPS). This partnership will now accelerate the work needed to hold the whole city to account in improving race outcomes.

Moving forward, this year's work will focus on further developing the measurable outcomes to make sure all the actions identified in SCC's internal response to Race Equality are achieved. We will outline these, support and monitor directorates and teams, to ensure they are meeting their meeting their race objectives, all of which underpin and sit within the overall Equality Objectives.

We accept that this work has been challenging, however believe we now have the correct framework and accountability measures in place which will allow us to meet our aims under this Objective.

Please see below examples of meeting Objective 5.

REC Community Event

In October 2023, SCC hosted a community event between key anchor organisations across the city with community partners to discuss and share the work which has been taking place across the city in response to Sheffield's Race Equality Commission.



Task 1	Responsibility and Accountability	Shared Leadership
Task 2	Performance Systems	Measurable Outcomes
Task 3	Internal Recruitment	Self-Review
Task 4	Work-For-Progression, Healthy Dismissal and Redundancy and Enhanced Contract	Work-For-Progression
Task 5	Health	Shared Health and Social Care
Task 6	Work-For-Progression, Healthy Dismissal and Redundancy and Enhanced Contract	Work-For-Progression
Task 7	Internal Recruitment	Self-Review
Task 8	Work-For-Progression, Healthy Dismissal and Redundancy and Enhanced Contract	Work-For-Progression
Task 9	Internal Recruitment	Self-Review
Task 10	Work-For-Progression, Healthy Dismissal and Redundancy and Enhanced Contract	Work-For-Progression



Race Response in the Council

Our approach, "Race Equality in our Council", is the next stepping stone in our ongoing journey to become an anti-racist organisation. "Race Equality in Our Council" builds on our response to the Race Equality Commission.

The "Race Equality in Our Council" approach demonstrates our vision and aim to take ownership to

Race Equality in our Council (December 2023)

Based on 5 themes:

1. Learning, Development and Awareness
2. Consistent standards and practice actions- Standardisation
3. Accountability
4. Engagement
5. Leadership, Strategic Leadership Board

It contains actions and clear statements of intent and clear steps to guide our journey to becoming anti-racist. Actions will be monitored through a Performance Management Framework, which provides the structure for how the Council will monitor delivery, share success and progress and intervene if issues occur.

achieve race equality for our organisation. It does this by giving us clear statements of intent for all services and teams, to provide guidance for our work. It will also provide actions for us to progress against five themes set out in the approach: learning, development and awareness raising; developing consistent standards and practice across the organisation, accountability, engagement and leadership.

Following the publication of the Race Equality Commission (REC) in July 2022, the Council has committed to implement its recommendations and become an anti-racist organisation. A report presented to the Strategy and Resources Committee in December 22 reflected on the progress that has already been made and sets out the next steps to continue on this journey. The Council has made a commitment to become an anti-racist organisation and to support Sheffield to become an anti-racist city. The report set out the detailed progress we have made so far, with clear objectives, clear actions and clear deadlines. This work is ongoing and there is more to do but the steps we are taking will help to accelerate change.

In August 2023, it was agreed that the Council needed to go further and faster to make meaningful progress on race equality. Since then, they have worked with services across the organisation to better understand progress to date and what is needed to support further action.

As a result, major, positive steps have been made, including the development of a new council framework for equality, diversity and inclusion. More than 30 actions for the future were also put forward and agreed on at the committee meeting in December 2023. As part of this work Sheffield has committed to create a legacy body – the Race Equality Partnership for Sheffield. The Council has agreed to contribute £100,000 in funding for this over the next four years.

Inclusive Employers

We have joined Inclusive employers they work with hundreds of organisations to audit, train and embed workplace inclusion. They were the first and leading membership organisation for employers committed to prioritising inclusion and creating truly inclusive workplaces. They offer a range of resources and training for the organisation.

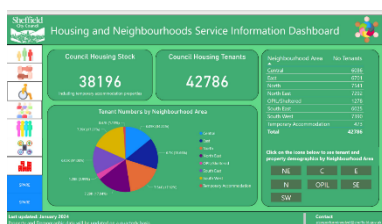
Housing

Based on the Racial Equality Commission’s report, Housing & Neighbourhoods created a 15-point action plan to support the wider recommendations and apply them in our service. Our actions are:

Housing & Neighbourhoods Action plan
Based on the Racial Equality Commission’s report, Housing & Neighbourhoods created a 15-point action plan to support the wider recommendations and apply them in our service. Our actions are:

- When developing our housing strategy, we will study and address racial inequalities in housing
- We will use the rich demographic data we have on our tenants and service users to improve and tailor our service delivery
- When reviewing our Allocations policy, we will focus on outcomes for different ethnic groups to identify and solve key issues in making recommendations
- We will increase diversity in our workforce to reflect the community we serve.
- We will use our customer engagement platform to reach more people, especially those from underrepresented communities.
- We will collaborate on the OPIL housing strategy to overcome the barriers that some older BAME members face in finding a suitable home and support later in life
- We will continue to improve our online and phone services, making it easier for customers to access services in their preferred way.
- We will work with Registered Providers to keep the race equality recommendations in focus.
- Our homelessness prevention strategy will address inequality by ensuring equal access to housing, preventing homelessness and providing suitable services to those groups
- We will ensure that our stock increase programme delivers homes that meet the need of all our residents and work with RP’s to deliver new affordable homes that are suitable for all residents.
- We will involve our customers in all our actions, so that our responses are customer-centred and reflect the housing needs and aspirations of our residents.
- We will maintain the completion rates of EDI training for staff and managers.
- We will develop a method that consistently records how EIAs are used as part of service changes and complements the formal recording of robust and quality EIAs as part of decision-making process.
- We will implement a consistent approach to customising services to tenants based on information we have on their preferences.
- We will analyse the TSM results on fairness and respect to see if there are any patterns in the demographic or geographic data.

Housing Data



We have developed a comprehensive equalities dashboard to provide an overview of the protected characteristics of our tenants, including ethnicity. This dashboard provides our staff with a detailed breakdown of who is living in our council homes and allows for more accurate planning of service delivery. We have used this to help develop our strategic plans – for example, undertaking detailed Equality Impact Assessments when planning policy or service changes. We have also used this at a more local neighbourhood level – for example, when planning

consultation events to ensure that we have a good understanding of any access or language issues that may impact on successful engagement with local tenants. We are continuing to train staff on the use of this resource to ensure that we consider appropriate mitigations or adjustments to our plans and service delivery to deliver effective outcomes for our tenants.

LACs Training

To raise awareness and spread the findings about the city-wide Race Equality Commission (July 2022) and help identify how we can work better together to improve race outcomes across the city, workshops were delivered by the Equality and Engagement Team to Local Area Committees.



Business Sheffield -Sheffield City Council Diverse Business Advisory Board

Business Sheffield has established a Business Board which is more reflective of the diversity of the business base and in conjunction with other Council services which was a key recommendation following the Race Equality Commission.

The Board acts in an advisory capacity so that we can make better and more informed decisions. The role of the Board, which meets quarterly, is to do two key things:

- Help us to influence and shape future business support and economic strategic plans.
- Inform how businesses access and engage with other business focused services within the Council and the city.

Using the extensive networks that Business Sheffield has through its Business Advisors it has built a Board membership with 17 private sector businesses that better represent Sheffield's business base, including smaller SMEs and with business leaders from a variety of ethnic backgrounds.

5.0 Equality 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.

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 Bi, Homo and Trans Phobia (IDABHOBiT) 17th of May 2024
- Carers' Week - 10th -16th June 2024(service led)
- Windrush Day 22nd June 2024
- Disability Pride or History Month 1-31 July 2024
- LGBTQ+ Pride Month (inc Pinknic in July)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
- Men's Health -1st - 30th November
- Inter Faith Week 10th - 17th November 2024
- White Ribbon Day 25th November 2024 (Service Led)

6.0 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 consequences for the demand for services used by older people in the city. A summary of this data is laid out at Appendix 1 – 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

- 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.

Equality Objectives Consultation

We went out to consultation on the Equality Objectives in January 2024 and the consultation closed on February 4th. We had 262 responses and just under 50% were from employees. We analysed results by employees and non-employees, but the responses were not that different.

Overall, a key issue was around how we had themed the Objectives so as a result we have separated Leadership and Communities into two distinct Objectives so overall we now have 4 and this matches the separation in our approach to race equality.

There were also comments about turning the objectives into action and simplifying the actions. We have already set out the intention to have an easy read version and an action plan and we will take forward these actions. We have set out an initial set of actions corporately below and will work with directorates and services on their plans once the Objectives are agreed.

7.0 Action Plan– New Equality Objectives 2024- 28 Embracing Equality - Celebrating Diversity - Fostering Inclusion

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.

Objective 1 – Leadership

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

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

Goal 2 – Respected reputation locally and nationally for best practice in Equality, Diversity and Inclusion (EDI)			
<ul style="list-style-type: none"> Welcoming peer review and scrutiny from external organisations. 			

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

Goal 3 – Working in partnership to make Sheffield an anti-racist city			
<ul style="list-style-type: none"> Adopting a race equality approach for the Council that challenges discrimination and racism in everything we do across our services and practices. Inspiring and raising our expectations of our partner organisations in Sheffield and the region to commit to race equality. 			
Overarching aim	We will test ourselves against our race equality action plan to improve ourselves as an organisation, service provider and employer.	Accountable	Timescale
Key action	Setting up and support of Race Equality Partnership.	Pol & Dem Engagement	Qtr1
Measure of success	Measurable progress towards all five Race Equality goals monitored by the action plan and overseen by the Race Equality Partnership.	SEIB	Quarterly

Objective 2 – Services

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

Goal 1 – Evidence-based approach to deliver inclusive services that meet the needs of diverse communities			
<ul style="list-style-type: none"> Creating different ways for people to engage with our services, share their knowledge and help us continually to improve how we understand our communities. Using data to inform and improve our service-planning and delivery, and address barriers, and making this available for more people to see. Using Equality Impact Assessments to identify ways to increase opportunities and reduce inequalities for people who have different protected characteristics and experiences. 			
Overarching aim	We will strengthen the role and expectation of our services’ Equality Impact Assessments to support more informed decision-making.	Accountable	Timescale

Key action	Implement improvements to EIA design and process, including better use of data and customer insights.	Pol & Dem Engagement	Qtr2
* Key action	Remove items from committee agendas if they should have an EIA and that is not supplied.	Democratic Services	Ongoing
Measure of success	90% of service decision reports at policy committee level and above with Equality Impact Assessments are approved.	Executive Directors	Quarterly

Goal 2 – Accessible, equitable and fair approach to procurement and commissioning

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

Overarching aim	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	Accountable	Timescale
* Key action	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
Measure of success	Currently being confirmed with Glen Swaby	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.

Overarching aim	We will have consistent equality standards across all SCC service plans.	Accountable	Timescale
Key action	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
Key action	Develop and promote use of Have Your Say Sheffield engagement platform across directorates.	Pol & Dem Engagement	Qtr2

	Measure use of visitors to the HYSS per committee		
Measure of success	Measurable progress towards equality targets in service plans.	Executive Directors	Qtr4
Measure of success	Measurable improvements in breadth of use of Have Your Say Sheffield per Committee.	Executive Directors	Qtr4

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 – Working together to shape Sheffield as a welcoming and thriving city where people are at the heart of what we do			
<ul style="list-style-type: none"> 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. 			
Overarching aim	We will enable more opportunities for communities to have influence.	Accountable	Timescale
Key action	Jointly review and implement changes to the way we work with the VCF sector.	PH & Int Comm	Qtr4
* Key action	Review community participation and engagement.	Governance Committee	Qtr3
* Key action	Implement My Account and ensure equality monitoring and accessibility requirements are in place.	ICT & Digital Innovation	Qtr3
Measure of success	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			
<ul style="list-style-type: none"> 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. 			
Overarching aim	We will promote greater awareness and understanding of diverse and minoritised communities.	Accountable	Timescale
* Key action	Support and develop stronger interfaith structures.	Pol & Dem Engagement	Qtr2
Key action	Develop and run equality awareness days as agreed by SEIB, enabling SLT involvement.	Pol & Dem Engagement	Quarterly
Measure of success	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.			
<ul style="list-style-type: none"> 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. 			
Overarching aim	We will make our Local Area Committees focal points for accessible and diverse community engagement.	Accountable	Timescale
Key action	Increase data availability within the Council and externally, including developing updated Community Knowledge Profiles	Business Strat & Ch	Ongoing
Key action	Jointly review and implement changes to the way our Local Area Committees work.	Community Services	Qtr4
Measure of success	Reporting showing evidence of representative community involvement in LACs.	Community Services	Qtr4

Objective 4 – Workforce

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

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

Measure of success	% reduction in gap between equality groups in HR procedures	Human Resources	Quarterly
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Goal 2 – Representative and skilled workforce which reflects, values and understands the city's diversity.

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

Goal 3 – Workforce wellbeing, where everyone feels engaged to champion inclusivity.

<ul style="list-style-type: none"> Recognising, appreciating and celebrating our employees' achievements and contributions in line with EDI and our values. Identifying opportunities for employees to network, collaborate, exchange ideas and learn from one another to progress in their careers. 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. 			
Overarching aim	We will create an environment where our employees are able and expected to contribute positively and supportively to promote equality.	Accountable	Timescale
Key action	Encourage, develop and facilitate staff-led Employee Equality Hubs that cover all protected characteristics.	Pol & Dem Engagement	Qtr2
* Key action	Commissioning of EDI training package (including specific race literacy training and intersectionality emphasis).	Human Resources	Qtr2
Measure of success	Reporting showing evidence of take-up of EDI training across different service areas, employee grades and employee demographics.	SEIB	Qtr4

8.0 Next Steps - Our Commitment Moving Forwards

‘Equality is Everyone’s Business’.

Our Council Plan, City Goals, new Equality Framework and Performance Framework set out our vision for connected and inclusive communities across the whole city. We want to make Sheffield a city where everyone has equal access to opportunities and where barriers to inequality are actively tackled, impact - measured and outcomes - improved.

Tackling inequality in Sheffield has never been more important, as households across the city experience increasing levels of poverty and disadvantage. As a council, we will build on this by working with our partners to provide accessible and responsive services that tackle inequality and enable all those who live, learn, work in or visit Sheffield to take part in our social, cultural and economic wealth.

We are constantly reviewing how we approach Equality, Diversity, and Inclusion, looking at our approaches and how we embed Equality across everything we do.

9.0 Contact us.

Everyone can take a step to promote equality. We all need to be open to learning and valuing differences. Together we will ensure that everyone has the same opportunities and potential to be happy and fulfilled. Fairness and Inclusion will remain at the heart of Equality Framework to ensure a city where opportunity exists for all. Throughout the themes of the framework, we will work hard to include people who might otherwise be excluded or experience inequalities. Regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, socio-economic status, or care leaver, we will take steps to provide what you need to succeed.

If you are an individual, a business, VCF or public body who would like to know more or become involved in our work to progress equality in Sheffield, please [visit our webpages](#), which we will be updating with our work.

For more information on the [Equality Act 2010](#) and [Public Sector Duties](#), please visit Equality and Human Rights Commission

Email - Equalitiesandengagement@sheffield.gov.uk

Appendix A- Knowing Sheffield and our Residents.

The release of data from the Census 2021 will be invaluable as we develop our services for the future. This is vital to the work we undertake to achieve Objective 1, “Knowing Our Communities”. The new data helps us to understand more about the people of Sheffield and we can use it to support service planning, service redesign and respond to different people’s needs. We will also use this data in areas such as adult social care, disability services, children and family services, education,

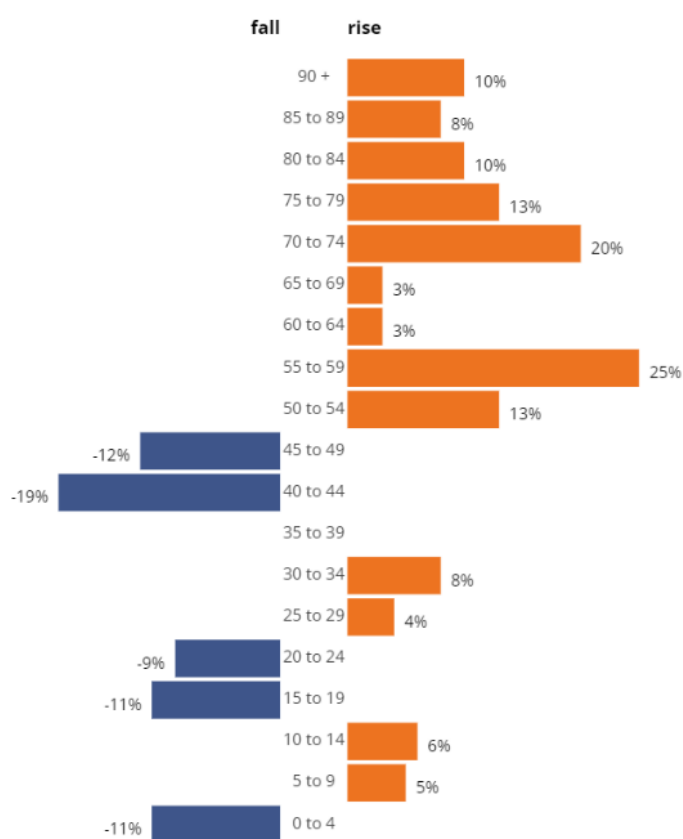
housing, neighbourhood services, our recreation services such as playgrounds, country walkways, sports and leisure centres, and our City Futures services.

Over the next year, the release of more granular census data will allow us to understand in more detail than ever before the people who live in Sheffield. It will be possible to look at a range of characteristics, the geographical distribution of different communities and intersectionality across all the protected characteristics. This will help us to understand our diverse communities further and the changes in these communities over the last decade.

The importance of being able to understand this by age group will also support the way we plan service re-design, and such changes can be considered carefully with good reliable quantitative evidence-based information. We can also look at emerging trends and map changes in the diversity of Sheffield over the next decade to help build services fit for the future which are accessible and inclusive.

Demography

According to 2021 census estimates, Sheffield has a population of 556,521. This is an increase of 0.7% from the 2011 census; lower than the overall population increase for England (6.6%) and for Yorkshire and the Humber (3.7%). There are slightly more females in Sheffield than there are males; 282,327 compared to 274,194. 100,270 people in Sheffield are aged 0-15. The number of people aged 16-64, sometimes called the 'working age population' is 361,428, and the number of people aged 65+ is 94,821.



The chart shows the population change by age group in Sheffield, from 2011 to 2021. It indicates that Sheffield's population is getting older, with especially large increases in the percentage of people in their fifties, and aged 70+. This is likely to have significant consequences on demand for services used by older people in the city.

There was a fall in the number of children aged 0-4, indicative of a fall in the birth rate in recent years.

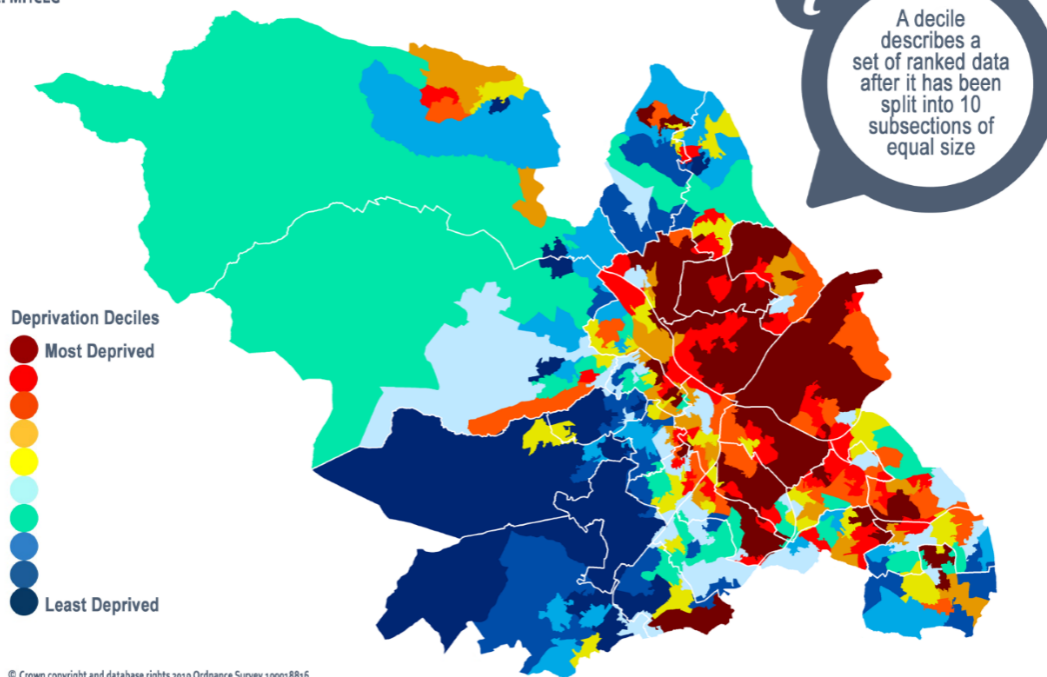
It is possible that the decrease in the numbers of people in the 15-24 age groups is a result of the

circumstances that the Census was conducted during the coronavirus (COVID-19) pandemic.

Deprivation in Sheffield

In the 2019 Indices of Deprivation Sheffield was ranked as the 57th most deprived local authority in England (out of a total of 317), but the second least deprived of the 8 English core cities. In general, the east of the city tends to be more deprived than the west.

Index of Multiple Deprivation 2019 in Sheffield LSOAs
Source: MHCLG

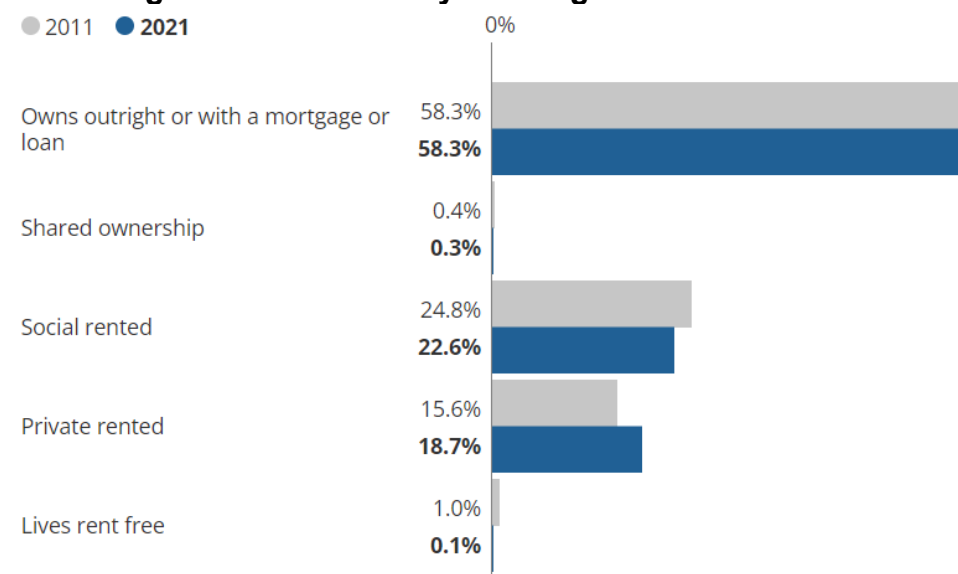


Housing

Sheffield saw Yorkshire and The Humber's largest percentage-point fall in the proportion of households in the social rented sector, decreasing from 24.8% in 2011 to 22.6% in 2021. Despite the decrease, Sheffield was in the highest 15% of English local authority areas for the share of households in the social rented sector in 2021.

The proportion of people who owned their house outright or with a mortgage stayed around the same, at 58.3%.

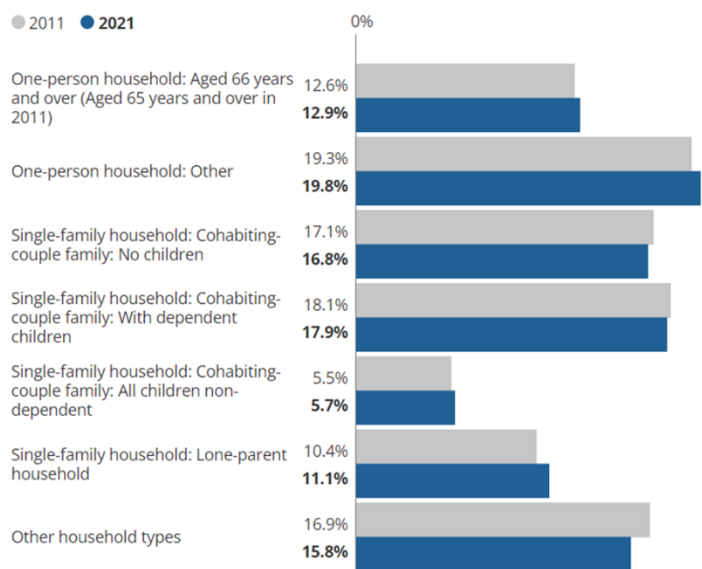
Percentage of households by housing tenure



Family

Of Sheffield households, 16.8% included a couple but no children in 2021, down from 17.1% in 2011.

In 2021, just over one in six households (17.9%) included a couple with dependent children, compared with 18.1% in 2011. The percentage of single-family households including a couple living with only non-dependent children increased from 5.5% to 5.7%.



The decrease in the percentage of households including a couple but no children was greater across Yorkshire and The Humber (1.0 percentage points, from 18.7% to 17.7%) than in Sheffield (0.3 percentage points).

Across England, the percentage fell by 0.9 percentage points, from 17.6% to 16.8%.

Percentage of households by household composition type

type

Health

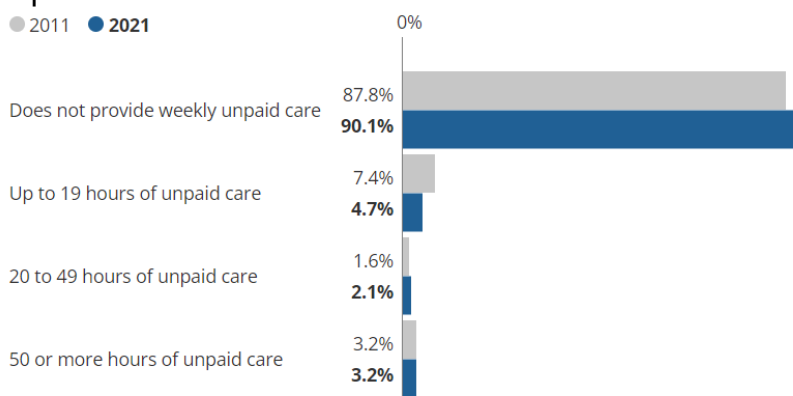
In 2021, 44.5% of Sheffield residents described their health as "very good", increasing from 43.0% in 2011. Those describing their health as "good" rose from 34.1% to 34.4%. These are age-standardised proportions.

The proportion of Sheffield residents describing their health as "very bad" was 1.5% (similar to 2011), while those describing their health as "bad" fell from 5.6% to 5.1%.

Census 2021 was conducted during the coronavirus (COVID-19) pandemic. This may have influenced how people perceived and rated their health, and therefore may have affected how people chose to respond.

Unpaid Care

In 2021, 4.7% of Sheffield residents (aged five years and over) reported providing up to 19 hours of unpaid care each week. This figure decreased from 7.4% in 2011. These are age-standardised proportions.¹



The fall in the proportion of people (aged five years and over) providing up to 19 hours of weekly unpaid care in Sheffield (2.7 percentage points) was similar to the fall across Yorkshire and The Humber (2.7 percentage points, from 7.1% to 4.4%). Across England, the proportion fell by 2.8 percentage points, from 7.2% to 4.4%.

As the Census 2021 was undertaken during the coronavirus (COVID-19) pandemic, this may have influenced how people perceived and managed their provision of unpaid care, and therefore affected how people chose to respond. Caution should be taken when making comparisons between 2011 and 2021 because of changes in question wording and response options. Age-standardised proportion of usual residents (aged five years and over) by hours per week of unpaid care provision

Employment

Of Sheffield residents aged 16 years and over, 50.4% said they were employed (excluding full-time students) in 2021, a similar percentage as in 2011 (50.6%).

In 2021, just over 1 in 40 people (2.8%) said they were unemployed, compared with 4.3% in 2011. The percentage of retired Sheffield residents fell from 20.2% to 20.1%.

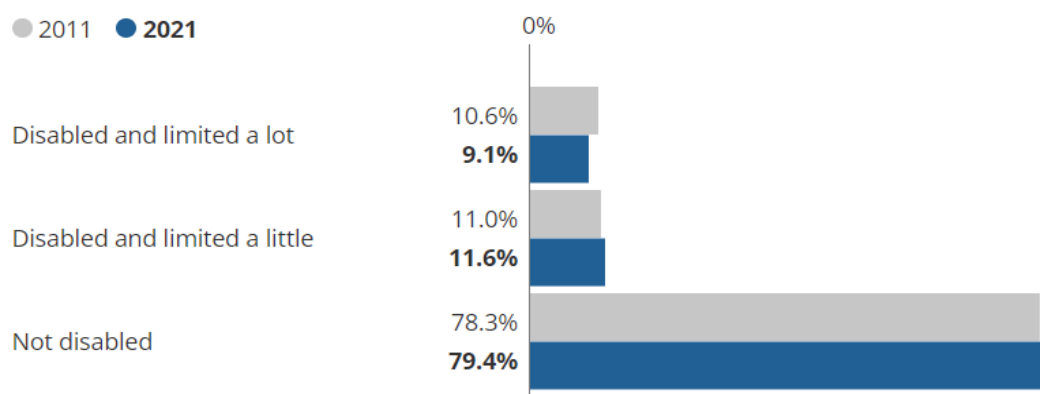
Disability

In 2021, 20.6% of people in Sheffield identified as being disabled. Within this figure 9.1% of Sheffield residents identified as being disabled and limited a lot. This figure has fallen from 10.6% in 2011.

These are age-standardised proportions. In 2021, just over one in nine people (11.6%) also identified as being disabled but limited a little, compared with 11.0% in 2011.

The proportion of Sheffield residents who were not disabled rose from 78.3% to 79.4%. The fall in the proportion of residents who identified as being disabled and limited a lot in Sheffield (1.5 percentage points) was similar to the fall across Yorkshire and The Humber (1.7 percentage points, from 9.9% to 8.2%). Across England, the proportion fell by 1.6 percentage points, from 9.1% to 7.5%. Caution should be taken when making comparisons between 2011 and 2021 because of changes in question wording and response options.

Age-standardised proportion of usual residents by long-term health condition or illness



Marriage and civil partnership in Sheffield

The percentage of adults who were married or in a civil partnership decreased from 41.9% in 2011 to 40.1% in 2021. The percentage of adults who had never married or registered a civil partnership in Sheffield increased from 41.2% to 44.2%, while the percentage of adults who had divorced or dissolved a civil partnership decreased from 7.9% to 7.8%.

Religion

In 2021, 43.4% of Sheffield residents reported having "No religion", making it the most common response in this local authority area (up from 31.2% in 2011). Because the census question about religious affiliation is voluntary and has varying response rates, caution is needed when comparing figures between different areas or between censuses.

In 2021, 38.5% of people in Sheffield described themselves as Christian (down very significantly from 52.5%), while 10.3% described themselves as Muslim (up significantly from 7.7% the decade before).

There are many factors that can cause changes to the religious profile of an area, such as a changing age structure or residents relocating for work or education. Changes may also be caused by differences in the way individuals chose to self-identify between censuses. Religious affiliation is the religion with which someone connects or identifies, rather than their beliefs or religious practice.

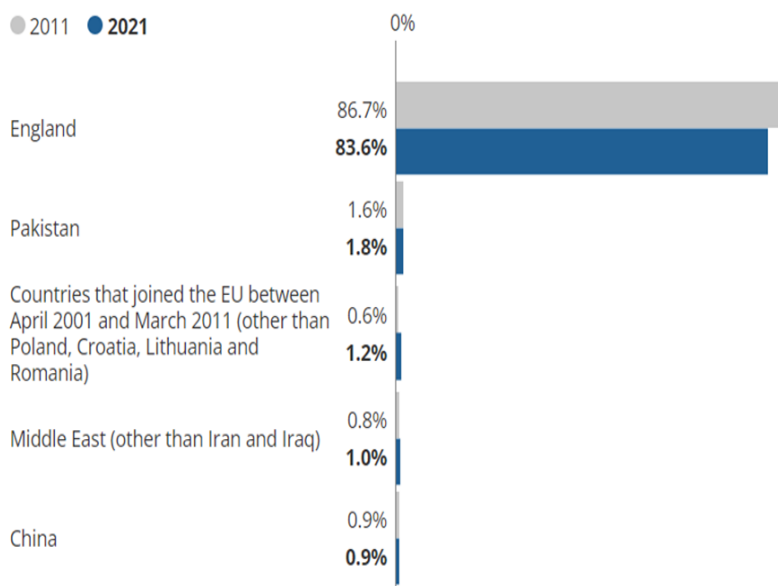
County of Birth

In 2021, around 465,400 Sheffield residents said they were born in England. This represented 83.6% of the local population. The figure has decreased from around 479,400 in 2011, which at the time represented 86.7% of Sheffield's population.

Pakistan was the next most represented, with around 9,900 Sheffield residents reporting this country of birth (1.8%). This figure was up from just over 8,700 in 2011, which at the time represented 1.6% of the population of Sheffield.

The number of Sheffield residents born in countries that joined the EU between April 2001 and March 2011 (other than Poland, Croatia, Lithuania and Romania) rose from around 3,200 in 2011 (0.6% of the local population) to around 6,900 in 2021 (1.2%). There was very little change in the percentage of people in Sheffield from China, which remained at around 0.9% of the population.

Percentage of usual residents by country of birth



National identity

In 2021, 9.1% of Sheffield residents did not identify with any national identity associated with the UK. This figure increased from 7.3% in 2011.

In 2021, just under 1 in 50 people (1.9%) identified with both a UK and non-UK national identity, compared with 0.7% in 2011. The percentage of residents in Sheffield that identified as "British only" increased from 17.7% to 57.5%.

In Census 2021, "British" was moved to the top response option for the question on national identity and this may have influenced how people answered.

Ethnic groups

In 2021, 79.1% of people in Sheffield identified their ethnic group within the "White" category (compared with 83.7% in 2011).

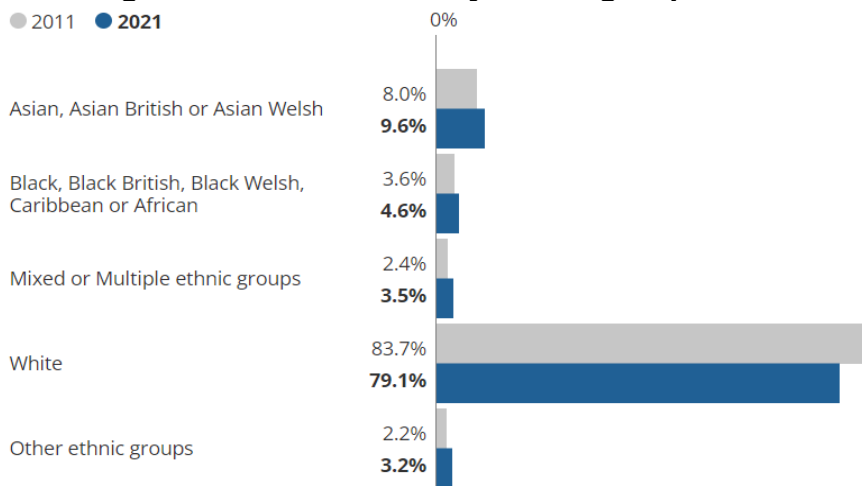
4.6% identified their ethnic group within the "Black, Black British, Black Welsh, Caribbean or African" category (compared with 3.6% the previous decade).

9.6% of Sheffield residents identified their ethnic group within the "Asian, Asian British or Asian Welsh" category, up from 8.0% in 2011. The 1.6 percentage-point change was the largest increase among high-level ethnic groups.

The percentage of people who identified their ethnic group within the "Mixed or Multiple" category increased from 2.4% in 2011 to 3.5% in 2021. There are many factors that may be contributing to the changing ethnic composition of England and Wales, such as differing patterns of ageing, fertility,

mortality, and migration. Changes may also be caused by differences in the way individuals chose to self-identify between censuses.

Percentage of usual residents by ethnic group

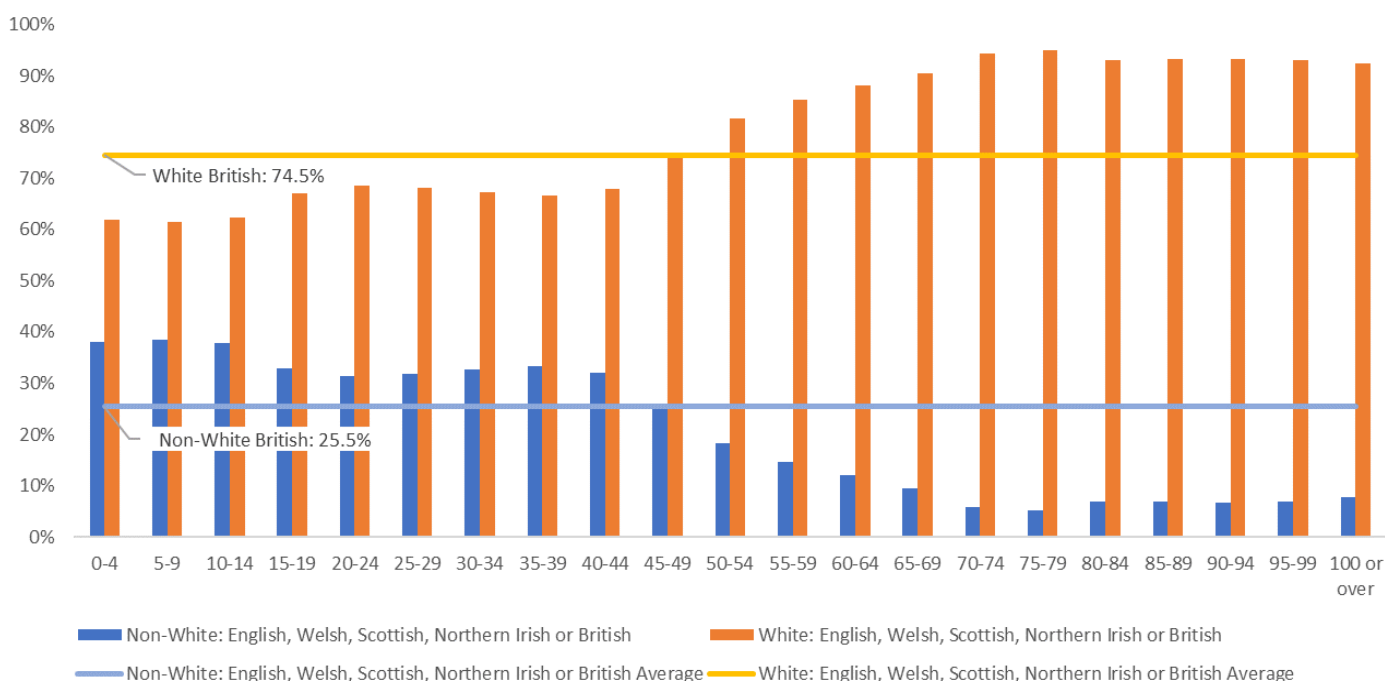


The chart above shows Sheffield’s population broken down by 5-year age groups and ethnicity, with people who identify as White British shown alongside people from all other ethnic groups (including white people of other backgrounds, and non-white British people). White British people tend to be older than people in other ethnic groups; 21.3% of White British people are over 65, compared with only 4.6% of people in other ethnic groups, whereas 15.0% percent of White British people are aged under 16, compared with 26.9% of people in other ethnic groups.

Based upon a person’s ethnic group and cultural background, those describing their ethnicity as White British is 74.5% of the city’s population overall and people who are Black, Asian and/or minoritized ethnic are the non-White British groups. This totals 25.6% in Sheffield.

We know that of this figure, 20.9% are non-white and 4.6% are those who are White non-British

Proportion of population in each five year age group by ethnic group



Sexual Orientation

For the first time, the Census 2021 included a voluntary question about sexual orientation for people aged 16+. People were given the opportunity to define their sexual orientation according to pre-defined options, or to define as something else. Note this is self-identity, rather than behaviour. Of the people who chose to answer the question on sexual orientation, 4.48% identified as LGB+.

Sexual Orientation	People aged 16+	% Including not answered	% Excluding not answered
Straight or Heterosexual	401537	88.01%	95.52%
Gay or Lesbian	7395	1.62%	1.76%
Bisexual	9018	1.98%	2.15%
Pansexual	1562	0.34%	0.37%
Asexual	445	0.10%	0.11%
Queer	257	0.06%	0.06%
All other sexual orientations	147	0.03%	0.03%
Not answered	35889	7.87%	
Total 16+	456250		
Total 16+ (excluding not answered)	420361		

Gender Identity

The question on gender identity in Census 2021 was also asked for the first time and was optional and shows that 0.81% of people in Sheffield who answered the question said that their gender is different to the sex registered at birth. This should help us when planning and commissioning services as well as our workforce representation however since the census there have been questions raised with ONS about the way the question was asked in the census. This has called into question the results and therefore further work is being undertaken on this nationally.

Gender identity	People aged 16+	% Including not answered	% Excluding not answered
Gender identity the same as sex registered at birth	423911	92.91%	99.19%
Gender identity different from sex registered at birth but no specific identity given	1526	0.33%	0.36%
Trans woman	550	0.12%	0.13%
Trans man	524	0.11%	0.12%
All other gender identities	857	0.19%	0.20%
Not answered	28881	6.33%	
Total 16+	456249		
Total 16+ (excluding not answered)	427368		

Appendix B - AccessAble Statistics Report Sheffield City Council

August 2023

Sheffield City Council Accessibility Guide

The Sheffield City Council Accessibility Guide consists of 329 Access Guides. These Access Guides are published on www.AccessAble.co.uk and the AccessAble App. AccessAble has worked with Sheffield City Council since 2014.

August 2021 - July 2022 Statistics

Between August 2021 and July 2022, the Sheffield City Council Accessibility Guide had **37,664** Users and **62,060** Page Views.

This breaks down to a monthly average of **3,138** Users and **5,171** Page Views.

August 2022 - July 2023 Statistics

Between August 2022 and July 2023, the Sheffield City Council Accessibility Guide had **42,051** Users and **72,681** Page Views.

This breaks down to a monthly average of **3,504** Users and **6,056** Page Views.

The top 10 most viewed Access Guides in the last 12 months were –

1. Hutcliffe Wood Crematorium ([Click to view Access Guide](#))
2. Newfield Green Housing Office ([Click to view Access Guide](#))
3. Sheffield Family Hearing Centre ([Click to view Access Guide](#))
4. Crystal Peaks First Point ([Click to view Access Guide](#))
5. Sheffield Train Station ([Click to view Access Guide](#))
6. Cutlery Works ([Click to view Access Guide](#))
7. Endcliffe Park ([Click to view Access Guide](#))

8. FlyDSA Arena ([Click to view Access Guide](#))
9. Graves Health and Sport Centre ([Click to view Access Guide](#))
10. English Institute of Sport ([Click to view Access Guide](#))

Traffic Sources

Traffic sources show how people have found the Sheffield City Council Accessibility Guides. AccessAble works to improve how much organic and direct traffic is generated. In the last 12 months, the traffic sources have been – The main referral traffic came through from the following website: Sheffielddirectory.org.uk

Organic	90%
Direct	8%
Referral	2%

Recommendations

There are a number of recommendations we would make to look at further developing the usage of the Sheffield City Council Accessibility Guide.

There is great potential to further increase the impact of the Accessibility Guide to Sheffield City Council. When we compare the performance of the Guide to other similar areas there is the potential to increase usage by 23%.

Referral Links

Typically, referral links would account for 25% + of a Guide's traffic so Sheffield City Council's referral percentage is low.

A key priority should be integrating referral links into the following websites –

sheffield.gov.uk

welcometosheffield.co.uk

sheffielddirectory.org.uk/

AccessAble can assess these websites and suggest where links can be added and where existing links can be improved. We can also provide a range of buttons that can be used and share best practice examples from other areas.

Adding referral links will enhance the inclusivity of your websites and ensure disabled people and carers have accessibility information where they expect to find it.

Frontline Staff Training

AccessAble can run training sessions for frontline staff who get asked accessibility related queries. These sessions talk people through the website and App and how it can help answer common queries. Sessions can also include some essential disability awareness training.

Promotional Materials

AccessAble has leaflets, posters and a range of promotional materials that can be supplied or distributed to key organisations or venues in partnership with the council.

Email Signatures

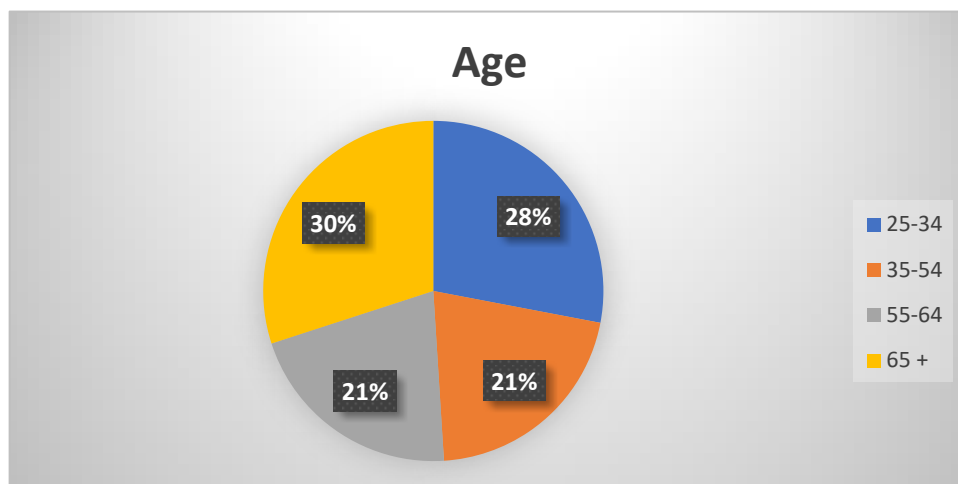
By adding an AccessAble button to your email signature, staff and external stakeholders are more likely to come across the AccessAble website and signpost service users to the Sheffield City Council's Accessibility Guide.

Appendix C Equality Monitoring Sheffield City Council Councillors 2023

The survey was completed again in Autumn 2023, and we had 46 responses so 54%. This was a lower response rate than previously which was 69% but in some areas our diversity has increased. We have not been able to report on Gender Identity due to low response rates and we have not counted prefer not to say.

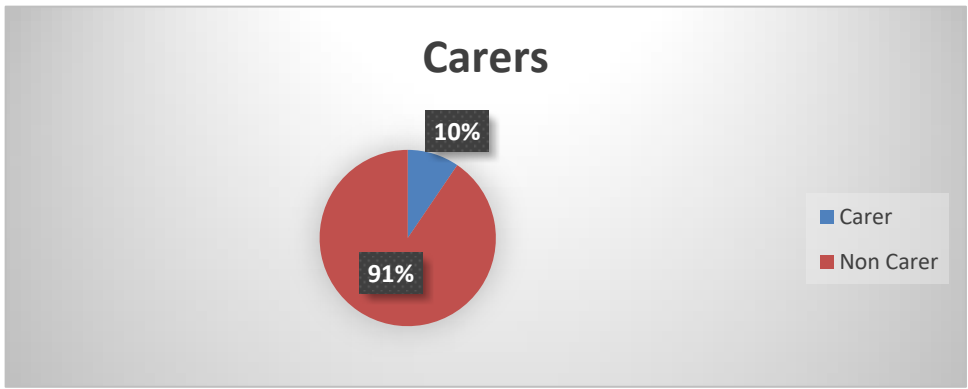
Age

Members under 35 had a significant increase from 12% to 28% but there was a decrease in ages 35 to 54 from 29% to 21%, similar from 55 to 64 from 24% to 21% and over 65 fell from 35% to 30%



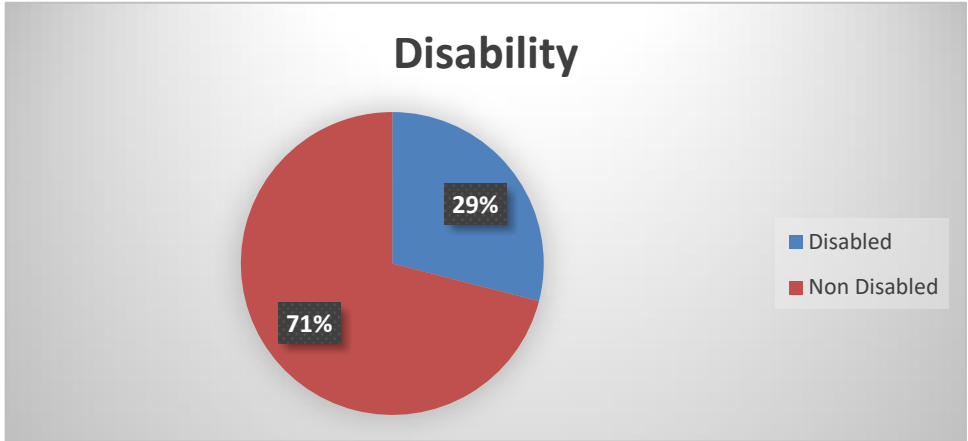
Carer

Significantly less people declared being a carer than last year falling from 32% to 10%



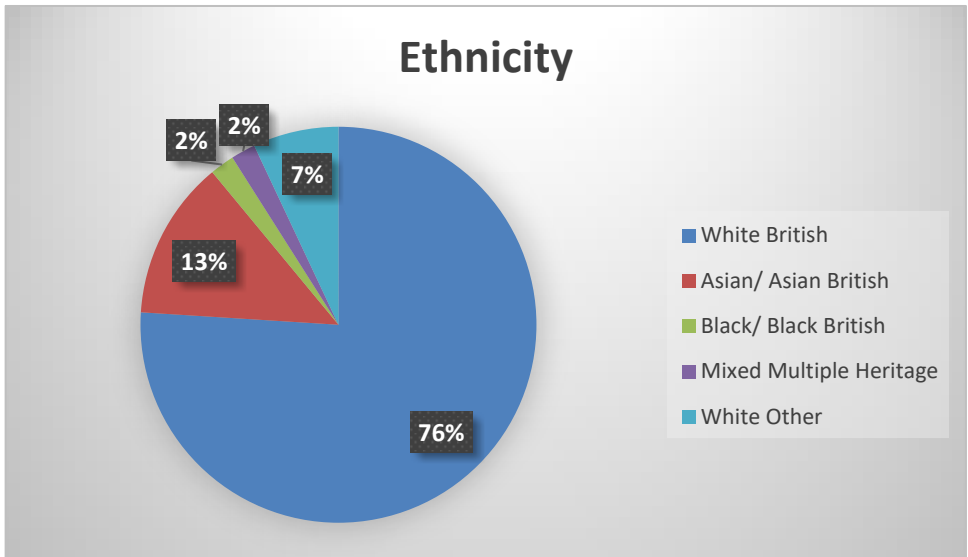
Disability

A slightly lower percentage of people declared a disability from 32 to 29%



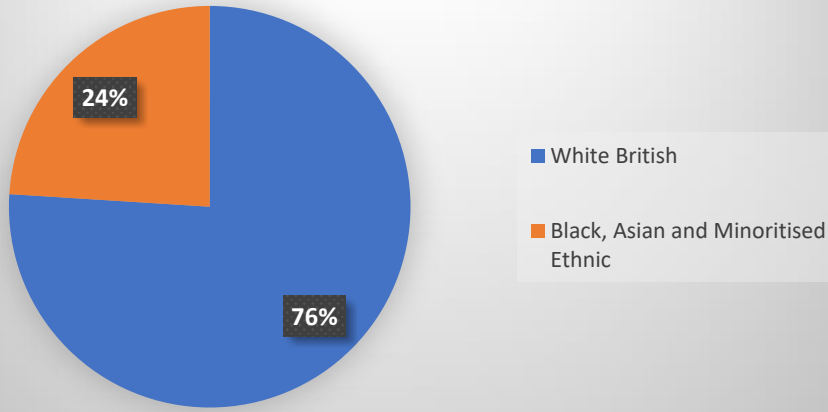
Ethnicity

We broke down the survey in more detail this year, there was a decrease in the percentage of Members who identified as White British from last year from 83% to 76%.



