

# Sheffield City Council

## Workforce Employee Report

**1<sup>st</sup> April 2019 to 31<sup>st</sup> March  
2020**

Author: Human Resources

Date: October 2020



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### **Introduction, city context and summary**

We are committed to achieving a workforce which reflects the diversity of Sheffield. The information in the following pages of this report allows us to measure our employment practices to ensure the Council is working towards targets set out in our Equality Objectives. We have an EDI action plan in place to help us to achieve these. Information relating to the demographics of our city can be viewed using the following links:

[Our equality duty](#)

[Community Knowledge Profiles](#)

### **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 at 31<sup>st</sup> March 2020. If an employee has multiple jobs they will be counted more than once. This report excludes the following workers:

- Casual workers, as these workers do not have an employment relationship with the Council as they are engaged on a session by session basis, with no mutuality of obligation.
- Bank-Pool employees due to the monthly fluctuations in working hours.
- School based employees

### **Workforce Census**

Employees are encouraged periodically to provide monitoring information to help the Council monitor its workforce diversity, but responses to questions are voluntary and an employee can choose which questions they wish to answer. Details in the report are based upon known data where employees have completed and have declared a response in the Workforce Census. We continue to encourage completion and raise awareness of the reasons and importance of providing this data. Details of known information for each Protected Characteristic are shown on page 5. Where employees have not completed or have chosen not to declare diversity information, this is excluded from Workforce Diversity figures. Therefore, the level of unknown data affects the validity of this report.

### **Age & Sex**

We know the age and sex (Male and female) of all employees as this is necessary for employment. We do ask for binary and non-binary sex information in our Census but as some employees chose not to answer this question, the most accurate source for information relating to sex is from our employment records. Very small numbers chose non binary options our census.

## Summary of Workforce Diversity information

The Sheffield City Council workforce as at 31<sup>st</sup> March 2020 is 7,854 employees. This is an increase of 398 employees from last year. Workforce diversity percentages are based on the proportion of total employees for which equality data is known. Therefore, our known workforce diversity percentages are as follows:

Sheffield City Council Workforce Diversity Figures 2019-2020									
Carers	12.8%	Disabled	11.3%	BAME	15.6%	Male	40.0%	LGB+	4%
Non-Carers	87.2%	Non-Disabled	88.7%	White British	84.4%	Female	60.0%	Heterosexual	96%

Sheffield City population (age 16-65) percentages are also illustrated below. We are currently using the City's 16-65 working age population figures based on the 2011 Census as a comparator. However we appreciate the 2021 Census may see changes as we envisage population growth together with an increase in declaration. Work is planned to analyse the Census City information and more recent research to ensure the Council's workforce targets are realistic and proportionate.

Sheffield City Age 16-65 Diversity Figures Based on 2011 Census and SCC Community Profiles									
Carers	12%	Disabled	13%	BAME	19%	Male	50%	LGB+	5 - 7%
Non-Carers	88%	Non-Disabled	87%	White British	81%	Female	50%	Heterosexual	93-95%

According to the current known data, our workforce does not fully reflect the demographics of the city in relation all protected characteristics shown above. This under representation is also reflected at Chief Officer Level where there is also a disproportionate low percentage of female employees.

### Workforce Diversity trends

The overall trend comparing previous years remains positive. Changes are:

Employees who identify themselves as Black Asian or Minority Ethnic (BAME) has risen to 15.6%.

The number of female employees has slightly reduced over previous years and is currently 60% of our workforce. Although the information suggests a high representation of female employees, we know that more than half of our female workforce is part time and compared to a fifth of our male workforce who are part time, this is a significant difference. Full time equivalent posts.

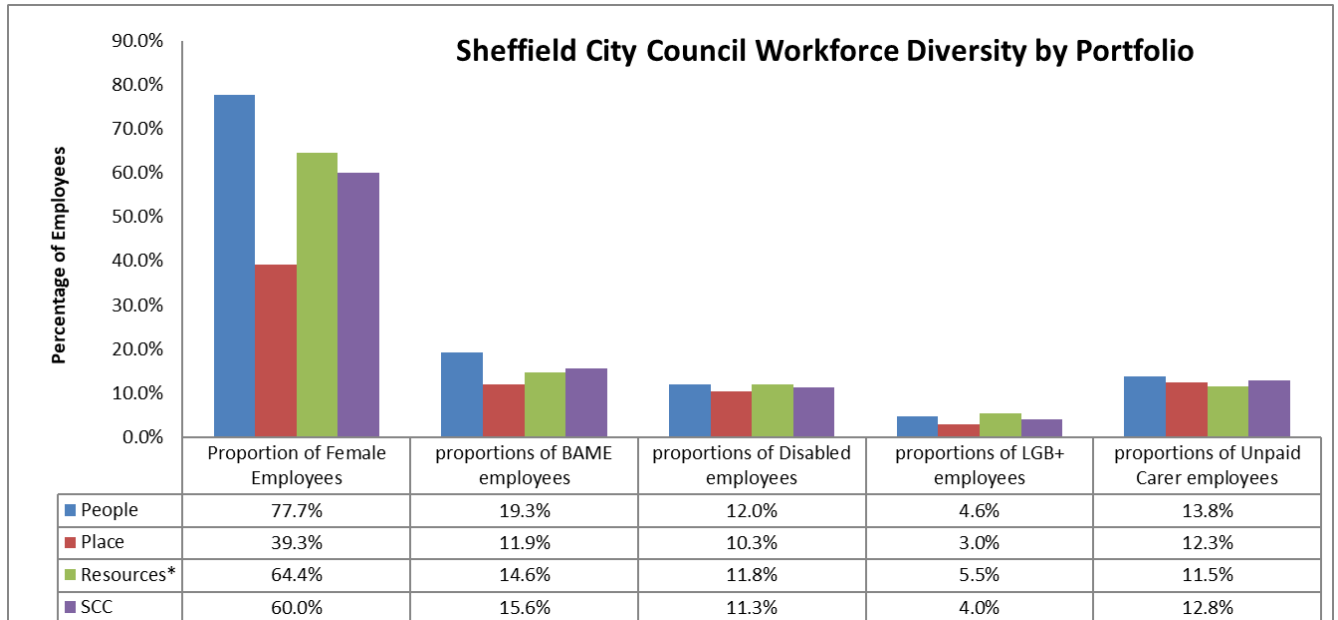
Employees who have declared themselves as disabled has reduced and is now 11.3%. We know that high proportions of our disabled employees are in the higher age ranges (46+).

Employees who identify themselves as unpaid carers has significantly risen to 12.8% from 10.6%

Employees who identify themselves as LGB+ has reduced and is now at 4%

## Diversity across our workforce

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.



*Resources\* includes Chief Executives Office and PPC*

The main differences in each Portfolio are:

**People** forms 44.5% (3495 employees) of our workforce. This Portfolio has the highest proportion of female employees, disabled employees, employees who are carer's and employees who are BAME. This is most reflective of the City's BAME profile. Employees who are LGB+ are also higher than the SCC overall profile.

**Place** forms 40.9% (3,209 employees) of the workforce. This Portfolio has the highest proportion of male employees and the lowest proportions of female employees. There are low proportions of employees who are LGB+, disabled, and BAME.

**Resources / Policy Performance & Communications** forms 14.6% (1,150 employees) of our workforce and has slightly higher proportions of employees who are disabled, LGB+, women and therefore low proportions of employees who are male and carers.

Where there are lower proportions, targeted work is required and looking at other associating factors such as diversity figures across:

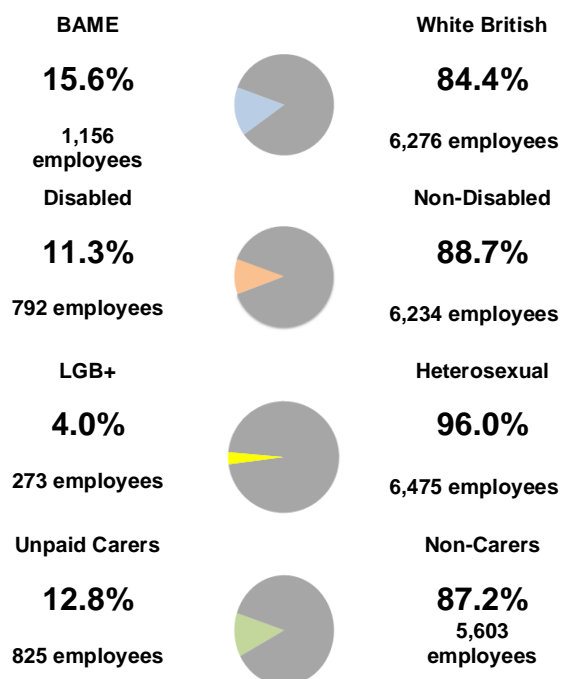
- Grade bands
- Services within Portfolios
- Age groups of employees
- Sex segregation of roles
- Part time & Full time workforce
- Diversity within Protected Characteristics

# Overall Workforce Diversity

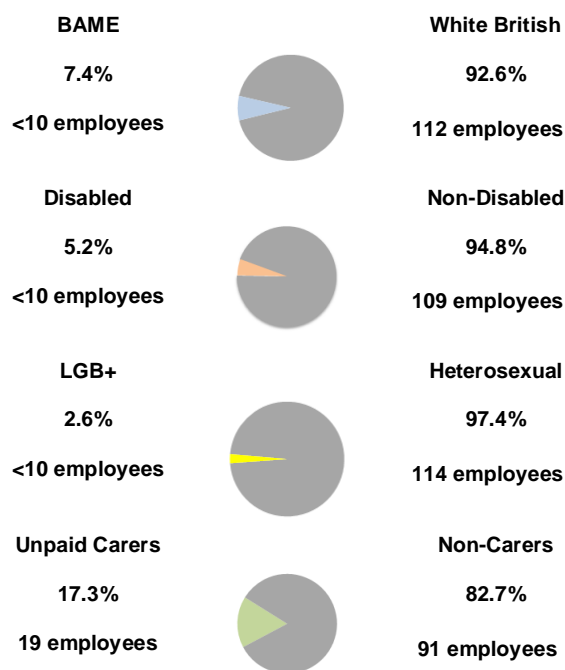
The information below shows the diversity of our employees. Where numbers fall short of a 7854 total, this is because employees have chosen not to answer the question in the relation to a Protected Characteristic and therefore these are not included in the workforce diversity statistics. The level of unknowns is shown overleaf.

