Workforce Report

Stoke-on-Trent City Council

1 January to 31 December 2015

City of
Stoke-on-Trent

Contents

Introduction

This report provides a summary and analysis of the organisation's workforce, excluding schools. The workforce profile is shown as at 31 December 2015, while the data is for the period 1 January 2015 – 31 December 2015.

Monitoring the workforce enables the Council to identify trends within employment practices, to investigate these further and implement change where appropriate. It also enables the council to fulfill its commitments to ensuring employment practices are free from discrimination and meet its obligations under the Equality Act 2010.

The organisation has reinforced its clear commitment regarding Equality and Diversity within its People Management Strategy 2014-2018, which reads:
"To put equality of opportunity at the heart of our approach to policy making, service delivery and employment, we are committed to identifying, understanding and eliminating all barriers that prevent access to services, information and employment."

In response to the Care Act 2014 we recognise that as a local authority we know and equality map our community. This involves:
• a clear Joint Strategic Needs Assessment;
• a timely market position statement;
• a comprehensive understanding of the equality profile of existing service users and carers; and
• working with commissioners to fully utilise this information to inform future decisions through consultation with representative groups.

The provision of personal diversity information within the Council is voluntary and employees have the option of choosing not to declare their information. The Workforce Equality Report identifies the need to continually validate and improve the intelligence we hold on Stoke-on-Trent City Council employees. We continue to witness a large number of "blank" equality monitoring fields within our payroll system and in order to improve the integrity of personal data, ongoing validation and raising awareness of the gaps and what we use the information for needs to be carried out.

It is hoped the level of data improves as trust in the organisation's ability to keep this information confidential and demonstrate commitment to tackling any discrimination in the workplace increases. We will be working on increasing employees' confidence in sharing this information with us over the next few years through improved staff engagement.

Current Workforce Headcount Profile
Payroll data as at 31 December 2015 (council managed staff only)

Since 2013 the Organisational Development Team has been developing a strategic approach to workforce planning, workforce redesign and staff engagement. Whilst in this document we have compared our workforce data to the same period in 2014, moving forward improved intelligence on the workforce profile will result in a more sophisticated analysis to inform scenario planning and transformation. This profile also compares the current workforce to the local labour market data, which allows us to assess if our workforce is reflective of the local community profile and the Joint Strategic Needs Assessment.

The data on the current workforce is extracted from the organisation's payroll system (PSe) and is shown in Appendix 1. At the time of reporting, there was a recorded headcount of 4958 employees (excluding schools),which shows a decrease of 123 employees when compared to the profile for 2014. During 2015 a further reconfiguration of Directorates took place, which has an impact on the ability to draw comparisons and trends. Appendix 2 provides a breakdown of the workforce profiles for each of the five Directorates: People Directorate, Place Directorate, Resources Directorate, Chief Executive's Directorate (CE) and Public Health (PH).

The following chart illustrates headcount across the five Directorates:
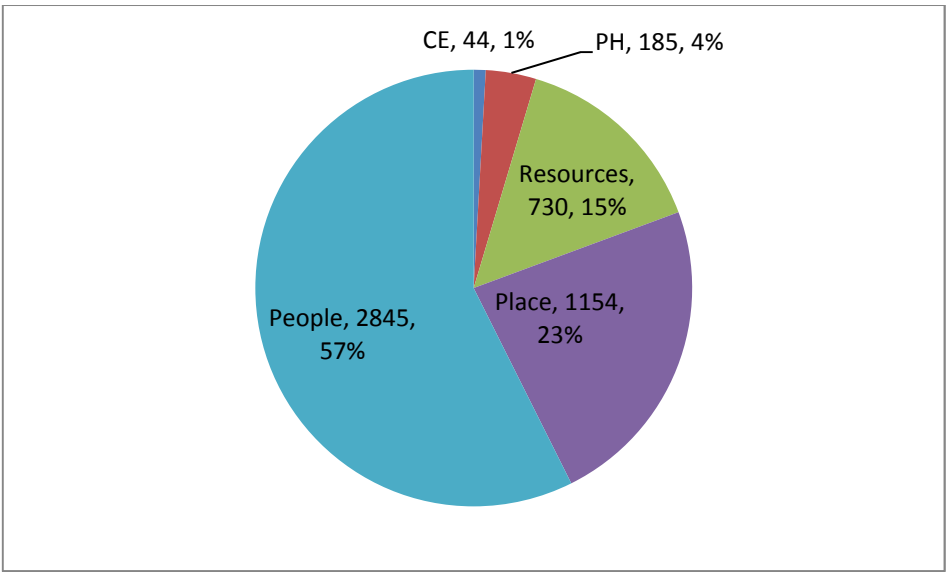
In summary the current profile for the organisation shows that:

Gender:
Like other local authorities retaining in-house provision of female dominated services such as care, catering and cleaning, we have a high ratio of female employees – 3305 (67%) female to 1653 (33%) male. During 2015 the number of males decreased by 25, compared with a decrease in the number of female employees by 98 in the same 12 month period.

Of those staff earning £50,000 or more per annum, 53% are female and 47% are male.

Age:

Age profile of the organisation:
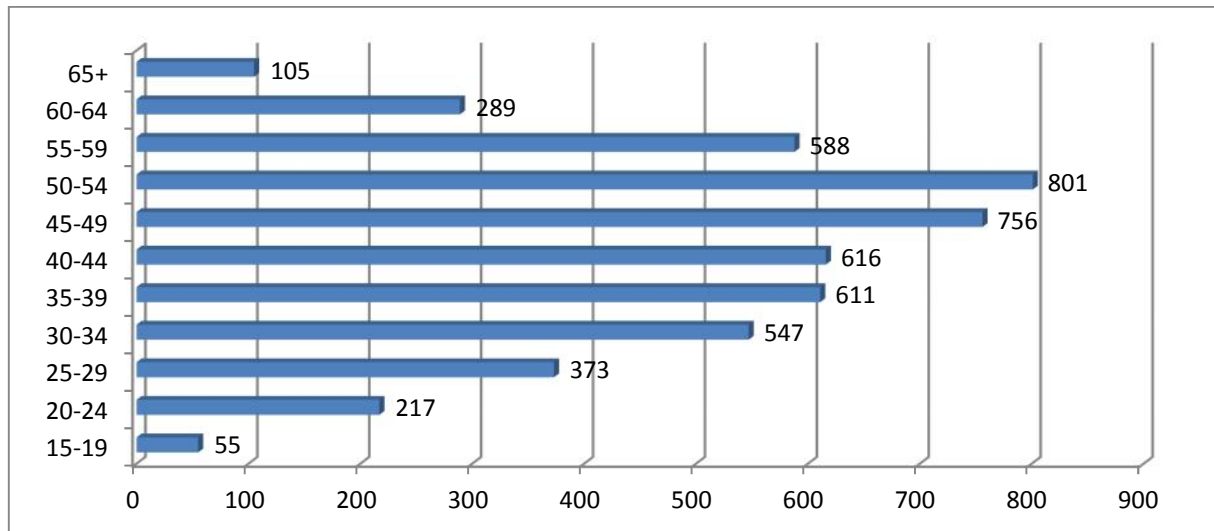
- With low numbers of employees aged 15 - 24 (272 – 5%) the council supports an internally-delivered apprenticeship scheme to target and support this age group. Whilst data has proven difficult to obtain, it is reported that the majority go on to find long-term employment in the Council following completion of the scheme.
- With a significant number of employees aged 50+ (1783 – 36%) the local authority is participating in a research project that will be used to influence EU policy regarding working conditions and practice (particularly in relation to those over 50). The 3 year project is designed to simulate and test a policy context to improve job design, work organisation and culture in ways that target the older worker. The on-going results, following analysis of staff surveys and evaluations of this project, will be captured within future reports.
- When looking at staff retention, 1425 (28.7%) of the workforce have been with the authority for less than 5 years compared to 1426 (28%) in 2014 and 1538 (29.5%) in 2013. At the other end of the spectrum, 523 (10.5%) of the workforce have been employed for more than 25 years, which is a further increase on previous years where we saw 468 (8.9%) long term employees in 2013 and 506 (10%) in 2014.
- In order to support the local labour market the Council provides a free Jobs, Enterprise and Training (JET) recruitment service for Stoke-on-Trent businesses and job seekers and an Economic Development Unit to support business start-up.

