

Sheffield City Council


# Workforce Data Report

2020/2021





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## Introduction

Sheffield's diversity is one of its many strengths and makes this City a great place to live, work, study and socialise. Sheffield City Council is committed to achieving a workforce which reflects and benefits from the diversity of Sheffield's citizens, and this report is one of the ways in which we can make informed decisions about how to create and support a truly representative workforce. The information in this report allows us to measure how well we are doing in diversifying our workforce and being an inclusive employer.

**Our Sheffield - One Year Plan** clearly outlines our commitment to the people and communities of Sheffield and what services and support they can expect from us and also how we communicate to our workforce on how their work contributes to our collective success and that they feel empowered to bring their passion and energy to bear in service of clear objectives.

As a Council we work towards targets set out in our Equality Objectives and we have an EDI action plan in place to help us to achieve these. For more information see **Our equality duty**.

Information relating to the demographics of our city that are reflected throughout this report can be viewed using the following link: **Community Knowledge Profiles**.

The period that this report covers has been notably different from other years due to the COVID-19 Pandemic, and accordingly there have been some changes to the way we have both carried out our work and the monitoring of it. In particular this has affected HR casework, which was partly paused for a temporary period and you can find out more on the Casework section from page 17.

We are determined to build back better from COVID and this particularly means we will ensure that Sheffield City Council becomes a diverse and inclusive organisation, which fully reflects our customers, the citizens of Sheffield.

## 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 the 31st March 2021. 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 sessional 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 on an annual basis to provide monitoring information to help the Council analyse 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 and highlights the further work we need on how we communicate the benefits of collecting this data from our workforce. .

### Age & Sex

We know the age and sex (Self-identified Male and female) of all employees as this is a necessary legal requirement for employment. We ask for binary and non-binary sex information in our Census but employees can choose not to answer this question, the most accurate source for information relating to sex is from our employment records. We continue to monitor non-binary and other gender options in the census results, however we cannot publish those as the numbers declaring are too small at present. We expect this to change in the future and will continue to encourage declaration.

### Workforce Diversity: Direction of Travel

The overall trend when looking at previous years is a marginal improvement on diversity figures. However, this is unlikely to be keep pace with the demographic changes in Sheffield and the UK more broadly when the Census 2021 results are released early next year.

Key points:

- Employees who identify themselves as Black Asian or Minority Ethnic (BAME) has risen marginally to 15.7%.
- Employees who have declared themselves as disabled has slightly increased and is now 11.6%. We know that high proportions of our disabled employees are in the higher age ranges (46+).
- Employees who identify themselves as unpaid carers has risen for another year from 12.8% to 14.2%. We think this is due to the additional and/or increased caring responsibilities during the pandemic and therefore employees have updated their profile to reflect this change in their personal circumstances.
- Employees who identify themselves as LGB+ has slightly increased and is now at 4.3%

### Note on Intersectionality

We are very aware that monitoring data in these separate categories does not represent the lived experience of many of the people who work for the Council. We live intersectional lives, juggling different identities in different combinations all through our lives. Most people will fall into a number of the different categories which we record and will accordingly suffer multiple barriers throughout their careers. We will aim to provide a more intersectional analysis of key areas such as career trajectories for women of colour and our disabled and BAME employees in future reports.

# Summary of Workforce Diversity information

This is an increase of 358 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 2020-2021									
Carers	14.2%	Disabled	11.6%	BAME	15.7%	Male	39.2%	LGB+ **	4.4%
Non-Carers	85.8%	Non-Disabled	88.4%	White British	84.3%	Female	60.8%	Hetrosexual	95.7%

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 are very aware that these are now ten years old and we know the 2021 Census will see significant demographic changes when the data is published early next year. We envisage population growth with particular increases in the proportions of our BAME, carers, LGBT+, disabled and younger people partly also due to an increase in confidence in declaration.

\*\* Please note the Trans data is collected and displayed separately to LGB+ (see page 12).

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

According to the current known data, our workforce does not fully reflect the demographics of the City in relation to all protected characteristics shown above, with notable discrepancies in the areas of disability, male and BAME representation.

## Overall Workforce Diversity

The information below shows the diversity of our employees. Where numbers fall short of the organisational employee number of 8212, 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.