There was an increase in Members who declared as Black, Asian or Minoritised Ethnic from 17 to 24%

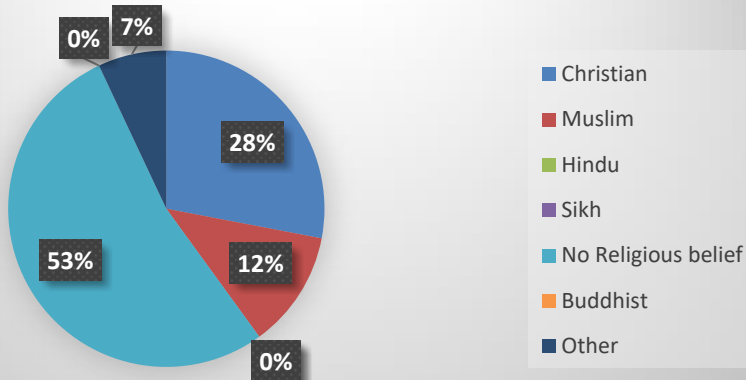
Ethnicity



Religion and Belief

There was an increase in percentage of Members who did not have a religion from 47% to 53%, an increase in Members who are Muslim from 9% to 12% and a decrease in Christians from 38% to 28%

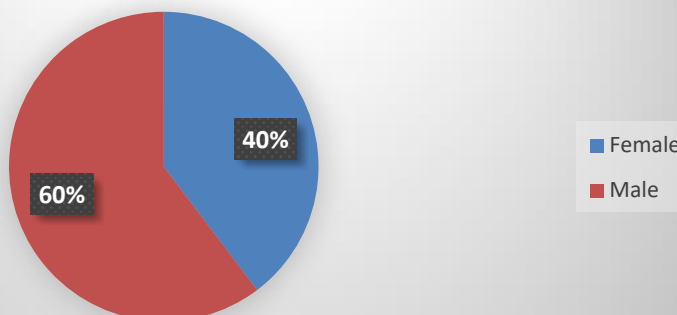
Religion & Belief



Sex

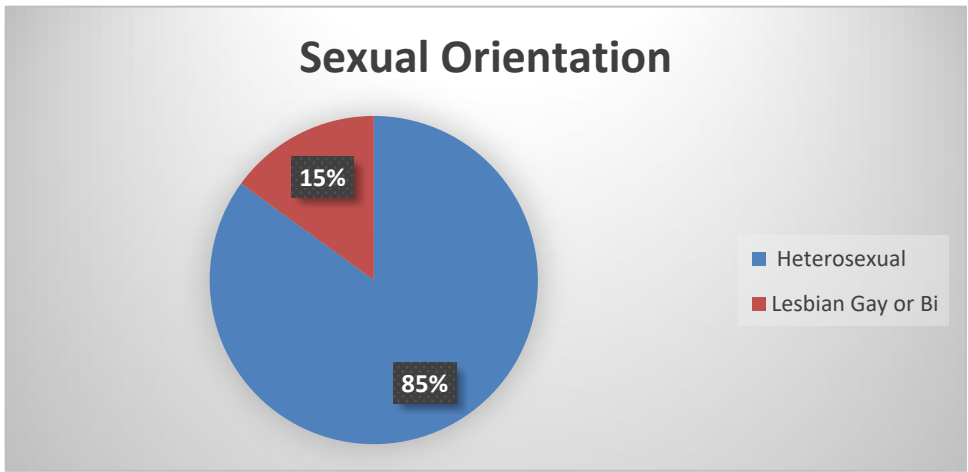
There was a slight increase in the percentage of women from 38 to 40%

Sex



Sexual Orientation

There was an increase in Members declaring as Gay and Bisexual from 7% to 12%



Appendix D - Workforce Report

Sheffield City Council

Workforce Employee Report

1st April 2022 to 31st March 2023

Author: Equality and Engagement Team –

Date: December 2023



CONTENTS

1. Introduction, City Context and Summary
2. Workforce Diversity Data
3. Terminology

1. Introduction

This year's annual Workforce Equality Report is an important resource that will help shape how we approach workforce activity over the coming year. Understanding the trends across all of the protected characteristics is crucial in providing evidence for us to ensure we understand the composition of our workforce, the experience of our workforce, where we need to do more and where we are seeing success.

Committed to our Values.

- People are at the Heart of what we do.
- Together we get things done.
- Openness and honesty are important to us.

Being honest about where we need to do more is an important expression of our values, having an inclusive workplace where everyone is valued and belongs. Delivering for Sheffield and its diverse communities requires a workforce that is supported to thrive and is representative of those communities. Equality and Inclusion is everyone's business, ensuring that this report and the insight it provides is used to underpin decisions is key.

This report provides an analysis of the Council's directly employed workforce over the 12-month period 1st April 2022 to 31st March 2023.

The data used covers all permanent and fixed term employees. Agency workers, volunteers, interims and consultants are excluded from the workforce profile. The data used in this report has been taken from the Councils' Human Resources Information Systems and reflects the information you have declared. Data was reported anonymously to ensure that no individual could be identified. Where small numbers apply, we have reduced the detail shared to ensure no individual can be identified. The workforce analysis provides a valuable source of data that can be utilised in various ways across the Council including:

- monitoring inequalities and undertaking equality impact assessments to minimise or mitigate impact.
- supporting delivery of the Councils objectives.
- helping to identify workforce strategy and learning and development requirements.
- helping to formulate evidence base for the Council's Equality Framework.
- assisting workforce planning and recruitment and retention strategies.

The data used in this report compares the current organisational data with the data from the previous years and is effective as of the 31st of March for each year.

This report provides a summary Workforce Equality Data Report for 2022/23, across all 9 statutory Protected Characteristics under the Equality Act 2010. We also cover 1 non-statutory characteristic, unpaid carers and provides an overview for each characteristic. We will look to

include care experienced where possible in the future but will have to build this into our systems and processes to enable us to report on it as a characteristic.

The two tables below outline the workforce diversity figures for Sheffield City Council in 2022-23 and the city comparison. The data we collect across the protected characteristics is good and we have good levels of declaration. We hold 100% of our workforce's age and sex data as this is mandatory for us to know for legal and HMRC (tax) purposes. Other data we collect about our workforce is voluntary, but we encourage staff via organisational communications, to declare their personal information via the MyHR system and we provide assurances of confidentiality in our reporting. This report was written based on anonymised data so no individual could be identified.

We collect data on both protected characteristics and non-statutory characteristics such as carer status and this is compared against National Census data. We also compare against other national sources such as the Family Resources Survey which holds data at a more granular level for some protected characteristics such as disability.

The structure of the council has now changed under the Future Sheffield programme. The statistics and analysis in this report apply to the old structure which was replaced in April 2023. There have been changes to several directorates, so the reporting next year is likely to look very different, especially around social care services which are more diverse than some of the other operational services within the council. More information on the council's structure can be found here: [Sheffield City Council management teams | Sheffield City Council](#)

Our Workforce

It is important to note that Sheffield City Council and its workforce numbers are subject to change each year. The workforce numbers (known as headcount) and percentages in this report reflect the position as of 31st March 2023. This makes sure that we are counting people rather than Full-Time Equivalent (FTE) which is relative to the total number of hours worked rather than individual employees. If an employee has multiple jobs, they will be counted more than once. This impacts on the data for women especially the number of part time women. This report excludes.

- Casual workers, as these workers do not have an employment relationship with the Council as they are engaged on a sessional basis, with no mutuality of obligation.
- Bank-Pool employees, due to the monthly fluctuations in working hours.
- School based employees.
- Agency employees. We have made it a clause in the new agency contract for providers of agency staff to produce equality monitoring information as we intend to report on this in the future. Agency work is an important route into employment with the council and can support the council in meeting its equality objectives.

Workforce Census

Every year the Council encourages its workforce to update their demographic information to support the Council in understanding its employees. This information includes equality monitoring on the protected characteristics in the Equality Act 2010. Outside of the information on Age and Sex (male and female as this does not include individual gender identities) which is mandatory and collected for HMRC purposes, responses and declarations on the other categories are

voluntary and employees can choose which questions they wish to answer. We updated the Workforce Census and the categories we collect in 2022. This is so it is in line with the Office of National Statistics (ONS) and Government Statistical Service (GSS) Inclusive Data Standards. This means we can compare our data against more national data sets, such as the Family Resources Survey and the Health and Lifestyle Survey (HLS), alongside the National Census. Details of known information for each category are shown on page 5. Where employees have not completed or have chosen not to declare equality monitoring information, this is excluded from Workforce Diversity figures. Therefore, the level of unknown data affects the validity of this report and highlights the further work we need on how we communicate the benefits of collecting this data from our workforce.

Age & Sex

We know the age and sex (self-identified male and female) of all employees as this is a necessary legal requirement for employment. We have updated the categories we collect around gender identity to ensure that as an organisation we stay relevant to our communities. However, this information is not the same as the sex information that is collected for tax and payroll purposes. In terms of the gender identity question that we use, the question is not mandatory. Employees can choose not to answer it and we will still have accurate information on the workforce relating to sex from our employment records. We continue to monitor non-binary and other gender identity categories recommended by the ONS and Government Statistical Service (GSS) and we have employees that identify as the new gender identities. Currently we cannot publish those as the numbers declaring are too small at present. We expect this to change in the future and we continue to encourage declaration.

Workforce Diversity: Direction of Travel

The Council continues to make positive movement in terms of the diversity of the whole of its workforce across all protected characteristics. This is especially noticeable for unpaid carers and LGB+ communities whilst disability declarations continue to be positive in comparison to similar organisations. BAME representation still lags behind the community although there has been a 0.7% increase on last year and recruitment data is very much improved. Unfortunately, there has been a drop off at Chief Officer grades for BAME and disability which is disappointing although LGB+ and unpaid carer percentages are very positive. Numbers of staff employed at Chief Officer grades are quite low so are subject to some volatility. Again, the introduction of person-centred approaches to working flexibly is continuing to have a positive impact, particularly in non-statutory areas such as unpaid carers. Going beyond compliance with our statutory obligations continues to signify the organisation's proactive approach to creating an inclusive workplace to both current and potential employees.

Key points:

- Employees who identify as Black, Asian or Minority Ethnic (BAME) continues to trend upwards and are now 17.3%, up from 16.6% last year. However, it is still not in line with the local population and there is greater underrepresentation in professional and management grades 6-11, TARAs and manager development programmes. This has likely resulted in less representation in progression and promotion and higher grades.
- Employees who have declared themselves as disabled have again increased and are now 13.3% of the overall workforce. This is up from 12.2% the previous year, despite an overall drop on headcount. We know that high proportions of our disabled employees are in the

higher age ranges (46+) and that White British employees are more likely to declare a disability than Black, Asian or Minoritised Ethnic colleagues.

- Employees who identify themselves as unpaid carers have risen for another year from 15.9% to 18.6%. We think this is due to the additional and/or increased caring responsibilities during the pandemic and a general shift around work/life balance that increased remote working has allowed. This flexibility has allowed employees to continue to act as carers, improvements in HR processes, such as the Workplace Adjustment Passport, paid carers' leave, have increased and employees have updated their profile to reflect this change in their personal circumstances.
- Employees who identify themselves as LGB+ have again slightly increased and are now at 5.3%, including identifying with the new categories we have introduced this year.
- There has been a decrease in the percentage of both BAME (9.2%) and disabled staff (6.0) at Chief Officer grades. LGB+ employees at these grades have increased again from 6% to 8.2%. There has also been a significant increase in unpaid carers which have jumped to 23.1% from 17.9%, which is the highest percentage of all staff groups.

Note on Intersectionality

At Sheffield City Council we recognise that separating individual identities into single categories does not represent the lived experience of all those in our workforce. Whilst many parts of our identities present us with privilege it is highly unlikely that at some point in our lives we will all have part of our identity that is marginalised and presents us with barriers. We are endeavouring to understand the needs of our employees in the fullest sense and the monitoring for this report represents the start of that understanding. Improving our data sets and our monitoring to ensure that we understand the experiences of our workforce and their journeys means that we can address issues as they arise and continue to provide a safe, supportive and relevant working environment so that our workforce can provide the best possible services to the communities we serve. We continue to work with employees to develop our understanding. Through new initiatives such as our Employee Equality Hubs and regular employee surveys we will continue to improve our knowledge of our employees lived experience across all of their protected characteristics. As our understanding grows, we will seek to provide deeper analysis on the intersectionality of our workforce and be able to report on such key areas as career trajectories of women of colour and our Black, Asian and or Minoritised Ethnic and disabled employees in the future.

Summary of Workforce Diversity information

The total Sheffield City Council workforce headcount at the 31st March 2023 is **8,245** employees.

This is an increase of 109 employees from the previous year. Workforce diversity percentages are based on the proportion of total employees for which equality data is known. Where declarations are voluntary, we don't have 100% of all protected characteristic data for all employees. Therefore, our known workforce diversity percentages are as follows:

Sheffield City Council (SCC) Workforce Diversity Figures 2022-23									
Carers	18.6%	Disabled	13.3%	BAME	17.3%	Male	39.1%	LGB+ **	5.3%
Non-Carers	81.4%	Non-Disabled	86.7%	White British	82.7%	Female	60.9%	Heterosexual	94.7%

Sheffield City population (age 16-64) percentages are also illustrated below. The 2021 Census has seen significant demographic changes in some areas and better understanding of other communities where we previously had limited data. There has been a significant increase of the Black, Asian and other Minoritised Ethnic communities, and the council hasn't kept pace with this over the last 10 years.

Population growth hasn't been as high as anticipated and we have new improved information around some protected characteristics such as carers, LGB+ and gender identities. The Census does not collect impairment data for disabled people so when looking at disability in more detail we use the impairment categories from the ONS and GSS harmonised data standards to understand the needs of our disabled employees. Improvements in the data some protected characteristics this is likely to be due to increased accessibility of the National Census for some more marginalised groups.

** Please note the Trans data is collected and displayed separately to LGB+ (see pages 14/15).

Sheffield Age 16-64 Diversity Figures Based on 2021 Census and SCC Community Profiles									
Carers	10.5%	Disabled	18%	BAME	26.9%	Male	49.7%	LGB+	4.13%
Non-Carers	89.5%	Non-Disabled	82%	White British	73.1%	Female	50.3%	Heterosexual	95.87%

Sheffield All Age Figures Based on 2021 Census and SCC Community Profiles

Carers	10.2%	Disabled	20.6%	BAME	25.5%	Male	49.3%	LGB+	4.5%
Non-carers	89.8%	Non-Disabled	79.4%	White British	74.5%	Female	50.7%	Heterosexual	95.5%

Overall Workforce Diversity

The table below shows the overall diversity of our employees. Where numbers fall short of the organisational employee headcount of 8,245, this is because employees have chosen not to answer the question in the relation to a protected characteristic. These are not included in our workforce diversity data. The level of unknowns is shown on page 11.

All employees in SCC		Employees in Chief Officer Grades (those in Director Grade 7 roles and above)	
BAME	White British	BAME	White British
17.3%	82.7%	9.2%	89.5%
1,351 employees	6,463 employees	<10 employees	79 employees

Disabled 13.3% 963 employees	Non-Disabled 86.7% 6,253 employees	Disabled 6.0% <10 employees	Non-Disabled 94.0% 78 employees
LGB+ 5.3% 386 employees	Heterosexual 94.7% 6,933 employees	LGB+ 8.2% <10 employees	Heterosexual 91.8% 78 employees
Unpaid Carers 18.6% 1211 employees	Non-Carers 81.4% 5,292 employees	Unpaid Carers 17.8% 18 employees	Non-Carers 82.1% 60 employees

▲	Workforce diversity has again increased this year in all areas this year and there has been a small increase in headcount at just under 1%.	▼	Diversity of top earners has dropped for ethnicity and disability which is disappointing although numbers are quite low at this level and subject to some volatility.
▼	The diversity of the council hasn't kept pace with the local community in terms of changes around ethnicity. It has made significant increases for unpaid carers and LGB+ whilst it has closed the gap on disability which is again showing an increase.	▲	Diversity of top earners has increased when looking at females, LGB+ and unpaid carers, which is positive.

Sex	Workforce	Part time	Full time	SCC overall	Chief Officers
	Male	21.2%	48.9%	39.1%	46.7%
	Female	78.8%	51.1%	60.9%	53.3%
Total numbers	8245	2934	5311	8245	90

Sheffield Age 16-64 Diversity Figures Based on 2021 Census and SCC Community Profiles

Carers	10.5%	Disabled	18%	BAME	26.9%	Male	49.7%	LGB+	4.13%
Non-Carers	89.5%	Non-Disabled	82%	White British	73.1%	Female	50.3%	Heterosexual	95.87%

Workforce Census response rates

We ask employees to update their personal information in MyHR, which includes equality monitoring data, as their circumstances change and we issue reminder messages before we extract the data in early summer each year. Some employees choose not to answer each

question, but we encourage employees to do so where possible. Missing data impacts on the validity of this report and therefore the action we can take to improve the diversity of our workforce, the experiences of employees with protected characteristics and ultimately the services we provide to our customers, the citizens of Sheffield.

Those who have ‘preferred not to say’ or have left the question blank are not counted in any other percentages in this report as we do not know their characteristics.

We are currently reporting on binary options to reflect an employee’s sex taken from employment records. We recognize the validity of non-binary gender identities rather than sex and monitor them separately in our own census, but HMRC requires us to record the binary sex of each member of employees for tax purposes.

Age & Sex

We know 100% of this data as this is mandatory for employment.

Ethnicity

There has been a slight dip in the number of employees providing their ethnicity data.

Carers

Fewer employees have answered the Carers question this year compared to 2021/22 despite an increase in the number of carers.

Transgender

Responses to the Trans question have continued the historical trend of being very low in comparison to other PCs

Protected Characteristic	Declaration	Prefer Not to Say	Prefer to self-describe.
Age & Sex	100.0%	0.0%	0.0%
Sexual Orientation	88.8%	4.5%	0.2%
Carer Status	78.9%	1.5%	0.0%
Disability Status	87.5%	2.0%	0.0%
Ethnicity	94.8%	1.5%	0.0%
Gender Identity	87.3%	1.6%	0.4%
Relationship Status	85.4%	2.8%	0.4%
Religion / Belief	94.1%	5.6%	0.4%
Trans status	24.0%	0.6%	N/A

Workforce Diversity Trends

The council is continuing its trend of improvements in representation across all protected characteristics measured for this report in the general workforce population. Both disability and LGB+ figures have seen significant increases which should be seen as a positive reflection of the workforce culture within the council. Disability and sexual orientation data can be difficult to collect and the council's data around disability stands out against other local public authorities. LGB+ declarations are now above the city profile data from the Census 2021.

BAME staff continue to be underrepresented in the workforce in comparison to the city profile from the 2021 Census and the council has not kept pace with the changes in the local population since the 2011 Census. BAME employees tend to be employed in the lower grades and there has been a decrease in the diversity at Chief Officer grades. As with previous years there is a challenge around BAME representation and how BAME employees are able to access development opportunities and progress through the organisation. Recruitment data for BAME representation is positive and there has been a significant amount of activity to improve this in the last 18 months. BAME appointments are now at 24.5% and positive trending here will see us close the gap between the council and the local community.

Female employees	2018/19	2019/20	2020/21	2021/22	2022/23
	60.1%	60.0%	60.8%	60.6%	60.9%
BAME employees	2018/19	2019/20	2020/21	2021/22	2022/23
	15.0%	15.6%	15.7%	16.6%	17.3%
Disabled Employees	2018/19	2019/20	2020/21	2021/22	2022/23
	11.6%	11.3%	11.6%	12.2%	13.3%
LGB+ Employees	2018/19	2019/20	2020/21	2021/22	2022/23
	4.1%	4.0%	4.3%	4.7%	5.3%
Carers-Unpaid	2018/19	2019/20	2020/21	2021/22	2022/23
	10.6%	12.8%	14.2%	15.9%	18.6%

Analysis by protected characteristics

Age

	Median Age
48	The median age of our workforce has dropped by 1 year in 2022/23. Our workforce diversity continues to look very different when you analyse it by age. Younger members of the workforce look much more diverse than our older workforce particularly in terms of ethnicity and sexual orientation. Given the sex and age profile of the organisation, with high numbers of females and people over the age of 45, this continues to give us a high prevalence of unpaid carers and people with disabilities.

It is important to understand the experiences of employees at all life stages and parts of the employee life cycle. Furthermore, looking at the profile of our younger employees can give us an idea of the future workforce, which is more likely to see an increase of other protected characteristics. We are already seeing greater ethnic diversity within the workforce and a more diverse range of gender identities and sexual orientations amongst younger age groups and local and national population data also points to this. A majority of those joining the organisation are under 36 and with this has come a more diverse range of groups across all protected characteristics.

Female Employees	48 Median Age	25 and under	26-35	36-45	46-55	56-65	Over 65
		5.1%	16.0%	23.5%	28.2%	25.1%	2.0%
		257 Employees	805 Employees	1182 Employees	1416 Employees	1262 Employees	103 Employees
Male Employees	49 Median Age	25 and under	26-35	36-45	46-55	56-65	Over 65
		8.1%	14.7%	20.9%	24.5%	28.6%	3.2%
		260 Employees	474 Employees	672 Employees	790 Employees	922 Employees	102 Employees
BAME Employees	44 Median Age	25 and under	26-35	36-45	46-55	56-65	Over 65
		27.2%	25.7%	26.3%	19.1%	16.1%	4.8%
		107 Employees	249 Employees	367 Employees	334 Employees	285 Employees	<10 Employees
Disabled Employees	50 Median Age	25 and under	26-35	36-45	46-55	56-65	Over 65
		12.4%	13.4%	13.3%	17.3%	17.1%	15.7%
		46 Employees	129 Employees	192 Employees	287 Employees	284 Employees	25 Employees
LGB+ Employees	40 Median Age	25 and under	26-35	36-45	46-55	56-65	Over 65
		9.8%	11.6%	6.6%	4.0%	2.3%	0.6%
		43 Employees	122 Employees	104 Employees	74 Employees	42 Employees	<10 Employees
Unpaid Carer Employees	53 Median Age	25 and under	26-35	36-45	46-55	56-65	Over 65
		4.0%	8.7%	16.9%	32.6%	33.4%	13.1%
		12 Employees	77 Employees	215 Employees	437 Employees	451 Employees	19 Employees

Relationship status

Under the Equality Act 2010 people who are legally married or in a registered civil partnership share the protected characteristic of marriage and civil partnership. People who are single, cohabiting, divorced or who have had their civil partnership dissolved do not share this protected characteristic and are therefore not covered by the Act. The Act provides protection for those covered by the protected characteristic against direct and indirect discrimination in employment. Other forms of discrimination such as harassment or victimisation will likely be covered under different protected characteristics such as sexual orientation.

Relationship status of all employees in SCC		
Married	50.7%	3456 Employees
Single	27.9%	1897 Employees
Co-habiting/ Other	19.6%	1334 Employees
Civil Partnership	1.1%	77 Employees
Widowed	0.7%	46 Employees

The way that the council records the relationship status of it's employees is different to who it is collected in the Census and other government statistics. For comparison here is how it reported by the Census 2021 for Sheffield

Relationship status of all employees in SCC	
Never married and never registered a civil partnership	44.2%
Married or in a registered civil partnership	40.1%
Separated, but still legally married or still legally in a civil partnership	2.0%
Divorced or civil partnership dissolved	7.8%
Widowed or surviving civil partnership partner	5.8%

Parental Leave

We have lower proportion of men taking parental leave, though it compares to the national picture and remains generally the same year on year.

Number on Parental Leave by Sex	
Female 1.1%	Male 0.01%
89 Employees	<10 Employees

Maternity

We are required by law under the Public Sector Equality Duty to report on the number of employees who take maternity leave and who return to work under different terms and conditions.

However, the number of employees who would fall into this description is too low to report on for the purposes of this report.

Ethnicity and Diversity

	Number	Percentage	Census 2021 (Age 16-64)
Asian/ Asian British	400	5.1%	10.5%
Black/ Black British	380	4.9%	4.8%
Mixed/ Multi Heritage	236	3.0%	3.0%
Other Ethnic Group (Including White Other)	337	4.3%	8.6%
White British	6467	82.7 %	73.1%
Prefer not to say*	122	n/a	n/a
Unknown*	303	n/a	n/a
Grand Total	8245		

When exploring our ethnic diversity, we continue to have an under representation of employees describing their ethnicity as Asian or Asian British, which is the largest minoritized ethnic group in the city and is predominantly focused on people with Pakistani heritage. Data around recruitment and selection has improved significantly for BAME candidates through all stages of the process. Last year a deeper dive into ethnicity data has shown that there are continuing barriers around recruitment and selection, particularly for Asian/Asian British and for other ethnic groups where there was a significant drop off for both groups from application to appointment.

There is an over representation of employees describing their ethnicity as Black/Black British and Mixed/Multi Heritage categories in the general workforce profile. There is an underrepresentation of all minoritized ethnicities at higher grades and access to promotion and progression for all these groups continues to be a barrier for staff from BAME groups.

White Other is included in 'Other Ethnic' group and this category is currently underrepresented

There are 303 employees who have not declared their ethnicity which is a 17.5% improvement on last year's figures. The 2021 National Census has shown that there was a 96% completion rate locally, so our ethnicity data is somewhat in line with this although 1.3% of employees selected 'prefer not to say.' Therefore, we need to continue to ensure that when we undertake the next Workforce Census that we encourage employees to update their census data with MyHR. It is important that we continue to send out a clear message and rationale as to why this data is so important to us and how it can inform and support the Council to take positive steps to become a more inclusive and diverse organisation.

*The percentages of 'Prefer not to Say' and 'Unknown' are not used in the overall calculation for ethnicity. Therefore, the datasets published here are estimates and not precise figures. Overall declaration rates for ethnicity stand at 94.8% of staff which gives a high degree of accuracy around these estimates.

Religion and Belief

Sheffield Profile - Religion and Belief Percentages 16-64		Sheffield City Council employees - Religion and Belief		
Christian	35.5%	Christian	42.9%	3128 Employees
No Religion	51.5%	No Religion	47.9%	3493 Employees
Muslim	10.6%	Muslim	6.0%	434 Employees
Other	0.7%	Other	1.9%	137 Employees
Buddhist	0.5%	Buddhist	0.3%	20 Employees
Hindu	0.9%	Hindu	0.3%	19 Employees
Sikh	0.2%	Sikh	0.2%	16 Employees
Jewish	0.1%	Jewish	0.1%	<10 Employees

We continue to have an underrepresentation of employees who are Muslim, and this is a trend that has been occurring for some time. It is also in line with the underrepresentation we have under ethnicity for Asian/Asian British as Muslim communities are predominantly made up from people of these ethnic groups. It is worth noting that there is underrepresentation for Sikhs and Hindus. Although they are smaller religious communities, they would also be expected to be made up predominantly of people from Asian/Asian British ethnic groups.

Disability and Diversity

66.3% of our disabled workforce have shared with us the nature of their disability/impairment. This is a drop of nearly 5% on last year, however there is a broader range of impairments used after work took place to improve knowledge and understanding of the types of impairment so that the data better reflects that collected by the ONS and GSS.

Disability/Impairment	SCC	National Statistics ¹
Visual	2.3%	7%
Learning	10.8%	12%
Other	22.6%	23%
Hearing	9.2%	7%
Mental Ill Health	23.2%	42%
Mobility or physical	16.2%	42%
Dexterity	3.2%	22%
Memory	1.0%	12%
Socially or behaviourally	3.6%	8%
Stamina or breathing or fatigue	6.5%	32%

¹ 2020-21 National Family Resources Survey for working age disabled people

https://assets.publishing.service.gov.uk/media/623c6935e90e07799f0c7c76/Ch4_Disability.xlsx

We have used the national Annual Family Resources survey (working age population) to compare our data as this uses the impairment categories taken from the ONS Inclusive Data Standards and gives us more national and local data sets to compare against. As the Council has a high number of disability declarations in comparison with other similar public authorities it does give the Council an opportunity to have a greater understanding around the needs of its employees and supports the organisation’s anticipatory work around disability and the duty to make reasonable adjustments. The data we are currently using is from the 2021-22 Annual Family Resources as this is the most recent data available.

When exploring our disability and diversity last year, we recognised that we had an underrepresentation in all impairments with the exception of ‘hearing’. Some of the underrepresentations were so stark we undertook some work to improve our communications around impairment types so that we can be confident that staff have the information they need to understand the impairment types and where their impairments fit. We also provided comprehensive guidance around impairment types. This has led to significant improvement of our data around impairments, and we continue to work in this area to ensure that the data we have is accurate and we provide employees with the information they need. For example, last year we had no employees declaring mobility impairments and given the prevalence of these impairments in wider society and the size of the workforce this was extremely unlikely. We now have 16.2% of our disabled staff declaring a mobility impairment which shows there was a clear issue that we are now addressing.

In our Workforce Census, the following impairment types are also listed to select. These are not selections in the Annual Family Survey and therefore we are limited to how we measure the data:

- Communication – 1.0%

LGB+ and Diversity

Lesbian / Gay Women	Bisexual
1.41% 103 Employees are lesbian / gay women.	2.1% 156 Employees are bisexual.
Gay Men	Other minority sexual orientations
1.15% 84 Employees are gay men	0.6% 43 Employees have a sexual orientation other than heterosexual, gay or bisexual.

As with the figures from 2021/22, we have more employees that identify as bisexual than either Lesbian/Gay Women or Gay Men. Although in terms of headcount there are more Lesbian/Gay Women than Gay Men in real terms there is a greater percentage of our male employees who identify as LGB+ than females.

We are aware that not all our LGB+ employees will be out at work and that there may be some under declaration in this protected characteristic. We have started to include new categories under sexual orientation that some employees have declared as their identity however these numbers are currently too low to report on.

Transgender

0.5 % (<10) employees are Transgender.

The city comparator is estimated at 0.6 %.

We know that the response rate to this question is very low which affects the reliability of this data.

Gender Identity

55 employees have shared non-binary options (other than male or female) in the question relating to gender identity. We have updated the categories around gender identity to make them more relevant however declarations are currently too low to report on.

This is 0.8 % of the workforce.

Unpaid Carers

The council now has a significant number of unpaid carers in its workforce which is almost 1 in 5 employees. Given the societal challenges around social care and the trending around unpaid carers in the council's workforce over the last 5 years it is becoming increasingly important to be flexible and supportive to the needs of our employees around caring responsibilities. We also need to recognise that there are potential risks around bias in terms of promotion and progression for unpaid carers which could entrench systemic inequalities, particularly for females over the age of 50 and who are in the middle manager grades in the council.

Carers- Unpaid	2018/19	2019/20	2020/21	2021/22	2022/23
	10.6%	12.8%	14.2%	15.9%	18.6%

Diversity by Employment Grade

Grade 1 - 5 trends to 2018–23

Female employees	2018/19	2019/20	2020/21	2021/22	2022/23
	68.0%	61.6%	63.5%	62.5%	63.7%
BAME employees	2018/19	2019/20	2020/21	2021/22	2022/23
	16.4%	17.4%	16.6%	18.0%	18.5%
Disabled Employees	2018/19	2019/20	2020/21	2021/22	2022/23
	12.5%	11.7%	12.2%	12.2%	14.4%
LGB+ Employees	2018/19	2019/20	2020/21	2021/22	2022/23
	3.7%	3.5%	3.8%	4.7%	5.1%
Carers - unpaid	2018/19	2019/20	2020/21	2021/22	2022/23
	11.5%	12.4%	14.5%	15.7%	19.4%

Chief Officer trends 2018-23

Female employees	2018/19	2019/20	2020/21	2021/22	2022/23
	38.8%	48.0%	46.9%	47.2%	53.3%
BAME employees	2018/19	2019/20	2020/21	2021/22	2022/23
	6.4%	7.4%	9.9%	10.5%	9.2%
Disabled Employees	2018/19	2019/20	2020/21	2021/22	2022/23
	6.4%	5.2%	4.5%	8.4%	6.0%
LGB+ Employees	2018/19	2019/20	2020/21	2021/22	2022/23
	2.7%	2.6%	3.3%	6.0%	8.2%
Carers – unpaid	2018/19	2019/20	2020/21	2021/22	2022/23
	17.3%	17.3%	10.7%	17.9%	23.1%

Despite positive trending in previous years around BAME and disabled staff this has now dropped back which means we are now further behind the general workforce profile and local population at this level. LGB+, unpaid carers and females have all seen positive increases. While absolute numbers of employees at this level are small, they are in highly visible roles which presents greater opportunity for positive role modelling and driving more inclusive practice across the organisation. A diverse and engaged leadership is vital for positive transformative change.

Grades 6-9 trends 2018-23

Female employees	2018/19	2019/20	2020/21	2021/22	2022/23
	63.3%	59.4%	58.4%	59.1%	58.2%
BAME employees	2018/19	2019/20	2020/21	2021/22	2022/23
	N/A*	14.6%	15.3%	16.1%	16.7%
Disabled Employees	2018/19	2019/20	2020/21	2021/22	2022/23
	N/A*	11.3%	11.5%	12.5%	13.0%

LGB+ Employees	2018/19	2019/20	2020/21	2021/22	2022/23
	N/A*	4.2%	4.4%	4.4%	5.1%
Carers – unpaid	2018/19	2019/20	2020/21	2021/22	2022/23
	N/A*	13.3%	14.2%	16.1%	18.3%
*Data for these grades and protected characteristics only started being reported on in 2019/20					

Continuing on from last year’s report where we started to look more comprehensively at trending through the grades, this gives us a better understanding of promotion and progression through the council. This has been a continuous challenge for the council particularly improving the career prospects for BAME and disabled staff. Outside of sex, we only have data that goes back to 2019/20 although already this is giving us some idea of how people from marginalised groups are progressing through the organisation and whether we have areas of concern. As these are professional officer and management grades it is important to monitor this information as the employees at these grades are increasingly influential in the organisation as they increase in seniority. They are also likely to be more visible across the organisation and be responsible for leading teams and recruiting other employees. We are seeing some good trending for all marginalised groups at this level although progress is slower than the organisation as a whole. Data around sex does seem to be relatively stable and although there has been a reduction in females at grades 6-9 they are still generally in line with the workforce profile and overrepresented in comparison to the local population.

Grade 10-11 trends 2018-2023

Female employees	2018/19	2019/20	2020/21	2021/22	2022/23
	57.6%	57.0%	58.6%	62.8%	64.7%
BAME employees	2018/19	2019/20	2020/21	2021/22	2022/23
	N/A*	12.7%	12.6%	14.5%	14.7%
Disabled Employees	2018/19	2019/20	2020/21	2021/22	2022/23
	N/A*	9.9%	9.0%	11.3%	9.8%
LGB+ Employees	2018/19	2019/20	2020/21	2021/22	2022/23
	N/A*	6.4%	7.1%	6.3%	7.4%

Carers – unpaid	2018/19	2019/20	2020/21	2021/22	2022/23
	N/A*	13.3%	12.9%	15.8%	14.7%

*Data for these grades and protected characteristics only started being reported on in 2019/20

As with grade 6-9 we are now reporting on the senior management grades 10-11 where we have been disaggregating diversity data for the last few years. As with other management grades it is important that we monitor and report on diversity at this level as it allows us to see whether employees from marginalised groups are developing within the organisation and progressing to these more influential senior roles.

There are some positive areas in this data with LGB+ employees being overrepresented and some good data for females at this level. There is continued underrepresentation for BAME against both the local population and workforce profile. We have seen a reduction in the number of disabled people and carers at these grades so this is something we will need to monitor going forward to ensure that this is not a trend since they also both lower than the general workforce profile and local population.

Salary Grades

44.9%

7.0 - 1

Almost 45% of the Council's workforce work in the lowest grades (up to grade 5) whilst just under half are in the grades 6-9. A greater percentage of the overall female workforce make up this group (Grades 1-5).

This is the ratio between the median salary and the top salary in Sheffield City Council's workforce. This means the top salary 7 times greater than the average salary. This compares favourably to other Local Authorities

Percentage of employees at each grade group

Grades 1 to 5: £20,258 to £28,371	44.9%
Grades 6 to 9: £28,900 to £46,549	48.6%
Grades 10 to 11: £47,573 to £57,590	5.4%
Chief Office Grade: £63,174 and above	1.1%

Female		Male	
46.9%	2356 Employees	41.8%	1345 Employees
46.4%	2332 Employees	52.0%	1675 Employees
5.8%	289 Employees	4.9%	301 Employees
1%	48 Employees	1.3%	42 Employees

Sheffield City Council Workforce Diversity Figures 2022-23 by grading group						
	Female	Male	BAME	Disabled	LGB+	Carer
Grades 1 to 5	46.9%	41.8%	18.5%	14.4%	5.1%	19.4%
Grades 6 to 9	46.4%	52.0%	16.7%	13.0%	5.1%	18.3%
Grades 10 to 11	5.8%	4.9%	14.7%	9.8%	7.4%	14.7%
Chief Office Grade	1.0%	1.3%	9.2%	6.0%	8.2%	23.1%
SCC	0.0%	0.0%	17.3%	13.3%	5.3%	18.6%

Part-time* working

*Part time in this context is any employee who works less than 37 hours per week

Percentage of male and female workforces working part-time	
Female 46.0%	Male 19.3%
2312 female employees work part time	622 male employees work part time.

Again, in the last year there has been a decrease in the percentage of both women and men working part time and there is still nearly 4 times as many women working part time than men.

Percentage of part time workers by sex	
Female 78.8%	Male 21.2%

Almost four-fifths of Sheffield City Council's part-time workforce is female. The workforce age profile, the accessibility of flexible working options for employees and the increased likelihood of females having caring responsibilities that would be facilitated by the ability to work part-time and more flexibly is likely to have led to this disparity. Work does continue to encourage more males to take up part time opportunities.

Age distribution of part time working by Sex

The information below shows the age ranges of the entire male and female part time workforce.

Female			Male	
1.9%	45 Employees	25 and under	3.2%	20 Employees
13.1%	304 Employees	26-35	8.4%	52 Employees
24.8%	574 Employees	36-45	15.4%	96 Employees
27.3%	632 Employees	46-55	19.1%	119 Employees
29.2%	676 Employees	56-65	41.8%	260 Employees
3.5%	81 Employees	Over 65	12.1%	75 Employees
There are considerably more females who work part time in every age group up to age 65, although the gap has closed for employees under the age of 36 and over the age of 55.			Over 50% of the part time male workforce is 56 and above and there has been a slight increase in this area in the last 12 months.	

Sheffield Age 16-64 Sex Diversity Figures Based on 2021 Census	
Male	Female
49.7%	50.3%

Apprentices

Sheffield City Council has an established apprenticeship programme, bringing new skills into our organisation, changing our age profile and widening diversity with the aim of building a workforce for the future.

Apprenticeships play a vital role in supporting communities and changing the diversity of our workforce, and in addressing some of the inequalities within our city. The SCC apprenticeship programme has opened up entry routes into employment within our organisation and career pathways for our new apprentices as well as providing an opportunity for existing employees to develop and progress in their careers. SCC offers apprenticeships ranging from Level 2 up to Level 7 in a variety of areas including Plumbing, Plastering, Electrician, Social Care, Social Work, Accountancy, Surveying, Public Health, Business Administration, Customer Services, Housing Service roles, HR, Horticulture and many more.

Our aim is to ensure that our apprentices are supported to successfully complete their apprenticeship and then move into a destination position, enabling them to secure permanent employment within SCC and ensuring that SCC retains the talent it has have invested in.

Apprentices by Sex

Female	Male
24.3%	75.2%
32 Employees	97 Employees

Apprentices by Age

Age Group	
25 and under	84.5%
26-35	13.2%
36-45	1.6%
46-55	0.8%

Apprentices by protected characteristic

Ethnicity	Disability	Sexual Orientation												
<table border="1"> <tr> <td>BAME</td> <td>13.0%</td> </tr> <tr> <td>White British</td> <td>87.0%</td> </tr> </table>	BAME	13.0%	White British	87.0%	<table border="1"> <tr> <td>Disability declared</td> <td>9.1%</td> </tr> <tr> <td>Non-Disabled</td> <td>90.9%</td> </tr> </table>	Disability declared	9.1%	Non-Disabled	90.9%	<table border="1"> <tr> <td>LGBT+</td> <td>7.4%</td> </tr> <tr> <td>Heterosexual</td> <td>92.6%</td> </tr> </table>	LGBT+	7.4%	Heterosexual	92.6%
BAME	13.0%													
White British	87.0%													
Disability declared	9.1%													
Non-Disabled	90.9%													
LGBT+	7.4%													
Heterosexual	92.6%													
<p>There is a concerning trend around ethnicity and apprentices. Although work has been undertaken to improve the number and diversity of applications there has been a significant drop off in the percentage of applications from BAME groups from 25.4% in 2019/20. This year's figures have increased from 9.2% last year but they are still behind the local population and general workforce profile.</p>	<p>There are fewer apprentices who are disabled than our wider workforce and the city's disabled population of similar ages for most of our apprentices. It is much higher than many comparable public authorities' overall workforces. At 9.1% it is slightly lower than last year's figures of 9.6%. Local population data of 14.5% for those aged 16-24.</p>	<p>There is a high number of apprentices who are LGB+ in our workforce and compared to the national figures of 6.6% of all 16- to 24-year-olds. It currently stands at 7.4% which is a decrease from 9.2% last year.</p>												

The Workforce and HR

Sheffield City Council's Human Resources takes an active role in working to improve the diversity of our workforce. Working with colleagues in the portfolios and the Equalities and Engagement Team undertaking activities such as:

- monitoring recruitment practices
- analysing workforce profile data
- analysing case work by protected characteristic.

Organisational Structure

Sheffield City Council was previously structured by portfolios. The structure of the organisation has now changed with a new directorate-based model. These changes have been made as part of the Future Sheffield programme. We recognise that there are differences across the Council's portfolios demonstrating a continued need to target work where there is greater disproportion in relation to specific protected characteristics. The graph below demonstrates the differing workforce diversity. This data is a snapshot of the organisation in March 2023. The organisational structure changed in the new financial year and the Place portfolio was replaced by the City Futures and Operational Services portfolios.

Portfolio	Proportion of Female Employees	proportions of BAME employees	proportions of Disabled employees	proportions of LGB+ employees	proportions of Unpaid Carer employees
City Futures	47.8%	14.9%	11.4%	4.4%	14.6%
Operational Services	40.7%	12.7%	10.4%	3.3%	15.3%
People	78.9%	21.2%	14.3%	6.4%	19.2%
Resources*	66.0%	18.5%	15.5%	5.9%	21.5%
SCC	60.9%	17.3%	13.3%	5.3%	18.6%

Resources includes Chief Executives Office and PPC*

The main differences in each portfolio are:

People formed 41.7% (3,442 employees) of our workforce. This portfolio had the highest proportion of female employees and BAME employees. There is an underrepresentation of BAME in comparison to the 2021 Census data. Employees who are disabled, unpaid carers and LGB+ are also higher than the SCC overall profile.

Operational Services formed 38% (3,132 employees) of the workforce. This portfolio has the highest proportion of male employees and the lowest proportions of female employees. There are lower proportions of employees who are LGB+, disabled, and BAME in comparison to the other portfolios.

City Futures formed 4.8% (393 employees) of the Council’s workforce. It is the smallest of all the portfolios and has a lower percentage of females than most of the other portfolios except Operational Services. Although the portfolio had a slightly higher representation of disabled employees than the organisation as a whole it this has reduced in the last 12 months. It also had lower diversity amongst the other protected characteristics with a particularly low percentage of carers in comparison to the other portfolios.

Resources / Policy Performance & Communications formed 15.5% (1,278 employees) of our workforce and had slightly higher proportions of BAME, disabled, LGB+, women and carers. It did have lower proportions of male employees compared to the workforce as a whole.

HR Casework – Employee-led

HR Casework is now running as it should be having been stepped down during the COVID pandemic for a period during 2020-21. This has affected some of the trending data we have collected so we are not currently reporting this. We will look to monitor trending in this area and also monitor what the experience of staff is in key casework areas via the new Employee Survey which was launched in November 2023. This will give us the opportunity to analyse the data for any areas of underreporting. This will help us identify any risks to psychological safety across all protected characteristics within the organisation and where staff experience does not reflect that quantitative data we collect as part of HR Casework reporting.

Dignity and Respect cases by protected characteristic

There is a disproportionate number of employees who are BAME or disabled who are raising dignity and respect concerns, however it is a low number overall with only 21 cases for all protected characteristics. It would be useful to consider trending over a longer period of time around casework and to use data from comparator authorities and similar local public authorities to help us understand where the organisation is. Given the low numbers of cases we will also look data from the Employee Survey to see if this can give us a greater understanding of any dignity and respect issues taking place and being resolved at a more informal level.

Female 52.4% 11 Cases	Male 47.6% 10 Cases	BAME 60.0% 12 Cases
Disabled 42.1 <10 Cases	LGB+ 0.0% 0 employees	Carers 16.7% <10 cases

Grievance cases by protected characteristic.

Again there is a disproportionate number of employees who are female, BAME and disabled who are making complaints in relation to a grievance, but it is generally a low number of cases overall. The overall number of grievances has increased so although there is a lower percentage of females overall, the number of grievance cases brought by females has gone up. There has been an increase in the percentage of males bringing grievances from 12.5% last year. There has been a decrease in the number of cases brought by BAME staff.

Female 65.4% 17 employees	Male 34.6% <10 Cases	BAME 21.7% <10 Cases
Disabled 29.2% <10 cases	LGB+ 0.0% 0 employees	Carers 25.0% <10 Cases

HR Casework – Employer-led

271 employees were involved in employer-led casework in 2022/23. This is a significant increase on the 90 members of staff who involved in the previous year. It is important to note that the number of employees who are in employer-led casework is a small proportion of the workforce as a whole and is around 4% of the whole organisation. Casework can take a significant period of time to resolve so this means that some cases will be carried over from the previous year.

Sickness Procedure cases by protected characteristic

There is a high representation of employees who are disabled, carers and male in a sickness procedure where HR is supporting the case, (HR attends formal meetings with the employee). Trending around this issue would be useful to gain a greater understanding as to whether there are any patterns or causes for concern in this area, especially around the recording of disability sickness data and how disabled people are supported in the workplace and if they have suitable reasonable adjustments.

We also need to consider the workforce age profile when looking at disability and carers. As the council mean age is 48 this does mean that disability and caring responsibilities are more likely to have an impact on the workforce

Female 57.6 % 87 Cases	Male 42.4% 64 Cases	BAME 21.2% 12 Cases
Disabled 33.3% 40 Cases	LGB+ 2.5% <10 cases	Carers 24.6% 28 Cases

Disciplinary or Performance cases by protected characteristic

There is an overrepresentation of employees who are BAME, disabled or/and male in disciplinary or performance cases supported by HR. As with other areas of HR casework, numbers do tend to be quite low and are therefore subject to some fluctuation year-on-year, so it is useful to understand what the trending looks like over longer periods of time to identify if there are any underlying issues that require further investigation.

Female 43.3% 52 Cases	Male 56.7% 68 Cases	BAME 35.1% 39 Cases
Disabled 22.9% 24 Cases	LGB+ 4.9% <10 cases	Carers 13.3%% 13 cases

When considering casework (Employee- and Employer-led), we need to look at variations in our workforce diversity to identify if issues of high representation remain. Differences such as portfolio and service diversity, age diversity and grade diversity are all influencing factors which may have an impact on these figures.

Leavers and New Starters

The information below monitors leavers and new starters to Sheffield City Council. This demonstrates where the number of leavers with protected characteristics are leaving at a greater rate than those who are starting employment with the same protected characteristics.

864	Employees left Sheffield City Council in 2022/23	849	Employees joined Sheffield City Council in 2022/23
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There were 15 more employees who left Sheffield City Council than who joined in 2021/22. This number does not include employees who have joined the Council under TUPE arrangements, which explains the difference between leavers and new starters and changes in overall headcount.

Leavers and New Starters by Sex

More females started employment at Sheffield City Council than left and a slightly lower number of males joined the organisation than left in 2022/23

Leavers		Starters		Reason for Leaving*								
<table border="1"> <tr> <td>Female</td> <td>58.0%</td> </tr> <tr> <td>Male</td> <td>42.0%</td> </tr> </table>		Female	58.0%	Male	42.0%	<table border="1"> <tr> <td>Female</td> <td>62.1%</td> </tr> <tr> <td>Male</td> <td>37.9%</td> </tr> </table>		Female	62.1%	Male	37.9%	<p>Female</p> <p>Employee-led 88.8%</p> <p>Employer-led 8.8%</p> <p>Male</p> <p>Employee-led 87.9%</p> <p>Employer-led 9.4%</p>
Female	58.0%											
Male	42.0%											
Female	62.1%											
Male	37.9%											
501 female employees and 363 male employees left the Council during the reporting period		500 female employees and 294 male employees joined the Council and remained employed by the Council at the end of the reporting period		<p>More males left for employer-led reasons than females.</p> <p>*Where percentages fall short of 100% in leaving reason above, this is where there are other reasons associated with a leaver.</p>								

Leavers and New Starters by Ethnicity

23.1% of the Council's new starters were from BAME communities which is lower than the Census 2021 profile for BAME communities in Sheffield although it is an increase on last year's figures. It is also higher than the number of BAME employees who left the organisation. Continuing a trend such as this will lead to less underrepresentation of BAME communities within the organisation.

Leavers		Starters		Reason for leaving (BAME employees)												
<table border="1"> <tr> <td>BAME</td> <td>15.1%</td> </tr> <tr> <td>White British</td> <td>84.9%</td> </tr> </table>	BAME	15.1%	White British	84.9%	<table border="1"> <tr> <td>BAME</td> <td>23.1%</td> </tr> <tr> <td>White British</td> <td>76.9%</td> </tr> </table>	BAME	23.1%	White British	76.9%	<table border="1"> <tr> <td>Employee-led</td> <td>78.5%</td> </tr> <tr> <td>Employer-led</td> <td>17.4%</td> </tr> <tr> <td>Other</td> <td>4.1%</td> </tr> </table>	Employee-led	78.5%	Employer-led	17.4%	Other	4.1%
BAME	15.1%															
White British	84.9%															
BAME	23.1%															
White British	76.9%															
Employee-led	78.5%															
Employer-led	17.4%															
Other	4.1%															
121 BAME employees left the Council during the reporting period which is a small increase on last year.	181 BAME employees joined the Council and remained employed by the Council at the end of the reporting period which is an increase on last year's figures.	There has been an increase in the number of BAME employees leaving for Employer-Led reasons. Given the size of the increase further work should be undertaken to understand why this is. It is also much higher than their White British colleagues which stands at 7.5%.														

Leavers and New Starters by Disability

Again this year more employees who are disabled left employment with the Council than those who started employment. Although there are a number of positives for the Council around support for disabled employees and high declaration levels, it would be prudent to monitor this and understand why disabled employees are leaving the organisation. As the Council has an older workforce who are more likely to acquire a disability because naturally as people age they become more susceptible to acquiring impairments, this is likely to account for a number of employees as they reach retirement age and leave the organisation. It would be useful, however, to understand this data in more detail so that there are no causes for concern among younger age groups leaving the organisation prematurely.

Leavers		Starters		Reason for Leaving (disabled)												
<table border="1"> <tr> <td>Disability Declared</td> <td>12.7%</td> </tr> <tr> <td>Non-Disabled</td> <td>87.3%</td> </tr> </table>	Disability Declared	12.7%	Non-Disabled	87.3%	<table border="1"> <tr> <td>Disability Declared</td> <td>16.7%</td> </tr> <tr> <td>Non-Disabled</td> <td>83.3%</td> </tr> </table>	Disability Declared	16.7%	Non-Disabled	83.3%	<table border="1"> <tr> <td>Employee-led</td> <td>81.4%</td> </tr> <tr> <td>Employer-led</td> <td>15.5%</td> </tr> <tr> <td>Other</td> <td>3.1%</td> </tr> </table>	Employee-led	81.4%	Employer-led	15.5%	Other	3.1%
Disability Declared	12.7%															
Non-Disabled	87.3%															
Disability Declared	16.7%															
Non-Disabled	83.3%															
Employee-led	81.4%															
Employer-led	15.5%															
Other	3.1%															
97 disabled employees left the Council during the reporting period	71 disabled employees joined the Council and remained employed by the Council at the end of the reporting period	As with last year a higher percentage of our disabled staff left due to Employer-Led reasons than their non-disabled colleagues at 7.2% which warrants some investigation into why this trend is continuing.														

Leavers and New Starters by Sexual Orientation

More employees who are LGB+ started employment with the Council than those who left. Younger people have a higher prevalence of identifying as LGB+ so as more younger people join the organisation and older members of the workforce retire it is anticipated that this will increase the number of LGB+ people within the organisation. This can be seen in the number of LGB+ people we have recruited as apprentices and the higher proportion of people under 36 through general recruitment. Monitoring sexual orientation of the workforce by age would give us a greater understanding of prevalence within the organisation and whether we need any age specific support for people from these groups.

Leavers		Starters		Reason for Leaving									
<table border="1"> <tr> <td>LGBT</td> <td>4.7%</td> </tr> <tr> <td>Heterosexua </td> <td>95.3%</td> </tr> </table>		LGBT	4.7%	Heterosexua 	95.3%	<table border="1"> <tr> <td>LGBT</td> <td>9.3%</td> </tr> <tr> <td>Heterosexua </td> <td>90.7%</td> </tr> </table>		LGBT	9.3%	Heterosexua 	90.7%	Employee- led	97.1%
LGBT	4.7%												
Heterosexua 	95.3%												
LGBT	9.3%												
Heterosexua 	90.7%												
				Employer- led	2.9%								
				Other	0.0%								
35 LGB+ employees left the Council during the reporting period.		42 LGB+ employees joined and stayed with the Council during the reporting period.		Only a small number of LGB+ employees left due to Employer-led reasons in 2022-23. This is low in comparison to other protected characteristics although numbers of LGB+ staff are low so subject to more pronounced fluctuations in reporting.									

