

# **Equality and Diversity Annual Report 2013 - 2014**

<p>Version Control: FJB Version 1: June 2014 Review date: June 2015</p>
---

The information published in this document reports on progress against Stoke-on-Trent City Council's Equality & Diversity Objectives during the period June 2013 to June 2014.

Organisational Development  
Resources Directorate  
Floor 2, Civic Centre  
Glebe Street  
Stoke  
[equalities@stoke.gov.uk](mailto:equalities@stoke.gov.uk)

## **Contents**

### **1. Introduction**

### **2. Stoke-on-Trent City Council Profile**

### **3. Equality Impact Assessments**

### **4. Annual Health Check Audit**

### **5. Recommendations**

### **6. Summary**

### **7. Appendices**

**Appendix 1 – Demographic profile of the council workforce**

**Appendix 2 – Equality and Diversity Objectives 2012-16**

**Appendix 3 – Action plan recommendations 2014**

## 1. Introduction

At Stoke-on-Trent City Council, we are committed to embedding equality and diversity throughout all that we do. This includes service delivery, employment opportunities, policy-making, partnerships and community leadership. In 2012 we developed our own equality and diversity objectives, based on current workflows, the requirements of the Equality Act 2010 and the demands of our local community. This is not a 'tick-box' exercise, rather a reflective view at our progress. This year we have included a gap analysis to identify our current equality gaps and how the city council is going to address these moving forwards.

The Annual Equality Report demonstrates how we have embraced Equality, Diversity and Human Rights agenda by embedding the ethos into everything we do to deliver a service that meets the needs of the local people of Stoke on Trent. This report provides a summary of how we are working alongside the legislative requirements to achieve accessible and inclusive services for customers, partners, staff and members.

This report provides a progress update of how we are performing against our equality and diversity objectives during the 2013-14 monitoring period. It identifies the key findings from the annual health check and highlights our achievements during that time. This report also explains our processes and why certain actions were taken. It will enable the work that has been carried out thus far to be consolidated into our business planning process and built on as we continue to progress in the future.

## 2. Stoke-on-Trent City Council – an overview

Stoke-on-Trent is a unique City affectionately known as The Potteries. With its rich industrial heritage and history, Stoke-on-Trent has respectfully claimed the title of World Capital of Ceramics. The City is located less than an hour from Birmingham, Manchester and Liverpool and only one and a half hours direct from London Euston by train. Despite all this, Stoke-on-Trent is currently one of the most deprived cities in England, and is ranked the 16th most deprived local authority (out of 326) in England.

Based on 2011 Census:

- There were estimated to be around 249,000 people living in the city.
- There were 51,500 children aged 16 and under (20.7% of the total population),
- There were estimated to be around 38,800 people aged 65 and over (15.6% of the total).
- In terms of ethnicity, 86.4% of the people in the city were classified as 'White British' (compared with 93.6% in the 2001 Census).
- People from a South Asian background (Indian, Pakistani, Bangladeshi) make up the largest ethnic minority group (5.5%), compared with 3.3% in 2001.

There are a number of areas locally that are ranked among the top 5% most deprived in the whole of England. These include areas around the wards of Tunstall, Burslem Central, Moorcroft, Etruria and Hanley (located in the north and west of the city), Abbey Hulton and Townsend, Bentilee and Ubberrley (in the east) and Meir North and Meir South (in the south east).

### Demographic profile of the City of Stoke-on-Trent

The following link provides an overview of the Census 2011 results for the [demographic profiles](#) of the population of Stoke-on-Trent.

### **Demographic profile of the city council workforce**

Attached at Appendix 1 is an overview of the city council's workforce profile. A more detailed report can be found published separately through the [following link](#).

### **3. Equality Impact Assessments**

As part of the Single Equality Scheme there is the 'Equality Impact Assessment' (EIA) process which assesses documentation and functions relating to the delivery of services and employment practices for any potential impact on any of the nine protected characteristics. The equality lead provides guidance, support, advice and training to help staff recognise the importance of the process but importantly ensures consideration of any negative impact that helps to eradicate barriers and making access easier for the people we serve.

Equality Impact Assessments areas an integral part of the project management process when Project's first begun to ensure that any impact on any of the nine protected characteristic areas can be identified and acted upon at an early stage.