The Employability and Education Opportunities for Care Leavers Policy also promotes employability through the provision of opportunities including work placements for young people in care and care leavers.

Contract:

1902 (38%) of employees are part time, working less than 37 hours per week. This is a reduction of 346 part time employees compared to 2014; in contrast there is an increase of 223 full time employees compared to 2014. The vast majority (85%) of part time employees at 1690 (51% of the total number of female employees) are female.

Comparison of full time and part time employees between 2014 and 2015:
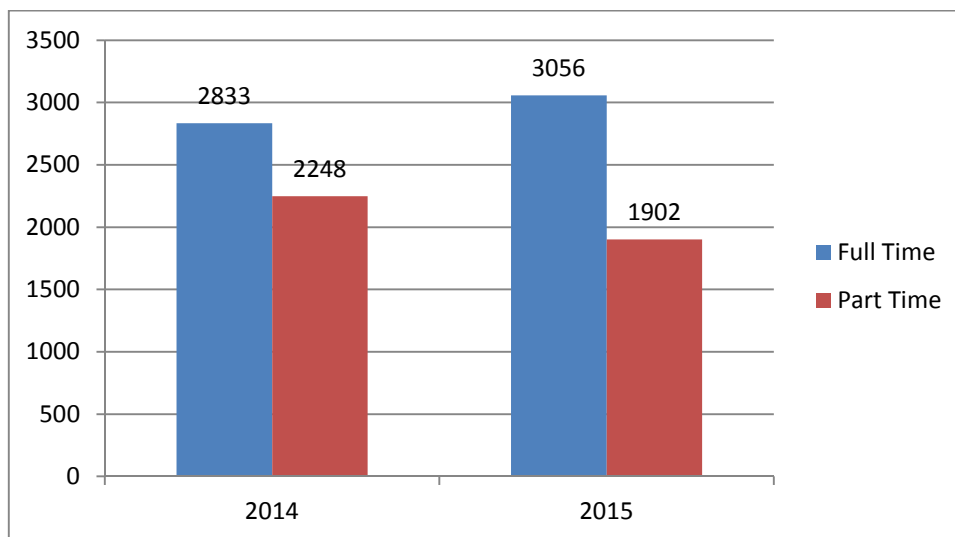
Comparison of female and male full time and part time:
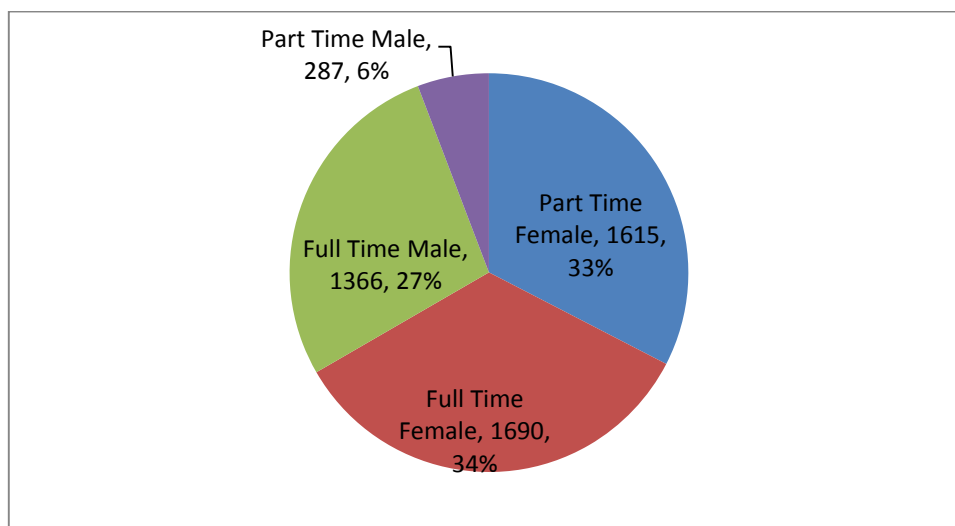
Gender Reassignment

Although data in this area is currently minimal, the Gender Identity Research and Education Society estimated in 2011 that organisations should assume that 1% of their employees and service users may be experiencing some degree of gender variance. The Organisational Development team is currently working with Public Health to revise and update the Transsexual, Transgender and Gender Reassignment Policy to produce a new Gender Identity Policy.

Disability:

Continued validation exercises aim to improve the intelligence held on this category and subsequently the support we are able to offer employees through a greater understanding of need.

Disability	Headcount 2014	%	Headcount 2015	%	Local community profile (2011)
Declared disability (including Other)	130	3%	129	3%	12.33%
No disability declared	4951	97%	4829	97%	

The number of employees declaring their disability has decreased by 1 compared to 2014; however the percentage remains the same.

Ethnicity:

In terms of ethnicity, the number of Black and Minority Ethnic (BME) and Mixed Ethnicity employees at 4% of the workforce falls below the community profile of 11.2%. However the reporting of ethnicity is relatively good compared with other characteristics, as we only have 6% (307) employees not declaring their ethnicity.

Ethnicity	Headcount 2014	%	Headcount 2015	%	Local community profile (2011)
White British/Irish/Other	4592	90%	4437	89%	88.6%
Black and Minority Ethnic	144	3%	151	3%	9.4%
Mixed	60	1%	63	1%	1.8%
Unknown	285	6%	307	6%	0.2%

The Council also monitors religion, sexual orientation and marital status. The categories across the Directorates have been broken down further within the Appendices.

We hold religion data on 2283 (46%) of all employees, which shows:

Religion	Headcount 2014	%	Headcount 2015	%	Local community profile (2011)
Christianity	1246	25%	1281	26%	60.9%
No religious belief	796	16%	854	17%	25.2%
Not specified	366	7%	344	7%	6.4%
Declared another religion	136	3%	148	3%	7.5%
Left blank	2537	50%	2331	47%	

We hold sexual orientation data on 2302 (46%) of all employees, which shows:

Sexual Orientation	Headcount 2014	%	Headcount 2015	%	Local community profile (2011)
Same sex and opposite sex (bisexual)	22	0%	19	0%	Data not available
Same sex (lesbian/gay)	47	1%	52	1%	
Opposite sex (heterosexual)	2119	42%	2231	45%	
Prefer not to disclose/not specified	636	13%	588	12%	
Left blank	2257	44%	2068	42%	

We hold marital status data on 3655 (74%) of all employees, which shows:

Marital status	Headcount 2014	%	Headcount 2015	%	Local community profile (2011)
Married/civil partnership	2022	40%	2032	41%	Data not available
Single	1150	23%	1157	23%	
Divorced/separated/dissolved	320	6%	302	6%	
Widowed	36	1%	32	1%	
Cohabiting	107	2%	132	3%	
Left blank	1446	28%	1303	26%	

We will continue to promote the provision of equality and diversity data further during 2016-17, review what information is available and wherever possible capture workforce intelligence within current systems.

3. Monitoring of Employment

Recruitment – advertising and applications
Our recruitment data shows that the Council advertised 1005 posts (including all multiple post vacancies) in 2015, which generated 5726 external applications and 2395 internal applications.

The City is ranked the 19th most deprived local authority area in England (out of 326 local authorities) in relation to Employment (English Indices of Deprivation 2015) and the competition for jobs is therefore significant.

Analysis of applications:
In summary the data shows that of the 8121 applications received (and where people gave the relevant details):
• 4644 (57%) applications were from females and 3472 (43%) from males
• 2622 (32%) applications were from people aged between 15 and 29, and 1490 (18%) were from people aged 50+
• 7078 (87%) of applicants gave their ethnic origin as White; 762 (9%) as BME; 126 (2%) as Mixed, with 155 (2%) unknown
• 76 (0.9%) applications were from people declaring themselves as having a disability. Part of the local authority's commitment to fulfilling lives through greater independence and employment is to interview all disabled applicants who meet the minimum criteria
• 3408 (42%) of applicants gave their religion as Christian; 751 (9%) another religion; 2971 (37%) have no religious belief, with 991 (12%) not specifying.