7,854

## All employees in SCC



## Employees in Chief Officer Grades



Workforce Diversity has decreased when looking at disability and/or LGB+ and/or females.



Workforce Diversity has increased when looking at BAME and/or Carers.



Diversity of top earners has decreased when looking at disabled and LGB+ employees



Diversity of top earners has increased when looking at females and BAME.

Carers remains the same as last year

Sex	Workforce	Part time	Full time	SCC overall	Chief Officers
	Male	20.3%	52.2%	40.0%	52.0%
	Female	79.7%	47.8%	60.0%	48.0%
Total numbers	7854	3021	4833	7854	127

## Sheffield City Age 16-65 Diversity Figures Based on 2011 Census and SCC Community Profiles

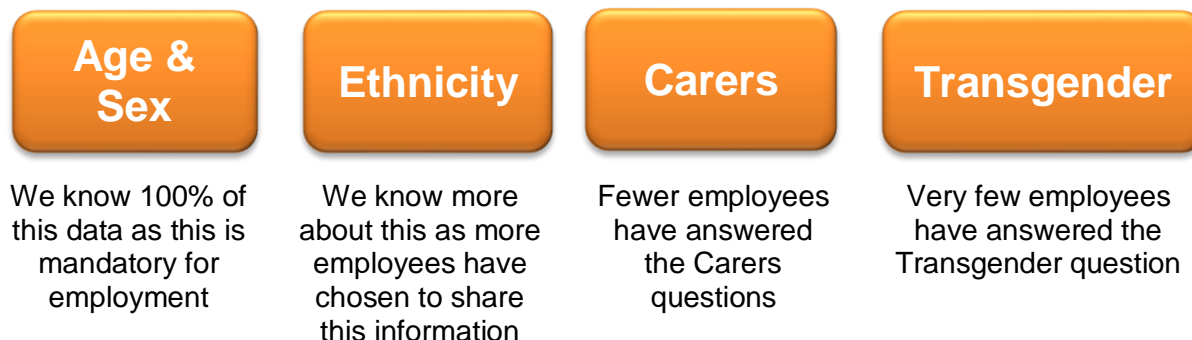
Carers	12%	Disabled	13%	BAME	19%	Male	50%	LGB+	5-7%
Non-Carers	88%	Non-Disabled	87%	White British	81%	Female	50%	Heterosexual	93-95%

## Workforce Census response rates

We launched our Workforce Census questionnaire communicating to our employees the importance of answering each question, enabling us to report on all areas of our workforce diversity.

Some employees choose not to answer every question but we aim to encourage employees to do so, as not declaring information, will impact on the validity of this report. Employees have either answered the equality related question, preferred not to answer the question by selecting “prefer not to say” or have left questions blank. 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.



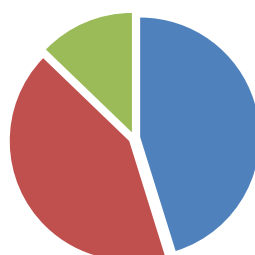
Protected Characteristic	Declaration	Prefer Not to Say
Age & Sex (Male/Female)	100%	0%
Sexual Orientation	89.4%	3.9%
Carer Status	82.3%	0.5%
Disability Status	90.5%	1.1%
Ethnicity	95.6%	1.0%
Gender Identity	91.0%	1.3%
Relationship Status	84.4%	2.9%
Religion / Belief	91.0%	6.4%
Transgender	5.4%	5.2%

### Headcount by Portfolio

Sheffield City Council is split into Portfolios. The majority of all employees work in People or Place. Job roles in these Portfolios differ greatly and therefore workforce diversity differs greatly across these Portfolios.

- There are more males in Place and females in People.

There are 2408 employees who work part time hours and 79.7% of these are female.



- People - 3495 employees - 44.5% of the workforce.
- Place - 3209 employees – 40.9% of the workforce.
- Resources - Including Policy Performance & Communications / Chief Executive Office 1150 employees - 14.6% of the workforce.

# Workforce Diversity Trends



The 19/20 data includes some employees who have been insourced into SCC and for the purpose of this report, salaries have been assimilated to the SCC Grading Structure. These were grouped as other grades in previous years.

Sheffield City Age 16-65 Diversity Figures Based on 2011 Census and SCC Community Profiles									
Carers	12%	Disabled	13%	BAME	19%	Male	50%	LGB+	5-7%
Non-Carers	88%	Non-Disabled	87%	White British	81%	Female	50%	Heterosexual	93-95%

## Grade 1 - 5 trends to 2017 - 20



Sheffield City Age 16-65 Diversity Figures Based on 2011 Census and Community Profiles									
Carers	12%	Disabled	13%	BAME	19%	Male	50%	LGB+	5-7%
Non-Carers	88%	Non-Disabled	87%	White British	81%	Female	50%	Heterosexual	93-95%



## Chief Officer trends 2017-20

Female  
Employees



**39.2%**

2017/18

**38.8%**

2018/19

**48.0%**

2019/20

BAME  
Employees



**8.5%**

2017/18

**6.4%**

2018/19

**7.4%**

2019/20

Disabled  
Employees



**6.2%**

2017/18

**6.4%**

2018/19

**5.2%**

2019/20

LGB+  
Employees



**2.9%**

2017/18

**2.7%**

2018/19

**2.6%**

2019/20

Carers  
Unpaid



**16.5%**

2017/18

**17.3%**

2018/19

**17.3%**

2019/20

The 19/20 data includes some employees who have been insourced into SCC and for the purpose of this report; salaries have been assimilated to the SCC Grading structure. These were grouped as other grades in previous years.

Sheffield City Age 16-65 Diversity Figures Based on 2011 Census and SCC Community Profiles									
Carers	12%	Disabled	13%	BAME	19%	Male	50%	LGB+	5-7%
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# Salary Grades

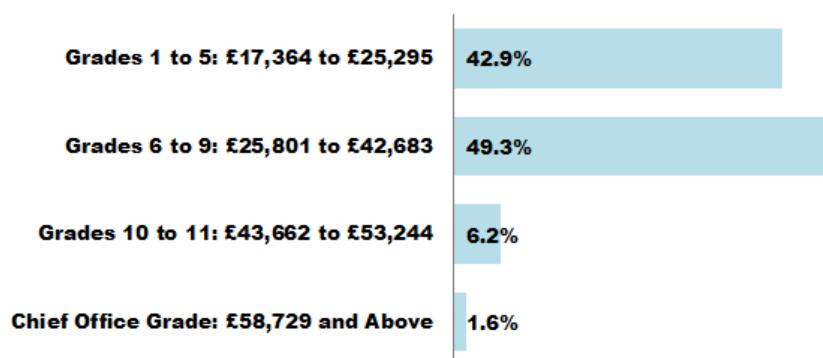
42.9%

Just over 2/5 of the workforce are paid up to grade 5 and almost twice as many are women in these roles than males

7.6 - 1

This is the ratio between the median salary and the top salary in Sheffield City Council's workforce. This means the top salary is more than 7.6 times greater than the average salary. This compares favourably to other Local Authorities and organisations.

