Equality and Diversity

2014 Annual Report

Stoke-on-Trent City Council

Contents

1. Introduction

The purpose of this report is to provide information in relation to how Stoke-on-Trent City Council is complying with the Public Sector Equality Duty (PSED).

The PSED aims to embed equality considerations into the day-to-day work of public authorities so that they tackle discrimination and inequality and contribute to a fairer society. The duty supports good decision-making, as it encourages public bodies to understand how different people will be affected by their activities so that they can make sure that policies and services are appropriate and accessible to everyone and meet different people's needs. By understanding the effects of the council's activities on the different people living in Stoke on Trent and how appropriate council services can support and open up people's opportunities, we will be better placed to deliver policies and services that are both efficient and effective.

What the Public Sector Equality Duty says

The PSED has three aims – known as the "general duties". It requires public bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimization and any other conduct which is unlawful under the 2010 Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not share it; and
- Foster good relations between people who share a protected characteristic and those who do not share it.

"Having due regard" is an important part of the duty and means consciously thinking about the three aims of the PSED as part of decision-making. This means that the council must consider equalities issues when making decisions and reviewing policies and services by considering the effect those decisions, policies and changes will have on different people and whether there is more we can do to meet the three aims of the PSED.

Taking account of disabled people's disabilities

The PSED also explicitly recognizes that disabled people's needs may be different from those of non-disabled people. Public bodies must consider these needs when making decisions about policies and services. This will probably mean making "reasonable adjustments" or treating disabled people more favourably than non-disabled people in order to meet their needs.

The Specific Equality Duties

In addition to these "general duties", the Government has introduced a number of "specific duties" for public bodies like Stoke-on-Trent City Council to support the aims of the general duties. Under the specific duties, the Council must:

- publish equalities information by 31 January 2012 and then annually to demonstrate its compliance with the Equality Duty; and
- set and publish equality objectives by 6 April 2012 and then every four years.

This is the council's third annual report which has been produced to help meet the specific duty to publish information which demonstrates our commitment to achieving equality in Stoke-on-Trent and the steps taken to date to make this happen.

The report provides an update on the following:

- The strategic context
- Celebrating Diversity and Challenging Equality in Stoke-on-Trent through our strategic objectives
  - Knowing our community and equality mapping
  - Place shaping, leadership, partnership and organisational commitment
  - Community engagement and satisfaction
  - Responsive services and customer care
  - Modern and diverse workforce
- Equalities Data

2. Stoke-on-Trent City Council Strategic Context

In 2011 the city council launched, with the help of partners, businesses and communities, a collective vision to make Stoke-on-Trent a "Great Working City".

The vision has four strategic aims, all underpinned by an effective and confident council, helping investors and partners to create growth and jobs and moving the city and its residents to independence:

- Make Stoke-on-Trent the place to bring business
- Support and develop existing business
- Work with people to promote independence and healthy lives
- Make Stoke-on-Trent a great city to live in
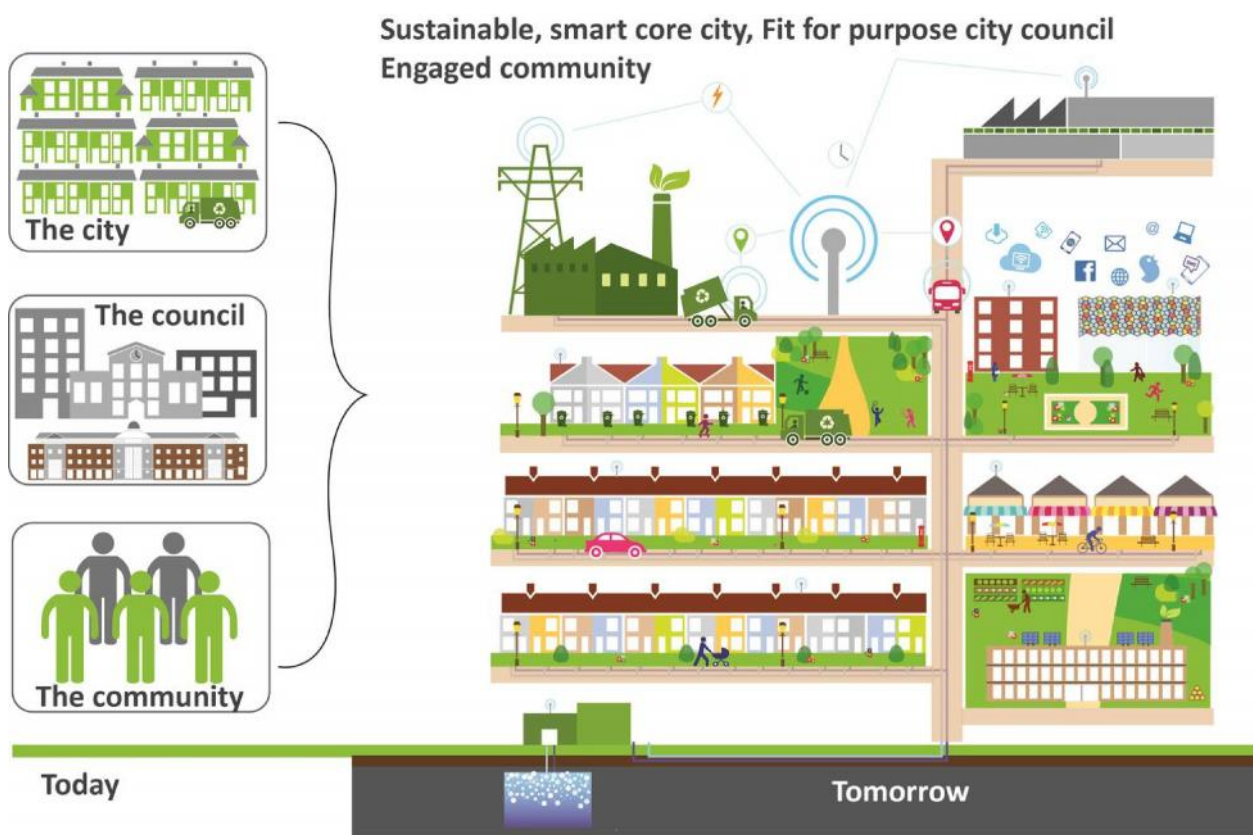
The vision outlines the pillars which underpin the city's on-going growth and development and also places significant emphasis on its people. Work is focussed on the drive to increase independence and support our residents in enjoying a healthy and fulfilling lifestyle. The council is working hard with organisations in the voluntary and third sector to deliver innovative solutions for 21st century living. This will ensure that limited public resources are clearly focussed on protecting those most vulnerable in our communities, including our children and older people.