Forty nine Equality Impact Assessments have been conducted during 2013 year. Collation of these centrally with the Equality and change programme leads needs to be improved this coming year. As part of the workforce action plan, this process will be reviewed to ensure it is more user friendly to Complete, and a consistent approach taken.

### **4. Annual Health Check Audit**

Our equality objectives are linked with the Public Sector Equality Duty's (PSED) requirements and follow the principles of the Equality Framework as a tool to monitor our progress. Our equality objectives for 2012 to 2016 (Appendix 2) are published on our website and these link in to existing workflows.

We use the Equality Frameworks for Local Government as our key delivery mechanism. The framework provides 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 to share throughout the sector.

Designed to support systematic and structured improvement, the frameworks are used to help deliver improved services and have recently undergone a 'light touch' sector-led refresh, to take into account of the recommendations from the Public Sector Equality Duty review, around focusing on outcomes, and embedding equality and health equity into policies and establishing better connections with the newly refreshed Equality Delivery System used by the NHS.

The Equality Framework for Local Government details five performance areas:

- Knowing your communities and equality mapping
- Place shaping, leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- A modern and diverse workforce

This year we undertook an Equality & Diversity Health Check where we asked Strategic Managers and equality leads within each of the directorates to reflect back on the last 12 months and tell us how they have performed across each of the five performance areas.

We also introduced a gap analysis and asked each directorate how they intend to address those gaps identified. This extensive piece of work will be reported in the 2014-15 report.

### **Highlights<sup>1</sup>**

The council continues to move forwards and progress throughout the year. Listed below are highlights from the evidence which have been captured as part of the initial self- assessment concluding with actions identified in appendix 3.

### **Knowing your community and equality mapping**

Every year a report is produced which is a summary of the key issues raised by the Joint Strategic Needs Assessment (JSNA) process, which reports on progress against health and wellbeing outcomes. The JSNA is used to determine what actions local authorities, the NHS and other partners need to take to meet health and social care needs, improve local health outcomes and address local health issues

- Services within the People Directorate are using the [Joint Strategic Needs Assessment](#) (JSNA) toolkit to help them understand the equality and health priorities for the city. The JSNA highlights local issues based on the analysis of the information available, informing the Commissioning Position Statement and the integrated Adult Social Care Workforce Strategy.

The JSNA has been used to develop the following high level council and partnership strategies:

- Stoke-on-Trent JSNA Annual Report 2013
  - Joint Health and Wellbeing Strategy
  - Safeguarding Children Board Business Plan
  - Child Poverty Strategy and Annual Report 2013
  - Children, Young People and Families Plan 2013-2016
  - Early Years Strategy 2013-16
- Many services now hold their own customer profile information and have fully embedded their own Equality and Diversity Actions. In these areas data is collected and reviewed on a regular basis. New reporting systems are being developed to introduce quarterly reporting and analysis to make best use of the data provided within contract monitoring and commissioning services.

### **Place shaping, leadership, partnership and organisational commitment**

- Equality Impact Assessments have been embedded more thoroughly across the council, particularly as part of the budget setting and decision making processes. As a result more effective (targeted) consultation is taking place before decisions are made.
- Equality and diversity is a key area of exploration for the recruitment and selection of social care staff and managers. There is always a question which addresses awareness and attitudes as standard during the interviewing process. This carries a high weighting for scoring purposes and ensures that we employ staff with focus around an anti-discriminatory and anti-oppressive practice.
- Regional Inclusion Leads Networking supports the local authorities progress the equality agenda and remains a forum to share good practice across the region, as well as linking into the public sector agenda. These meeting take place quarterly, and attendance and contact has been maintained during 2013-14.

---

<sup>1</sup> Due to a large volume of good practice demonstrated across a wide range of services we are only able to include a selection of them in this report.