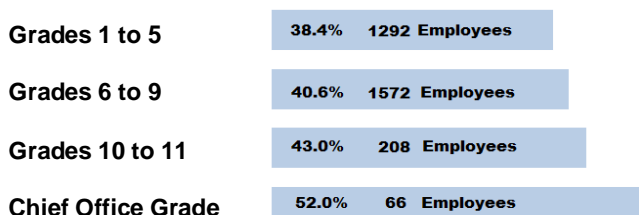
## Percentage of employees at each grade group



## Female



## Male



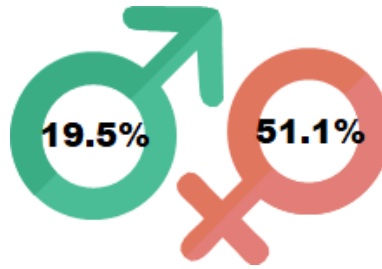
Sheffield City Age 16-65 Diversity Figures Based on 2011 Census Sex Percentages	
Male	Female
50%	50%

Sheffield City Council Workforce Diversity Figures 2019-2020 by grading group						
	Female	Male	BAME	Disabled	LGB+	Carer
Chief Office Grade	48.0%	52.0%	7.4%	5.2%	2.60%	17.3%
Grades 10 to 11	57.0%	43.0%	12.7%	9.9%	6.40%	10.7%
Grades 6 to 9	59.4%	40.6%	14.6%	11.3%	4.20%	13.3%
Grades 1 to 5	61.6%	38.4%	17.4%	11.7%	3.50%	12.4%
SCC	60.0%	40.0%	15.6%	11.3%	4.00%	12.8%

# Part-time\* working

\*Part time in this context is any employee who works less than 37 hours per week  
613 male employees work part-time

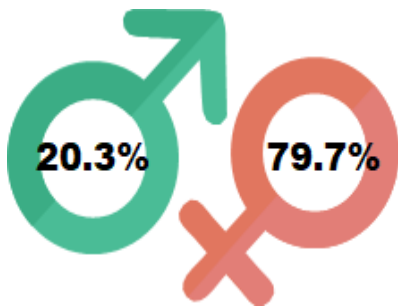
Out of all the male workforce 19.5% work part-time.



2,408 female employees work part-time

Out of all the female workforce, 51.1% work part time.

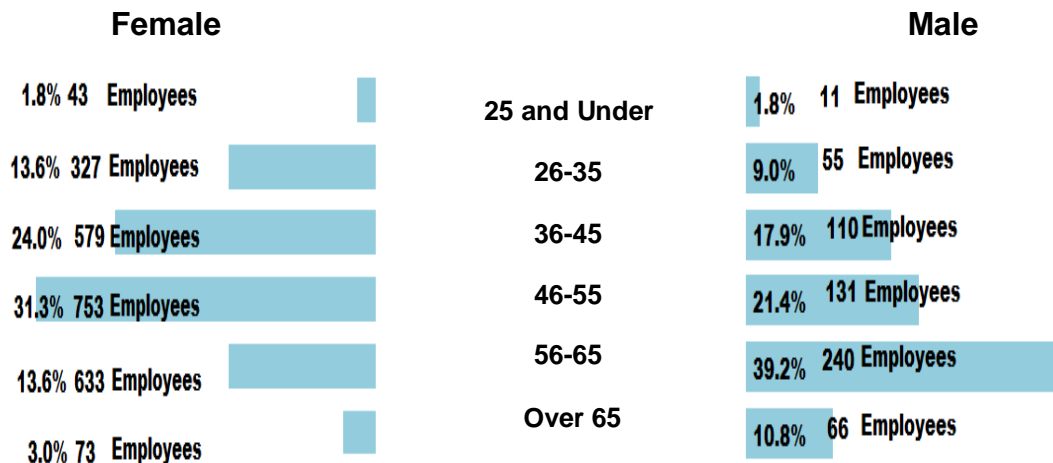
Percentage of part time workers who are male or female



A majority of 79.7% of part time workforce are female

## Age distribution of part time working by Sex

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



There are more than 4 times more females who work part time in every age group up to age 65.

Over 50% of the part time male workforce is 56 and above.

Sheffield City Age 16-65 Sex Diversity Figures Based on 2011 Census	
Male	Female
50%	50%

# Protected Characteristics by Age

Median Age



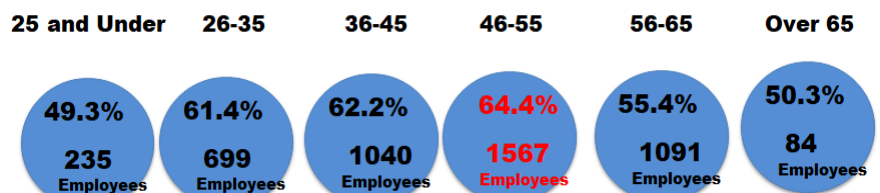
Age is an important factor when measuring diversity as diversity differs greatly across age groups

Further work is necessary to look at the city diversity which is comparable with our median age

*When Highlighted in Red this shows highest numbers and highest % in this age range*

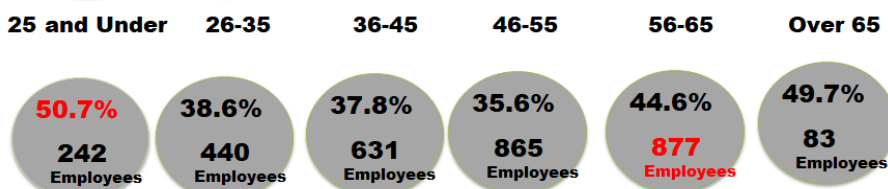
**Female Employees**

**49**  
Median Age



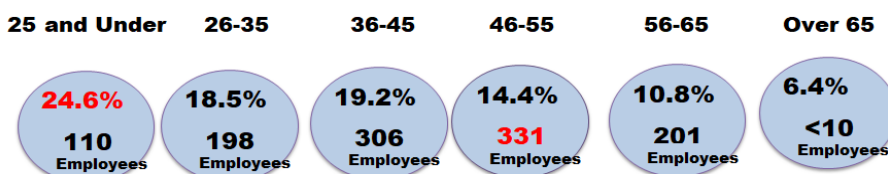
**Male Employees**

**49**  
Median Age



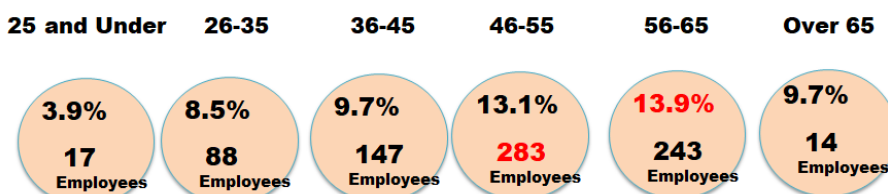
**BAME Employees**

**44**  
Median Age



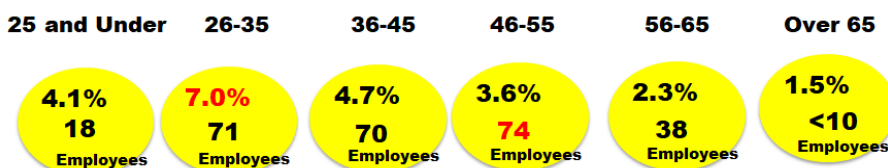
**Disabled Employees**

**51**  
Median Age



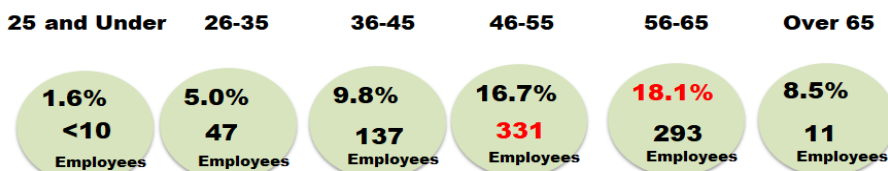
**LGB+ Employees**

**42**  
Median Age



**Unpaid Carer Employees**

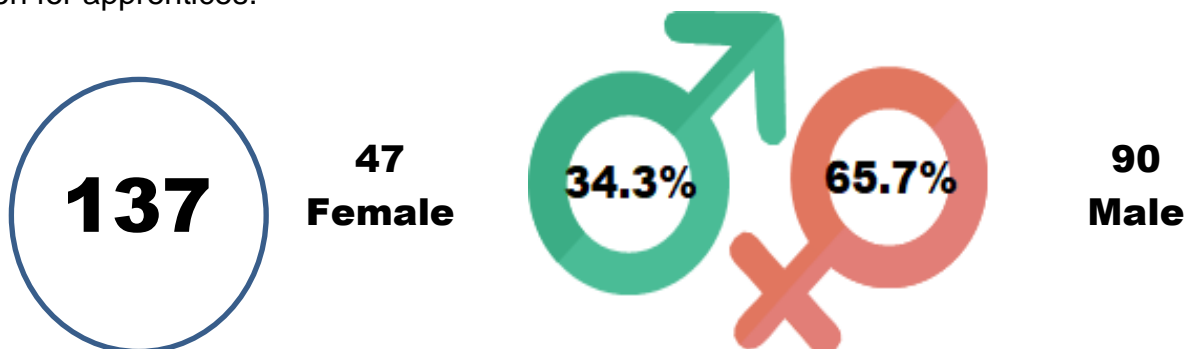
**53**  
Median Age



Sheffield City Age 16-65 Diversity Figures Based on 2011 Census and Community Profiles									
Carers	12%	Disabled	13%	BAME	19%	Male	50%	LGB+	5-7%
Non-Carers	88%	Non-Disabled	87%	White British	81%	Female	50%	Heterosexual	93-95%

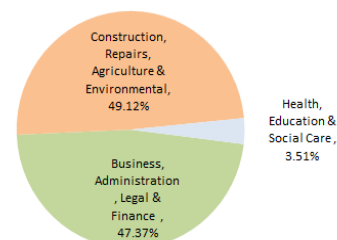
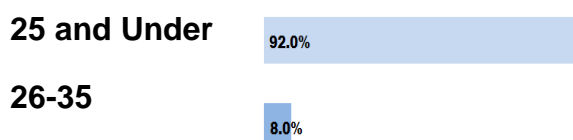
# Apprentices

Each year we recruit Apprentices. We also offer apprenticeships to existing employees at their current grade. The majority of Apprentices are supported into a destination position upon successful completion of their Apprenticeship, enabling them to secure permanent employment at the end of their Apprenticeships. Redeployment opportunities may also be an option for apprentices.



