Report to Strategy & Resources Committee

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Report of:	Chief Executive
Report to:	Strategy and Resources Committee
Date of Decision:	5th December 2022
Subject:	Becoming an Anti-Racist City: Sheffield City Council response to the Sheffield Race Equality Commission

Sheffield Has an Equality Impact Assessment (EIA) been undertaken? If YES, what EIA reference number has it been given? 1228	Yes	X	No		
Has appropriate consultation taken place?	Yes	x	No		
Has a Climate Impact Assessment (CIA) been undertaken?	Yes		No	x	
Does the report contain confidential or exempt information? If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below: -	Yes		No	x	

Purpose of Report:

This paper sets out Sheffield City Council's (SCC) proposed response including its action plan, to Sheffield's Race Equality Commission's recommendations (July 2022). This is part of a three-year improvement plan to help the Council, and more widely the city, to become an anti-racist city.

Over the next three years, SCC will commit to making continuous improvements, develop racial literacy and eradicate racial inequalities which exist within the Council and the services it delivers, across the diverse communities it serves. This report identifies advancements which will have to be realised internally and externally to improve life chances and outcomes for people of colour who either work for the Council and or live in the city of Sheffield.

This paper outlines the urgent performance challenges that SCC will prioritise and focus on over the coming year, as well as identifying longer term goals for the Council's work. It includes key areas which need rapid improvement within the infrastructure of the Council, so racial equality and equality more widely, can become embedded through our work. This in turn will benefit Black, Asian and Minoritised groups working and living within the city.

Recommendations: It is recommended that the Committee:

1. Agrees SCC's proposed detailed response to the Race Equality Commission, including:

   a. Committing all Members, Senior Leaders and staff to lead and contribute to SCC becoming an anti-racist and inclusive organisation through everything they do for the city and how they do it.

   b. Committing to real actions that will eradicate racism within the Council's practice rather than actions which are performative and unsustainable.

2. Acknowledges that SCC has to improve practice for its employees and its communities if the goal of becoming an antiracist city is to be realised.

3. Agrees that in our role as a Civic Leader we should work with anchor institutions, partners and communities to champion equality and lead the city in tackling racism and racial inequality as we work towards our goal of becoming an anti-racist city.

Background Papers:

Sheffield Race Equality Commission, Independent Report 2022:
https://www.sheffield.gov.uk/sites/default/files/2022-07/rec-final-report_1.pdf
Race Equality Commission | Sheffield City Council

Equality Objectives 2019-23
Equality Objectives 2019-23 | Sheffield City Council

Annual Equality Report
Sheffield City Council Equalities Report

Annual Workforce Report
Sheffield City Council Workforce Data 2020 -21

Sheffield Delivery Plan 2022
Delivery Plan Report 2022
Council Delivery Plan

Our Values - Internal values

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: Liz Gough, *Head of Service - Financial and Commercial Services*
		Legal: Nadine Wynter*, Legal Services Manager*
		Equalities & Consultation: Adele Robinson Equalities and Engagement Manager
		Climate: Jessica Rick Sustainability Programme Officer
	Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.	
2	**EMT member who approved submission:**	*Kate Josephs, Chief Executive*
3	**Committee Chair consulted:**	*Cllr Terry Fox, Chair of Strategy and 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 EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Adele Robinson	**Job Title: Equalities and Engagement Manager**
	Date: 24th November 2022	

Becoming an Anti-Racist City
Sheffield City Council Response to the Race Equality Commission

Purpose

1. This paper sets out Sheffield City Council's (SCC) response to the key recommendations of the Independent Sheffield Race Equality Commission Report, which was launched in July 2022.

2. The three-year improvement journey is vital to ensure that SCC meets its remit of being an anti-racist employer and service provider for the diverse communities it serves within the city of Sheffield. SCC has made a commitment to helping Sheffield become an antiracist city by 2025, and this paper identifies what improvements need to be made, both internal and outward facing.

3. The response recognises that the journey to becoming anti racist will not be easy and some of the issues it seeks to address are not limited to Sheffield. However, it sets out SCC's firm commitment and identifies urgent performance challenges which it will prioritise and focus on in the coming three years.

4. This report identifies the role SCC plays as a civic leader in helping Sheffield become an antiracist city. It recognises that to achieve this as an organisation, a collective, structural, and systemic anti racist approach is needed, to embed quality practice. We also recognise the role every individual who works for the Council must play in realising the goal of becoming an anti-racist organisation.

Context and Background

5. As with many places in the UK, Sheffield continues to experience significant levels of inequality, poverty and discrimination and findings from the Sheffield Race Equality Commission (REC) in July 2022, indicate that Black, Asian or Minoritised Ethnic Communities face additional racial prejudices, and racism which impacts on their health, wellbeing, life chances and outcomes stopping them from reaching their full potential.

6. All of the Commission's evidence and hearings are available to view online here: https://www.sheffield.gov.uk/your-city-council/race-equality-commission

7. The publication of the REC report is part of a journey for the whole city as well as for SCC as an organisation, as an employer, as a service provider and as a city leader. We will need to plan, sequence, and implement short term and long-term actions to make improvements and bring about powerful change thoughtfully and consistently. We need to do this with and alongside our communities, who rightly should hold us to account for achieving that change.

8. Although we are in a challenging financial time both within SCC and in communities following the impacts of the pandemic, now more than ever before it is essential to ensure the widest range of voices are heard in all we do to help shape the future of the city and its diverse communities.

REC themes and recommendations – An Anti-Racist City

9. The Commission made recommendations in seven areas. The first was identified by the report as fundamental to everything that follows. This is that Sheffield becomes an

anti-racist city and whilst there is no legal definition of what this constitutes, the Commission helpfully outlines what it notes organisations need to do to progress to, within 36 months. These qualities are:

- **Culture:** Zero tolerance policies for harassment, bullying and discrimination.
- **Leadership:** Line managers hold specific responsibilities to ensure EDI is well managed in their areas.
- **Debiased Systems:** Robust equality, diversity and inclusion (EDI) controls and processes in place to ensure that ethnically diverse employees and prospective applicants via the use of anonymous CVs and guaranteed interviews are well supported in their career progression including mentoring, training, 'deputy' opportunities, ethnicity pay gap reporting.
- **Empowered Staff:** Have 'safe spaces' available for employees to voice ideas, share suggestions and raise concerns informally with specific hubs (chaired by an appropriate race inclusion ally) for different ethnic groups and other protected characteristics e.g. LGBTQ+.
- **Governance:** A strong diverse membership that includes a designated board member role with specific expertise on EDI and race.
- **Data Gathering and Reporting:** Accurate data and metrics, segmented by grade / pay band / sex / department / location / specific ethnicities regularly captured and reported to identify EDI performance include benchmarking and prioritised issues as early indicators of racism and racial disparities.
- **Transparency and Accountability**: Operates an EDI policy with specific intersectional 'joined up' race content, with EDI performance regularly assessed and published, e.g., annual report and accounts. To set robust standards of good practice that apply across the organisation end-to-end inc. procurement, funding criteria, customers and extends throughout the supply chain with equivalent standards also binding upon any third party which does business for or on behalf of that organisation.
- The six other areas are Education; Business and Enterprise; Health; Civic Life and Communities; Crime and Justice and Sport and Culture.

Governance and Accountability

10. Responding to the REC is one of the Council Delivery Plan 2022-23 priorities. We are determined to respond to the expectations of the Commission to deliver the following:

- Endorse and implement the relevant recommendations
- Help to facilitate the establishment of an effective legacy body
- Take action to become an antiracist organisation within 24 months
- Meet the recommendations as set out in our action plan within 36 months.

11. As part of our commitment to being an anti-racist organisation we need to develop a performance management, intelligence and assurance culture across the organisation and become a more inclusive organisation that drives continuous improvement. However, we need to take immediate action to address critical areas.