### **Community engagement and satisfaction**

- Stoke-on-Trent City Council actively encourages all customer feedback about its services. All internal staff and members of the public are encouraged to let the team know if they are not satisfied, or have a suggestion about how we could do things differently.  
We also welcome comments and compliments.  
We are committed to:
  - dealing with complaints and comments quickly and effectively; and
  - using complaints, comments and compliments to review and improve our servicesA report is compiled each year which analyses customer satisfaction data and whether there are any significant barriers identified through our customer feedback process to people with a specific protected characteristic compared to those without. The following link provides a detailed [customer feedback report 2013](#).
- Active engagement strategies are in place and could be further developed across departments as they encourage better working relationships with partners and engagement with customers, families, carers, service users etc. Co-operative Working launched in 2013 as a pilot in the north of the city works on a multi-agency approach to identify holistic outcomes for those families identified as needing preventative support. The Community Team Plus initiative also identified partnership working between Adult Social Care services and GP practices to streamline the assessment of need process.
- There are a wide range of established engagement forums in place which we support and consult with in a variety of ways; Customer focus groups, Apprenticeship employer forums, community groups, learner groups, STAND – Stoke on Trent Area Network for Disability etc.
- The Green Door project has established a strong communication strategy which uses a variety of methods through outreach to community groups in alternative formats. Their volunteers serve as Ambassadors for Green Door. The project also works with partners to encourage take up of the service.
- Stoke-on-Trent City Council, working alongside partners and voluntary, community and faith groups, wants to hear residents' views and ideas that will help to shape the future of our city. We are doing this through a series of events as part of the [My City, My Say](#) campaign, which offers the opportunity for businesses and residents to ask questions, give ideas and help to decide the priorities in the city and your local area for the years ahead. Residents have fed back that they want to engage with us more and to see partners working together more closely across the city. We hope that this is just the start of an ongoing, meaningful conversation that we can continue to build upon.
- Positively Stoke on Trent Communications and Marketing Strategy 2014-15 also places a strategic focus on community and staff engagement.

### **Responsive services and customer care**

- Commissioners maintain close links with a number of partners/stakeholders to understand needs of a particular client group and attend different groups on a regular basis to gather feedback and get views on proposals. The [Adult Social Care Integrated Workforce Strategy 2013-2018](#) outlines a position statement for the sector, including the demographics of current and projected workforce. Based on this information recruitment and retention ambitions are identified to ensure the sector builds a sustainable and diverse workforce through skills and capacity.
- Public Health have identified gaps where further work is required to develop existing needs assessment which include; learning disability, disability and long term conditions, impact of

## Equality & Diversity Annual Report 2013 -14

poverty and welfare reform, user and citizen voice . Further work is also needed to better understand local data available on people moving into the area and ethnicity. These issues will be addressed in the Transformation and Improvement Service Business Plan for 2014/15.

- Stoke-on-Trent: Age Friendly City commitment. Beth Johnson Foundation and Public Health at Stoke-on-Trent City Council are working together to deliver a comprehensive work programme which will involve engaging with organisations from across the city and ensuring their commitment to making an age-friendly promise. This will help to raise awareness of the Age-friendly City (AFC) initiative and ensure a whole city approach, helping to make Stoke-on-Trent 'a great place to grow older'.  
Analysis from the April 2014 staff survey will inform future AFC work streams in recognition that approximately 3500 of our employees reside within the city, almost 1100 of whom are over the age of 50. We are also working closely with the Health Improvement Team to ensure that, as an employer, we excel against the AFC criteria and lead the way as an age-friendly employer enabling Stoke-on-Trent to achieve its vision of being 'a great working city'.
- 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.
- City wide travel plan. Work on-going during 2014 to develop targeted and reliable public and community transport solutions to enable people to access jobs, services and other opportunities.
- Undertaken a review of customer services and our customer services strategy was published in 2013.

### **A modern and diverse workforce**

- A number of initiatives were undertaken by the Organisational Development Team which includes:
  - A data validation exercise to improve information held about the diversity of our workforce.
  - Establishing a minimum dataset for workforce information which meets the organisation's business and workforce planning needs.
  - A new Equality & Diversity eLearning package is in development to be supported by management training.
  - The existing corporate induction and appraisal process was redesigned and implemented.
  - New ways of working through effective use of technology and agile working.
- The 2013-14 Workforce Profile Report provides a single robust source of accurate workforce intelligence and labour market comparator data. This will be used to produce the annual production of the People Management Strategy and Directorate Workforce Plans
- Mediation is a process where an impartial and neutral third party works with staff members, who may be experiencing conflict. The aim is to help the individuals find their own solution and reach an agreement to resolve or improve the situation. The Mediator does not offer any advice or solutions, and it is the parties, not the Mediator, who decide the terms of any resolution. The process of mediation is voluntary and confidential.  
The authorities' internal mediation service was re-launched in July 2014. There are now 15 trained mediators available across the council. This service is co-ordinated by the Organisational Development function.