All employees in SCC		Employees in Cheif Officer Grades (those in Director Grade 7 roles or above)	
BAME 15.7% 1,195 employees	White British 84.3% 6,411 employees	BAME 9.9% <10 employees	White British 90.1% 83 employees
Disabled 11.6% 842 employees	Non-Disabled 88.4% 6,414 employees	Disabled 4.5% <10 employees	Non-Disabled 95.5% 85 employees
LGB+ 4.3% 297 employees	Hetrosexual 95.7% 6,683 employees	LGB+ 3.3% <10 employees	Hetrosexual 96.7% 87 employees
Unpaid Carers 14.2% 959 employees	Non-Carers 85.8% 5,791 employees	Unpaid Carers 10.7% <10 employees	Non-Carers 89.3% 75 employees

▲	Workforce diversity has increased slightly this year in all areas	▼	Diversity of top earners has decreased when looking at disabled and employees who are carers
▼	However, it is likely that diversity will not have kept pace with Sheffield's demographic trends	▲	Diversity of top earners has increased when looking at females, LGB+ and BAME.

	Workforce	Part time	Full time	SCC overall	Chief Officers
	Male	21.6	51.9%	39.2%	53.1%
Sex	Female	78.4%	48.1%	60.8%	46.9%
Total numbers	8212	3286	4926	8212	96

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

## Workforce Census response rates

We ask employees to update their personal information in MYHR, which includes equality monitoring data, as their circumstances change and we issue reminder messages before we extract the data in early summer each year. Some employees choose not to answer each question but we encourage employees to do so where possible, as not declaring information, will impact on the validity of this report and therefore the action we can take to improve the diversity of our workforce and the experiences of staff with protected characteristics and ultimately the services we provide to our customers, the citizens of Sheffield.

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

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

Age & Sex	Ethnicity	Carers	Transgender
We know 100% of this data as this is mandatory for employment	We know more about this as more employees have chosen to share this information	Fewer employees have answered the Carers questions compared to other PCs	Very few employees have answered the Transgender question compared to other PCs



Protected Characteristic	Declaration	Prefer Not to Say
Age & Sex (Male/Female)	100%	4.2%
Sexual Orientation	88.7%	2.8%
Carer Status	84.6%	1.6%
Disability Status	89.8%	1.1%
Ethnicity	93.7%	1.3%
Gender Identity	78.1%	3.0%
Relationship Status	85.1%	6.5%
Religion/Belief	89.7%	3.8%
Transgender	14.37%	

Workforce Diversity Trends

The overall trend when looking at previous years’ data is a marginal improvement on our diversity figures. However, this is unlikely to keep pace with the demographic changes in Sheffield and the UK more broadly when the Census 2021 data set is published early next year. The rise in the number of employees declaring carer status should be recognised in our engagement with our employees who are carers and to ensure our policies and procedures are supportive and clear. Our Carers’ Working Group would be one of the relevant forums to support and advise on these areas of work. We think this increase in declaration is due to the additional and/or increased caring responsibilities during the pandemic and therefore employees have updated their profile to reflect this change in their personal circumstances.

Female employees	2017/18	2018/19	2019/20	2020/21
	60.5%	60.1%	60.0%	60.8%
BAME employees	2017/18	2018/19	2019/20	2020/21
	14.5%	15.0%	15.6%	15.7%
Disabled employees	2017/18	2018/19	2019/20	2020/21
	9.8%	11.6%	11.3%	11.6%
LGB+ employees	2017/18	2018/19	2019/20	2020/21
	3.9%	4.1%	4.0%	4.3%
Carers- Unpaid	2017/18	2018/19	2019/20	2020/21
	10.4%	10.6%	12.8%	14.2%

The 20/21 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	19%	BAME	19%	Male	50%	LGB+	5-7%
Non-Carers	88%	Non-Disabled	81%	White British	81%	Female	50%	Hetrosexual	93-95%

Analysis by Protected Characteristics

Age

Median Age

49

Our workforce diversity looks very different when you analyse it by age. Our younger workforce looks very different to our older workforce.

It is important to understand at the experiences of staff at all life stages. Furthermore, looking at the profile of our younger staff members can give us an idea of future workforce which is more likely to be an increase of other protected characteristics.