12. The Strategic Equality and Inclusion Board (SEIB) has oversight of Equality related work in SCC. The Board will collectively be responsible for holding the organisation to account as required. The SEIB will have responsibility for the REC action plan to

monitor progress and bring performance back on track as necessary, with Strategy and Resources maintaining a whole-organisation overview.

13. It was agreed in August that the REC recommendations become part of our Equality Objectives, as the fifth Objective, thus ensuring that the REC response has clear alignment with our strategic commitments to equality, diversity, and inclusion.

14. Although we are operating in complex and challenging times, post pandemic and with the current cost of living crisis, where communities and organisations are under huge financial strain, we must prioritise tackling inequality as that underpins our values and priorities. There can be no excuses.

A three-year journey to becoming an anti-racist organisation

15. In August 2022 the Strategy and Resources Committee agreed an initial response, acknowledging the findings and agreeing a more detailed plan was required.

16. The Council set up and supported the Commission and has continued to do so since the launch to take us forward to the next phase. Since report was launched the Equalities and Engagement team have been actively engaging with staff to seek feedback and meeting with teams and senior leaders across the organisation to discuss the report and its findings. We have also undertaken the work noted below:

- Set up and supported a variety of engagement events with staff on the REC
- Set up and promoted events for Black History Month
- Signed up to the Race Equality Matters campaign
- Continued to support the development of the Legacy Body work
- Set up equality monitoring for Members
- Attended various external and internal REC engagement events e.g., with housing providers, young people, and Senior Leaders in SCC
- Developed an ethnicity workforce data report
- Reviewed and continued to develop our Equality Impact process
- Continued to support the Equality Partnerships.

Development of the plan

17. The development of the Action Plan has involved input from all the Portfolios across the Council, as well as Staff Networks and the Senior Leadership Team in relation to the key issues within their services and communities.

18. The overarching areas identified that we need to focus on include 3 'whole Council' priority areas which underpin the others.

- **Building a more inclusive culture via learning, development and awareness**
- **De biasing our systems and processes to reduce barriers and inequalities**
- **Improving data collection, sharing and analysis.**

- Improving our workforce diversity, recruitment and progression
- Improving diversity of city leadership, governance and accountability
- Improving community engagement to help build trust
- Reviewing our commissioning and funding arrangements and distribution
- Reviewing our Housing Strategy
- Educating future generations and building leadership in education

- Supporting Black, Asian, and Minoritised Ethnic business and enterprise
- Building inclusive and healthy communities and reducing health inequalities

19. The most consistent feedback we have received is about inconsistency across SCC, this is in relation to everything we do, from the way HR processes are managed, data collection, application of EIAs, training undertaken, support for staff and especially understanding on EDI and race. This is even though we have policies, procedures and training in place. Obviously, the size and complexity of the organisation impacts on this, but we must reduce and eliminate these inconsistencies if we are to succeed in our ambitions.

20. Through the discussions we have had coordinating the action plan, it is evident that work is being undertaken across the Council on this area. Although it is crucial that equality is seen as every individual's responsibility, it is also vital from a Public Sector Equality Duty (PSED), organisational reputation and a budgetary position, that work and action is known to all, transparent, quality assured and impact measured, so it can inform our feedback when monitoring the action plan and our Equality Objectives.

21. In addition to the risks outlined above, the approach, if working in siloes could negate or even undermine the importance of the message or create duplication of important resources. If the Council is going to succeed on its antiracist journey, consistency and transparency is a critical consideration. Therefore, we will ensure work undertaken is coordinated corporately.

22. Over the next three years, we will review our action plan to embed an anti-racist and inclusive approach. At each phase we will monitor, reflect, and learn from the last to ensure that we meet our aims.

23. The action plan identifies the urgent performance challenges which SCC will prioritise over the next 12 months to improve race equality across the organisation. It provides an honest picture but sets out our commitment for change. These commitments will be transparent, monitored, reviewed, and should result in increased race equality, the impact made should be visible and felt. We will however also not be afraid to change and adapt our practice and actions if the impact is not felt or situations change.

Our staff	• Empowering, developing and educating our staff • Diversifying our workforce and leadership • Tackling racism and discrimination in our organisation to be an inclusive workforce that reflects the city we serve

Our services	• Enhancing activity on debiasing systems and decision making • Maximising data and intelligence to drive out inequality and discrimination in our service delivery • Connecting with and reflecting our communities in everything we do

Our role as a city leader	• Working with anchor institution partners to deliver whole-place change and challenge each other to improve • Support and coinvest in Legacy Body to provide independent challenge and hold all of us to account for delivering the REC recommendations

Our Staff

24. SCC employs over 8,000 employees of whom 1,270 (16.6%) are from a Black, Asian or Minoritised Ethnic background (BAME). The National Census identifies the BAME city figure in 2011 as 19% but new census data from 2021 is due on November 29th, 2022.

25. We want to ensure that Sheffield City Council is a fair and great place to work, that staff feel empowered to be their authentic selves and are valued and enabled to make the best contribution they can to the organisation.

26. We already undertake detailed equality monitoring of our employees that is reported on annually, see our workforce equality report. This year we have already produced a detailed workforce report on ethnicity, specifically including the ethnicity pay gap information as required in the REC report.

27. We know there are some key specific issues where there are ethnicity disparities such as between portfolios (ranging from 12.4% to 20.9%) and especially at Chief Officer level as only 10.5% are from Black, Asian or Minoritised Ethnic background. Also, the under representation of Asian and Asian British ethnicities at 4.8% within our workforce compared to our city (7.5%) is one of our most significant. Other areas include disparities in areas such as progression, apprenticeships, and the over representation of Black, Asian and Minoritised people in employee led casework processes.

28. SCC will ensure that racism as well as other discrimination, harassment and victimisation is called out and dealt with in the most efficient, effective, and appropriate way through structured complaints processes and procedures and that employees are kept safe and supported. This should support employees personally but also supports the organisation in the delivery of services.

29. Support systems include employee assistance programmes, and these systems should reflect EDI generally and racial literacy and cultural competency specifically.

30. As noted in the action plan we are planning on reviewing and debiasing our HR processes to ensure they are fair and consistent.

31. We want to listen to, learn from and value our staff, so will seek their opinions in a variety of ways and ensure feedback is monitored to make sure we are hearing a variety of voices especially those who are underrepresented or marginalised. We will engage in a variety of ways via networks, events and surveys online and in person. We are currently reviewing our staff engagement and network provision.

32. We recognise for this plan to succeed for our employees, we will need to make changes in what and how we do things. We will give time to reflect, learn and develop, in order to make the adjustments needed to make this work as SCC must be a good employer for all.

33. We have recently reviewed our Values as an organisation, they were developed collectively by employees from across SCC and they describe why we come to work and what we stand for. They guide how we do things, both individually and collectively and apply to everyone working for SCC, whatever our role or level. If we all apply these values, the citizens and communities of Sheffield will benefit.

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

34. We have recently reviewed our training offer in relation to EDI and started to put in place more regular development and training for staff and Members. This however needs further significant development especially in relation to cultural competency and racial literacy.

35. In the next year our priority will therefore be training and learning. Throughout the process of putting together the action plan, it has been evident that the knowledge of racial literacy and cultural competency varies hugely across the organisation. Some staff are confident when talking about race and this may be to do with lived experiences or an interest learning about race, however most people we have spoken to have expressed they would welcome support and guidance in developing their knowledge, skills and understanding around this topic. They recognise that to improve outcomes both internally and externally, they must understand the complexities better.

36. Staff members have asked for further training and allocated time to embrace new learning opportunities. If the Council is to be successful in becoming an anti-racist organisation it needs to invest time and resources to upskill its staff.

37. For this reason, one of the key objectives over the next 12 months is to roll out a structured learning and development package across all areas of the Council. This will provide a consistent approach regardless of an individuals' starting point with the aim that as knowledge and understanding develops, race equality and inclusivity in general will become embedded as part of an employee's daily practice.