Whilst the number of applications from people with a BME or Mixed Ethnicity background appears low, it does compare with the community profile of 11.2%. **Action**: Explore whether the current media and process for advertising vacancies reaches all ethnicities or whether more could be done in this area to target and increase the number of applications.

Recruitment data for January to December 2015
Considering the profile of applicants, we can now explore the total number of new employees who joined the organisation between 1 January and 31 December 2015. Data shows that 627 existing employees applied for and successfully secured new posts. The following analysis focuses on the 494 new employees who joined the organisation following the recruitment process.

New starters 2015
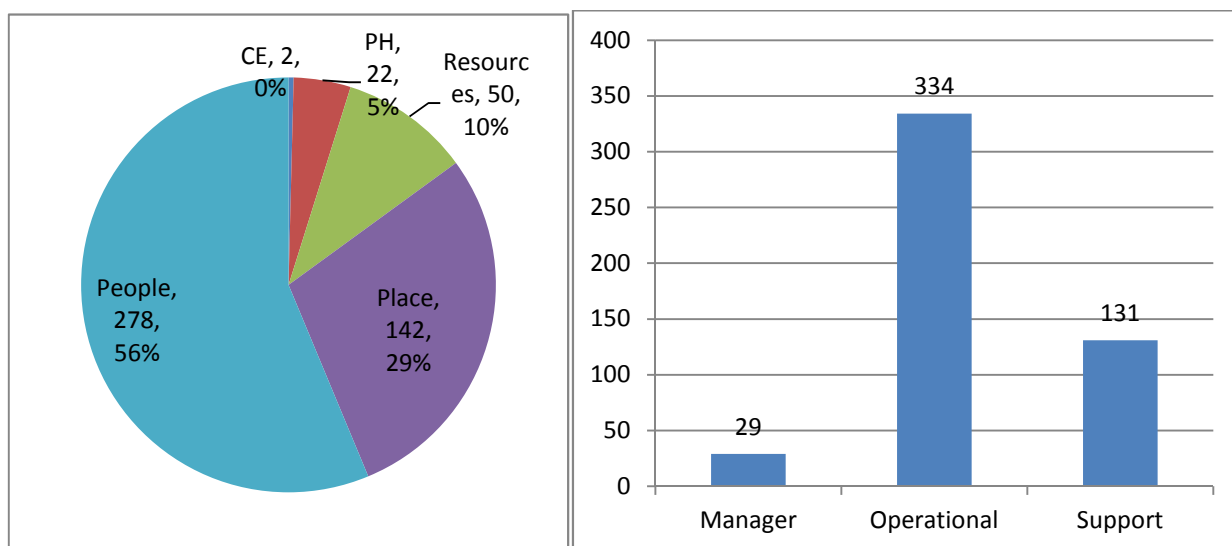
Occupational segregation – Role categories are not currently captured through the payroll system but by using knowledge of the organisation we are able to begin to align roles against three distinct categories:

• Managers
• Operational – staff whose main role is to provide a direct service to members of the public
• Support – staff whose main role is to provide a back office support function

The above table shows that 68% of all new starters were into operational roles.

Appendix 3 provides more detail on the starters' equality characteristics within each Directorate.

Leavers 2015
The total number of 862 leavers is based upon the combined number of people leaving the organisation and those moving into new contracts as a result of internal restructures during the period 1 January to 31 December 2015. The following graph shows how these 862 leavers were distributed across the organisation and the roles they previously held:
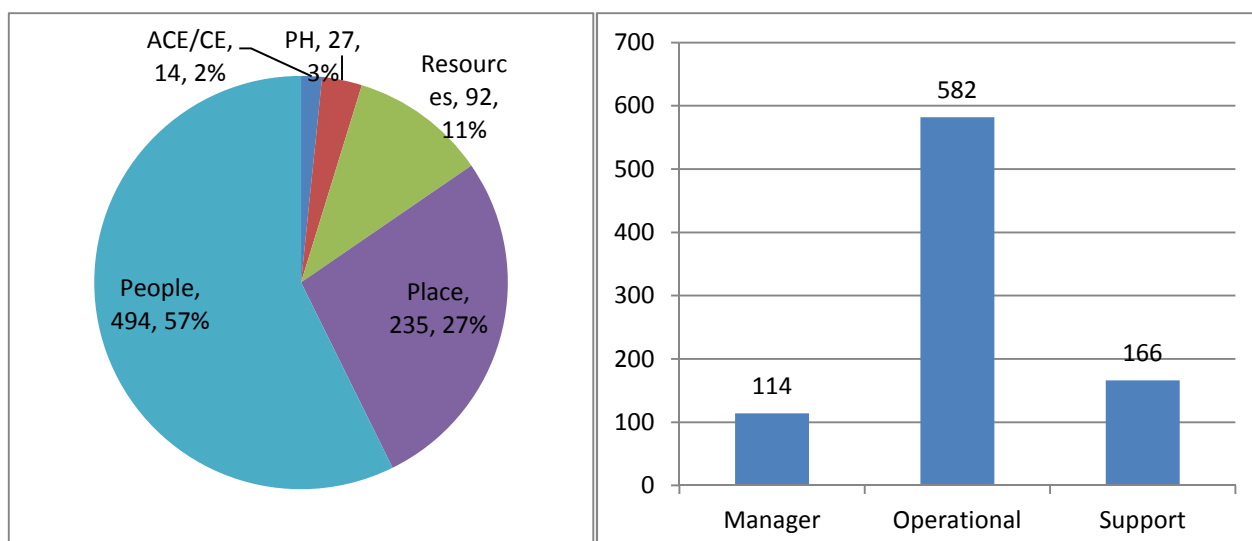
Appendix 3 provides more detail on the leavers' equality characteristics within each Directorate.

Organisational Turnover

Turnover is calculated using the following equation:

<u>Number of leavers in a given period</u>		862
Average number of employees =		4958
in the same given period		

For the period 1 January to 31 December 2015 the Council's turnover rate stood at 17.4%. This shows a steady increase on the previous year of 16.8% and is indicative of ongoing budget constraints and the transformation programme taking place within the organisation.
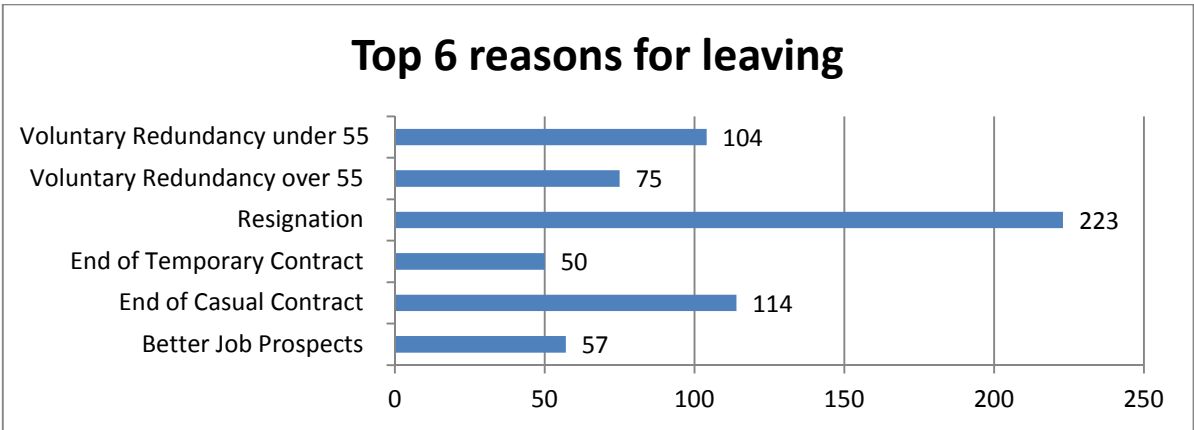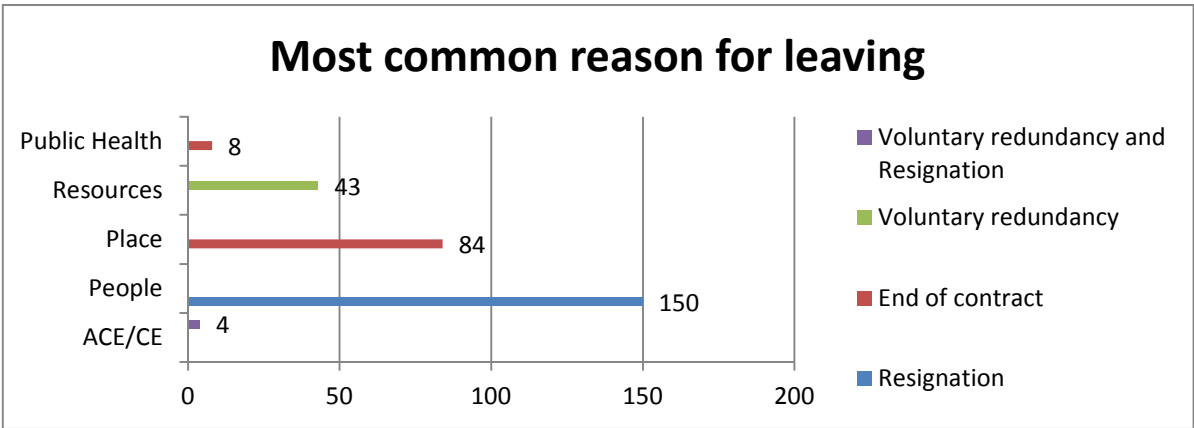
Reasons for leaving