Female Employees	49 Median Age	25 & Under	26 - 35	36 - 45	46 - 55	56 - 65	Over 65
		4.7%	13.8%	22.1%	31.5%	25.5%	2.5%
		233 Employees	689 Employees	1102 Employees	1570 Employees	1271 Employees	125 Employees
Male Employees	50 Median Age	25 & Under	26 - 35	36 - 45	46 - 55	56 - 65	Over 65
		7.6%	13.5%	20.0%	25.6%	30.0%	3.4%
		245 Employees	435 Employees	643 Employees	826 Employees	965 Employees	108 Employees
BAME Employees	45 Median Age	25 & Under	26 - 35	36 - 45	46 - 55	56 - 65	Over 65
		22.4%	17.5%	19.7%	15.2%	11.7%	6.3%
		100 Employees	185 Employees	319 Employees	337 Employees	241 Employees	13 Employees
Disabled Employees	52 Median Age	25 & Under	26 - 35	36 - 45	46 - 55	56 - 65	Over 65
		5.9%	8.9%	9.4%	14.0%	13.5%	10.9%
		26 Employees	91 Employees	146 Employees	294 Employees	264 Employees	21 Employees
LGB+ Employees	42 Median Age	25 & Under	26 - 35	36 - 45	46 - 55	56 - 65	Over 65
		4.1%	8.0%	4.9%	3.8%	2.4%	1.7%
		18 Employees	81 Employees	74 Employees	76 Employees	45 Employees	<10 Employees
Unpaid Carer Employees	54 Median Age	25 & Under	26 - 35	36 - 45	46 - 55	56 - 65	Over 65
		2.0%	5.8%	10.9%	17.9%	20.5%	9.0%
		<10 Employees	56 Employees	158 Employees	348 Employees	373 Employees	16 Employees

Relationship status

Relationship status of all employees in SCC

Married	51.2%	3526 Employees
Single	26.4%	1821 Employees
Co-habiting/Other	14.5%	999 Employees
Civil Partnership	1.0%	68 Employees
Widowed	0.6%	42 Employees

Sheffield City age 16-65 relationship status percentages

Married	38.6%
Single	49.5%
Co-habiting/Other	0%
Civil Partnership	0.2%
Widowed	1.2%

Parental leave

Number on Parental Leave by Sex

Female	Male
3.8%	1.5%
179 Employees	47 Employees

We have lower proportion of men taking parental leave, though it compares to the national picture.

Maternity

We are required by law under the Public Sector Equality Duty to report on the number of employees who take maternity leave and who return to work under different terms and conditions. However, the number of employees who would fall into this description is too low to report on for the purposes of this report.

Ethnicity and Diversity

	Number	Percentage	Census 2011 Comparator
Asian/Asian British	336	4.1%	7.5%
Black/Black British	328	4%	3.4%
Mixed/Multi Heritage	202	2.5%	2.2%
Other Ethnic Group (including White Other)	329	4%	6.4%
White	6411	78%	80.5%
Prefer not to say	87	1%	n/a
Unknown	519	6.4	n/a
Grand total	8212	100%	100%

When exploring our Ethnicity diversity, we have an under representation of employees describing their ethnicity as Asian or Asian British, which is the largest ethnic group in the city.

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.

There are 519 employees who have not declared their ethnicity. Therefore, we need to ensure that when we next communicate a reminder for our employees to update the workforce census data within MyHR (early February 2022) that we send out a clear message as to why this data is so important to us and how it can inform and support the Council to take positive steps to become a more inclusive and diverse organisation.

Religion and Belief

Relationship status of all employees in SCC		Sheffield City Council employees - Religion and Belief		
Christian	37.7%	Christian	46.1%	3220 employees
No Religion	52.5%	No Religion	44.4%	3105 employees
Muslim	7.5%	Muslim	5.3%	368 employees
Other	5.5%	Other	3.5%	244 employees
Buddhist	0.6%	Buddhist	0.3%	23 employees
Hindu	0.2%	Hindu	0.2%	14 employees
Sikh	0.9%	Sikh	0.2%	12 employees
Jewish	0.1%	Jewish	0.1%	<10 employees

We have an underrepresentation of employees who are Muslim.

Disability and Diversity

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

Disability/Impairment	SCC	National Statistics
Visual	4%	9%
Learning	9%	12%
Other	11%	20%
Hearing	13%	8%
Mental Ill Health	24%	39%
Mobility or physical	28%	40%

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

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

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

- Communication - 1%
- Development - 8%
- Long term illness or health condition - 54%

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

LGB+ and Diversity

Lesbian/Gay Women	Bisexual
1.3% 88 Employees are lesbian/gay woman	1.4% 95 Employees are bisexual
Gay Men	Other minority sexual orientations
1.0% 71 Employees are gay men	0.6% 43 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 men, which is the opposite of national trends. Further work is necessary to look at where there is under-representation within this Protected Characteristic.	
Transgender	Gender Identity
0.6 % (<10) employees are Transgender.  The City comparator is estimated at 0.6 %.  We know that the response rate to this question is very low which affects the reliability of this data.	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