38. See the action plan for further detail.

Our Services

39. As part of our commitments, we need to develop a performance management, intelligence and assurance culture across the organisation and become a more inclusive organisation. To do this we have to be more consistent in the collection of equality monitoring data for our services as we cannot understand the impact on people and communities if we do not have this.

40. We already have some key areas outlined in the recommendations in place, but we need to assure ourselves that these are as effective as they can be. These include data collection, analysis and use and our online Equality Impact Assessment (EIA) process. Currently they are too inconsistent and have been completed too late and rely on incomplete data.

41. The latter has just been reviewed to ensure greater effectiveness and is about to be re launched with new guidance and training. The EIA process enables us to identify what we need to do to ensure our policies, processes and projects are inclusive and changes made at early stages if issues are identified.

42. We will work in partnership with and engage our communities and voluntary community and faith (VCF) sector organisations on the actions regarding services. We know we have to earn trust, but we are committed to doing this. We will do this in all areas of the city via for example our Local Area Committee's, our Equality Partnerships and tenant and resident organisations.

43. Services areas identified in the plan as a priority are procurement, commissioning and grant arrangements for the VCF sector, culture and sporting services, housing services, business and enterprise, public health and education. We do not provide direct services in all cases, but we do have a role in commissioning, providing grants or in other roles via Members.

44. The REC recommendations include the establishment of a Legacy Delivery Group to monitor, review, and publish the progress of race equality in the city and a requirement that the group is sustainable, and initially steered the city's Key Anchor Institutions (KAI), partners, third sector and community stakeholders. The Legacy Group will operate independently of the Council and other anchor organisations in the city; however, SCC will work in partnership with the city's Key Anchor Organisations to enable this and maximise impact against the recommendations. SCC and partners will however have to decide on resource contributions so the Legacy Board can function across the city.

45. We will work with our partners and key anchor organisations to improve the diversity of city boards and committees such as the City Partnership Board, the Health and Wellbeing Board and the new Business Board, to better reflect the city. However, as the Boards do not currently reflect the communities in the city and this will take time and or because we cannot reflect all diverse communities in a Board, we will need to ensure that decision making is informed by and reflective of the communities of Sheffield.

46. We have undertaken the first equality monitoring of Elected Members for the first time and of the 59 who have completed the survey to date 82.5% as White British and 17.5 % have identified as Black, Asian or a Minoritised Ethnic background. 7.0% within this as Asian or Asian British.

Has there been any consultation?

47. The action plan and targets were written after a period of meetings with Senior Leaders and Service Managers from different Portfolios. The Action Plan has then been shared with staff networks and feedback gathered. We plan to undertake more engagement on a regular basis with staff to help us to capture a wide range of staff insight and raise awareness and knowledge of the REC report and are encouraging staff to actively participate in the organisation's response and drive for change.

48. Feedback from staff to date noted the importance of them been given the time to develop, learn and reflect. They noted the importance of informal learning such as from each other and the need to be able to ask questions. The move to home working in the pandemic although a positive experience for some staff, has also meant less time together as teams and fewer opportunities for informal learning. The speed at which language and culture changes, was also stated, therefore continuous development was vital, and people been given opportunities to learn. Team and service meetings will be an important tool to help shape that learning.

49. Other feedback was ensuring that positive inclusive practice and behaviour should also be noted and shared. Teams and officers who demonstrate good awareness should be encouraged. It was noted we usually hear when things go wrong but not when things go well. Feedback suggests inconsistency of practice across the organisation.

50. There was extensive consultation on the REC itself with public hearings and evidence gathering. So therefore, we have not consulted externally on this report as this is our response to the recommendations on the REC to date. We will engage with communities if any measures in the action plan require consultation.

Risk Analysis and Implications of the Decisions

Equality Implications

51. The Council as a public sector organisation is subject to the Public Sector Equality Duty (PSED - Section 149 of the Equality Act 2010). It also applies to services and functions that we contract with who are carrying functions on our behalf.

52. Decisions need to consider the requirements of the PSED. The General Duty notes that we must pay due regard to the need to:
- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity
- Foster good relations between people who share a characteristic and those who don't

53. 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. There are also other equality implications outside of the Equality Act that the Council commits to responding within our Equality Impact Assessment (EIA) process such as socio-economic disadvantage and carers.

54. Understanding intersectionality is highlighted in the REC Report and a vital component part of practicing inclusion, promoting equality, and reducing discrimination. Intersectionality identifies how different facets of one's identity contribute to a unique perspective as well as the ways in which different layers of one's identity overlap with one another. Everyone has some of the protected characteristics as defined by the Equality Act. The intention is to use the work of the Commission to drive progress on all areas of inequality and to ensure our culture within SCC becomes more inclusive.

55. It is also worth noting that although people share characteristics, people's experiences are not the same and there can be conflicting views between and within protected characteristics. The REC Report noted the varied experiences of different ethnicities and the need to not use the put all groups together under the BAME label as this often masks the barriers and experiences of specific groups.

56. The REC report is an equality analysis of Sheffield, specific to race as a protected characteristic, this is to help meet the needs of its ethnically diverse residents, visitors as well as its employees. However, a lot of the findings and recommendations intersect with other characteristics, for example on better data collection, analysis and use or dealing with hate incidents.

57. The existing internal performance management mechanisms on equality, diversity, and inclusion, for example the Annual Equality Report and Annual Workforce Profile and EIAs are tools that can be readily realigned to enable comprehensive reporting of progress against the Commission's recommendations.

58. A full Equality Impact Assessment accompanies this paper.

Financial and Commercial Implications

59. This report does not have many specific financial implications beyond what has already been agreed in relation to the Commission. SCC will need to contribute to the establishment and ongoing costs for three years of the Legacy Group alongside our other city partners. The training and learning package will need further work and to be costed.

Legal Implications

60. This report does not have any specific legal implications beyond what has already been agreed in relation to the Commission. There may however be legal implications in

relation to the action plan. Actions within the plan may need to undertake specific impact assessments.

61. There is a section in the plan in relation to funding strategies and grant arrangements, which notes that we need to review them, although not necessarily requiring extra funding, it will require collection of equality data to demonstrate it is fair and equitable.

Climate Implications

62. The report outlines SCC's response to the REC's recommendations many of the actions including communications and engagement activities, data collection, procurement and commissioning are extensions to existing activities and are unlikely to cause additional climate impacts.

63. Actions within the plan may need to undertake specific impact assessments at a later stage. The Climate Impact Assessment (CIA) tool encourages officers to consider potential climate impacts on vulnerable groups and the implications of a project on a Just Transition, to ensure mitigations measures are accessible to all and do not cause unfair distribution of costs or benefits. This will be picked up as part of the requirement for proposal specific CIAs in the Committee process, capital Gateway and procurement processes.

Alternative Options Considered

Do Nothing

64. The Do-Nothing option was discounted as the Commission's recommendations are actions to address the very entrenched inequalities around race, to not follow through on the work already undertaken by supporting the Commission will pose a reputational risk to SCC and further undermine trust and confidence.

Embed the recommendations in wider EDI work

65. There is a possibility however that other protected characteristics with similar intrenched inequalities will not receive the same level of commitment and resource as a result of the specific time and focus on race. An alternative option is to embed the recommendations into the work the Council undertakes across equality and engagement more broadly and to address those areas specific to race only separately but combine the other actions, such as workforce diversity.

Recommendations
- To agree SCC's proposed response and action plan
- Agrees that all Members, Leadership Teams, and Officers should commit to working within an anti-racist and inclusive approach as part of their practice.
- Agrees that Members, Leadership Teams and Officers should commit to real actions that will eradicate racism within the Council's practice rather than actions which are performative and unsustainable.
- Agrees to acknowledge that SCC has to improve practice for its employees and its communities if the goal of becoming an antiracist city is to be realised.
- Agrees that in our role as a Civic Leader we should work with anchor institutions, partners and communities to champion equality and lead the city in tackling racism and racial inequality as we work towards our goal of becoming an anti-racist city.