Leavers and New Starters by Carer Status

More employees who are carers (unpaid) left the Council than carers who started employment with the Council. This does have the potential to be a concerning trend given the Council's age and sex profile so it would be prudent to try to understand why more unpaid carers are leaving the organisation. There are already interventions in place that should help to support unpaid carers in the workplace and the Council should look at ways to continue to offer adjustments and flexibility to employees who need their support with caring responsibilities to remain in the workplace.

Leavers		Starters		Reason for Leaving									
				Employee-led	87.5%								
				Employer-led	11.5%								
				Other	1.0%								
<table border="1"> <tr> <td>Unpaid Carer</td> <td>14.0%</td> </tr> <tr> <td>Non-Carer</td> <td>86.0%</td> </tr> </table>		Unpaid Carer	14.0%	Non-Carer	86.0%	<table border="1"> <tr> <td>Unpaid Carer</td> <td>19.8%</td> </tr> <tr> <td>Non-Carer</td> <td>80.2%</td> </tr> </table>		Unpaid Carer	19.8%	Non-Carer	80.2%		
Unpaid Carer	14.0%												
Non-Carer	86.0%												
Unpaid Carer	19.8%												
Non-Carer	80.2%												
96 employees who are carers left the Council during the reporting period. Percentage wise this a slight drop from 15.8% last year.		56 employees who are carers joined the Council and remained employed by the Council at the end of the reporting period		Carers leaving for Employer-led reasons is higher than that of non-carers but not significantly so and with the smaller numbers it is subject to some volatility and is around the figures you may expect to see in the general workforce population if a little higher.									

Leavers and New Starters by Age

There are high proportions of employees leaving the Council are aged 56 and above. The highest proportion of new employees who have started employment with the Council are aged under 36. There is greater diversity amongst the younger population of Sheffield, particularly around BAME and LGB+ communities, and as younger people continue to access opportunities to enter the workforce this could also have a positive impact on the Council's diversity. The median age for both leavers and starters dropped by 1 year in 2022-23 to 55 and 36 years respectively.

Sheffield Council Leavers			Sheffield City Council Starters		
25 and under	67 Employees	7.8%	25 and under	184 Employees	21.7%
26-35	132 Employees	15.3%	26-35	232 Employees	27.3%
36-45	130 Employees	15.0%	36-45	173 Employees	20.4%
46-55	127 Employees	14.7%	46-55	170 Employees	20.0%
56-65	312 Employees	36.1%	56-65	85 Employees	10.0%
Over 65	96 Employees	11.1%	Over 65	5 Employees	0.6%
55	Median age of employees who left Sheffield City Council in 2020/21		36	Median age of new starters in 2020/21	

Proportion of leavers in each age group who left for employee-led reasons.

Most employees left the Council for employee-led reasons. There was a substantial drop in the number of employees 25 and under who left for Employer-led reasons compared to last year. There was a 6.2% increase in employees aged 56-65 who left for Employer-led reasons and a similar increase for those aged 46-55.

Leavers – Employee Led			Leavers – Employer Led		
25 and under	53 Employees	7.3%	25 and under	17 Employees	14.1%
				<10 Employees	9.0%
26-35	103 Employees	16.2%	26-35		
				<10 Employees	9.7%
36-45	89 Employees	15.6%	36-45		
				<10 Employees	19.2%
46-55	119 Employees	13.9%	46-55		
				<10 Employees	44.9%
56-65	276 Employees	34.9%	56-65	24 Employees	
				<10 Employees	4.8%
Over 65	97 Employees	12.0%	Over 65		

In addition, 22 employees left for reasons categorised as 'other'.

Recruitment and Selection

Adverts 371	Applied 5,135	Short-listed 1,770	Offered Post 958
<p>The information below tracks those who have applied for jobs with Sheffield City Council and measures success rates. The request for equality monitoring information appears at application stage and at appointment. Equality monitoring information is not included as part of the assessment process, although as the Council is a Disability Confident Level 2 Employer, we do operate a Guaranteed Interview Scheme for those applicants who declare a disability and meet the minimum essential criteria of a job role. Applicants' information is anonymised where appropriate to lessen the risk of bias entering the process. The information in this section is based on what is declared at application stage. We know that between 25% and 40% of candidates are choosing not to share some, or all, equality monitoring information. We aim to work on encouraging declaration.</p> <p>We also know that for those where job offers have been made, those not sharing information drops to between 6% and 18%. Therefore, we know more about the diversity of those successful in our recruitment.</p>			<p>46.1% of all jobs were offered to those under 36</p>

Applicants by protected characteristic

	Applicants	Shortlisted	Offers Made

	Of those who applied and declared this information	Of those who were shortlisted and declared this information	Of those who were recruited and declared this information
25 and under	25.6% 1316 Applicants	16.7% 296 Applicants	17.6% 169 Applicants
26 - 35	33.5% 1722 Applicants	26.9% 477 Applicants	28.5% 218 Applicants
36 - 45	20.8% 1069 Applicants	25.0% 442 Applicants	22.8% 218 Applicants
46 - 55	14.4% 736 Applicants	20.7% 366 Applicants	20.6% 197 Applicants
56 - 65	5.3% 273 Applicants	10.4% 184 Applicants	9.9% 95 Applicants
Over 65	0.4% 19 Applicants	0.3% <10 Applicants	0.6% <10 Applicants

Female		Male	
Applications	54.8%	Applications	42.1%
Short-listed	60.9%	Short-listed	37.4%
Offers made	64.1%	Offers made	34.2%

Female applicants are more represented at shortlisted and appointment stages of the recruitment process. There is less representation at shortlisted and appointment stages for males. We are starting to see a more diverse range of gender identities being declared by applicants with applications and appointments from both intersex and non-binary identifying people and 2.0% of applicants preparing to self-describe.

The amount of part time roles advertised may have a significant impact on the number of female applicants., reflecting employment trends of females generally applying for and occupying considerably more part time roles than males.

BAME Applicants		Disabled Applicants	
Applications	39.2%	Applications	13.8%
Short- Listed	29.0%	Short- Listed	19.1%
Offers Made	24.7%	Offers Made	15.4%

Applicants who are BAME are highly represented at application stage. They have increased by over 25% in real terms and appointments are now around 20% up on last year so the direction of travel around recruitment in general is very positive. Deeper dive work around this needs to be considered given the lack of improvement around promotion and progression and TARAs for BAME colleagues.	Applicants who are disabled are no longer underrepresented at application stage as they were in previous years. Similar, to the improvements we have made around BAME groups we have gained considerable ground here so that we are now have high levels of representation recruitment for disabled people. Given the focus on developing an inclusive recruitment process in the last 18 months the council does seem to have made significant progress in this area and will be monitoring trends to ensure this continues.
LGB+ Applicants	
Applications 10.8%	
Short- Listed 9.5%	
Offers Made 9.2%	
Applicants who are LGB+ are more represented than the Council average at the application stage. This continues our good work in this area as trending continues to move in a positive direction as has done for some time. Offers of employment to LGB+ applicants are well represented and significantly higher than our current workforce and local community percentages.	

Progression and Promotion*

The table below looks at the ways people move upwards through the organisation and whether or not those from marginalised groups are as likely to progress. It is clear that in the main there is a continued underrepresentation in the last 12 months amongst employees from some groups (BAME, disabled, females) in comparison to those who are part of centred groups (white, male, heterosexual). However, there has been an improvement in progression and promotion for all minoritized groups except LGB+ which has seen a slight fall. Overall there has been a 30% increase in the number of employees accessing promotion and progression opportunities internally.

BAME	White British
15.5%	84.5%
220 employees	1201 employees

Disabled 11.6% 162 employees	Non-Disabled 88.4% 1229 employees
LGB+ 4.4% 59 employees	Heterosexual 95.6% 1,297 employees
Unpaid Carers 15.6% 113 employees	Non-Carers 83.8% 906 employees
Female 48.9% 733 employees	Male 51.1% 767 employees

*Contract Changes identified that would assume either progression or promotion are: Grade and Hours Increase, Grade Increase, Grade Increase-Hours Decrease, Temporary Grade Increase

Temporary Additional Responsibility Allowance (TARA)

Sometimes our employees are asked to temporarily act up and take on more senior responsibilities when opportunities arise. They are given a temporary additional responsibility allowance (TARA) for doing so. These can sometimes be referred to as Honorariums. The data below demonstrates that TARAs have underrepresentation for BAME and disabled employees with regard to workforce profile, although the data for disabled employees is only slightly under the workforce profile and therefore less of a concern. It would be useful to understand the portfolios in which TARAs are offered and undertaken as this may help understand the data further. There is a slight underrepresentation of unpaid carers although improvements in the Council's offer around flexible working should help to address this.

	Count	
BAME	69	12.04%
White British	504	87.96%
Unknown	20	
Grand Total	593	

	Count	
Disability Declared	63	11.37%
Non-Disabled	491	88.63%
Unknown	39	
Grand Total	593	

	Count	
LGB+	31	5.72%
Heterosexual	511	94.28%
Unknown	51	
Grand Total	593	

	Count	
Unpaid Carer	75	14.23%
Non-Carer	452	85.77%
Unknown	66	
Grand Total	593	

	Count	
Female	365	61.55%
Male	228	38.45%
Grand Total	593	

	Count	
Grades 1 to 5	237	39.97%
Grades 6 to 9	309	52.11%
Grades 10 to 11	36	6.07%
Chief Officer Grade	11	1.85%
Grand Total	593	

Learning and Development

Recruitment, Selection and Retention

Focused recruitment, selection and retention activity are cornerstones of our aim to have a workforce that is reflective of our customers, the citizens of Sheffield.

Managers accessing recruitment and selection training (Managers completing 1 of the 2 courses required)	758 (49.8%)
Managers fully completing recruitment and selection training	482 (31.6%)

Our recruitment and selection learning and development offer was refreshed last year. It was updated to include a greater focus on the principles of inclusive recruitment and improved information on equality, diversity and how bias can negatively impact on recruiting decisions. The training is now mandatory for all managers who wish to undertake recruitment activity for their teams and anyone who is sitting on a recruitment panel as the Council is looking to remove bias from these processes and apply its recruitment processes more consistently. The latest set of recruitment data that is contained in this report has shown that these changes have had positive effect on the diversity of those applying roles with the council.

Induction to Sheffield City Council

There were 849 new starters in the reporting year and just over half of new starters completed their full induction. There is work being undertaken in HR to improve the onboarding and induction of new employees. Recruiting managers are encouraged to ensure that all elements of inducting new employees are completed, including objective setting, introductions to systems and processes and regular 1-2-1s. We also know that a large proportion of employees complete this course later in their employment with SCC.

109 (12.8%) new starters completing this course

297 (3.6%) all employees completing this course

Personal Development Reviews (PDR)

21.83% of Sheffield City Council employees either started or completed the PDR process in the reporting year. This is still extremely low and work is ongoing to address this issue. Although some progress was made improvement is required as lack of personal development opportunities does present a key barrier to progression for minoritized groups. It is important that we continue monitor this and to analyse the disaggregated equality monitoring data. There is an underrepresentation for BAME employees in this area and for those employees under the age of 35. If we are serious about our ambitions about improving opportunities at higher and chief officer grades for BAME employees, given that there has been a decrease at these levels, then it will be necessary to improve completion rates for BAME staff. Completion rates are poor for all employees across all protected characteristics so we must aim for all employees to have annual PDRs to support their Learning and Development plan.

Equality, diversity and inclusion training

The following information looks at numbers on EDI training courses. The data sets only reflect training completed in the reporting year and therefore some employees may have completed the course over the last few years. It is not currently necessary to repeat courses. However, we would encourage employees to refresh their knowledge periodically.

It is important to note that some learners complete more than one course, and they are counted each time they complete a course. The data below reflects employees undertaking the EDI courses available throughout this reporting period for both managers and employees.

Diversity 101 course	% of managers that attended
Number of managers in the workforce 1,523	915 (60.1%)

Equality, Diversity and Unconscious Bias training	% of employees completing this training
Number of employees in the workforce (excluding 1,523 managers) 6,722	4,174 (62.1%)

Leadership Conference: Making a Difference

In 2022/23 Sheffield City Council held leadership conferences for managers. 310 middle and senior managers attended this event.

Attendees by Age Range				
25 and Under	26-35	36-45	46-55	56-65
0.32%	5.18%	35.60%	40.13%	18.77%

Attendees by Sex	
Female	Male
64.52%	35.48%

Attendees by Ethnicity		
BAME	White British	Unknown
13.87%	84.19%	1.94%

Attendees by Disability Status		
Disability Declared	Non-Disabled	Unknown
9.68%	85.16%	5.16%

Attendees by LGB+		
Heterosexual	LGB+	Unknown
87.10%	7.74%	5.16%

Attendees by Carer		
Yes	No	Unknown
19.35%	70.65%	10.00%

Gender Pay gap 2022/23

The median pay gap has reduced to 0.25%. This document will look at some of the differences that have taken place and could have affected the change.

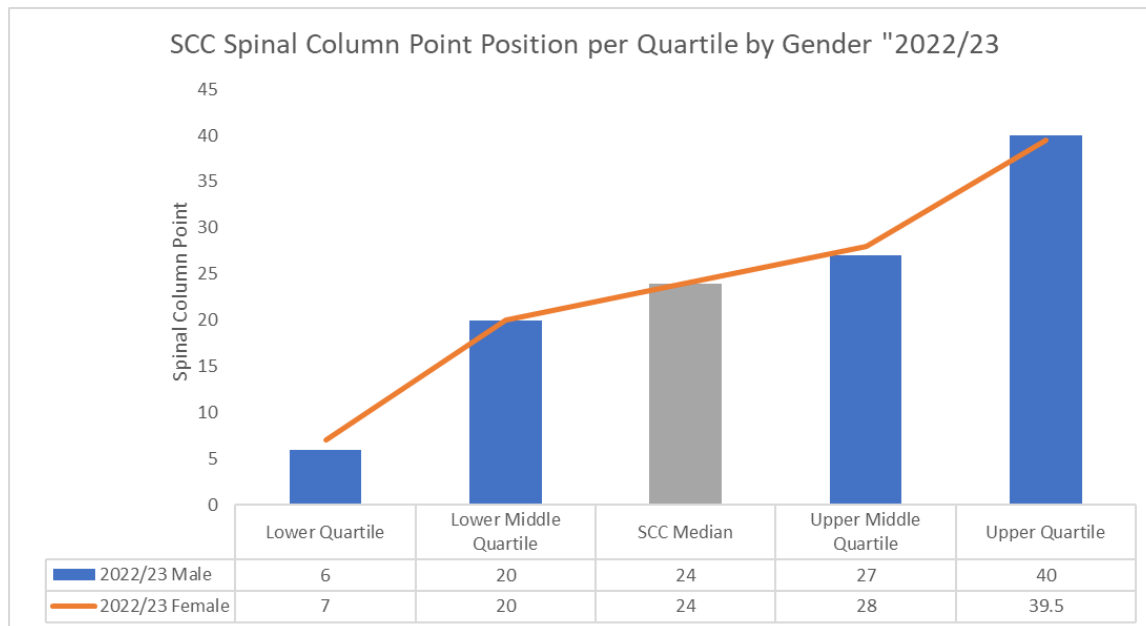
Both the mean and median pay gap are on positive trajectories overall. The mean Gender pay gap is now standing at 1.10% in favour of females from 4.26% in favour of males in 2018.

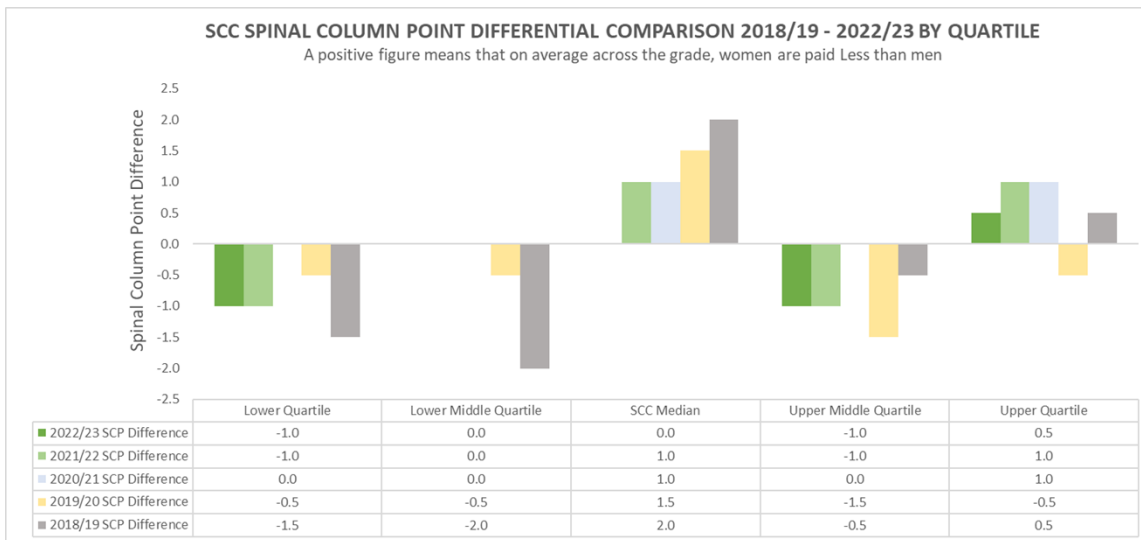
The pay agreement for 2022/23 has given a larger increase in pay for the lower grades and the deletion of spinal point 1.

Since the first Pay Gap submission in 2018 there has been incremental progression in place. This has allowed for an even distribution of progression across the grade bandings.

Median	Number of Males	Average Male Basic	Number of Females	Average Female Basic	Difference %
lower quartile	754	£11.39	1203	£11.59	-1.76
lower middle quartile	770	£14.69	1192	£14.69	0.00
upper middle quartile	880	£17.52	1081	£17.53	-0.06
upper quartile	706	£24.11	1251	£23.56	2.28
Total SCC	3110	£16.11	4727	£16.07	0.25

Median Pay Gap per Quartile from 2019





- Lower quartile – the same as 2022 but overall remained as a positive for females
- Lower middle quartile - the same as 2022
- Upper middle quartile - the same as 2022 but overall remained as a positive for females
- Upper quartile – a slight increase for females on the 2022 figures but overall remained as a positive for males
- The SCC median has reduced meaning the difference between male and females has closed.

Year on Year Quartile Change

2023 Gender Split	Male	Female	2022 Gender Split	Male	Female
lower quartile	24.24%	25.45%	lower quartile	24.45%	26.50%
lower middle quartile	24.76%	25.22%	lower middle quartile	24.58%	24.35%
upper middle quartile	28.30%	22.87%	upper middle quartile	28.83%	22.54%
upper quartile	22.70%	26.46%	upper quartile	22.15%	26.76%

The ideal Gender split per quartile would be 25%. This wouldn't be achieved due to rules around aligning where the quartiles sit, and the gender ratio split with in that.

There has been a positive female movement in the lower middle quartile which has increased the percentage of females by 0.87% to 25.22%.

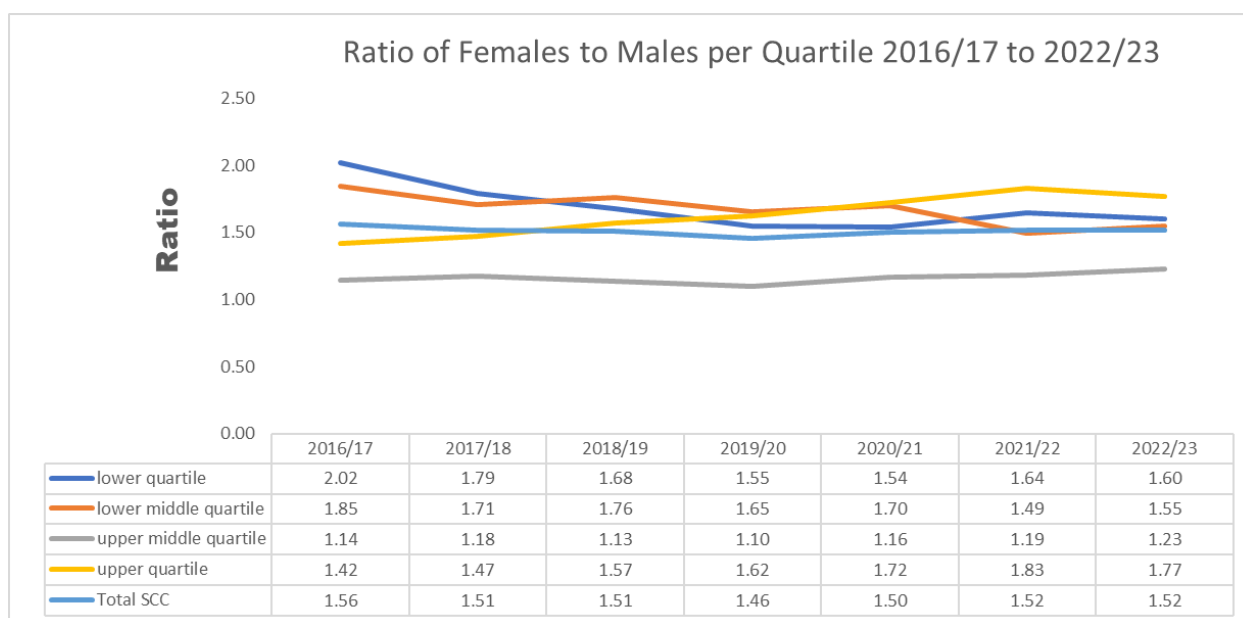
The percentage of males in the upper quartile has increased by 0.55%. There is also an increase in the lower middle quartile by 0.18%.

The percentage of females in the lower and upper quartile has decreased but has increased in the lower middle and upper middle quartiles.

Gender Split 2022 against 2023

2023 Gender Split	Male	Female	2022 Gender Split	Male	Female
lower quartile	38.5%	61.5%	lower quartile	40.1%	59.9%
lower middle quartile	39.2%	60.8%	lower middle quartile	37.8%	62.2%
upper middle quartile	44.9%	55.1%	upper middle quartile	45.8%	54.2%
upper quartile	36.1%	63.9%	upper quartile	35.3%	64.7%
Grand Total	39.7%	60.3%	Grand Total	39.7%	60.3%

- No change in the representation for SCC in 2023
- A 1.6% increase of female representation in the lower quartile.
- A 1.4% decrease of female representation in the lower middle quartile.
- A 0.8% increase of female representation in the upper middle quartile.
- A 0.9% increase in the upper quartile for males

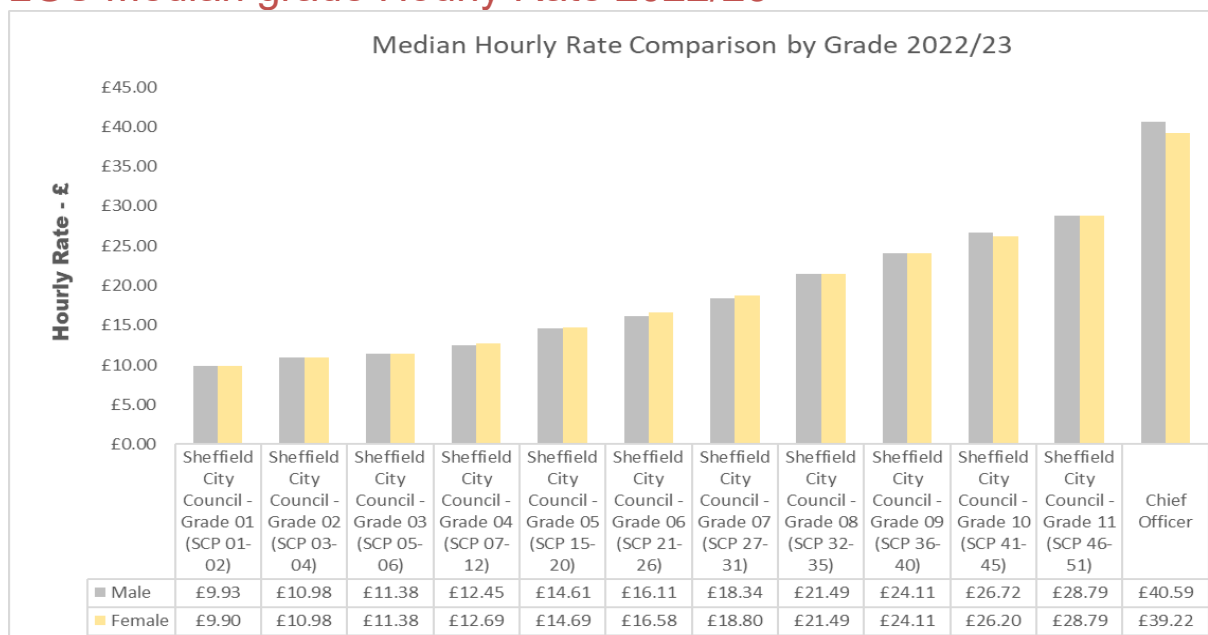


- Lower quartile is showing a decrease in ratio for females on 2022
- Lower middle quartile has slightly increased for females on the 2022 level
- Upper middle quartile has slightly increased for females on the 2022 level
- Upper quartile is showing a slight decrease in the female ratio
- Overall there hasn't been any big changes in the ratios across all the quartiles.
- There has been no change in the SCC total from 2022.

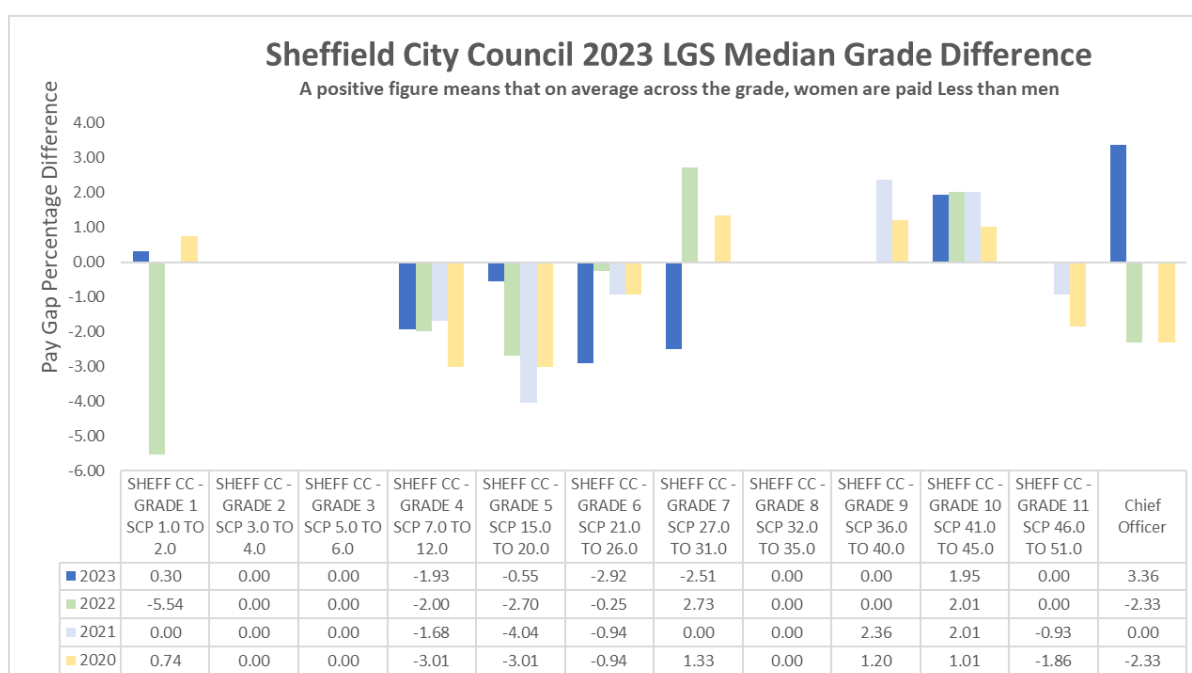
Mean Gender Pay Gap 2022/23

Median	Number of Males	Average Male Basic	Number of Females	Average Female Basic	Difference %
lower quartile	754	£11.42	1203	£11.68	-2.32
lower middle quartile	770	£14.78	1192	£14.64	0.93
upper middle quartile	880	£17.92	1081	£18.04	-0.65
upper quartile	706	£25.21	1251	£25.01	0.78
Total SCC	3110	£17.22	4727	£17.41	-1.10

LGS Median grade Hourly Rate 2022/23

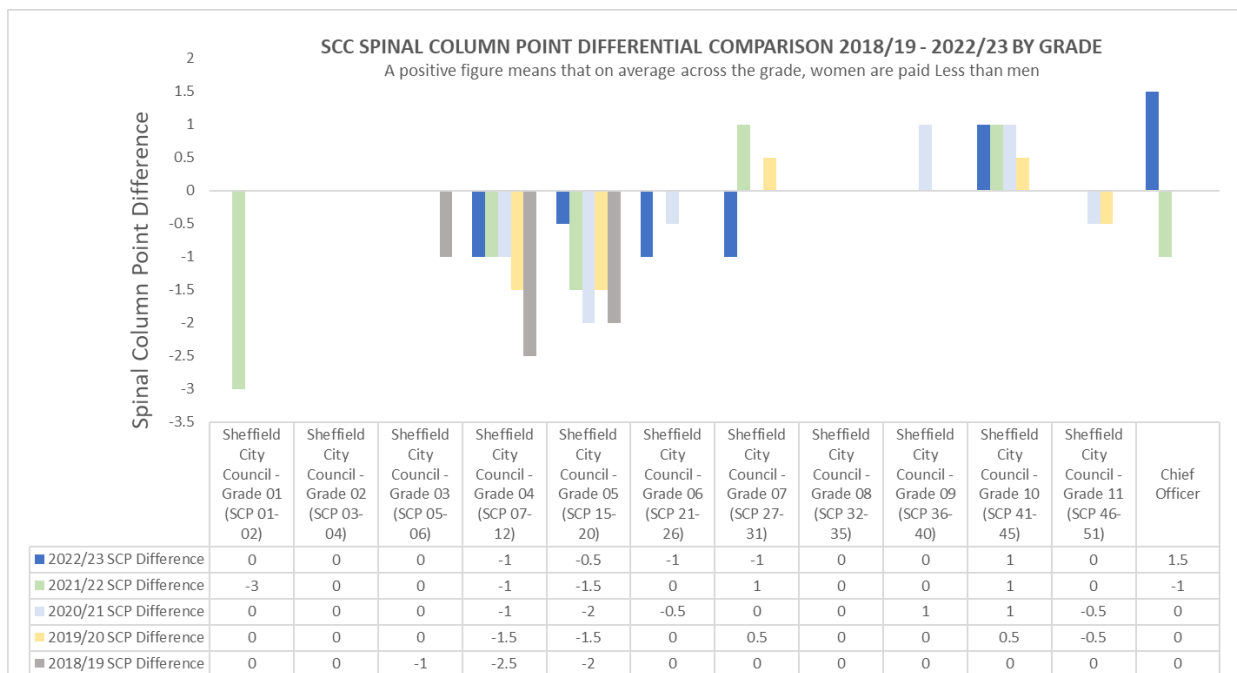


LGS Median Grade Difference 2022 against 2023



- Grade 1 there was an increase for males to 0.30% in the pay gap
- Grades 2 and 3 remain the same as 2022
- There was a decrease in the pay gap for females at Grade 4 and 5
- Grade 6 and 7 have shown an increase in the pay gap for females specifically grade 7
- Grades 8 and 9 remains the same as 2022
- Grade 10 has shown a slight increase in favour of females
- Grade 11 remains the same as 2022
- There has been an increase for males Chief Officers in the pay gap by 3.36

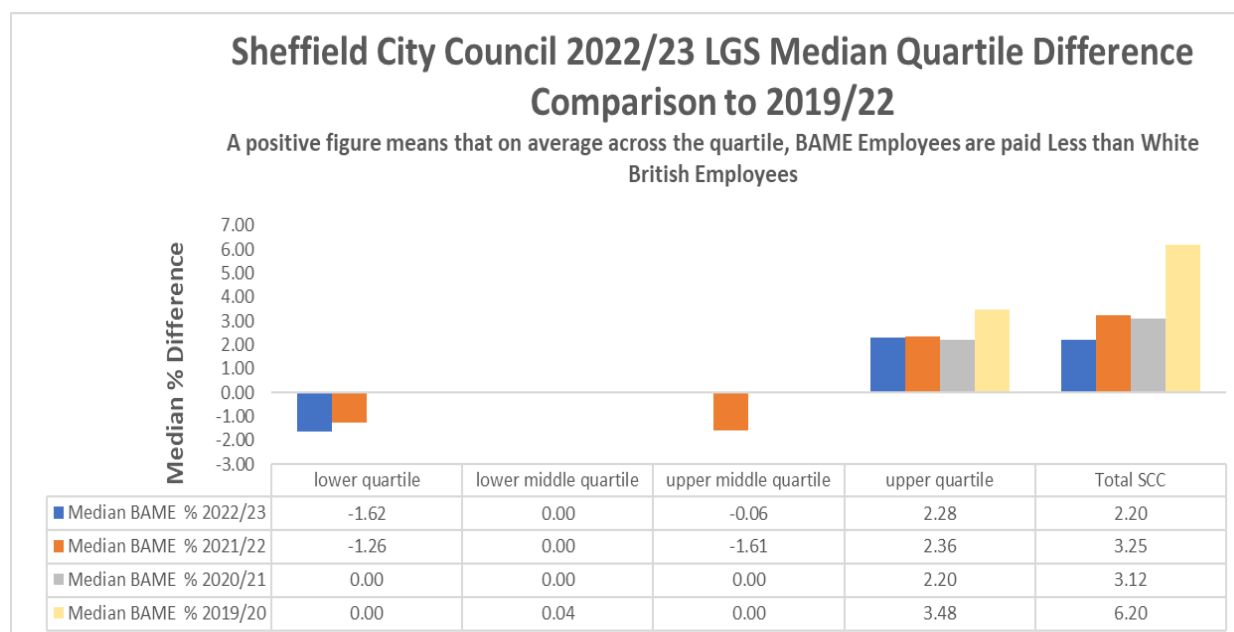
SCP Difference 2023 against 2022



- Grade 1 SCP has levelled out for males and female
- Grade 2, 3 and 4 have remained the same as 2022
- Grade 5 SCP has reduced by 1 SCP against last year but remains in favour of females.
- Grade 6 and 7 have increased by 1 SCP against the 2022 pay gap in favour of females
- Grade 8, 9, 10 and 11 have all remained the same from 2022
- Chief Officer Grade has reduced and is now in favour of males against 2022

BAME Median Pay Gap 2022/23

BAME Quartile	Number of White British	Median White British Basic	Number of BAME	Median BAME Basic	Difference %
Lower Quartile	1462	£11.39	310	£11.58	-1.62
Lower Middle Quartile	1557	£14.69	342	£14.69	0.00
Upper Middle Quartile	1556	£17.52	324	£17.53	-0.06
Upper Quartile	1592	£24.11	282	£23.56	2.28
Grand Total	6167	£16.11	1258	£15.76	2.20

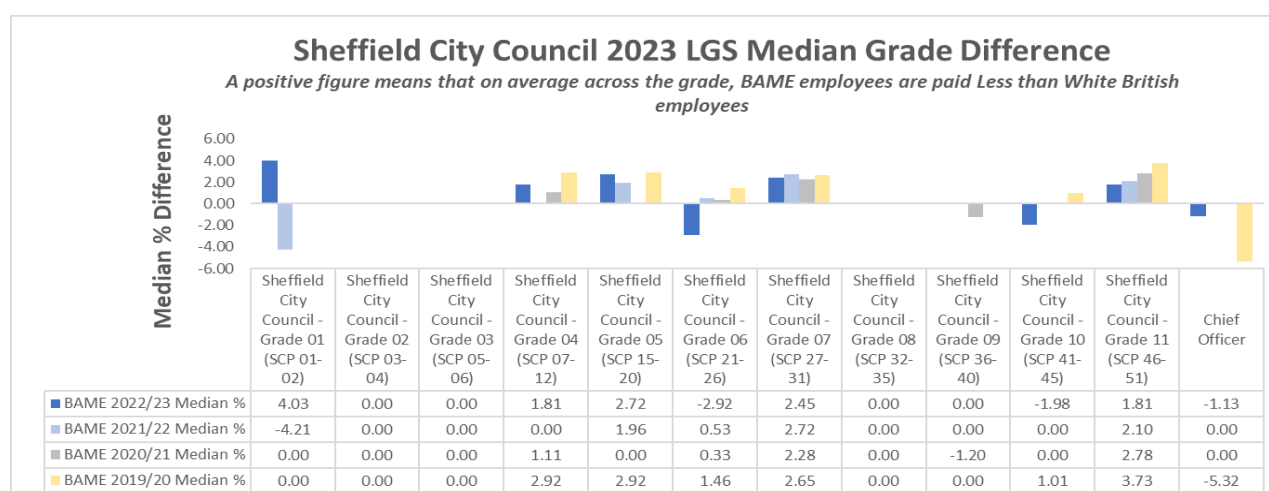


There has been a slight increase in the lower quartile and upper quartile in favour of BAME.

The lower middle quartile has remained at no difference.

There has been an increase of 1.55% in favour of White British in the upper middle quartile.

In SCC the gap has reduced to 2.20% from 3.25% in 2022 but the figures are still in favour of White British.



Year on Year Percentage per Quartile Change

2023			2022		
BAME Quartile	BAME	White British	BAME Quartile	BAME	White British
Lower Quartile	24.64%	23.71%	Lower Quartile	25.56%	24.03%
Lower Middle Quartile	27.19%	25.25%	Lower Middle Quartile	25.90%	24.61%
Upper Middle Quartile	25.76%	25.23%	Upper Middle Quartile	24.56%	25.69%
Upper Quartile	22.42%	25.81%	Upper Quartile	23.98%	25.66%

There has been a decrease in BAME in the lower and upper quartiles from the 2022 figures and an increase in the middle quartiles for the same period.

Ethnicity Split 2022 against 2023

2023			2022		
BAME Quartile	BAME	White British	BAME Quartile	BAME	White British
Lower Quartile	17.49%	82.51%	Lower Quartile	17.10%	82.90%
Lower Middle Quartile	18.01%	81.99%	Lower Middle Quartile	16.95%	83.05%
Upper Middle Quartile	17.23%	82.77%	Upper Middle Quartile	15.64%	84.36%
Upper Quartile	15.05%	84.95%	Upper Quartile	15.34%	84.66%
Grand Total	16.94%	83.06%	Grand Total	16.25%	83.75%

BAME Mean Pay Gap 2022/23

BAME Quartile	Number of White British	Mean White British Basic	Number of BAME	Mean BAME Basic	Difference %
Lower Quartile	1462	£11.65	310	£11.69	-0.30
Lower Middle Quartile	1557	£14.72	342	£14.64	0.59
Upper Middle Quartile	1556	£18.01	324	£18.04	-0.18
Upper Quartile	1592	£25.17	282	£24.81	1.43
SCC Total	6167	£17.52	1258	£17.07	2.59

The overall SCC total is nearly the same as 2022.

The biggest reduction is in the upper quartile where the difference is now 1.43% in favour of White British whereas it was 3.25% in 2022.

Ethnicity Median Pay Gap 2023

	Asian/ Asian British		Black/ Black British		Mixed/ Multi Heritage		Other Ethnic Group (Including White Other)		White British			Asian/ Asian British	Black/ Black British	Mixed/ Multi Heritage	Other Ethnic Group (Including White Other)
Quartile	Count	Median Hourly Rate	Count	Median Hourly Rate	Count	Median Hourly Rate	Count	Median Hourly Rate	Count	Median Hourly Rate					
lower quartile	113	£11.39	86	£11.59	38	£11.59	73	£11.45	1462	£11.39		0.00	-1.76	-1.76	-0.53
lower middle	114	£14.69	93	£14.69	69	£14.71	66	£14.69	1557	£14.69		0.00	0.00	-0.14	0.00
upper middle	67	£17.52	109	£17.68	68	£17.76	80	£17.98	1556	£17.52		0.00	-0.91	-1.34	-2.63
upper quartile	71	£23.07	75	£22.70	40	£23.91	96	£24.11	1592	£24.11		4.31	5.85	0.85	0.00
Grand Total	365	£14.71	363	£16.58	215	£16.53	315	£17.04	6167	£16.11		8.69	-2.92	-2.63	-5.77

Proportion per Ethnicity Group 2023

BAME Quartile	Asian/Asian British	Black/Black British	Mixed/Multi Heritage	Other Ethnic Group (Including White Other)	White British
lower quartile	30.96%	23.69%	17.67%	23.17%	23.71%
lower middle quartile	31.23%	25.62%	32.09%	20.95%	25.25%
upper middle quartile	18.36%	30.03%	31.63%	25.40%	25.23%
upper quartile	19.45%	20.66%	18.60%	30.48%	25.81%

Ethnicity Split 2023

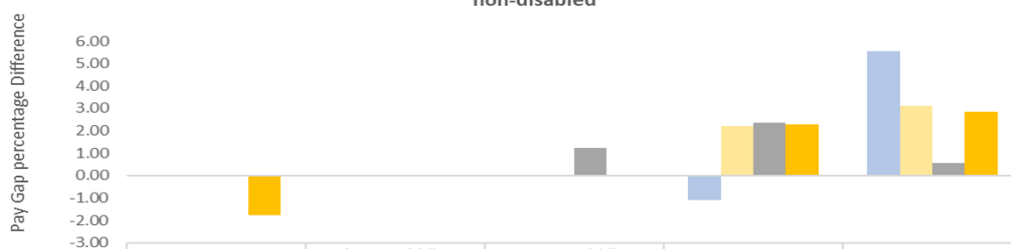
BAME Quartile	Asian/Asian British	Black/Black British	Mixed/Multi Heritage	Other Ethnic Group (Including White Other)	White British
lower quartile	6.38%	4.85%	2.14%	4.12%	82.51%
lower middle quartile	6.00%	4.90%	3.63%	3.48%	81.99%
upper middle quartile	3.56%	5.80%	3.62%	4.26%	82.77%
upper quartile	3.79%	4.00%	2.13%	5.12%	84.95%
Grand Total	4.92%	4.89%	2.90%	4.24%	83.06%

Disability Pay Gap 2022/23

Median Disability Quartiles	Number of Non- Disabled	Median Non- Disabled Basic	Number of Disabled Declared	Median Disabled Declared Basic	Difference %
Lower Quartile	1366	£11.39	234	£11.59	-1.76
Lower Middle Quartile	1512	£14.69	249	£14.69	0.00
Upper Middle Quartile	1552	£17.52	229	£17.52	0.00
Upper Quartile	1556	£24.11	239	£23.56	2.28
Grand Total	5986	£16.58	951	£16.11	2.83

Sheffield City Council 2023 LGS Median Quartile Difference

A positive figure means that on average across the quartile, Disabled people are paid Less than non-disabled



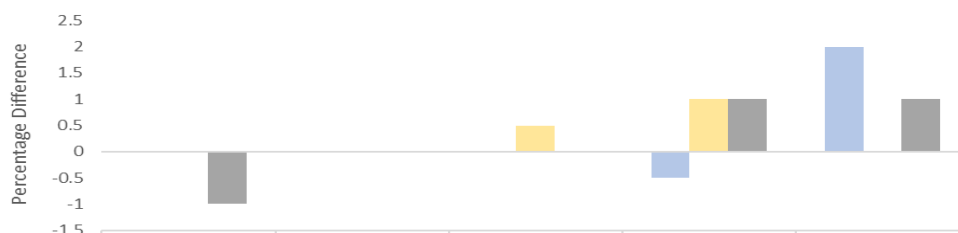
	lower quartile	lower middle quartile	upper middle quartile	upper quartile	Total SCC
■ Median Disability % 2019/20	0.00	0.00	0.00	-1.11	5.56
■ Median Disability % 2020/21	0.00	0.00	0.00	2.20	3.12
■ Median Disability % 2021/22	0.00	0.00	1.25	2.36	0.54
■ Median Disability % 2022/23	-1.76	0.00	0.00	2.28	2.83

Mean figures 2022/23

Mean Disability Quartiles	Number of Non-Disabled	Mean Non-Disabled Basic	Number of Disabled Declared	Mean Disabled Declared Basic	Difference %
Lower Quartile	1366	£11.69	234	£11.79	-0.87
Lower Middle Quartile	1512	£14.71	249	£14.71	-0.01
Upper Middle Quartile	1552	£18.02	229	£18.03	-0.08
Upper Quartile	1556	£25.23	239	£24.37	3.41
Grand Total	5986	£17.61	951	£17.22	2.23

SCC SPINAL COLUMN POINT DIFFERENTIAL COMPARISON 2020/2021 - 2022/23 BY QUARTILE

A positive figure means that on average across the grade, Disabled people are paid Less than non-disabled



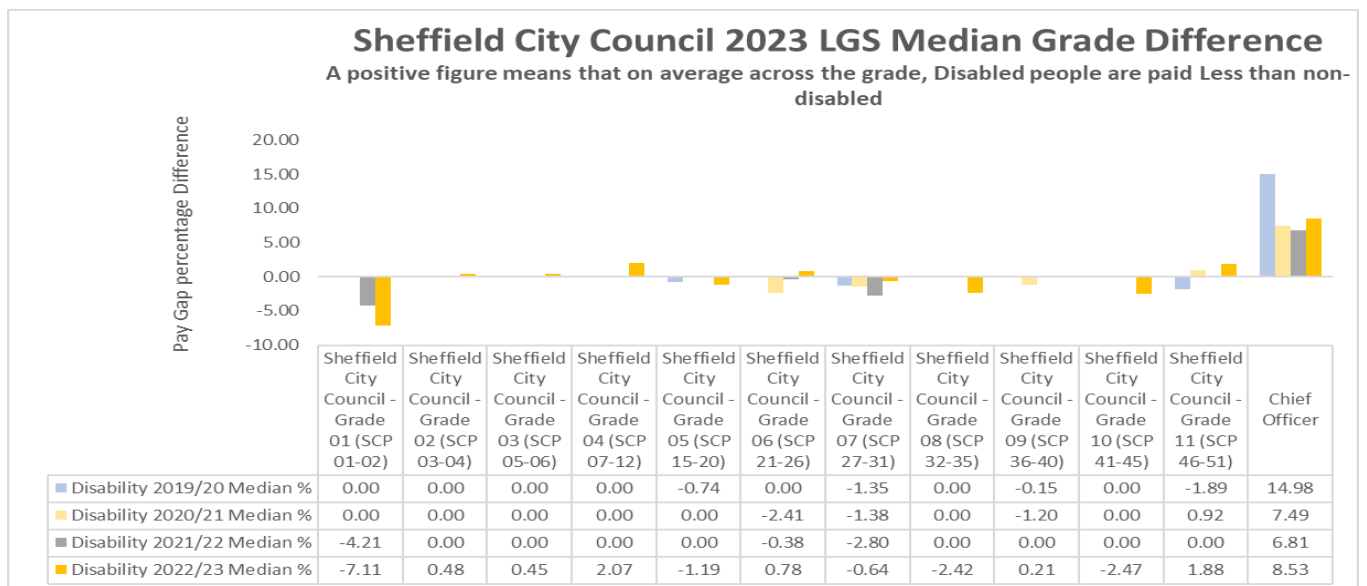
	lower quartile	lower middle quartile	upper middle quartile	upper quartile	Total SCC
■ SCP Difference Disability 2020/21	0	0	0	-0.5	2
■ SCP Difference Disability 2021/22	0	0	0.5	1	0
■ SCP Difference Disability 2022/23	-1	0	0	1	1

Year on Year Quartile Change

% Per Quartile	Disability Declared	Non-Disabled	% Per Quartile	Disability Declared	Non-Disabled
Lower Quartile	24.61%	22.82%	Lower Quartile	25.09%	24.28%
Lower Middle Quartile	26.18%	25.26%	Lower Middle Quartile	25.69%	24.63%
Upper Middle Quartile	24.08%	25.93%	Upper Middle Quartile	24.25%	25.75%
Upper Quartile	25.13%	25.99%	Upper Quartile	24.97%	25.34%
2023			2022		

Disability Declared Split 2022 against 2023

	Disability Declared	Non-Disabled		Disability Declared	Non-Disabled
Lower Quartile	14.63%	85.38%	Lower Quartile	12.04%	87.96%
Lower Middle Quartile	14.14%	85.86%	Lower Middle Quartile	12.14%	87.86%
Upper Middle Quartile	12.86%	87.14%	Upper Middle Quartile	11.09%	88.91%
Upper Quartile	13.31%	86.69%	Upper Quartile	11.54%	88.46%
Grand Total	13.71%	86.29%	Grand Total	11.69%	88.31%
2023			2022		



Terminology

Certain words and phrases have particular meanings when used in connection with Workforce equality data. To assist with the understanding of information in this report, the definitions of these words/phrases are explained below.

Appendix 1 Terminology	
Directorate	The Council structure is broken down into sections known as directorates these are Strategic Support Services, Neighbourhoods, Childrens Services. Adults Care and Wellbeing, Public Health and Integrated Commissioning and City Futures.
Headcount	The number of Sheffield City Council employees regardless of hours worked.
The Equality Act 2010	The legislation that legally protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it is unlawful to treat someone.
Protected characteristics	The protected characteristics definitions are in accordance with the Equality Act 2010: <ul style="list-style-type: none"> age disability gender reassignment pregnancy and maternity race (colour, ethnicity and nationality) sex (women and men) sexual orientation marriage and civil partnership– (eliminate discrimination only) religion or belief (including no religious belief)
BAME employees	We use the census definition of employees who are Black, Asian and Minority Ethnic (all non- White British people including White Irish or White Other).
LGB+ employees	Employees who self-define as lesbian, gay, bisexual, or other (all other non-heterosexuals).
Disabled employees	Employees who define themselves as disabled.
Definition of disability under the Equality Act 2010	A person is disabled under the Equality Act 2010 if they have a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on a person’s ability to do normal daily activities. ‘Substantial’ is more than minor – e.g., it takes longer to complete a daily task ‘Long-term’ usually means 12 months or more – but can mean other conditions which due to treatment surgery may be shorter.
Gender Re-assignment/ Transgender	Under the Equality Act 2010, a person has the protected characteristic of gender reassignment if they are proposing to undergo or are undergoing or have undergone a process (or part of a process) for the purpose of reassigning their sex by changing physiological or other attributes of sex.

Carers	An employee who has caring responsibilities other than parental responsibilities. A carer is unpaid and looks after or supports someone else who needs help with their day-to-day life, because of their age, a long-term illness, disability or substance misuse. This includes parents of a disabled child.
Difficult to measure data	Throughout this report we compare certain sample data to the workforce. Sometimes the sample is too small to do this properly. For example: 11.3% of all employees in Sheffield City Council who replied to the question: "Do you consider yourself to have a disability?" answered "yes". If we looked at another smaller service with 4 employees and all 4 completed their census information, if one of them replied that they have a disability, we could not meaningfully compare the 25% "yes" response from that small team to the 11.3% "yes" response for the whole of SCC.
HR employee- and employer-led process	An employee-led process is a procedure initiated by an employee that has HR involvement other than general advice, i.e. Dignity and Respect or Grievance. An employer-led process is a procedure initiated by management with support from HR, i.e. Performance, Disciplinary, Managing Absence.
Chief Officers	Chief Officers are the most senior officers in the Council and paid on the directors grading structure. Data in this report relating to Chief Officers also now includes some most senior officers on "Other Grades" due to other terms and conditions associated with their job.

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PART A - Initial Impact Assessment

Proposal Name: EIA Annual Report 2022-2023

EIA ID: 2600

EIA Author: Homaira Ibrahim

Proposal Outline:

Our Annual Equality Report gives an overview of how we are meeting our Public Sector Equality Duty (PSED). This 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 is our legal duty to produce an Annual Report each year. The purpose of this report is to share information on how the Council is addressing what it identified as its Equality aims under its Equality Objectives, showcase some of the work it has been undertaking internally and with its partners and identify next steps on advancing equality for all across the city of Sheffield. This report starts with a brief introduction of its legal duties, then evidences work which meets its 2019-2023 five objectives: 1. Strengthen knowledge and understanding of our communities. 2. Ensure our workforce reflects the people that we serve. (See the Workforce Data Report in Appendix C to demonstrate how we are meeting this Objective) 3. Lead the city in celebrating diversity and promoting inclusion. 4. Break the cycle of inequality and improve life chances. 5. Becoming an Anti Racist Organisation and City and concludes by identifying next steps and the new Equality Objectives for 2024-2028. It also contains the Performance Framework which SCC will use in the future to measure our Equality progress. The report includes some detailed information about some of our areas of work and highlights successes across the city. The examples in the report are only a selection of the ways in which we work to improve equality and to meet the Equality Duty. The report also includes the council's annual Workforce Data Report. This 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 Council knows that Equality work is ongoing so whilst capturing some good examples of this in the report is aware that

intelligence gathered this year needs to inform the new 2024-2028 Equality and Performance Framework. Once completed, an accessible version of the Annual Report will be uploaded onto SCC's webpage for those wanting to view it, and SCC will accommodate requests for different formats should they be requested.