To deliver the mandate and respond to the current and future economic challenges, the local authority is itself undergoing transformation. With leadership from elected members and improving engagement with communities, the Council is becoming increasingly effective and confident in its role. Communication and engagement with city council staff is seen as pivotal; providing staff with clarity on the part they can play in helping the organisation achieve its aims, whilst harnessing their creativity, innovation and commitment.

In 2014 the council launched its 30 year Transformation Programme which sets the foundations for the city's renaissance.

The programme includes:

- the development of a challenging 30-year vision for the city which includes economic, digital and green enterprise ambitions which will make Stoke-on-Trent a destination of choice for business;

- developing local governance arrangements and building on engagement with our communities to promote independence and self-determination;
- a city council transformation programme which will deliver an efficient and effective local authority focused on enabling rather than delivery.

Building on the existing vision, this transformation programme focuses on driving the city forward to become an international Core City with communities in control of local planning and a local authority fit for purpose to support our most vulnerable people. This renaissance of our economy will see us moving from being dependent on government funding to generating our own wealth. This in turn will significantly improve the quality of life in the city. This positive vision is shared by government, investors, developers, educators, employers, workers and residents.

The Transformation Programme is a three pronged approach to:
- redesign how we operate as a council so that we can target our services as effectively as possible;
- strengthen our governance arrangements so that we are accountable to communities in a transparent way so they can shape how services are provided; and
- work together with partners to deliver a truly ambitious vision for the city and its neighbours.

Through these two strategic programmes, the council has a clear focus of achieving an outcome of sustainable economic growth and wellbeing for the people of Stoke-on-Trent. Plans continue to be developed using the Joint Strategic Needs Assessment and the Equalities Objectives that were published in 2012. Service leads undertake an annual audit, highlights of which are captured within this report.

Further evidence of the strategic context and profile of the city is published on the Council's website and includes:
- The Council's strategic vision
- The Council's website pages on Equality and Diversity
- The Council's equality information section contains all required information
- Workforce statistics: Equality monitoring information – workforce report 2014
- Work undertaken by the Council's Transformation Team about service users, customers and the city's population
- Equality Impact Assessments

3. Celebrating Diversity and Challenging Inequality

Our corporate commitment to equality and diversity
Stoke-on-Trent City Council has developed an Equalities Framework aimed at embedding equalities within the Council's business and delivery planning process, with the aim of addressing persistent inequalities and to narrow the gap related to race, gender, disability, sexual orientation, age, and religion in service delivery.
Single Equality Scheme (created 2009 and revised 2012)
The Single Equality Scheme is a public commitment of how Stoke-on-Trent City Council plans to meet the duties placed upon it by equality legislation. The Council's Chief Executive is responsible for ensuring this Scheme is effectively embedded throughout the Council.