SHEFFIELD CITY COUNCIL RACE EQUALITY COMMISSION (REC) ACTION PLAN 2022 - 2025

Recommendation 1: Becoming an Anti - Racist Organisation

A. Workforce - Building an Inclusive culture via training, development and awareness raising

What is the challenge?

The city of Sheffield is home to approximately 580,000 individuals, comprising of many diverse communities. SCC serves all our communities which can differ in terms of background, ethnicity, age, languages, income, employability, and family makeups etc.

EDI training is mandatory for all staff, but the uptake is inconsistent across SCC. Although we are a diverse organisation with staff undertaking a multitude of roles, some without online access, this must improve so all staff within a 3-year period undertake the relevant learning and development.

What is the long-term ambition?

To build an inclusive, anti-racist culture so that SCC is fair, open, welcoming, and great place to work, and that staff feel empowered to be their authentic selves and are enabled to make the best contribution they can to the organisation.

That staff at all levels undertake appropriate and regular training to enable them to provide appropriate and effective services to the diverse communities of Sheffield. Cultural competence and cultural humility need to be addressed hand in hand when thinking about how best to meet the recommendations. SCC will seek and understand differences even within our communities, cultural norms and customs, language etc so we can effectively and efficiently serve and engage with all residents of Sheffield.

Actions
- To embed an inclusive culture within SCC, where staff feel valued and can be themselves.
- To develop a variety of learning opportunities for staff in EDI, anti-racism and cultural competencies etc
- The following groups will be trained all staff, SLT, Senior leaders, managers, Members and Trade Unions
- This will consider ensuring coverage, delivery, and impact.
- All staff will undertake their Mandatory EDI Units on Go Learn depending on the status of their previous learning record under Development Hub. This will be the starting point for all staff and managers and provide the basics, ignite personal thinking and reflection, and allow conversations around race to develop.
- All SLT members will receive a face-to-face training package. This will enable SLT members to reflect on their own level of understanding and increase their understanding and confidence in leading an anti-racist organisation.

- All senior leaders and first line managers will attend mandatory training as noted above which will be provided through a series of workshops over 2023. These will lead to an increase and confidence in subject knowledge, better understanding of the team, they lead and the communities they serve.
- Informal learning sessions will be offered and delivered around race and cultural competency to address their own concerns and areas of development and training This will be developed quarterly during 2023.
- Managers will take ownership of their team's learning and HR will then feedback to SEIB. Failed completion rates will be challenged and logged. No cost is assigned to this.
- All staff will be encouraged to undertake Lunchtime Learning Sessions and staff engagement activities around race. These will be ongoing planned activities shared across the council and highlighted on the intranet over 2023
- all Members and Trade Union Representatives will undertake mandatory training to learn and develop their skills about working within an anti-racist approach. They will receive regular information/ updates about what is happening to upskill the organisation

How will impact be measured?
- Level 1 – how did they find the learning
- Level 2 – did they implement the learning
- Level 3 – Organisation impact – Staff Survey
- Level 4 - Organisational a reduction in HR processes related to race, customer complaints, increased workforce diversity

What is the expected impact of the actions (what difference will it make)?
- That staff feel confident and prepared in working with different communities.
- That staff feel able to be themselves at work.
- Reduction in processes and complaints
- Staff survey will have no disparities in working experiences between staff

Responsibilities, timescales, and costs
Director of HR Mark Bennett supported by HR Leadership Team and the Equalities and Engagement Team July 2022 – July 2024.

B. Strategic use of data and intelligence to tackle discrimination in our services and decisions

What is the challenge?
There is a lack of consistency and therefore we need to ensure the better collection, analysis and use of data on equality across our organisation. This is to ensure that we are proactive and can identify barriers to customers early to help ensure that they receive the services they are entitled to and are not disadvantaged or discriminated against in the services they access/receive.

To ensure that the services we provide and commission, respect and reflect individual needs.

That our managers have access to the equality information they need so they are enabled to actively address disparities in the services they are providing or commissioning to ensure effective performance. Currently there are gaps in the data, so we do not always know where or what the barriers or gaps are.

What is the long-term ambition?
That we are transparent where service performance varies across protected characteristics, with a single view of the services that a person is receiving across the whole of SCC so that we can root out inequalities and tackle problems holistically.

That we set the expectations about the data that we collect and data standards, so we make sure we are collecting data in a consistent way across different services and systems.

Actions

- Develop the new data warehouse and ensure equality information, related to the Public Sector Equality Duty is embedded.
- Undertake baseline assessment of the data we collect, understand where we collect EDI data on customers/service users and identify gaps.
- Bring the datasets that we have together to identify inconsistencies in service delivery and outcome.
- Identify key areas of focus to address current gaps.
- Ensure that we have transparency, so that we are challenging ourselves and are held accountable for addressing any disparities and inequalities identified.
- Corporate performance reporting information will include a breakdown of Key Performance Indicators (KPIs) by protected characteristic where appropriate.

What is the expected impact of the actions (what difference will it make)?
- That decision making is enhanced, and services can better assess barriers by having improved data in relation to protected characteristics and being able to better disaggregate information such as to specific ethnicities as required.

- That the data we collect better informs Equality Impact Assessments and service delivery.

Timescales and responsibilities and costs
- Director of Policy Performance and Communications James Henderson and Andy Shepherd Business Analyst - July 2023.
- This will be from existing budgets, there are no new costs except staff resource, this is utilising existing systems and processes better.

C. Debiasing systems - Equality Impact Assessments (EIAs)

What is the challenge?
EIAs are already embedded into decision making within SCC, however it was identified within our annual report that the culture of the organisation was to regularly undertake them later than they should so becoming more of a tick box performative exercise rather than as an important analysis tool for senior leaders and managers to ensure we are preventative in our approach.

What is the long-term ambition?
To ensure that they are used as an effective tool to identify equality related issues early enough to prevent problems arising where possible, manage conflicts where they arise and to ensure effective and transparent decision making.

To build trust in decision making between SCC and communities in Sheffield.

That EIAs are consistently applied so we can ensure that our systems and processes and fair and transparent both internally for staff and externally for customers.

Actions
- Launch the new platform, form, and guidance
- Ensuring processes are followed so EIAs are carried out as per policy for all proposals, projects and processes at the beginning, so the EIA can inform the decision making
- Further ongoing training, advice and guidance for all managers and Members on the new process and duties that underpin EIAs
- Ensure EIAs are attached to all Committee Reports and are carried out at the start of the process
- Review a selection of EIAs within the year to monitor the effectiveness.
- See workforce section below for action on debiasing HR processes.

What is the expected impact of the actions (what difference will it make)?

- That Mangers understand their responsibilities under the PSED in relation to understanding impact.
- Monitor to ensure they are being undertaken at the start of the process.
- Monitor to ensure they are effective in disaggregating data so identifying relevant impact on specific ethnicities etc.

Responsibilities, timescales, and costs

- Adele Robinson and the Equalities and Engagement Team from July 2022 to July 2024. This will be from existing budgets, no expected new costs as this is using existing systems and processes better, other than staff time.

D. Our workforce and role as an employer

What is the challenge? (SCC's position)

SCC employs over 8,000 employees of whom 1,270 (16.6%) are from a Black, Asian, or Minoritised Ethnic background (BAME), this is lower than the city average at 19%. Senior level ethnic diversity is much lower 10.5% at Chief Officer level. It is also inconsistent across portfolios and between ethnicities. (This does not include casual, bank or any schools staff)

We have not undertaken a full staff survey for over two years and therefore we currently have no consistent baseline information.

What is the long-term ambition?

For the staff profile within SCC to reflect the communities we serve at every level.

That staff opinion is sought and valued, and staff survey feedback is monitored to ensure negative disparities between different groups of staff based on characteristics are reduced and eliminated.