## Equality & Diversity Annual Report 2013 -14

- The council has introduced a coaching service. This is because recent years have seen a growth in the recognition of the value of coaching as a key part of the personal development process and is viewed as a practical tool to support our mandate for change. Our coaches use a variety of Neuro Linguistic Programming techniques to help staff discover and unlock their full potential. With the support of a trained NLP Certified Coach, staff can achieve your goals faster and improve your confidence by taking ownership of their own development.

The NLP approach to coaching incorporates an appreciative focus on what's right, what's working, what's wanted and is future focused. The intention of this service is to ensure that all employees receive equitable treatment when accessing coaching opportunities irrespective of gender, race, sexual orientation, religion, faith, belief or disability in line with identified needs.

- Staff networks. There are currently 2 active staff networks; Diversity Forum and Staff Engagement Champions. Both groups have separate structures e.g. terms of reference, action plans and chairpersons. Attendance levels this year at the Diversity Forum meetings have been poor. For the coming year, it is hoped we can establish a clear Equality Links Network, which is less focussed on attendance at meetings, and more a feedback mechanism for examples of good practice to be able to share lessons learnt. The links will also be able to promote equality work in their area.

### 5. Recommendations

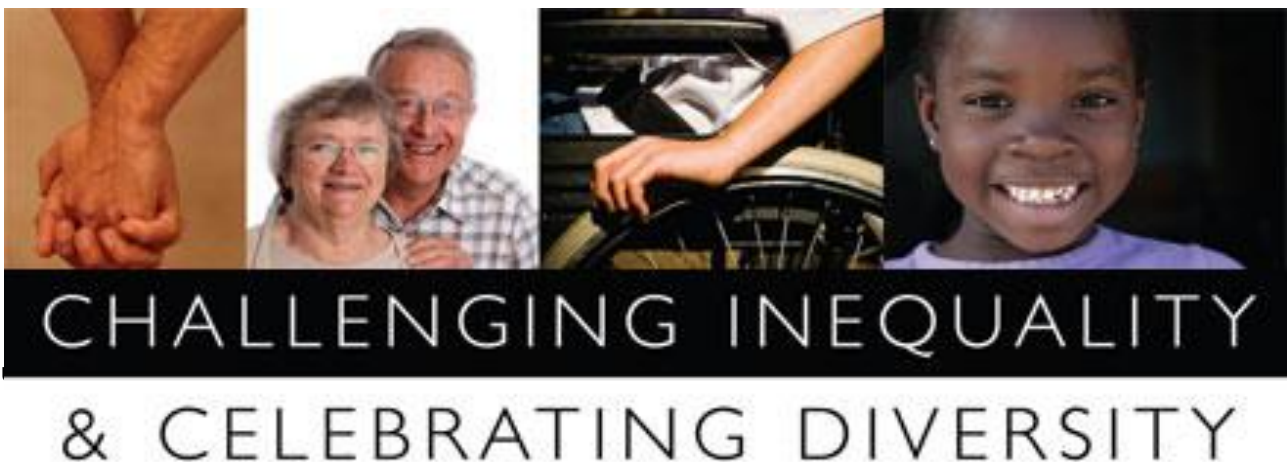
Equality objectives were reviewed in April 2012 and will need to be reviewed again in 2016. An annual health check will continue to take place each year to assess progress and any actions identified will form part of an action plan. Actions identified from the 2013/14 Health Check will be incorporated into the annual Workforce Report and Organisational Development Business Plan.

### 6. Summary

Stoke-On-Trent City Council acknowledges the real value equality adds to ensuring the services we provide are fair and equal. Our annual equality report demonstrates the work we have undertaken to drive forward the agenda, outlining the different activity progressed over the year, our next steps and a summary of our workforce profile.

We realise the organisation's responsibility under the Equality Act 2010 and the equality duties and the importance of embedding equality into everything we do.