The Council monitors leaving reasons, including for example resignation, redundancy, retirement, death in service and the end of a fixed-term or temporary contract.

The table below illustrates that, of the 862 people who left the Council or left their contract due to a change of role, 623 people (72%) left for one of the six reasons shown:

Top 6 reasons for leaving

Reason	Value
Voluntary Redundancy under 55	104
Voluntary Redundancy over 55	75
Resignation	223
End of Temporary Contract	50
End of Casual Contract	114
Better Job Prospects	57

When looking across Directorates we can identify the prevalent reasons for leaving and how these differ. This is often due to the nature of seasonal roles, such as those in the Place Directorate, where the main reason for leaving is due to casual contracts coming to an end. The high number of resignations may be a result of employees seeking new employment opportunities in anticipation of the notified restructures within certain Directorates, but also as a result of the investment taking place across the local economy in bringing in new businesses, which may appear more attractive or lucrative long-term.

Most common reason for leaving

Directorate	Value	Reason
Public Health	8	End of contract
Resources	43	Voluntary redundancy
Place	84	End of contract
People	150	Resignation
ACE/CE	4	Voluntary redundancy and Resignation

Legend:
- Voluntary redundancy and Resignation
- Voluntary redundancy
- End of contract
- Resignation

Recent Recruit Turnover

A total of 239 recent appointees (those with less than 2 years' employment) were among the 862 staff who left during 2015. This equates to a turnover rate of 32% when compared to the 754 staff with under 2 years' service in the workforce as at 31 December 2015. 89 (37%) of these 239 recent appointees left due to the end of an apprenticeship or casual, temporary or fixed-term contract in roles including Bar Assistant, Sports Coach, Cleansing Operative and Cemetery Operative.

Maternity and Paternity Leave

Stoke-on-Trent City Council has a range of family-friendly policies and practices.
For the period 1 January to 31 December 2015, 78 employees took maternity leave and 14 (18%) of these employees returned to work in the same period. Of those who returned from maternity leave during this period, no staff subsequently left following their return to the organisation.

During 2015, 30 employees took paternity leave, 20 of whom took a 2 week block and 10 took 7 or 8 days. During that same period, of the 30 men taking paternity leave, 1 went on to leave the authority later that same year.

Pay and Grading

Stoke-on-Trent City Council has a job evaluation scheme in place to ensure that jobs are objectively assessed, while avoiding prejudice or discrimination.

Discipline, Grievance and Capability Cases

Unfortunately the current HR system is not able to breakdown the information in as much detail as we would like.

	Capability	Discipline (Conduct)	Grievance
Opened and/or closed cases between 1 January 2015 and 31 December 2015 (excluding schools)	13	109	26

The Council has undertaken a lot of work in recent years to increase employees' and managers' understanding and awareness around bullying issues and to promote support and routes available for employees who feel they are being bullied and harassed. A new Bullying and Harassment Procedure was launched during 2015. In addition to the Single Equality Scheme which sets out our commitment to this agenda, the council offers a counselling service currently provided by Dove and Relate, plus an internally accredited coaching and a mediation service to give support and confidential advice to employees.

The Bullying and Harrassment Procedure was revised late 2015. **Action**: monitor the confidence of managers and staff in their understanding and implementation of the procedure.
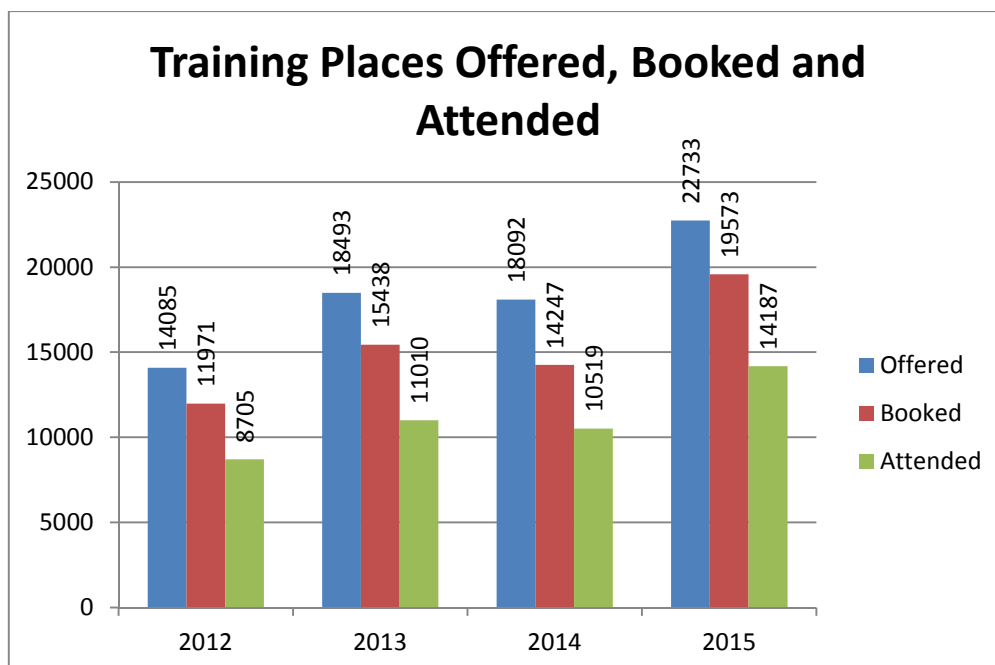
Workforce Development Opportunities

The Organisational Development team aims to support the Council's vision of 'Stronger Together - Working together to create a stronger city we can all be proud of' contained in the Strategic Plan 2016-2020 by designing and delivering the annual Corporate Training Plan, aligned with the Priorities and Strategic Objectives. A further aim is to ensure the most effective use of the talents, skills and abilities of our employees by supporting employees to maximise the contribution they can make. The Organisational Development team aims to foster close relationships with all Directorates to support them in achieving their objectives.

The Organisational Development Team provides 199 separate training subjects to support the skills, knowledge, behaviours and professional development within the organisation. The topics span across the following topics:
• Health and Safety;
• Core Skills;
• Management Development;
• Adult Social Care;
• Children Social Care;
• IT; and
• Working with Customers.

Each course is captured within the central Learning Management System where reports on the individual's attendance, evaluation as well as overall activity are produced on demand. Dedicated officers looking at the determination of development needs, workforce redesign, employee engagement and organisational culture work in collaboration with the workforce to continue the work of embedding equality and diversity through skills, knowledge and behaviors.