Actions 2022/24
- To produce a specific ethnicity focused report in addition to the overall workforce equality report with relevant actions to enable transparency and support all managers to know and understand their services data and ethnicity profile issues.
- To analyse ethnicity, pay data to identify any pay gap and use it to shape ongoing equality measures and interventions.
- To conduct regular staff surveys ensuring monitoring of different characteristics to set a baseline to monitor against as we work towards reducing any negative disparities.
- To increase recruitment retention, progression, and apprenticeships for staff from Black, Asian and Minoritised Ethnic communities to ensure the workforce reflects the city across SCC and in individual portfolios.

- To review HR policy framework, identifying where better policy or improved application of policy will support the objective to become an anti-racist organisation, including assessment against our organisational values and our commitments to the EDI. This will include a full review of Dignity & Respect, Recruitment Policy and Grievance policies.
- As part of a Performance Development Review (PDR) every senior leader will have a performance target which is dedicated to EDI. We will publish the objectives so that senior leaders can be held to account.
- Ensure all opportunities to increase senior level ethnic diversity are maximised and internal and external recruitment is used.

What is the expected impact of the actions (what difference will it make)?

- That any negative disparities between staff groups in terms of, recruitment, retention and progression decrease and eliminated.
- That staff engagement is maximised, including regular surveys and staff can feel comfortable to be themselves at work.
- That negative disparities in terms of application of policies between staff groups is reduced and eliminated.
- That all staff have a PDR and senior leaders have published EDI performance targets.

Timescales and responsibilities and costs
- Director of Human Resources and Employee Engagement Mark Bennett with support from The HR Leadership Team Elyse Senior Wadsworth, Kirsty Surtees and Jo Charlesworth.
- This will be from existing budgets, no new costs as this is using existing systems and processes better, other than staff time.
- From Jan 2023 to March 2024.

E. Leadership - Diversity and Representation on Boards

What is the challenge?

Currently the strategic partnership boards in the city do not adequately reflect the communities of Sheffield that they serve and therefore Board decision making, and discussions do not currently involve and reflect underrepresented or marginalised communities. This is true of the Sheffield City Partnership Board, Health and Wellbeing Board and other strategic partnerships in the city. Sheffield City Council is only one partner within our partnership Boards, however, we provide the capacity to coordinate the partnership boards and we are committed to working with and supporting the boards to address this issue, alongside a focus on our own SCC membership. While we are actively pursuing the ambition to make our partnerships more representative as a whole, this is also something which also needs to be pursued by all within the partnerships

The Boards are comprised of senior leaders from key institutions in the city and the diversity or lack of diversity of the current membership reflects this. SCC is often represented on partnership boards by one or more members – usually at Director level or above for officers and either a committee chair or political group leader for councillors. The diversity of our representation on these boards is

therefore a reflection of the diversity of our political and officer leadership. We currently do not have a true picture of the diversity of councillors in relation to Protected Characteristics, so do not know to what extent the political leadership, and therefore Council representation on the partnership boards reflects Sheffield.

We have just undertaken equality monitoring of Members and out of the Members that responded (58) 17.5% identified within the Black, Asian or Minoritised Ethnic and 82.5% as White British.

What the long-term ambition?
The Sheffield City Partnership Board (SCPB), Health and Wellbeing Board and the new Business Board commit to ensuring that the Board membership and the voices heard in those meetings are more representative of the diversity of the city. This will be informed by developing a better understanding of whether and how we are reflecting our communities through ongoing monitoring.

For those boards where the representativeness of the membership is more difficult due to this being based on key existing roles within organisations, including more diverse voices through engaging with other groups and facilitating conversations in different ways will be key. This should enable Partnerships to effectively engage with and advocate for our communities around key challenges, ensuring that the organisations and Partnerships across Sheffield and the region are better shaped to respond to the vision and missions we intend to set out in the City Goals.

Actions

- Undertake equality monitoring annually which establishes a baseline of protected characteristics for the SCC Members.
- Undertake equality monitoring which establishes a baseline of protected characteristics information for the Boards.
- Establishing transparent and measurable targets for improving representation of different ethnic groups and other protected characteristics, and varied socioeconomic backgrounds, including benchmarking how representative Boards are.
- Both the Sheffield City Partnership Board (SCPB) and Health and Wellbeing Board have discussed the issue of representation and are committed to exploring opportunities to increase Board membership as an initial step, whilst recognising that simply adding Board members will not fully address the lack of representation from diverse communities.
- Any further recruitment of Board members would be done using a transparent and open process (drawing on local best practice) to find a small number of new Board members who will improve the depth and breadth of the Board's expertise and experience and increase the diversity of the partnership.
- SCPB will explore as part of the broader partnership working rotating attendance at SCPB meetings from members of the Equality Partnership; encouraging SCPB members to attend Equality Partnership meetings; the addition of a standing update item on equalities issues from Board members; holding SCPB meetings and discussions in other spaces and venues at least twice per year, with agendas and discussions informed by different host groups.

What is the expected impact of the actions (what difference will it make)?

- Ensuring that the discussions which the boards have are relevant to the city and all its people helping us to address the recommendation that 'governing bodies and city partnerships should seek to increase the diversity of their boards to reflect the diversity of their client group and the city'.
- We realise the partners take their place on the board due to their senior position in organisations in Sheffield so by ensuring we hear other voices we hope to make it a more diverse conversation while the organisations reflect on their own diversity.
- SCPB can also take conversations to other locations in the city to increase the interaction with a more diverse range of communities. While this is more difficult for statutory boards this approach will be reflected on when hosting events.

Responsibilities, timescales, and costs

- Head of Policy and Partnerships Laurie Brennan supported by Laura White Strategy and Partnerships Manager and Policy, Performance and Communications Service by March 2023-Dec 2023
- This will be from existing budgets, no new costs as this is using existing systems and processes better, other than staff time.

Recommendation 2 of the REC Report: Educating Future Generations and Showing Leadership

What is the challenge?
The school system in Sheffield currently has 66 maintained schools out of a total of 191, with 1 secondary school being maintained.
There is a big role for school and sector leaders across the whole sector from early years to adult education, to take full ownership of race equality, more so given the ethnically more diverse school age population in the city. Therefore, we will need to approach and fully engage with them on this irrespective of how the schools are maintained.

What is the long-term ambition?
That Education leaders across Sheffield are racially literate and provide accessible pathways for Black, Asian and Minoritized Groups to succeed to the best of their ability in their academic and vocational journeys.

To have improved representation and diversity in education workforces and governing bodies.

To decrease the exclusion rates in Black, Asian and Minoritised Groups.

For improvements in Early Years data showing individual needs of children by ethnicity (SEN status, language delay, disability).
That staff are trained and feel confident with diverse communities.

Actions
- Collect accurate data of school governance, leadership teams, teaching and support staff diversity. Following the decommissioning of the Learn Sheffield contract Performance and Analysis as well as lead Council Officers will liaise and drive forward within SCC and with schools across the city.
- Trial Locality Approach to engage schools around the REC recommendations, discuss, develop best practice and share this.
- Further develop EDI resources including guidance and training to support schools and schools' staff including racial literacy and cultural competency.
- Promote equality related awareness days across schools.
- Work with Learn Sheffield to keep the REC as an agenda item on Governors, CEO's briefings to share and collate information and best practice.
- Governor and staff recruitment are anonymised and governors are brought together every 6 months to share practice/experiences. Continue to support and develop opportunities for governors from Black, Asian and Minoritised Ethnic backgrounds.
- Support the early years sector by convening regular meetings to address issues of race and EDI and signposting to agencies who can support them further.

- Support a Locality approach through our education localities. Develop a programme of inclusive engagement, linked to the local population, start with the priority areas where we know improvements are needed.
- Support the Early Years Sector through three twilight sessions as well as carry out setting visits to support on a one-to-one basis. We deliver training 'Introduction to … Inclusive environments' which supports settings in creating a warm and welcoming environment within their early years provision.
- Whilst recruitment and retention in Early Years is a national issue, Sheffield is working with colleges and universities to encourage people into the workforce or to develop their skills further. To share good practice, we deliver city wide networking events and briefings as well as training opportunities.