Overall the council has progressed well with its commitment to the whole equality and diversity agenda. There are clear equality objectives and robust monitoring in place which enables the council to demonstrate how it ensures its functions and duties are fair, inclusive and equitable for its employees, businesses and visitors.





# Equality & Diversity Annual Report 2013 -14

## Appendix 1 Demographic Profile of the City Council workforce

Workforce Profile as at end December 2013					
	Headcount at 31/12/12	%	Headcount at 31/12/13	%	Local Labour Market Data (1)
Comments					
Total staff	5131		5205		249,008
Full Time	3612	70%	3123	60%	
Part Time	1519	30%	2082	40%	
Permanent	4712	92%	4482	86%	
Fixed Term/Temporary	419	8%	364	7%	
Casual/Variable			359	7%	
Female	3490	68%	3491	67%	125,013
Male	1641	32%	1714	33%	123,995
Part Time Female			1804	35%	
Full Time Female			1687	32%	
Full Time Male			1436	28%	
Part Time Male			278	5%	
<b>Ethnicity</b>					
White British/Irish/Other	4536	88%	4679	90%	220712
Black Minority Ethnic	410	8%	150	3%	22183
Mixed	52	1%	61	1%	4491
Unknown Ethnicity	133	3%	315	6%	1622
<b>Disability 2</b>					
Declared Disability (including Other)			123	2%	30705
No Disability			0	0%	
Disability Unknown (Blank)			5082	98%	
<b>Age</b>					
15-19			61	1%	5990
20-24			242	5%	
25-29			424	8%	21883
30-34			593	11%	
35-39			584	11%	29956
40-44			742	14%	
45-49			829	16%	26717
<b>Age continued</b>					
50-54			805	15%	
55-59			570	18%	22204
60-64			246	12%	
65+			109	2%	5053
<b>Religion</b>					
Blank			2823	54%	15942
Buddhist			2	0%	760
Christian all denomination			1182	57%	151624
Hindu			7	0%	1384
Jewish			1	0%	66
Islam			48	13%	14993
No religious belief			700	20%	62737
Other			61	4%	923
Prefer not to disclose/not specified			375	21%	0
Zoroastrianism			1	0%	0
Sikh			5	0%	579
<b>Sexual Orientation</b>					
Blank			2535	49%	
Bisexual			22	1%	
Same sex (gay/lesbian)			42	2%	
Heterosexual/straight			1936	43%	
Other			0	0%	
Prefer not to disclose/not specified			670	187%	
<b>Marital Status</b>					
Married/ Civil Partnership			2005	39%	72307
Single			1186	38%	87883
Divorced/Seperated/Dissolved			324	16%	25312
Widowed			38	1%	15140
Blank			1596	438%	
Cohabiting			56	16%	
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					

## **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

Equality & Diversity Annual Report  
2013 -14

### Appendix 3

#### Action Plan Recommendations 2014-15

The actions identified below will address a number of equality and diversity priorities linked to our Equality & Diversity Objectives 2012-16.

\*links to the actions identified in the Workforce Equality Information report 2013/14

Code	Key Area	Action Required	Target completion
A1 & W6*	Data Analysis, Strategy	Analyse city profile with workforce profile data:  Develop strategic links from city profile and workforce data to address and narrow any equality gaps identified to ensure our workforce reflects our diverse city and its communities. Standardised an annual Data Validation exercise to address gaps in workforce intelligence Staff engagement strategy implemented to improve confidence in data being held	complete
A2	Leads and Support Group	Use of equality data:  All services to ensure that when proposing changes to services or developing priorities for the city, they access relevant data sources available to them e.g. JSNA, city and workforce profile data.	complete
A3	Leads and Support Group	Equality Impact Assessments:  All services to ensure that when proposing changes to services or developing priorities for the city, EIA's are carried out and effective consultation takes place so that those who are potentially affected (employees, service users, etc.) are involved at the outset.  Design and implementation of a management e-learning platforms highlighting PSED responsibilities and also a platform for all staff on equality and diversity awareness Built into mandatory training for all new starters  EIAs to be published on stoke.gov.uk	On-going    Launched Sept 2015  on-going
A4	Leads and Support Group	Consistent collection and analysis of monitoring information to allow comparisons with census / workforce data. Gaps in equality information to be identified and actions put in place to address these.	complete