Purpose and Scope
The purpose of having a Single Equality Scheme is to minimise duplication and to provide a coherent strategic approach to tackling equality and diversity across all the protected equality characteristics. It also aims to make the Equality and Diversity agenda central and integral to the way that Stoke-on-Trent City Council works in order to create:
- Better informed decision-making and policy development
- A clearer understanding of the needs of Stoke-on-Trent citizens and service users

- Excellent quality services which meet varied needs
- More effective targeting of policy and resources that will do the most to increase equality
- Better outcomes and greater confidence in public services
- A more effective use of talent in the workforce

The scheme sets out how the Council will fulfil its commitment by ensuring:
- Members, employees, partners and the community as a whole are aware of the Council's equality and diversity approach
- All members and employees of the Council understand their responsibilities in working towards an equal and diverse community
- Effective monitoring arrangements are developed and maintained to track progress

The council's practices reflect an active commitment to the above principles, especially through the continuing use of the Equality Impact Assessment (EIA) process. Despite not being a legal requirement, it is viewed as an invaluable framework within which impacts upon the "protected characteristics" can be consciously and systematically evaluated and addressed. It allows the council to make the right judgements on the basis of sound information and data, in an open and transparent way.

The Equality Frameworks for Local Government are used as a key delivery mechanism, providing a self-assessment tool; a national benchmark; a means of facilitating consistent external challenge; and an opportunity to identify and draw out learning and good practice. The online tool accessed by Strategic Managers and Equality Leads is designed to support systematic and structured improvement and to help deliver improved services. In the past 12 months they have had a 'light touch' sector-led refresh, to take into account the recommendations from the PSED Review regarding focussing on outcomes and embedding equality and health equity into policies and establishing better connections with the Equality Delivery System used by the NHS. Work is on-going to continually improve the sophistication of this self-assessment tool.

The Equality Framework adopted by the council details five performance areas which are:

1) Knowing your communities and equality mapping
2) Place shaping, leadership, partnership and organisational commitment
3) Community engagement and satisfaction
4) Responsive services and customer care
5) A modern and diverse workforce

Highlights from the self-assessment
The self-assessment proved that there was a great amount of good practice demonstrated throughout the wide range of services that the city council provides. For this reason, we are only able to include a selection of examples in this report.

The council continued to move forwards and progress throughout the year. The examples below are highlights from the evidence that was captured as part of the self-assessment.

1) Knowing your community and equality mapping

1.1 We understand and have assessed the city's equality profile

Since our last Annual Report in July 2014, the organisation has continued to develop strategies that reflect the equality profile and needs of the local community, for example the Older People's Housing Strategy[1]. In doing so, we ensure that we understand and assess data from sources such as the 2011 Census, Projecting Older People Population Information (POPPI), Projecting Adult Needs and Service Information (PANSI) and the Joint Strategic Needs Assessment (JSNA).

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[1] The full title of this draft strategy is the Age Friendly Homes Supporting Independence and Choice: Stoke-on-Trent Older People's Housing Strategy 2014 – 19.

The focus of the council's Public Health Directorate is to work with local people to promote see pg7 independence and healthy lives. Using NHS health checks and socio-economic profiling tools we are able to map and track changes in user requirements and identify emerging target groups. This is used in the production of our annual JSNA report, Directorate business plans and targeting campaigning.

1.2 We use the city's equality profile information to inform future decisions, that is we consult with representative groups, focus on areas with less users to improve in these groups

We use the city's equality profile information in a number of our activities. These include targeting specific communication and marketing campaigns; using annual demographic analysis to inform the 2014 Travel Plan; and to help us focus on areas where we have less service users, so that we can improve their usage. For example, the introduction as an authority to adopt the "living wage" and campaigns to promote a young person's, student's and foreign nationals' eligibility to vote in the city during Local Democracy Week .

We do not rely solely on statistics to inform future decisions. We engage with our customers, communities and equality groups and analyse their responses. This 'positive involvement' and consultation feedback helps us to understand the impact that our proposals could have on our communities, for example the results from the Budget Development Consultation proposals for 2015/16 led to the removal of proposals which included restructuring the Child and Adolescent Mental Health Service and decommissioning the Meals on Wheels service.

Working with you for a better Stoke-on-Trent
"Thank you to everyone who took part in the My City My Say initiative and attended one of the community engagement events - nearly 50 events took place in community venues across all three localities, including dedicated feedback events at school academies.
We have been talking to people across the city and listening to their views about where they live, what they feel they are able to contribute to their local area and how we can work together to make improvements for everyone. Following the consultation, external representatives were invited to be directly involved in the development of future service delivery programmes."

Our regular attendance at STAND (Stoke-on-Trent Area Network for Disability) group meetings demonstrates our commitment to communicate effectively with local equality groups.

We ensure information regarding accessibility and facilities that are available for people with disabilities is on the council's website in specific service areas such as housing, the Christmas Market, car parking and elections. We provide organisations and businesses that operate in Stoke-on-Trent with clear, updated and consistent information about any changes to council services that may impact on their customers, such as disabled parking charges.