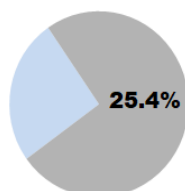
## Apprentices by Age and Job Family

### Age Group



## Apprentices by Characteristic

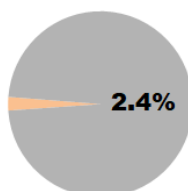
### Ethnicity



There is a high representation of apprentices who are BAME.

When looking at the City's population in relation to those aged 15-25 who are BAME this remains a high representation.

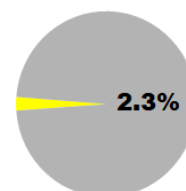
### Disability



There are fewer apprentices who are disabled than our workforce.

However, when looking at the City's population in relation to those aged 15-25 who are disabled this is halved.

### Sexual Orientation



Apprentices who are LGB+ are less represented our workforce.

However, when looking at the City's population in relation to those aged 15-25 who LGB+ this is halved.

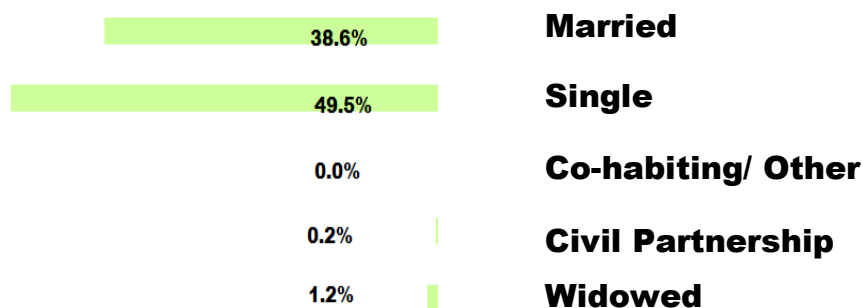
Sheffield City Age 15-24 Diversity Figures							
Disabled	4.8%	BAME	24.9%	Male	52%	LGB+	4.7%
Non - Disabled	95.2%	White British	75.1%	Female	48%	Heterosexual	95.3%

# Relationship status

## Relationship status of all employees in SCC



## Sheffield City age 16-65 relationship status percentages



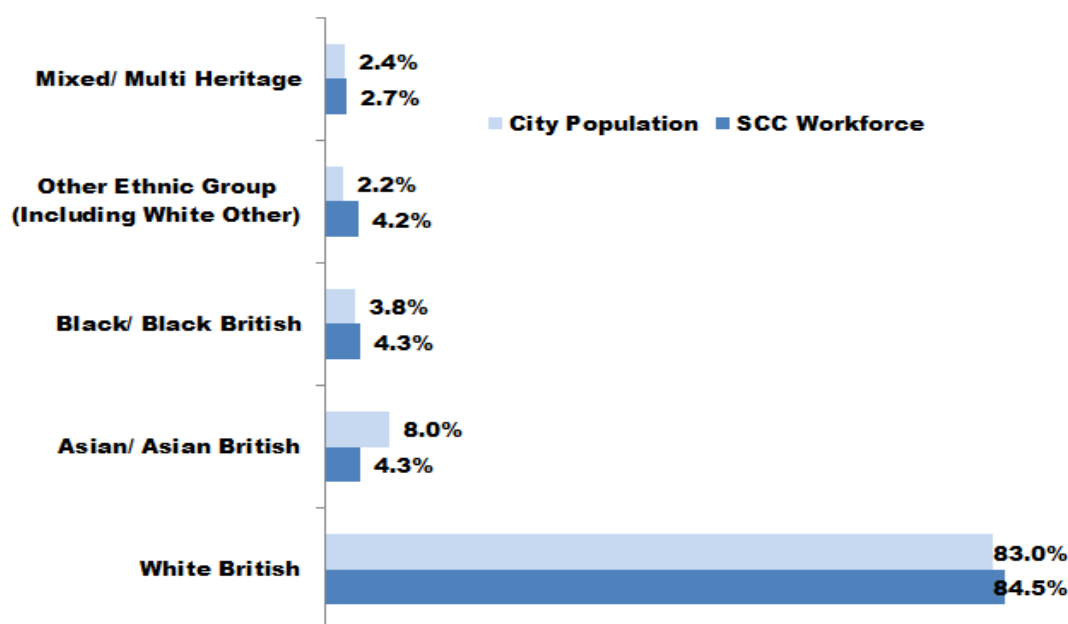
A large proportion of our employees are married or in a civil partnership reflecting the median age of our employees.

# Parental Leave



We have a fair representation of male employees are taking Parental leave.

# Ethnicity and Diversity

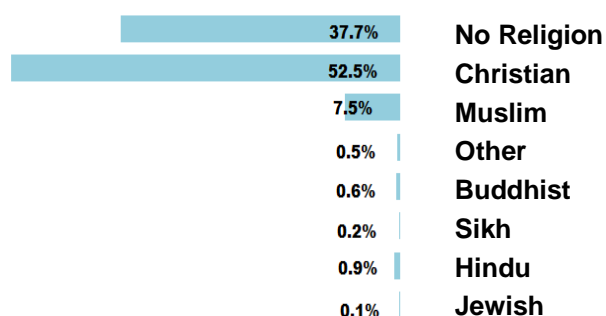


When exploring our Ethnicity diversity, we have an under representation of employees describing their ethnicity as Asian or Asian British.

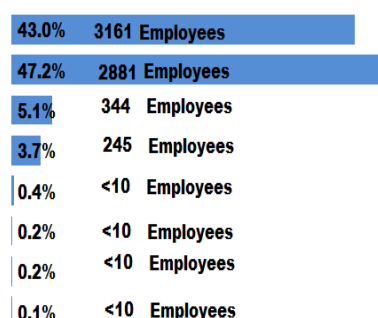
There is an over representation of employees describing their ethnicity within all other categories. White Other is included in Other Ethnic group and this category is overrepresented.

## Religion and Belief

Sheffield City Profile - Religion and Belief Percentages



Sheffield City Council employees Religion and Belief of employees

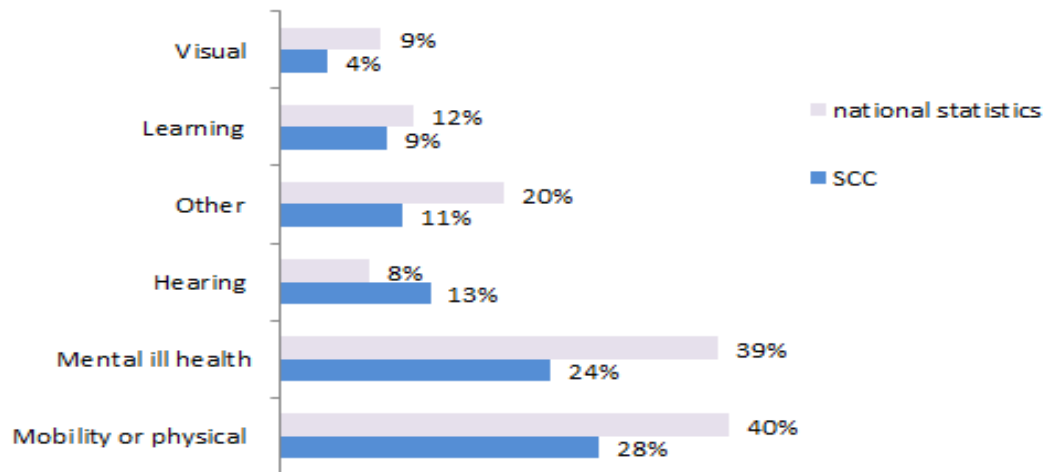


We have an underrepresentation of employees who are Muslim.

We need to explore why we have more employees are defining their religion and belief as "other".

## Disability and Diversity

71% of our disabled workforce have shared with us the nature of their disability/impairment.

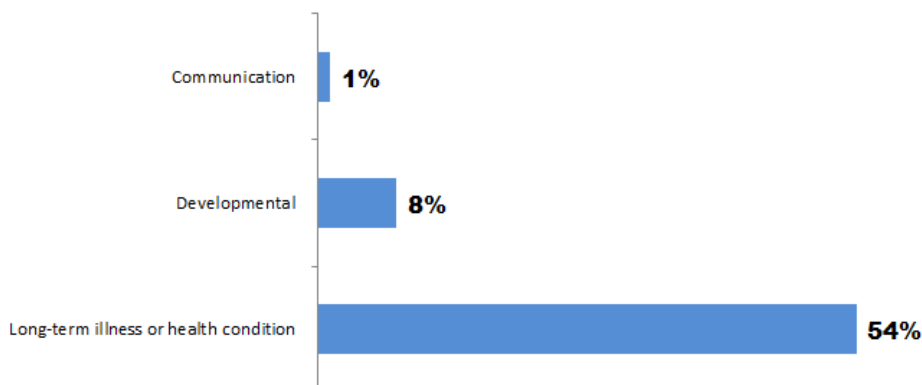


We have used the national Annual Family Resources survey 2019 (working age population) to compare our data with.