What is the expected impact of the actions (what difference will it make)?
- All schools in Sheffield belong to a locality. This model enables leaders from each school to meet and work on priorities for education relevant to a specific area and the demographics of the city. By approaching the actions from the REC in a locality way, this enables leaders on the ground to put forward creative and active solutions appropriate to the young people in which the schools serve. It enables cross collaboration between and within schools within individual localities and enables best practice to be shared between localities. Our city is rich and diverse and locality A is very different to locality B for example. This way of working will allow looking at the REC findings and recommendations in finite detail and by not taking a blanket approach, meaning tailored and specific actions impact on the young people and their families within each locality.
- The sector community across the city will be fully focused upon inclusion and fairness and raising these issues both within schools and other educational provision and driving change. This inclusive activity will impact at the most vulnerable in our communities and will develop confidence and ambition, create a much more level society were opportunity and success are available across all parts of our community. We would expect to see a steady reduction in the number of boys from Black, Asian and Mixed Heritage backgrounds having involvement and engagement with the youth justice and criminal justice services, by positive engagement with communities, schools, education providers and the police.
- We will continue to support the Early Years Sector through training and visits to support on a one-to-one basis.
- We will continue to work with colleges and universities to encourage people into the Early Years workforce or to develop their skills further to increase workforce diversity. We will increase confidence on diversity through ongoing delivery of city-wide networking events, training and visits.
- The elimination of any racial disparity in educational opportunity and attainment for the children, young people and adults, leading to sustained equality in career and employment opportunities city-wide.

Timescales and responsibilities and costs
- Director of Education and Skills Kevin Straughan, Kim Wilson, Steven Betts (Learn Sheffield) and Vicky Carr
- This will be from existing budgets, no new costs as this is using existing systems and processes more effectively.

Recommendation 3 of the REC Report: Inclusive Healthy Communities: Wellbeing and Longevity for All

What is the challenge?

Reducing health inequalities in general and race inequality is not just a role for the Council and it is intrinsically linked to poverty related inequalities. We will work via the Health and Wellbeing Board and with our partners to take appropriate action.
Race inequality and racism are key issues, powerfully discussed within the Commission that are accepted and in addition we also recognise other aspects of equality and the importance of intersectionality to reducing inequalities so we will consider EDI in its totality.

Actions

- To develop a Public Health service action plan to address our response as a service to the Race Equality Commission. To share this with other departments in the council and partners as all have a role to address inequalities to influence change.
- To continue to review data on health inequalities including racial inequality and publish our findings through, for example, the Director of Public Health report.
- Conduct Health Equity Audits and set improvement plans for services we commission or fund from the Public Health Grant.
- All officers who commission Public Health services to ensure that these have culturally appropriate service provision, excellent data quality on access, equality, inclusion, engagement.
- Review our models of care and materials with people with lived experience, service users and refusers to ensure that these are relevant and appropriate for the people of Sheffield. Our team will do this for the services we commission and we can share our good practice with other services in the Council.
- Public Health service providers – all commissioned providers are asked to have an Equality Diversity and Inclusion policy

What is the expected impact of the actions (what difference will it make)?

- Services commissioned by the public health specialist service will be more effective addressing race equality issues in the delivery of services including through the collection of data.
- Through the EDI work we do as a service we will be influencing other teams and organisations within the city.

Responsibilities, timescales, and costs

- Director of Public Health Greg Fell and Public Health Equality Diversity and Inclusion subgroup and each Public Health Commissioner. All partners have a role in addressing inequalities including racial inequalities and as part of that need to consider their work and commissioning.
- This will be from existing budgets, no new costs as this is using existing systems and processes better, other than staff time.

Recommendation 4 of the REC Report One Sheffield in Community Life Inclusion, Cohesion, and Confidence

A. Communities – Local Area Committees (LACs)

What is the challenge?
Relationships between SCC and local Black, Asian and Minoritised Ethnic VCF organisations has over a number of years has been damaged and trust damaged. Recently through work on the pandemic relationships have started to be rebuilt. We want to continue to develop the relationships and trust.

Local Area Committees (LAC's) have been launched in the past year to strengthen relations between SCC and local communities, to better enable us to listen and learn from our communities.

What is the long-term ambition?
For LACs to become one of the connecting points between diverse communities, recognising distinctions and differences between communities, treating people and communities not as one homogeneous group.

Actions

- Awareness raising for staff about the REC, focusing first on outward facing team members first. Ensuring we focus on all communities including areas where communities are less ethnically diverse.
- Have more community conversations - using networks to enable people to have a voice, explore using funds as an extension of community champions scheme, focused on unrepresented communities to link to LACs.
- We will have local conversations in every LAC area about the REC report and talk with communities about how we work together, their expectations are, what they want to focus on, how they would design local services.
- Building strong relationships with community organisations, routinely engaging and work/talk with organisations to strengthen relationship between LACs and their local VCS organisations and infrastructure.

What is the expected impact of the actions (what difference will it make)?
- Building better links with community organisations, gaining trust and confidence and listening to a diverse range of views from across the city.
- Residents within the community will input into decisions affecting their local areas.

Responsibilities, timescales, and costs
- Community conversations to be held at public meetings by July 2023 and ongoing. resources

- Director of Communities Dawn Shaw supported by Heads of Service Carl Mullooly, Chelsea Renehan, Jason Siddall, Lorraine Wood. Costs within existing staff and budget.

B. Funding, Procurement and Commissioning Strategies

What is the challenge?

Currently our arrangements are service and portfolio based, and we do not have a central list of organisations we fund separate to our financial systems and that does not identify EDI information.
As identified in the REC report our relationships with VCF partners from Black Asian and Minoritised Ethnic Communities have been strained with weak relationships and characterised by groups having a lack of confidence in us.

What is the long-term ambition?
To be transparent and publish a list of all grants or commissions that SCC give out In line with our Values.
To build and maintain trusted relationships with organisations that work to support Black, Asian and or Minoritised Ethnic communities.

Grant Actions

- To Implement, maintain, and publish a grant register of grant funds for SCC.
- To review grant giving processes. We are developing further guidance and templates to support officers to develop 'good grant giving' practices. As part of this, the guidance will include involving organisations that represent different communities in the early development of grant opportunities to ensure:
  - ➢ Long term and sustainable funding approaches
  - ➢ Outcomes are representative and inclusive of the city's diversity and make up
  - ➢ Funding criteria reflecting all communities
  - ➢ Ensuring processes don't preclude or unintentionally cause barriers for organisations to apply for funds
  - ➢ Working with partners to diversify assessment panels
  - ➢ To support prospective bidding organisations to ensure any barriers to access are reduced

Procurement Actions:

- We will actively engage with the Sheffield Business Community including our existing supply chain across all sectors to identify;
  - ➢ What improvements we can make that may help businesses understand and be involved in the procurement process
  - ➢ How to supply to Sheffield

- Engage with Sheffield Chamber of Commerce to identify and support a plan for targeted engagement with BAME suppliers while retaining independence and adherence to PCR 2015.
- Actively promote information about Public Sector procurement including SCC's forward procurement plan and contract register.
- Develop and publish a single page document to share awareness of free resources available to support SME's e.g. in bid writing, social value, climate impact, EIA etc.
- Improve market engagement across all sectors.

What is the expected impact of the actions (what difference will it make)?

Responsibilities, timescales, and costs
- Grants - Director of Commissioning Joe Horobin supported by Emma Dickinson and Sam Martin
- Procurement Head of Procurement - Demi Turner and Sian Holmes
- This will be from existing budgets with no new costs as this is using existing systems and processes better, other than staff time.

C. Housing

What is the challenge for housing?
We are the largest social housing landlord in the city - with 39,000 rented homes & 3,000 leasehold properties to manage & maintain. However, we are also responsible for the regulation of over 45,000 private rented homes, for the prevention and management of homelessness within the city and for increasing the level of affordable housing available to meet increasing housing demand.