1.3 We can see how service users/communities are changing over time and consider implications of this

Engaging communities with the ambitious plans for the city's renaissance is vital. It is key to sharing the work to reform core services provided by the council. Residents will also be kept informed about the city council, its successes and challenges and how people feel the council is performing. Additionally the communications approach needs to be focussed on changing perceptions and behaviours so that we are helping the organization achieve its priorities to make Stoke-on-Trent a great working city where people are independent and healthy.
Explaining the impacts of austerity and how funding has led to new ways of working, innovation, or even new models of service delivery, continues to be a key priority for the council. The communications strategy therefore includes the need to:
- Explain the breadth, value and quality of Council services, focussing on:
    - Clean, green and safe services
    - The role of social care and public health in improving lives, to close the perception gap between service users (which is high) and the wider population (which lags

behind)
- Helping children reach their full potential

The 2014 self-assessment shows that the council makes effective use of community and equality mapping. Examples include the following:

> "Lottery funded Green Door project, where we had to prove the need for our project before we were granted the funding. In doing so, we used a wide range of data including the JSNA, Census, NHS Health profiles and made particular use of a Public Health funded study carried out by VAGA Associates in 2010. This study was a ward-by-ward analysis and consultation to identify barriers to participation in health-improving activities. We then planned our project to minimise or remove those barriers. We also did our own consultation in 2011, targeting local disabled people and the organisations which supported them to identify gaps and barriers. Green Door is a co-produced project which is planned, delivered and co-managed by community members and we have our 'finger on the pulse' in terms of needs and gaps. Our consultation and data gathering is on-going, which enables us to report to our funders and tailor the project to meet changing needs.
>
> Although Green Door is aimed at older and disabled people, one of our outcomes is to reduce social isolation; so our activities are open to all sectors of the community. Our 2014 - 15 equality data gathering has identified that we need to work harder to get more men involved in our activities. Consequently, we are scheduling more "man-friendly" activities for 2015 - 2016."

> "We have also worked smarter and the findings from public consultations have been used to not only shape the sexual health services that we commissioned; they have also been used to develop new resources aimed at supporting service delivery. These findings have become the cornerstone of the Stoke-on-Trent Joint Sexual Health and Wellbeing Strategy"

1.4 Based on the equality profile analysis, the service understands all service users and has methods in place to improve usage/take-up of service amongst groups with minimal usage currently

In terms of service delivery, the self-assessment confirmed that services understand the needs of the community and have methods in place to improve the take-up of services amongst groups which currently have minimal use.

> Co-operative Working is a partnership between public and voluntary services, which offers a more joined up and co-ordinated approach to supporting individuals and households. Instead of residents accessing help from a variety of sources to address a range of problems, those with complex needs will be assigned one key worker who will work with them to find solutions. This key worker will 'pull in' expertise from other agencies including the police, fire service, NHS and the voluntary sector if needed. Service users only need to tell their story once and receive bespoke support which meets their needs, at the right time and place.

> We also use informed service and workforce planning in our Adult Social Care service provision and comprehensive position statement for commissioned services. A customer feedback process is integrated into all assessments and evaluations; and performance data is also used to identify existing provision and highlight access levels of all groups. We take an annual sample of our total client base through our Carers' User Group and Adult Social Care Service User Surveys. After every assessment we carry out a 10:10 assessment and when the score is less than 10 these are followed up by personal visits by Strategic Managers and Assistant Directors in order to resolve any issues and inform their service planning.

1.5 The requirements of service users form service priorities and these are carried out, where possible with partners

In a number of our departments, the requirements of our service users form service priorities and these are carried out with partners where possible.

"As part of our Supporting People Quality Assessment Framework, we have introduced a client record reporting system for short-term services. It provides quarterly analysis and will inform contract monitoring and commissioning decisions."

CASE STUDY The Older People's Housing Strategy 2014-19 is based upon the findings and recommendations of supply and demand mapping research undertaken in 2012. The research reassesses current and future housing demand in respect of older people in Stoke-on-Trent based upon population forecasts, long-term health conditions and other specialist support needs. The research has been enhanced by extensive consultation with local older people, partners and other stakeholders and together they provide a robust evidence base to inform the updated strategy and to make recommendations in relation to priorities going forward.

2) Place shaping, leadership, partnership and organisational commitment

2.1 Equality Impact Assessments are carried out as part of all potential restructures and processes with budget implications. The outcomes of which will help to form organisational priorities

The Council believes that its current approach is appropriate and proportionate: It is focussed upon continuing to integrate and embed equality considerations into the day-to-day running of council business. Whilst ensuring equality considerations are always considered, additional and proportionate resources will continue to be allocated to assessing equality impact where a decision has particular relevance to equality. Resources are in place to ensure that this occurs as early in the process as possible and we will continue to use the current Equality Framework to ensure that equality considerations are systematically considered and evidenced.

2.2 Appropriately considered and funded priorities form a fundamental part of Council priorities, in the sense that equality and diversity is an embedded part of all Council policies and processes

The Mandate for Change consultation feedback showed overall that residents agreed that the principal objective of making Stoke-on-Trent a great working city is the right thing to do and prioritised activity around business with strong support for making first impressions of the city count and promoting health and independence.