Proposal Type: Non-Budget

Year Of Proposal: 22/23

Lead Director for proposal: James Henderson (CEX)

Service Area: Policy and Democratic Engagement

EIA Start Date: 13/02/2024

Lead Equality Objective: Understanding Communities

Equality Lead Officer: Ed Sexton

Decision Type

Committees: Policy Committees
• Strategy & Resources

Portfolio

Primary Portfolio: policy and democratic engagement

EIA is cross portfolio:

Yes
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Overview of Impact

Overview Summary:

As a Public Authority, we have legal requirements under Section 149 and 158 of the Equality Act 2010. These are often collectively referred to as the 'general duties to promote equality'. To help us meet the general equality duties, we also have specific duties, as set out in the Equality Act 2010 (Specific Duties) Regulations 2011. We have considered our obligations under this Duty in this report and the Council is committed to ensuring that citizens including our staff have access to appropriate information and services in particular those who share protected characteristics under the Equality Act. We currently comply with our legislative requirements under the Equality Act 2010 and associated Public Sector Duties (PSED). The information provided in the Annual Report 2022 -23 represents a sample or highlights of the work that has been undertaken over the year both regarding customers and staff. It is therefore designed to be read in conjunction with other related reports on the work that the Council has carried out, as well as policies and strategies that impact on equality. Producing this report enables us to identify any disparities in our workforce profile, or with customers and to understand how fair our policies are and identify any differences in the experiences of different groups in our workforce or customers.

Impacted characteristics:

- Age
- Armed Forces
- Care Experienced
- Disability
- Gender Reassignment
- Carers
- Pregnancy/Maternity
- Race
- Religion/Belief
- Sex
- Sexual Orientation
- Voluntary/Community & Faith Sectors
- Poverty & Financial Inclusion
- Partners
- Health
- Cohesion

Impacted local area(s):

All

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

Impact areas:

Year on Year, Geographical Area, Across a Community of Identity/Interest

Initial Sign-Off

Full impact assessment required:

No

Review Date:

13/02/2024

Action Plan & Supporting Evidence

Outline of action plan:

Action plan evidence:

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures:

Outline of impact and risks:

Review Date

Review Date:

13/02/2024

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Sheffield City Council

Summary - Annual Equality Report 2022-2023

Welcome

This Annual Report does not seek to capture everything that we undertake in relation to Equality, Diversity and Inclusion within Sheffield City Council, instead, it highlights the key achievements between April 2022 and December 2023. This includes the progress made on race equality and the new Race Equality Partnership for Sheffield, maintaining our Disability Confident status, developing and rolling out our new Employee Equality Hubs, launching our new consultation platform Have Your Say Sheffield, setting our new Equality Objectives and supporting equality-based awareness days such as Windrush Day. It shares good practice case studies that provide an overview of how the council has a) worked in partnership with our statutory, voluntary and community partners, and b) engaged with our residents to deliver equality initiatives that support work on improving outcomes for diverse communities in the city.

We recognise we have some big challenges ahead and that we need to continue to learn and embed equality into everything that we do for our residents, visitors, and workforce - 'Equality is Everyone's Business'.

Thank you to all colleagues for working together over the past year to help make Sheffield a fantastic place as we strive to be fairer, accessible and a more inclusive place to live and work in.

Leader of Sheffield City Council, Councillor Tom Hunt

Chief Executive of Sheffield City Council, Kate Josephs

1. Our Duties and Responsibilities

The Equality Framework that we adopted in December 2023 set out our commitment to Equality, Diversity and Inclusion (EDI). In recent years the council has been on an improvement journey with regard to EDI and especially to Race Equality, which we continue to pursue. We have invested additional time resources, and endeavour across the organisation to live up to our aspirations.

This annual report sets out how we have been working to tackle equality issues, eliminate discrimination, foster good relationships between people in Sheffield and ensure that people from different backgrounds have similar life opportunities. It shows progress against the last set of Objectives which have just come to an end in December 2023, and it sets out the new Objectives 2024-28.

The Equality Act (2010) contains the legal duties which apply to most public bodies across Great Britain. It requires those carrying out public functions to take account of some Specific Duties and three general duties, namely:

Eliminate discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations between different people in the way they make policy, deliver or buy goods and services and employ people. In essence, the Act protects everyone against unfair treatment. Understanding intersectionality is an important part of practicing inclusion, promoting equality and reducing discrimination.



Having a protected characteristic means you have a right not to be treated less favourably, or subjected to an unfair disadvantage, by reason of that characteristic and everyone shares characteristics. The Equality Act covers all the following protected characteristics.

Sheffield City Council has also chosen to treat Care Experienced as an additional protected characteristic alongside unpaid carers and we also consider other issues within our equality impact assessment process.

2.0 Knowing Sheffield and Our Residents

The release of data from the Census 2021 has been invaluable to the work we undertake to achieve the Objective 1, “Knowing Our Communities”. The new data helps us to understand more about the people of Sheffield and we can use it to support service planning, service redesign and respond to different people’s needs. This will help us to understand our diverse communities further and the changes in these communities over the last decade which in turn should help us provide more customer centred services that better meet people’s needs. We will also use this data in areas such as adult social care, disability services, children and family services, education, housing, neighbourhood services, our recreation services such as playgrounds, country walkways, sports and leisure centres, and our city centre regeneration.

3. Progress against our Equality Objectives 2019-2023

Our 2019-2023 Equality Objectives prioritised where we agreed the need was greatest, and we had three aims under each broad objective. In the section below, we analyse data on progress during 2022-2023 towards achieving our five equalities objectives and give a summary of projects that the council has focused on over the last year to deliver them.

Objective 1- Strengthen knowledge and understanding of our communities.

We have been working continuously and to streamline quality practice in meeting Objective One, SCC has focused on the following.

- We have improved the quality of our workforce data, particularly around disability and impairment type having identified issues through the previous year’s Workforce Data Report
- Our recruitment data continues to improve across all protected characteristics with notable increases in the appointment of BAME (24.5%) and disabled (15.4%) applicants which are both higher than their representation within the workforce profile.
- A new engagement platform Have Your Say Sheffield (HYSS) procured and implemented to expand our reach to wider audiences, to gather better qualitative and quantitative data.
- We have worked in partnership with community groups to promote city wide initiatives i.e. City Goals, Race Equality Partnership Sheffield and a range of awareness days such as the Windrush 75th Anniversary civic luncheon.
- SCC has continued working in partnership with Sheffield Equality Partnership to assist us to hear from some of our most marginalised communities.

Although we have completed a lot of work regarding Objective 1 and have met the aims as outlined over the past 4 years, we recognise we have introduced several new initiatives this year with the aim that over time they will provide consistency across the organisation. We will continue to monitor and adapt this work accordingly.

Housing- Key Headlines

Some real positives to share include –

- Black Asian and Minoritised Ethnic (BAME) customers are proportionally accessing more of the financial support available to them through the Income Support service, helping them with their rent and water rates.
- 50% of the apprentices recruited into the H&N service were from a BAME background.
- We ask our tenants each month how satisfied they are with the council housing services that they receive from us. We monitor the outcomes by a range of characteristics, including race. Our results so far this year show that there is a small difference in satisfaction of just 2% between all tenants and tenants from a non-White British background. Even more positively, when asked if they are treated fairly and with respect, there is no difference in the levels of satisfaction from tenants with a White British and non-White British background. We aren't complacent and will continue to explore ways of equalising the different tenant experiences wherever we can.



City Futures



The King's Coronation celebration was supported by Marketing operational services. We worked to ensure that the event remained free of charge, to allow access to residents from all communities could attend and focused on family entertainment to allow family groups from all backgrounds to share this moment in history.

Southwest LAC- supporting a wide range of community projects which are intersectional, promote diversity and are representative.

Some examples of projects we have supported:

- Community Eid Festivals
- ESOL classes
- International Women's Day event
- Windrush event in the park
- Sharrow festival
- Supporting youth clubs with period poverty, mental health and wellness through art therapy
- Supporting a new lunch club in Madina Mosque



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

- There has been a lot of work undertaken this year to meet the aims in Objective 2 but although work is ongoing, we know we have not yet met all of the aims. This work is continuing, with systems, policies and procedures being currently reviewed and action taken so we can meet the aims which we aspire to. We have:
- Successfully achieved Disability Confidence level 2 accreditation but still have work to do to gain the level 3 Leader Status over the time of the next Objectives.
- Although workforce diversity has improved overall across all characteristics Chief Officer Level representation is still lower than our aspirations in some areas, especially with regard to ethnicity and disability. Overall for women, LGB+ and carers we have been meeting our aims.

- Recently a full staff survey was undertaken which allowed people to share how they feel as employees. Results are currently being analysed and will inform future practice.
- Following a staff network review last year, several new Employee Equality Hubs have been developed and are now established.
- A new EDI Delivery Group has been set up to engage with representatives from all directorates as well as the employee hubs to develop equality work across the organisation.

We recognise that inconsistency still exists across the organisation, so we will endeavour to streamline practices with accountable measures to ensure better outcomes for all.

Disability Confident

In December 2023, the council retained its Level 2 Disability Confident Employer showing its commitment in continuing our Disability Confident journey, ensuring that disabled people can fulfil their potential and realise their aspirations. However, we are inconsistent in practice, and therefore we did not at this stage want to say we were a Disability Confident Leader and chose to submit to retain level 2. We aim to achieve this within the next reporting period of the new Objectives.



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

Again, we have completed a large amount of activity relating to this Objective especially in promoting awareness days and events. We continue to develop our partnerships across the city.

- In April 2023, SCC agreed to a yearly Awareness Days Calendar which has allowed us to focus more intently in supporting partners and community groups across the city celebrate and commemorate what is important to them.
- We will continue to work with partners such as ALG, AccessAble and the Disability Partnership to ensure Sheffield is an accessible city for all. We continue to work on issues around translation, interpretation including BSL and easy read to ensure equality for all.
- The cost-of-living crisis continues to impact massively on people of the city and although we have undertaken a lot of work, we know we have to continue to improve and make sure we target, and help gets to people that need it most.
- We have achieved a lot this year when developing initiatives which will benefit Sheffield as a whole. We have engaged and worked successfully with communities to shape the 'City Goals' and the Race Equality Partnership Sheffield.

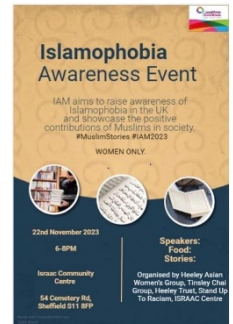
We will continue to work with our partners to ensure we have a wider reach into the communities of Sheffield. We will continue to celebrate our differences and promote inclusivity and continue to support citywide work to ensure Sheffield is an inclusive and accessible place to live and visit.

LACs

Local Areas Committees have been working really hard across the city to engage communities across a range of awareness days and events. Some of Central LAC's achievements:



- October 2023 - **Central LAC Public Event – Theme 'A Diverse Community'** – Over 140 residents, community groups attend to share their views on EDI and celebrate the lived experiences of locals in a community setting at the ISRAAC Centre -
- **Welcoming Cultures Picnic – Broomhill Library**- Funded event to bring diverse communities together to taste dishes of the world and share experiences
- **Ship Shape Christmas Meal** – Central LAC Team volunteers with community partners for Christmas in the Community and bring festive cheer.
- **Eid Festival – Ponderosa Park** – Funded a community cohesion event to celebrate EID. Attended by over 4,000 people in Walkley with the aim of bringing communities together.
- **Ramadan 'Open Iftar' Event** – Funded a community iftar meal with partners in Kelham Island Museum to bring people together from diverse backgrounds and have inspiring conversations whilst breaking the fast. Over 2,000 people attended from across Sheffield.
- **Islamophobia Awareness Event – ISRAAC Centre** – Funded an awareness event aimed for Muslim females to share experiences and build community awareness and integration as part of the Islamophobia Month.



Windrush 2023



22nd June 2023 marked the 75th anniversary of Windrush Commemorations. The council worked with partners and hosted a Civic Luncheon and gave special thanks to Sheffield's Windrush elders for all the strength, determination, resilience and hard work they have shown and the influence they have had in shaping Sheffield's communities.

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

The aims we set under this objective four years ago have been deeply affected by issues such as the pandemic and more recently the cost-of-living crisis. We recognise that there are large complex inequalities especially around health that still need to be worked upon across the city to improve outcomes. We have however tried to address these by implementing new initiatives, ie: The Early Years Strategy. We are working with partners to address issues so life chances and overall outcomes can be improved for all. We will continue to monitor the impact our of activity closely over the next year. We have had successfully campaigns also in relation to Objective 4 such as White Ribbon Accreditation.

We know that campaigns undertaken have had significant impact and value such as the Ask Angela and Purple Flag and the work required to get White Ribbon accreditation and will continue to develop this work. Sheffield City Council is a White Ribbon accredited organisation since 2022, working to engage with men and boys to address harmful attitudes and gendered violence against women and girls in our council and city. In October 2023, an action plan was agreed by the Strategy and Resources Committee, approved by White Ribbon, that sets out our work until 2025.

Examples of meeting objective 4 includes:






<p>New Have Your Say online platform Review data from equality monitoring questions within the Registration form and make better use of equality monitoring data.</p>	<p>Work with Public Health on how we commission and contract managed services- share best practices and develop principles</p>	<p>Adult Social Care Review of referrals and support plans by ethnicity Aug 23</p>
<p>Sheffield City Partnership representatives to attend the Board to help support a more diverse leadership</p>	<p>As part of our commitment, we held an event with communities in October 2023, and February 2024 saw the launch of the new Race Equality Partnership in the Millennium galleries.</p>	<p>Domestic and Sexual Abuse, Violence Against Women and Girls: Annual Report 2022/23 - overall Sheffield should be proud of how it responds to Domestic Abuse.</p>

5.

Objective 5: Becoming and Anti Racist Organisation and City

A short-term review during 2023, identified that although SCC had put in measures and identified areas for development following the Race Equality Commission's recommendations, progress towards becoming an anti-organisation and a key player in helping Sheffield become an anti-racist city, wasn't happening quick enough and there were still too many inconsistencies across the organisation. Therefore, during the second half of 2023, a lot of work was undertaken to streamline this work, set clear accountable and measurable targets to meet our aims under this Objective. In December, SCC's internal response to improve Race Equality was published and accepted by the [Strategic and Resources Committee](#)

We also worked hard during 2023 to maintain and build new links across partners and community organisations so we can work collaboratively in the future, share best practice, support and learn from one another in our desire to improve race outcomes for the citizens of Sheffield. Our input into shaping a suitable model to lead the legacy work recommended by the Commission was also rewarded by an agreement of a partnership model known as Race Equality Partnership Sheffield, (REPS). This partnership will now accelerate the work needed to hold the whole city to account in improving race outcomes.

 <p>RACE EQUALITY COMMISSION Race Response in the council Dec 23</p>	 <p>Inclusive Employers Inclusive Employers employers committed to prioritising inclusion and creating truly inclusive workplaces</p>	 <p>Housing and Neighbourhoods Service Information Dashboard Based on the Racial Equality Commission's report, Housing & Neighbourhoods created a 15-point action plan</p>	 <p>Race Equality Commission South LAC July 6th, 2023 LACs Training help identify how we can work better together to improve race outcomes across the city</p>	 <p>REC Community Event In October 2023, SCC hosted a community</p>
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Moving forward, this year's work will focus on further developing the measurable outcomes to make sure all the actions identified in SCC's internal response to Race Equality are achieved. We will outline these, support and monitor directorates and teams, to ensure they are meeting their meeting their race objectives, all of which underpin and sit within the overall Equality Objectives

We accept that this work has been challenging, however believe we now have the framework and accountability measures in place which will allow us to meet our aims under this Objective

4.0 Equality Awareness days

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. Events can also bring people into the city and increase tourism and can raise the profile of the city. Last year we agreed we would consider the key awareness days we would support as we cannot acknowledge all the awareness days. The coming year 2024-2025, we prioritise the following: for involvement.

- 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
- IDABHOBiT 17th of May 2024
- Carers' Week - 10th -16th June 2024(service led)
- Windrush Day 22nd June 2024
- Disability Pride Month 1-31 July 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)

5.0 Equality Objectives for 2024 – 28

Learning From Our Previous Equality Objectives 2019-23 -This Equality Framework takes 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. In preparation for the new Objectives, we identified key points of learning from the last set:

- 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.
- Ensuring equality, diversity and inclusion through the whole organisation, ensuring service plans reflect equality goals and commitments.
- EDI is fundamental to our governance and decision-making we will use our equality impact assessment process more effectively and robustly, ensuring they are undertaken at the right time with good evidence, and that their findings are 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.
- Acting on evidence in the workforce report to reduce disproportion in HR casework.
- Develop a more inclusive culture within the Council including through effective learning and development around EDI for staff and Members.

New Equality Objectives 2024- 28-

Embracing Equality - Celebrating Diversity - Fostering Inclusion

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. Each of the four Equality Objectives is supported by goals which will help to support their achievement. These can be found the full annual report.

Objective 1- Leadership

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

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

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

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

Objective 2 -Delivery of Services

Provide inclusive, accessible, quality and customer centred services which 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.

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

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

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.

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

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

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 To have an engaged workforce where employees feel safe, valued, have a sense of belonging.

Goal 2 – To build a representative and skilled workforce which reflects, values and understands the City's diversity.

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

6.0 Next Steps - Our Commitment Moving Forwards

'Equality is Everyone's Business'.

Our Council Plan, City Goals, new Equality Framework and Performance Framework set out our vision for connected and inclusive communities across the whole city. We want to make Sheffield a city where everyone has equal access to opportunities and where barriers to inequality are actively tackled, impact - measured and outcomes improved.

Tackling inequality in Sheffield has never been more important, as households across the city experience increasing levels of poverty and disadvantage. As a council, we will build on this by working with our partners to provide accessible and responsive services that tackle inequality and

enable all those who live, learn, work in or visit Sheffield to take part in our social, cultural and economic wealth.

The action plan is included in the full report, we will focus on achieving each objective by assessing how we align with our goals and implementing action plan to ensure a more targeted approach.

7.0 Contact us.

Everyone can take a step to promote equality. We all need to be open to learning and valuing differences. Together we will ensure that everyone has the same opportunities and potential to be happy and fulfilled. Fairness and Inclusion will remain at the heart of Equality Framework to ensure a city where opportunity exists for all. Throughout the themes of the framework, we will work hard to include people who might otherwise be excluded or experience inequalities. Regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, socio-economic status, or care leaver, we will take steps to provide what you need to succeed.

If you are an individual, a business, VCF or public body who would like to know more or become involved in our work to progress equality in Sheffield, please [visit our webpages](#), which we will be updating with our work.

For more information on the [Equality Act 2010](#) and [Public Sector Duties](#), please visit Equality and Human Rights Commission

Email - Equalitiesandengagement@sheffield.gov.uk

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Sheffield City Council

Workforce Employee Report - Summary

1st April 2022 to 31st March 2023

Author: Equalities and Engagement Team and Human Resources – Strategic Support Services

Date: February 2024



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Introduction

This year's annual Workforce Equality Report is an important resource that will help shape how we approach workforce activity over the coming year. Understanding the trends across all of the protected characteristics is crucial in providing evidence for us to ensure we understand the composition of our workforce, the experience of our workforce, where we need to do more and where we are seeing success.

Committed to our Values.

- People are at the Heart of what we do.
- Together we get things done.
- Openness and honesty are important to us.

Being honest about where we need to do more is an important expression of our values, having an inclusive workplace where everyone is valued and belongs. Delivering for Sheffield and its diverse communities requires a workforce that is supported to thrive and is representative of those communities. Equality and Inclusion is everyone's business, ensuring that this report and the insight it provides is used to underpin decisions is key.

This report provides an analysis of the Council's directly employed workforce over the 12-month period 1st April 2022 to 31st March 2023.

The data used covers all permanent and fixed term employees. Agency workers, volunteers, interims and consultants are excluded from the workforce profile. The data used in this report has been taken from the Councils' Human Resources Information Systems and reflects the information you have declared. Data was reported anonymously to ensure that no individual could be identified. Where small numbers apply, we have reduced the detail shared to ensure no individual can be identified.

The workforce analysis provides a valuable source of data that can be utilised in various ways across the Council including:

- monitoring inequalities and undertaking equality impact assessments to minimise/ mitigate impact.
- supporting delivery of the Councils objectives.
- helping to identify workforce strategy and learning and development requirements.
- helping to formulate evidence base for the Council's Equality Framework.
- assisting workforce planning and recruitment and retention strategies.

The data used in this report compares the current organisational data with the data from the previous years and is effective as at the 31st, March for each year.

This report provides a summary Workforce Equality Data Report for 2022/23, across all 9 statutory Protected Characteristics under the Equality Act 2010. We also cover 1 non-statutory characteristic, Unpaid Carers. provides an overview for each characteristic.

The 2 tables below outline the workforce diversity figures for Sheffield City Council in 2022-23 and the city comparison¹ The data we collect across the protected characteristics is good and we have good levels of declaration. We hold 100% of our workforce's age and sex data as this is mandatory for us to know for legal and HMRC (tax) purposes. Other data we collect about our workforce is voluntary, but we encourage staff via organisational communications, to declare their personal information via the MyHR system and we provide assurances of confidentiality in our reporting. This report was written based on an anonymised data extra no individual could be identified.

We collect data on both protected characteristics and non-statutory characteristics such as carer status and this is compared against National Census data. We also compare against other national sources such as

¹ [How life has changed in Sheffield: Census 2021 \(ons.gov.uk\)](https://ons.gov.uk)

the Family Resources Survey which holds data at a more granular level for some protected characteristics such as disability.

The structure of the council has now changed under the Future Sheffield programme. The statistics and analysis in this report apply to the old structure which was replaced in April 2023. There have been changes to several directorates, so the reporting next year is likely to look very different, especially around social care services which are more diverse than some of the other operational services within the council. More information on the council's structure can be found here:

[Sheffield City Council management teams | Sheffield City Council](#)

Sheffield City Council (SCC) Workforce Diversity Figures 2022-23									
Carers	18.6%	Disabled	13.3%	BAME	17.3%	Male	39.1%	LGB+ **	5.3%
Non-Carers	81.4%	Non-Disabled	86.7%	White British	82.7%	Female	60.9%	Heterosexual	94.7%

Sheffield Age 16-64 Diversity Figures Based on 2021 National Census									
Carers	10.5%	Disabled	18%	BAME	26.9%	Male	49.7%	LGB+ **	4.8%
Non-Carers	89.5%	Non-Disabled	79.4%	White British	74.5%	Female	50.3%	Heterosexual	95.2%

Headlines

Small increase in overall headcount

The council's headcount is now at 8245 which is an increase of 109 employees which reflects the council's position at 31st March 2023. We are reporting on headcount rather than Full-Time Equivalent (FTE), so we are counting people rather than overall worked hours. It also means if an individual employee has multiple jobs with the council, they will be counted more than once. Since females are more likely to take up part-time work than males this does mean that we do have a higher prevalence of females in the head count over males.

We do not currently report on the following:

- Casual staff
- Bank employees
- School-based employees
- Agency staff

Recruitment data continues to improve.

There has been significant improvement in recruitment data in terms of attracting candidates from minoritized groups across all protected characteristics. The number of applications for roles at Sheffield City Council has increased substantially, although the data available was only available for 13th September 2022 to 31st March 2023, the number of applications for 371 posts was 5135. In the whole of 2021-22 the 650 posts advertised attracted 5272 applications. Although there are

indications that some of the increase in external applications from candidates from BAME communities are from overseas, this doesn't account for the increases in BAME people appointed and applicants with disabilities.

However, the internal picture is less rosy. The same issues persist with promotion and progression for staff from less represented backgrounds. The lack of accessible and sustainable career progression, particularly for BAME and disabled employees, is continuing to hold us back in terms of representation at grades 10 & 11 and Chief Officer Grades. Data around both internal and external recruitment for people from LGB+ communities continue to be positive in all areas.

There has been a significant increase in Employer-Led HR Casework

There has been a significant increase in HR Casework for both Sickness absence and Disciplinary or Performance cases. Sickness absence cases have increased from 48 in 2021-22 to 151 2022-23 and Disciplinary and Performance cases have increased from 49 cases in 2021-22 to 120 cases in 2022-23. This could mean that there may be a disparity in how some cases have been handled in the past that are now leading to disparities for some protected characteristics which may result in discrimination. We need to understand whether the reintroduction of HR casework after the COVID-19 pandemic and the length of time taken for cases to be resolved has meant that cases have started to build up over time or if there has been a change in policy which has led to an increase in cases.

The number of Unpaid Carers within the council continues to grow with the highest numbers at Grades 1-5 and Chief Officer Grades.

The council now has a significant number of unpaid carers in its workforce which is almost 1 in 5 employees. Given the societal challenges around social care and the trending around unpaid carers in the Council's workforce over the last 5 years it is becoming increasingly important to be flexible and supportive to the needs of our employees around caring responsibilities. We also need to recognise that there are potential risks around bias in terms of promotion and progression for unpaid carers. This could entrench systemic inequalities, particularly for females over the age of 50 and who are in the middle manager grades in the council.

Protected Characteristics

Age

We have a 100% declaration rate for employee age.

Age declarations for all employees are mandatory. This is a necessary legal requirement for employment, so we have 100% of all staff ages.

Median age for all employees is 48 years.

The council has an ageing workforce with 50% of all employees 48 or over. This does mean we are likely to see higher representations of people with disabilities as they acquire impairments as they age and we need to ensure we support and promote workplace adjustments for this employee community as well as other employees requiring workplace adjustments to enable them

to remain happy, healthy and productive at work. As Sheffield City Council also has a high number of females employees this also means there is a likely to be a high number of carers in the workforce. In contrast the median age for Sheffield as city is 37 years (Census 2021) which is lower than both the Yorkshire and Humber Region (40 years) and England (40 years).

LGB+ (40) representation is much younger than the general workforce profile.

We know that younger people are much more likely to identify as LGB+² and this is reflected in the comparatively low age in comparison with the general workforce (48). This is most apparent in our apprentices of whom 84.5% are 25 or under and 7.4% are LGB+.

Median ages for disabled (51) and unpaid carers (53) are higher and reflects what we know about these Protected Characteristics.

As stated above we know that as people age, they are more likely to acquire impairments and they are also more like to take on unpaid caring responsibilities for family or friends.

BAME representation is higher among younger age ranges (Under 36) with median age 44.

The council has an ageing workforce which has meant there are potentially high numbers of staff with long service and as Sheffield has become more diverse the council has struggled to keep pace. Increased diversity of amongst younger people does mean that younger people entering the organisation are more likely to be from a more diverse range of ethnicities which also mirrors what the census shows about the community.

6.3% of the workforce is under 25 much lower than all other groups under 65 which is a small increase on last year.

The council grew by about 1% compared to the previous year. Under 25s also formed 21.7% of new starters which was the 2nd largest age group after 26-35. This is an improvement on last year and also the percentage of leavers in this age group dropped. This does mean that alongside the apprenticeship and graduate schemes we are seeing are seeing more opportunities for younger people with the council so we can be hopeful that this trend will continue. It should be noted that it has been difficult for younger age groups to gain employment within the local government due to ongoing austerity over the last decade or so.

Carers

The number of carers has increased again to 18.6% from 15.9% last year which is much higher than the Census 2021 data (9.9%).

Given the age and gender profile of the council, with high levels of females and a median age of 48, this is likely to mean that we will have increasing numbers of staff picking up caring responsibilities for older or disabled family members. Coupled with the aftermath of the COVID 19 pandemic and the increase of home and flexible working it is anticipated that we are likely to see increases in the number of unpaid carers in the workforce. This trend has been continuing for number of years to where we are now significantly higher than the local population. This does

² [Rainbow Britain Report \(2022\) | Stonewall](#)

reflect positively on the council in terms of how it is viewed by the local population, but it does present challenges to ensure we are providing the appropriate support for our staff.

There is now a reasonably even spread (15.3% - 16.9%) across all Council Portfolios except City Futures (11.6%).

There is a higher percentage of males (51.7%) within City Futures which may account for some of the lower numbers of Unpaid Carers and this service is much smaller in size in comparison to all the other services with only 3.2% (292 employees) of the workforce. Also given the greater range of roles in other services that make it easier to accommodate part time working this can also contribute to higher levels of Unpaid Carers in other services.

All grades have similar levels of carers with CO grades having the highest at 23.1% and overall 18.6%.

There are lower numbers of staff at Chief Officer grades, and they are likely to be more experienced and therefore older than the general workforce profile. Lower numbers would also explain some of the volatility in the trending.

Trending is generally upwards in all areas over the last few years where reporting data is available.

This is expected to continue as more person-centred workforce policy continues to be developed and staff can utilise it such as Workplace Adjustment Passport which covers caring responsibilities and flexible working arrangements alongside reasonable adjustments.

More carers (96) left the council than started (56) in 2022/23.

Despite the number of carers who have left numbers of staff with caring responsibilities have continued to increase. The council should be mindful of not losing valued and experienced staff who have caring responsibilities and should look to mitigate against the risks of this with workforce focused interventions.

Disability

Disability declarations have increased to 13.3% from 12.2% with a small increase in the overall headcount. The percentage for the 16-64 profile for Sheffield is 18% (Census 2021).

Disability declarations are continuing to rise for the council. This should be seen as a positive as the council is something of an outlier in this area with relatively high numbers of declarations. Other similar local authorities have reported much lower declaration rates in their most recent available data as follows: Barnsley MBC - 8.3%, Leeds City Council - 6%, Manchester City Council - 5.5%, Birmingham City Council 0.92%. It is also worth noting that according to Department of Work and Pensions data only around 52.6% of disabled people are in work³ SCC is still below the UK working population benchmark of 15.5%.

³ [Employment of disabled people 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/employment-of-disabled-people-2022)

We've updated the impairment categories to reflect those collected by the Office of National Statistics (ONS) Inclusive Data Standards and Government Statistical Service (GSS) Harmonised Standards, in line with the Equality Act 2010 (EA) core definition.

This allows us to compare against more national data sets and gives us a greater understanding of our workforce. Although last year the quality of this data was poor and heavily skewed towards long term illness or health condition which is vague and not collected by the ONS. This made it difficult for us to understand the experiences of staff and look at interventions we can put in place in order to support disabled staff. The current data is much improved and there is ongoing work to make improvements in the collection and collation of workforce data., We will continue to engage with and support staff to ensure data is accurate and staff are comfortable declaring their impairments and health conditions.

66.3% of our disabled workforce have shared with us the nature of their disability/impairment.

Understanding how impairments impact on the day to day lives of our workforce is important for us to be able undertake our anticipatory duty under the Equality Act 2010 and undertake work around reasonable adjustments to enable our staff to achieve their potential. There has been a drop in those sharing an impairment, however, a wider range of impairment types are being declared which are more aligned with national data and building a better picture of what is happening locally and as such can aid the review and delivery of policy development and workforce interventions and support.

There has been an improvement in our understanding of impairments that impact on staff.

Work has already been undertaken to provide more detailed guidance on impairment categories and challenges around the reporting of impairments have also been recognised by the ONS. The quality of our impairment data was poor and unreliable after we updated the categories. However, we have provided communications and guidance around the impairment types and encouraged staff to update their impairments with MyHR, and this has improved declaration and our understanding and knowledge of our staff and how we can further support them.

Mental ill health is our most prevalent impairment at 23.2%, followed by Other (22.6%) and Mobility or Physical (16.2%).

It is expected that these impairments are the highest, although Mental Ill Health and Mobility or Physical are much lower than national statistics. Also, in terms of our sickness absence data we are seeing high levels of stress and mental health related sickness so this fits with what we know about the workforce. There is still more work to be done around improving data on impairments and we are moving in the right direction.

Decrease in declarations at senior grades – Grades 10-11 (11.3% - 9.8%) and CO grades (8.4% - 6.0%).

After making positive steps recently at more senior levels the percentages have dropped back. This is disappointing and promotion and progression continues to stagnate across most protected characteristics. We do not struggle to attract disabled people to the organisation, but as with other minoritized groups there is a lack of equitable outcomes for disabled people when looking to develop and move through the organisation.

More disabled people left the council (97) than started (71) in 2022/23.

This is a continuing trend that we are seeing with more disabled people leaving than starting at Sheffield City Council. Although this is not necessarily a negative because people closer to retirement age are more likely to have impairments due to the increased likelihood of acquiring a disability as we age. However, we still need to be mindful that disabled people are not leaving the organisation prematurely and we have implemented a new leaver questionnaire that should help us have a greater understanding of staff experience and reasons for exiting the council. Through the Workplace Adjustments Passport, we will also look to ensure that we are making appropriate adjustments to ensure disabled staff can stay in work and achieve their potential. The E&E Team and HR are currently working together to collate the profiled data for the Workplace Adjustment Passport and Leaver Questionnaire and this data will also be embedded into future Workforce Data Reports.

The number of job applicants was higher (13.8%) than the Council's representation of disabled people but lower than the city profile (18%). Percentages at shortlisting (19.1%) and appointment stage (15.4%) were also higher than the current workforce representation of disabled people.

The number of disabled people applying for roles with Sheffield City Council has greatly improved on last year with significant percentage increases at every stage and applications are now higher than the general workforce profile. This is hopefully something that will continue with the ongoing work around inclusive recruitment that has been taking place. Again, this year the relative likelihood of those applying for roles being shortlisted and appointed is also very positive.

Disabled people were underrepresented in promotion and progression (11.6%) in comparison to the Council's profile, however this is an increase on last year's figure (10%). Numbers were slightly lower for TARAs (11.4%), again just under the Council's profile and lower than last year (11.8%).

Development opportunities for staff who have declared a disability continue to be lower than the general workforce profile and we are continuing our work around positive action and more inclusive recruitment practices. We have also provided specific support around reasonable adjustments to build confidence and understanding of what is available for staff which has yielded some positive results. TARAs for disabled employees have decreased compared to last year's figures. TARAs do tend to follow less formal and structured processes which can allow for bias to creep into the system which may put staff from minoritized groups at a disadvantage. We have since taken steps to formalise the process and restrict the use of expressions of interest.

Disabled people were overrepresented in all areas of HR Casework. There have been large increases in the number of Employer-Led HR casework for disabled people alongside other protected characteristics.

There has been a large increase in the number of Employer-Led HR Casework cases which does seem to have impacted disabled employees more than their non-disabled colleagues. This will require further investigation to ensure that any policy changes have been appropriately impact assessed to ensure there is no disproportionate impact or if there are other causes for this increase.

Gender Reassignment

As part of its demographic monitoring the council asks employees about their Trans status and Gender Identity.

Less than 10 employees have identified as Transgender. The city comparator is estimated at 0.6 %.

Responses to the question on Trans status on the Workforce Census are still low. This is a historical trend that has consistently had challenges, not least in terms of the comprehension of the questions asked around Trans status which has meant they have been changed over time in how they have been asked. SCC followed Stonewall’s advice whilst a member of Stonewall on the wording of these questions. National Census data has also been challenged around its quality on this as several discrepancies have been found around particularly non-English speakers identifying as Trans which is currently being investigated⁴.

0.8% of staff have declared non-binary gender identity options. 2.96% of our job applicants declared a gender identity that was not either male or female with the majority preferring to self-describe.

We updated our Workforce Census Gender Identity categories in 2021-22 to include a broader range of identities and be more reflective of how people feel about their gender identity. We continue to monitor this to be able to make sure we are relevant to our local community.

Marriage and Civil Partnership

Under the Equality Act 2010 people who are legally married or in a registered civil partnership share the protected characteristic of marriage and civil partnership. People who are single, cohabiting, divorced or who have had their civil partnership dissolved do not share this protected characteristic and are therefore not covered by the Act. The Act provides protection for those covered by the protected characteristic against direct and indirect discrimination in employment only.

The breakdown for Sheffield City Council relationship status are as follows. The data is reported differently in the census so it’s not possible to make an accurate comparison overall, however, those who are married or in a civil partnership (51.5%) is much higher than Sheffield (40.1%) as a whole.

The relationship data for SCC is as follows:

Married	50.4%	3499 Employees
Single	27.7%	1921 Employees
Co-habiting/ Other	15.4%	1067 Employees
Civil Partnership	1.1%	73 Employees
Widowed	0.7%	48 Employees

⁴ [Census records trans population in England and Wales by ethnicity is doubted | Transgender | The Guardian](#)

Pregnancy and maternity

The Equality Act 2010 protects individuals from direct discrimination because of their pregnancy and maternity in employment, the provision of services and the exercise of public functions. Although the council does collect information on pregnancy and maternity, numbers are so low that it makes meaningful reporting very difficult. There are multiple mechanisms for pregnant staff to report issues around pregnancy and maternity for the council to address. There have been no reported concerns for 2022-23. There is also the possibility that some concerns will be picked up under the Sex protected characteristic.

Race and Ethnicity

When reporting on different ethnicities we separate out White British so all other ethnicities are included in the BAME category. This is because White British represents the ethnic majority for the United Kingdom and that some white ethnicities, such Roma, are among the most vulnerable communities when it comes to racial discrimination and it is important that we are able to identify this.

Overall BAME representation has increased again from 16.6% to 17.3% and more BAME staff joined the council than left in 2022-23.

Although the council is moving in a positive direction, progress continues to be slow and has not kept pace with the diversity of Sheffield's BAME communities aged 16-64 in the Census 2021 which was recorded as 26.9%.

Highest proportion of BAME staff is in People portfolio (21.2%) and in Grades 1-5 (18.5%) which gets progressively lower up to Chief Officer grades.

A significant proportion of the BAME employees worked in People portfolio and our care services for adults and children have a higher proportion of BAME employees than any of the other directorates. People portfolio also represented 41.4% of the whole workforce in terms of headcount. All other portfolios had less than the average 16.6% ethnic diversity of the workforce, with it being lowest in Operational Services at 12.4%, this portfolio represented 39% of the council's total headcount.

BAME apprentices have increased to 13.0% from 9.4% in 2021-22. This is still some way behind the 25.4% in 2019-20.

The number of BAME apprentices has increased however we are still trying to address the drops in 2020-21 and 2021-22 and are now heading in a positive direction. We are continuing to monitor and address this issue to improve the direction of travel.

BAME employees are underrepresented in both progression and promotion (15.5%) and TARAs (12.04%).

There has been a 1.5% increase in the number of BAME employees in progression and promotion which is positive but is still not quite in line with the general increase in the workforce profile. However, there is a decrease in TARAs, which as previously mentioned, is a less formal and structured form of recruitment which means there is greater opportunity for bias to enter the system. This is work currently ongoing to reduce the number of TARAs within the council and ensure that internal recruitment is more structured and inclusive.

BAME staff are overrepresented in all HR casework areas.

There has been a large increase in the number of Employer-Led HR Casework cases which has particularly impacted BAME staff, especially around Disciplinary or Performance cases where the number of cases has increased from 11 to 39 between the 2 reporting periods and 35% of all cases. The increase is less pronounced for Sickness Procedure with a 6.2 % increase in the overall percentage of cases (21.2%). Employee-Led cases of Dignity and Respect and Grievances brought by BAME staff are also overrepresented, and although numbers are much lower than Employer-Led this is a continuing trend which needs to be understood and addressed.

There is overrepresentation for BAME job applicants in comparison to the local community which is at 39.2% in comparison to the workforce. It is 24.5% at appointment.

There has been a significant increase at all stages of the recruitment process with notable increases in both applications and appointments. We are investigating why this is happening and it should be seen as a positive and it is also repeated for other protected characteristics. It is likely the council's updated Recruitment and Selection training has influenced the inclusivity of the process and provides recruiting managers with advice around understanding and challenging bias. We are also using a broader set of recruitment channels including sites such as Indeed and LinkedIn rather than just the council website which is increasing our reach including sharing adverts with our local community organisations and partners and via our LAC managers We do need to explore further the specific ethnic groups who are applying for roles at the council to see how closely these reflect the local community.

Asian/Asian British is the key under representation (5.1% - 10.5%) alongside Other Ethnic group (4.3% - 8.6%) in comparison to the local community.

There has been consistent under representation of Asian/Asian British communities within the workforce and this trending seems likely to continue. Although this ethnic group increased more than any other in the last 12 months it still lags some way behind the community where most other minoritized ethnic groups, except Other Ethnic Groups⁵, are much more represented within the workforce.

Religion and Belief

⁵ Other Ethnic Groups include Arab and any other ethnic groups including other White groups. It should also be noted that we have separated out White British from the local 2021 Census data so the datasets are comparable.

Sheffield Profile - Religion and Belief Percentages 16-64		Sheffield City Council employees - Religion and Belief		
Christian	35.5%	Christian	42.9%	3128 Employees
No Religion	51.5%	No Religion	47.9%	3493 Employees
Muslim	10.6%	Muslim	6.0%	434 Employees
Other	0.7%	Other	1.9%	137 Employees
Buddhist	0.5%	Buddhist	0.3%	20 Employees
Hindu	0.9%	Hindu	0.3%	19 Employees
Sikh	0.2%	Sikh	0.2%	16 Employees
Jewish	0.1%	Jewish	0.1%	<10 Employees

Muslims and Hindus are underrepresented in the workforce.

This data fits with our ethnicity data which shows a disparity around Asian/Asian British communities which many of our Muslim and Hindu colleagues are likely to be from. We continue to work in this area to understand why there are barriers for people of these religions and associated ethnicities. This is a continuing trend.

Other religion and belief is again much higher within the council than the city profile so work to understand this would be useful.

Understanding the categories for any groups that are particularly prevalent within the workforce would reduce the risks of discrimination, to ensure that their voices are heard, and that the workplace is more inclusive and supportive.

Sex

60.9% of the workforce is female (this has been relatively stable over the last 5 years)

There are a high number of roles at Sheffield City Council that are in female dominated sectors. The former People Portfolio which did account for 44% of the overall workforce and covers both care for adults and children is 77.8% female. Given the prevalence of part-time and flexible working opportunities offered by the council it does attract significantly more females to the organisation in terms of head count. Attracting male applicants into female dominated roles/trades would potentially help towards re-balancing the sex profile and especially in some services across the organisation. However, at the same time we would welcome female applicants into male dominated roles/trades too. The apprenticeship and graduate schemes may help address this too.

53.3% of Chief Officers are female.

This is an increase of 6.1 % on last year. There are comparatively fewer Chief Officer roles in the council than at all other grades so small changes in the workforce at this level can address imbalances in diversity quite quickly.

78.8% of the part time workforce is female. This has remained stable over the last 5 years. The full-time workforce is more balanced with 50% being male.

Due to the nature of much of the work the council undertakes and the flexibility available this attracts more females. Work is being undertaken to encourage more males to undertake part time working, particularly in areas where there is underrepresentation such as care services and were having more males in directorates would be of great value to service users.

There is a higher prevalence of females working part-time between the ages of 36-65 and males after the age of 56.

Most female employees are in middle age ranges with highest proportion aged 56-65 which is a change on last year where the largest part-time group of females was 46-55. There are more younger and older men than women working part-time at either end of the spectrum.

Only 24.8% apprentices are female, a decrease from 28.3% last year.

Disappointingly the number of female apprentices has dropped back again on last year's figures. There is ongoing work to increase the diversity of apprentices across protected characteristics and there has been a particular focus on increases the number of females accessing opportunities in more male dominated trades such as plumbing or electrical. This is an area where we are consistently looking to address underrepresentation for a number of groups.

There has been a large rise this year in the number of employer-led HR casework cases with large increases in both Sickness Procedure and Disciplinary or Performance cases.

The increase has seen number of females in Sickness Procedure jump from 21 cases (43.8%) last year to 87 cases this year. For males this has increased from 27 cases (56.3%) to 64 cases (42.4%) this year. For Disciplinary or Performance cases males have increased from 23 cases (46.9%) last year to 68 cases (56.7%) this year. Females have increased from 26 cases (53.1%) last year to 52 cases (43.3%) in 2022-23. This would warrant some investigation as to the cause of these increases and whether there has been a change in how policy is implemented.

Sexual orientation

5.3% of staff identify as LGB+ (8.2% at CO level). This compares favourably with the city comparator which is 4.8% of people not identifying as straight or heterosexual (Census 2021).

Gradual Increase in general workforce profile and it is now close to the profile for the city. We have high number of staff in grades 10-11 who identify as LGB+ and increased representation at Chief Officer level. The highest proportion identify as bisexual (2.1%).

Young people much more likely to identify as LGB+ and SCC young people follow a similar trend (apprentices 7.4%, 9.8% 25 and under, 11.6% 26-35).

Ipsos data used by Stonewall's Rainbow Britain Report ⁶ has shown that only 71% of 16–26-year-olds identify as being exclusively straight or heterosexual. They are also likely to express a wider range of identities than older age groups. Although the data for Sheffield City Council is not as pronounced as the data from this report it does appear to be moving a positive direction, however, there has been a drop in the numbers of LGB+ apprentices this to 7.2%. We will continue to

⁶ [Rainbow Britain Report \(2022\) | Stonewall](#)

ensure that work around sexual orientation continues since we are no longer a Stonewall Diversity Champion and sexual orientation is becoming increasingly relevant for our workforce and city.

No Grievances or Dignity and Respect cases for LGB+ staff again this year. There was underrepresentation in Sickness Procedure (2.5%) and Disciplinary or Performance (4.9%).

Historically casework numbers are always low so this can fluctuate from year to year, so we are monitoring trending in this area. We are also mindful that many local issues between staff that could escalate to casework levels are dealt with informally, so we are looking at ways of capturing this information through such activities such as an Employee Opinion Survey. We also recognise that underreporting can be an issue and that where there are low numbers of cases this would warrant investigation.

More LGB+ starters (73) than leavers (35).

This may be reflective of younger people joining the organisation who are more likely to identify as LGB+. LGB+ were also highly represented in our recruitment data with 10.8% of applicants identifying as LGB+ and 9.2% of those who were appointed.

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Report to Policy Committee

Author/Lead Officer of Report:
Michele Hassen and Louise Nunn

Tel: 0114 2735861

Report of: Director of Policy, and Democratic Engagement

Report to: Strategy and Resources Policy Committee

Date of Decision: 12 March 2024

Subject: Period Equity and Menopause Awareness Charter

Type of Equality Impact Assessment (EIA) undertaken Initial Full
 Ref no 2556

Has appropriate consultation/engagement taken place? Yes No

Has a Climate Impact Assessment (CIA) been undertaken? Yes No

Does the report contain confidential or exempt information? Yes No

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, the Council's Period Equity and Menopause Awareness Charter. It explains the background to and development of the charter and asks for the committee's support in taking forward the commitments set out in the charter.

Recommendations:

It is recommended that Strategy and Resources Committee:

1. Consider and adopt the draft Sheffield City Council Period Equity and Menopause Awareness Charter (draft charter at appendix 1).
2. Agree that further work should be undertaken to identify a sustainable approach to funding the provision of free menstrual products in Sheffield City Council buildings that are accessible to customers.
3. Recognise and thank the partners, organisations and individuals who have contributed to the development of the charter over the last 18 months (list of partners at appendix 2).
4. Note that Sheffield has a strong tradition of partnership activism to address matters of period equity and that the city council recognises and wishes to contribute to this work.

Background Papers:[Equality Framework 2023](#)[Equality Annual Report 2021-22](#) and [Workforce Report 2021 -22](#)[Equality awareness days report](#), 19 April 2023[Our Statement of Climate Commitments](#) – 13th December 2022

See annex B for references

Lead Officer to complete: -		
1	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.	Finance: Liz Gough – Head of Service Finance & Commercial Business Partnering
		Legal: Nadine Wynter Legal Services Manager
		Equalities & Consultation: Bashir Khan Senior Equalities and Engagement Officer
		Climate: Laura Ellendale Sustainability Programme Officer
<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>		
2	SLB member who approved submission:	James Henderson
3	Committee Chair consulted:	Councillor Tom Hunt, Leader of the Council
4	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.	
	Lead Officer Name: Louise Nunn	Job Title: Senior Equalities and Engagement Officer
	Date: 27 February 2024	

1. BACKGROUND

- 1.1 At its meeting on 2 November 2022, Full Council passed a motion resolving to take action in relation to menopause awareness and period poverty in the city.
- 1.2 Period poverty is the lack of access to the right menstrual products due to financial constraints; this can be caused by a wide range of life events that negatively impact on a girl or woman's ability to access menstrual products to manage a most sensitive and regular occurrence in her life.
- 1.3 Period poverty can have a profound impact on mental health and wellbeing as well as the physical health of women and girls.
- 1.4 Menopause is when a woman's periods stop due to lower hormone levels. It usually happens between the ages of 45 and 55, but can also be earlier or later, and can cause a range of physical and psychological symptoms.
- 1.5 Menopause awareness is focused on promoting the understanding of what the menopause means for women, their families, friends, and colleagues. Some women will go through years of unpredictable periods and bleeds because of HRT and the menopause, also when experiencing changes to hormones due to medical conditions or transitioning. This can leave them with significant disadvantages of not being able to afford menstrual products or accessing them due to them being housebound or disabled.
- 1.6 With both period poverty and menopause, there are differences between people that need to be acknowledged, some based on how someone identifies and some based on income or circumstance. In particular, period poverty and menopause can be an issue for some who are non-binary or trans, and the charter is clear that the commitments it makes extend to all of those experiencing period poverty or the menopause.

2. PROPOSAL

- 2.1 This report seeks Strategy and Resources Committee's commitment and support by adopting the Period Equity and Menopause Awareness Charter (attached as Appendix 1) which will be discussed on International Women's Day on the 8 March 2024.
- 2.2 The charter sets out a number of commitments that the Council will make to improving period equity and menopause awareness, including:
 - Championing and encouraging discussion and literacy about period equity and the menopause amongst all employees.
 - Ensuring the effectiveness of our policies, particularly taking into account the recently published EHRC guidance on menopause in the workplace.
 - Providing access to advice and support for women and girls affected and working towards the provision of access to free period products across the council's worksites.
 - Supporting other organisations in the city to make similar commitments for their employees and service users (including schools, businesses and voluntary and community sector organisations).
 - Continuing to work with Government to improve access to information, advice and free products for women and girls in the city.

- 2.3 The Charter also set out the importance of providing access to free period products – recognising that they are a necessity, not a luxury, and that lack of access can be a major barrier to education, work and other opportunities for some women and girls. It is recommended that the committee agree that in approving this protocol, further work should be undertaken to identify a sustainable approach to funding the provision of free sanitary products across SCC worksites, with a focus on those that are accessible to customers.
- 2.4 Further, by agreeing the Charter, it will enable the Council to demonstrate leadership and provide support to other businesses and organisations in Sheffield to assist women, girls, trans and non-binary people who experience period poverty or in supporting awareness of the menopause.

3. HOW DOES THIS DECISION CONTRIBUTE?

- 3.1 The Charter helps meet the Council's proposed ambitions relating to Equality, Diversity, and Inclusion (EDI) for the next four years as we seek to fulfil the vision set out in the new Council Plan, which commits us to listening, involving, and working with the people in our city, and to celebrate and stand up for the diversity of Sheffield, maximising the assets and strengths of communities, connecting more people into the city's success, and creating opportunities for everyone.
- 3.2 The Charter supports the Council Plan's focus on equalities by considering the differential impacts between and across communities and groups in relation to period poverty and menopause. Its goals support the Council Plan's policy drivers and strategic aims to improve equality, diversity and inclusion and reduce disparities and inequality.
- 3.3 Our Equality Framework provides more detail about our specific commitments around equality, diversity and inclusion. At the heart of the Equality Framework are the proposed new statutory Equality Objectives for Sheffield City Council. The Objectives are focused on themes in relation to equality, diversity and inclusion, and the Charter links to all four themes.
1. Leadership.
 2. Service provider.
 3. Communities.
 4. Workforce.
- 3.4 Currently HR are finalising the Council's new menopause policy, this is currently going through the usual governance arrangements and has been discussed with trade unions and should be agreed and adopted soon.

4. HAS THERE BEEN ANY CONSULTATION?

- 4.1 There have been several city and community events, commencing on the 7 March 2023 to discuss and agree an approach and contents of the Charter following the Full Council resolution on the 2 November 2022. Attendees have included a range of organisations and individuals from the voluntary, community and faith sector, businesses, government, campaigning organisations and individuals.
- 4.2 It has also included people who share the broad range of protected characteristics including women, men, disabled people, young and older people, people of different religions and cultural backgrounds and ethnicities, sexual orientations and gender identities and other

backgrounds. However, the focus is on women and girls from all backgrounds.

- 4.3 The Charter contributes to the development of the Council's Equality Framework that involved senior leaders and teams across the Council. It has also drawn on stakeholder feedback gathered via the Equality Partnership, insights from our consultation and engagement exercises and awareness-raising events held.

5. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

Equality Implications

- 5.1 We have conducted an Equality Impact Assessment as part of developing the Charter. It notes positive impacts across protected characteristics as a result of the increased focus on equality, diversity, and inclusion. It further notes the importance of the intersectionality of characteristics. Different characteristics will be differentially impacted across the different measures included. It will have most positive impact on women and girls although it will impact on men, boys, and trans and non-binary people.

Legal Implications

- 5.2 The Council has a duty under the Equality Act 2010 to in the exercise of its functions, to have due regard to the need to:
- Eliminate unlawful discrimination, harassment, and victimisation.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 5.3 The Act recognises 9 protected Characteristics those being, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and or belief, sex, and sexual orientation. Everyone shares protected characteristics.
- 5.4 The Act explains that having due regard for advancing equality involves:
- Removing or minimising disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 5.5 There are also other 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, armed forces, carers, and people who care experienced.
- 5.6 This report does not have any specific legal implications beyond what is set out above.

Financial implications

- 5.7 This report does not contain any financial commitments but notes that consideration should be given to funding costs associated with providing free sanitary products in Council worksites, especially the ones that are customer facing. If the committee approve adoption of the charter, further work will be undertaken to finalise the costs associated with the

commitment around free sanitary products and a plan put in place to support the delivery of this from within existing SCC resources.

Climate Implications

- 5.8 This report sets out the Period Equality and Menopause Charter and as such the report does not have many direct climate implications and a full scored Climate Impact Assessment (CIA) has not been deemed necessary. We have included in the Charter reference to ensuring we have sustainable period products available, and it is 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 EIA's and Climate Impact Assessments, therefore the climate implications of the report have been considered.
- 5.9 It is widely recognised that climate change will have a more negative effect on people with protected characteristics, particularly people living in poverty, people with some long-term health conditions and disabled people and Black, Asian and minoritised ethnic people, who are disproportionately likely to both experience disability and poverty. Young people are also impacted, by being more impacted by climate change throughout their lifetimes.
- 5.10 The transition to a net zero society is happening independently of any decision of Sheffield City Council, but the council has an ambition to reach net zero by 2030, well ahead of the national target, and this creates additional challenges. The Council has a key role to play in ensuring that the transition happens in a way which ensures both climate and social justice.
- 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 of December 2023. The statements also draw attention to the socioeconomic, health and wellbeing and other benefits to acting 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 co-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. ALTERNATIVE OPTIONS CONSIDERED

- 6.1 This is a project that came from a resolution passed by Council on 2nd November 2022, and the Charter has been created in partnership with other organisations in the city, supported by Sheffield City Council. Due to the fact that this ask for a Charter was from a resolution that was passed we have not considered a 'do nothing' option.

7. REASONS FOR RECOMMENDATIONS

- 7.1 In adopting the Period Equity and Menopause Charter, the Council will take a significant step forward in its commitment to improving the lives of women and girls in the city, as well as clearly setting out our commitments to women in the workplace. The Charter actively supports the achievement of the Council's new Equality Objectives which are aligned to the Council Plan commitments.

APPENDIX 1

DRAFT Sheffield City Council Period Equity and Menopause Charter.

For far too long issues around periods and the menopause have been brushed under the carpet, seen as a taboo subject that should not be spoken about, but women and girls primarily need our support, and we need to act.

These are not just women's or girl's issues, periods and the menopause affect everyone including their family, friends, and work colleagues.

While in this Charter we refer to women and girls, we recognise that the experiences and needs of women and girls are different for many reasons such as due to age, race, disability, sexual orientation, religion, or belief etc. Also, some people who do not identify as women such as non-binary and some trans people also require access to the support and services and will benefit from the Charter. Groups with specific needs and experiences will be considered alongside the differing needs of all women and girls.

Our approach to women and girls' health issues is one of life's course, where support is not limited to interventions for a single issue, but instead is wrapped around the needs of an individual girl or woman, which in some cases may be multiple needs.

Our ambition is to work in partnership to make Sheffield a Period Equity and Menopause Aware City and be clear in our commitment as an employer, provider of service and community partner about what we will do to contribute.

Working in Partnership Sheffield City Council will:

1. Acknowledge the impact on mental health and wellbeing on those women, girls and others who menstruate and experience the menopause.
2. Put in place a workplace menopause policy and provide support and information for employees for both menopause and period equity.
3. Encourage discussion about period equity and menopause awareness.
4. Have a senior leader, an employee network, and young people champions for period equity and for the menopause.
5. Work to improve menstrual and menopause literacy throughout the council and the city by learning and sharing best practice and to ensure support and advice is available on period equity and menopause.
6. Call on other employers and organisations across the city to have a menopause policy.
7. Work to provide access to a variety of free period products including sustainable options and disposal bins throughout its worksites, including customer facing facilities such as libraries and cost of living hubs. Work with others through our partnerships to do the same.
8. Work with, learn from and support the city's schools, businesses, VCF and other organisations around period equity and menopause awareness.
9. Commit by leading by example including by challenging the government for free products and applying for relevant grants/funding and to support others to put forward applications to undertake work in this area.
10. Host information on our website and work collaboratively to bring organisations together annually in an event to increase visibility and celebrate Sheffield successes.

APPENDIX 2

PARTNERS AND STAKEHOLDERS

- African Womens Health Group
- Citizens Advice
- Community Youth
- Disability Sheffield
- Faith leader, Hindu Samaj
- Faithstar
- Family Voices
- Firvale Community Hub
- Healthwatch
- I Rise
- I Rise
- IDAS
- IDAS
- LACs
- MA Consultancy
- Mums United
- Orthodox Jewish Community
- Period Positive
- Radio Sheffield
- Reach up Youth
- Reform Jewish Congregation,
- ROSHNI Sheffield
- SAYiT
- Sheffield Buddhist Centre
- Sheffield Chinese Community
- Sheffield Drugs and Alcohol Domestic Abuse Co-ordination Team
- Sheffield Feminist Hub
- Shelter (and invite peer researcher)
- Shipshape
- St Mary's Bramall Lane Church
- Thalassaemia South Yorkshire (TSY)
- Together Women
- Young Carers

PART A - Initial Impact Assessment

Proposal Name: Period Inequality and Menopause Charter

EIA ID: 2556

EIA Author: Louise Nunn

Proposal Outline:

For far too long issues around periods and the menopause have been brushed under the carpet, seen as a taboo subject that shouldn't be spoken about, but women and girls primarily need our support, and we need to act now. These are not just women's or girl's issues, periods and the menopause affect everyone including their family, friends, and work colleagues. While in this Charter we refer to women and girls, we recognise that the experiences and needs of women and girls are different for many reasons such as due to age, race, disability, sexual orientation, religion, or belief etc. Also, some people who do not identify as women also require access to the support and services and will benefit from the Charter. Groups with specific needs and experiences will be considered alongside the differing needs of all women and girls. Our approach to women and girls' health issues is one of life's course, where support is not limited to interventions for a single issue, but instead is wrapped around the needs of an individual girl or woman, which in some cases may be multiple needs.

Proposal Type: Non-Budget

Year Of Proposal: 23/24

Lead Director for proposal: James Henderson (CEX)

Service Area: Policy Democratic and Engagement Service

EIA Start Date:

Lead Equality Objective: Leading the city in celebrating and promoting inclusion

Equality Lead Officer: Louise Nunn

Decision Type

Committees: Policy Committees
• Strategy & Resources

Portfolio

Primary Portfolio: CEX

EIA is cross portfolio: Yes all

EIA is joint with another organisation: No

Overview of Impact

Overview Summary: This will have a positive impact on all characteristics but especially sex age and disability. This report seeks Strategy and Resources Committee's commitment and support by adopting the Period Equity and Menopause Awareness Charter which will be discussed on International Women's Day on the 8 March 2024 at an event in the Town Hall. The charter sets out a number of commitments that the Council will make to improving period equity and menopause awareness, including:

- Having a menopause policy.
- Championing and encouraging discussion and literacy about period equity and the menopause amongst all employees.
- Ensuring the effectiveness of our policies, particularly taking into account the recently published EHRC guidance on menopause in the workplace.
- Providing access to advice and support for women and girls affected and working towards the provision of

access to free period products across the council's worksites. • Supporting other organisations in the city to make similar commitments for their employees and service users (including schools, businesses and voluntary and community sector organisations). • Continuing to work with Government to improve access to information, advice and free products for women and girls in the city.

Impacted characteristics:

- Age
- Sex
- Disability

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

No

Impact areas:

Initial Sign-Off

Full impact assessment required:

No

Review Date:

24/01/2024

Action Plan & Supporting Evidence

Outline of action plan:

Action plan evidence:

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures:

Outline of impact and risks:

Review Date

Review Date:

24/01/2024



Report to Policy Committee

Author/Lead Officer of Report: Peter Bartle,
Service Manager (Asset Strategy & Estate
Management)

Tel: 07557 800 652

Report of: Executive Director, Operational Services

Report to: Strategy & Resources Committee

Date of Decision: 12th March 2024

Subject: Community Buildings Policy Adoption and
Associated Pilot Project.

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA	2327	
Has appropriate consultation/engagement 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:-		
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>		

Purpose of Report:

Good quality, well used Community Buildings are the anchors that will support the delivery of our City Goals and the Council Plan, in our communities. They have the potential to bring our diverse communities together and to provide places and assets from which the city can develop our communities and support local people. They can strengthen and empower local groups to create thriving places to live and can aid communities to become more resilient and entrepreneurial.

Whilst community buildings are provided across a range of Voluntary, Community and Faith organisations, Sheffield City Council is the single largest provider of community buildings across the city. Around 100 community buildings are managed and maintained by the Council, with a further large number owned by the Council, but leased to voluntary, community and faith sector groups and organisations.

This report therefore sets out a proposed approach to build a sustainable and asset-based approach to Community Buildings, working closely with stakeholders to do so. It seeks to enable priority work to begin with a number of organisations and community buildings, whilst committing to the longer-term development of the policies, skills and resources we need to deliver into the future.

Recommendations:

Strategy and Resources Policy Committee are recommended to:

- Adopt the Community Building Policy at Appendix A.
- Agree a proposal for a Community Building Pilot in the South Local Area Committee area, to inform the development of the revised future Community Buildings Policy .
- Agree the proposal to prioritise the review of 22 Housing Revenue Account funded Community buildings (see Appendix B) across the city as part of the Pilot.
- Agree that the findings of the pilot project will inform a revised Community Buildings Policy which will be developed working closely with voluntary, community and faith sector representatives and submitted to S&R Committee within 12 months.

Background Papers:

1. Appendix A - Draft Community Buildings Policy
2. Appendix B - List of Housing Revenue Account Stand-alone Community Buildings to be included as part of the Community Buildings Pilot Project.
3. Appendix C - List of historical Community Transfer enquiries to be considered as part of the Community Buildings Pilot Project.
4. Appendix D – Equality Impact Assessment

Lead Officer to complete:-		
1	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.	Finance: Jonny Mcquillin
		Legal: David Sellars
		Equalities & Consultation: Ed Sexton
		Climate: Tammy Whitaker
	<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>	
2	SLB member who approved submission:	Ajman Ali
3	Committee Chair consulted:	<i>Councillor Tom Hunt</i>
4	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.	
	Lead Officer Name: Tom Smith	Job Title: Director – Operational Services
	Date: 1 st March 2024	

1. PROPOSAL

1.1 Background – Sheffield City Council’s Community Buildings

- 1.1.1 The Council owns, manages / maintains around 4,000 properties across the city. Given the scale of funding cuts the Authority has faced over a number of years it cannot afford to continue to maintain & fund them all. This includes iconic and historic buildings such as the Town Hall, large office buildings such as Moorfoot, but also a significant number of community buildings. These buildings need to be properly maintained to ensure that they continue to function as efficiently and effectively as possible in supporting the delivery of a wide range of services and our communities.
- 1.1.2 The Accommodation Strategic Review, agreed by Finance Sub-Committee in November 2022, set out the roadmap to reduce the size of the estate, and to provide a more financially sustainable approach to the maintenance of the Council’s buildings. A review of Community Buildings was agreed as part of this overall Strategic Review.

- 1.1.3 Recognising this challenge & opportunity, the Council is undertaking a Community Buildings review. Good quality, well used Community Buildings are the anchors that will support the delivery of our City Goals the Council Plan and provide resilience for our communities if well managed, for the benefit of all. They have the potential to bring our diverse communities together and to provide places and assets from which the city can develop our communities and support local people. They can strengthen and empower local groups to create thriving places to live and can aid communities to become more resilient and entrepreneurial.
- 1.1.4 Whilst community buildings are provided across a range of Voluntary, Community and Faith organisations, Sheffield City Council is the single largest provider of community buildings across the city. Around 100 community buildings are managed and maintained by the Council, with another significant number owned by the Council, but leased to voluntary, community and faith sector groups and organisations.
- 1.1.5 The challenges for Council budgets are well documented and across the Country this is presenting significant challenges for Community Buildings in particular. The Voluntary, Community and Faith Sector have similarly seen reductions in available funding, particular in relation to buildings, where grant funding has not kept pace with inflation and supply chain pressures. Whilst Sheffield City Council is not in as poor a financial position as some other Councils, if we are to protect our Community Assets in the future it is imperative that we have a clear strategy to deliver a sustainable approach to Community Buildings. Whilst this may ultimately result in a reduction in the number of buildings that the Council owns and manages, the sale of buildings is not the only solution to these challenges. The Council is fully committed to explore the full range of options and opportunities to address these challenges.
- 1.1.6 The new City Goals and Council plan (“together we get things done”) clearly set out our ambitions to work with our communities and partners to deliver better quality, more sustainable, assets for Sheffield. The Council is therefore fully committed to work with all of the stakeholders in our communities and to take an inclusive approach to the development of policies and supportive structures to deliver the Community Buildings Review.
- 1.1.7 The Community Buildings review will also seek to support a number of other strategies, including the Heritage Strategy and our ambitions to become an anti-racist city following the Race Equality Review.
- 1.1.8 This report therefore sets out a proposed approach to build a sustainable and asset-based approach to Community Buildings, working closely with stakeholders to do so. It seeks to enable priority work to begin with a number of organisations and community buildings, whilst committing to the longer-term development of the policies, skills and resources we need to deliver into the future.

- 1.1.9 In order to fully engage the wider community and community building users a Community Assets Board is now in place. The Board includes representatives from the Voluntary, Community and Faith sector, alongside Council officers. The proposals below have been developed in collaboration with the Board.
- 1.1.10 The membership of the Community Assets Board includes:
- 4 representatives of the Voluntary Community & Faith Sector (VCFS) in Sheffield
- Plus, officers representing the following Council services:
- Neighbourhood Services
 - Facilities Management
 - Property & Regeneration
 - Commissioning
- All supported by a Project Team.
- 1.1.11 Governance of the pilot will report to the Estates Management Board which, in turn reports to the Council's Strategy & Regeneration Board on such matters.
- 1.1.12 The Pilot will be set up and scoped in consultation with the South LAC and the VCFS, reporting into the Estates Management Board.

Given that, the Council seeks to:

- Agree an initial Community Buildings Policy (incorporating a Community Asset Transfer Policy) which will be in place for a maximum of 12 months.
 - Use this policy to work with a number of existing voluntary, community and faith sector organisations who have requested Community Asset Transfers in the short-term.
 - Work with the Voluntary, Community and Faith Sector over the next 12 months to develop a revised Community Buildings Policy and, importantly, set out the strategy to deliver capacity and partnerships for a sustainable Community Buildings in the future.
 - Work with the South Local Area Committee area to deliver a pilot review of Community buildings to support the development of the above.
- 1.1.12
- Prioritise the delivery of a review of 22 Community Buildings that are maintained through Housing Revenue Account funding, as agreed by Council as part of the overall Housing Budget in February 2024.

A more detailed description of these proposals is set out below.

1.2 **Community Building Policy**

- 1.2.1 As set out above, the Council is committed to reviewing its Community

Building Policy with stakeholders to deliver a sustainable approach to Community Buildings in the future. In the meantime, the Council proposes to agree a Community Buildings Policy (see Appendix A) in order to enable work to be progressed around a number of Community Buildings.

- 1.2.2 This policy will allow the Council to work in a consistent and proactive manner, setting out a clear, transparent the management of Community Buildings, including Community Asset Transfer, where appropriate. As part the policy the Council will continue to work with local organisations to ensure that a range of initiatives are in place to support the development of strong and sustainable communities.
- 1.2.3 The policy sets out a framework for elected members, council officers and voluntary, community and faith organisations to provide clarity on the process the management of Sheffield City Council's Community Buildings.
- 1.2.4 In implementing the policy, regard will need to be given to the Council's Corporate Asset Management Plan (the Sheffield Land & Property Plan), the Council's Disposal Framework and other relevant policies and legal duties.

1.3 **Community Building Management**

- 1.3.1 This policy is intended to ensure that all Community Buildings are effectively managed across the Council for local communities by:
- Supporting the delivery of the Council's corporate aims and objectives.
 - Improving relationships with the local community.
 - Facilities and services which are more responsive to local needs.
 - Provide a catalyst for regeneration of local areas.
 - Improves the economic and environmental wellbeing of the area.
 - Empowering local communities.
 - Encouraging community participation in activities.
 - Revenue income for the Council.
 - Potential revenue and capital spend savings for the Council.
 - Improving management and or maintenance of buildings.
- 1.3.2 Using data stored for the Council's assets, all the Council's Community Buildings will be reviewed. The review will be governed by clear principles in terms of:
- The financial viability of the building in terms of its current condition (including compliance), operating costs, maintenance, investment need, and potential future use.
 - The environmental sustainability of the building in terms of the ability for it to become net zero and the required investment to do so, including its current and future potential energy performance and carbon emissions.

- The current and potential future utilisation of the building and the availability of other similar facilities in the local area. This will also include whether the building is currently fit for purpose in terms of its intended use.
- How the current or future use of the building contributes to the Council's strategic ambitions and those of Sheffield's communities.
- The context of any legal ownership, covenants and restrictions of the building and ensuring appropriate decision making and governance.

1.3.3 A detailed and standardised approach to the evaluation of each Community Building (see '*Community Building Evaluation*' section below) has been developed to ensure consistency in decision-making. This will include consultation with Elected Members, Local Area Committees, building users and key stakeholders. The approach will result in a recommendation for each building to:

- **Invest:** Target investment to improve the quality of the building and deliver better outcomes for our communities.
- **Divest:** Dispose of surplus buildings to create savings, which could be re-invested into the Council's remaining estate. This will also reduce liabilities and risks that cannot be effectively mitigated within reasonable financial and other limits. Any building disposals would be undertaken through the Council's Policy for the Disposal of Council Owned Land and Property.
- **Re-purpose:** Explore options for co-location, repurposing, or asset transfer (see Community Asset Transfer, below) of buildings to deliver better value for communities and maximise usage.

1.3.4 This information will then be used to evaluate the Community Buildings to properly understand the building condition, running costs, current & potential future uses, sustainability, current users / agreements, and legal ownership etc.

1.4 Heritage Assets

1.4.1 Work has now started on collating details on all the status of all heritage assets from right across the Council's property estate. This will be wide ranging, and these buildings will cross various committees.

1.4.2 It is right that we are having this thorough assessment. This work is not being taken in isolation and will feed into the Council's ongoing Community Building Review and the Heritage Strategy - to ensure a joined-up approach.

1.4.3 As a way forward for the management of heritage buildings is developed, we are committed to ensuring we consult and include the involvement of stakeholders in this process.

1.5 Community Asset Transfer

- 1.5.1 Community Asset Transfer as a term encompasses activity that the Council has been undertaking for a long time. Community Asset Transfer (CAT) is not new to the Council indeed examples of CAT undertaken by SCC in the past such as Burton Street, have featured as national best practice examples.
- 1.5.2 Whilst every community asset transfer proposal is different, the proposed policy sets out a framework for elected members, council officers and voluntary and community organisations to provide clarity on the process of Community Asset Transfer and how applications will be assessed.
- 1.5.3 Community Asset Transfer is a voluntary process. It involves the transfer of management and/or ownership of public land and/or buildings to a community organisation to achieve an economic, social, or environmental benefit. Community management or ownership of Council assets can take place under different forms of agreement, such as a:
- Management agreement, essentially a licence and an agreement to manage an asset.
 - Licence to occupy (right to use the property for particular uses but not a grant of exclusive rights). This form of agreement can be useful for organisations that wish to support the maintenance of land such as parks and open spaces.
 - Short term lease (less than 7 years with no protected right to renew lease).
 - Long term lease (more than 7 years, usually no longer than 30 years and with no protected right to renew the lease other than in exceptional circumstances).
 - In exceptional consideration may be potentially given to longer term leases (e.g. 99 year / 125 year) depending on the content of the of the associated Business Plan (see Community Asset Transfer Process, below) and specific requirements of funders / grant giving organisations.

1.6 **Community Building Pilot**

- 1.6.1 It is proposed that a Pilot will be primarily based on the South Local Area Committee area. This area includes a diverse population and a wide range of Community Groups. There is a strong and experienced voluntary, community and faith sector in the area, with significant knowledge of community buildings, community development and community asset transfer of buildings.
- 1.6.2 It is important that any pilot is seen to be fair and transparent, and the South Local Area Committee area should not be placed in any detriment in terms of Community Buildings through its involvement in the pilot. The Council will ensure that these principles are enshrined within any decisions about buildings as part of the pilot.

- 1.6.3 The Council owns 47 Community Buildings in the South Local Area Committee area. 21 of these are maintained by the Council, with the remainder (26) being managed through a lease or other arrangements.
- 1.6.4 In addition to the above, a number of historic enquiries for Community Asset Transfer, or similar have been delayed because of the current lack of a policy (see Appendix C). The Council is keen to progress these buildings within the life of the pilot, working with stakeholders. It is considered that the progression of these cases will also add value to informing the development of a new Community Buildings Policy. Additional Community Buildings will only be added to this list by exception to ensure the pilot remains manageable in size.
- 1.6.5 In February 2024, Council agreed to the review of 22 Community Buildings across the city that are funded from the Housing Revenue Account as part of the budget setting process (see Appendix B). It is proposed that this review is delivered alongside the pilot process above, again helping to inform the development of our approaches and our future policy. It is important to stress that the review of these buildings does not assume that a decision will be made to dispose of them in order to deliver the necessary budget savings. The Council will work with stakeholders in these buildings and others, to assess all of the possible options and opportunities.
- 1.6.6 The pilot will give the Council the opportunity to learn from wider consultation, community requirements, and lessons learnt in order to develop a final Community Buildings Policy to be brought back to Committee for approval.
- 1.6.7 It is expected that the Pilot will run for a maximum of 12 months. However, a report with the final policy will be brought back to Committee sooner if the Community Assets Board agrees that this appropriate.
- 1.7 **Community Right to Buy**
- 1.7.1 Community Asset Transfer should not be confused with Assets of Community Value which relate to the 'community right to bid,' the provisions for which are set out in the [Localism Act 2011](#). The pilot will allow the Council to reflect on the Community Right to Buy initiative and give the opportunity to assess it as part of the pilot process.
- 1.8 **Payments**
- 1.8.1 Land and Property is not a free resource and Council Members and officers have a fiduciary duty to ensure that property is effectively financially managed in terms appropriately managing the property and the resources required to provide that facility. These Community Buildings are local government assets involving taxpayer's money.
- 1.8.2 A standard charging policy / pricing methodology will be put in place to ensure that users are charged consistently across the Community

Building portfolio. This will consider the following:

- The size of the building / space used.
- Facilities available, to the user, in the building.
- Concessionary letting or more formal agreement.
- Hire period (time).
- Frequency of hire.
- Sheffield City Council / Tenant responsibilities.

Where a formal agreement is in place for the use of Community Buildings the payment rates / schedule will be set out in the agreement.

In the case of ad-hoc rental of Community Buildings the 'hire-rate' will be set annually, formally as part of the Council's fees & charges setting process.

No new agreements will be made with existing users who have existing / outstanding debts with the Council.

1.9 **Resource Requirements**

- 1.9.1 Funding for resources to support the Pilot Project have been approved from within existing budgets. This will include gathering data on Community Buildings, reviewing and understanding existing agreements, and continuing consultation with the Community.

2. **HOW DOES THIS DECISION CONTRIBUTE?**

- 2.1 Sheffield's communities and people are at the heart of what we do and as a Council we support people, communities, and businesses to take more control over their neighbourhoods, to deliver services and become more self-reliant, so they can take more control over improving their own neighbourhoods and deliver their own solutions to meet local needs. As part of this, the Council is committed to using its land and property assets to effect positive change and noticeable benefits to local communities.

- 2.2 Community Buildings are a tool which can be used to support communities and form part of a wider strategy to help local communities. Community use of buildings can make a major contribution towards strengthening and empowering local groups to create thriving places to live and can aid communities to become resilient, entrepreneurial; and thrive in a climate where the capacity for Councils to continue to deliver services in the traditional manner becomes challenging.

3. **CONSULTATION**

- 3.1 Consultation has taken place with representatives of the Voluntary Community and Faith Sector who have joined officers on a newly formed Community Assets Board, in order to assist driving forward this

Community Buildings Pilot and develop the final Policy.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 A full comprehensive EIA has been carried out and identified that the Community Buildings and Community Asset Transfer Policies will have cross-cutting impacts for all customers across the whole of Sheffield because these Community Buildings could be accessed by the whole of the Sheffield population. The impact of the policies should be positive impact ensuring that all diverse groups could use these facilities.

4.1.2 Data in respect of the profile of the buildings, the building users and their diversity is still to be developed. This will be done as part of the data gathering throughout the pilot and the subsequent policy implementation.

4.2 Financial and Commercial Implications

4.2.1 Following a full review of usage and technical property data for Community Buildings it will be necessary to review budgetary requirements for the continuing management of these buildings. This will include:

- Capital budget for any major / significant improvements that are deemed necessary.
- Revenue budget for ongoing repairs, maintenance & compliancy regime.
- Revenue Budget to dispose of surplus sites.
- Capital receipts for any surplus sites which have disposed of.
- Revenue budget for staff resource to provide support to the VCS to assist effective processing, e.g., bids for 3rd party funding to ensure Community Asset Transfer projects are successful.

4.3 Legal Implications

4.3.1 There is no legal requirement for the Council to adopt a Community Building Policy. As it is intended to calculated to facilitate and be conducive or incidental to the discharge of the Council functions it is permitted by the subsidiary power under s111 Local Government Act 1972

4.3.2 Proper formal agreements will need to be put into place for all different types of users / transferees.

There are several different types of agreement which will be applicable for using Community Buildings:

- Ad-hoc rental of parts of a building / room – Concessionary letting – not a regular requirement.
- Formalised rental of community building (whole / part / room) –

more regular provision, by formal agreement, up to 7 years.

- Community Asset Transfer (longer term agreements) – 7 years and above
- Consideration may be potentially given to longer term leases (e.g. 99 year / 125 year) depending on the content of the of the associated Business Plan (see Community Asset Transfer Process, below) and specific requirements of funders / grant giving organisations.

4.3.3 Prior to hiring out or letting any Community Building, for which the Council retain legal building compliancy agreements (less than a 7-year agreement) the Council will ensure that it meets building compliancy requirements, these will include:

- Gas Safety Certificate
- Fixed Wire Certificate (Electricity)
- Fire Safety Plan
- Asbestos Management Plan
- Legionella Safety Plan

4.3.4 Other legal implications, particularly around the Community Asset Transfer are included in this report and the relevant appendix.

4.4 **Climate Implications**

4.4.1 Following a Climate Change Impact Assessment, it has been ascertained that the implementation of the Community Buildings and Community Asset Transfer policies will result in a similar to moderate decreases on CO₂ emissions compared to before. This is primarily because the most inefficient buildings or those which cannot be improved are most likely to be disposed of. Also, those that will be retained will have investment to make them more energy efficient / improve their 'green' credentials.

4.5 **Other Implications**

4.5.1 As properties are reviewed the process will identify any works required to properties, which will remain the responsibility of the Council (most likely because the building will remain part of its portfolio for ongoing use and management).

4.5.2 The review will also identify properties that require to be disposed as they are:

- Uneconomic to bring up to required standards.
- Building surplus as not required by Community Groups
- Too many similar buildings in locality,
- Building uneconomic / inefficient in use.

5. **ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 **Do nothing.**
Continue to manage and deliver Community Buildings as per the current provision.
- 5.1.1 As part of the Council's Accommodation Review, its Community Buildings / Assets have been considered. As well as these being managed in an inconsistent way across the Council, it is also important that they provide good quality facilities in the locations that the local community need them and that they are in a good serviceable condition and Health and Safety compliant (building safety), all within an affordable financial model.
- 5.1.2 To ensure that these requirements can be met, and the community effectively supported through Community Building provision new Community Building and Community Asset Transfer Policies need to be implemented.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The interim Community Buildings Policy will allow the Council to work in a consistent and proactive manner, setting out a clear, transparent the management of Community Buildings. It will enable the Council to make decisions on a number of historic Community Asset transfers that have not been able to progress given the current lack of a policy. As part of these policies the Council will continue to work with local organisations to ensure that a range of initiatives are in place to support the development of strong and sustainable communities.
- 6.2 The policy set out a framework for elected members, council officers and voluntary and community organisations to provide clarity on the process the management of Sheffield City Council's Community Buildings
- 6.3 The proposed Community Buildings Pilot will fully inform a revised Policy which will ensure that full consultation takes place with the community supported by the Voluntary, Community and Faith Sector. The development of a revised policy, working with stakeholders, will deliver a better quality, and more sustainable approach to our Community Buildings in the future.

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Sheffield City Council

COMMUNITY BUILDING

POLICY

February 2024

Context

Sheffield's communities and people are at the heart of what we do and as a Council we support people, communities and businesses. Provision and use of Community Buildings is a tool which can be used to support communities and forms part of a wider strategy to help local communities. Community use of buildings can make a major contribution towards strengthening and empowering local groups to create thriving places to live and can aid communities to become resilient, entrepreneurial; and thrive in a climate where the capacity for councils to continue to deliver services in the traditional manner becomes challenging.

To take more control over their neighbourhoods, to deliver services and become more self-reliant, so they can take more control over improving their own neighbourhoods and deliver their own solutions to meet local needs. As part of this, the Council is committed to using its land and property assets to effect positive change and noticeable benefits to local communities.

Sheffield City Council (SCC) is the single largest provider of community buildings across the city. Current figures suggest circa one hundred community buildings managed and maintained by SCC and a further circa 4,000 leased to community groups. Indeed in 2008 the City Council considered a report 'Grasping the Nettle – A 20-year Community Buildings Strategy for Sheffield City Council' which proposed a series of recommendations for Council owned community buildings and VCFS management and ownership of Council buildings. The process was managed through a Community Buildings team. This approach had some success however, the Community Buildings Team no longer exists, and whilst a variety of groups manage and lease council owned assets, there is no clear policy and approach.

The use of Community Buildings supports our shared standards of the following City Goals:

*"We make **long-term decisions** that address the economic, ecological and social crises we face and create opportunities for everyone to contribute to the city's present and future."*

*"We **foster and grow businesses, organisations and local initiatives** that look after people, place and planet, and **lead the way on decarbonisation, re-use and the rewilding of nature.**"*

*"We have access to the digital and **physical infrastructure** we need to work together to solve shared problems and make positive and healthy lifestyle choices."*

The Community Buildings Policy set out below allows the Council to work in a consistent and proactive manner, setting out a clear, transparent the management of Community Buildings and / or transferring buildings to the VCFS via a Community Asset Transfer (CAT). As part of this policy the Council will continue to work with local organisations to ensure that a range of initiatives are in place to support the development of strong and sustainable communities.

Purpose of the Policy

This policy outlines Sheffield City Council's approach to Community Buildings (including CAT, where appropriate). It sets out an open, fair, transparent, and consistent process to enable the management of Community Buildings and for the Council to work with the voluntary, community and faith sector and promote their long-term success.

This policy sets out a framework for elected members, council officers and voluntary and community organisations to provide clarity on the process the management of Sheffield City Council's Community Buildings.

In implementing this policy, regard must be given to the Council's Corporate Asset Management Plan (the Sheffield Land & Property Plan), the Council's Disposal Framework and other relevant policies and legal duties.

Benefits of Community Building use and What are we Trying to Achieve

There are many benefits to the Council and local communities of the use of community buildings and community asset transfer:

- Supports the delivery of the Council's corporate aims and objectives.
- Supports 'City Goals.'
- Improves relationships with the local community.
- Results in facilities and services which are more responsive to local needs.
- Potentially secure investment as community groups and third sector organisations may access funding streams not accessible to Local Authorities.
- Provide a catalyst for regeneration of local areas.
- Greater ownership and pride in facility by local community.
- Improves the economic and environmental wellbeing of the area.
- Empowers local communities.
- Encourages community participation in activities.
- Revenue income for the Council.
- Potential revenue and capital spend savings for the Council.
- Improves management and or maintenance of buildings.

What is Community Asset Transfer

Community Asset Transfer is a voluntary process. It involves the transfer of management and/or ownership of public land and/or buildings to a community organisation to achieve an economic, social, or environmental benefit. Community management or ownership of Council assets can take place under different forms of agreement, such as a:

- Management agreement, essentially a licence and an agreement to manage an asset.
- Licence to occupy (right to use the property for specific uses but not a grant of exclusive rights). This form of agreement can be useful for organisations that wish to support the maintenance of land such as parks and open spaces.
- Short term lease (less than 7 years with no protected right to renew lease).
- Long term lease (more than 7 years, usually no longer than 30 years and with no protected right to renew the lease other than in exceptional circumstances).
- Consideration may be potentially given to longer term leases (e.g. 99 year / 125 year) depending on the content of the of the associated Business Plan (see Community Asset Transfer Process, below) and specific requirements of funders / grant giving organisations.

Note: 7 years refers to Section 123 Local Government Act - see 'Legal Framework & Enabling Powers' section below.

Community Asset Transfer should not be confused with Assets of Community Value which relate to the 'community right to bid,' the provisions for which are set out in the [Localism Act 2011](#). Assets of Community Value do not have to be buildings in public ownership and can be nominated by parish councils or by groups with a connection with the community. If the nomination is accepted, local groups will be given time to produce a bid for the asset if and when it comes up for sale on the open market. More information on Assets of Community Value can be found on the Council's website here: [Assets of community value | Sheffield City Council](#)

National Policy Context (CAT)

In 2006 the Local Government White Paper "Strong and Prosperous Communities" introduced a new approach to managing public assets and delivering public services. It gave Council's greater freedom to work with other public sector providers, third sector organisations and local citizens, and explored the opportunities for communities to manage and own local land and property assets.

The publication of the 2007 Quirk Review – "Community Management and Ownership of Public Assets" further promoted this new attitude to delivering community assets and services by investigating options of increased community management and ownership of assets. In particular, it looked at ways to overcome potential barriers to asset transfer and ways to manage associated risks.

A number of subsequent government documents have further recognised the significant potential benefits that may be realised through Council's creating and supporting community partnerships. The Localism Act (2011) devolves decision making powers to

neighbourhood level and advocates new rights and powers for communities and individuals such as the “Community Right to Challenge” and “Community Right to Bid”.

There is a high-level support and recognition from Government that asset transfer can create more confident and empowered communities and increase the number of sustainable community/third sector groups. The Government wish to see Local Authorities empowering local people and organisations to transform land and buildings into vibrant community spaces and support a thriving third sector.

Risks associated with Community Building use.

There are many benefits which come from the use of Community Buildings, but it should be noted that there are also risks for both the Council and groups using these facilities including:

- The Community Building not being used for the original purpose agreed between the user and the Council.
- Public interests or community benefits may not be delivered or inclusive to the wider community.
- Expectations of the Council and the community organisation may differ.
- Competing applications between different community organisations can result in conflict.
- The community organisation, using the building, lacks adequate experience, capacity, or financial means to deliver the service, manage and maintain the building (where appropriate) or meet legal/statutory requirements (all depending on the agreement between the community organisation and the Council).

It is especially important to consider within any agreement for the use of a Community Building the ongoing maintenance requirements of the property. These will change depending upon the agreement, the user(s) and individual facility. Some agreements will transfer responsibility for upkeep, repair, and maintenance of the asset; all running costs, including insurance; compliance with statutory inspections and health and safety requirements to the organisation taking occupation / ownership (if applicable). Whereas some or all of these may remain the responsibility of the Council & will need to be determined on an individual basis. There have been many recent cases within the city where groups have taken on assets with all good intention but cannot afford the repair maintenance and running costs.

The Council will need to mitigate the potential risks of the use of Community Buildings through a solid booking process and where appropriate a robust application and assessment process and through specific agreements which ensure that the building is used for community benefit as was intended.

Additional Risks Associated with CAT

- Potential loss of revenue income, capital receipt or future opportunity cost for the Council.
- The asset transferred not be used for the original purpose of the transfer.
- Lack of control of the future of the asset by the Council.
- Council requires the asset for its own future requirements.

However, these risks should be effectively managed by robust process of 'due diligence' / positive scrutiny of the Business case of the VCFS group that is to take the property lease. It is important that the Business case provided by the group which wishes to take a building via Community Asset Transfer is effectively scrutinised in order to ensure that the group has the best chance of success.

Review of Community Buildings

Principles and Methodology

Using the knowledge and data stored for the Council's assets, all the Council's Community Buildings will be reviewed. The review will be governed by clear principles in terms of:

- The financial viability of the building in terms of its current condition (including compliance), operating costs, maintenance, investment need, and potential future use.
- The environmental sustainability of the building in terms of the ability for it to become net zero and the required investment to do so, including its current and future potential energy performance, carbon emissions, and the associated challenges of achieving this, including required funding.
- The current and potential future utilisation of the building and the availability of other similar facilities in the local area. This will also include whether the building is currently fit for purpose in terms of its intended use.
- How the current or future use of the building contributes to the Council's strategic ambitions and those of Sheffield's communities.
- The context of any legal ownership, covenants and restrictions of the building and ensuring appropriate decision making and governance.

A detailed and standardised approach to the evaluation of each Community Building (*see 'Community Building Evaluation' section below*) has been developed to ensure consistency in decision-making. This will include consultation with Elected Members, Local Area Committees, building users and key stakeholders. The approach will result in a recommendation for each building to:

- **Invest:** Target investment to improve the quality of the building and deliver better outcomes for our communities.
- **Divest:** Dispose of surplus buildings to create savings, which could be re-invested into the Council's remaining estate. This will also reduce liabilities and risks that cannot be effectively mitigated within reasonable financial and other limits. Any

building disposals would be undertaken through the Council's Policy for the Disposal of Council Owned Land and Property.

- **Re-purpose:** Explore options for co-location, repurposing, or asset transfer (see separate Community Asset Transfer Policy) of buildings to deliver better value for communities and maximise usage.

Community Building Evaluation

To properly understand the building condition, running costs, current & potential future uses, sustainability, current users / agreements, and legal ownership etc. the following:

Property Data

1. Location.
2. Building Condition (including compliancy elements).
3. Backlog Maintenance (including costs).
4. Ongoing Maintenance (including costs).
5. Investment requirement (including costs).
6. Future potential use / need.
7. Energy Efficiency / Performance / carbon emissions, including possible future energy performance / ability to become Net Zero by 2030 (including costs).
8. Current Building usage, including activities, capacity, frequency etc.
9. Fitness for purpose (current / intended uses).
10. Proximity to other facilities in local area (similar, or otherwise).
11. Legal ownership including covenants and restrictions of the building and ensuring appropriate decision making and governance.
12. Consideration of the Heritage Status of any building.

User Data

1. Community Building users.
2. Community Building users' agreements (none / informal / formal - licence / lease etc.).
3. Booking regime(s).
4. User's needs / requirements.

How will this data be used?

This data will be used to inform the decision-making process as to which building represent good value for Sheffield City Council to retain, what level of investment is required, and which should be considered for disposal.

Legal Framework and Enabling Powers

Section 123 of the Local Government Act 1972 requires that all disposals (including leases over 7 years) by Local Authorities must be at the best consideration reasonably obtainable. Best Consideration is generally the best price in monetary terms that could be achieved if the asset were offered on the open market assuming a willing seller, a willing buyer and no restrictions or requirements on the disposal which may impact on value.

However, the Council may dispose of land or property at less than market value (less than best consideration) in some exceptional cases. The General Disposal Consent Order (England) 2003, gives Council's wider powers to dispose of land and property assets at less than best consideration where it can be demonstrated that they promote the economic, social, and environmental well-being of the area; provided that the unrestricted undervalue of the asset to be disposed of and the consideration for the disposal does not exceed £2,000,000.

This General Consent can only be used where the property in question is held under statutory powers which permit it to be disposed of under the terms of the 1972 Act. A large percentage of the Council's land is held in this way. The General Consent does not apply where land is held for other specific purposes such as housing, education, highways, and planning for which other statutory disposal powers apply.

Land and Property is not a free resource and Council Members and officers have a fiduciary duty to ensure that any disposal is at best consideration as these are local government assets involving taxpayers' money. Any disposal at less than best consideration is important because of the opportunity cost to the Council. Disposal at an undervalue must ensure that the outcome will be at least as beneficial as that which could have been achieved through disposal of the asset at Best Consideration and should clearly contribute towards fulfilling corporate objectives. Disposal at less than best consideration should therefore only be used in exceptional circumstances for example where the Council may be seeking outcomes from a disposal that delivers wider policy objectives. The benefits from a disposal at less than best consideration must be clear, tangible, and directly support the economic, social, or environmental responsibilities and duties of the Council. The amount of any reduction in value must be specifically identified, reported, and approved. The Disposals Framework, approved by Finance Committee in September 2022, sets out the Council's policy and process for disposals including disposals at less than best consideration.

Charitable Land

Land and properties that are held by the 'Council in trust' will not be considered for a Community Asset Transfer unless approved by The Council's Charitable Sub Committee (sitting as Trustees). The proposed disposal will need to follow the requirements of the Charities Act 2011, be advertised in compliance with the Act and any objections will be considered by the Committee. In certain circumstances such as when land was gifted to the Council in trust for a specified purpose such as for a public recreation ground or the disposal is to be at 'less than Best Consideration', these proposed disposals depending on the terms may need to be referred to the Charity Commission for their approval pursuant to the Charities Act 2011.

Public Open Space/School Land and Playing Fields

Proposals to transfer land classified as public open space will need to be advertised that a transfer is being considered under section 123 (2A) of the Local Government Act 1972 and any objections must be considered by the Council in deciding whether to progress with the proposed transfer.

In respect of school land and playing fields the Council will also need to consider whether the land is subject to the provisions of Schedule 1 of Academies Act 2010 and section 77 of the School Standards and Framework Act 1998. Such disposals will require consent of the Secretary of State.

Assets Suitable for Community Asset Transfer

Only some assets will be suitable for Community Asset Transfer and any Community Asset Transfer must be able to demonstrate delivery of the corporate aims and outcomes of the Council. Assets which could be potentially suitable for Community Asset transfer include:

- land or buildings in the freehold ownership of the Council. Any restrictions or covenants on title will need to be checked prior to the building being considered for Community Asset Transfer.
- Assets declared as 'surplus' and not required or used for direct service delivery.
- Assets available for transfer where there is no clear rationale for retention to continue due to cost of maintenance, condition of the building or low levels of usage.
- Assets which are under-utilised or dormant in current ownership but could be put to a more productive use which are not required to deliver other Council priorities.

Assets that are to Be Excluded from Community Asset Transfer

The Council will not support the transfer of an asset transfer whereby any of the following apply:

- the asset is required for service delivery or has been identified to implement a corporate priority or Assets which accommodate fixed or core services which the Council intends to continue to operate (e.g. schools, social care establishments, sheltered accommodation, etc)
- Where there is a significant impact on Capital or revenue income this includes:
 - assets identified within the disposal/capital receipts programme,
 - assets held for revenue income and/or assets which forms part of the Council's commercial estate or investment portfolio.
 - the asset transfer results in revenue income loss unless there is clear demonstration that revenue savings to service delivery can be made to outweigh any potential financial loss,
 - the asset is held for long term future capital appreciation,
 - any asset where the market value or development value is greater than its existing use value at the time of application.
- The proposal relates to only a part of the asset.
- The asset has been identified as being required for strategic, planning or redevelopment/regeneration or housing growth reasons.

- The asset will be used by the organisation purely as a vehicle for commercial ventures. This does not include, for example, charitable organisations with trading arms, where profits are reinvested in communities.
- The transfer is to an individual.
- The transfer would contravene Subsidy Control.
- The transfer would contravene procurement rules.
- The asset will be used for religious or political purposes/activities.
- Charitable assets held by the 'Council in trust.'

Where Assets are not fit for purpose and/or require significant investment, repair or maintenance, groups will need to be able to demonstrate that they can secure the financial resources available to bring the property back into a state of repair and fund its ongoing maintenance.

Organisations Eligible for Community Asset Transfer

Applications will be considered from community and voluntary sector groups and other formally constituted third sector not for profit organisations. The Applicant must:

- Be non-profit distributing – no applications will be accepted from private companies, private individuals or other organisations that do not fulfil the criteria. Any applicants that are profit making must reinvest any surpluses to further its social aims/community benefits.
- Be a community or voluntary sector organisation – i.e. it must be a legal entity which is non-governmental or part of the statutory sector. However, applications will be considered from Town and Parish Council's
- Exist for community, social and/or environmental benefit of the community.
- Be appropriately constituted – for example a registered charity, a community interest company or a charitable incorporated organisation, a not-for-profit company or co-operative. Such constitution must allow for the management/ownership of buildings and/or provision of services.
- Demonstrate good governance – Have robust systems, governance and policies as evidenced by a management structure, constitution, and appropriate quality assurance, with adequate monitoring, evaluation, and financial management systems.
- Have directors, committee members and/or employees who have the relevant experience and skill to manage the property and develop and manage a financial plan and be able to provide copies of the accounts of the organisation on request.
- Have well defined community benefit objectives – and can demonstrate the skills and capacity within, or available to its managing body, to effectively deliver services and manage the asset.
- Have capacity, experience, and knowledge of property management – and can demonstrate that it understands health and safety issues and compliance with legislation/statutory requirement arising from ownership or management of the asset.
- Demonstrate community engagement – be able to provide evidence of the need and demand for the activities for which the use of the asset is proposed, have support of the local community, and be proactively involved in economic, environmental, or

social regeneration or be providing a service of community benefit in line with the Council's core purposes.

- Embrace Equality and Diversity and work to improve community cohesion and reduce inequalities. A community organisation taking control of a property must be able to demonstrate open access and respect all users protected characteristics i.e., age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. Where proposals are restricted to a particular group or have limited local community use the Council will need to consider, it meets council service needs and equalities legislation.
- Demonstrate sustainability – the Applicant will need to establish how the proposed use can maximise opportunities to ensure sustainability, for example through social enterprise.
- Not be in arrears or have poorly maintained or managed the asset prior to the asset being transferred.

Appropriate due diligence and investigation will be undertaken to ensure the above criteria are met and the organisation must be able to demonstrate that they have the necessary skills, expertise, and ability to manage and operate the property. Where a disposal is to a Charity or Trust evidence must be provided that the organisation conforms to Charity Commission governance and management requirements and that the organisation has complied with the financial reporting requirements of the Commission

Different Types of User Agreement.

There are several different types of agreement which will be applicable for using Community Buildings:

- Ad-hoc rental of parts of a building / room – Concessionary letting – not a regular requirement.
- Formalised rental of community building (whole / part / room) – more regular provision, by formal agreement, up to 7 years.
- Community Asset Transfer (longer term agreements) – 7 years and above – see below.

Payment for use of Community Buildings

Land and Property is not a free resource and Council Members and officers have a fiduciary duty to ensure that property is effectively financially managed in terms appropriately managing the property and the resources required to provide that facility. These Community Buildings are local government assets involving taxpayer's money.

A standard pricing methodology will be put in place to ensure that users are charged consistently across the Community Building portfolio. This will consider the following:

- The size of the building / space used.
- Facilities available, to the user, in the building.
- Concessionary letting or more formal agreement.
- Hire period (time).
- Frequency of hire.

- Sheffield City Council / Tenant responsibilities.

Where a formal agreement is in place for the use of Community Buildings the payment rates / schedule will be set out in the agreement.

In the case of ad-hoc rental of Community Buildings the 'hire-rate' will be set annually, formally as part of the Council's fees & charges setting process.

No new agreements will be made with existing users who have existing / outstanding debts with the Council.

Community Buildings Suitable for Continued Use (*not to be disposed of*).

Only Community Buildings which meet a series of set criteria should be considered suitable for that continued use by the Council. These criteria include:

- Community Buildings of a suitable condition, where any investment is appropriate based on a cost / benefit analysis (although some users will be able to make good to ensure suitable to meet need at their own cost).
- Community Buildings NOT declared as surplus.

Community Building that will be available for use will be marketed using a list published on the Council's website. The Council's Finance Committee will have approved this list, following the building evaluation review, as above, as recommended by the Council's Estate Management Board.

Any minor changes to this list will be delegated to the Estate Management Board, with an Annual Update Report submitted to the Finance Committee.

Assets That Are to Be Excluded from Community Use

The Council will not support the continued use a Community Building whereby any of the following apply:

- Where there is a significant impact on Capital or revenue income this includes:
 - assets identified within the disposal/capital receipts programme.
- The asset will be used by the organisation purely as a vehicle for commercial ventures. This does not include, for example, charitable organisations with trading arms, where profits are reinvested in communities.
- The Community Building will be used for as a place of worship or for political purposes/activities.

In the case longer term formal agreements where the user enters into a repairing & maintaining agreement with the Council, and where Assets are not fit for purpose and/or require significant investment, repair or maintenance, groups will need to be able to demonstrate that they can secure the financial resources available to bring the property back into a state of repair and fund its ongoing maintenance.

New Requested for use of Community Buildings (not CAT).

Although several steps are involved in a request for the use / expression of interest for a Community Building, there are three key stages:

- Stage 1 – Request for Use / Outline Expression of Interest
- Stage 2 – Details of how the user proposes to pay the rent and continues to do so (required for full formal agreement, less than 7 years)
- Stage 3 – Due Diligence check by Council

Stage 1 – Request for Use / Outline Expression of Interest

The Council will determine whether a Community Building is to be made available for Community and this list of buildings will be published for potential users to view on the Council's website. This will ensure openness and transparency and the opportunity for all groups to request use / express interest.

A **Request for Use** is most likely to be an ad-hoc request one off, or short-term request, i.e., a Concessionary Letting.

Whereas an **Outline Expression of Interest** will relate to where a longer-term agreement (less than 7 years) will need to be put in place.

If a Building is deemed to be suitable for Community use the Council will advertise the fact via several sources including (but not limited to): Council website, LACs, Community and Voluntary sector newsletters, Council approved social media sources.

Interested parties will be able to make a **Request for Use** by completing an on-line form via the Council's website (or by telephone / visiting Council offices in person).

If it is appropriate to book the building (or part thereof) online the user will be able to do so at this point.

However, should the proposed use require the potential user (longer term / more formal agreement – less than 7 years) to make an **Outline Expression of Interest**, they should complete an 'Outline Expression of Interest form'.

Stage 2 – Details of how the user proposes to pay the rent.

In the case of longer-term agreements, up to 7 years, the organisation should submit details of how they propose to pay the rent for the Community Building the Council in assessing the financial viability of the proposal, and the capacity and capability of the organisation to manage the asset.

Occasionally, a building that is being a Community Building may have heritage status or other features that could cause significant liabilities if repairs (where repairing obligations are the responsibility of the building user) are needed which would almost certainly be beyond the means of a community organisation, especially a new one. In such circumstances the organisation will need to consider establishing a sinking fund to cover future maintenance and specialist repair.

Stage 3 – Due diligence

Before entering into any formal agreement (up to 7 years), the Council will need to satisfy itself that the organisation's financial plan for the agreement is satisfactory. The Council will review the information submitted to satisfy itself that this the case.

In reaching a decision the Finance committee will need to weigh up the potential gain against the potential loss of revenue from the asset and potential loss of a capital receipt. Any subsidy will need to be balanced by clauses in the property's agreement to ensure the promised outcomes continue to be delivered.

Hiring / Letting Community Buildings

Prior to hiring out or letting any Community Building the Council will ensure that it meets building compliancy requirements, these will include:

- Gas Safety Certificate
- Fixed Wire Certificate (Electricity)
- Fire Safety Plan
- Asbestos Management Plan
- Legionella Safety Plan

In the case of longer-term agreements (up to 7 years) will supply a full set of the of the above information at the commencement of the agreement. Subsequently, the user will be required to ensure that this information is kept up to date, using the Council to provide new certification / plans etc. It will be the responsibility of the user to fund this re-certification, drafting of any new plans etc.

Community Asset Transfer Process

Although a number of steps are involved in Community Asset Transfer, there are three key stages:

- Stage 1 – Expression of Interest
- Stage 2 – Full Application and Business Case
- Stage 3 – Agree Heads of Terms for the transfer and basis for a Joint Working Agreement with the Council

Stage 1 – Expression Of Interest

The Council will determine whether an asset is to be made available for Community Asset Transfer or not. Assets may be identified as available for Community use by the Council. Local Area Committees or local organisation can make a speculative request to consider a specific asset for CAT. The final decision on which buildings will be considered for CAT will rest with Finance Committee. LAC chairs and Local Ward Members will be provided with a list for information of any properties in their area which are proposed for disposal and are proposed for Community Use. If an asset is deemed to be suitable for Community Asset Transfer the Council will advertise the fact via a number of sources including (but not limited to): - Council website, LACs, Community and Voluntary sector newsletters, Council approved social media sources. This

will ensure openness and transparency and the opportunity for all groups to express an interest.