When exploring our Disability and diversity, we have an underrepresentation in all impairments with the exception of hearing.

In our Census, the following other impairments 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 below.

Over half of our total disabled workforce, describe their disability as a long term illness or health condition.





# LGB+ and Diversity

## Lesbian / Gay Women



**1.2%**

79 Employees are lesbian / gay women

## Bisexual



**1.2%**

84 Employees are bisexual

## Gay Men



**1.1%**

72 Employees are gay men

## Other minority sexual orientations

**0.5%**

38 Employees identify as having a sexual orientation other than heterosexual, gay or bisexual.

We have more Women that identify as Lesbian/gay woman, than men who identify as gay man.

Further work is necessary to look at where there is under-representation within this Protected Characteristic. We are not sure how much part time working for women is an issue

**Transgender**  
**0.5 % (<10) employees are Transgender.**

As 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

Less than 20 employees have shared non binary options (other than male or female) in the question relating to gender identity.

This is 0.2 % of the workforce

# The Workforce and HR

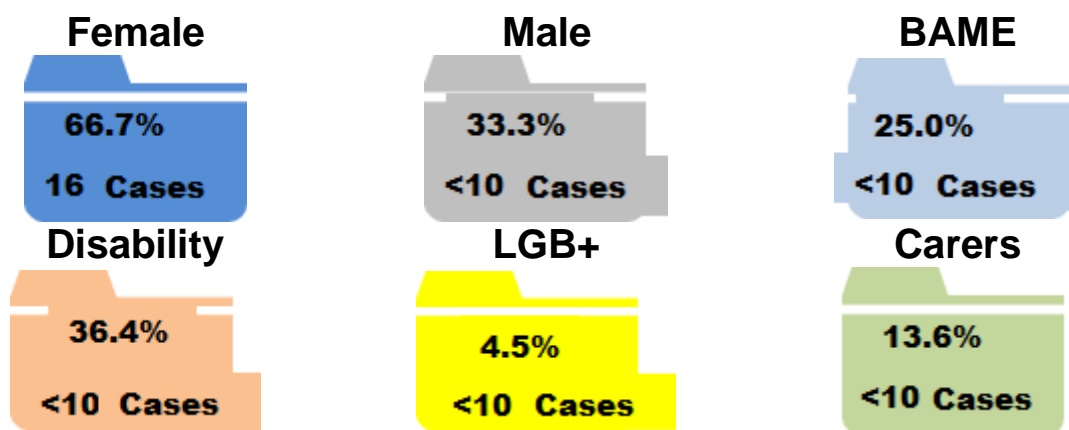
The information below (and over) looks at HR casework. This is when HR are actively supporting meetings where employees are present (beyond giving general advice). This looks at 385 cases in the report year. A large proportion of cases are brought to the attention of HR by Management (Employer Led). The remaining cases are brought by employees (Employee Led) because of an issue, complaint or feedback. It is important to note that one employee could be in multiple cases. Also small numbers where diversity information is known can have a big impact to percentages.

## HR Casework - Employee Led

38 employees brought an employee-led case to HR in 2019/20. It is important to note that this is a small proportion of the workforce as a whole **0.5%** of the organisation.

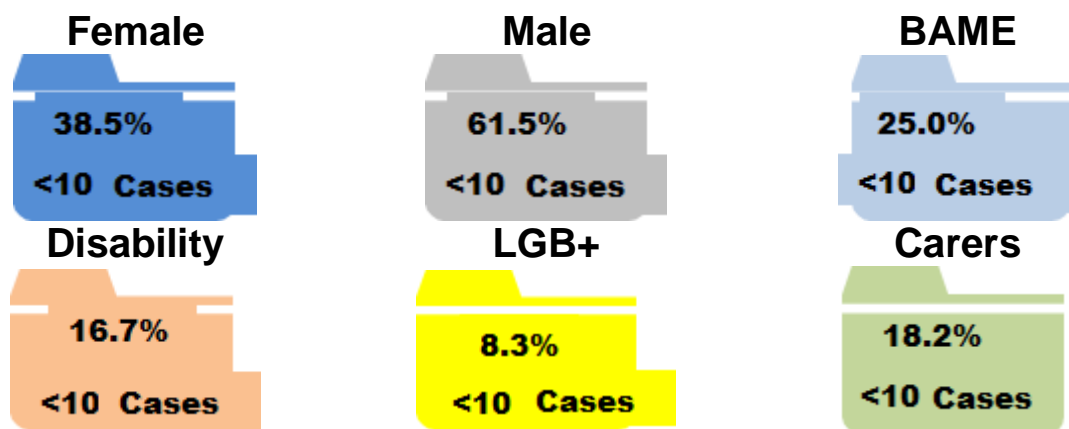
### Dignity and Respect cases by protected characteristic

There is a disproportionate number of employees who are Disabled, BAME and Carers who are raising Dignity and Respect concerns, however a low number of cases overall.



### Grievance cases by protected characteristic

There is a disproportionate number of employees who are BAME, disabled, LGB+ and/or Carers who are making a complaint in relation to a grievance but a low number of cases overall.



- An additional 8 employees lodged an appeal in connection with an employee led or employer led process.

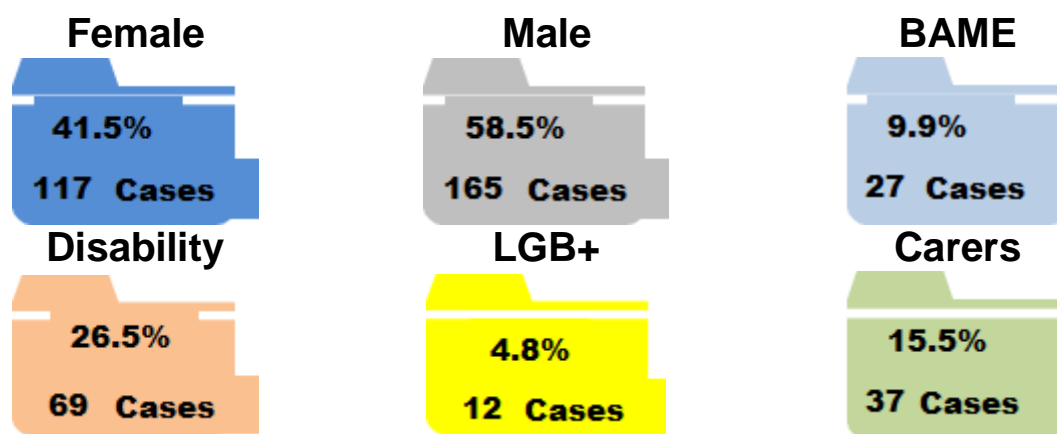
## HR Casework - Employer Led

349 of all employees were involved in employer-led casework in 2018/19. It is important to note that employees who are in Employer led casework is a small proportion of the workforce as a whole and is **4.5%** of the whole organisation.

### Sickness Procedure cases by protected characteristic

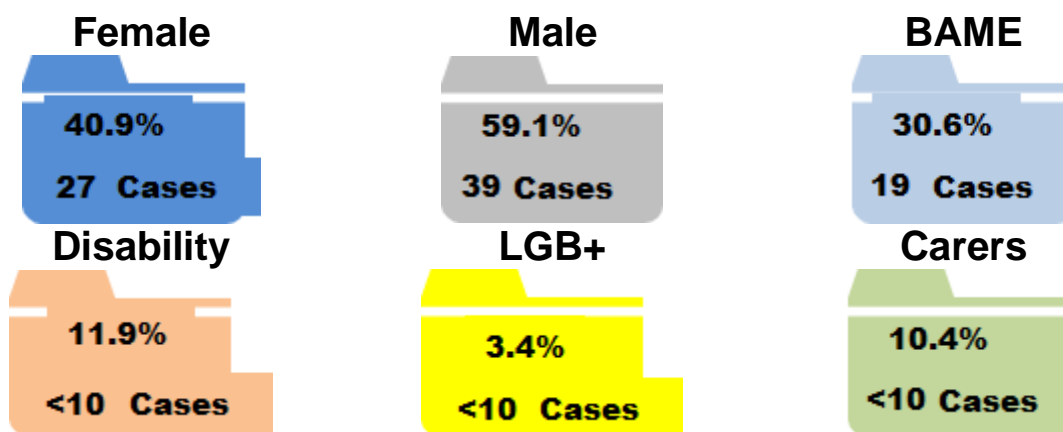
There is a high representation of employees who are disabled, carers and/or male, in a sickness procedure where HR is supporting the case (HR is in attendance at formal meetings with the employee).

We need to consider the workforce age profile when looking at disability and carers. It is important to note that over a third of our disabled workforce are disabled through ill health and sickness could be a result of this ill health.



### Disciplinary or Performance cases by protected characteristic

There is a high representation of employees who are BAME, or/and male in disciplinary or performance cases supported by HR.



- When considering Casework (Employee & 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 and diversity, grade and 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.