Diversity by Employment Grade

Grade 1 - 5 trends to 2017 - 21

Female employees	2017/18	2018/19	2019/20	2020/21
	68.6%	68.0%	61.6%	63.5%
BAME employees	2017/18	2018/19	2019/20	2020/21
	16.4%	16.4%	17.4%	16.6%
Disabled employees	2017/18	2018/19	2019/20	2020/21
	11.2%	12.5%	11.7%	12.2%
LGB+ employees	2017/18	2018/19	2019/20	2020/21
	3.4%	3.7%	3.5%	3.8%
Carers-Unpaid	2017/18	2018/19	2019/20	2020/21
	11.4%	11.5%	12.4%	14.5%

The 20/21 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	19%	BAME	19%	Male	50%	LGB+	5-7%
Non-Carers	88%	Non-Disabled	81%	White British	81%	Female	50%	Hetrosexual	93-95%

Chief Officer trends 2017-21

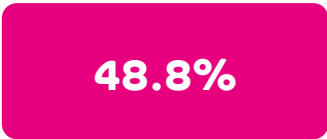
Female employees	2017/18	2018/19	2019/20	2020/21
	39.2%	38.8%	48.0%	46.9%
BAME employees	2017/18	2018/19	2019/20	2020/21
	8.5%	6.4%	7.4%	9.9%
Disabled employees	2017/18	2018/19	2019/20	2020/21
	6.2%	6.4%	5.2%	4.5%
LGB+ employees	2017/18	2018/19	2019/20	2020/21
	2.9%	2.7%	2.6%	3.3%
Carers-Unpaid	2017/18	2018/19	2019/20	2020/21
	16.5%	17.3%	17.3%	10.7%

The 20/21 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.

It is notable that the number of senior managers reporting that they have a disability has declined steadily over the past four years. While absolute numbers are small, this should be investigated further to understand the relationship between employees leaving and the number of senior managers being appointed or promoted who have a disability. This should be part of the overall recruitment, attraction and retention strategy to help build a workforce profile that reflects those who we serve.

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

Salary Grades



Nearly half of the workforce work in the lowest grades (up to grade 5). There are nearly twice as many women working in these roles than men



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.

Part-time\* working

Grades 1 to 5: £17,842 to £25,991	48.8%
Grades 6 to 9: £26,511 to £43,857	44.9%
Grades 10 to 11: £44,863 to £54,708	5.1%
Chief Office Grade: £60,344 and above	1.2%

Female			Male	
51.0%	2545 Employees	Grades 1 to 5	45.5%	1465 Employees
43.2%	25154 Employees	Grades 6 to 9	47.5%	1532 Employees
4.9%	246 Employees	Grades 10 to 11	5.4%	174 Employees
0.9%	45 Employees	Chief Office Grade	1.6%	51 Employees

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

Sheffield City Council Workforce Diversity Figures 2020-2021 by grading group						
	Female	Male	BAME	Disabled	LGB+	Carer
Grades 1 to 5	63.5%	36.5%	16.6%	12.2%	3.8%	14.5%
Grades 6 to 9	58.4%	41.6%	15.3%	11.5%	4.4%	14.2%
Grades 10 to 11	58.6%	61.4%	12.6%	9.0%	7.1%	12.9%
Chief Office Grades	46.9%	53.1%	9.9%	4.5%	3.3%	10.7%
SCC	60.8%	39.1%	15.7%	11.6%	4.3%	14.2%

Part-time\* working

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

Percentage of male and female workforces who are working part-time	
Female	Male
51.9%	21.6%
2591 female employees work part time	695 male employees work part time

While there is an increase in the percentage of men working part time, there are still nearly 4 times as many women working part time than men.

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

Over three quarters of Sheffield City Council’s part time workforce is 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.