CASE STUDY Consultation on the redesign of Dementia Services – Equality Impact Assessment The growing demand for services for people with dementia / dementia type illnesses means it is important to ensure current service provision is fit for future demand and purpose and tailored to meet individuals' needs. Undertaking a review and redesign of the current in-house provision gives the city council an opportunity to work collaboratively with health colleagues and voluntary sector groups for future models of bed-based and community services for people with dementia

The Commissioning and Procurement service carries out a random audit of suppliers to the City Council to ensure that commissioned providers pay due regard to the Equality Act 2010. In social care this can be evidenced through the service-specific quality assurance standards set by the Care Quality Commission.

CASE STUDY The award-winning Stoke-on-Trent Family Information Service Hub (FISH) provides information and advice to families with children aged 0 – 19 years, in the city of Stoke-on-Trent.
"Our small, friendly team can provide you with the information you need to make those

all important family decisions. Whether it is a quick call to check a telephone number to a service, or a more detailed discussion to find childcare close to home, close to work or in between ...we are here to help".

2.3 Priorities are managed and publicly reported against

The City Council is transparent in the work that it does and ensures that priorities are managed and publicly reported against. Open reports and supporting EIAs are available to the public, together with notices on decisions, consultations, strategies and the vision for the Council and the city. They are all published through the external website at www.stoke.gov.uk.

The Audit Committee regularly reviews the mechanisms in place to ensure that best practice in each of the following four areas continues to be part of the culture of the organisation:
• Financial Regulations
• Scheme of Delegation
• Awareness of democratic process
• Governance arrangements
The reviews also look at how information is effectively disseminated and what processes are in place to encourage accountability at the senior management level were outlined. This includes a requirement for all Directors and Assistant Directors to sign assurance statements and individual accountability agreements, which covered amongst other matters, agreement to follow Financial Regulations and Contract Procedure Rules.

3) Community engagement and satisfaction

3.1 The service regularly consults with service users in accessible venues/formats on all potential changes to services

The Council's approach to Equality and Diversity has the potential to affect everyone who lives in, works in or visits the city. It can play a key role in the daily lives of individuals and communities by tackling prejudice, promoting understanding and advancing equality of opportunity.

Contacting and accessing information about Council services continues to improve through the advanced use of technology, digital services, social media and a strategic framework to effectively communicate and market both to internal staff and the local community. Options available include one-stop shops, minicom, Facebook, Twitter, phone, text and email.

Translation of documents is provided on an individual basis, but the greatest demand is for interpretation services, which are offered in over 70 languages.

Customer feedback is actively encouraged through the corporate compliment and complaints service which offers the ability to provide feedback via mail, online, social media (Facebook and Twitter), and phone or in person. Feedback received is reported to senior management teams and actions implemented as a result. An annual report is produced which looks for any trends from the quantity/type of feedback received against the protected characteristics. All reports are published on the Council's website.

Our City is a 32 page magazine jointly published by Stoke-on-Trent City Council, Staffordshire Police and Staffordshire Fire and Rescue Service. As well as reporting entertaining news and features, it gives readers a chance to feed back through freepost address, a dedicated phone line and email address. Editions usually contain contact details for councillors, policing teams and health centres.
Our City is printed four times a year and distributed to all homes throughout Stoke-on-Trent. It is also available from council buildings across the city.

Have Your Say... About the future of your leisure and cultural services

Stoke-on-Trent City Council has faced significant budget cuts since 2011, forcing us to make some very difficult decisions. This year, we have had to find savings of £26.9 million and it's predicted that we will have to save another £100 million over the next four years.

As part of this year's budget, savings of £600,000 need to be made within Leisure, Culture and Museums. We need to find new ways of working that will help us to achieve this, while protecting services for our local residents, as well as for visitors to the city.

We now need your views on these proposals to help decide the way forward. This is your chance to have your say, get involved and help shape the future of council-run leisure and cultural services in the city.

Public Information Events

Come along to our public information events to find out more and give your views on the proposals at our drop-in sessions or fill in a comment card and drop in, email or post in the Freepost envelope

4) Responsive services and customer care

Many services within the council are managing programmes of significant change and transformation. To do this effectively, it has been important to consider the impact of change on the customer and on employees. A number of services are using the Vanguard methodology of Lean Systems Thinking in their change programmes. This requires services to engage customers and ensure that service change is informed by actual customer experience and that identified barriers to use are removed. This information has informed restructures and changes to service delivery, putting the focus on improving customer experience and reducing unnecessary failure contact.

4.1   EIAs are an embedded part of potential service changes

EIAs are an embedded part of potential service changes including the completion of Corporate Equality Impact Assessments (CEIAs) produced in times of organisational restructures involving redundancies. Development and/or review of process and policies are also supported by the completion and ownership of an EIAs and these are published on the Council's website.

Community Team Plus is an initiative by Adult Social Care to design new ways of working with residents with care and support needs. The aim is to provide improved services and responses to residents through a holistic strength-based approach mobilising the drawing on a broad range of agencies and professionals. The new model will include redesigned process, structures and tools. The following is the Equality Impact Assessment developed to support the engagement and implementation process.