**502** Employees left Sheffield City Council in 2019/20

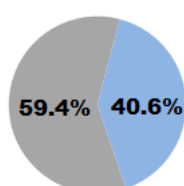
**695** Employees joined Sheffield City Council in 2019/20

## Leavers and New Starters by Sex

More female employees left employment with the Council than started

### Leavers

F

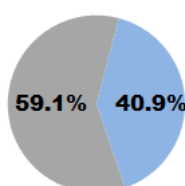


M

298 female employees and 204 male employees left the council during the reporting period

### Starters

F



M

410 female employees and 284 male employees joined the Council and remained employed by the Council at the end of the reporting period

### Reason for Leaving\*

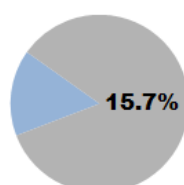
More males left for employer led reasons than females

\*Where percentages fall short of 100% in leaving reason below, this is where there are other reasons associated with a leaver.

## Leavers and New Starters by Ethnicity

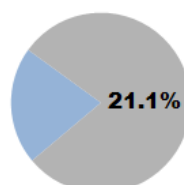
More employees who are BAME started employment with Council than BAME employees who left employment with the council.

### Leavers



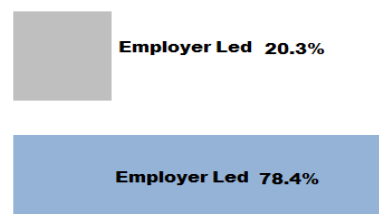
74 BAME employees left the council during the reporting period

### Starters



137 BAME employees joined the Council and remained employed by the Council at the end of the reporting period

### Reason for Leaving

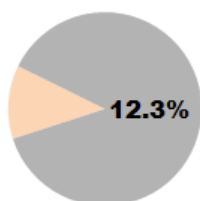


This increases our workforce diversity for BAME

## Leavers and New Starters by Disability

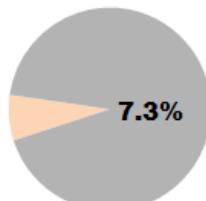
More employees who are disabled left employment with the Council, than those who started employment.

### Leavers



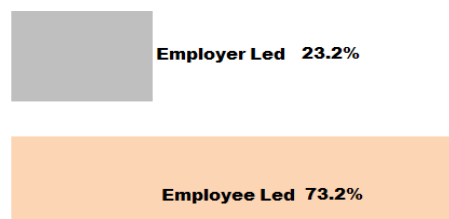
56 disabled employees left the council during the reporting period

### Starters



45 disabled employees joined the Council and remained employed by the Council at the end of the reporting period

### Reason for Leaving

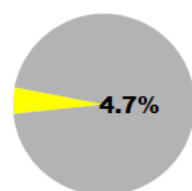


This reduces our workforce diversity for Disability

## Leavers and New Starters by Sexual Orientation

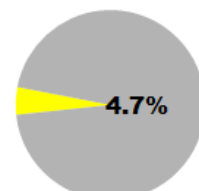
More employees who are LGB+ started employment with the Council than those who left

### Leavers



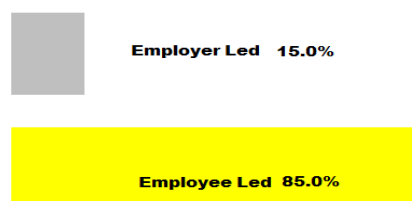
20 LGB+ Employees left the council during the reporting period.

### Starters



29 LGB+ Employees joined and stayed with the council during the reporting period.

### Reason for Leaving

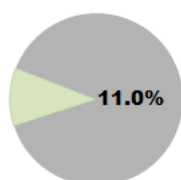


This increases our workforce diversity for LGB+

## Leavers and New Starters by Carer Status

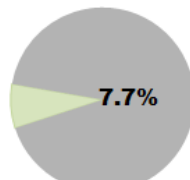
More employees who are carers (unpaid) left the Council than carers who started employment with the Council

### Leavers



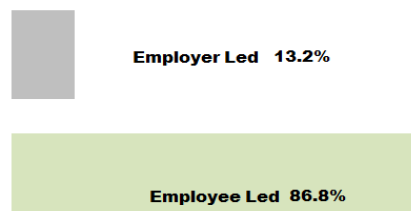
38 employees who are carers left the council during the reporting period

### Starters



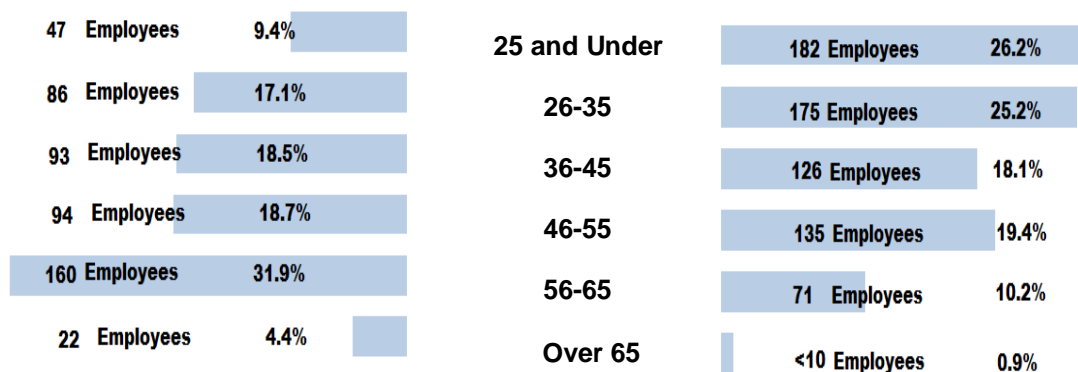
34 employees who are carers joined the Council and remained employed by the Council at the end of the reporting period

### Reason for Leaving



This reduces our workforce diversity for carers

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.

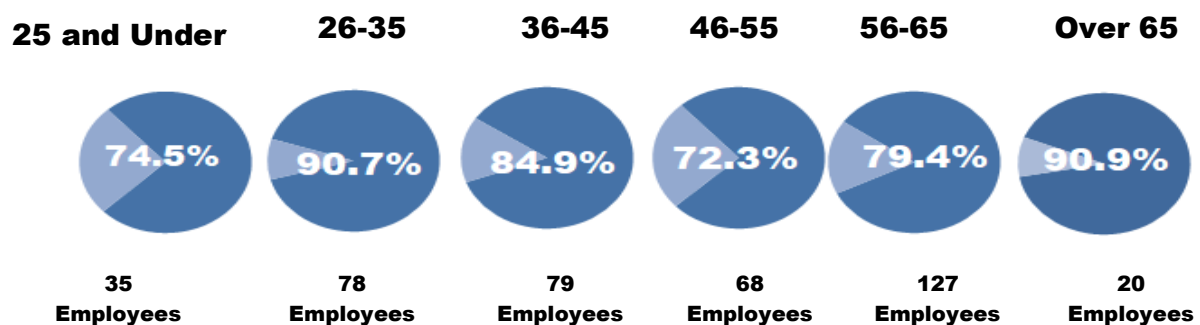


**49** Median age of employees who left Sheffield City Council in 2019/20

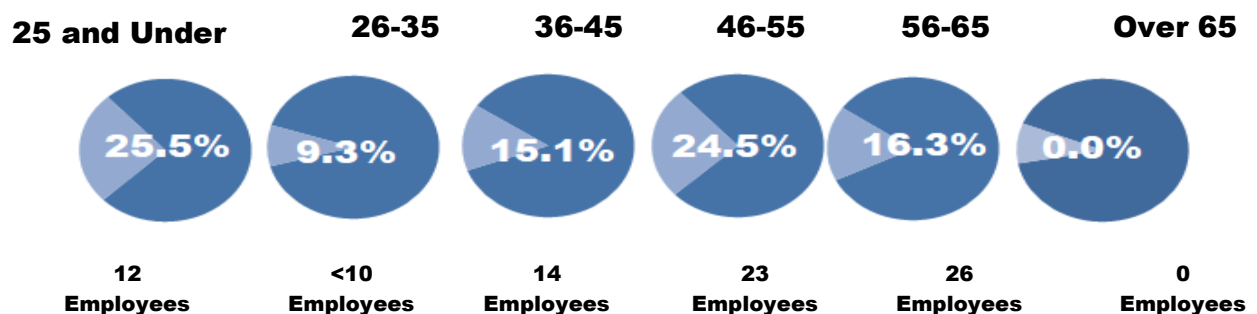
**35** Median age of new starters in 2019/20

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

Most employees left the Council for employee led reasons.



### Proportion of leavers in each age group who left for employer-led reasons



In addition, a small number left for reasons categorised as 'other'

# Recruitment and Selection



Adverts  
**515**



Applied  
**7,436**



Short-listed  
**2,219**



Offered Post  
**678**

The information below tracks those who have applied for jobs with Sheffield City Council and measures success rates. The request for Equality information appears at application stage and at appointment. 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.

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.