Female			Male	
2.0%	51 Employees	25 and under	1.9%	13 Employees
11.1%	288 Employees	26 - 35	8.0%	56 Employees
24.4%	631 Employees	36 - 45	17.1%	119 Employees
29.4%	761 Employees	46 - 55	20.0%	139 Employees
29.2%	755 Employees	56 - 65	41.1%	286 Employees
4.0%	104 Employees	Over 65	11.9%	83 Employees
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 Censuss	
Male	Female
50%	50%

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

Apprentices

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

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

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

Apprentices by Sex

Number of Apprentices by Sex	
Female	Male
22.6%	77.4%
33 Employees	119 Employees



Apprentices by Age

Number of Apprentices by Age	
25 and under	92.5%
26 - 35	7.5%

Apprentices by Protected Characteristic

Ethnicity		Disability		Sexual Orientation	
BAME	14.5%	Disability Declared	4.5%	LGBT+	4.4%
White British	85.5%	Non-Disabled	95.5%	Hetrosexual	95.6%
There is a reasonably high representation of apprentices who are BAME compared to our workforce figures, though this has reduced from 25.4% last year, and compares poorly with Sheffield's BAME figures for the same age group.		There are fewer apprentices who are disabled than our workforce, however this is comparable to the city's disabled population of the same age.		Apprentices who are LGBT+ are less represented than they are in our workforce, and compared to the national figures of 6.6% of all 16 to 24 year olds.	

Sheffield City Age 15 - 24 Diversity Figures							
Disabled	4.8%	BAME	24.9%	Male	52%	LGB+ *	6.6%
Non-Disabled	95.2%	White British	75.1%	Female	48%	Hetrosexual	95.3%

This is a national figure as we do not have this data for Sheffield\*

The Workforce and HR

Sheffield City Council’s Human Resources takes an active role in working to improve the diversity of our workforce with colleagues in the Portfolios and the Equalities and Engagement Team. From monitoring recruitment practices, to looking at the different demographics in different parts of the organisation to analysing case work by protected characteristic.

Organisational Structure

Sheffield City Council is structured by Portfolios. 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.

Portfolio	Proportion of Female Employees	Proportion of BAME Employees	Proportion of Disabled Employees	Proportion of LGB+ Employees	Proportion of Unpaid Carer Employees
People	77.3%	19.5%	12.4%	4.9%	15.7%
Place	41.5%	11.8%	10.1%	3.2%	12.7%
Resources	64.8%	14.6%	13.2%	5.4%	13.7%
SCC	60.8%	15.7%	11.6%	4.3%	14.2%

Resources\* includes Chief Executives Office and PPC

The main differences in each Portfolio are:

**People** forms 44.8% (3682 employees) of our workforce. This Portfolio has the highest proportion of female employees, disabled employees, employees who are carers 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** 41.4% (3,396 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** 13.8% (1,134 employees) of our workforce and has slightly higher proportions of employees who are disabled, LGB+, women and therefore lower proportions of employees who are male and carers..

HR Casework – Employee Led

At the start of the pandemic all ER casework was stood down. This was due to the lack of ability to undertake this face to face. As the pandemic continued and we were equipped with the technology to hold virtual meetings, it was agreed with Trade Unions that high level cases that involved safeguarding / fraud cases could take place. These usually involved a verification meeting to determine whether suspensions needed to take place or if it was possible to seek to find an alternative. During this period ill-health dismissals also took place if it was deemed in the employee’s best interests to be dismissed from the organisation. In discussions with the Trade Unions, we agreed to restart higher level cases (L3 / L4). This was due to the added anxiety that employees were facing due to the time delay. We held a mock virtual hearing with HR / TU’s to agree principles around virtual meetings and an agreement was made that if the employee still wanted a hearing to be conducted face to face, we would continue to postpone these. We have since held some face to face meetings in agreement with all parties and following COVID secure practices.

Dignity and Respect cases by protected characteristic

There is a disproportionate number of employees who are female, Disabled, BAME and Carers who are raising Dignity and Respect concerns, however it is a low number overall and under 10 employees per protected characteristic.

Female		Male		BAME	
75.0%	<10 cases	25.0%	<10 cases	18.2%	<10 cases
Disabled		LGB+		Carers	
41.7%	<10 cases	0.0%	0 employees	20.0%	<10 cases

Grievance cases by protected characteristic

There is a disproportionate number of employees who are female, BAME and/or disabled who are making a complaint in relation to a grievance, but it is a low number of cases overall and under 10 employees per protected characteristic.

Female		Male		BAME	
100%	<10 cases	0.0%	0 employees	50.0%	<10 cases
Disabled		LGB+		Carers	
50.0%	<10 cases	0.0%	0 employees	0.0%	0 employees

HR Casework - Employer Led

90 employees were involved in employer-led casework in 2020/21. It is important to note that the number of employees who are in Employer led casework is a small proportion of the workforce as a whole and is 1% of the whole organisation. As mentioned previously, this is further reduced from last year due to the suspension in case work during the pandemic.