4.2 Service user needs are understood, with particular respect to vulnerable people

The Council's statutory responsibility as a corporate parent and the nature of the services it provides means that it is crucial that service user needs are understood, particularly regarding vulnerable people. The Joint Strategic Needs Assessment sets out how the council will enhance well-being in the city through the Health and Wellbeing Board. It does this by:
• Bringing together all the relevant information around health, wellbeing and social care needs
• Setting out key priorities for action to meet those needs now and in the future
• Providing the basis for all key strategies and plans produced by the council and the local NHS to help them get the right services from the right providers.

The JSNA and supplementary reports also contain a comprehensive assessment of a range of minority groups' needs assessments e.g. mental health issues faced by BME communities, LGBT health issues and end-of-life care needs.

Workforce plans also outline how the council embeds equality with specific attention to recruitment, retention and the right skill-mix within the organisation.

The introduction of user feedback visits by senior managers as part of the Adult Safeguarding Board includes monthly audits which help to evaluate and inform how the Council operates in the future.

> Stoke-on-Trent Children's Safeguarding Board brings together representatives from various agencies and organisations in Stoke-on-Trent to work in partnership to protect children and young people in our city. By sharing our expertise and best practice we can make sure that children, young people and their families have access to the right support and services they need.

The Annual School Census provides a regular source of information on pupils in Stoke-on-Trent to monitor changes in the profile of local schools and communities. This includes information relating to gender, ethnicity, first language and special educational needs. This data source is extensively used by schools and support services to target intervention and improvement programmes, for example to raise attainment of pupils of certain age, gender and from certain ethnic groups.

4.2 Progress against targets is fed back to leadership teams and members

This document provides a summary of a suite of supplementary reports which are updated every March. During April to June the findings are presented to leadership teams and members before being cascaded to all managers, trade unions, members and staff. The reports are then published on the Council's website at the end of June and actions lifted into the Organisational Development Business Plan. The outcomes contained within the business plan are subsequently cascaded down through appraisal and supervisions to individuals responsible to lead, monitor and complete the actions. Quarterly Business Reviews then report on target performance.

5) A modern and diverse workforce

The City Council is facing change on an unprecedented scale. The shift in the way that we are funded challenges us to think differently about how we operate in the future. Our People Management Strategy is designed to prepare our staff for public sector reform. We are developing the shape of the Council so that it meets the needs of Stoke-on-Trent in the 2020s. The workforce has been given opportunities to work differently, to embrace and fully utilise digital technology in order to become more efficient whilst enhancing service delivery.

In conjunction with this strategy and as part of an on-going review of our Human Resources policies, we have considered ways of improving the diversity of our workforce. This has involved drafting an Agile Working Framework, a Car Parking Charging Policy, a Travel Plan and reviewing our Flexible Working Policy and Code of Conduct. Through the Council's Apprenticeship Scheme, we have commenced work to improve the diversity of applicants through focussing on specific target groups via a range of promotions in schools and in talks, posters and promotional events.

In response to the need to realise £20m of savings, service delivery models are continually reviewed and amended to meet demand. Practices and procedures have also been reviewed, introducing more customer-focussed processes. We continually challenge the way that we work and new partnerships have been developed with public sector partners and the voluntary and third sectors as a result.
During 2014, the Council's Organisational Development Team implemented a number of initiatives to progress the transformation of the organisation and improve the skills and confidence of the workforce. These included the development of the online Equality and Diversity Hub and a virtual online Diversity Forum enabling effective sharing of information, guidance and peer support. Online forums provide the flexibility to engage in online discussions both with internal staff and external partners through improved confidence in social media.

> **Workage: Active Ageing through Work Ability project**
>
> The importance of retaining older people in the workforce is linked to a wide range of

economic and social benefits relating to knowledge and skills, productivity, financial security, health and social inclusion. Stoke-on-Trent City Council recognises the need to attract and sustain a confident and skilled workforce and will be working with Nottingham Trent University over the next 3 years on an EU research project to understand "what works" in terms of appropriate intervention that enables and encourages employees to defer retirement. Workage aims to raise awareness by demonstrating that targeted workplace interventions to improve job design and work organisation will facilitate enhanced engagement and retention of older workers.

There are a wide range of employment policies and practices in place. All of these are assessed for their relevance to equality and diversity and improvements are made to ensure they are fair and accessible. Across the council there is a network of staff engagement and diversity champions who promote and lead on implementing the council's agreed values and principles and equality priorities, as well as undertaking innovative work at a local service level. This helps show clear progress towards achieving outcomes that celebrate diversity and challenges inequality.

Further details on the workforce profile and its analysis can be found through the Council's website.