Training Places Offered, Booked and Attended

Year	Offered	Booked	Attended
2012	14085	11971	8705
2013	18493	15438	11010
2014	18092	14247	10519
2015	22733	19573	14187

The above table demonstrates that there was a marked increase in the number of training places offered, booked and attended in 2015. A major factor in this was the provision of a variety of courses related to working with customers connected to the Council's Cooperative Working programme, which supports people to live independent lives. In addition to classroom based training, Organisational Development also provides access to 13 e-learning courses on a request-only basis.

We currently offer disability, learning disability and Autism Spectrum training which has been lengthened to an all-day training session, incorporating elements of the Equality Act 2010 and Public Sector Equality Duty. We will also be offering new training on further equality issues such as Gender Identity (along with a revised policy on Trans issues) and a new Lesbian, Gay, Bisexual, Queer and Intersex Training session. Both training sessions will include sections on Equality Impact Assessment (EIA) and the Public Sector Equality Duty. The revised Equality and Diversity for Managers course incorporates the new EIA template and guidelines.

The council is committed to ensuring that all employees are enabled to achieve their full potential through valuing diversity and equality of opportunity and through supporting excellent performance through progressive development policies. Courses are made available to all staff and access or learning requirements are identified at the time of booking and assessed further by teacher trained practitioners as part of the learning programme. Should special needs be identified by the learner, a bespoke course or 1:1 on site support is made available.

Communication frameworks and evaluation strategies are in place to ensure all staff have the opportunity to participate and that learning is effectively embedded into practice. We initially measure the mood of delegates after each training session by asking them to click a face which depicts how they feel (Happy, Indifferent or Unhappy) and ask for comments regarding if we could improve the training. Each month Organisational Development takes a sample of courses and asks one delegate per course the question, "Please tell us how the training you recently attended has changed or will change your working practices, if at all?" The responses received help to measure the longer-term effectiveness of the training.

External places are offered to social care employers within the private and voluntary sector in order to build sustainability through a skilled and confident workforce which has the capacity to meet the growing commissioning intentions of the local authority. A Service Level Agreement is also offered to all city schools and academies offering a comprehensive support and development package.

The evidence of a strategic approach to the determination and delivery of training through workforce plans ensures equality of access and evaluation of impact on the delivery of services throughout the organisation. Learning opportunities are customer driven and provided through a long-term plan to meet the needs of the service.

Staff Engagement and Communications

The first Healthy Work staff survey carried out as part of the 'Workage - Active Ageing through Work Ability' project took place in May 2014. The headline results from the 732 responses captured a baseline of staff feelings and perceptions and revealed some positives in that staff felt:

- committed to providing a good service;
- strongly invested in the city's future; and
- that some initiatives show leadership.

However a number of issues also arose around:

- lack of effective communication;
- involvement in decision making and planning; and
- staff engagement in the change process.

Since the first survey, staff in the Place Directorate have been involved in a series of pilot initiatives aimed at improving working practices and the quality of life of the workforce. These initiatives have included piloting ways to improve engagement and communication including:

- Ideas Boards for staff to contribute suggestions for improvement and feedback; and
- Networking events, including Macmillan coffee mornings, to increase management visibility.

A second Healthy Work survey, designed to measure the impact of the initiatives and examine any changes from the baseline survey, will be carried out in February 2016 and will include the following equality questions:

Do you feel that you are treated with fairness and respect at the Council?
Do you feel that the Council respects individual differences?
Do you believe that the Council is taking effective steps to stop bullying and harassment in the workplace?
Do you feel you have the confidence and ability to raise concerns about poor practice through the Whistle Blowing procedure without worrying it would have a negative impact on you?

Feedback from the Ideas Board piloted at the Civic Centre has resulted in plans for free fitness and sports sessions for council staff to be held in early 2016 at the King's Hall to help them try out a range of exercise activities. The yoga, Pilates, walk football and touch rugby sessions will be held over lunchtimes under the banner 'Workout Wednesdays'.

All of the council's social workers (in both children's and adults' social care) were given the opportunity to take part in the Social Work Health Check Survey 2015. The questions were designed to cover specific areas which have an impact on the services our social workers deliver. It is vital that council services fully understand the issues faced by those on the front line, because without this information it becomes more difficult to develop solutions and make changes. The Organisational Development team has collated the results from the questionnaire and shared them with senior management teams and social workers.

There are a number of regular staff communications including:

- The Our Staff email newsletter, which includes information on issues such as training, awards, charity work, housekeeping requests and staff benefits. There is a My Day feature each fortnight following a different member of staff, as well as a Your Cabinet piece in the other editions to focus on councillors. Staff are encouraged to provide feedback on the email newsletter and to contribute stories, pictures, web links and other information.
- The Our Work, Your City email newsletter, which provides regular updates on the council's Transformation programme, including property rationalisation.
- The weekly Staff Training, Development, Health and Wellbeing Opportunities email, which has a reminder of the training and development opportunities available to staff over the next four weeks.

We continue to have over 1,400 staff without email access at work: managers at sites with a significant proportion of staff who do not have access to a computer are asked to print a copy of each email newsletter and leave it in a communal space for colleagues to read.

There are also many opportunities for staff to get involved in council-wide initiatives which provide networking opportunities, for example staff were invited to take on a facilitator role at the Stronger Together citywide community engagement events to encourage discussion and record feedback. Around 100 staff participated in the Corporate Games 2015 and there are many opportunities available to get involved in the European City of Sport activities in 2016 by volunteering at sessions or events.

The Staff Recognition Awards were reviewed during 2015 and a new programme is due to be relaunched in 2016, to reflect the Stronger Together vision and values.

4. Workforce Objectives 2016-2020

Based on the evidence provided within this report the following objectives have been agreed:

1. To develop and sustain a skilled and committed workforce able to meet the needs of local people

Our commitment to equality and diversity is integral to all employment policies, practices and procedures. We will recruit and retain a diverse, highly skilled and motivated workforce and create an inclusive workplace where all of diverse employees feel engaged and able to be themselves and are responsive to local communities.

Outcome: A public service workforce that reflects the community across all areas and levels including senior management levels

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Objectives for 2016-20
Deliver a transformation in the number of apprenticeships in the city and in the council

Bullying and Harassment incidents are monitored and analysed regularly and appropriate action is taken to address identified issues.

To continue to improve, review and monitor, the current make up of our workforce to better serve the aims of the Council and the needs of the community.

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5. Glossary

BME – Black and Minority Ethnic ethnicity categories. This includes all ethnicity categories except Mixed Ethnicity categories, White British, White Irish and White Other.

JSNA - Joint Strategic Needs Assessment

Protected characteristics – The Equality Act 2010 introduced the term "protected characteristics" to refer to characteristics that are protected under the Act. These are:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex; and
- sexual orientation.

Appendix 1

Organisational Workforce Profile as at 31 December 2015

	Headcount at 31/12/14	% of Workforce	Headcount at 31/12/15	% of Workforce	City Demographics [1]
Total staff	5081		4958		249,008
Full Time	2833	56%	3056	62%	
Part Time	2248	44%	1902	38%	
Permanent	4356	86%	4329	87%	
Fixed Term/Temporary	359	7%	242	5%	
Casual/Variable	366	7%	387	8%	
Female	3403	67%	3305	67%	125,013
Male	1678	33%	1653	33%	123,995
Part Time Female	1838	54%	1615	49%	
Full Time Female	1565	46%	1690	51%	
Full Time Male	1268	76%	1366	83%	
Part Time Male	410	24%	287	17%	
Ethnicity					
White British/Irish/Other	4592	90%	4437	89%	220,712 (88.6%)
Black & Minority Ethnic	144	3%	151	3%	23,397
Mixed	60	1%	63	1%	4,491
Unknown Ethnicity	285	6%	307	6%	408
Disability 2					
Declared Disability (including Other)	130	3%	129	3%	30,702
Disability Unknown (Blank)	4951	97%	4829	97%	
Age					
15-19	55	1%	55	1%	13,210
20-24	224	4%	217	4%	19,089
25-29	394	8%	373	8%	18,156
30-34	576	11%	547	11%	15,829
35-39	583	11%	611	12%	16,113
40-44	692	14%	616	12%	17,810
45-49	772	15%	756	15%	17,353
Age continued					
50-54	832	16%	801	16%	15,534
55-59	575	11%	588	12%	14,009
60-64	272	5%	289	6%	14,721
65+	106	2%	105	2%	11,616
Religion					
Blank	2537	50%	2331	47%	
Buddhism	4	0%	4	0%	760
Christianity	1246	25%	1281	26%	151,624
Hinduism	5	0%	4	0%	1,384
Islam	53	1%	60	1%	14,993
Judaism	1	0%	0	0%	
No religious belief	796	16%	854	17%	62,737
Not specified	366	7%	344	7%	15,942
Other	68	1%	73	1%	989
Rastafarianism	0	0%	1	0%	
Sikhism	3	0%	3	0%	579
Zoroastrianism	2	0%	3	0%	