Sickness Procedure cases by protected characteristic

There is a high representation of employees who are disabled, BAME, and/or male, in a sickness procedure where HR is supporting the case (HR attends 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 their sickness could be related to this.

Female		Male		BAME	
58.9%	33 cases	41.1%	23 cases	18.5%	10 cases
Disabled		LGB+		Carers	
23.9%	11 cases	2.2%	<10 cases	6.7%	<10 cases

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.

Female		Male		BAME	
34.6%	<10 cases	65.4%	17 cases	40.0%	10 cases
Disabled		LGB+		Carers	
0.0%	0 employees	0.0%	0 employees	0.0%	0 employees

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 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.

432	Employees left Sheffield City Council in 2019/20.	444	Employees joined Sheffield City Council in 2019/20.
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Leavers and New Starters by Sex

More males left employment at Sheffield City Council than started.

Leavers		Starters		Reason for Leaving*	
Female	56.9%	Female	60.1%	<b>Female</b>	
Male	43.1%	Male	39.9%	Employee Led	86.2%
				Employer Led	9.8%
				<b>Male</b>	
				Employee Led	81.7%
				Employer Led	15.1%
267 female employees and 174 male employees left the council during the reporting period.		246 female employees and 186 male employees joined the Council and remained employed by the Council at the end of the reporting period.		More males left for employer led reasons than females	
				*Where percentages fall short of 100% in leaving reason above, 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, though the percentage of new BAME starters is not equal to city BAME demographics.

Leavers		Starters		Reason for Leaving (BAME)	
BAME	12.4%	BAME	14.5%	Employee Led	86.0%
White British	87.6%	White British	85.5%	Employer Led	12.0%
				Other	2.0%
50 BAME employees left the council during the reporting period.		60 BAME employees joined the Council and remained employed by the Council at the end of the reporting period.		This very slightly increases the percentage of BAME employees.	

Leavers and New Starters by Disability

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

Leavers		Starters		Reason for Leaving (Disabled)	
Disability Declared	12.6%	Disability Declared	10.4%	Employee Led	77.1%
Non-Declared	87.4%	Non-Declared	89.8%	Employer Led	12.5%
				Other	10.4%
48 disabled employees left the council during the reporting period.		41 disabled employees joined the Council and remained employed by the Council at the end of the reporting period.		This slightly 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		Starters		Reason for Leaving	
LGBT	3.0%	LGBT	6.5%	Employee Led	81.8%
Hetrosexual	97.0%	Hetrosexual	93.5%	Employer Led	18.2%
				Other	0.0%
11 LGB+ Employees left the council during the reporting period.		26 LGB+ Employees joined and stayed with the council during the reporting period.		This slightly 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		Starters		Reason for Leaving	
Unpaid Carer	13.2%	Unpaid Carer	7%	Employee Led	85.1%
Non-Carer	86.8%	Non-Carer	93%	Employer Led	12.8%
				Other	2.1%
47 employees who are carers left the council during the reporting period.		229 employees who are carers joined the Council and remained employed by the Council at the end of the reporting period.		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.

Sheffield City Council Leavers			Sheffield City Council Starters		
25 and under	27 employees	6.3%	25 and under	109 employees	24.5%
26 - 35	54 employees	12.5%	26 - 35	108 employees	24.3%
36 - 45	62 employees	14.4%	36 - 45	90 employees	20.3%
46 - 55	73 employees	16.9%	46 - 55	90 employees	20.3%
56 - 65	162 employees	37.5%	56 - 65	43 employees	9.7%
Over 65	54 employees	12.5%	Over 65	<10 employees	0.9%
56		Median age of employees who left Sheffield City Council in 2019/20.	36		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.

Starters			Leavers		
25 and under	109 employees	24.5%	25 and under	127 employees	6.3%
26 - 35	108 employees	24.3%	26 - 35	54 employees	12.5%
36 - 45	90 employees	20.3%	36 - 45	62 employees	14.4%
46 - 55	90 employees	20.3%	46 - 55	73 employees	16.9%
56 - 65	43 employees	9.7%	56 - 65	162 employees	37.5%
Over 65	<10 employees	0.9%	Over 65	54 employees	12.5%

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

25 and Under	<10 employees	7.7%
26 - 35	<10 employees	15.4%
36 - 45	<10 employees	9.6%
46 - 55	11 employees	21.2%
26 - 65	18 employees	34.6%
Over 65	<10 employees	11.5%

In addition, a small number left for reasons categorised as ‘other’.