4. Equalities Information

Our Equality information includes details about the protected characteristics of employees and customers. There is evidence that has been used to inform policy development and decision-making. It includes both quantitative (numerical) and qualitative (descriptive) information which means we can:

- understand the impact of policies, practices and decisions on people with different protected characteristics, and plan them more effectively,
- assess whether we are discriminating unlawfully, and
- identify what are the key equality issues.

Having identified the main equality information we hold, we are now able to identify where there are gaps in information and then how to address them.

Information on the people of Stoke-on-Trent

The website for the Stoke-on-Trent Joint Strategic Needs Assessment is a shared partnership information resource designed to facilitate the sharing of data and intelligence between partners in Stoke-on-Trent. It has an interactive website designed to provide a "one stop shop" of information about the city including the following:

- Describe the local community's current and future health, independence and wellbeing needs. It is a high level needs assessment that provides local commissioners with a wealth of quantitative and qualitative data that clearly describes the key issues for the local population
- Provide information so that commissioners are enabled to set strategic priorities and formulate solutions for service delivery and redesign to reduce inequalities and improve health and wellbeing outcomes
- Highlight local issues based on the analysis of the available information. It identifies where needs are not being met describing these as themes for action
- Look at information and trends and provides an insight into the years ahead

Information on employees of Stoke-on-Trent City Council

It is Stoke-on-Trent City Council's aspiration to employ a workforce that is representative of the communities we serve. The latest annual workforce report provides a statistical overview of the council's workforce for the period between 1 January 2014 and 31 December 2014. It also outlines progress made and further actions that are required to achieve our aspirations.

5. Recommendations

Review of the Equality Objectives and the Single Equality Scheme

In April 2012, Stoke-on-Trent City Council published five equality objectives as required by the Equality Act 2010 and the Public Sector Equality Duty. They were developed based on extensive research,

consultation and evidence. These objectives must be reviewed at least every four years and during 2015 the council will begin to review the current objectives with an online questionnaire available to key stakeholders, staff and Councillor's to complete and feed in their views. The change in the political administration of the council in May 2015 provides an opportunity to have a combined consultation programme to review the Single Equality Scheme as well as agreeing the new 4 year objectives. The revised Single Equality Scheme and the final set of Equality Objectives for the Council, with the agreed performance measures, will be agreed at the Council's February Council meeting and subsequently by Full Council. It will then be published by 31 March 2016.

6. Summary

As a council we are committed to ensuring equality and diversity is integral to everything we do irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. However, we also recognize that in society, groups and individuals continue to be unlawfully discriminated against. That is why as a community leader, the Council is committed to work in partnership with the public, voluntary and private sectors to ensure we recognize the needs of every local community and promote inclusion, cohesion, fairness and justice. As an employer, we are committed to employing a diverse workforce, to help us to understand and relate to the communities we serve. As a service provider, we are committed to ensuring our services are open, fair and accessible. And as a procurer of goods and services, we are committed to ensure our procurement processes are fair and equitable and that our providers share our commitment to equality and diversity.

There is no tick box guide for Councils to follow that provides an easy mechanism to monitor progress. The specific duties within the Act require us to publish information to demonstrate compliance with the general duty and one or more objectives and we have continued to meet both of these requirements.

In summary, since last year's annual report, the Council has:
- Met the specific duties for a third year. 2014 has required the publishing of equality information but has not required the setting of new equality objectives.
- Continued to address the general duty of "integrating consideration of the advancement of equality into the day-to-day business of public bodies, and across all its functions".
- Made further progress towards meeting the equality objectives through its Mandate for Change and Renaissance Transformation Programme.

Appendix 1

Workforce Profile as at end December 2014

	Headcount at 31/12/13	%	Headcount at 31/12/14	%	City Demographics (1)	Comments
Total staff	5205		5081		249,008	Total population according to 2011 Census. Resident population in employment 111,803
Full Time	3123	60%	2833	56%		
Part Time	2082	40%	2248	44%		
Permanent	4482	86%	4356	86%		
Fixed Term/Temporary	364	7%	359	7%		
Casual/Variable	359	7%	366	7%		
Female	3491	67%	3403	67%	125,013	Females make up 50.2% of the total population
Male	1714	33%	1678	33%	123,995	Males make up 49.8% of the total population
Part Time Female	1804	35%	1838	54%		Small majority of female employees work part time
Full Time Female	1687	32%	1565	46%		
Full Time Male	1436	28%	1268	76%		Majority of male employees work full time
Part Time Male	278	5%	410	24%		
Ethnicity						
White British/Irish/Other	4679	90%	4592	90%	220712	Both the white and BME categories are lower than the local labour market data. Data validation has improved the number of employees preferring not to declare their ethnicity but the ratio of white to BME workforce numbers remains constant year on year
Black Minority Ethnic	150	3%	144	3%	22183	
Mixed	61	1%	60	1%	4491	
Unknown Ethnicity	315	6%	285	6%	1622	
Disability (2)						
Declared Disability (including Other)	123	2%	130	3%	30705	Population aged between 18 and 64 with a learning disability - 155,000 plus population aged between 18 and 64 with a physical disability - 15,205
Disability Unknown (Blank)	5082	98%	4951	97%		
Age						
15-19	61	1%	55	1%	5990	Workplace population is based on all people aged 16+ = 111,803
20-24	242	5%	224	4%		
25-29	424	8%	394	8%	21883	Turnover in the age group 15 - 49 shows 179 leavers from 3296 staff = 5.4%
30-34	593	11%	576	11%		
35-39	584	11%	583	11%	29956	Third largest group to leave is 25-29 at 30 staff (16%)
40-44	742	14%	692	14%		Second largest group to leave at 50 (27%)
45-49	829	16%	772	15%	26717	Largest staff group to leave at 57 (31%)
Age						
50-54	805	15%	832	16%		Data shows we are retaining staff beyond the age of 50, including staff aged 78 actively employed within the organisation
55-59	570	11%	575	11%	22204	
60-64	246	5%	272	5%		Turnover in the age group 50 - 65+ shows an increase of 55 staff = +55 from 1785 staff (3%)
65+	109	2%	106	2%	5053	Largest growth group is those aged 50-54 at +27, followed by 60-64 at +26