We are responsible for the Housing Strategy for Sheffield which is multi-tenure and currently being reviewed. This will set our priorities for the next 10 years for housing growth, best use of existing stock and support to people to live independently. This all means our services touch significantly the lives of a huge number of the city's residents, all from a diverse range of backgrounds and life experiences. We must deliver our services in a way which maintains high quality, delivers value-for-money, meets statutory requirements, and addresses the needs of our Black, Asian and Minoritised Ethnic Communities (BAME).

Alongside this, there are new requirements and legislation to be introduced, arising from the recent Social Housing White Paper, which will have a considerable impact on how we deliver our services as a social landlord and on the investment and resources. There are the challenges of a post-Covid city and of the cost-of-living crisis which are affecting all services and all of our customers.

What is the long-term ambition?
For all of our residents and communities to have fair and easy access to housing and our services and to the support we can provide, regardless of their background.

To ensure that all of our services are delivered in such a way as to meet the needs of everyone, regardless of ethnicity or other demographic differences, and that there is equal opportunity for all.

Actions
- As part of our work to develop a new housing strategy, improve our understanding of racial inequalities in relation to housing and explore opportunities for addressing these. This will be achieved through working with a Member Task and Finish Group, experts through experience and the network of community organisations.
- Make better use of the wealth of demographic information we hold on our tenants and other service users to drive improved and appropriate service delivery.
- Review our Allocations Policy, with a specific focus on the outcomes for households of different ethnicities. This involves working with an Equality and Engagement Team to ensure that key issues are identified and addressed in making recommendations.
- Address diversity within our workforce to ensure that the community is reflected at all levels particularly in leadership roles.
- Fully utilise the Council's new customer engagement platform ("Engagement HQ") to support the delivery of our Customer Engagement Strategy and so reach a broader range of people, including those from under-represented communities.
- Work closely with our partners on the new Older People's Independent Living Housing Strategy delivery plan, to address the additional barriers faced by some older members from BAMER communities in accessing a suitable home and support in later life.
- We know that some communities are over-represented among people who are accepted as homeless. As part of our new Homelessness Prevention Strategy, we will tackle this inequality by ensuring fair access to housing, targeting prevention activity and offering appropriate services to those groups. In reviewing our Supported Housing offer of commissioned and directly delivered services we will address gaps in provision and ensure services are inclusive.
- Work with Registered Provider (RP) Housing Association partners, via the quarterly Strategic Housing Forum, to maintain focus on the REC recommendations.
- Ensure that our stock increase programme delivers homes that are suitable for all of our residents (e.g. addressing shortfalls in affordable larger properties), and work with RPs to deliver new affordable homes that are suitable for all residents including specialist and general needs housing.
- Continue to develop our online offer and telephony, making it easier for customers to access services in a way which suits them.
- In all of our actions we will be focussing on co-production so that our responses are customer centred and genuinely reflect housing needs and aspirations of our residents.

What is the expected impact of the actions (what difference will it make)?

- A housing strategy with a strong focus on our approach to equalities issues will help ensure equality in terms of housing choices.

- Analysing and using demographic data to inform service development will mean our services are better tailored to meet the diverse needs of our communities and residents.
- Making equality related issues a key focus for our Allocations Policy review will ensure that the implications of any potential changes on those groups will be fully understood before any implementation and will ensure that no group is unfairly disadvantaged or negatively impacted.
- Having a more diverse workforce and reducing the barriers which employees from underrepresented groups face.
- Reaching a wider range of people, including those from a more diverse communities to help ensure that all voices are heard and can influence decisions and policies which impact on their lives.
- Taking specific action to address the issues we know exist for older people from Black, Asian and Minoritised Ethnic background in accessing suitable accommodation will help ensure they have equitable housing opportunities and housing-related support.
- Making race equality a key focus of our new Homelessness Prevention Strategy will reduce the disparity and inequality currently seen in homelessness figures.
- Working with other RPs will help ensure that all social tenants in the city benefit from the work we are doing in response to the REC, not just council tenants.
- Focusing on the suitability of available housing in the city will help increase the choice of homes available to households.
- Easier access to services will benefit all customers, and help reduce the barriers faced by Black, Asian and Minoritised Ethnic background households in obtaining the support and information they need.

Responsibilities, timescales, and costs
- Director of Housing Janet Sharpe supported by the relevant Head of Service
- All of the above will be actioned over the next 12-24 months and will be the responsibility of the relevant Head of Service.
- Homelessness Prevention Strategy to go to Committee in December 2022
- Housing Strategy and OPIL Strategy March 2023
- This will be from existing budgets with no new costs as this is using existing systems and processes better, other than staff time

Recommendation 5 of the REC Report Celebrating Sheffield through Sport and Culture

A. Culture

What is the challenge?

While SCC does not directly 'deliver' culture in Sheffield and all our cultural institutions (museums, theatres) are independent Trusts we have an important role as a partner in encouraging arts organisations to work alongside us in becoming anti-racist.

There is currently very limited resource for culture spend in the city. Any new resources for culture will be designed and delivered to ensure that all Sheffield's communities have an opportunity to benefit.

What is the long-term ambition?

To help all cultures and communities in Sheffield to be visible
To tackle inequality in Sheffield through arts and culture

Actions

- Sheffield Culture Consortium (CC) – any future projects that the CC sets up will reflect the input and needs of global majority communities and will ensure that project delivery and the process of commissions etc enable all communities to benefit, including encouraging communities to collaborate and co-create cultural activities.
- Culture Consortium – now has global majority representation to better represent Sheffield's diversity and better reflect the whole city's cultural heritage. The role and membership of the Consortium will continue to evolve.
- Sheffield Museums have undertaken a Race Maturity Assessment to ensure that content, themes and exhibitions are representing the stories and artefacts from all Sheffield communities.
- Many other arts organisations in the city are working to improve their Equality, Diversity an (a) African Heritage Culture Forum established, with web presence on Sheffield Culture Consortium website.
- We are working with Sheffield Hallam University (SHU) and University of Sheffield (UoS) partners to build on the Cultural Holdings report which was considered by the REC. UoS, in partnership with SCC and Joined Up Heritage Sheffield, are delivering the 'Roots and Futures' project which has been engaging communities on cultural heritage, built environment and people's stories. Created a consultation toolkit and artwork. SHU's 'SAFEDI' project used performance art to critique the role of plinths and statues in Sheffield, creating a more inclusive conversation.
- We are engaging universities on proposal to have QR codes to interpret street names with an association with slavery or colonialism – needs to be academically rigorous and properly resourced.

- We will support and encourage cultural city partners to maximise the diversity of curation, programming, audiences and employment.
- Sheffield Archives undertook a transformational project with Desiree Reynolds - Dig Where you Stand – supported by the University of Sheffield. They have improved their service by developing a protocol for describing racially offensive language in archives; produced Family History Guides for Black African, Black Caribbean and South Asian families; and produced an Anti-Apartheid Movement Guide.
- Future activity includes:
  - A White Rose Scholarship PhD on Sheffield and Slavery in the Atlantic World 1600-1880s will be co-supervised by UoS/Sheffield Archives.
  - An ongoing drive to collect more representative archive material.

What is the expected impact of the actions (what difference will it make)?

- Sheffield's diverse heritages are made visible and celebrated.
- Projects from minoritised communities receive more profile and support.
- The whole range of the stories of Sheffield, past and present, are better told and understood.
- Sheffield's cultural and creative sector has more diverse programming, audiences, staffing and leadership.

Responsibilities, timescales, and costs
- Director of Parks, Leisure and Libraries Lisa Firth and Rebecca Maddox, Sheffield Culture Consortium and Cheryl Bailey
- This will be from existing budgets with no new costs as this is using existing systems and processes better, other than staff time.