Recruitment and Selection

Adverts 562	Applied 7,876	Short-listed 1,814	Offered Post 624
<p>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.</p> <p>We also know that for those where job offers have been made, those not sharing information drops to between 6% and 18%. Therefore, we know more about the diversity of those successful in our recruitment.</p>			<p>48.2%</p> <p>of all jobs were offered to those under 36</p>

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	23.09% 1158 Applicants	17.27% 213 Applicants	17.93% 71 Applicants
26 - 35	29.72% 1491 Applicants	28.06% 346 Applicants	30.30% 120 Applicants
36 - 45	22.31% 1119 Applicants	24.33% 300 Applicants	22.25% 100 Applicants
46 - 55	18.40% 923 Applicants	22.14% 273 Applicants	18.18% 72 Applicants
56 - 65	6.28% 315 Applicants	7.87% 97Applicants	7.83% 31Applicants
Over 65	0.20% 10 Applicants	0.32% <10 Applicants	0.51% <10 Applicants

Sheffield City profile age 16-65 - 2011 Census and other estimates sources where required

16 - 25	27.4%	36 - 45	17.5%	56 - 65	14.8%
26 - 35	21.2%	46 - 55	19.1%		

Female		Male	
Applications	61.1%	Applications	38.6%
Short-listed	66.9%	Short-listed	32.6%
Offers made	70.0%	Offers made	29.5%

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 number 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.

BAME applicants		Disabled applicants	
Applications	25.5%	Applications	7.7%
Short-listed	21.8%	Short-listed	8.2%
Offers made	17.3%	Offers made	9.5%
Applicants who are BAME are highly represented at application stage.		Applicants who are disabled are underrepresented at application stage.	
Offers of employment are fewer but still higher than overall BAME workforce percentages.		Offers of employment to disabled applicants are higher than applications but still lower than disabled workforce percentages.	
LGB+ applicants		Applicants who are unpaid carers	
Applications	6.2%	Applications	8.2%
Short-listed	6.7%	Short-listed	10.1%
Offers made	8.3%	Offers made	9.5%
Applicants who are LGB+ are more represented than the Council average at the application stage.		Applicants who are unpaid carers are less representative at all stages in the recruitment process.	
Offers of employment to LGB+ applicants are well represented and higher than our current workforce percentages.			



Progression and Promotion\*

The table below looks at the ways people move upwards through the organisation and whether or not those with protected characteristics are as likely to progress. The data indicates that our BAME employees have an above average chance of progression, but other groups are less likely to progress compared to their peers.

<b>BAME</b> 19.6%89 Employees	<b>White British</b> 80.4%366 Employees
<b>Disabled</b> 8.7%39 Employees	<b>Non-Disabled</b> 91.3%410 Employees
<b>LGB+</b> 4.6%20 Employees	<b>Hetrosexual</b> 95.4%418 Employees
<b>Unpaid Carer</b> 10.3%43 Employees	<b>Non-Carers</b> 89.7%374 Employees
<b>Female</b> 63.7%295 Employees	<b>Male</b> 36.3%168 Employees

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

Temporary Additional Responsibility Allowance

Temporary Additional Responsibility Allowances (TARA) provide a flexible option for managers in situations where temporary cover is required to undertake specified roles and responsibilities for a short timescale.

An employee can be awarded a TARA in two ways:

- TARA Full duties - if a single employee provides cover for the full range of duties required for a role, this temporarily moves them into a different role
- TARA Partial duties - if an employee covers part of the duties of a different role or take on additional responsibilities, but remains in their substantive role

The data below demonstrates that TARAs do not reflect either the workforce profile or city diversity demographics and therefore should be reflected in this report’s recommendations for review.

	Count	
BAME	71	13.1%
White British	473	89.9%
Unknown	12	
Prefer not to say	2	
Grand total	558	
	Count	
Disability Declared	52	9.8%
Non-Disabled	479	90.2%
Unknown	24	
Prefer not to say	3	
Grand total	558	

	Count	
LGBT+	22	4.3%
Hetrosexual	485	95.7%
Unknown	28	
Prefer not to say	23	
Grand total	558	

	Count	
Unpaid Carer	58	11.7%
Non-Carer	437	88.3%
Unknown	61	
Prefer not to say	2	
Grand total	558	

	Count	
Female	326	58.4%
Non-Carer	232	41.6%
Grand total	558	

	Count	
Grades 1 - 5	172	30.82%
Grades 6 - 9	254	45.52%
Other Grades	58	10.39%
Senior Grade	74	13.26%
Grand total	558	100.00%