Interested parties should complete an Expression of Interest form by a specific date outlined in the advertisement. All Expressions of Interest will be presented to the Council's Estate Management Board for consideration. Any interested group will be informed on the outcome of the Estate Boards recommendation. Should the board in principle support the initial expression of interest, the group(s) will be notified of the next stage.

Stage 2 – Full Application and Business Case

The organisation should submit a Full Application together with a Business Case which will be used to assist the Council in assessing the financial and operational viability of the proposal, the social, economic, or environmental benefits of the proposal and the capacity and capability of the organisation to manage and maintain the asset. As a minimum requirement the following points should be addressed:

- an executive summary of why the organisation requires the proposed asset; what difference it will make to the organisation.
- a statement of the aims and objectives of the organisation
- a description of who the organisations clients/users are, i.e. its target group.
- a description of the need for the service proposed and how the community asset transfer will deliver this need any community benefits from the organisation managing the asset (the how, the who, how many) and how this will be measured.
- An assessment with supporting evidence of how the proposal contributes to the achievement of economic social or environmental well-being.
- An assessment with supporting evidence, of the monetary and non-monetary benefits and value to the Council
- details and evidence of community involvement and consultation for the use or service to be delivered. Community organisations will need to demonstrate that consultation has taken place with local people. Consultation must be unrestricted and not limited to just those people who have a positive interest in the proposal. Elected ward members must be included as part of any such consultation exercise. Elected members and LACs will also be consulted by Council officers during assessment.
- details of what activities, services, events and uses the asset will be required for, and how the organisation intend to deliver these; it should also identify any new/additional activities/services will be delivered as a result of managing the asset and who will use the service including evidence of any existing users.
- description of how the disposal will contribute positively to an agreed Council policy priority, together with a clear statement showing where the scheme fits within service priorities.
- the outcomes which will be delivered because of the asset transfer.
- what improvements the organisation intends to make to the asset (if any), including indicative costs and how these are to be financed including any repairs, improvements and management and maintenance costs
- an outline of the operational capacity and skills of the group

- a cash flow forecast and budget detailing any income and basis for projections and the financial viability and sustainability of the organisation. This should demonstrate the ability of the group to run the building and sustain it over the next 10 years, including all costs resulting from their use and operation including (as a minimum); ongoing repairs and maintenance liabilities, all insurance costs including cover for public liability, and statutory compliance responsibilities.
- details of the organisations safeguarding policy and demonstration of how it meets the Council’s own safeguarding policy.
- Links to other local initiatives and organisations to prove not duplicating provision in the area.

The Council will not refurbish or improve the condition of a building prior to transfer. As previously stated, occasionally, a building that is being considered for a Community Asset Transfer may have particular heritage status or other features that could cause significant liabilities if repairs were needed which would almost certainly be beyond the means of a community organisation, especially a relatively new one. In such circumstances the organisation will need to consider establishing a sinking fund to cover future maintenance and specialist repair.

Funding availability and viability

Viability is a key consideration in Community Asset Transfer and is often the major barrier preventing a community from taking over a property. The business plan will need to show that the proposal is viable over a period of at least ten years. Tools such as Fit for Purpose Health check from Locality can be used by community organisations to assess their abilities and readiness for Community Asset Transfer, including business plan assessment.

If an organisation cannot raise the finance necessary to purchase the property, cover rental costs, carry out any capital works and convincingly show that they can cover the ongoing revenue costs through income generation, then the request for asset transfer will be declined.

Depending on the circumstances, the property will either continue as operational property, or it will be considered for sale in line with current procedures. The Council will not hold onto buildings indefinitely while funding applications are submitted, and business plans reworked. Timescales will be agreed at the start of the proposal to allow the community organisation and the Council to plan ahead, although extensions may be given where progress has been made.

Due diligence

Before entering into any CAT, the Council will need to satisfy itself that the financial standing of the organisation is satisfactory, this will include (but is not limited to) a review of financial statements, review of owned assets and bank accounts, audited accounts, review of current and intended business activities and review of any other CATs acquired by the organisation including linked organisations or its group.

Assessment

In assessing applications and business plans for Community Asset transfer the Council will take account of the:

- benefit/s to the local community to be gained by transferring the asset.
- ability of the voluntary or community organisation to sustain the use of the asset over the lease period.
- impact of the proposed transfer on the Council's scope to fund its future capital spending priorities, revenue funding or its potential alternative use of the asset.
- use of the asset reflects the outcomes and objectives of the Council's Corporate Plan, Community Strategy and 'City Goals.'
- proposed use of the asset is genuinely for the benefit of the local community and offers real potential for the development of sustainable, successful, and independent community organisations.
- asset will have an open access policy for all local groups, relevant to the purpose of the transfer, and should be compliant with the Equality Act 2010 (if not already compliant it will be the responsibility of the community organisation to ensure compliance).
- suitability of the asset for the proposed use and the potential for utilisation of other community assets will form part of any Community Asset Transfer assessment.
- Whether the proposal is viable and sustainable
- Capacity and capability of the organisation to manage the asset.
- Funding and financial management

Decision Making

The Council will specify to the organisation the deadline for submission of their business case after which it will be evaluated by cross-service Community Asset Board and a social value tool/ Community Asset Transfer Matrix will be used to record the assessment. A recommendation will then be made to Estate Management Board as to whether the application should be supported. If the application is recommended for approval, report will be prepared to Finance Committee for decision.

Any reports for decision to finance Committee which propose Community Asset Transfers at less than best consideration must be supported by a full analysis of the benefits and impact of the CAT. Reports for decision must contain sufficient information to enable decision makers to decide whether the disposal will be a proper use of the General Disposal Consent, having regard to the Council's fiduciary duties, legal and property matters. The report must also clearly demonstrate how disposal at an undervalue supports the Council's policy objectives and duties and responsibilities for economic, social and/ or environmental well-being. All reports requesting approval for a disposal at an undervalue must contain:

- A valuation report provided by or via the Chief Property Officer identifying the market value of the property and the scale of any undervalue/subsidy, undertaken by an RICS qualified Registered Valuer as required by the circular and technical guidance accompanying the General Disposal Consent Order 2003. In most cases this will be a Registered Valuer from Property Services but where the disposal is

controversial or there is potential challenge on the agreement of market value an independent RICS Registered Valuer may be appointed to provide valuation advice.

- Community Asset Transfer aims to benefit local community organisations. Charities and social enterprises that operate in a specific field and/or are not established for wide local community benefit will not be able to benefit from community asset transfer.
- An assessment from Property Services identifying any risks or impact which may result from the disposal at an undervalue including an assessment of the impact on land values or future capital receipts.
- An assessment from Legal Services on whether the disposal falls within the terms of the General Disposal Consent enabling the Council to sell at an undervalue, whether the disposal is compliant with Subsidy control and any other legal considerations.
- An assessment from Finance and Commercial Services of the impact on the Capital Programme, revenue budgets and existing financial commitments and how any reduction in potential capital receipt (i.e. subsidy) will be accommodated.
- A summary of the due diligence undertaken and any financial or audit checks carried out on the proposed purchaser and any identified issues.
- A clear statement that the benefits which the city or its residents will derive cannot be achieved unless the sale takes place at an undervalue and confirming that no alternative mechanisms for delivery or sources of funding are available.

In reaching a decision the Finance committee will need to weigh up the potential gain against the potential loss of revenue from the asset and potential loss of a capital receipt. Any subsidy will need to be balanced by clauses in the property's lease to ensure the promised outcomes continue to be delivered.

Stage 3 – Heads of terms and joint working agreement

Following approval by Finance Committee heads of terms for the asset transfer will be agreed. These terms will include a requirement for the organisation to enter into a joint working agreement with the Council to ensure that the services proposed continue to meet the requirements of the Council and the wider community in the long term.

There may be additional legal issues which may arise in context of the Community Asset Transfer for example (including but not limited) – public procurement/State Aid, transfer of undertakings (protection of employment “TUPE”) etc. Each asset will be considered on a case-by-case basis and the Council will advise applicants on their legal responsibilities, but applicants will need to seek and fund their own independent professional advice.

In line with the Council's Disposal Framework and legal duties the Council will not consider the sale of a freehold at less than Best Consideration unless there are very exceptional circumstances. No Community Asset Transfers will take place which will increase revenue funding or maintenance demands upon the Authority.

The Council will only consider granting leases or disposing of leasehold interests at less than Best Consideration:

- For up to 10 years where no significant investment is to be made by the purchaser

- For up to 30 years in circumstances where a significant investment is to be made by the purchaser or which involves external funding and where the funding body, e.g. the National Lottery, requires a longer term.
- For up to 99 years in the case of disposals of Housing Land to Registered Social Landlords where a significant investment is to be made by the body which involves external funding and where the funding body requires a longer term

Where a disposal by way of lease is to enable external funding to be secured, the lease term will be the minimum required by the external funding provider and the lease will be conditional on such external funding being secured. The costs of paying rent or acquiring buildings can be included in applications for funding to major funders such as the Lottery fund and many Charitable Trusts. The Government also launched the Community Ownership Fund aims to provide resources for local groups to take on local assets.

A standard lease template will be used for Community Asset Transfers which seeks to mitigate the risks to the Council. The Council will however adopt a flexible approach to the lease terms if the circumstances of a particular Community Asset Transfer so require, but a risk assessment will be undertaken to ensure that there is a balance between what the community organisation reasonably requires and what the Council requires to ensure that the land and property remains available for the benefit of the community as was intended.

Typical lease terms will include:

- The lease to be contracted out of the Landlord and Tenant Act 1954 which means there is no automatic right to renew the lease.
- Mutual break clauses or Council break clauses may be included as appropriate. This will be considered on a case-by-case basis and the drafting of any 'break clause' may need to address funders concerns for example a 'break clause' cannot be triggered until project life of the funding has expired.
- Sub-letting and Underletting will only be permitted with the Council's prior consent by way of short-term leases contracted out of the 1954 Landlord and Tenant Act, providing such underletting is mentioned in the supporting business plan. The granting of licences and room hire agreements may be permitted.
- Assignment of part is not permitted. There will usually be a prohibition on underletting of the whole and permitted assignment only to a successor body. In certain circumstances under letting and assignment of the whole is only permitted with the Council's prior consent.
- Use will be restricted to that set out in the business plan.
- surpluses generated must be reinvested into the project and/or for community benefit,
- A Legal Charge (mortgage) on the property is not permitted without the Council's prior consent to be at the Council's absolute discretion.
- Restriction on title on all leases registrable at the Land Registry to ensure that the Council is aware and consents to any proposed mortgages, assignments, or under-lettings.
- User provisions will be tightly defined to ensure the property is used for the specific community use it was intended.
- Standard forfeiture provisions to enable to the Council to forfeit the lease for example for non-payment of rent, breach of covenants and insolvency; Forfeiture for insolvency

will need considered in each case and may need to be tailored for example providing funders with 'step in' rights to accommodate specific funding requirements.

- Standard lease provisions will include repairing and insuring obligations.
- A user clause will ensure the use of the property to support community benefit but may also permit ancillary commercial uses. Community assets cost money to run and commercial activity is often required to subsidise premises running costs to make premises sustainable for community use. However, such commercial activity should be ancillary and clearly defined in the lease with any surpluses from commercial activity or rental paid by a third party must be reinvested in the asset and services delivered within.

Once the Community Asset Transfer is completed, the organisation acquiring the asset will become responsible for:

- Operation of the asset in accordance with the terms of the lease agreement, along with all other legal and statutory requirements.
- Compliance with the Joint Working Agreement and any other transfer agreements.
- Delivery of the agreed outcomes.
- Submitting an Annual Report to the Council's agreed representative which should demonstrate that the agreed outcomes have been delivered.
- Providing proof on demand that all statutory and legal requirements are complied with.
- The Group will need to cover the cost of statutory compliance and annual condition checks by SCC (or provide evidence that these have been undertaken as a condition of the lease)

Failure to comply with the agreement could result in the Council terminating the lease/licence agreement and the organisation having to hand back the asset to the Council. The Council may also seek costs from the organisation to bring the asset back into a good state of repair under the terms of the lease.

Community Asset Transfer Officer Working Group

The Community Asset Transfer process will be overseen by a Community Asset Board. The Group will include Officers from Communities, Property, Facilities Management, Legal, Finance and Commercial Services.

The purpose/remit of the group will be:

- Identify and advertise suitable available assets to the wider community.
- To engage with LAC's/local ward members/ local organisations to understand the needs of the local area and determine if these align to the corporate aims of the Council.
- Consider applications for the transfer of assets and ensure the applicant has adhered to and submitted the relevant documentation and evidence in order that their application may be fully assessed.
- Review Expressions of Interest, business cases and applications and evaluate them on the agreed criteria.

- If the application is considered to adequately meet the criteria, to prepare a report for Finance Committee and if approved to implement the transfer based on the principles within this policy.
- To recommend the appropriate means of transfer and the terms of the joint working agreement with the successful applicant.
- To provide the appropriate level of support and advice to the successful applicant in moving the project forward to conclusion.
- Where there are competing applications, or applications are not recommended to progress, to inform the unsuccessful applicant(s) on why they were not successful.
- To report to finance committee the level of subsidy the transfer represents to the Council.
- To maintain a record of disposals carried out under this Policy and the General Disposal Consent and advise the Chief Operating Officer, Finance Sub-Committee and Strategy & Resources Policy Committee on an annual basis of details of all CAT and transactions at less than Best Consideration granted during the financial year. The relevant Director from the sponsoring service will be responsible for identifying, monitoring, and reporting on the non-monetary benefits to the community and to the Council.

Support for Groups

Taking on and managing a community Asset can be onerous. A toolkit and other resources are available to assist groups intending to make an application. The Council and Community Assets Board can offer support to groups considering taking on community assets.

HRA Stand-alone Community Buildings to be included as part of the Community Buildings Pilot Project (*alphabetical order*).

Arbourthorne Social Centre (East)
Bard Street Meeting Room (East)
Basegreen Social Centre (East)
Brindley Meeting Room (Southwest)
Challoner Meeting Room (Southeast)
Dalton Court Meeting Room (Central)
Deer Park Community Centre (Central)
Duchess Road Community Centre (Central)
Emerson Crescent Community Centre (Northeast)
Eskdale Community Centre (Central)
Gresley Road Meeting Room (Southwest)
Hall Park Hill Community Centre (Central)
Heeley Green Community Centre (Southwest)
Loosemore Social Centre (East)
Normanton Hill Social Centre (East)
Norwood and Bishopsholme Community Centre (Northeast)
Scowerdons Farm Community Centre (Southeast)
Stubbin Estate Community Centre (North)
Swallow Wood Court (Southeast)
Terry Wright Community Hall (Southwest)
Thorpe Green Meeting Room (Southeast)
Wensley Community Centre (Northeast)

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Historical CAT type Enquiries to be included in Community Buildings Pilot

- Adlington Community Centre
- Aspire Boxing Club
- Birley Spa Bath House
- Crooksmoor Boxing Club
- Hadfield Institute
- Mickley Lane, Totley – land
- Norwood & Bishopsholme Community Centre
- SADACCA – 48 Wicker
- Sharrow Community Forum - Mount Pleasant Park
- South Yorkshire African Caribbean Business & Enterprise Training Centre (SYAC) – 110-120 Wicker
- St. Vincents Boxing Club
- Staniforth Neighbourhood Centre, 352 Staniforth Road
- UkKids, All Saints Youth Club
- Westfield Community Centre

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PART A - Initial Impact Assessment

Proposal Name: Community Buildings (Accommodation Review)

EIA ID: 2327

EIA Author: Peter Bartle

Proposal Outline: Sheffield City Council has numerous Community Buildings within its property portfolio. These are currently managed in an inconsistent manner across the authority. To ensure that these are managed in a more corporate manner it is intended to adopt a new Community Buildings Policy. This will set how the Council will work in a consistent and proactive manner, setting out a clear, transparent management of Community Buildings / Assets. This approach is being developed with full engagement with the VCFS Sector (who are consultees to the policy via the Community Buildings Board). The principles of the policy will be tested and a period of learning will take place during a Pilot period of up to 12 months, at which point the policy can be reviewed and updated as necessary, ready for final implementation, subject to Committee approval. The Pilot will be primarily in the South LAC area, although the principles of the policy will also be utilised for any other potential Community Building matters which need to be considered during the time of the pilot

Proposal Type: Non-Budget

Year Of Proposal: 23/24

Lead Director for proposal: Ajman Ali

Service Area: Property & Regeneration

EIA Start Date:

Lead Equality Objective: Understanding Communities

Equality Lead Officer: Ed Sexton

Decision Type

Committees: Sub-Committees

- Finance

Portfolio

Primary Portfolio: Operational Services

EIA is cross portfolio: Yes City Futures

EIA is joint with another organisation: No

Overview of Impact

Overview Summery: Yes, the intruction of the policy and the associated pilot will impact across primarily the South area LAC, but also, if required because of a specific more urgent need the whole of the area of Sheffield, all citizens, and also potentially, people who work in & visit the city. This will include all groups under the Equality Act and Council policy.

Impacted characteristics:

- Age
- Armed Forces
- Carers
- Cohesion
- Disability
- Gender Reassignment
- Health

Partners
Poverty & Financial Inclusion
Pregnancy/Maternity
Race
Religion/Belief
Sex
Sexual Orientation
Voluntary/Community & Faith Sectors

Impacted local area(s):

South, All

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

Community Building Board established with representatives from VCFS

Impact areas:

Year on Year, Geographical Area, Across a Community of Identity/Interest

Initial Sign-Off

Full impact assessment required:

Yes

Review Date:

24/06/2024

PART B - Full Impact Assessment

Staff Impacted:

Customers Impacted: Yes

Description of Impact: Community Buildings could be used to provide facilities to support and promote good health / benefits in Sheffield

Name of Lead Health Officer:

Comprehensive Assessment Being Completed: No

Public Health Lead signed off health impact(s):

Age

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: Community Buildings will be available to suit all age ranges across the shole of Sheffield

Armed Forces

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: Groups which support the armed forces will be able to use Community Buildings.

Carers

Staff Impacted:	No
Customers Impacted:	Yes
Description of Impact:	Community Buildings could be used to provide facilities to support and provide respite to carers

Care Experienced

Staff Impacted:	
Customers Impacted:	
Description of Impact:	

Cohesion

Staff Impacted:	No
Customers Impacted:	Yes
Description of Impact:	Community Buildings will support cohesion in Sheffield because of their diverse availability & use.

Disability

Staff Impacted:	No
Customers Impacted:	Yes
Description of Impact:	Community Buildings will be made suitable to be used by people of all disabilities throughout Sheffield. This may mean some capital investment either by SCC or 3rd parties. Some community facilities may be declared surplus if they cannot reasonably be made 'disabled friendly'

Gender Reassignment

Staff Impacted:	No
Customers Impacted:	Yes
Description of Impact:	Gender Reassigned people will be able to use Community Buildings / facilities

Partners

Staff Impacted:	No
Customers Impacted:	Yes
Description of Impact:	Community Buildings will be available for use by Community Partners to support their work / aims / aspirations.

Poverty & Financial Inclusion

Staff Impacted:	No
Customers Impacted:	Yes
Description of Impact:	Community Buildings will be able be used by groups supporting Poverty & Financial Inclusion.

Pregnancy / Maternity

Staff Impacted:	No
Customers Impacted:	Yes
Description of Impact:	Community Buildings could be used to provide facilities to support pregnancy / maternity services in Sheffield

Race

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: Community Buildings will be available for use by all including anti-racism organisations, including diverse users in Sheffield

Religion / Belief

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: Community Buildings could be used to provide facilities which can be used by a diverse range of religion / belief groups.

Sexual Orientation

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: All sexual orientations will be able to use Community Buildings / facilities

Voluntary / Community & Faith Sectors

Staff Impacted: Yes

Customers Impacted: No

Description of Impact: Community buildings will be able to be used by the

Voluntary, Community and Faith sector to support their work.

Action Plan & Supporting Evidence

Outline of action plan:

Seek approval of the Community Buildings Policy at Committee in order for it to be piloted in the South LAC (plus on other key City wide scenarios), including working with representatives from the VCFS. Further work is needed to develop an overview profile of the buildings in terms of accessibility, geographical spread, current community use, indications of demand, etc. A process for disposing or transferring buildings would also need establishing that would help to ensure a diverse range of community beneficiaries - e.g. different geographic communities and different communities of interest (protected characteristics).

Action plan evidence:

Working with VCFS through the Community Buildings Board Community Buildings Pilot in the South LAC (up to 12 months)

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: Yes

Outline of impact and risks:

That the Community Buildings Policy will not be acceptable to the VCFS & / or elected Members resulting in the Community Buildings Policy not being able to be signed of at the end of the pilot period and rolled out and implemented across the whole of the city.

Review Date

Review Date:

24/06/2024



Report to Policy Committee

Author/Lead Officer of Report: Philip Gregory,
Director of Finance and Commercial Services

Tel: +44 114 474 1438

Report of: *Philip Gregory, Director of Finance & Commercial Services*

Report to: *Strategy & Resources Committee*

Date of Decision: *12th March 2024*

Subject: *2023-24 Q3 Budget Monitoring Report*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" 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:-				
<i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i>				

Purpose of Report:

This report brings the Committee up to date with the Council’s revenue outturn position for 2023/24.

Recommendations:

The Committee is recommended to:

Note the updated information and management actions provided by this report on the 2023/24 Revenue Budget Outturn position.

Background Papers:
[2023/24 Revenue Budget](#)

Lead Officer to complete: -		
1	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.	Finance: Philip Gregory, <i>Director of Finance and Commercial Services</i>
		Legal: <i>Sarah Bennett, Assistant Director, Legal Services</i>
		<i>Equalities & Consultation: Ed Sexton, Senior Equalities & Engagement Officer, Policy & Democratic Engagement Service</i>
		Climate: n/a
<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>		
2	SLB member who approved submission:	<i>Philip Gregory, Director of Finance and Commercial Services</i>
3	Committee Chair consulted:	<i>Cllr Zahira Naz, Chair of the Finance Committee</i>
4	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 EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Philip Gregory</i> <i>Jane Wilby</i>	Job Title: <i>Director of Finance and Commercial Services</i> <i>Head of Accounting</i>
	Date: 1 st March 2024	

1. PROPOSAL

1.1. This report provides an update on the current outturn position for Sheffield City Council's revenue and capital budget for 2023/24.

2023-24 Q3 Financial Position by Directorate

1.2. At the end of the third quarter of 2023-24, the Council's revenue budget shows a forecast overspend of £16.7m. This was an improvement of £700k from the previous quarter's outturn position.

Full Year £m	Q3 Outturn	Budget	Q3 Variance	Q2 Variance	Move ment
Neighbourhood Services	148.9	146.8	2.1	3.3	(1.2)
Adults	146.7	144.2	2.6	3.4	(0.8)
Children's	142.5	131.3	11.2	8.8	2.4
City Futures	49.2	48.8	0.4	1.0	(0.6)
Strategic Support	15.0	10.6	4.5	4.4	0.0
Public Health & Integrated Commissioning	12.8	11.2	1.6	1.8	(0.2)
Corporate	(498.4)	(492.9)	(5.5)	(5.2)	(0.3)
Total	16.7	(0.0)	16.7	17.4	(0.7)

1.3. This overspend is due to a combination of factors. Agreed Budget Implementation Plans ("BIPs") are not forecast to fully deliver within the year. There are underlying cost and demand pressures faced by services that are partially offset by one-off items. These "one-offs" consist of grant income, draws from specific reserves or provisions and income from central government or external sources.

Full Year Variance £m	One-off	BIPs	Trend	Total Variance
Neighbourhood Services	(4.7)	2.9	3.9	2.1
Adults	(11.2)	3.5	10.3	2.6
Children's	(5.0)	4.0	12.2	11.2
City Futures	(0.1)	0.4	0.1	0.4
Strategic Support	(1.1)	0.1	5.5	4.5
Public Health & Integrated Commissioning	(0.5)	0.0	2.0	1.6
Corporate	0.0	0.0	(5.5)	(5.5)
Total	(22.7)	10.9	28.5	16.7

1.4. In 2021/22, the Council set aside £70m of reserves to manage the financial risks associated with delivering a balanced budget position. Overspends against general fund budgets in 2021/22 and 2022/23 have meant we have drawn almost £40m from this reserve to date. Current overspends of £16.7m would deplete this reserve to just £14m for budget overspends for 24/25 and beyond. Given this challenging position and likely requirement in the next few years to draw on this reserve, a further £12.5m has been identified from a one-off surplus from our collection fund. This is subject to approval at full council on 6th March.

1.5. 2023-24 Q3 Financial Position by Committee

1.5.1. The major budget risk areas are in Childrens & Adults Social Care and in Homelessness services:

Full Year £m	Q3 Outturn	Budget	Q3 Variance	Q2 Variance	Movement
Adult Health & Social Care	154.6	152.5	2.1	3.1	(1.0)
Communities Parks and Leisure	46.8	47.1	(0.4)	0.8	(1.2)
Economic Development & Skills	11.1	11.1	0.0	(0.0)	0.1
Education, Children & Families	145.6	132.4	13.2	10.9	2.3
Housing	11.1	8.2	2.9	3.2	(0.3)
Strategy & Resources	(462.7)	(462.5)	(0.2)	0.6	(0.8)
Transport, Regeneration & Climate	43.6	43.6	(0.0)	(0.0)	0.0
Waste & Street Scene	66.6	67.6	(1.0)	(1.1)	0.1
Total	16.7	(0.0)	16.7	17.4	(0.7)

1.5.2. In 22/23, the Council's overspend improved by over £14m from the first quarter's forecasts to final outturn. This was mainly due to additional income received rather than underlying improvements in budgets and cost reductions. Whilst there is a likelihood we may receive some additional government funding in the final quarter of 2023/24, it is unlikely we will see an improvement on this scale.

Many underlying budget issues in social care services still remain and this is reflected in the current forecast position.

1.5.3. Most of the overspend is due to underlying cost and demand pressures in services. We estimate that £28.5m is embedded in the baseline costs but is somewhat mitigated by one-off income:

Full Year Variance £m	One-off	BIPs	Trend	Total Variance
Adult Health & Social Care	(11.5)	3.5	10.1	2.1
Communities Parks and Leisure	(0.2)	0.1	(0.2)	(0.4)
Economic Development & Skills	0.1	0.0	(0.1)	0.0
Education, Children & Families	(5.2)	4.0	14.4	13.2
Housing	(1.7)	0.2	4.4	2.9
Strategy & Resources	(3.6)	2.8	0.6	(0.2)
Transport, Regeneration & Climate	0.0	0.1	(0.2)	(0.0)
Waste & Street Scene	(0.6)	0.3	(0.7)	(1.0)
Total	(22.7)	10.9	28.5	16.7

1.5.4. Balancing the General Fund 2023/24 budget was only possible because the Council identified £47.7m of savings:

General Fund Budget Implementation Plans (in £m)

Committee	Total Savings	Financial Savings Deliverable in Year	In Year Gap	Financial Savings Deliverable Next Year (Slippage)	Undeliverable Savings
Adult Health & Social Care	31.6	28.0	3.5	3.5	0.0
Comm, Parks & Leisure	2.0	1.9	0.1		0.1
Economic Dev & Skills	0.5	0.5	0.0		0.0
Ed, Children & Families	6.9	2.9	4.0	0.3	3.6
Housing	0.6	0.5	0.2		0.2
Strategy & Resources	4.1	1.4	2.7	2.5	0.2
Transport, Regen & Climate	0.8	0.7	0.1		0.1
Waste & Street Scene	1.1	0.8	0.3		0.3
Grand Total	47.7	36.8	10.9	6.4	4.5

The current forecasts show £10.9m savings plans are undeliverable this year. This represents a delivery rate of 77% against target with a further 23% set to be delivered in the following year.

In 22/23, less than 65% of savings targets were delivered. Whilst we are improving upon overall delivery performance, we are still falling short of targets meaning further draws could be required from our reserves to meet these overspends if they are not managed and mitigated. Delivering in year budgets must be a key focus for all services for the Council to retain financial sustainability.

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- 1.5.5. Inflation is continuing to fall; from April 2023 CPI at 7.8% to 4.2% in December (month 9). Whilst we are seeing some stabilisation in the cost base, the fall in inflation does not mean that our costs will now reduce, higher costs are now embedded in baseline expenditure. There is an increased demand for services alongside cost pressures in social care, home to school transport and homelessness services.

1.6. Key Committee Overspends:

- 1.6.1. **Adult Health and Social Care are forecast to overspend by £2.1m** The main area of overspend in the service sits in staffing budgets. The high cost of packages of care put in place during covid increased our baseline costs and this carries into 23/24. Work to review packages of care has continued throughout 23/24 which has helped to reduce baseline costs in Homecare. This work and one-off funding has mitigated the position again this year leaving a £0.5m overspend in the purchasing budgets. However, there remains an underlying pressure of around £10m, a significant aspect of which is within Learning Disabilities, plus £3.5m savings undelivered in 23/24 which will need to be resolved through the Recovery Plan for 2024/25. This was presented to Committee 31 January 2024 detailing how underlying issues, which are estimated at around £17m including additional staff pressures, will be addressed. Action owners and responsible Assistant Directors are currently working through implementation plans to ensure the requisite staff capacity and any additional resources are made available.

1.6.2. **Education, Children and Families are forecast to overspend by £13.2m** The key overspends in the service relate to placements with external residential placements a particular issue which are forecast to overspend by £6.7m. The average placement cost has increased to £5,800 per week but due to a limited number of places in the city, placements for the most complex children can cost much more. Actions are being taken to ensure that costs for placements are being met by all elements including education and where possible health. High-cost placements are also being reviewed.

The savings proposal for £1.6m to increase fostering placements this year is forecast to not be delivered. Marketing is taking place, but our number of foster carers remains static. Nationally this has been an issue since the pandemic as older foster carers decided to exit the market and there has not been the like for like recruitment to new foster carers. Overall looked after children numbers have remained stable with increased demand being met, where possible, through family based placements.

Further demand in home to school transport costs are forecast to create a £3.6m overspend against budgets this year. Since the start of the new school year, the overspend has increased due to a further 180 children now requiring transportation to school. Sheffield City Council are now supporting over 2,365 children with transportation to school, this has increased by almost 1,000 children in 4 years, and demand is forecast to continue to increase. An overarching SEND review, including Home to School Transport, is currently underway. Outcomes from the review will bring about longer-term changes to reduce pressures but the underlying cost base will be difficult to reduce due to the rising demand for the service.

Integrated Commissioning budgets are forecast to overspend by £2m in recognition of the unachieved saving from 2022/23 relating to leveraging additional funding from Health partners.

1.6.3. **Homelessness support in temporary and exempt accommodation is forecast to cost the Council £8.4m** The Government does not fully subsidise all housing benefit payments made by the Council even though it sets the rules that determine the amount the Council has to pay. In 2022/23, the Council incurred a loss of £5.9m as a result of the legislation relating to temporary homelessness and supported accommodation. The Council is essentially bridging the gap between the amount the accommodation costs to procure and the amount we are able to recover via housing benefits.

In 2023-24, this is forecast to cost the Council £4.5m for temporary accommodation and £3.5m for supported accommodation. The shortfalls are split between the Housing General Fund and Strategy and Resources budgets respectively.

The Budget Implementation Group

- 1.6.4. **A working group is in place to drive improvements in budget delivery** A senior officer working group has been established to help drive delivery of the budget. The purpose of the Budget Implementation Group (BIG) is to improve the delivery of the Council's annual Revenue Budget (both General Fund and Housing Revenue Account), challenge and drive delivery of the Budget Implementation Plans (BIPs) and make recommendations for the allocation of transformation funding. It will look to facilitate Council wide learning. The group is jointly chaired by the Director of Finance and Commercial Services and the Chief Operating Officer. The group has a nominated core member from each Directorate.
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Transformation Funding

- 1.6.5. **The Council identified £4m to support transformation activity** As part of 2023-24 budget setting, the Council identified a £4m fund that would be used to support programmes of transformational change in the organisation, expedite the delivery of savings plans or support where delivery of savings has become "stuck". The "BIG" group has provided advice, challenge, and recommendations for allocation of the transformation funding to the Council's Performance and Delivery Board.

In August 2023, the Performance & Delivery board approved bids to support delivery of programmes in Adult Social Care, Housing, Children's services, ICT, HR, and Organisational Strategy to build upon the Future Sheffield programme. These key projects are working to stabilise the organisation and bring budgets back to a steady footing for the future. Each programme of work is being monitored, and progress reported to the Council's Performance & Delivery board to ensure activity remains on track. Overall performance will be reported to the finance committee as part of in-year budget monitoring briefings, with relevant policy committees overseeing progress on programmes in their areas.

Medium Term Financial Analysis (MTFA) & 2024/25 Budget

- 1.6.6. **By law, the council must set a balanced budget** The Council is facing a challenging financial position. The Strategy and Resources Committee on 5th September received the Council's Medium-Term Financial Analysis, highlighted the financial pressures facing the Council over the coming 4 years and the potential gap of £61.2m in resources.

Each Committee has worked to reach savings targets to achieve a balanced budget for 2024/25. On February 21st 2024, the Strategy and Resources committee recommended the budget to full Council on 6th March.

For 2024/25 we are forecasting pressures of £79m for Committees budgets. These pressures result from rising demand for services but also significant increases in contract and price inflation due to the current economic backdrop. Approximately £49m of these pressures relate to Social Care Services. Through our 2024/25 Business Planning Process, Committees managed to identify £8m of savings to help

deliver the balanced budget. Delivery of these savings will require steadfast commitment, and targeted resources from the Council to be successful.

In addition to these savings, increases in Business Rates income and associated grants, uplifts to sales fees and charges where appropriate, additional funding from government (mainly ringfenced to social care) along with the difficult decision to increase Council Tax by 4.99%, means we are able to set a balanced budget for 2024/25.

23-24 Q3 Committee Budget Outturn Position

1.7. Strategy and Resources - £0.2m underspend

1.7.1.	The Strategy and Resources Committee budget is forecast to underspend by £0.2m	Full Year £m	Outturn	Budget	Variance
		Housing Benefit	3.7	0.2	3.5
		General Counsel	3.7	2.7	0.9
		Regeneration And Development (Property)	(4.1)	(4.6)	0.6
		People & Culture	6.6	6.0	0.5
		Operational Services (Customer Services; Facilities Management; Transport)	21.9	21.6	0.4
		Policy & Democratic Engagement	8.3	8.1	0.3
		Digital Innovation & Ict	15.3	15.1	0.1
		Corporate Transactions	(522.0)	(522.0)	0.0
		Public Health (Public Health Dph)	0.0	0.0	0.0
		Resources Management& Planning	(0.0)	0.0	(0.0)
		Organisational Strategy P & D	4.7	4.7	(0.0)
		Finance & Commercial Services	22.0	22.0	(0.0)
		Community Services (Local Area Committees)	2.9	2.9	(0.0)
		Contract Rebates & Discounts	(1.1)	(0.7)	(0.4)
		Central Costs	(48.0)	(47.5)	(0.4)
		Consolidated Loans Fund	23.5	29.1	(5.5)
		Total	(462.7)	(462.5)	(0.2)

1.7.2. **An increase in demand for Supported Accommodation & Housing Benefit Regulations have created a budget problem for the Council**

Exempt accommodation is defined in the Housing Benefit regulations as being accommodation provided by a Council, a Housing Association, a registered Charity, or a voluntary organisation where care or support or supervision is provided by the landlord or is provided on behalf of the landlord.

Where exempt accommodation is provided by a *Housing Association*, the subsidy rules mean that the Council receives 100% in subsidy in respect of the awards of Housing Benefit that are paid. Where exempt accommodation is provided by a *voluntary organisation or a registered charity* (but not by a Housing Association), the subsidy rules mean that the Council does not receive 100% in subsidy in respect of the awards of Housing Benefit that are paid.

The Housing Independence Service completed an exercise a few years ago with short term service providers who were not registered social landlords to encourage them to register themselves or partnered them with existing social landlords to act as the official landlord for the service they were providing. Completing a similar exercise with long-term providers and Adult Care and Housing commissioners will help relieve future pressures on Council budgets.

The subsidy shortfall cost the Council £3m for this type of accommodation in 22/23 and is forecast to cost in the region of £3.5m for 23/24. This is a complex national issue experienced nationally amongst other Local Authorities. Members in other Local Authorities have directly raised the issues with Government and have sought financial support. This is an

option for the Housing Policy Committee to consider about the HB regulations and addressing the costs incurred.

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- 1.7.3. **Shortfalls in income from commercial property are forecast to create a £0.6m budget gap** There is a shortfall against budgeted income for Electric Works of £201k due to low occupancy rate. A one-off dilapidation payment of £135k from former tenant Skybet has helped to reduce the income shortfall in 23/24. The property lost key tenants in 2022/23, leaving occupancy at 62%, which hasn't fluctuated since. The level of occupancy required to meet income targets is approximately 85%.

The property team are falling short of their fee targets by £163k on property disposals and £112k on acquisitions. There is also a further £187k shortfall in other commercial estate income and vacant property management costs.

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- 1.7.4. **Shortfalls in 2022/23 BIP delivery have left legacy issues for 2023/24** Savings plans in 2022/23 required significant budget savings relating to operating model changes in the Council's Strategic Support Services directorate. Some of the savings plans were not delivered in 22/23 and have slipped into this financial year. Affected services include Organisational Strategy Performance and Delivery (formally Business Change), Human Resources, General Council (Legal Services), Finance & Commercial Services, Policy, and Democratic Engagement.

General Council are overspending due to staffing issues and the need to use agency and locums to cover vacancies, sickness and absence in the service.

The Future Sheffield programme will look to re-base budgets in some of these services over the coming months to ensure resourcing is financially sustainable in the directorate. Allocations from the transformation fund have been made to support this programme of work to right size services to ensure operational and financial resilience for the future.

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- 1.7.5. **Interest income from cash balances continues to remain strong** High interest rates have had a positive impact for the Council for 2022/23 and further gains above budget have been made into 2023/24. At the Bank of England's last Monetary Policy Committee meeting in February 2024, the interest rate was held at 5.25%, the market implied path is that the bank rate will remain at this level until July 2024 when a fall to 5% is expected. A further drop of 0.5% is anticipated by December 2024 based on current assumptions.

The Council has strong cash balances and agile treasury management activity has enabled us to benefit from these favourable market investment rates. Slippage in the capital programme has also reduced the need to externalise borrowing. A forecast £5.5m improvement against expectations has been reflected in the Q3 forecast and goes some way towards mitigating some of the challenges faced in Strategy and Resources committee budgets.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The recommendations in this report are that the Strategy and Resources Policy Committee notes their 2023/24 budget forecast position and takes action on overspends.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 There has been no consultation on this report, however, it is anticipated that the budget process itself will involve significant consultation as the Policy Committees develop their budget proposals

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 There are no direct equality implications arising from this report. It is expected that individual Committees will use equality impact analyses as a basis for the development of their budget proposals in due course.

4.2 Financial and Commercial Implications

- 4.2.1 The primary purpose of this report is to provide Members with information on the City Council's revenue budget monitoring position for 2023/24.

4.3 Legal Implications

- 4.3.1 Under section 25 of the Local Government Act 2003, the Chief Finance Officer of an authority is required to report on the following matters:

- the robustness of the estimates made for the purposes of determining its budget requirement for the forthcoming year; and
- the adequacy of the proposed financial reserves.

- 4.3.2 There is also a requirement for the authority to have regard to the report of the Chief Finance Officer when making decisions on its budget requirement and level of financial reserves.

- 4.3.3 By the law, the Council must set and deliver a balanced budget, which is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term. This can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves. However, a budget will not be balanced where it reduces reserves to unacceptably low levels and regard must be had to any report of the Chief Finance Officer on the required level of reserves under section 25 of the Local Government Act 2003, which sets obligations of adequacy on controlled reserves.

4.4 Climate Implications

- 4.4.1 There are no direct climate implications arising from this report. It is expected that individual Committees will consider climate implications as they develop their budget proposals in due course.

- 4.4 Other Implications
- 4.4.1 No direct implication

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 The Council is required to both set a balance budget and to ensure that in-year income and expenditure are balanced. No other alternatives were considered.

6. REASONS FOR RECOMMENDATIONS

- 6.1 To record formally changes to the Revenue Budget and the Capital Programme.



Report to Policy Committee

Author/Lead Officer of Report:

Andy Kempster, Senior Delivery Advisor and
Jen Rickard, Economic Policy Officer, City Futures

Tel: 0114 223 2381

Report of: Kate Martin, Executive Director - City Futures

Report to: Strategy and Resources Policy Committee

Date of Decision: 12th March 2024

Subject: Sheffield Growth Framework: Principles and Themes

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA: 2590		
Has appropriate consultation/engagement 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"/>

Purpose of Report:

The Council has an ambition to develop a Sheffield Growth Plan for 2024-2035. The purpose of this report is to set out the principles and themes for growth which we are calling the “Growth Framework”. The report is seeking approval of these principles and themes, to enable SCC officers to move onto Phase 2 of the work and develop a full Sheffield Growth Plan 2024-35 using them as its basis.

This report also seeks approval for the process of developing the Sheffield Growth Plan 2024-35, which will be developed for Strategy and Resources Policy Committee’s future consideration by late Summer 2024.

Recommendations:

Strategy and Resources Policy Committee are recommended to:

- Consider and endorse the principles and themes for growth ('the Growth Framework') set out within this report so SCC officers can use them as the basis for the development of a draft Sheffield Growth Plan 2024- 2035 to be produced over Spring/Summer 2024.
- Approve the process, set out within this report, for developing the Growth Plan which will build on the principles and themes of the Growth Framework.
- Agree to receive and consider the draft Growth Plan in late Summer 2024

Background Papers:

Lead Officer to complete:-		
1	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.	Finance: Adrian Hart
		Legal: Gemma Beecroft
		Equalities & Consultation: Ed Sexton
		Climate: Mark Whitworth
	<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>	
2	SLB member who approved submission:	Kate Martin, Executive Director - City Futures
3	Committee Chair consulted:	Cllr Tom Hunt
4	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.	
	Lead Officer Name: Andy Kempster	Job Title: Senior Delivery Adviser
	Date: 27/02/24	

1. PROPOSAL

1.1 Introduction and Background

1.1.1 Sheffield does not currently have a Growth Plan or external growth 'story' that sets out how it wants to grow, what growth should deliver and how we are going to do it. For a future facing city at a turning point, we need to address this. While the city has managed without one and shown serious progress in recent years (for example, finalising the development of Heart of the City II, supporting with the launch of the South Yorkshire Investment Zone, building partnerships with Homes England for new homes) it cannot fulfil its full potential without having a clear plan for growth over the next ten years.

1.1.2 With the Sheffield City Goals finalised and endorsed by Strategy and Resources Committee in January 2024, and the Council Plan agreed by Full Council in February 2024, key strategic building blocks are now in place for the city's future, making it the right time to turn to developing a new Growth Plan. The Growth Plan will be a Tier 2 strategy and support delivery of the Council Plan (a Tier 1 strategy), contributing to the Prosperity, Planet and People themes. The new Growth Plan will help the city to:

- A) Ensure any new strategies and policy decisions (e.g. employment and skills, transport, local energy plans etc) align to a set of shared ambitions and outcomes, creating consistency and coherence in approach for Sheffield.
- B) Identify where it can build partnerships (local, regional, national and international) to deliver key ambitions.
- C) Provide clear messaging for potential investors and our partners in the city on what Sheffield is trying to achieve and how it will do it - thereby increasing external confidence in Sheffield as a city to live in, run a business and grow.
- D) Provide city direction to the South Yorkshire Mayoral Combined Authority Plan for Growth for future regional investment and priorities for regional growth funding and investment to support Sheffield.

1.1.3 The lack of a plan and growth story to date was acknowledged in the 2023 [LGA peer challenge report](#) to Sheffield City Council, which recommended that a clear narrative was required for the city's regeneration plans. It identified that in '*making a strong and visible connection between the regeneration of the 'place' to meet the needs of the 'people' the council can create greater social value and demonstrate the tangible impact it is making on improving the quality of life of residents.*' A Growth Plan and framework will directly address this recommendation.

- 1.1.4 Having no current growth plan or narrative at present to therefore build upon, SCC officers proposed a two-phase process in which to develop these key documents:

Phase 1 focuses on creating a 'growth framework' and responds to the LGA Peer Review recommendation. The Growth Framework includes:

- a) A set of principles for growth that the council and partners can use to focus growth policies and plans.
- b) A series of place-based themes that strategies and plans will align to and help us (and partners in the city) promote the area to attract people to Sheffield, encourage inward investment and visitors, create jobs and support existing businesses in the area.

- 1.1.5 These principles and themes have been developed following in-depth interviews and focus groups with key stakeholders in the city. The aim of this has been to ensure they reflect as best as possible the needs and aims of partners in the city who will be vital in helping deliver strategies and plans within the plan. These interviews and focus groups mean we have principles and themes that are not simply Council led or created.

- 1.1.6 This report focuses on the outputs of this Phase 1 – the principles and themes for growth for which we are seeking approval of in order for officers to then develop the full Growth Plan.

- 1.1.7 Development of the full Growth Plan will be Phase 2. It will set out in detail how we will deliver against the framework, including actions to be taken over a 10-year period. It will include:

- a. Case studies
- b. Deliverable actions
- c. Strategies to be adopted and delivered
- d. Performance metrics
- e. Communications and a way of presenting the themes to a range of audiences –ie. local to national
- f. Any proposed new ways of working to oversee the delivery of the Growth Plan in the future

1.2 Development of the principles and themes

- 1.2.1 In producing the Growth Framework, we are not starting from scratch. We already have a lot of evidence gathered through the development and city-wide consultation of the City Goals, as well as a wide range of economic research and analysis that has been used to inform the framework. This includes an [Economic Evidence Base for Sheffield](#) which was commissioned to inform the City Goals work, and [statistical](#) and [lived experience](#) data from the extensive first phase of engagement.

1.2.2 We also have the adopted Council Plan 2024-2028 which the Growth Plan will be key in delivering and to which principles and themes need to align. The Growth Plan will be a vital mechanism by which the Council looks to increase prosperity and deliver against strategic outcomes on:

- A creative and prosperous city full of culture, learning and innovation.
- A city on the move – growing connected and sustainable.
- Great neighbourhoods that people are happy to call home.

1.2.3 Finally, we wanted to go further and ensure principles and themes were informed and built on the views of the place. For this reason, we worked with the consultancy Thinkingplace to run engagement with key stakeholders across the city, including the development of a Growth Plan Reference Group to provide feedback throughout the process. Further detail of this is set out in section 3 of the report. This will not be a 'once and done' round of engagement and we want to continue to work with partners in the city through this process.

1.3 Proposed Principles for Growth

1.3.1 We have developed 5 principles that we are proposing as the foundation for our Growth Plan. They will act as a 'test' for new growth strategies, policies and programmes to ensure they align with how we want to grow as a city.

1. **We build on the city's uniqueness and maximise our assets.** As an example, this means harnessing our role as international leaders on Advanced Manufacturing, showcasing the city's entrepreneurs and start-ups, promoting our world-class universities, leaning into our growing set of national events like the MOBO Awards and continuing to be the greenest city in the UK. We need to have more confidence in promoting and building on these assets and use them as drivers of growth. Importantly, this isn't just about conventional economic assets, but also our cultural and heritage ones too.
2. **Fair and prosperous for all.** The more people succeed, the more Sheffield will succeed. We know there are still disparities in outcomes across the city, most notably in levels of employment, health and wages and inclusive growth is vital to addressing these issues, if harnessed in the right way. Strategies and policies shouldn't leave any communities behind: they should enable and support a fair, inclusive and creative local economy. This was a key message from engagement with stakeholders.

3. **We work in partnership together with the community, voluntary, public and private sector to get things done.** There is expertise and passion across the city that needs to be leveraged in order to enable growth. Our strategies need to utilise and work with business and community groups and build on successful partnerships such as the Olympic Legacy Park, with Homes England on our house building, the South Yorkshire Mayoral Combined Authority with the Investment Zone and our communities such as city events and sports and leisure programmes
4. **Foster our dynamic business base and become the UK city for start-ups and scale-ups.** We need to build on being recognised as the ‘Best city to run a start-up’, supporting ‘spin-outs’ from the universities, attracting new companies to the city and helping those businesses already here to scale-up. We need to ensure businesses know that Sheffield is a place where they can grow and will be supported to do so.
5. **Meet our climate ambitions and readiness.** As Sheffield continues to grow and prosper, we must protect and invest in its unique environment and minimise its environmental impact as we prepare for a changing future. However, we need to ensure this isn’t just about setting targets, but ensuring businesses and individuals have the right support as the city transitions to a new lower carbon economy.

1.4 **Themes for growth**

1.4.1 The aim of these themes is to provide a strategic direction under which we set out strategies and plans for growth. They help provide a concise narrative and ambition to which we can align our growth work over the course of the Growth Plan. We have also outlined below what strategies and plans might sit under each theme to help give an initial indication of the practical activities and actions that may sit underneath them. The detail below is not exhaustive. Some activities, such as improving transport infrastructure and housebuilding, will sit under multiple themes for example.

1.4.2 ***Our Economy: Global, Green and Growing***

1.4.3 We have world-class universities, global brands and world-leading businesses in Sheffield, many of which are focused on the green economy and whose continued growth will only serve to support the city and increase our reputation nationally and internationally. Work is already ongoing on the next phase of the Innovation District, the development of an Innovation Spine and delivery of the South Yorkshire Investment Zone and we need to continue to build on this over the next 10 years. This Committee has recently also agreed new priorities of International Partnerships from 2024 and a new Partner City Policy to engage with global markets.

- 1.4.4 We want to be the place to start and/or scale-up a business, harnessing the entrepreneurial spirit that exists within the city. This isn't just about digital and health science, but other areas of the economy like food and hospitality, tourism, social enterprises and cultural enterprise. Our support for a new Innovation Spine, providing places for spin-outs from the universities is an example of this. The Growth Plan should look to consolidate our position as the best place to start a business in the UK and to celebrate and scale-up at pace our considerable successes within some economic markets. We want to make it clear within the plan that where businesses want to grow, we will do what we can to support and help them thrive in partnership.
- 1.4.5 We must also recognise the importance of both physical and social infrastructure that enables and supports a growing economy. As well as transport, energy and other utilities, we should ensure we have people with the right skills to help drive growth. We also need to support people who face barriers to employment, whether that is because of long-term illness or other issues, such as childcare.
- 1.4.6 In practice, we expect the plan to include the following in support of this theme:
- The development of an international strategy to support our already approved Partner City Plan.
 - A new Employment and Skills Strategy, including support for green skills for the future.
 - Partnership working to support the development of the Innovation Spine in the city centre.
 - Approval and then implementation of the city's new Local Plan to support spatial planning for growth.
 - Continued support and partnership working with the Advanced Manufacturing Research Centre, Sheffield Olympic Legacy Park and the Innovation District.
 - Partnership working with the South Yorkshire Mayoral Combined Authority to deliver the Investment Zone over the next 10 years and the benefits that will bring to the region.
 - Provision of business support to help start-ups grow and scale-up.
 - Delivering our Destination Management Plan to support the visitor economy and hospitality in the city.
 - A refreshed Transport Strategy that supports growth and provides connections to key economic districts across the city – connecting residents to jobs and education centres.
 - Linking to the new Health and Wellbeing Strategy to address links between health and the economy, for example the impact of long-term sickness on economic inactivity.

- Food production and sustainable urban food industry strategies to support local sourcing and agri-business.
- A new Business Climate Change Routemap.
- A Local Area Energy Plan that builds capacity to power the city and future growth in a low-carbon way including renewable energy.

1.4.7 *Celebrating and Growing a Vibrant Cultural and Creative Sheffield*

1.4.8 Sheffield is a place with performance, culture and creativity in its DNA. We have the largest regional theatre complex in the UK, we are the Home of Football, we have the English Institute of Sport, we have a musical legacy we are all proud of and a diverse range of communities and cultures that we need to harness and grow. Sheffield is unique in having such a multi-textured and authentic cultural offer encompassing theatre, music, sport, museums, arts and all at a leading and often international level. The successful regeneration of the city centre needs culture and creativity at its heart; it is why people will choose to live, work and study here. This isn't just about creating jobs, new businesses (in line with our ambitions on start-ups) and growing the economy in these sectors, but about being a place where people want to be, visit and enjoy themselves, creating happier, healthier communities.