B. Sport

What is the challenge?
A key challenge for the Sport, Leisure and Health team is to ensure the facilities and our services provided by us and our operators are inclusive and meet the needs of communities across Sheffield. Our Sport and Leisure Strategy consultation provided feedback that improvements to the marketing of our facilities; provision of women only sessions and the diversity of the workforce so it is more representative of the communities they serve would help make facilities feel more inclusive.

As we deliver the procurement of a new sport and leisure operator and progress investment in our facilities, we are committed to ensuring we put in place measures which help to make our facilities more inclusive and welcoming.

What is the long-term ambition?
Our long-term ambition is to have facilities, activities and services which are modern, welcoming, inclusive and meet the needs of everybody in Sheffield, encouraging people to be more active more often, contributing to the ambition of Sheffield's Move More Plan to create a healthier, happier and more connected city.

Actions

- To have a commitment linked to the REC in the Sport & Leisure Strategy.
- Develop action relating to the REC in the Strategy Action Plan.
- We will have an Equality Theme when procuring new providers and inclusion of social outcome framework.
- We will carry out further consultation and engagement around the refurbishment and rebuild of the Sport and Leisure Facilities.
- Ensure demographic data is monitored and used to inform EIAs and decision making.

What is the expected impact of the actions (what difference will it make)?
- The impact of the actions will be to help us deliver the long-term ambition above. By working with communities to understand what will make a difference and working with our new operator to ensure facilities and services are welcoming and inclusive.
- We will encourage a more people to be more active, contributing to wider public health ambitions of improving healthy life expectancy for children and adults and reducing health inequalities across the city.

Responsibilities, timescales, and costs
- As part of the Sport and Leisure Strategy we will be developing an action plan over the coming 3 months. We expect that to be complete by Spring 2023.
- Overall, Director of Parks, Leisure and Libraries Lisa Firth but timescales and responsibilities for the actions within this will be included in the action plan. End of 2023

Recommendation 6 of the REC Report – Proportionality and Equity in Crime and Justice

Community Safety Plan - What is the challenge?
Resources to deliver the recommendations either due to funding cuts or lack of qualified professionals. Rebuilding trust with community groups and the community itself including our young residents not only for SCC but with other key partners. Tackling the many causes of Anti-Social Behaviour (ASB) and crime which are in cases societal and systemic.

What is the long-term ambition?
The long-term ambition is to reduce crime and exploitation in our communities, to build respect, trust and inclusive services. To ensure that all our young residents have places to go and trusted adults to talk to. That their voices are heard and part of the development of innovative, creative and inspiring provision.

Actions
- Continue to progress the work of the existing 2021-2024 Safer Sheffield Partnership Plan through the Safer Sheffield Board and develop a new three-year strategy from 2024.
- The Safer Sheffield Board to review its terms of reference and membership
- A new Knife Crime Strategy to be developed in conjunction with the Violence Reduction Unit (VRU) taking into consideration actions and recommendations in the new Serious Violence Duty which will come into force in 2023.
- A new Youth Worker in every LAC.
- We have recently recruited to session youth work roles and candidates are ready for practice. Induction planned for December.
- The Youth Justice Service (YJS) Management Board to have a designated Board member for oversight and expertise on Equality Diversity Inclusion and Race.
- YJS Staffing group to reflect the Diversity of the communities it represents. Through commitment to recruiting and training Youth Justice Workers with a development pathway and investment in staff. Alongside an improved understanding and management of data. This will allow us to improve our analysis and understand better the challenges young people are facing.
- Communities, Education and Children and Families will work collaboratively to develop an action plan that understands and responds to the disproportionate number of boys who are from Black, Asian or other minority groups in the Youth Justice System; and seek to urgently address the needs and issues of those already in the system and those known to the system for the first time.

What is the expected impact of the actions (what difference will it make)
- The Safer Sheffield Partnership has a statutory duty to address and reduce community safety issues in Sheffield. This means that we will work in partnership with both statutory and non-statutory organisations to address local issues such as crime and anti-social behaviour. The plan sets out key priorities with dedicated theme groups established to lead on actions.

- Improvements in the governance and a more representative membership of the Safer Sheffield Board will ensure stronger connections with youth services and youth justice. This in turn will help to strengthen action plans to understand and address disproportionality in the system
- The Violence Reduction Unit has an existing action plan which includes a range of actions to support the prevention of serious crime. A new knife crime strategy will be developed which will increase awareness around the issues in Sheffield with a view to prevention through improved community engagement
- The youth service will be fully staffed and offer more universal youth sessions with a minimum of 3 in every ward. They will be a mix of club based and detached and developed with young people to reflect what they want from the youth offer in the city. Linking with the LAC's will see youth voice in the development of community priorities and recognise that young people are also residents in communities and have a say in services that are delivered by SCC and our partners to ensure they are appropriate and meet the needs of all residents in our communities.
- In YJS This should demonstrate a quality of governance and we have now in place since October 2022 a Board member with specific oversight for, and expertise on EDI and race which is a direct response to Action 4. Staff from minoritized communities are 'Experts by Experience' and have lived experience of the issues experienced by the children we work with. Historically when recruiting Youth Justice Officers (individuals with a formal professional qualification), we mainly get interest and applicants from White British candidates. A recent recruitment campaign for Youth Justice Workers created interest from minoritised communities and gave the opportunity to complete a formal professional qualification whilst working. We are committing to recruiting and training Youth Justice Workers to create sufficiency for future service delivery and investment in staff.
- The YJB (Youth Justice Board) Disproportionality Toolkit draws together resources and materials to enable Youth Justice Partnerships to identify and address areas of under-achievement, risk or change. To further understand the changing climate within Youth Justice, we need to analyse the data available to us within the YJB Reoffending Toolkit produced by the YJB. We are creating a specialist post to enable a dedicated focus on these tools to meet Recommendation 6. This would also allow us to support the development and delivery of performance management and quality assurance activity based on regulatory frameworks (namely HMIP), national and local performance indicators, management and departmental requirements.

Responsibilities, timescales, and costs
- Director of Communities Dawn Shaw with support from Head of Communities Jason Siddall, Violence Reduction Unit, Head of Community Youth Services Chelsea Renehan, Assistant Director Mark Storf and Sam Taylor
- Cost implications arising from the action plan can only be identified once the action plan is complete. Other cost implications are within existing staff and budget resources.

Recommendation 7 of the REC Report Equal and Enterprising:

Equal and Enterprising: Supporting Black, Asian and Minoritised Ethnic Business and Enterprise

What is the challenge?
That business support is equitable, taken out to our communities and is made accessible and available locally for Black, Asian and Minorised Ethnic businesses and not centralised.

To influence and work with key stakeholders in the city with this ambition including Sheffield Chamber and financial institutions.

What the long-term ambition?
That data collection is improved and actively reflects the individuals and businesses that we support in the Council.
That a Business Board is established that is representative of Sheffield's business base with representatives from Black, Asian and minoritized ethnic businesses will debias our system and processes to reduce barriers and inequalities for business support design and that reflects the needs of businesses on wider Council services.
That support to businesses is no longer centralised but taken out to businesses and meets their needs.

Actions
- a) To report to the Economic Development and Skills Policy Committee on progress of Business Sheffield in meeting the REC recommendations.
- b) To consistently report ethnicity data across all business support programmes, including data refresh, consistent data input and monthly monitoring of ethnicity data.
- c) To establish a Business Board reflective of the diversity of the business base and in conjunction with other Council services.

What is the expected impact of the actions (what difference will it make)
- A representative business board is affecting future delivery of Council services for businesses.
- The business support that we and the city's stakeholders deliver is reflective of the needs of our business base.

Responsibilities, timescales, and costs
Director of Economy, Skills and Culture - Diana Buckley supported by Yvonne Asquith
- Action a) – Yvonne Asquith, by 30th November 2023, No additional costs
- Action b) – Yvonne Asquith, Summer 2023, No additional costs
- Action c) – Diana Buckley, supported by Yvonne Asquith, Summer 2023, No additional costs