Religion						
Blank	2823	54%	2537	50%	15942	Data validation required as only 50% of data captured
Buddhism	2	0%	4	0%	760	
Christianity	1182	57%	1246	25%	151624	Demographics of the workforce reflect that of the city with the majority disclosing Christianity as their religion and a high proportion disclosing no religious belief
Hinduism	7	0%	5	0%	1384	
Judaism	1	0%	1	0%	66	
Islam	48	13%	53	1%	14993	
No religious belief	700	20%	796	16%	62737	
Other	61	4%	68	1%	923	
Not specified	375	21%	366	7%	0	
Zoroastrianism	1	0%	2	0%	0	
Sikhism	5	0%	3	0%	579	
Sexual Orientation						
Blank	2535	49%	2257	44%		Data validation required as only 56% of data captured
Same sex and opposite sex (bisexual)	22	1%	22	0%		
Same sex (gay/lesbian)	42	2%	47	1%		No city demographic data for this characteristic
Opposite sex (heterosexual)	1936	43%	2119	42%		
Prefer not to disclose/not specified	670	187%	636	13%		
Marital Status						
Married/ Civil Partnership	2005	39%	2022	40%	72307	Population data includes all residents aged 16 and over
Single	1186	38%	1150	23%	87883	Comparison data relative as the city profile looks at adults over the age of 16 which shows a higher % of people who are single compared with those married. The organisational data with its older workforce shows a much higher % who are married
Divorced/Separated/Dissolved	324	16%	320	6%	25312	
Widowed	38	1%	36	1%	15140	
Blank	1596	438%	1446	28%		
Cohabiting	56	16%	107	2%		

1 Data source - NOMIS, ONS, PANSI, POPPI

2 Disability - this PANSI figure is 12.3% of the Stoke on Trent total population

NB. The provision of personal diversity information within Stoke-on-Trent City Council is voluntary and staff have the right to choose not to declare their information.
The local authority is involved in an EU project from April 2014 "Active Aging Through Work Ability" WORKAGE. The impact of various staff engagement and other interventions linked to this project will be captured in 2015.

Appendix 2

Equality and Diversity Objectives 2012-2016

High level objective to be put in all directorate business plans:
"The service will carry out the required actions to deliver on the agreed equality and diversity targets"

1. **Knowing your community and equality mapping**
1.1   Understands equality profile of service users e.g. breakdown of service users per Directorate
1.2   Use this to inform future decisions i.e. to consult with representative groups, focus on areas with less users to improve in these groups
1.3   Can see how service users/communities are changing over time and consider implications of this
1.4   Based on equality profile analysis, service understands all service users and has methods in place to improve usage take up of service amongst groups with minimal usage currently
1.5   The requirements of service users form service priorities and these are carried out, where possible, with partners

2. **Place shaping, leadership, partnership and organisational commitment**
2.1   EIAs are carried out as part of potential restructures and processes with budget implications. The outcomes of which help to form priorities
2.2   Appropriately considered and funded priorities form a fundamental part of Council policies, in the sense that equality and diversity is an embedded part of all Council policies and processes
2.3   Priorities are managed and publicly reported against

3. **Community engagement and satisfaction**
3.1   Regular consultation with service users in accessible venues/formats on all potential changes to services

4. **Responsive services and customer care**
4.1   EIAs are an embedded part of potential service changes
4.2   Service user needs are understood, with particular respect to the vulnerable
4.3   Progress against targets is fed back to Departmental Management Teams and Councillors

5. **Modern and diverse workforce**
5.1   Link to staff equality data
5.2   Based on staff equality profile, work towards making workforce more representative of local labour market
5.3   Equality and Diversity embedded in the performance review process
5.4   Learning and Development opportunities offered
5.5   Harassment and bullying incidents monitored and analysed regularly and appropriate action is taken to address the identified issues