1.4.9 We expect the plan to include the following in support of this theme:

- A new city Cultural Strategy.
- A plan to deliver and be known for hosting Major international events, building on the success of the UK MOBO Awards, Womens Euros and Eurovision Regional Host City through a new Major Events Commissioning Plan and a diverse and inclusive seasonal events programme, such as Lunar Festival.
- Details on how the City Centre Vision and delivery of Heart of the City II can provide space for more events, hospitality and culture.
- Delivery of the Heritage Strategy.
- The support that is on offer for creative enterprise start-ups.
- As with the economy, ensuring that Sheffield is a great place to visit through the delivery of the Destination Management Plan, supporting tourism and the night-time economy.

1.4.10 *Growing our Neighbourhoods Together*

1.4.11 Sheffield needs to be a fantastic place to both live and work, not just to support growth, but as a condition of it. While some areas of the

city have already seen big positive changes in recent years, we know other areas have not.

- 1.4.12 We want great neighbourhoods that people are happy to call home. This means high quality places, spaces and homes that support a healthier population to enjoy where they live. We need to ensure all can access employment opportunities, housing that works for them, good quality outdoor space, be better connected to other places in the city and feel safe at all times.
- 1.4.13 This will make Sheffield a better place to live for those here and provide an attractive proposition to people and families who want to come to Sheffield to raise a family, for employment and to start a business.
- 1.4.14 We expect the plan to include the following in support of this theme:
- How we will deliver 20,000 homes in the city centre and 36,000 homes across the city in our Housing Growth Delivery Plan.
 - Details of a new Health and Wellbeing Strategy developed by the Joint Health and Wellbeing Board.
 - Plans to deliver major housing sites in partnership with Homes England – such as Moorfoot, Furnace Hill, Neepsend and Attercliffe Waterside.
 - Delivery of further Active Travel infrastructure across the city.
 - How we will improve our blue waterways and infrastructure.
 - How we will continue to improve safety in our city, building on receiving the ‘Purple Flag’ Award for late-night safety for the 11th year running.
 - A nature recovery strategy that supports sustainable growth, biodiversity, ecology and nature resilience.
 - A refreshed Transport Strategy that sets out plans to improve bus and tram patronage and connectedness.
 - Continuing support for District Centres, such as continued delivery of the Gleadless Valley Masterplan and Stocksbridge Towns Fund.
 - Considers our community assets and buildings to support district centres and community services and support.

1.5 Turning the principles and themes into the Growth Plan 2024-2035

- 1.5.1 As this plan incorporates a wide range of activity, continued engagement and consultation will be key to ensuring it is a success and represents activity being undertaken across the Council and city. We are proposing the below actions over the coming months:

March-April 2024 – SCC Officers to develop an initial ‘skeleton plan’, with details of key activities and key metrics for measurement and assessment of performance.

May 2024 – Plan to be tested with Reference Group and key partners and community groups in the city.

June-July 2024 – Consultation with Council Policy Committees before final approval to be taken at Strategy and Resources Committee late summer. There has been a clear steer from Members that engagement should be as wide as possible for the next phase of work.

July/August 2024 – Growth Plan Launch event with key partners, community groups and investors invited to the city. Following this we expect to take the plan on a ‘UK roadshow’ of events and conferences to publicise the work and opportunities in the city

1.5.2 In development of the framework and following feedback from the Reference Group, there are some areas we still need to develop our thinking on:

- A. Ownership of actions and governance – We are seeking to produce a plan that supports partnership working, and as such need to set out what this means in terms of governance.
- B. Joint communications and launch of the plan – We want to ensure we are speaking with one voice with the city and as such need to consider how we do this within our communication of the plan.

We will provide updates and recommendations on these points when the Growth Plan is brought back to Strategy and Resources Committee for final consideration.

2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 Establishing a framework for Sheffield’s Growth Plan will be a vital step to bring together all our ambitious economic and regeneration strategies to take out to partners, investors, community groups and citizens. This work will give coherency to the Council’s economic and regeneration activity, providing partner organisations and Sheffield citizens with a shared understanding of the city’s plans and how they fit together.

2.2 Developing the Growth Framework and Growth Plan ensures that we are delivering against the commitments made in the LGA Peer Challenge Action Plan.

2.3 The Growth Framework for Sheffield, as the interim step towards the full Growth Plan, will be a significant tool in the delivery of both the City Goals and the Council Plan. In setting out the principles and themes for the city's growth ambitions, it will contribute most strongly towards the 'prosperity' driver of the Council Plan and the strategic outcomes of 'A creative and prosperous city full of culture, learning, and innovation' and 'A city on the move – growing, connected and sustainable'. It will also contribute towards the delivery of the City Goals, in particular Goals within the 'Creative and Entrepreneurial Sheffield' and 'A Green and Resilient Sheffield' stories.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 Throughout January and February 2024, Thinkingplace undertook 65 in-depth interviews with stakeholders from the business community, central government, local community and voluntary sector and the culture sector. They also ran 8 Focus Groups with the below groups:

- The Culture Consortium
- Sheffield Property Association
- The Diverse Business Board
- The Chamber of Commerce
- The Community Sector
- The Voluntary and Charity Sector Employment and Skills Group
- Sheffield BID High Street Forum
- Sheffield Digital

3.2 A Growth Reference Group was also created to provide feedback and input at the start and end of Phase 1. As we develop the Growth Plan this Growth Reference Group will continue to meet.

3.3 City-wide engagement from the City Goals and other consultation, such as the Local Plan, have also been used to inform the shaping of the Growth Framework and themes.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 The development and delivery of the Growth Framework and future Growth Plan are expected to have a positive impact on equalities. Engagement on the Growth Framework so far has been diverse and inclusive, with future plans for this to continue and extend further.

A growing city, if harnessed correctly, can provide security, safety and opportunity for all of its residents. One of the Growth Framework's priorities is 'Fair and prosperous for all' in order to reduce disparities in economic and social outcomes as part of a more inclusive economy. By setting this as a priority, it will influence future activity that helps to reduce economic inequalities across the city. The Growth Framework's emphasis on partnership working recognises the needs for partners to work together to maximise the benefits of growth, so the whole is greater than the sum of its parts.

The importance of healthy neighbourhoods under the 'Growing our neighbourhoods together' theme is recognised in the Growth Framework, helping to ensure that growth in the city improves people's lives and acknowledging the role the economy plays as a wider determinant of people's health.

4.2 Financial and Commercial Implications

4.2.1 There are no direct financial implications arising from this report. Resources have been aligned to support the development of the Growth Framework and Growth Plan and have been designated from funding already allocated to SCC from South Yorkshire Mayoral Combined Authority. This was as part of its Feasibility Fund to support the development of a growth plan. Any financial implications related to the delivery of the Growth Framework and Growth Plan will be considered in a separate decision.

4.3 Legal Implications

4.3.1 There are no legal implications arising directly from this report. As the strategies, plans and actions described in the report are developed they will require further decision making in accordance with the Council's Constitution and the legal implications of each decision will be considered fully at that time.

4.4 Climate Implications

4.4.1 The Growth Plan will be an adopted strategy for Sheffield City Council and as such will provide strong strategic direction on activity to address climate change and reduce emissions. It is not possible to accurately quantify the impacts of the high-level principles and themes set out in the initial phase of the Growth Framework, but one of the principles is to 'Meet our climate ambitions and readiness' and one of the three themes of the framework is 'Our Economy: Global, Green and Growing'. These have the potential to have a positive impact on how the city responds to the climate emergency.

4.5 Other Implications

4.5.1 NA

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 Do nothing

This was rejected due to the needs of the city, and the need identified in the LGA Peer Review, for a strong and visible statement of ambition that brings together the city's regeneration plans for partners, investors, elected members and citizens.

5.2 Continue with a suite of strategies and action plan with no narrative

This was rejected due to the opportunity to create a coherent narrative across various areas of economic and regeneration activity. In doing so, the narrative can connect the city's growth ambitions, partnerships, investment and community engagement to better support and improve the quality of life of the people of Sheffield.

6. REASONS FOR RECOMMENDATIONS

6.1 Sheffield has ambitious plans for the future of its economy across a range of different policy areas. Bringing this together into a coherent narrative to communicate the city's priorities benefits the city's partners, investors and Sheffield citizens. It helps to identify areas of joint working and investment opportunities and sets out the Council's commitment to the city's prosperity.

6.2 The Growth Framework, as the first vital step towards a Growth Plan, establishes the draft principles and themes for the plan, beginning a conversation with stakeholders about the kind of economy they want to see in the city.

6.3 The Growth Plan will build on this initial engagement, connecting the city's economic and regeneration activity to the wider social and environmental objectives of the Council Plan and the City Goals.

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PART A - Initial Impact Assessment

Proposal Name: Sheffield Growth Framework and Growth Plan

EIA ID: 2590

EIA Author: Jennifer Rickard

Proposal Outline: The city neither has a growth plan nor a coherent narrative on growth, a gap this work is attempting to address. The Growth Framework will set out the principles and themes to be used as the basis for development of a Sheffield Growth Plan 2023-2035. These principles and themes have been developed through engagement with stakeholders in the city, building upon the engagement that took place with the City Goals. The Growth Framework will be considered by Strategy and Resources Committee in March 2024. The Sheffield Growth Plan will be developed by late Summer 202.

Proposal Type: Non-Budget

Year Of Proposal: 23/24

Lead Director for proposal: Kate Martin

Service Area: City Futures

EIA Start Date: 08/02/2024

Lead Equality Objective: Understanding Communities

Equality Lead Officer: Ed Sexton

Decision Type

Committees:

Policy Committees

- Strategy & Resources

Portfolio

Primary Portfolio:

City Futures

EIA is cross portfolio:

No

EIA is joint with another organisation:

No

Overview of Impact

Overview Summery:

Sheffield does not currently have a plan that sets out how it wants to grow, what growth should deliver and how we are going to do it. For a city on the up and at a turning point, we need to address this. A new plan would help the city to: A) Ensure any new strategies and policy decisions (e.g. employment and skills, transport, local energy plans) align to shared ambitions and outcomes, creating consistency and coherence in approach B) Identify where it can build partnerships to deliver key ambitions C) Provide clear messaging for potential investors and our partners in the city on what Sheffield is trying to achieve and how it will do it - thereby increasing external confidence in Sheffield's ability as a city to live, run a business and grow Given that economic inequalities in the city are inextricably linked with social and health inequalities, the Growth Framework and Growth Plan will be important tools in addressing the inequalities experienced by particular communities. By creating a coherent joined up approach that has reducing inequalities as one of its core objectives, this plan should have a positive impact on groups currently experiencing economic inequalities.

Impacted characteristics:

- Age
- Cohesion
- Disability
- Carers
- Health
- Partners
- Poverty & Financial Inclusion
- Pregnancy/Maternity
- Race
- Sex
- Sexual Orientation
- Voluntary/Community & Faith Sectors
- Gender Reassignment
- Care Experienced

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

Throughout January and February, Thinking Place spoke to 65 stakeholders and ran 8 Focus Groups including with the Culture Consortium, Sheffield Property Association, the Diverse Business Board, community and social enterprise representatives and the VAS VCF Employment and Skills Group. The objective of this phase of engagement was to listen to stakeholder's views on the opportunities and challenges facing Sheffield and their views on what a successful economy in the city would look like. The Economic Evidence Base, which took a broad look at the economy and its impacts, and learning from the City Goals engagement process has informed the engagement for this work. As a result we have made a conscious effort to speak to stakeholders beyond the more conventional sectors involved in the economy - for example, voluntary sector providers of skills and employment support and a dedicated focus group for representatives from the community/social enterprise sector. Engagement with these stakeholders and wider networks will continue throughout the development of the Growth Plan and will provide an opportunity for stakeholders to provide feedback on the Framework's principles and priorities.

Impact areas:

Year on Year

Initial Sign-Off

Full impact assessment required:

Yes

Review Date:

30/06/2024

PART B - Full Impact Assessment

Health

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

Evidence from the Local Economic Assessment, which was used to inform the City Goals and the Growth Plan, suggests strong links between health and wellbeing and people's ability to participate in the economy. For example, 'The Marmot Review: Ten Years On' found that people from marginalised groups are more likely to be unemployed or employed in 'bad' work therefore at greater risk of poor mental and physical health. The purpose of the Growth Framework and Growth Plan is to create strategic priorities that bring the various elements of SCC economic activity together. A key principle behind the Growth Framework and Growth Plan, set out in the S&R report, is 'Fair and prosperous for all' in order to reduce disparities in economic and social outcomes as part of a more inclusive economy. By setting this as a priority, it will influence future activity that links health and the economy. One of the three themes of the Growth Framework is 'Growing our Neighbourhoods Together', focused on reducing health disparities, improving wellbeing and ensuring people have housing, feel safe and can enjoy the place

they live in. This places people in Sheffield's health at the centre of the city's growth ambitions. The Growth Plan will also link to the forthcoming Health and Wellbeing Strategy.

Name of Lead Health Officer:

Comprehensive Assessment Being Completed:

No

Public Health Lead signed off health impact(s):

Age

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

The Local Economic Assessment outlined a number of issues affecting younger people, particularly as a result of the COVID pandemic. 88% of young people reported loneliness during the pandemic (MIND. (2021). Children qualifying for free school meals are falling behind in terms of GCSE/Key Stage 4 attainment with implications for inequalities further down the line. For older age groups, issues such as public transport and housing are also important but increasingly, employment prospects are still a consideration: with the state retirement age due to increase at the same time as more over -50s become economically inactive, we need to consider how the city's economy values the contribution and experience of older workers and supports them to continue in their work. As one of the Growth Framework's principles is be 'Fair and prosperous for all' as part of an inclusive economy, it is anticipated that it will have a positive impact on age. It is hoped that engagement for the Growth Plan will include the Sheffield Equality Partnership which includes the Age Equality Partnership.

Carers

Staff Impacted:

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No

Customers Impacted:

Description of Impact:

Caring responsibilities can affect people's ability to pursue paid work. The Health Foundation found that 4 in 10 carers under retirement age were not working as much as they might do otherwise due to their caring role. Carers providing more than 20 hours of care a week were also more likely to live in lower-income households than non-carers. A key principle behind the Growth Framework and Growth Plan, set out in the S&R report, is 'Fair and prosperous for all' in order to reduce disparities in economic and social outcomes as part of a more inclusive economy. By setting this as a priority, it will influence future activity that supports carers' role in the economy and the city more widely. We will work with Sheffield Equalities Partnership to ensure that people with protected characteristics have an appropriate opportunity to engage.

Care Experienced

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

A 2021 report by the Nuffield Foundation found that people who are or have been looked-after-children face barriers to employment. Children in parental care between 1971 and 2001 had a 27% chance of achieving an NVQ level 3 qualification by age 29, compared to 21% for those in kinship care, 14% in foster care and just 11% for those in residential care. A key principle behind the Growth Framework and Growth Plan, set out in the S&R report, is 'Fair and prosperous for all' in order to reduce disparities in economic and social outcomes as part of a more inclusive economy. By setting this as a priority, it will influence future activity that can support care experienced people in the economy.

Cohesion

Staff Impacted:

No

Customers Impacted: Yes

Description of Impact: The Growth Framework and Growth Plan aim to build a stronger, fairer and more prosperous economy for the city which all communities have a stake in. They will positively impact on cohesion by supporting the resilience of communities. One of the themes of the Growth Framework set out in the S&R report is 'Growing our Neighbourhoods Together' to support neighbourhoods across the city, making public transport more accessible, creating public realms people are proud of and providing activities that people enjoy.

Disability

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: The Local Economic Assessment found that in Sheffield, 48% of people aged 16-64 living with disabilities are employed compared to 75.7% of the non-disabled population, resulting in a disability employment gap of 27.7%. Disability Sheffield and the Burton Street Foundation have been involved in early engagement on the Growth Framework and consultation will widen further during the development of the Growth Plan and include the Equality Partnership. A key principle behind the Growth Framework and Growth Plan, set out in the S&R report, is 'Fair and prosperous for all' in order to reduce disparities in economic and social outcomes as part of a more inclusive economy. By setting this as a priority, it will influence future activity that can support disabled people in the economy.

Gender Reassignment

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: A key principle behind the Growth Framework and Growth Plan, set out in the S&R report, is 'Fair and

prosperous for all' in order to reduce disparities in economic and social outcomes as part of a more inclusive economy. By setting this as a priority, it will influence future activity that supports transgender people's role in the economy. We will work with Sheffield Equalities Partnership, which includes the LGBT+ network, to ensure that people with protected characteristics have an appropriate opportunity to engage.

Partners

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: Engagement so far on the Growth Framework has involved 65 stakeholders and 9 workshops, the vast majority of whom were partners external to SCC. This engagement will continue as the Growth Plan develops. One of the principles of the Growth Framework, set out in the S&R report, is 'We work in partnership together with community, voluntary, public and private sector to get things done', recognising that future strategies need to utilise and work with business and community groups and build on successful partnerships. The report also acknowledges that in seeking to produce a plan that supports partnership working, there is a need to set out what this means in terms of governance. Recommendations for how this will be approached will be brought back to S&R when the Growth Plan is considered.

Poverty & Financial Inclusion

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: The Local Economic Assessment found that child and food poverty have increased faster than the national average in deprived areas of Sheffield since the COVID-19 pandemic. Health and deprivation are clearly linked, and inequalities in these areas are widening. Citizens in the most deprived areas have shorter lives, fewer years

in good health, and higher rates of preventable mortality than those in the least deprived areas. The Evidence Base also found that the Indices of Multiple Deprivation indicates that in terms of overall deprivation, 23.8% of Sheffield's Lower Super Output Areas feature in the most deprived 10% nationwide. Engagement so far with the Growth Framework has involved organisations that work closely with more deprived communities including Manor Castle Development Trust, Burngreave Works, SOAR Community and Darnall Wellbeing. The Growth Framework principles put an emphasis on reducing inequalities and that strategies and policies shouldn't leave anyone behind. A key principle behind the Growth Framework and Growth Plan, set out in the S&R report, is 'Fair and prosperous for all' in order to reduce disparities in economic and social outcomes as part of a more inclusive economy. In stating this principle, the Growth Framework and Growth Plan will set the strategic direction for other growth related policies and plans.

Pregnancy / Maternity

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

We will work Sheffield Equalities Partnership to develop the Growth Plan to ensure that people with protected characteristics have an appropriate opportunity to engage on the development of the Growth Plan. A key principle behind the Growth Framework and Growth Plan, set out in the S&R report, is 'Fair and prosperous for all' in order to reduce disparities in economic and social outcomes as part of a more inclusive economy. By setting this as a priority, it will influence future activity that can support people experiencing pregnancy and maternity.

Race

Staff Impacted:

No

Customers Impacted:

Yes
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Description of Impact:

The Local Economic Assessment found that the employment rate in Sheffield for ethnic minorities is 61.2% compared to the city average of 74.6%. This employment rate is lower than the national average. Findings from the Sheffield Race Equality Commission have highlighted the experiences of BAME communities, workforce pipeline issues and a lack of diversity at senior/board level across the city. Engagement in the first phase of this work has already involved the Diverse Business Board (set up as a reponse to the SREC report), and representatives from Black Owned Sheffield, ISRAAC, Firvale Community Forum, African Heritage Forum and Roots and Futures, all of which have strong connections to ethnic minority communities. This engagement will continue as we develop the more detailed Growth Plan. It is also hoped that enagement for the Growth Plan will include the Sheffield Equality Partnership. A key principle behind the Growth Framework and Growth Plan, set out in the S&R report, is 'Fair and prosperous for all' in order to reduce disparities in economic and social outcomes as part of a more inclusive economy. By setting this as a priority, it will influence future activity that supports ethnic minorities' role in the economy.

Sexual Orientation

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

A key principle behind the Growth Framework and Growth Plan, set out in the S&R report, is 'Fair and prosperous for all' in order to reduce disparities in economic and social outcomes as part of a more inclusive economy. By setting this as a priority, it will influence future activity that supports LGBTQ people's role in the economy. We will work with Sheffield Equalities Partnership, which includes the LGBT+ network, to ensure that people with protected characteristics have an appropriate opportunity to engage.

Voluntary / Community & Faith Sectors

Staff Impacted:

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Yes

Customers Impacted:

No

Description of Impact:

In the engagement for the Growth Framework, the VCF sector have been closely involved, including VAS, SSEN, African Heritage Forum, Green Estate, Manor Castle Development Trust, ISRAAC, Darnall Wellbeing, Burton Street Foundation, Yorkshire Artspace. This engagement will continue as the more detailed Growth Plan is developed. One of the principles of the Growth Framework, set out in the S&R report, is 'We work in partnership together with community, voluntary, public and private sector to get things done,' recognising that future strategies need to utilise and work with business and community groups and build on successful partnerships. This recognises the role the VCF sector has in the city's economy. The report also acknowledges that in seeking to produce a plan that supports partnership working, there is a need to set out what this means in terms of governance. Recommendations for how this will be approached will be brought back to S&R when the Growth Plan is considered and the important role of the VCF and social enterprise sector will be considered as part of this.

Action Plan & Supporting Evidence

Outline of action plan:

The following actions are required: - Continuing to actively affected by social and economic inequalities in the engager Growth Plan - Ensure the Growth Plan includes more detail future growth-related strategies and plan will help to reduc have a positive impact on communities. - Consider the qual of any governance recommendations associated with the G

Action plan evidence:

The Sheffield Economic Evidence Base was used throughout: <https://www.sheffieldcitypartnership.org/inclusive-economy/2023/7/13/sheffield-economic-evidence-base#:~:text=As%20part%20of%20work%20to,city%27s%20>
The Health Foundation's research into carers and the econc that they can face was accessed here: <https://www.health.org.uk/publications/long-reads/underst-carers-and-their-access-to-support> The Nuffield Trust unde into the lifelong health and wellbeing of care leavers, summr following briefing which was used to inform this EIA: <https://www.nuffieldfoundation.org/wp-content/uploads/2021/10/lifelong-health-and-well-being-of-care-leavers.-Nuffield-Fo-UCL-policy-briefing.-Oct-2021.pdf>

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: No

Outline of impact and risks:

Review Date

Review Date: 30/06/2024

Climate Change Impact Assessment Summary

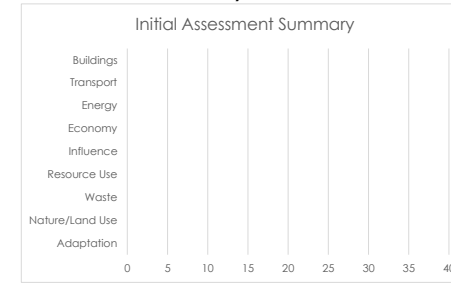
Project/Proposal Name	Growth Framework and Growth Plan	Portfolio	City Futures
Committee	Strategy and Resources	Lead Member	Cllr Tom Hunt
Strategic Priority	Clean Economic Growth	Lead Officer	Andy Kempster
Date CIA Completed		CIA Author	Jen Rickard
		Sign Off/Date	

Project Description and CIA Assessment Summary	<p>The city neither has a growth plan nor a coherent narrative on growth, a gap this work is attempting to address. The Growth Framework will set out the principles and themes to be used as the basis for development of a Sheffield Growth Plan 2023-2035. These principles and themes have been developed through engagement with stakeholders in the city, building upon the engagement that took place with the City Goals.</p> <p>The Growth Framework will be considered by Strategy and Resources Committee in March 2024. The Sheffield Growth Plan will be developed by late Summer 2024.</p> <p>Sheffield City Council having declared climate and nature emergencies and having a target to see both the city and council greenhouse gas emissions reduce to net zero by 2030 is important context; the Growth Plan will be an adopted strategy for the city and as such will help to drive and join-up activity to address climate change and reduce emissions. It is not possible to accurately quantify the impacts of the high level objectives set out in the initial phase of the Growth framework, but one of the principles of the Growth Framework is to 'Meet our climate ambitions and readiness' and one of the three themes of the framework is 'Our Economy: Global, Green and Growing' in particular have the potential to have a positive impact on how the city responds to the climate emergency.</p>
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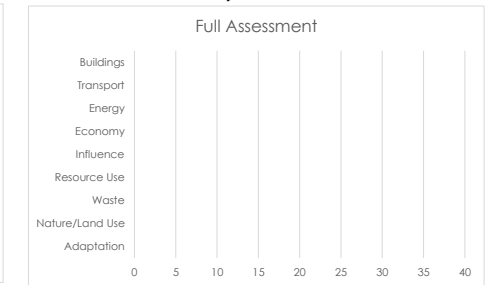
Rapid Assessment	Does the project or proposal have an impact in the following areas? Select all those that apply. Only complete the sections you have selected here in the assessment.		
Buildings and Infrastructure	Yes	Influence	Yes
Transport	Yes	Resource Use	No
Energy	Yes	Waste	No
Economy	Yes	Nature/Land Use	Yes
		Adaptation	Yes

[Chesterfield Borough Council Climate Impact Assessment Tool provided inspiration for this tool.](#)

Initial Assessment Summary



Full Assessment Summary



>=27	The project will increase the amount of CO2e released compared to before.
21-26	The project will maintain similar levels of CO2e emissions compared to before.
12-20	The project will achieve a moderate decrease in CO2e emissions compared to before.
3-11	The project will achieve a significant decrease in CO2e emissions compared to before.
0-2	The project can be considered to achieve net zero CO2e emissions.

Initial Assessment

Category	Impact	Description of Project Impact	Score
Buildings and Infrastructure	Construction	Successful delivery of the Growth Plan is likely to result in more construction, with the Growth Framework highlighting the Advanced Manufacturing Research Centre, Sheffield Olympic Legacy Park, Innovation District and the Investment Zone as examples of developments that will support economic growth. In addition to this, the Growth Framework refers to plans to deliver 20,000 homes in the city centre and 36,000 homes across the city in our Housing Growth Delivery Plan. However, the Growth Framework as a first step towards the Growth Plan contains important commitments on climate: one of its principles is to 'Meet our climate ambitions and readiness'. Therefore potential impacts of new construction could be at least be partially mitigated by high sustainability standards on new development, including on-site renewable energy generation and connection to low-carbon heat sources such as a heat network and reuse of existing buildings.	Unknown
	Use	The Growth Framework and Growth Plan do not include this level of detail on building use, although with one of its principles being to 'Meet our climate ambitions and readiness' it is unlikely the impact would significantly increase CO2e.	Unknown
	Land use in development	See 'Construction' above. One of the three themes of the Growth Framework is 'Growing our Neighbourhoods Together' which recognises the importance of nature and outdoor space and creating public realms people are proud of. Opportunities to align this with the development of the Our Land Decarbonisation Routemap will also be explored. Delivering against this theme will help to contribute towards Co2e.	Unknown
Transport	Demand Reduction	The Growth Framework and Growth Plan do not directly address reduction in transport demand. The Growth Framework refers to the delivery of a refreshed Transport Strategy that supports growth and provides connections to jobs to key economic sites across the city. This the potential to have either positive or negative impacts for decarbonisation depending on how it is implemented: decarbonising the transport system requires reducing the number of car journeys, as well as those journeys that do take place being taken in vehicles run without fossil fuels. However, increasing travel by public transport and making walking, cycling and wheeling easier and safer will increase transport options for all.	Unknown
	Decarbonisation of Transport	As above on 'Demand Reduction'	Unknown
	Public Transport	The Growth Framework refers to the delivery of a refreshed Transport Strategy that sets out plans to improve bus and tram patronage and connectness. Successful delivery of this will result in a positive impact on CO2E levels.	Unknown
	Increasing Active Travel	The Growth Framework refers to the delivery of further Active Travel infrastructure across the city. It is anticipated that this will result in a reduction in car trips which would have positive impact on CO2e levels.	Unknown
Energy	Decarbonisation of Fuel	As noted in 'Construction' new developments will be encouraged to include high sustainability standards that will support decarbonisation of fuel (e.g. utilising alternative heating such as a heat network or ASHP, rather than nat. gas.) As noted above in transport / active travel, the Growth Framework refers to both a refreshed Transport Strategy and	Unknown
	Demand Reduction/Efficiency Improvements	As noted in 'Construction' new developments will be encouraged to include high sustainability standards that will create buildings that are highly energy efficient and that connect to a local heat network where available or utilise low	Unknown
	Increasing infrastructure for renewables generation	The Growth Framework contains important commitments on climate: one of its principles is to 'Meet our climate ambitions and readiness'. It should therefore ensure that developments (buildings and other assets) consider the opportunity for increasing infrastructure for renewable energy generation to help mitigate CO2e created during	Unknown
Economy	Development of low carbon businesses	One of the three themes of the framework is 'Our Economy: Global, Green and Growing', which highlights the opportunity Sheffield has to grow its green economy. Key to this, and highlighted in the framework, is provision of business support to help start-ups grow and scale-up, investment in green skills through the city's Employment and Skills Strategy and the Business Decarbonisation Routemap. Successful delivery of these interventions will help to support the	Unknown
	Increase in low carbon skills/training	One of the three themes of the framework is 'Our Economy: Global, Green and Growing', which highlights the opportunity Sheffield has to grow its green economy. Key to this, and highlighted in the framework, is the delivery of the city's forthcoming Employment and Skills strategy. The successful delivery of this strategy will lead to an increase in low carbon skills and training.	Unknown
	Improved business sustainability	One of the Growth Framework's principles is to 'Meet our climate ambitions and readiness'. The Growth Framework references the Business Decarbonisation Routemap as a key tool that will support businesses transition to a low-carbon economy. Successful delivery of this outcomes will have a positive impact on business sustainability.	Unknown

10	The project will significantly increase the amount of CO2e released compared to before.
9	The project will increase the amount of CO2e released compared to before.
8	The project will maintain similar levels of CO2e emissions compared to before.
7	
6	The project will achieve a moderate decrease in CO2e emissions compared to before.
5	
4	
3	The project will achieve a significant decrease in CO2e emissions compared to before.
2	
1	The project can be considered to achieve net zero CO2e emissions.
0	
Carbon Negative	The project is actively removing CO2e from the atmosphere.

Progress Towards Net Zero



Influence	Awareness Raising	The Growth Framework and Growth Plan will be important strategic documents for SCC provide clear messaging for potential investors, our partners in the city and citizens on what Sheffield is trying to achieve and how it will do it. In having one of five principles stating that we will 'Meet our climate ambitions and readiness', and one of the three themes of the framework being 'Our Economy: Global, Green and Growing' the Growth Plan sets out the importance of	Unknown
	Climate Leadership	As above on 'Awareness Raising'. The Growth Plan will be a high profile adopted strategy for SCC and by setting out commitments over the short, medium and long-term, a key tool for supporting partnership working over the next 11 years.	Unknown
	Working with Stakeholders	Engagement so far on the Growth Framework has involved 65 stakeholders and 9 workshops, the vast majority of whom were partners external to SCC. This engagement will continue as the Growth Plan develops. One of the principles of the Growth Framework, set out in the S&R report, is 'We work in partnership with the city including community, voluntary, public, private, regional and national bodies and organisations', recognising that future strategies need to utilise and work with business and community groups and build on successful partnerships. This is particularly	Unknown

Resource Use	Water Use	The Growth Plan does not directly address water use.	NA
	Food and Drink	The Growth Framework references work to develop sustainable urban food industry strategies to support local sourcing and agri-business. These strategies, if successfully delivered, will have a positive impact on sustainability of the local food industry.	Unknown
	Products	The Growth Plan does not directly address products.	NA
	Services	The Growth Plan does not directly address services (in terms of resource use).	NA

Waste	Waste Reduction	The Growth Plan does not directly address waste reduction.	NA
	Waste Hierarchy	The Growth Plan does not directly address waste hierarchy.	NA
	Circular Economy	The Growth Plan does not directly address the circular economy.	NA

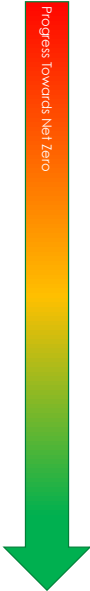
Nature/Land Use	Biodiversity	One of the three themes of the Growth Framework is 'Grwning our Neighbourhoods Together' which recognises the importance of nature and outdoor space. This theme has the potential to have positive impacts on biodiversity. The Growth Framework references the development of the Nature Recovery Strategy that supports outside groups	Unknown
	Carbon Storage	The Growth Plan does not directly address carbon storage, however Opportunities to align this with the development of the Our Land Decarbonisation Routemap will also be explored and may provide an opportunity for Growth Plan to expand this.	NA
	Flood Management	The Growth Plan will include commitments around flood management and delivery, the delivery of which will have a positive impact on this area.	Unknown

Adaptation	Exposure to climate change impacts	As part of the engagement for the Growth Framework, climate change impacts came out as a strong theme and an area of challenge and opportunity. Placing the city's climate ambitions as a key part of the Growth Plan reflects this feedback and gives SCC and partners impetus to address the impacts.	Unknown
	Vulnerable Groups	The impact of climate change or adaptation on vulnerable groups is not directly addressed by the Growth Plan, although the Growth Framework does state that 'Strategies and policies shouldn't leave any communities behind' which will link to how the city protects groups particularly vulnerable to the impacts of climate change.	Unknown
	Just Transition	Within the Growth Framework, under the priority to 'Meet our climate ambitions and readiness', the report states the Growth Plan will involve 'ensuring businesses and individuals have the right support as the city transitions to a low carbon economy.' It also states that 'Strategies and policies shouldn't leave any communities behind', supporting the idea of a just transition.	Unknown

Full Assessment

Category	Impact	Description of Project Impact	Mitigation Measures	Mitigated Score	Procurement Action Required?	Proposed KPI/Measure
Buildings and Infrastructure	Construction					
	Use					
	Land use in development					
Transport	Demand Reduction					
	Decarbonisation of Transport					
	Public Transport					
	Increasing Active Travel					
Energy	Decarbonisation of Fuel					
	Demand Reduction/Efficiency Improvements					
	Increasing infrastructure for renewables generation					
Economy	Development of low carbon businesses					
	Increase in low carbon skills/training					
	Improved business sustainability					
Influence	Awareness Raising					
	Climate Leadership					
	Working with Stakeholders					
Resource Use	Water Use					
	Food and Drink					
	Products					
	Services					

10	The project will significantly increase the amount of CO2e released compared to before.
9	The project will increase the amount of CO2e released compared to before.
8	The project will maintain similar levels of CO2e emissions compared to before.
7	
6	
5	The project will achieve a moderate decrease in CO2e emissions compared to before.
4	
3	The project will achieve a significant decrease in CO2e emissions compared to before.
2	
1	The project can be considered to achieve net zero CO2e emissions.
0	
Carbon Negative	The project is actively removing CO2e from the atmosphere.



Waste	Waste Reduction					
	Waste Hierarchy					
	Circular Economy					
Nature/Land Use	Biodiversity					
	Carbon Storage					
	Flood Management					
Adaptation	Exposure to climate change impacts					
	Vulnerable Groups					
	Just Transition					

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Report to Policy Committee

Author/Lead Officer of Report: James Henderson, Director of Policy and Democratic Engagement

Tel: 0114 2053126

Report of: *Director of Policy and Democratic Engagement*

Report to: *Strategy and Resources Policy Committee*

Date of Decision: *12 March 2024*

Subject: *Flag Protocol*

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA:		
Has appropriate consultation/engagement taken place?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Purpose of Report:

Full Council passed a resolution at its meeting on 1 November which called for a review of the council's flag flying protocol.

This report provides Strategy and Resources Committee with the outcome of that review and proposes a revised flag protocol which the committee is recommended to adopt.

Recommendations:

That Strategy and Resources Committee

- Adopt the **Protocol for flying of flags at Sheffield City Council sites and other commemorative activity** as set out in the appendix to this report.
- Delegate authority to the Chief Executive, in consultation with the chair of the Strategy and Resources Policy Committee, to make decisions on ad hoc requests to fly particular flags, in line with the provisions of the protocol.

Background Papers:

Lead Officer to complete:-		
1	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.	Finance:
		Legal: Andrea Simpson
		Equalities & Consultation:
		Climate: <i>n/a</i>
	<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>	
2	SLB member who approved submission:	<i>James Henderson</i>
3	Committee Chair consulted:	<i>Cllr Tom Hunt</i>
4	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.	
	Lead Officer Name: <i>James Henderson</i>	Job Title: <i>Director of Policy and Democratic Engagement</i>
	Date: 27 February 2024	

1. BACKGROUND

- 1.1 Sheffield City Council (SCC) has, in common with most other local authorities, a flag protocol that governs the flying of flags at the Town Hall and on other SCC buildings. The flag protocol sets out how flags should be flown, the circumstances in which flags should be flown at half mast, which commemorative flags should normally be flown on which days, and the process by which ad hoc requests for flying a particular flag should be considered.
- 1.2 Full Council passed a resolution at its meeting on 1 November calling for a review of the Council's existing flag protocol. This resolution followed the decision made by the Chief Executive in line with the existing protocol, in consultation with the leaders of the three political groups in the administration, to fly the Israeli flag on 10 October 2023, and the subsequent request by a number of Elected Members to fly the Palestinian flag. Following the completion of an Equality Impact Assessment and Community Tension Impact Assessment, the Chief Executive, in consultation with the leaders of the three political groups in the administration, decided not to fly the Palestinian flag.
- 1.3 During these events, the current flag protocol was used as the basis for the decision making about whether or not to fly both the Israeli and Palestinian flags. A number of significant deficiencies in the current protocol were identified as follows:
- No general requirement to carry out an Equality Impact Assessment of a decision to fly (or not fly) a particular flag.
 - No ability for the Chief Executive to commission additional work to inform a decision to fly (or not fly) a particular flag where the existing information available may be incomplete or partial.
 - Lack of clarity about how requests from Government or Elected Members to fly a flag should be treated and what should happen if a decision could not be reached in the time available.
 - It was not sufficiently clear what other options were available to commemorate or mark an event if flying a flag was not considered to be suitable.
- 1.4 Upon review, it became clear that there were a number of other problems with the existing protocol:
- The occasions on which the union flag should be flown at half-mast had not recently been updated and were no longer fit-for-purpose
 - The annual calendar of commemorative flags to be flown had not recently been updated and did not accord with the list of awareness days agreed by Strategy and Resources Committee in March 2023

- The protocol did not reflect the latest legislation and Government guidance that is in force.

2 PROPOSAL

- 2.1 Given the deficiencies identified with the current protocol, it was considered that a wholly new protocol would be needed to respond to the current needs of the council. As such, flag protocols of other local authorities were reviewed and areas of useful practice were incorporated into the proposed new protocol.
- 2.2 The proposed new protocol is appended to this paper. It consists of the main protocol and three appendices.
- 2.3 The main protocol sets out:
- That the union flag is flown at full mast at all times except when a commemorative flag is flown, or when the union flag is lowered to half-mast
 - The circumstances in which the union flag should be lowered to half-mast. This has been updated to provide a more consistent approach following the deaths of serving and former elected politicians (councillors, MPs and Combined Authority Mayors) and other local dignitaries (such as honorary freemen of the city)
 - The flying of other flags at certain times (including the flags of the patron saints of England, Scotland, Wales and Ireland, and commemorative flags associated with particular awareness periods such as Pride or Armed Forces Day)
 - The role of the Chief Executive in making decisions about flying another country's flag during a civic delegation from that country
 - The ways in which ad hoc requests can be made to the Chief Executive to fly the union flag at half-mast or to fly the flag of another country or cause following a national or local disaster or major humanitarian or terrorist incident. The new protocol proposes that requests may only be made by a relevant Government department or by either a policy committee chair or by the leader of a political group on the council.
- 2.4 Appendix A to the protocol sets out the correct manner in which the union flag should be flown.
- 2.5 Appendix B to the protocol sets out the proposed annual calendar of commemorative flag flying activity. This aligns with the awareness days calendar agreed by Strategy and Resources Committee at its meeting in April 2023. The following changes are proposed from the current protocol:
- Moving the period for flying the Pride flag from LGBT+ History Month (February) to Pride Month (June)

- Flying the Windrush flag on 22 June

It also notes that some flags will require planning consent in order for them to be flown and that others either have deemed consent or do not require consent.

- 2.6 Appendix C sets out suggested guidance for the Chief Executive to follow when considering requests made under the protocol. This can be either a request from a Government department or a request from a policy committee chair or leader of a political group. The guidance is designed to provide the Chief Executive a supporting framework within which to make a decision about whether or not to fly a flag, and if not, whether to consider any other type of commemorative activity (such as lighting up the Town Hall).
- 2.7 The guidance is clear that before a decision can be taken, the equalities implications of flying (or not flying) a flag must be considered and that an Equalities Impact Assessment should be undertaken. The Chief Executive may reach a view that the information contained within an EIA may be insufficient to enable her to come to a decision, and the guidance recommends that further evidence be obtained in this case. This could include commissioning other forms of impact assessment (e.g. a community tension impact assessment) or undertaking more detailed community engagement and consultation work to gauge the likely impact of flying a particular flag.
- 2.8 In some circumstances, there may be particular time pressure to reach a decision quickly. The guidance suggests that if the Chief Executive is not satisfied with the information available at the point of a deadline, then usually the decision should be taken not to fly the flag.
- 2.9 The guidance is not binding on the Chief Executive and there is discretion to disapply it if required given the particular circumstances in question.

3. HOW DOES THIS DECISION CONTRIBUTE ?

- 3.1 Strategy and Resources Committee has endorsed the draft Council Plan. The Council Plan includes a specific commitment to “championing equality and diversity, including developing a new anti-poverty action plan, supporting the Sheffield Poverty Truth Commission and leading the response to the Race Equality Commission and the delivery of the new Race Equality Partnership for Sheffield.”
- 3.2 Aligned to the Council Plan is the draft Equality Framework, which was endorsed for public consultation at the meeting of the Strategy and Resources Committee on 21 December 2023. The Equality Framework builds upon the commitments set out in the Council Plan, and proposes a

series of outcomes and goals for our work to promote equality, diversity and inclusion in the council across our three roles of employer, service deliverer, and city and community leader.

- 3.3 In adopting the new flag protocol, the Council will be better able to celebrate the diversity and inclusion of the city through the flying of flags, and will have a clearer mechanism for ensuring that the flying of any particular flag supports equality and promotes good relations between different groups of people in the city.

4. HAS THERE BEEN ANY CONSULTATION?

- 4.1 Consultation on an earlier draft of the protocol was undertaken with a range of community leaders. This consultation has highlighted the following points:

- That there is general support for developing a new flag protocol
- That most respondents were supportive of the overall approach set out in the new protocol, and that the new process would support a more considered approach to flying ad hoc flags following a request
- That the main focus of the flag protocol needs to be on maintaining and improving community cohesion within Sheffield
- That flag-flying is an intrinsically political statement and decisions about whether and when to fly a particular flag are at risk of being over-politicised
- That it is important that decisions (and the rationale behind decisions) are recorded and available for public scrutiny
- Concern that the level of discretion available to the Chief Executive was too high
- That consultation is already included as a feature of the Equality Impact Assessment process so it wasn't clear why further consultation would be required.
- The protocol needed to draw a clearer distinction between situations where the council may be asked to show solidarity with a particular group of people (as opposed to commemoration) and to note that this can cause significant issues where a conflict is very complex or complicated

- 4.2 In response, the flag protocol was redrafted and the key elements of the feedback incorporated, particularly in describing more clearly the discretion that the Chief Executive should have in departing from the protocol; the importance of clearly recording decisions and the rationale for those decisions when requests are made; and clarifying that some consultation would normally be expected as part of developing an EIA, and that the reference to further consultation is intended to be additional/in greater depth compared to what may have been undertaken during the first stages of an EIA.

5. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

5.1 Equality Implications

5.1.1 There are equality implications associated with this decision. As set out in the Legal implications section below, the Council has a number of obligations under the Equality Act, including the duty to pay due regard to fostering good relations between people who share a protected characteristic and those who do not.

5.1.2 The flying of flags can be a very visible symbol of support for a particular nation, group or cause. However, it can also be very hard to convey nuance of meaning through the flying of a flag and the council's intentions in doing so can be open to misinterpretation. As such, there is a risk that in flying a flag, community tensions could be created or exacerbated or that a particular group may feel excluded or unheard.

5.1.3 An Equality Impact Assessment has been completed for this protocol which highlights some of the inherent issues with flag-flying, and in particular, when a request is made to fly a different flag from that which would normally be flown. To mitigate the issues identified, the protocol makes clear that a request to fly a different flag should only be agreed following the completion of an Equality Impact Assessment (as a minimum) and that other supporting evidence or activity can be commissioned where particular risks are highlighted within the EIA.

5.1.4 Nevertheless, the flying of flags can also be an important way of raising awareness for different groups and can serve an extremely positive purpose. This is highlighted in the EIA.

5.2 Financial and Commercial Implications

5.2.1 There are no immediate financial implications of this proposal.

5.3 Legal Implications

5.3.1 The flying of flags is governed by the Town and Country Planning (Control of Advertisements) (England) Regulations 2007. These regulations are summarised in the Government's guide to flying flags: [Flying flags: a plain English guide - GOV.UK \(www.gov.uk\)](http://www.gov.uk). This protocol is considered to be compliant with those regulations.

5.3.2 The Council has a duty (the Public Sector Equality Duty) under the Equality Act 2010 to, in the exercise of its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a relevant protected characteristic and those who do not.

5.3.2 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion and or belief, sex, and sexual orientation. Everyone has protected characteristics.

5.3.3 The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

5.5 Climate Implications

5.5.1 There are no climate implications arising from this proposal

6. ALTERNATIVE OPTIONS CONSIDERED

6.1 The only alternative option considered was to retain the existing flag protocol. For the reasons set out at paragraphs 1.3 and 1.4 of this report, the current protocol is not considered to be fit for purpose, and therefore this option was rejected.

7. REASONS FOR RECOMMENDATIONS

7.1 By adopting the new flag protocol, the Strategy and Resources Committee will ensure that the Council has a modern and fit-for-purpose approach to the flying of flags on Council buildings, and a mechanism for making decisions on ad hoc requests to fly a particular flag.

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Protocol for flying of flags at Sheffield City Council sites and other commemorative activity

Issued March 2024

Purpose

1. This protocol governs the flying of flags from Sheffield Town Hall and other SCC buildings that have a flagpole.
2. It also sets out the other types of commemorative activity (such as the lighting up of buildings) and the circumstances in which these should be considered.

The flying of flags is governed by the Town and Country Planning (Control of Advertisements) (England) Regulations 2007. These regulations are summarised in the Government's guide to flying flags: [Flying flags: a plain English guide - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/flying-flags-a-plain-english-guide). This protocol is considered to be compliant with those regulations.

Flying of flags at Sheffield Town Hall

3. There is one flagpole at Sheffield Town Hall. Only one flag may be flown at any one time.
4. At all times the Union Flag will be flown at full mast unless one of the conditions in paragraphs 5 to 10 is met.
5. The Union Flag will be flown at half-mast in the following situations:
 - a. from the announcement of the death of the Sovereign, except on Proclamation Day (D+1), when the flag will be flown at full mast from 11am until 1pm the following day (D+2);
 - b. In the following cases, the flag will be flown at half-mast only by special command from His Majesty:
 - i. the death of a member or near relative of the Royal Family or the funeral of members of the Royal Family
 - ii. the funerals of foreign Rulers
 - iii. the funerals of Prime Ministers and ex-Prime Ministers of the United Kingdom
 - iv. the funerals of First Ministers and ex-First Ministers of Scotland, Wales and Northern Ireland (unless otherwise commanded by the Sovereign, this only applies to flags in their respective countries)
 - v. any other occasions as commanded
 - c. On the announcement of the death of a serving city councillor, South Yorkshire Combined Authority Mayor or Sheffield MP, for a period of five working days and on the day of funeral
 - d. Honorary Freeman, on the day of funeral
 - e. Former Lord Mayor, former Combined Authority mayor, former Council Leader or former MP, on the day of funeral

- f. Member of Armed Forces from the City, on the day of funeral, where the death occurs on active service
 - g. On the decision of the Chief Executive in relation to a request made under paragraph 9 of this protocol.
6. The flag of the patron saint of each of the four constituent countries of the United Kingdom shall be flown on their respective saint's days (see Appendix B)
 7. Commemorative flags will be flown as set out in Appendix B (as may be amended from time to time by the relevant committee). Where a commemorative flag is flying or due to be flown during a time when the union flag would otherwise be at half-mast, the commemorative flag should be removed/not flown and the union flag raised at half-mast in its place.
 8. The national flag of another country when there is an official civic or other delegation from that country, following a decision by the Chief Executive
 9. Requests may be made by the relevant Government department or the chair of any policy committee or by the leader of any political group to the Chief Executive to fly the flag of a particular country or cause following a national or local disaster or major humanitarian or terrorist incident. This can also include flying the union flag at half-mast if the disaster or incident has taken place in the United Kingdom. The Chief Executive should have regard to the guidance set out at Appendix C of this protocol in considering such requests.

Flying of flags at other Sheffield City Council buildings

10. At other Sheffield City Council buildings with a flagpole, the union flag will normally be flown at full mast.
11. The Union Flag will be flown at half-mast only in the circumstances described at paragraphs 5a and 5b of this protocol
12. For buildings with more than one flagpole a secondary flag as described at paragraphs 6 and 7 of this protocol may be flown. The Union Flag should always occupy the superior position.

This protocol is kept under review by the Director of Policy and Democratic Engagement. Any changes can only be made with the agreement of the relevant policy committee.

Appendix A – Flying the Union Flag

The Union Flag must be flown the correct way up: this is with the wider diagonal white stripe above the red diagonal stripe in the half nearest to the flagpole. The wider diagonal white stripe should be above the red diagonal stripe at the top left-hand side of the flag nearest the flagpole.

Appendix B – Commemorative Flag calendar

The following commemorative flags will be flown on the dates shown each year. The calendar may be amended from time to time by the relevant policy committee but should never include national flags.

The programme of important flag days will be reviewed annually, and Facilities Management will arrange for flag changes to be made automatically on the agreed days.

Ad-hoc flag changes or half-mast requests should be made to Facilities Management via pfmcontactcentre@sheffield.gov.uk. Requests for books of condolence or other commemorative activities should be made to the Lord Mayor's Office at lordmayor@sheffield.gov.uk.

Patron Saints

The flag of the national Patron Saint is used. These are the heraldic crosses.

- St David's Day – 1st March (The flag of St David)
- St George's Day – 23rd April (The cross of St George)
- St Patrick's Day – 17th March (The cross saltire of St Patrick)
- St Andrew's Day – 30th November (The cross saltire of St Andrew)

Other Commemorative Flags

Commonwealth Day – second Monday in March (Commonwealth Flag)

Armed Forces Day – May or June dates vary (Armed Forces Day Flag flown from Sheffield Armed Forces day to National Armed Forces day)

Pride Month – all of June except 22nd June (Pride Flag)

*Windrush Day – 22nd June (Windrush Day Flag)

Yorkshire Day – 1st August (Yorkshire Flag)

*Merchant Navy Day – 3rd September (Red Ensign)

*Emergency services 999 day - 9th Sept (Emergency Services Day Flag)

United Nations Day – 24th October (UN Flag)

Armistice Day – 11th November (union flag to be flown at full mast if otherwise flying at half-mast)

Remembrance Sunday – second Sunday in November (union flag to be flown at full mast if flying at half mast)

*World Aids Day – 1st December

**Flags marked with an asterisk require planning consent to be flown.*

Appendix C – Decision-making guidance

The flag protocol sets out scenarios where the decision on whether or not to fly a flag is to be made by the Chief Executive.

This guidance sets out a process to support the Chief Executive in reaching a decision. It should usually be followed, but the circumstances of each request will be different, and the Chief Executive has discretion to depart from it if needed, as set out at paragraph 14.

1. There are two ways in which a request to fly a flag may be made:
 - a. By a Government department
 - b. By the chair of a policy committee or a political group leader
2. Upon receiving a request, the Chief Executive must commission an Equality Impact Assessment (EIA). The council has an obligation under s149 of the Equality Act 2010 to have due regard to the need to promote good relations between people who share protected characteristics and those who do not, and to eliminate discrimination.
3. The Equality Impact Assessment must be used to inform the decision that is reached.
4. The usual process for completing an Equality Impact Assessment must be used. This includes completing an initial assessment to understand whether there are likely to be any significant equality impacts, and, if so, to complete a full assessment. As part of a full assessment, a range of evidence may be used to inform it, including qualitative information and undertaking initial consultation with those likely to be affected.
5. The EIA may indicate that there is insufficient information available to support an informed assessment of the potential impact of flying a flag. In which case, the Chief Executive must undertake to consult further with any community groups, established forums or other stakeholders to gain additional information that may be helpful in coming to a decision.
6. If it has not been possible to complete an EIA within a set timescale for the flying of the flag (e.g. if a Government department has suggested that a flag is flown on a specific date), then the Chief Executive should decide not to fly the flag, but may choose to keep the decision under review pending the completion of the EIA and further consultation that may be required.
7. The Chief Executive may also choose to commission other types of supporting evidence. This could include a Community Tension Impact Assessment.
8. The Chief Executive must take into account, as part of the decision-making process, the other commemorative options available to the council, which may be more appropriate for some circumstances (see paragraph 13).