Sexual Orientation					
Blank	2257	44%	2068	42%	
Same sex and opposite sex (Bisexual)	22	0%	19	0%	
Same sex (gay/lesbian)	47	1%	52	1%	
Opposite sex (Heterosexual)	2119	42%	2231	45%	
Prefer not to disclose/not specified	636	13%	588	12%	
Marital Status					
Married/ Civil Partnership	2022	40%	2032	41%	87,883
Single	1150	23%	1157	23%	72,307
Divorced/Separated/ Dissolved	320	6%	302	6%	25,312
Widowed	36	1%	32	1%	15,140
Blank	1446	28%	1303	26%	48,366
Cohabiting	107	2%	132	3%	

1 Data source – NOMIS, ONS, PANSI, POPPI

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

Appendix 2 – Profile Reports for Individual Directorates

People Workforce Profile as at 31 December 2015

	Organisational Headcount at 31/12/15	Directorate Headcount at 31/12/15	% of the Directorate	Comments
Total staff	4958	2845	57%	People Directorate make up 57% of the organisation's workforce
Full Time	3056	1452	51%	
Part Time	1902	1393	49%	High number of part time workers in operational front line roles
Permanent	4329	2547	90%	Majority of staff hold permanent contracts
Fixed Term/Temporary	242	160	6%	
Casual/Variable	387	138	5%	
Female	3305	2301	81%	Predominantly female workforce
Male	1653	544	19%	
Part Time Female	1615	1248	54%	Majority of female staff are part time
Full Time Female	1690	1053	46%	
Full Time Male	1366	399	73%	Majority of male staff are full time
Part Time Male	287	145	27%	
Ethnicity				
White British/Irish/Other	4437	2607	92%	Significant majority of staff are White British
Black & Minority Ethnic	151	89	3%	
Mixed	63	46	2%	
Unknown Ethnicity	307	103	4%	
Disability				
Declared Disability (including Other)	129	71	2%	Data validation required in this area
Disability Unknown (Blank)	4829	2774	98%	
Age				
15-19	55	10	0%	Ageing workforce with 35% over the age of 50 and only 3% under the age of 25
20-24	217	84	3%	
25-29	373	207	7%	
30-34	547	339	12%	
35-39	611	374	13%	
40-44	616	371	13%	
45-49	756	460	16%	
Age continued				
50-54	801	465	16%	
55-59	588	336	12%	
60-64	289	153	5%	7% (199 staff) of the workforce in the Directorate potentially due to retire
65+	105	46	2%	

Religion				
Blank	2331	1260	44%	Data validation required in this area
Buddhism	4	3	0%	
Christianity	1281	766	27%	
Hinduism	4	3	0%	
Islam	60	38	1%	
No religious belief	854	515	18%	
Not specified	344	211	7%	
Other	73	45	2%	
Rastafarianism	1	0	0%	
Sikhism	3	2	0%	
Zoroastrianism	3	2	0%	
Sexual Orientation				
Blank	2068	1135	40%	Data validation required in this area as 40% blank
Same sex and opposite sex (Bisexual)	19	10	0%	
Same sex (gay/lesbian)	52	28	1%	
Opposite sex (Heterosexual)	2231	1335	47%	
Prefer not to disclose/not specified	588	337	12%	
Marital Status				
Married/ Civil Partnership	2032	1263	44%	Data validation required in this area as 23% blank
Single	1157	613	22%	
Divorced/Separated/ Dissolved	302	221	8%	
Widowed	32	19	1%	
Blank	1303	643	23%	
Cohabiting	132	86	3%	

Place Workforce Profile as at 31 December 2015

	Organisational Headcount at 31/12/15	Directorate Headcount at 31/12/15	% of the Directorate	Comments
Total staff	4958	1154	23%	
Full Time	3056	863	75%	Majority of staff work full time
Part Time	1902	291	25%	
Permanent	4329	921	80%	Majority of staff hold a permanent contract
Fixed Term/Temporary	242	34	3%	
Casual/Variable	387	199	17%	Significantly high number of casual contracts
Female	3305	399	35%	
Male	1653	755	65%	High proportion of males compared to the organisation figure
Part Time Female	1615	177	44%	
Full Time Female	1690	222	56%	
Full Time Male	1366	641	85%	
Part Time Male	287	114	15%	
Ethnicity				
White British/Irish/Other	4437	994	86%	
Black & Minority Ethnic	151	26	2%	
Mixed	63	12	1%	
Unknown Ethnicity	307	122	11%	
Disability				
Declared Disability (including Other)	129	16	1%	Data validation required in this area
Disability Unknown (Blank)	4829	1138	99%	
Age				
15-19	55	39	3%	12% (141) of the workforce aged 15-24, compared to 5% of total workforce
20-24	217	102	9%	
25-29	373	101	9%	
30-34	547	81	7%	
35-39	611	91	8%	
40-44	616	105	9%	
45-49	756	158	14%	
Age continued				
50-54	801	191	17%	41% aged 50+
55-59	588	152	13%	
60-64	289	87	8%	12% (134) staff are potentially due to retire
65+	105	47	4%	

Religion				
Blank	2331	566	49%	Data validation required in this area
Buddhism	4	1	0%	
Christianity	1281	274	24%	
Hinduism	4	0	0%	
Islam	60	7	1%	
No religious belief	854	214	19%	
Not specified	344	80	7%	
Other	73	10	1%	
Rastafarianism	1	1	0%	
Sikhism	3	0	0%	
Zoroastrianism	3	1	0%	
Sexual Orientation				
Blank	2068	529	46%	Data validation required in this area
Same sex and opposite sex (Bisexual)	19	8	1%	
Same sex (gay/lesbian)	52	8	1%	
Opposite sex (Heterosexual)	2231	505	44%	
Prefer not to disclose/not specified	588	104	9%	
Marital Status				
Married/ Civil Partnership	2032	381	33%	Data validation required in this area
Single	1157	327	28%	
Divorced/Separated/ Dissolved	302	39	3%	
Widowed	32	10	1%	
Blank	1303	376	33%	
Cohabiting	132	21	2%	

Resources Workforce Profile as at 31 December 2015

	Organisational Headcount at 31/12/15	Directorate Headcount at 31/12/15	% of the Directorate	Comments
Total staff	4958	730	15%	
Full Time	3056	553	76%	Majority of staff work full time
Part Time	1902	177	24%	
Permanent	4329	653	89%	Majority of staff hold a permanent contract
Fixed Term/Temporary	242	33	5%	
Casual/Variable	387	44	6%	
Female	3305	471	65%	65% of staff in Resources are female
Male	1653	259	35%	
Part Time Female	1615	152	32%	
Full Time Female	1690	319	68%	
Full Time Male	1366	234	90%	
Part Time Male	287	25	10%	
Ethnicity				
White British/Irish/Other	4437	631	86%	
Black & Minority Ethnic	151	33	5%	
Mixed	63	4	1%	
Unknown Ethnicity	307	62	8%	
Disability				
Declared Disability (including Other)	129	35	5%	Data validation required in this area
Disability Unknown (Blank)	4829	695	95%	
Age				
15-19	55	4	1%	Ageing workforce with 31% over the age of 50 and only 4% under the age of 25
20-24	217	24	3%	
25-29	373	56	8%	
30-34	547	103	14%	
35-39	611	109	15%	
40-44	616	106	15%	
45-49	756	102	14%	
Age continued				
50-54	801	106	15%	
55-59	588	79	11%	
60-64	289	31	4%	
65+	105	10	1%	