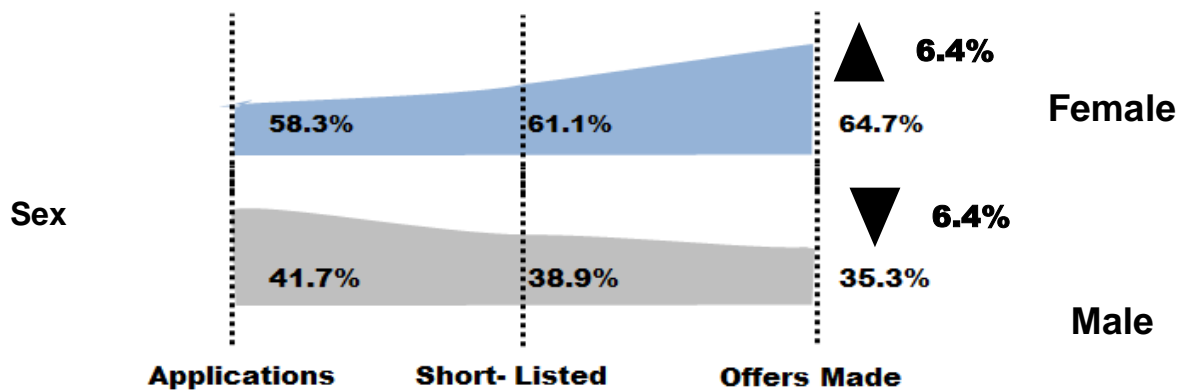
**45.4%**

of all jobs were offered to those under 36

## Applicants by age group

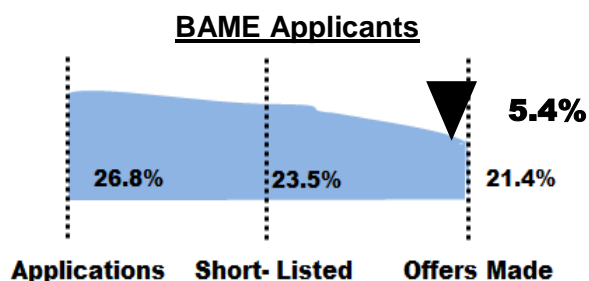
	Applicants	Shortlisted	Offers Made
	Of those who applied and declared this information	Of those who were shortlisted and declared this information	Of those who were recruited and declared this information
25 and under	21.9% 1306 Applicants	17.1% 314 Applicants	17.7% 116 Applicants
26 - 35	28.2% 1682 Applicants	26.6% 490 Applicants	27.7% 181 Applicants
36 - 45	21.9% 1306 Applicants	22.6% 416 Applicants	20.8% 136 Applicants
46 - 55	20.4% 1219 Applicants	23.3% 429 Applicants	22.6% 148 Applicants
56 - 65	7.2% 431 Applicants	10.2% 187 Applicants	10.7% 70 Applicants
Over 65	0.3% 17 Applicants	0.2% <10 Applicants	0.5% <10 Applicants

Sheffield City profile age 16-65 - 2011 Census and other estimates sources where required. Age Group %					
16 - 25	27.4%	36 - 45	17.5%	56 - 65	14.8%
26 - 35	21.2%	46 - 55	19.1%		



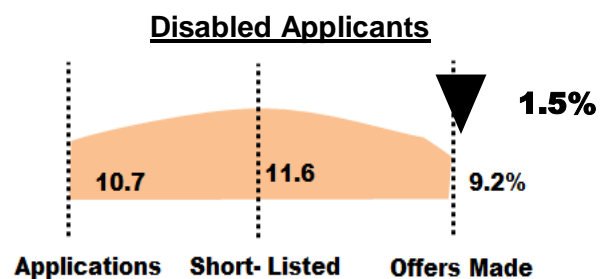
Female applicants are more represented at shortlisted and appointment stages of the recruitment process. The amount of part time roles advertised will have a significant impact on the amount of female applicants. There is less representation at shortlisted and appointment stages for males.

This reflects employment trends as females will generally apply for and occupy more part time roles than males.



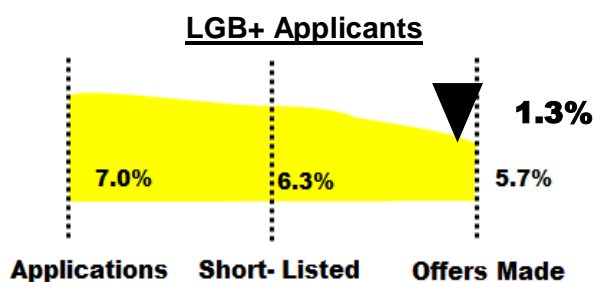
Applicants who are BAME are very highly represented at application stage.

Offers of employment are less, when looking at the proportions of all applicants at application stage but still higher than overall diversity.



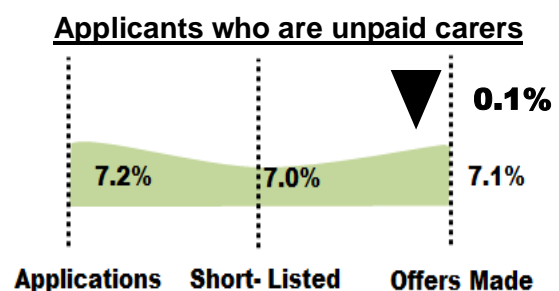
Applicants who are disabled are underrepresented at application stage.

Offers of employment to disabled applicants are less represented.



Applicants who are LGB+ are more represented at the application stage.

Offers of employment to LGB+ applicants are well represented and more than our current workforce diversity but slightly less representative of our estimated City population figures.



Applicants who are unpaid carers are less representative at all stages in the recruitment process



# Learning & Development

## Recruitment, Selection & Retention

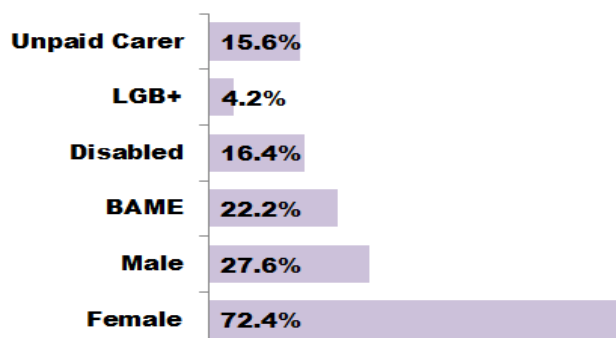
Recruitment, Selection and retention activity is a fundamental part of supporting our aim to have a workforce which is reflective of our city.

Recruitment & Selection training	% Managers on Course
Number of Offer letters sent	<b>66 (5.6%)</b>
<b>678</b>	% attended compared to number employment offers
	<b>66 (9.7%)</b>

5.6% of all managers attended the Recruitment & Selection training in the report year. As there were over 600 offers of employment made, we would expect a higher number of Managers attended this course.

## Application & Interview skills for employees

76 employees attended this course. This course aims to give employees the confidence and capability to complete job applications and perform well in interviews. There is an opportunity during the course to practice how to demonstrate skills and experience linked to person specifications and job descriptions, in writing and verbally.



There is an underrepresentation of employees who are male attending this course. When looking at our Recruitment and selection data in this report, male applicants are less successful than female applicants.

There is a high representation of employees who are BAME and disabled attending this course. When looking at our Recruitment and selection data in this report, employees who are BAME are underrepresented at offer stage considering the amount of applications from candidates who are BAME.

## Induction to Sheffield City Council

As there were **695** new starters in reporting year, we know that only half of new starters completed their full Induction. We also know that a large proportion of employees complete this course later on in their employment with SCC.

**324 (46.6%)** new starters completing this course

**564 (81.2%)** all employees completing this course

## Percentage of Personal Development Reviews completed

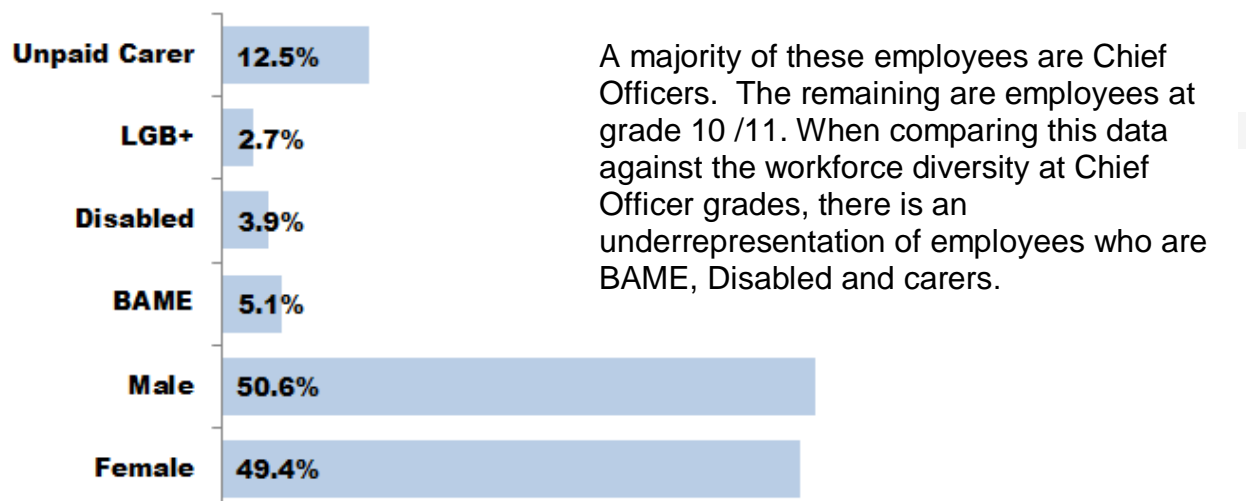
**75.74%** employees went through the PDR process in the reporting year. We aim for all employees have annual PDRs to support their Learning & Development. We aim to improve completion rates.