9. The Chief Executive must consult with the Leader of the Council before reaching a decision and may choose to consult with other Elected Members as he/she considers appropriate. This could include the leaders of other political groups represented on the Council.
10. The Chief Executive must consider all the evidence available before coming to a final decision. The options open to the Chief Executive are:
 - a. To fly the flag as requested (and, if so, for how long), potentially in conjunction with another form of commemoration (see paragraph 13)
 - b. Not to fly the flag but commemorate the event in another way (see paragraph 13)
 - c. Not to fly the flag and not to commemorate the event in another way.
11. Once a final decision has been reached, the Chief Executive must respond to the requester setting out the basis for the decision. That response should explain the rationale for why the decision has been made.
12. Once the decision has been made, consideration should be given to how that decision will be communicated to the public, stakeholders and to staff and Elected Members. It will normally be appropriate for the decision to be published on the Council's website, alongside the Equality Impact Assessment.
13. There are a number of other commemorative options available if flying a flag is inappropriate. Some of these options have a cost associated with them.
 - Holding of periods of silence to recognise key activities such as Armistice day. This can be undertaken at all main SCC sites.
 - We are able to alter the Town Hall bells to change the sounds that are played or chiming at key times. We have used this to recognise some key times/days e.g. bells striking at 7am to commemorate over the top on the 100 year anniversary of the Battle of the Somme.
 - Changing the colour of the lights in the Town Hall clock
 - Altering the colour of the water in the Peace Garden fountains
 - We can also undertake one off signs of support e.g. lights off in SCC buildings for environment day or single light in Town Hall on Holocaust Memorial Day
 - Opening a book of condolence in the Town Hall or other venue
14. The Chief Executive may depart from this protocol only where, in their opinion, the circumstances of the request are such that the requirements of the protocol cannot be fulfilled or where the risks to community cohesion or other implications are such that the request should not even be considered.

PART A - Initial Impact Assessment

Proposal Name:	Flag Protocol
EIA ID:	2635
EIA Author:	James Henderson (CEX)

Proposal Outline:

Full Council passed a resolution at its meeting on 1 November which called for a review of the council's flag flying protocol. The main elements of the new flag protocol are as follows:

- That the union flag is flown at full mast at all times except when a commemorative flag is flown, or when the union flag is lowered to half-mast
- The circumstances in which the union flag should be lowered to half-mast. This has been updated to provide a more consistent approach following the deaths of serving and former elected politicians (councillors, MPs and Combined Authority Mayors) and other local dignitaries (such as honorary freemen of the city)
- The flying of other flags at certain times (including the flags of the patron saints of England, Scotland, Wales and Ireland, and commemorative flags associated with particular awareness periods such as Pride or Armed Forces Day)
- The role of the Chief Executive in making decisions about flying another country's flag during a civic delegation from that country
- The ways in which ad hoc requests can be made to the Chief Executive to fly the union flag at half-mast or to fly the flag of another country or cause following a national or local disaster or major humanitarian or terrorist incident. The new protocol proposes that requests may only be made by a relevant Government department or by either a policy committee chair or by the leader of a political group on the council. When a request is made, the protocol includes an appendix setting out a decision making process for the Chief Executive to follow, which includes the completion of an Equality Impact Assessment and commissioning of additional consultation/evidence where required.

Proposal Type:	Non-Budget
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Lead Director for proposal: James Henderson (CEX)

Service Area: Policy and Democratic Engagement

EIA Start Date: 29/02/2024

Lead Equality Objective: Leading the city in celebrating and promoting inclusion

Equality Lead Officer: Adele Robinson

Decision Type

Committees: Policy Committees

- Strategy & Resources

Portfolio

Primary Portfolio: Strategic Support Services

EIA is cross portfolio: No

EIA is joint with another organisation: No

Overview of Impact

Overview Summery: The revised protocol has been developed in response to concerns raised about the decision relating to flag-flying associated with the ongoing Israeli-Palestinian conflict after the events of 7 October 2023. Community tensions were heightened as a result, including a

demonstration at the Town Hall which led to the roof of the building being scaled and the Israeli flag being removed and replaced with a Palestinian one. It is clear from this incident that the flying of flags has the potential to exacerbate community tensions and to harm relations between people who share different protected characteristics. The revised flag protocol aims to ensure a much clearer route to decision-making on an ad hoc flag-flying requests including a requirement for an Equality Impact Assessment to be undertaken before coming to a decision. It is intended that this enable the authority to make these decisions more easily in the future and to avoid/minimise the impacts that they may cause for people who share protected characteristics. More broadly, the flag protocol updates and modernises the council's approach to the annual cycle of commemorative flag-flying, and as such is considered to strongly demonstrate the council's ongoing commitment to equality, diversity and inclusion, celebrating different communities and the contribution that they have made to the life of the city over the course of a year.

Impacted characteristics:

- Armed Forces
- Cohesion
- Gender Reassignment
- Race
- Religion/Belief
- Sexual Orientation
- Voluntary/Community & Faith Sectors

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

No

Impact areas:

Initial Sign-Off

Full impact assessment required: Yes

Review Date: 28/02/2025

PART B - Full Impact Assessment

Armed Forces

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: This proposal will have a positive impact on armed forces and veterans. The annual calendar includes a commitment to fly the Armed Forces flag each year and the specific arrangements for Armistice Day and Remembrance Sunday. The inclusion of these elements in the calendar is likely to be viewed positively by the armed forces community in the city. It is acknowledged that flag flying can be tokenistic if not accompanied by other meaningful activity to support the community, and this proposal should be considered together with the council's wider awareness approach (including our wider civic approach to remembrance).

Cohesion

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: As described in the overall impact section, flag flying can have a significant impact (either positive or negative) on cohesion. The revised protocol, and in particular the decision-making guidance on ad hoc flag requests is explicit in identifying the risks to cohesion

and how these should be properly assessed through an EIA and Community Tension Impact Assessment (if required), and that assessment used as a key component in the decision-making process. As such, this proposal is considered to have a positive impact on community cohesion compared with the previous flag protocol.

Gender Reassignment

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: This proposal will have a positive impact on the gender reassignment protected characteristic. The annual calendar includes a commitment to fly the Pride flag each year during Pride Month which is likely to be viewed positively by the LGBTQ+ community in the city, and specifically the Progress Pride flag, with the chevron acknowledging trans people. It is acknowledged that flag flying can be tokenistic if not accompanied by other meaningful activity to support the community, and this proposal should be considered together with the council's wider awareness approach. However, flying the Pride flag represents a positive symbol of support for our LGBTQ+ workforce and the wider community.

Race

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: This proposal will have a positive impact on race. The annual calendar includes a commitment to fly the Windrush flag each year, which is likely to be viewed positively by the African Caribbean community in the city, although it is acknowledged that for other groups of people where there is not an established flag, this may be seen as favouring one group over another - this will be mitigated through other awareness raising activity undertaken by the council (such as promoting South Asian Heritage Week). The revised protocol

includes clearer guidance on making informed decisions when a request is received. Such requests are not always connected with race or national identity, but the most recent and most challenging examples have been. As such, the protocol is considered to have a positive impact on race and race equality by providing more opportunity for consultation with community groups and individuals when requests are received, by proactively taking into account the impacts on different race groups, and by ensuring that this forms a central part of the decision-making around whether or not to fly a particular flag

Religion / Belief

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: This proposal will have a positive impact on religion and belief. The revised protocol includes clearer guidance on making informed decisions when a request is received. Such requests are not always connected with religion or belief, but the most recent and most challenging examples have been. As such, the protocol is considered to have a positive impact on religion and belief by providing more opportunity for consultation with faith groups when requests are received, by proactively taking into account the impacts on different religion or belief groups, and by ensuring that this forms a central part of the decision-making around whether or not to fly a particular flag

Sexual Orientation

Staff Impacted: Yes

Customers Impacted: Yes

Description of Impact: This proposal will have a positive impact on the sexual orientation protected characteristic. The annual calendar includes a commitment to fly the Pride flag each year during Pride Month which is likely to be viewed positively by the LGBTQ+ community in the city. It is acknowledged that flag flying can be

tokenistic if not accompanied by other meaningful activity to support the community, and this proposal should be considered together with the council's wider awareness approach. However, flying the Pride flag represents a positive symbol of support for our LGBTQ+ workforce and the wider community.

Voluntary / Community & Faith Sectors

Staff Impacted: Yes

Customers Impacted: No

Description of Impact: The Voluntary, Community and (particularly) Faith sector have been impacted by recent decisions on flag flying. The revised protocol provides a clear route for the sector to be consulted as part of the decision-making process on ad hoc flag flying requests.

Action Plan & Supporting Evidence

Outline of action plan: No additional actions beyond those set out in the proposal are required.

Action plan evidence:

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: Yes

Outline of impact and risks: It is likely that there will always be risk associated with flag-flying. Flags are symbolic and binary in nature. Whatever decision is reached on whether or not to fly a flag, it is possible that some people or communities may be disappointed or angry. However, the risk of this is judged to be lower with the clear routes for community engagement, equality impact analysis and community tension impact analysis that is included as part of the key decision making protocol.

Review Date

Review Date:

28/02/2025



Report to Policy Committee

Author/Lead Officer of Report:
Laurie Brennan, Head of Policy and Partnerships

Tel: 0114 2734755

Report of: Chief Executive

Report to: Strategy and Resources Policy Committee

Date of Decision: 12th March 2024

Subject: **LGA Corporate Peer Challenge:
 Sheffield City Council Progress Review Report**

Type of Equality Impact Assessment (EIA) undertaken	Initial	<input type="checkbox"/>	Full	<input type="checkbox"/>
Insert EIA reference number and attach EIA: N/A				
Has appropriate consultation/engagement taken place? N/A	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken? N/A	Yes	<input type="checkbox"/>	No	<input checked="" 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:-				
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

The LGA Peer Team that undertook a Corporate Peer Challenge (CPC) of Sheffield City Council in November 2022 returned to review our progress in December 2023.

This paper provides a summary of the LGA’s feedback and recommendations from the Progress Review.

The LGA Team have recognised that there has been strong and positive progress at the council in the last year, with significant progress made against the recommendations made in the original CPC. This has included collaborating with partners to develop Sheffield’s City Goals, producing a focused Council Plan for the organisation, continuing to provide robust and stable financial management and developing mature political culture.

The full Progress Review Report from the LGA is included in Appendix 1 along with an evidenced summary of progress against the original recommendations from the CPC.

Recommendations:

That Strategy and Resources Committee:

1. Welcomes the LGA Corporate Peer Challenge Progress Review report (Appendix 1) which recognises the significant progress that the council has achieved in the last year.
2. Thank the members of the LGA Peer team for their time and insight in supporting the council's continuous improvement.
3. Recognises the collective effort from Members and officers to deliver vital strategic foundations in the last year – including the development of a Council Plan, proposals for a balanced budget, and collaborating with partners to set out our shared City Goals.
4. Agrees that the council should continue on its improvement journey by embedding the Council Plan across the whole organisation, using the feedback and insight in the LGA's Progress Review report to focus our transformation activity.
5. Commits to asking the LGA to undertake another Corporate Peer Challenge within the usual timescale (circa 2028).

Background Papers:

Strategic Framework 2023/24 -

<https://democracy.sheffield.gov.uk/documents/s59470/Strategic%20Framework%20202324.pdf>

Sheffield LGA Peer Corporate Peer Challenge Report, 2023 -

<https://democracy.sheffield.gov.uk/documents/s58181/9%20-%20Appendix%202%20Sheffield%20City%20Council%20-%20CPC%20FINAL%20Feedback%20Report.pdf>

Sheffield City Council Response to the LGA Corporate Peer Challenge -

<https://democracy.sheffield.gov.uk/documents/s58180/9%20-%20CPC%20Response%20and%20Action%20Plan%20FINAL%201.pdf>

Lead Officer to complete:-

1	I have consulted the relevant departments in respect of any relevant implications	Finance: Matthew Arden, Senior Finance Manager
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	indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed.	Legal: David Hollis, General Counsel
		Equalities & Consultation: Ed Sexton, Senior Equalities and Engagement Officer
		Climate: Victoria Penman, Sustainability Programme Officer
	<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>	
2	SLB member who approved submission:	Kate Josephs, Chief Executive
3	Committee Chair consulted:	Cllr. Tom Hunt, Chair of Strategy & Resources Committee
4	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.	
	Lead Officer Name: Laurie Brennan	Job Title: Head of Policy and Partnerships
	Date: 1 st March 2024	

LGA Corporate Peer Challenge

Sheffield City Council Progress Review Report

1. Overview

- 1.1 Sheffield City Council invited the Local Government Association (LGA) to undertake a Corporate Peer Challenge (CPC) of the authority in November 2022. [Corporate Peer Challenges](#) are an important part of the local government sector-led approach to improvement. It is a process by which a team of Members and officers from other local authorities, supported and facilitated by the LGA, spend time in a council gathering evidence and providing an independent view of the strengths and areas for development.
- 1.2 A key part of the CPC process is for the LGA team to return to the council to undertake a progress review. This creates the space for returning to the council to discuss progress, reflect on new opportunities and challenges that may have arisen and importantly, for the LGA team to provide the council with feedback. The LGA team also contact a small number of partners to seek wider perspectives on the council's progress.
- 1.3 The LGA Peer Team returned to Sheffield City Council on 14th December 2023 to undertake a CPC Progress Review. The feedback report from the LGA Team is included in Appendix 1. Appendix 2 also includes a progress update of our original action plan which was published with the original CPC Report to S&R in March 2023.
- 1.4 The members of the original Peer Team that returned to Sheffield in December 2023 were:
- Deborah Cadman (Chief Executive of Birmingham City Council)
 - Cllr Howard Sykes (Liberal Democrats, Oldham MBC)
 - Kathryn Rees (Director of Strategy, Stockport Metropolitan Borough Council)
 - Paul Clarke (Director of Programmes, Performance and Improvement, Birmingham City Council)
 - Satvinder Rana (Senior Regional Adviser, Local Government Association)
 - [*Councillor Eamonn O'Brien (Leader of Bury MBC) also joined virtually for part of the visit*]

2. Positive, evidenced progress building strong foundations for the future

- 2.1 The LGA's Progress Report in Appendix 1 provides a strong and positive statement of the Council's progress over the last 12 months. The Peer Team recognised that we have taken some fundamental steps on our improvement journey, creating strong strategic foundations upon which we can build the

organisation's future and delivering on the recommendations set out in the Corporate Peer Challenge report.

2.2 The report states:

"The peer team was pleased to see the positive way in which the council addressed the recommendations of the Corporate Peer Challenge of November 2022, the actions it has taken so far, the evidence provided to show the progress being made, and the plans it has in place for future improvements." (p7)

2.3 In particular, the Peer Team recognised the scale of activity and progress in the last year, including:

- **City Goals** – worked collaboratively with citizens and partners to set out a shared vision for the city's future;
- **Council Plan** – developed a clear mission, purpose and outcomes for the whole organisation;
- **Ambitious leadership and governance maturity** – collaborative cross-party leadership with a maturing political culture within the Committee System of governance alongside a new, permanent Senior Leadership Team;
- **Robust financial management** – significant improvement in savings delivery and a medium-term financial plan aligned to the Council Plan;
- **Bold plans for growth and prosperity** – a developing strategic framework for growth, uniting our ambitions for a more prosperous city with aligned resources and collaborative strategic relationships;
- **Increasing confidence** – ensured that Sheffield punches its weight and is an open, active, collaborative and ambitious partner in key networks, partnerships and with investors;
- **Future Sheffield** – establishing an ambitious change programme for the council to ensure the council is in shape to deliver the Council Plan.

2.4 The above demonstrates the scale of leadership and collective effort that has undertaken by Members and officers from across the organisation, working as one team to drive improvement. It encapsulates our new mission – *together we get things done* – and provides a platform from which we can continue our success as an organisation.

3. Locking-in our progress and continuing our improvement

3.1 The LGA's Progress Report captures the scale of activity and improvement that we have undertaken in the last year. Whilst recognising the significant

progress made, we need to continue to build on this, embedding the strategic foundations we have established. This includes:

- **City Goals** – alongside communities, strategic partners in the city have made ambitious commitments to the city’s future and we need to deliver collaboratively and demonstrate impact;
- **Council Plan** – embedding our mission, policy drivers and outcomes in our organisation through an outcome-based budget that focuses our resources on priorities; setting out the detail on how we will deliver through in key strategies and directorate plans; a establishing a robust outcomes and performance framework to drive delivery and demonstrate progress to citizens;
- **Relentless focus on the customer and service quality** – improving the quality and consistency of customer experience across our services to underpin our bold visions for the city.

3.2 The LGA Peer Team have also identified a number of areas in which we have made progress against their original recommendations but we need to continue our development. These include:

- **Citizen involvement** – we have examples of good practice, including our work with partners on the development of the City Goals but there is further progress to make on establishing a clear vision of community involvement and greater consistency and quality of engagement across the organisation. This includes further developing and embedding Local Area Committees (LACs) as a key connection for local decision making and engagement with communities across the city.
- **Equality, diversity and inclusion** – we have made real strides in our approach to EDI, including the new Equalities Framework, our response to the Race Equality Commission (REC) report and the recently established Race Equality Partnership for Sheffield (REPS) and the recertification of our status as a Disability Confident Employer (level 2) from December 2023. Within the council, we have also worked with staff to establish staff networks for each protected characteristic and prioritised a new approach to EDI training for all staff. However, the LGA Team recognised that we need to continue this progress and turn our Equalities Framework into delivery and impact.
- **Workforce** – we need to develop our approach to strategic workforce planning, aligned to our Council Plan and four-year Medium Term Financial Strategy (MTFS). The recent appointment of a new Director of People and Culture represents an important step in bringing new leadership to this area.
- **Governance** – we need to continue to develop our committee system, building on the Six-Month Review of Governance and ensuring that the

good practice and approaches we have in place are resilient to political change through election cycles.

- 3.3 The above are important opportunities to continue our development as a Council. They are areas in which we are already taking action and have activity in place to deliver the necessary change, including: our EDI Framework and objectives; Governance Committee's developing work on citizen involvement; a Member-led review of committee remits; a review of LACs; and through the delivery of the Future Sheffield programme.
- 3.4 As such, the recommendations from the follow-up report will be embedded as actions in existing programmes.

4 How does this decision contribute?

- 4.1 The decision recognises the progress that we have made over the last year and urges Members and officers to build on this progress, through a strong focus on embedding and delivering our Council Plan and ambitious change programmes.

5. Has there been any consultation?

- 5.1 There has been no formal consultation on the LGA CPC Progress Review. However, as part of the Progress Review, the Peer Team spoke to a cross-party group of Members, staff from different Directorates and had conversations with several of our strategic partners to get an external perspective on the Council's progress. They also reviewed key documents which have had citizen involvement (eg. Council Plan).

6. Risk analysis and implications of the decision

6.1 Equality Implications

- 6.1.1 There are no direct equality implications arising from this report. The LGA Peer Team recognised the progress that the council has made on EDI but, as the report suggests, we have build on the new Equalities Framework to deliver "palpable impacts on the ground" (p14).

- 6.1.2 As highlighted above, these are to be embedded as actions in existing programmes.

6.2 Financial and Commercial Implications

- 6.2.1 There are no additional financial implications arising from this report. Activity arising from the action plan will be contained within existing budgets. Should there be a need for additional unbudgeted spend in relation to any of the actions, this will be brought forward for decision in the normal way.

6.3 Legal Implications

- 6.3.1 There are no direct legal implications arising from this report. The legal implications of any of the specific actions set out in the action plan will be considered in the normal way as part of the individual decision-making process for these.

6.4 Climate Implications

- 6.4.1 There are no direct climate implications arising from this report.

7. Alternative options considered

- 7.1 As a condition of undertaking the Corporate Peer Challenge and the Progress Review, the council agreed that the Progress Review report should be considered in a public meeting.
- 7.2 The only alternative option would be to reject some or all of the feedback and recommendations in the Progress Review. However, given the positive nature of the feedback and the recognised progress made by the council against the original CPC recommendations, this option is not advised.

8 Reasons for recommendations

- 8.1 The recommendations recognise the significant progress made by the council in the last 12 months and encourage the whole organisation to continue that journey and deliver the Council Plan.

LGA Corporate Peer Challenge – Progress Review

Sheffield City Council

14th December 2023

Feedback





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1. Introduction

The council undertook an LGA Corporate Peer Challenge (CPC) during November 2022 and promptly published the full report with an action plan.

The Progress Review is an integral part of the Corporate Peer Challenge process. Taking place approximately ten months after the CPC, it is designed to provide space for the council's senior leadership to:

- Update peers on the early progress made and to receive feedback on this including how the action plan aligns to the CPC's recommendations
- Consider peer's reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs
- Discuss any early impact or learning from the progress made to date

The LGA would like to thank Sheffield City Council for their commitment to sector led improvement. This Progress Review was the next step in an ongoing, open and close relationship that the council has with LGA sector support.

2. Summary of the approach

The Progress Review at Sheffield City Council took place on 14th December 2023.

The progress review focussed on each of the recommendations from the Corporate Peer Challenge as follows:

Recommendation 1

Build on the commitment and willingness of local partners to develop the place vision and City Goals so that they are co-owned and have clear lines of responsibility and accountability for delivery - with the council as one partner albeit with a leading role.

This will provide an opportunity for deep engagement with the local community, help build a 'Team Sheffield' ethos and inform thinking about refreshed partnership structures to make an impact.

Recommendation 2

Continue to embed the newly formed organisational values through the development and delivery of a new corporate plan and engage the workforce in the development of the vision for the city and council.

This will be a good way of engaging with the workforce in a completely different and authentic way to help to strengthen communication lines in the council, facilitate more cross-organisational working and embed the desired organisational culture.

Recommendation 3

Continue at pace with the work that has been started to develop the vision, narrative and strategic priorities for the council and the city - building on the City Goals, the Local Plan and the emerging Corporate Plan.

Getting these basics in place will provide the council with the strategic framework for engaging with citizens, collaborating with partners, fuelling the inclusive growth of Sheffield, facilitating the transformation of the organisation, and enable everybody to better understand their place and role in delivering for Sheffield.

Recommendation 4

Expand the thinking and vision around the regeneration of the city so that it goes beyond economic development to also include climate, public health, a skilled and enterprising population, and community empowerment – with a particular focus on inclusive clean growth to help bring coherence.

This will help to connect the physical regeneration of ‘place’ with the social and economic needs of ‘people’ to help create greater social value and demonstrate the tangible impact the investments are making on improving the quality of life of residents.

Recommendation 5

Use the 6-month review of governance to determine further work that is needed to enable the effective implementation and operation of the committee system and ensure:

a) *Wide understanding of how the committee system works*

- b) *Clarity through processes and protocols on how business is transacted, and decisions made in a no overall control context*
- c) *The right behaviours and culture are fostered to enable the effective operation of the new system of decision making within Sheffield's political context*

This will help to facilitate better understanding and separate out the two issues of operating within the committee system of governance and decision-making when no political party has an overall majority.

Recommendation 6

Build a comprehensive community engagement, involvement and empowerment programme with the LACs and neighbourhood working at its heart; and develop an approach that enables culture change and improves relationships with the VCF sector.

This provides an opportunity for the council to ensure its services can respond effectively and in a joined-up way to the needs of different communities and neighbourhoods. It will also provide an opportunity to develop a partnership approach with the VCF sector to boost capacity and work on issues around prevention, early intervention and around some of the current challenges resulting from the cost-of-living-crisis.

Recommendation 7

Align organisational development and transformation, corporate resources, organisational capacity, workforce development and performance management to the new corporate plan.

This will strengthen the link between policy and delivery and provide a clear corporate line of sight on what is desired, how resources are being deployed, what is being achieved and how the organisation is feeling.

Recommendation 8

Implement the recommendations of the Race Equality Commission and rapidly strengthen the culture and commitment of the organisation on equalities, diversity and inclusion with consistent and coordinated senior political and officer leadership to

bring about measurable improvements.

This is important for a diverse city like Sheffield and is non-negotiable. The city benefits from a diverse population with the potential to make significant contributions to its future prosperity, as well as the effective and efficient workings of the council, and this capacity and capability must be utilised in the most effective way.

Recommendation 9

Continue to develop the strategy to balance the budget without the use of reserves by the end of 2023/24, backed up by tight financial control and mitigation of adverse issues. Ensure the budget strategy follows the priorities of the corporate plan and that there is robust challenge and scrutiny at a corporate and political level to make sure savings are delivered.

This will help to ensure the council moves forward on a secure financial footing and is able to deliver the ambitions it has for the city and the transformations that are needed within the council.

Recommendation 10

Continually revisit financial assumptions and due diligence of the business cases relating to major projects.

This will help to mitigate against financial risks associated with big capital projects during times of changes in global markets, rising inflation, and the cost-of-living crises. Financial scenario planning and due diligence now will help the council in the long run.

For this progress review, the following members of the original CPC team were involved:

- **Deborah Cadman OBE** (Chief Executive, Birmingham City Council)
- **Councillor Eamonn O'Brien** (Leader of the Council, Bury Council) - Partly
- **Councillor Howard Sykes MBE** (Leader of the Liberal Democrat Group, Oldham Council)
- **Kathryn Rees** (Director of Strategy, Stockport Metropolitan Borough Council)

- **Paul Clarke** (Director of Programmes, Performance and Improvement, Birmingham City Council)
- **Satvinder Rana** (Senior Regional Adviser, Local Government Association)

The peer team met face to face at Sheffield City Council over the course of one day with the following representatives from the council:

- **Councillor Tom Hunt** - Leader
- **Kate Josephs** - Chief Executive
- Senior Management Team members
- Other leading politicians
- Cross-party councillors' focus group
- Staff focus group
- Cross-section of strategic partners

3. Progress Review - Feedback

The peer team was pleased to see the positive way in which the council addressed the recommendations of the Corporate Peer Challenge of November 2022, the actions it has taken so far, the evidence provided to show the progress being made, and the plans it has in place for future improvements. The council's leadership briefed the peer team about the work it has been doing and the context within which it has been operating since the peer challenge.

The senior leadership team and elected leadership of the council has significantly changed. The interim managerial leadership arrangements that were in place during the corporate peer challenge have been replaced with a complete and permanently appointed senior leadership team. In terms of political leadership, a new leader of the council has been elected and whilst the council remains in no overall control, a fourth political group has been established.

The council has done much work over the last 12 months. Specifically, it has been embedding its strategic leadership team; with partners collaboratively developing its City Goals; setting a clear mission and priorities with the council plan; establishing the 'First Foundations' for Future Sheffield; and working to establish a stable financial

position for 2024/25.

In relation to the corporate peer challenge recommendations, the council developed and published an action plan and has been delivering against this. The peer team was impressed with the progress made so far and would encourage the council to continue its delivery whilst ensuring that it is measuring the impacts of its efforts.

Recommendation 1

Build on the commitment and willingness of local partners to develop the place vision and City Goals so that they are co-owned and have clear lines of responsibility and accountability for delivery - with the council as one partner albeit with a leading role.

The peer team heard that work on developing the City Goals is in the advanced stages with a full range of public engagement undertaken and co-creation of a draft set of goals. This provided the basis of the recently completed citywide conversation. The goals will be formally adopted by the council and other organisations early 2024.

The council has been an active partner in this process, has supported the process by providing resources, capacity and expertise as part of a cross-partner working group, and is clear about how its own council plan will contribute to the delivery of the City Goals. It is now actively working towards supporting new partnership governance to ensure the goals become the foundation for a Team Sheffield approach and actively guide the work of all partners in the city over the coming years.

Developing the City Goals through better engagement and involvement of partners appears to have demonstrated a change in the council's approach. Partners have experienced a change in the council for the better and feel that partnership working in Sheffield is now much more open, transparent and collegiate – *“It feels like night and day between now and 4-5 years ago. We're now having a different conversation with the council”*. Partners have been more deeply involved in developing the City Goals and feel there is evidence of partners owning the City Goals. The challenge now is to “re-wire” how the city works to deliver the City Goals and to build challenge into the system.

Recommendation 2

Continue to embed the newly formed organisational values through the development

and delivery of a new corporate plan and engage the workforce in the development of the vision for the city and council.

A new council plan has been drafted and is currently going through the political processes. It is rooted in the values of the organisation and places people at the heart of everything that the council does, working with, listening to, and ensuring that all its services are focused on communities and citizens. A people, prosperity, planet model has been adopted and placed at the heart of the council plan – thereby reflecting the relationship between place leadership, sustainable growth, prosperity and ambition. The draft council plan is a four-year statement of the council's priorities.

The peer team heard from staff on how the council's culture has improved. The organisation is now more open and transparent with better communication from senior management. The council's newly developed strategic plans are bringing more clarity – *"makes us feel we know what we are doing"*. Stable officer leadership through several key permanent appointments is providing more stability to the organisation and signals commitment and confidence to staff. Continuous work to embed the council's values across the organisation and build trust at all levels is a key challenge for the council going forward.

Recommendation 3

Continue at pace with the work that has been started to develop the vision, narrative and strategic priorities for the council and the city - building on the City Goals, the Local Plan and the emerging Corporate Plan.

The vision, narrative and strategic priorities of the council are outlined in the new draft four-year council plan which uses the City Goals information and engagement findings as the underpinning evidence for where they city is headed.

The draft council plan is aligned to the four-year Medium Term Financial Strategy and is supported by a draft performance framework. It sets out a new mission for the organisation – 'together we get things done' – which is underpinned by five new strategic outcomes. It demonstrates how the council will put the people of Sheffield at the heart of everything it does and prioritises the long-term prosperity of the city. The draft plan offers a positive vision for the role that the whole organisation can play in

contributing to the city's success and helping achieve Sheffield's new City Goals.

Work is now underway to develop a transformation programme that helps to reshape the council in line with its objectives and the realities of its financial position.

The council now comes across as more upbeat, optimistic and strategic as a result of the work it has been doing around developing the City Goals and the council plan.

This work is providing good foundations for a more cohesive vision for the city and the organisation. The new performance framework aligned to the council plan looks comprehensive and the challenge now is to roll it out and embed it across the organisation.

Recommendation 4

Expand the thinking and vision around the regeneration of the city so that it goes beyond economic development to also include climate, public health, a skilled and enterprising population, and community empowerment – with a particular focus on inclusive clean growth to help bring coherence.

Following the corporate peer challenge in November 2022, the council created a new framework of strategies and plans required to drive regeneration and growth in the city – reflecting the local plan progress. This framework of strategies and plans consider a holistic view of what is needed, from employment to climate to culture.

Resources have been aligned to each of these strategies as well as a process by which delivery is being regularly assessed. The council expects to have 95% of them delivered before the end of 2024.

The council has continued to partner with a range of local, regional and national partners - including several government departments - to co-produce with communities these plans and delivery partnerships for growth. Its involvement in regional forums and engagement with the South Yorkshire Mayoral Combined Authority has improved significantly with the Leader bringing more clarity and purpose – “*Sheffield is now a regional player*”. The council's recent successes include the adoption of the Local Plan, being clear on the Tram issue and its ambitions for Sheffield, South Yorkshire Investment Zone (the first in the country), developing closer relationships with Homes England, attracting big institutional private sector partners, and continuing to receive strategic support from the National

Accelerator Partnership 2022-26.

There has been a significant shift in externalising the council's ambitions for Sheffield and working with partners to bring investment to the city. However, it is still early in the journey with citizens seeing and feeling the difference - that will take more time. nevertheless, there is a clear commitment to citizens from staff and Members and in time the council will be able to demonstrate impact around inclusive growth.

Recommendation 5

Use the 6-month review of governance to determine further work that is needed to enable the effective implementation and operation of the committee system and ensure:

- a. Wide understanding of how the committee system works*
- b. Clarity through processes and protocols on how business is transacted, and decisions made in a no overall control context*
- c. The right behaviours and culture are fostered to enable the effective operation of the new system of decision making within Sheffield's political context*

The 6-month review of governance has been completed and the council's Constitution has been reviewed and updated in response to that. In addition, a refreshed member development strategy is in place which is led by the Member Development Working Group. A Governance Review Implementation Plan (GRIP) is in place and is regularly monitored by the Governance Committee.

There has been a change of Leader at the council and the new Leader is offering a refreshed, energetic and ambitious leadership to the council and the city. He has embraced the recommendation that Sheffield needed to find its confidence again, act like the big city it is – including in the Core City Group - and look out and look up to South Yorkshire and beyond. He is well respected by his colleagues across the region.

The political culture of the organisation seems to have matured across all parties and they are now working better, as demonstrated by agreeing the draft council plan, extending the Leader Briefings to all party leaders in the Administration, and gaining consensus on issues like the approach to media comments. Members are more

comfortable with the committee system and No Overall Control (NOC) and are now clearer about the political leadership of the council and the city.

Going forward, the council may need to ensure the arrangements and protocols that have been developed are future proofed for different political control and composition.

Recommendation 6

Build a comprehensive community engagement, involvement and empowerment programme with the LACs and neighbourhood working at its heart; and develop an approach that enables culture change and improves relationships with the VCF sector.

Whilst the peer team heard about some good examples of engagement including the young people's engagement (voice and influence) team, the Sheffield Equality Partnership, the work the council has supported to listen deeply to the voices of communities through the City Goals work, and the work of the officers who support LACs on the ground, it also heard that there is a lack of clarity and shared understanding of what the LACs are there for and the structure of LACs as council committees which sometimes restricts them to process and protocols.

A review of the Local Area Committees (LACs) is being undertaken with Members and the Governance Committee is commencing a full review of the council's approach to community engagement. This review should, among other things, address some of the current concerns and shortfalls of the LACs in delivering their key objectives:

- To make more decisions on issues relevant to their areas
- To bring together communities and decision makers to address local issues
- To facilitate public engagement

Recommendation 7

Align organisational development and transformation, corporate resources, organisational capacity, workforce development and performance management to the new corporate plan.

A new two-phased council wide approach to transformation has been agreed. The first phase of the transformation programme has been focused on the implementation of the new senior structure and a set of 'first foundations' upon which to prepare the organisation and build a more fundamental transformation programme.

The second phase of the transformation programme will focus on communities and customer experience with a focus on a one council approach to customer contact and service and the role of the community in terms of early intervention and prevention.

Alongside the development of the council plan a full review of performance management has been undertaken and a new approach developed including enhanced governance of performance with a focused performance and delivery board. The new performance management framework will set out an outcomes framework (aligned to the council plan) with quarterly updates to be received by strategy & resources policy committee and policy committees receiving performance updates on their areas.

The new performance management framework looks comprehensive. However, it will be important to ensure a culture of performance across the organisation so that the behaviours across the whole organisation (including the frontline) align with the framework to prevent service and governance failures, and to proactively identify areas for improvement.

The council recognises that further work is required in terms of strategic workforce planning. However, a new role of director of people and culture has been appointed and additional resources to support the development of a modern and strategic Human Resources (HR) service have been agreed. Work has begun to renew the HR and Payroll business system and the council has prioritised a new approach to Equalities, Diversity and Inclusion (EDI) training linking directly into the council plan, the new EDI strategy and feedback from the Race Equality Commission.

Recommendation 8

Implement the recommendations of the Race Equality Commission and rapidly strengthen the culture and commitment of the organisation on equalities, diversity and inclusion with consistent and coordinated senior political and officer leadership to

bring about measurable improvements.

The council is bringing clarity to its commitment to becoming an anti-racist organisation and is funding the establishment of the legacy group, recognising the unique role the council has as a leader of place and as a convenor within this agenda. The council's leadership has taken a proactive role to facilitate city wide interfaith conversations in the light of the ongoing conflict between Israel and Palestine.

A new EDI strategy has been developed with a focus on three key themes of community leadership, engagement and partnerships, service delivery and workforce. The key challenge for the council now is to translate these key themes into measurable outcomes and palpable impacts on the ground - both in terms of employment and service delivery.

Recommendation 9

Continue to develop the strategy to balance the budget without the use of reserves by the end of 2023/24, backed up by tight financial control and mitigation of adverse issues. Ensure the budget strategy follows the priorities of the corporate plan and that there is robust challenge and scrutiny at a corporate and political level to make sure savings are delivered.

The delivery of planned savings across the council has improved (from 65% in 2022/23 to a forecast delivery of 80% in 2023/24) and a medium-term financial analysis has been agreed. This is forming the basis of future budget planning and a three-year transformation plan aligned to the delivery of the Medium Term Financial Analysis (MTFA) savings has been commissioned.

Significant work has been undertaken to set a clear suite of cross council strategic priorities (as outlined in the council plan) and a new 'strategic rhythm' that aligns corporate, service, transformation and budget planning activities. 2023/4 has been a transitional year as the new finance leadership has come onboard and shaped this new approach. There is growing political consensus on the financial challenges and what needs to be done.

Increasing the delivery of planned savings from 65% to 80% is a move in the right direction and the peer team was encouraged with the robustness the council has

brought to its financial management processes.

Recommendation 10

Continually revisit financial assumptions and due diligence of the business cases relating to major projects.

Various mechanisms are in place to provide due diligence of the business cases relating to major projects. For example:

- Heart of the City 2 represents the largest major project that the City Council is investing in. Many phases of the project are at or approaching practical completion. Occupation rates are closely monitored for completed phases
- A Capital Programme Transparency document has been drafted which sets out the gateways that business cases are subject to and the officer and/or member groups that consider the business cases and subsequent monitoring.
- The Capital Strategy is produced annually and sets out the City Council's investment priorities
- Quarterly budget monitoring, including capital programme, is presented to the Finance Committee
- Monthly reports are presented to directors which identify key risks and any projects that may face risks of underspending or overspending with explanation of the reasons to enable directors to any necessary take action
- A cross-council review of capital approvals, business model and financial performance of the programme is undertaken on a monthly basis (in particular for Heart of the City 2).

The council's work on managing its finances in light of significant challenges has been impressive and the peer team would encourage the council to continue building in mechanisms to ensure that it retains a firm grip on both its revenue and capital budgets so that is able to deliver against its ambitions and at the same time maintain fiscal control.

4. Final thoughts and next steps

The LGA would like to thank Sheffield City Council for undertaking an LGA CPC progress review.

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

Under the umbrella of LGA sector-led improvement, there is an on-going offer of support to councils. The LGA is well placed to provide additional support, advice and guidance on a number of the areas identified for development and improvement and we would be happy to discuss this.

Mark Edgell (Principal Adviser) is the main point of contact between the authority and the Local Government Association (LGA) and his e-mail address is

mark.edgell@local.gov.uk



Satvinder Rana
Senior Regional Adviser, LGA
(On behalf of the peer challenge team)

Appendix 2: LGA CPC – progress against recommendations – March 2024

Recommendation 1: Build on the commitment and willingness of local partners to develop the place vision and City Goals so that they are co-owned and have clear lines of responsibility and accountability for delivery - with the Council as one partner albeit with a leading role.

Where are we now	Evidence
<ul style="list-style-type: none"> • City Goals finalised with a full range of public engagement undertaken and co-creation of a draft set of goals now the basis of the recently-completed citywide conversation. The Goals were formerly adopted by SCC at S&R in January 24. • The City Council has been an active partner in this process, has supported from a resourcing perspective, provided capacity and expertise as part of a cross-partner working group, and is clear about how its own Council Plan will contribute to the delivery of the City Goals. • The City Council is now actively supporting collaborative work to deliver the Goals and ensure the goals become the foundation for a Team Sheffield approach and actively guide the work of all partners in the city over the coming years. 	<ul style="list-style-type: none"> • City Goals and S&R paper for SCC adoption of the Goals • City Goals Evidence packs: <ul style="list-style-type: none"> ○ Sentiment evidence - https://files.cargocollective.com/c459292/SCG_Sentiment-cards.pdf ○ Statistical evidence - https://files.cargocollective.com/c459292/SCG_Statistic-cards.pdf • Draft Council Plan • Proposed approach to transform SCC engagement and involvement - (Public Pack)Item 7 - Citizen Participation and Community Involvement: Next Steps Report Agenda Supplement for Governance Committee, 22/11/2023 10:00 (sheffield.gov.uk)

Recommendation 2: Continue to embed the newly formed organisational values through the development and delivery of a new corporate plan and engage the workforce in the development of the vision for the city and Council.

Where are we now	Evidence
<ul style="list-style-type: none"> • A new draft Council Plan has been published for consideration by Strategy and Resources Committee in December and a revised 	<ul style="list-style-type: none"> • Council Plan Committee report and revised post-consultation draft for S&R (Feb 24).

<p>draft after consultation was presented to S&R on 21st Feb 24. The final draft is to be considered by Full Council on 6th March 24.</p> <ul style="list-style-type: none"> • We have aligned our core purpose and mission with the plan, its title directing drawing on the value 'together we get things done'. • We have completed a full employee survey to support us on our journey of improving engagement with our employees 	<ul style="list-style-type: none"> • Together we get things done: Draft Sheffield City Council Plan 2024-28
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Recommendation 3: Continue at pace with the work that has been started to develop the vision, narrative and strategic priorities for the Council and the city - building on the City Goals, the Local Plan and the emerging Corporate Plan.

Where are we now	Evidence
<ul style="list-style-type: none"> • A new Council Plan has been drafted, using the City Goals information and engagement findings as the underpinning evidence and is being consulted upon in alignment to the budget consultation. • The medium-term financial plan and Council Plan have a shared timeframe (4 years) and work is underway to develop a transformation programme (Future Sheffield) that helps to reshape the council in line with its objectives and the realities of its financial position. • The council has agreed a draft Local Plan and has adopted a people, prosperity, planet model at the heart of its Council Plan, reflecting the relationship between place leadership, sustainable growth, prosperity and ambition. Significant work has been undertaken to recast the council's strategic approach to inclusive growth and regeneration. 	<ul style="list-style-type: none"> • MTFA and draft Council Budget for 2024/25 - Agenda item - Medium-Term Financial Analysis (MTFA), Committee Budget Savings Targets & 2023/24 Q1 Budget Monitoring Position Sheffield City Council • Future Sheffield documentation <ul style="list-style-type: none"> ○ Member Assurance Arrangements - Draft Protocol for Cabinet Reports (sheffield.gov.uk) • Local Plan as agreed at Full Council <ul style="list-style-type: none"> ○ Part 1 ○ Part 2 ○ Link to Planning Inspectorate page on Sheffield Plan: https://www.localplanservices.co.uk/sheffieldplan

Recommendation 4: Expand the thinking and vision around the regeneration of the city so that it goes beyond economic development to also include climate, public health, a skilled and enterprising population, and community empowerment – with a particular focus on inclusive clean growth to help bring coherence.

Where are we now	Evidence
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Since the Peer Review, we created a new framework of strategies and plans required to drive regeneration and growth in the city – reflecting the local plan progress.

These are plans that have either needed updating or have not previously existed and as the peer recommendation suggests they are not solely focused on economic growth but consider a holistic view of what is needed, from employment, to climate, to culture.

We have placed resource behind each of these strategies, a process by which delivery is being regularly assessed and will look to have 95% of them delivered before the end of 2024.

We continue to partner with a range of local, regional and national partners to co-produce with communities these plans and delivery partnerships for growth. The Council continues to receive the strategic support from the National Accelerator Partnership 2022 –26, (from February 2022) working with DLUHC, DEFRA, National Property Office (NOP), Department of Works and Pensions (DWP), Department of International Trade (DIT) Department for Business and Trade (DBT), the Department for Energy Security and Net Zero (DESNZ), Environment Agency and Homes England.

Growth Framework 2024-35:

- Sheffield Local (Spatial Plan) (approved by committee, under Inspection in 2024)
 - [PART 1](#)
 - [PART 2](#)
- [Destination Management Plan](#) (Completed and approved by committee)
- [Partner City Policy Statement](#) (Completed and approved by committee)
- [City International Partner Policy](#) (S&R, Feb 24) and [cover paper](#)
- [City Cultural Strategy](#) (March 24) link EDS Report – Culture Collective approved)
- Employment and Skills Strategy (update to EDS, March 24)
- City Housing Strategy (~June 2024)
- Housing Growth Delivery Plan (from April 24)
- Community Buildings Strategy (April 24)
- Commercial Estate Management Plan (April 24)
- Climate Change Routemaps ([2 out of 7 already completed](#), with 3 more to be completed by Aug 24)
- Climate Change Committee Statements
 - [Report to S&R](#)
 - [Composite Statements for all Committees](#)
- [Annual Review of Climate Plan](#)
- A refreshed Connected Sheffield: Transport Strategy (Sept 24)
- [Local Infrastructure Assessment](#)
 - PART 2: [Infrastructure Schedule](#)
- [Local Flood Risk Management Strategy](#)
- Infrastructure Plan (including digital connectivity) (Dec 24)
- Local Renewable Energy Management and Storage Plan (Nov 24)

	<ul style="list-style-type: none"> • City Heritage Policy (Nov 24) - including a designated a new Councillor Heritage Champion • Business support and inward investment (date TBC) • City Events Commissioning and Delivery Plan (date TBC) • City Sports & Leisure Strategy 2023-33
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Recommendation 5: Use the 6-month review of governance to determine further work that is needed to enable the effective implementation and operation of the committee system and ensure: a) Wide understanding of how the committee system works b) Clarity through processes and protocols on how business is transacted, and decisions made in a no overall control context c) The right behaviours and culture are fostered to enable the effective operation of the new system of decision making within Sheffield’s political context

Where are we now	Evidence
<ul style="list-style-type: none"> • 6-month review of governance completed. • Constitution reviewed and updated in response to 6 month review • Refreshed Member development strategy in place, led by Member Development Working Group • Governance Review Implementation Plan (GRIP) in place and regularly monitored by Governance Committee • Governance Committee working groups looking at key recommendations from the 6 month review including on public questions (ongoing), committee remits (due to start in January 2024), health governance, and community engagement and involvement 	<ul style="list-style-type: none"> • Six Month Review of New Governance Arrangements - (Public Pack)Six Month Review of Governance Arrangements Agenda Supplement for Council, 17/05/2023 11:30 (sheffield.gov.uk) • GRIP – most recent update. Paper and detailed appendix • Updated SCC Constitution - Changes to the Constitution - Report and Appendices - 6 Sept 2023.pdf (sheffield.gov.uk) • Member Development Working Group - Draft Protocol for Cabinet Reports (sheffield.gov.uk) • Governance Committee Development work: <ul style="list-style-type: none"> ○ Public Questions project – evidence and draft recommendations in Feb 24. ○ NHS Governance alignment – proposals for Governance Committee from T&F Group ○ Proposed approach to review of Committee remits - Draft Protocol for Cabinet Reports (sheffield.gov.uk)

Recommendation 6: Build a comprehensive community engagement, involvement and empowerment programme with the LACs and neighbourhood working at its heart; and develop an approach that enables culture change and improves relationships with the VCF sector.

Where are we now	Evidence
<p>A review of the LACs is being undertaken with Members and the Governance Committee has also undertaken a full review of our approach to community engagement.</p> <p>There are some exceptional examples of engagement including the young people's engagement (voice and influence) team, the Sheffield Equality Partnership, the work the council has supported to listen deeply to the voices of communities through the City Goals work, and the work of the officers who support LACs on the ground.</p>	<p>Involve review of citizen participation and community involvement (Public Pack)Item 7 - Citizen Participation and Community Involvement: Next Steps Report Agenda Supplement for Governance Committee, 22/11/2023 10:00 (sheffield.gov.uk)</p> <p>Member-led working group with partners on citizen involvement – paper to Governance Committee, Dec 23</p>

Recommendation 7: Align organisational development and transformation, corporate resources, organisational capacity, workforce development and performance management to the new corporate plan.

Where are we now	Evidence
<ul style="list-style-type: none"> • SLT (the Strategic Leadership Team) has completed a 'sprint' to identify and agree a new council wide approach to transformation. • The first phase of the transformation programme has been focused on the implementation of the new senior structure and a set of 'first foundations' upon which to prepare the organisation and build a more fundamental transformation programme upon. These first foundations include the new Council Plan, a renewed performance management framework, a digital and IT strategy and new equalities, 	<ul style="list-style-type: none"> • Transformation - Draft Target Operating Model, Design Principles and areas of focus agreed. • Transformation - Detailed business case development (aligned with MTFA) commissioned. • Performance Management – completely reviewed PMF has been developed and. The PMF is aligned to the new Council Plan (see appendix to Draft Council Plan S&R Paper - 10 - Appendix 2 - Draft Council Performance Framework 13.12.23.pdf (sheffield.gov.uk))

<p>diversity and inclusion framework, developing the Our Values with workforce and unions and budget savings pipeline development</p> <ul style="list-style-type: none"> • SLT have agreed that the next phase of transformation will focus on communities and customer experience with a focus on a one council approach to customer contact and service and the role of the community in terms of early intervention and prevention. • Alongside the development of the Council Plan a full review of performance management has been undertaken and a new approach developed including enhanced governance of performance with a focused performance and delivery board. The new PMF will set out an outcomes framework (aligned to the Council Plan) with quarterly updates to be received by S&R committee and policy committees receiving performance updates on their areas. • More work is required in terms of strategic workforce planning; however a new role of Director of People and Culture has been appointed and SLT have agreed additional resources to support the development of a modern and strategic HR service. Work has begun to renew the HR and Payroll business system and the council has prioritised anew approach to EDI training linking directly into the Council Plan, the new EDI strategy and feedback from the Race Equality Commission. 	<ul style="list-style-type: none"> • Performance and Delivery Board comprehensive work programme leading performance management. • Equalities Framework (S&R - March 24)
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Recommendation 8: Implement the recommendations of the Race Equality Commission and rapidly strengthen the culture and commitment of the organisation on equalities, diversity and inclusion with consistent and coordinated senior political and officer leadership to bring about measurable improvements.

Where are we now	Evidence
<ul style="list-style-type: none"> The City Council has been much clearer in its commitment to becoming an anti-racist organisation and has made a deliberate decision to fund the establishment of the legacy group recognising the unique role the council has as a leader of place and as a convenor within this agenda. Council leadership has taken a proactive role to facilitate city wide interfaith conversations in the light of the ongoing conflict between Israel and Palestine. A new EDI Framework has been developed with a focus on three key themes: Community Leadership, Engagement and Partnerships, Service Delivery and Workforce, and a full report brought to Strategy and Resources Committee on improving race equality with a number of key recommendations focused around those themes. The Council has continued to support the wider recommendations of the Race Equality Commission, including working to develop the new Race Equality Partnership for Sheffield (REPS) 	<ul style="list-style-type: none"> Membership of Inclusive Employers Training and development support for renewed employee networks Reprovisioning of all EDI training with an innovative approach to train the trainer delivery models. SCC funding allocated for Race Equality Partnership for Sheffield Renewed SLT sponsorship of EDI (champions approach), cross council governance and coordination arrangements strengthened New EDI Framework developed and under consultation. Progress updates at Strategy and Resources committee August 2023 and December 2023. REC report delivery – approach for SCC – S&R, Dec 23

Recommendation 9: Continue to develop the strategy to balance the budget without the use of reserves by the end of 2023/24, backed up by tight financial control and mitigation of adverse issues. Ensure the budget strategy follows the priorities of the corporate plan and that there is robust challenge and scrutiny at a corporate and political level to make sure savings are delivered.

Where are we now	Evidence
<ul style="list-style-type: none"> Delivery of planned savings has improved (from 65% in 2022/23 to a forecast delivery of 80% in 2023/24) and a medium-term financial analysis has been agreed and is forming the basis of future budget planning. SLT have commissioned a three-year transformation plan aligned to the delivery of MTFA savings. Significant work has been undertaken to set a clear suite of cross council strategic priorities (in the Council Plan) and a new 	<p>Agenda item - Medium-Term Financial Analysis (MTFA), Committee Budget Savings Targets & 2023/24 Q1 Budget Monitoring Position Sheffield City Council</p> <p>Internal Budget Improvement process to oversee budget planning and delivery of savings.</p>

<p>'strategic rhythm' that aligns corporate, service, transformation and budget planning activities. 2023/4 has been a transitional year</p> <ul style="list-style-type: none"> • as new finance leadership has been onboarded and shaped this new approach. 	
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Recommendation 10: Continually revisit financial assumptions and due diligence of the business cases relating to major projects.

Where are we now	Evidence
<ul style="list-style-type: none"> • Heart of the City 2 represents the largest major project that the City Council is investing in. Many phases of the project are at or approaching practical completion. Occupation rates are closely monitored for completed phases • A Capital Programme Transparency document has been drafted which sets out the gateways that business cases are subject to and the officer and/or member groups that consider the business cases and subsequent monitoring. • The Capital Strategy is produced annually and sets out the City Council's investment priorities. • We undertake quarterly budget monitoring including capital programme (Finance Committee) • Working with Capital Delivery Service, Finance Team produce monthly reports to Directors which identify key risks and any projects that may face risks of underspending or overspending with explanation of the reasons. Enable Directors to take action. • Monthly Capital Programme Group – cross-council review of capital approvals each month and review business model and financial performance of the programme (in particular for Heart of the City 2). 	<ul style="list-style-type: none"> • The agendas for both the Business Case Review Group (formed of officers) and the Regeneration and Development Board (formed of Members and officers) demonstrates regular monitoring of progress on agreed projects and the early consideration of forthcoming projects. • Example of Quarterly Monitoring report to Finance Committee (Sept 2023): <ul style="list-style-type: none"> ○ Report ○ Capital monitoring report ○ Treasury Report ○ Collection Fund Monitoring