Religion				
Blank	2331	394	54%	Data validation required in this area
Buddhism	4	0	0%	
Christianity	1281	179	25%	
Hinduism	4	0	0%	
Islam	60	13	2%	
No religious belief	854	91	12%	
Not specified	344	39	5%	
Other	73	13	2%	
Rastafarianism	1	0	0%	
Sikhism	3	1	0%	
Zoroastrianism	3	0	0%	
Sexual Orientation				
Blank	2068	319	44%	Data validation required in this area
Same sex and opposite sex (Bisexual)	19	1	0%	
Same sex (gay/lesbian)	52	11	2%	
Opposite sex (Heterosexual)	2231	290	40%	
Prefer not to disclose/not specified	588	109	15%	
Marital Status				
Married/ Civil Partnership	2032	290	40%	Data validation required in this area
Single	1157	162	22%	
Divorced/Separated/ Dissolved	302	32	4%	
Widowed	32	2	0%	
Blank	1303	223	31%	
Cohabiting	132	21	3%	

Public Health Workforce Profile as at 31 December 2015

	Organisational Headcount at 31/12/15	Directorate Headcount at 31/12/15	% of the Directorate	Comments
Total staff	4958	185	4%	
Full Time	3056	149	81%	Majority of staff work full time
Part Time	1902	36	19%	
Permanent	4329	168	91%	Majority of staff hold a permanent contract
Fixed Term/Temporary	242	11	6%	
Casual/Variable	387	6	3%	
Female	3305	104	56%	
Male	1653	81	44%	
Part Time Female	1615	34	33%	
Full Time Female	1690	70	67%	
Full Time Male	1366	79	98%	Majority of males work full time
Part Time Male	287	2	2%	
Ethnicity				
White British/Irish/Other	4437	163	88%	
Black & Minority Ethnic	151	1	1%	
Mixed	63	1	1%	
Unknown Ethnicity	307	20	11%	
Disability				
Declared Disability (including Other)	129	7	4%	Data validation required in this area
Disability Unknown (Blank)	4829	178	96%	
Age				
15-19	55	2	1%	Ageing workforce with 39% aged over 50 and only 4% aged under 25
20-24	217	6	3%	
25-29	373	7	4%	
30-34	547	15	8%	
35-39	611	26	14%	
40-44	616	28	15%	
45-49	756	28	15%	
Age continued				
50-54	801	34	18%	
55-59	588	21	11%	
60-64	289	16	9%	
65+	105	2	1%	

Religion				
Blank	2331	95	51%	Data validation required in this area
Buddhism	4	0	0%	
Christianity	1281	51	28%	
Hinduism	4	1	1%	
Islam	60	0	0%	
No religious belief	854	23	12%	
Not specified	344	12	6%	
Other	73	3	2%	
Rastafarianism	1	0	0%	
Sikhism	3	0	0%	
Zoroastrianism	3	0	0%	
Sexual Orientation				
Blank	2068	76	41%	Data validation required in this area
Same sex and opposite sex (Bisexual)	19	0	0%	
Same sex (gay/lesbian)	52	3	2%	
Opposite sex (Heterosexual)	2231	77	42%	
Prefer not to disclose/not specified	588	29	16%	
Marital Status				
Married/ Civil Partnership	2032	74	40%	Data validation required in this area
Single	1157	45	24%	
Divorced/Separated/ Dissolved	302	9	5%	
Widowed	32	1	1%	
Blank	1303	53	29%	
Cohabiting	132	3	2%	

Chief Executive's Workforce Profile as at 31 December 2015

	Organisational Headcount at 31/12/15	Directorate Headcount at 31/12/15	% of the Directorate	Comments
Total staff	4958	44	1%	
Full Time	3056	39	89%	Majority of staff work full time
Part Time	1902	5	11%	
Permanent	4329	40	91%	Significant majority of staff hold a permanent contract
Fixed Term/Temporary	242	4	9%	
Casual/Variable	387	0	0%	
Female	3305	30	68%	
Male	1653	14	32%	
Part Time Female	1615	4	13%	
Full Time Female	1690	26	87%	
Full Time Male	1366	13	93%	
Part Time Male	287	1	7%	
Ethnicity				
White British/Irish/Other	4437	42	95%	
Black & Minority Ethnic	151	2	5%	
Mixed	63	0	0%	
Unknown Ethnicity	307	0	0%	
Disability				
Declared Disability (including Other)	129	0	0%	Data validation required in this area
Disability Unknown (Blank)	4829	44	100%	
Age				
15-19	55	0	0%	Only 1 member of staff aged under 25
20-24	217	1	2%	
25-29	373	2	5%	
30-34	547	9	20%	
35-39	611	11	25%	
40-44	616	6	14%	
45-49	756	8	18%	
Age continued				
50-54	801	5	11%	
55-59	588	0	0%	
60-64	289	2	5%	
65+	105	0	0%	

Religion				
Blank	2331	16	36%	Data validation required in this area
Buddhism	4	0	0%	
Christianity	1281	11	25%	
Hinduism	4	0	0%	
Islam	60	2	5%	
No religious belief	854	11	25%	
Not specified	344	2	5%	
Other	73	2	5%	
Rastafarianism	1	0	0%	
Sikhism	3	0	0%	
Zoroastrianism	3	0	0%	
Sexual Orientation				
Blank	2068	9	20%	Data validation required in this area
Same sex and opposite sex (Bisexual)	19	0	0%	
Same sex (gay/lesbian)	52	2	5%	
Opposite sex (Heterosexual)	2231	24	55%	
Prefer not to disclose/not specified	588	9	20%	
Marital Status				
Married/ Civil Partnership	2032	24	55%	Data validation required in this area
Single	1157	10	23%	
Divorced/Separated/ Dissolved	302	1	2%	
Widowed	32	0	0%	
Blank	1303	8	18%	
Cohabiting	132	1	2%	

Appendix 3 - Starters' and Leavers' Equality Characteristics

Recruitment Data – New Starters' Equality Characteristics

Directorate / Age	Total	%	Chief Executive's/ACE	%	People	%	Place	%	Resources	%	Public Health	%
15 – 19	34	7%	0	0%	5	2%	25	18%	2	4%	2	9%
20 – 24	71	14%	0	0%	39	14%	23	16%	4	8%	5	23%
25 – 29	71	14%	0	0%	38	14%	24	17%	6	12%	3	14%
30 – 34	73	15%	1	50%	42	15%	20	14%	7	14%	3	14%
35 – 39	56	11%	1	50%	42	15%	2	1%	10	20%	1	5%
40 – 44	43	9%	0	0%	25	9%	9	6%	7	14%	2	9%
45 – 49	54	11%	0	0%	36	13%	14	10%	1	2%	3	14%
50 – 54	36	7%	0	0%	24	9%	8	6%	4	8%	0	0%
55 – 59	37	7%	0	0%	19	7%	10	7%	5	10%	3	14%
60 – 64	14	3%	0	0%	8	3%	4	3%	2	4%	0	0%
65+	5	1%	0	0%	0	0%	3	2%	2	4%	0	0%
Total	494		2		278		142		50		22	
Disability												
Declared disability	13	3%	0	0%	9	3%	4	3%	0	0%	0	0%
No disability declared	481	97%	2	100%	269	97%	138	97%	50	100%	22	100%
Total	494		2		278		142		50		22	
Ethnicity												
White British/Irish/Other	416	84%	2	100%	253	91%	107	75%	32	64%	22	100%
Black Minority Ethnic	34	7%	0	0%	21	8%	7	5%	6	12%	0	0%
Mixed	7	1%	0	0%	4	1%	3	2%	0	0%	0	0%
Unknown ethnicity	37	7%	0	0%	0	0%	25	18%	12	24%	0	0%
Total	494		2		278		142		50		22	
Gender												
Female	307	62%	1	50%	231	83%	37	26%	32	64%	6	27%
Male	187	38%	1	50%	47	17%	105	74%	18	36%	16	73%
Total	494		2		278		142		50		22	
Religion												
Blank	44	9%	0	0%	3	1%	26	18%	15	30%	0	0%
Buddhism	2	0%	0	0%	1	0%	1	1%	0	0%	0	0%
Christianity	192	39%	0	0%	121	44%	45	32%	16	32%	10	45%
Hinduism	1	0%	0	0%	1	0%	0	0%	0	0%	0	0%
Judaism	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Islam	17	3%	0	0%	13	5%	2	1%	2	4%	0	0%
Zoroastrianism	1	0%	0	0%	1	0%	0	0%	0	0%	0	0%
Sikhism	1	0%	0	0%	0	0%	0	0%	1	2%	0	0%
No religious belief	181	37%	2	100%	102	37%	59	42%	9	18%	9	41%
Other	13	3%	0	0%	11	4%	0	0%	2	4%	0	0%
Prefer not to disclose/not specified	42	9%	0	0%	25	9%	9	6%	5	10%	3	14%
Total	494		2		278		142		50		22	