The information below looks at a large sample of Learning and Development data. This sample covers over 4000 instances of completed training courses. The range of the information looks to the diversity of employees accessing courses.

## Leadership courses for our most senior grades

The information covers 2 courses:

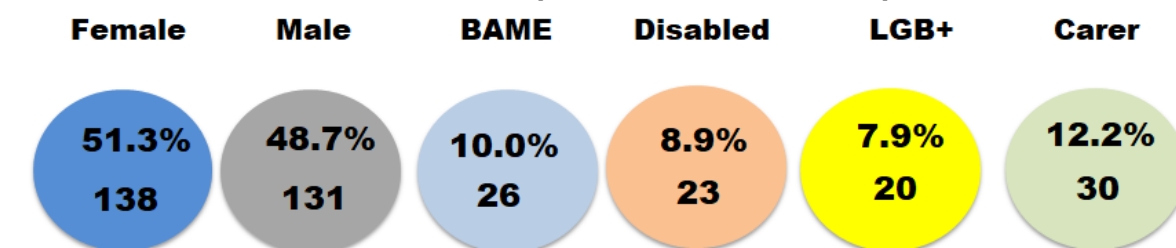
Creating High Performing Cultures & Being a Resilient Leader



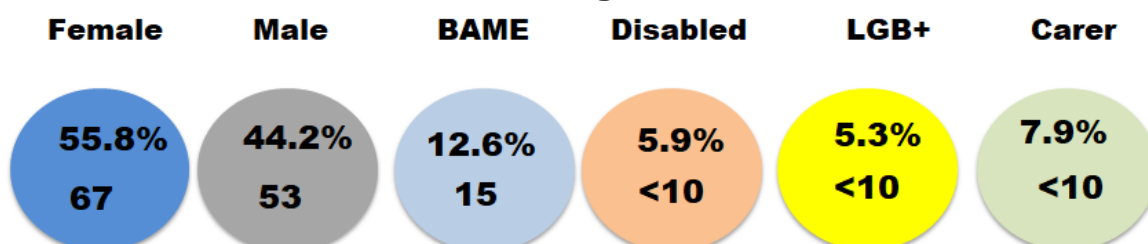
## The Leadership Conference 2020

The Leading Together conference has been designed as a continuation of our ongoing investment in our leaders. 389 employees attended the conference and although entry level for this course was Grade 10 and above, some employees accessed this course through management discussions around career development.

### Attendees (Grade 10 & above)



### Below grade 10

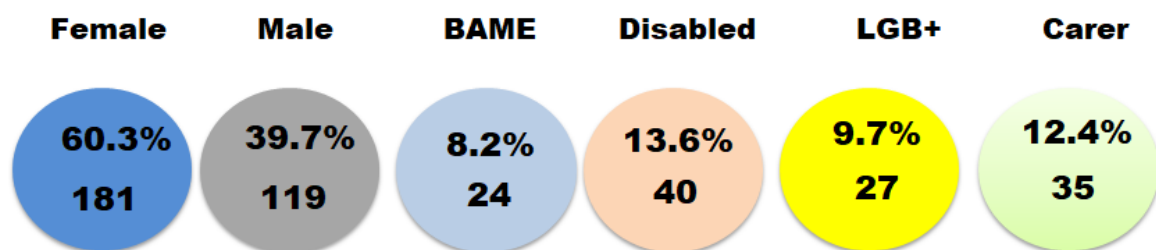


## The Leading Together Middle Manager development programme

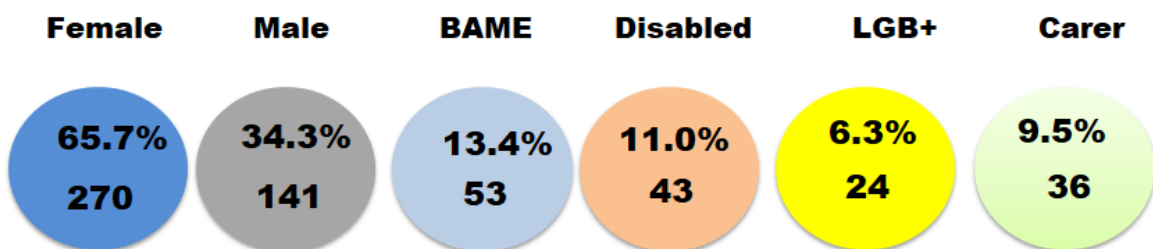
This is part of the wider 'Leading Together' Management Development Programme which also supports 'SCC2020', a major programme of activity designed to provide us with the culture, skills, tools and technology to meet our current and future challenges. Investment in our workforce and skills is a theme of 'The Deal' and we are committed to investing in our managers.

This programme gives managers or those aspiring to be middle managers, access to the development opportunities needed to perform at their best, as part of a modern, flexible and creative organisation. It is aligned to the needs identified during the creation of 'The Deal', individual PDRs and organisation priorities.

### Employees attending the programmes Grade 10 & above

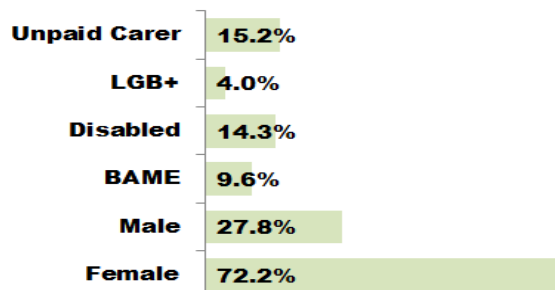


### Below grade 10



### Institute of Leadership and Management courses (Level 2 – 5 )

54 employees attended these courses gaining the skills and knowledge to lead, organise and motivate teams.



When measuring diversity of employees completing these courses, there is a significant underrepresentation of employees who are BAME.

The following information look at learning numbers on 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 in this data, and they are counted each time they complete a course.

<b>Equality, Diversity &amp; Inclusion for Managers (2 courses)</b> Number of Managers in the workforce <b>1184</b>	<b>% of Managers that Attended</b> <b>254</b> <b>(21.5%)</b>
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1184 managers completed 1 or 2 Equality, Diversity and Inclusion courses for Managers in the reporting year. HR are commissioning a new set of EDI training products

<b>Reasonable Adjustments training</b> Number of Employees who have attended <b>85</b>	<b>% Managers on Course</b> <b>7.2%</b>
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Reasonable Adjustments training has been delivered in partnership with HR and the Portfolio's Equality Leads. This also meets the requirements in being a Disability Confident organisation.

Further courses are necessary to ensure more Managers are aware of Reasonable adjustments at work to support their employees ensuring the well-being of our employees.

<b>Equality, Diversity and Inclusion training</b> Number of employees in the workforce (excluding 1184 managers) <b>6670</b>	<b>% of employees completing this training</b> <b>1839 (27.6%)</b>
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1837 employees have completed 1 or more of the Equality Diversity and Inclusion courses for employees in the reporting year. HR are commissioning a new set of EDI training products.

**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.

<b>Appendix 1 Terminology</b>		
<b>Portfolio</b>	The Council structure is broken down into 3 sections known as Portfolios and a smaller group of employees who support the Chief Executive's Office (includes Policy, Performance & Communications).	
<b>Headcount</b>	The number of Sheffield City Council employees regardless of hours	
<b>The Equality Act 2010</b>	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.	
<b>Protected characteristics</b>	<p>The protected characteristics definitions are in accordance with the Equality Act 2010.</p> <p>Protected groups covered by the Act are:</p>	<ul style="list-style-type: none"> <li>• Age</li> <li>• disability</li> <li>• sex reassignment</li> <li>• pregnancy and maternity</li> <li>• race (colour, ethnicity and nationality)</li> <li>• sex (women and men)</li> <li>• sexual orientation</li> <li>• marriage and civil partnership - eliminate discrimination only</li> <li>• religion or belief (including no religious belief)</li> </ul>
<b>BAME Employees</b>	We use the census definition of employees who are Black, Asian or Minority Ethnic (all non- white British people including White Irish or White other).	
<b>LGB+ Employees</b>	Employees who self-define as lesbian, gay, bisexual, or other (all other non-heterosexuals).	
<b>Disabled employees</b>	Employees who define themselves as disabled	
<b>Definition of disability under the Equality Act 2010</b>	<p>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.</p> <p>'Substantial' is more than minor – e.g. it takes longer to complete a daily task</p> <p>'Long-term' usually means 12 months or more – but can mean other conditions which due to treatment surgery may be shorter.</p>	
<b>Gender Re-assignment/ Transgender</b>	Under the Equality Act 2010, a person has the protected characteristic of gender reassignment if they are proposing to undergo, 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.	
<b>Carers</b>	An employee who has caring responsibilities at home 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 a disabled child.	
<b>Difficult to measure data</b>	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, I f one of them replied that they have a disability, we couldn't meaningfully compare the 25% "yes" response from that small team to the 11.3% "yes" response for the whole of SCC	
<b>HR Employee/ Employer Led Process</b>	<p>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.</p> <p>An Employer led process is a procedure initiated by Management with support from HR i.e. Performance, Disciplinary, Managing Absence.</p>	
<b>Chief Officers</b>	Chief Officers are the most senior Officers in the Council and are 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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