Learning & Development

Recruitment, Selection & Retention

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

624	Recruitment & Selection training Number of Offer letters sent.	181	% Managers on Course (14.7%)
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<b>Application &amp; Interview skills for employees</b>													
204 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.	<table><tr><td>Female</td><td>71.6%</td></tr><tr><td>Male</td><td>28.4%</td></tr><tr><td>BAME</td><td>21.1%</td></tr><tr><td>Disability Declared</td><td>17.7%</td></tr><tr><td>LGBT+</td><td>2.6%</td></tr><tr><td>Unpaid Carer</td><td>16.8%</td></tr></table>	Female	71.6%	Male	28.4%	BAME	21.1%	Disability Declared	17.7%	LGBT+	2.6%	Unpaid Carer	16.8%
Female	71.6%												
Male	28.4%												
BAME	21.1%												
Disability Declared	17.7%												
LGBT+	2.6%												
Unpaid Carer	16.8%												

There is a significant 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 number of applications from candidates who are BAME.

Induction to Sheffield City Council

As there were 444 new starters in reporting year, we know that fewer than 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.

195 (43.9%) new starters completing this course

319 (71.8%) all employees completing this course

Percentage of Personal Development Reviews completed

10% employees went through the PDR process in the reporting year compared to 75.74% the year before and it is thought that this was linked to the pandemic and the re-prioritisation of workload. We aim for all employees have annual PDRs to support their Learning & Development plan.

Manager Development Programmes

Sheffield City Council is committed to investing in its managers, and upskilling managers in good diversity and inclusion practices. The Middle Manager development 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.

Due to the pandemic these programmes did not run during this reporting period but have resumed during the Autumn of 2021 with a Leadership and Middle Manager Conference both taking place and this data will be reflected in the 2021-2022 Workforce Employee Report.

<b>Institute of Leadership and Management courses (Level 2 – 5)</b>	
154 employees attended these courses gaining the skills and knowledge to lead, organise and motivate teams.	
<b>Female</b>	<b>65.6%</b>
<b>Male</b>	<b>34.4%</b>
<b>BAME</b>	<b>10.5%</b>
<b>Disability Declared</b>	<b>11.6%</b>
<b>LGBT+</b>	<b>9.5%</b>
<b>Unpaid Carer</b>	<b>16.1%</b>

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

The following information looks at 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 they are counted each time they complete a course. This data below reflects employees undertaking the EDI courses available throughout this reporting period for both managers and employees and the courses were:

April 2020 to December 2020:

- Equality, Diversity and Inclusion (EDI) - What It Means For You
- Equality, Diversity and Inclusion (EDI) - Awareness for Leaders and Managers

January 2021 to March 2021:

- Inclusion Essentials
- Understanding Unconscious Bias
- Inclusive Leadership

The above courses fall within the remit of the ‘required learning suite’ and therefore should be undertaken by all employees. The EDI courses changed with effect from January 2021 when the organisation contracted with a new training provider called Skill Boosters.

<b>1228</b>	<b>Equality, Diversity &amp; Inclusion for Managers (2 courses)</b> Number of Managers in the workforce	<b>80</b>	% of Managers that Attended (6.5%)
<b>6984</b>	<b>Equality, Diversity and Inclusion training</b> Number of employees in the workforce (excluding 1184 managers)	<b>1290</b>	% of employees completing this training (18.5%)

# Terminology

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

## Appendix 1 Terminology

<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> <p>Age</p> <p>Disability</p> <p>Sex reassignment</p> <p>Pregnancy and maternity</p> <p>Race (colour, ethnicity and nationality)</p> <p>Sex (women and men)</p> <p>Sexual orientation</p> <p>Marriage and civil partnership - eliminate discrimination only</p> <p>Religion or belief (including no religious belief</p>
<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 - eg, 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 or are undergoing or have undergone a process (or part of a process) for the purpose of reassigning their sex by changing physiological or other attributes of sex.
<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>	An Employee Led process is a procedure initiated by an employee that has HR involvement other than general advice, i.e. Dignity and Respect or Grievance. An Employer led process is a procedure initiated by Management with support from HR i.e. Performance, Disciplinary, Managing Absence.
<b>Chief Officers</b>	Chief Officers are the most senior Officers in the Council and paid on the Directors Grading structure. Data in this report relating to Chief Officers also now includes some most senior officers on “Other Grades” due to other terms and conditions associated with their job.

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