Sexual Orientation												
Blank	43	9%	0	0%	3	1%	26	18%	14	28%	0	0%
Same sex and opposite sex (bisexual)	2	0%	0	0%	1	0%	1	1%	0	0%	0	0%
Same sex (gay/ lesbian)	7	1%	0	0%	3	1%	3	2%	1	2%	0	0%
Opposite sex (heterosexual)	413	84%	2	100%	251	90%	105	74%	33	66%	22	100%
Prefer not to disclose/not specified	29	6%	0	0%	20	7%	7	5%	2	4%	0	0%
Total	494		2		278		142		50		22	
Marital Status												
Blank	56	11%	0	0%	10	4%	30	21%	13	26%	3	14%
Cohabiting	46	9%	0	0%	28	10%	13	9%	2	4%	3	14%
Divorced/Separated/Dissolved	25	5%	0	0%	21	8%	1	1%	3	6%	0	0%
Married/Civil Partnership	175	35%	2	100%	124	45%	30	21%	15	30%	4	18%
Single	192	39%	0	0%	95	34%	68	48%	17	34%	12	55%
Widowed	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Total	494		2		278		142		50		22	
Role												
Manager	29	6%	0	0%	10	4%	15	11%	3	6%	1	5%
Operational	334	68%	1	50%	199	72%	116	82%	6	12%	12	55%
Support	131	27%	1	50%	69	25%	11	8%	41	82%	9	41%
Total	494		2		278		142		50		22	
Contract Type												
Permanent	270	55%	1	50%	170	61%	69	49%	27	54%	3	14%
Fixed Term/Temporary	134	27%	1	50%	83	30%	25	18%	10	20%	15	68%
Casual/Variable	90	18%	0	0%	25	9%	48	34%	13	26%	4	18%
Total	494		2		278		142		50		22	
Contracted hours												
Full time	310	63%	1	50%	156	56%	90	63%	42	84%	21	95%
Part time	184	37%	1	50%	122	44%	52	37%	8	16%	1	5%
Total	494		2		278		142		50		22	

Leavers' Equality Characteristics

Directorate / Age	Total leavers	%	Chief Executive's/ACE	%	People	%	Place	%	Resources	%	Public Health	%
15 – 19	14	2%	0	0%	4	1%	10	4%	0	0%	0	0%
20 – 24	83	10%	0	0%	30	6%	46	20%	4	4%	3	11%
25 – 29	97	11%	1	7%	49	10%	36	15%	8	9%	3	11%
30 – 34	100	12%	5	36%	60	12%	22	9%	9	10%	4	15%
35 – 39	68	8%	2	14%	36	7%	20	9%	9	10%	1	4%
40 – 44	98	11%	2	14%	48	10%	26	11%	19	21%	3	11%
45 – 49	88	10%	0	0%	58	12%	15	6%	11	12%	4	15%
50 – 54	103	12%	1	7%	70	14%	19	8%	11	12%	2	7%
55 – 59	96	11%	3	21%	62	13%	16	7%	10	11%	5	19%
60 – 64	89	10%	0	0%	62	13%	19	8%	6	7%	2	7%
65+	26	3%	0	0%	15	3%	6	3%	5	5%	0	0%
Total	**862**		**14**		**494**		**235**		**92**		**27**	
Disability												
Declared disability	20	2%	0	0%	16	3%	4	2%	0	0%	0	0%
No disability declared	842	98%	14	100%	478	97%	231	98%	92	100%	27	100%
Total	862		14		494		235		92		27	
Ethnicity												
White British/Irish/Other	769	89%	14	100%	448	91%	205	87%	82	89%	20	74%
Black Minority Ethnic	29	3%	0	0%	16	3%	10	4%	2	2%	1	4%
Mixed	12	1%	0	0%	7	1%	3	1%	1	1%	1	4%
Unknown ethnicity	52	6%	0	0%	23	5%	17	7%	7	8%	5	19%
Total	862		14		494		235		92		27	
Gender												
Female	572	66%	7	50%	395	80%	98	42%	60	65%	12	44%
Male	290	34%	7	50%	99	20%	137	58%	32	35%	15	56%
Total	862		14		494		235		92		27	
Religion												
Blank	347	40%	8	57%	189	38%	93	40%	44	48%	13	48%
Buddhism	2	0%	0	0%	1	0%	1	0%	0	0%	0	0%
Christianity	240	28%	3	21%	146	30%	63	27%	23	25%	5	19%
Hinduism	1	0%	0	0%	1	0%	0	0%	0	0%	0	0%
Judaism	1	0%	0	0%	1	0%	0	0%	0	0%	0	0%
Islam	14	2%	0	0%	11	2%	1	0%	1	1%	1	4%
Zoroastrianism	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Sikhism	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
No religious belief	169	20%	3	21%	90	18%	56	24%	15	16%	5	19%
Other	11	1%	0	0%	10	2%	0	0%	1	1%	0	0%
Prefer not to disclose/not specified	77	9%	0	0%	45	9%	21	9%	8	9%	3	11%
Total	862		14		494		235		92		27	

Sexual Orientation												
Blank	316	37%	5	36%	176	36%	86	37%	38	41%	11	41%
Same sex and opposite sex (bisexual)	5	1%	0	0%	4	1%	1	0%	0	0%	0	0%
Same sex (gay/ lesbian)	10	1%	0	0%	7	1%	3	1%	0	0%	0	0%
Opposite sex (heterosexual)	427	50%	6	43%	247	50%	118	50%	42	46%	14	52%
Prefer not to disclose/not specified	104	12%	3	21%	60	12%	27	11%	12	13%	2	7%
Total	862		14		494		235		92		27	
Marital Status												
Blank	230	27%	3	21%	137	28%	55	23%	23	25%	12	44%
Cohabiting	27	3%	0	0%	18	4%	6	3%	1	1%	2	7%
Divorced/ Separated/ Dissolved	55	6%	1	7%	28	6%	17	7%	9	10%	0	0%
Married/Civil Partnership	285	33%	8	57%	174	35%	55	23%	41	45%	7	26%
Single	259	30%	2	14%	132	27%	102	43%	17	18%	6	22%
Widowed	6	1%	0	0%	5	1%	0	0%	1	1%	0	0%
Total	862		14		494		235		92		27	
Role												
Manager	114	13%	6	43%	50	10%	35	15%	22	24%	1	4%
Operational	582	68%	3	21%	387	78%	174	74%	9	10%	9	33%
Support	166	19%	5	36%	57	12%	26	11%	61	66%	17	63%
Total	862		14		494		235		92		27	
Contract Type												
Permanent	549	64%	11	79%	341	69%	99	42%	82	89%	16	59%
Fixed Term/ Temporary	118	14%	3	21%	54	11%	45	19%	8	9%	8	30%
Casual/ Variable	195	23%	0	0%	99	20%	91	39%	2	2%	3	11%
Total	862		14		494		235		92		27	
Contracted hours												
Full time	482	56%	11	79%	209	42%	173	74%	65	71%	24	89%
Part time	380	44%	3	21%	285	58%	62	26%	27	29%	3	11%
Total	862		14		494		235		92		27	