Stoke-On-Trent City Council Workforce Report

1 January 2013 to 31 December 2013

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1. Introduction

This report provides a summary and analysis of the organisation's workforce, excluding schools. The workforce profile is shown as at 31 December 2013, while the data is for the period January 2013 – December 2013.

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 fulfil its commitments to ensuring employment practices are free from discrimination and meet its obligations under the Equality Act 2010.

In response to the Care Bill it is recognised that local authorities know and equality map their community. This involves having a clear understanding of the equality profile of existing service users and carers and that we work 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. This has resulted in the Council having the category "unknown" which can affect our ability to benchmark monitoring information in some instances. The 2011 and 2012 annual Workforce Equality Reports identified the need to undertake a data validation exercise in order to improve the intelligence we held on Stoke-on-Trent City Council employees. This took place during April to October alongside a marketing campaign to encourage employees to complete their personal data and declare their ethnicity and disability to improve the data quality in these areas. The impact of the data validation exercises was an improvement in the integrity of personal data where we witnessed the activity in the equality monitoring section of PSe increase by 89.55% during the exercise period. Unknown data for disability status reduced by 70 records, however missing data on ethnicity increased by 182, where we saw 133 unknown records in 2012 increase to 315 at the time of producing this report.

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.

It should be noted that any discrimination occurring as a result of sexual orientation continues to be identified through the monitoring of discipline and grievance cases and through staff surveys and methods of engagement. This enables us to ensure that any issues are addressed and are prevented from recurring.

2. Current Workforce Headcount Profile (as at 31st December 2013)

The data on the current workforce is extracted from the organisation's payroll system (PSe) and is shown in Appendix A. At the reporting date, there was a recorded headcount of 5205 employees (excluding schools) which shows an increase of 74 employees when compared to the profile for 2012. Appendices also provide a further breakdown of the workforce profiles for each of the four Directorates: Corporate Services, People Directorate, Place Directorate and Public Health.

During 2013 the Council established an Organisational Development Team with dedicated officers 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 2012, moving forward improved intelligence on the workforce profile will result in a more sophisticated analysis to inform future planning and transformation. This profile also compares the current workforce to the local labour market data[1], which allows us to assess if our workforce is reflective of the local community and the Joint Strategic Needs Assessment.

In the appendices you will find current profiles for each Directorate which illustrate the headcount and a breakdown for each protected characteristic. The following chart illustrates headcount across the four Directorates.
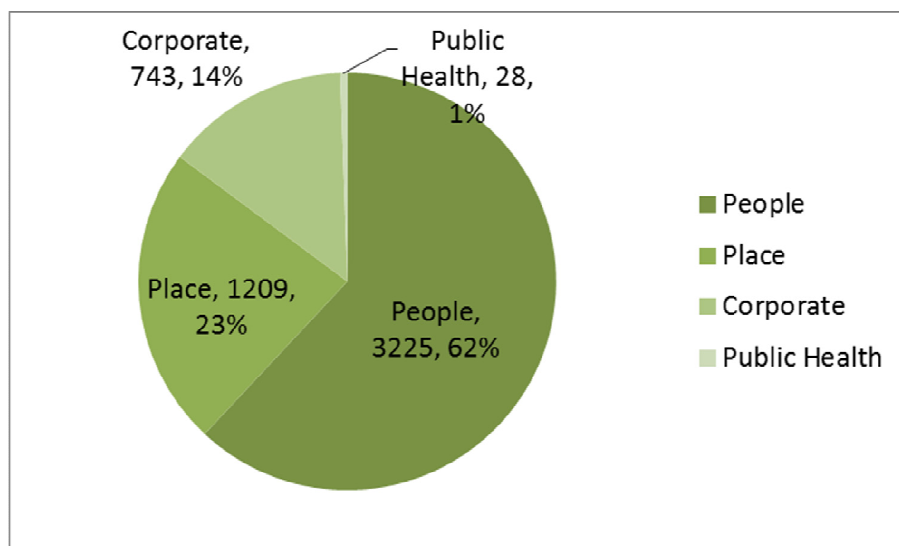
In summary the current profile for the organisation shows that:

- 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 - 3491 (67%) female to 1714 (33%) male. During 2012 the number of males increased by 73, compared with only an increase of 1 female in the same 12 month period which is a possible indication in the transitional growth of back office and management services which will be explored as part of the organisations workforce planning process.
- The majority of employees (1634 - 31.4%) are within the age ranges of **45-54** and this mirrors the population trend locally. The majority of employees within this age group are employed in operational roles throughout the council.
- Low ratios of employees (303 – 5.8%) are found within the **15 - 24** age groups as demonstrated in the table below, however following further analysis whilst this age group is attracted to apply a high volume are not shortlisted for interview.
- When looking at staff retention, 1538 (29.5%) of the workforce have been with the authority for less than 5 years and to the other end of the spectrum, 468 (8.9%) have been employed for more than 25 years.
- The council supports an internally-delivered apprenticeship scheme to target and support the 15-24 age group. Whilst data has proven difficult to obtain it is reported that that the majority go on to find long-term employment in the Council following completion of the scheme.
- In order to support the local labour market and work with potential applicants the Council also provides the Jobs, Enterprise and Training (JET's) service and the Employability Strategy which promotes employability through the provision of work placements for young people leaving care.
- With a significant number of employees aged **50+** (1730 – 33.2%) the local authority is participating in a research project that will be used to influence EU policy regarding working conditions and practice (particularly 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.

15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
1.17%	4.70%	8.14%	11.39%	11.21%	14.25%	15.92%	15.46%	10.95%	4.72%	2.09%

- 2082 (40%) of employees are part time working less than 37 hours per week and the majority of these part time employees at 1804 (86.6%) are female.

- When looking at ethnicity and disability we continue to have lower ratios of employees across all categories compared to the local labour market despite the validation exercise significantly improving both data sets.

Disability	Headcount as at 31/12/13	Headcount % at 31/12/13	Local Labour Market Data
Declared Disability (including Other)	123	2.36%	12.33%
No Disability declared	5082	97.64%	

The number of employees declaring their disability has increased by 5 compared to 2012 and validation of the categories has taken place to confirm that staff and details from new applications either declare or do not declare forming 2 distinct fields:
- Declared disability
- No disability declared

In terms of ethnicity, the number of Black and Minority Ethnic (BME) employees has reduced from 410 to 150. Whilst this fall appears dramatic it is as a result of the change in reporting categories therefore a more accurate interpretation will be made in 2014. For this report we have introduced the Mixed ethnicity category, which reflects in more detail the diversity of the community and workforce. There are 61 employees of Mixed ethnicity. Following the data validation exercise there has been a reduction in Unknown ethnicity data from 7.9% in 2012 to 6.05% in 2013.

Ethnicity	Headcount as at 31/12/13	Headcount % at 31/12/13	Local Labour Market Data
White British/Irish/Other	4679	89.89%	88.6%
Black Minority Ethnic	150	2.88%	11.4%
Mixed	61	1.17%	
Unknown Ethnicity	315	6.06%	

The Council also monitors religion, sexual orientation and marital status and the integrity of this data improved significantly following the data validation exercise. The categories across the Directorates have been broken down further within the appendices.

We hold religion data on 2382 (45.76%) of all employees, which shows

Religion	Headcount as at 31/12/13	Headcount % at 31/12/13	Local Labour Market Data
Christian (all denominations)	1182	22.71%	60.89%
No religious belief Prefer	700	13.45%	25.19%
not to disclose Declared	375	7.20%	0
another religion Left	125	2.40%	7.51%
blank	2823	54.24%	6.40%

We hold sexual orientation data on 2670 (51.29%) of all employees, which shows:

Sexual orientation	Headcount as at 31/12/13	Headcount % at 31/12/13	Local Labour Market Data
Bisexual	22	0.42%	Data not available
Same sex (lesbian/gay)	42	0.81%	
Opposite sex (heterosexual)	1936	37.20%	
Prefer not to disclose/ not specified	670	12.87%	
Left blank	2535	48.70%	

We hold marital status data on 3609 (69.34%) of all employees, which shows:

Marital status			
Married/civil partnership	2005	38.52%	29.03%
Single	1186	22.79%	35.29%
Divorced/separated/dissolved	324	6.22%	10.16%
Widowed	38	0.73%	6.08%
Left blank	1596	30.66%	
Cohabiting	56	1.08%	

We will continue to promote the disclosure of "diversity" data further during 2014 and review what information is available and explore through staff engagement the possible barriers to providing that information and/or capturing workforce intelligence within current systems.

3. Monitoring of Employment

Recruitment

Our recruitment data shows that the Council recruited 587 candidates from the 9341 applications received (6%). 318 (54%) of the new employees were recruited onto a permanent contract, 185 (32%) were recruited onto a fixed/temporary contract and 84 (14%) onto a casual / variable contract. In addition 322 (55%) of the positions filled were for full time positions compared with 265 (45%) part time.

When comparing this recruitment data to 2011 and 2012 we can see the number of vacancies for jobs continue to fall from 710 in 2011, 656 in 2012 to 587 in 2013. In response, the number of applications have significantly increased year on year as we see that on average in 2011 we attracted 8 applicants for every vacancy, in 2012 we received 12 applicants for every vacancy and in 2013 this rose again to 16 applicants for every vacancy. This indicates the local authority continues to be seen as an employer of choice.

The City is ranked 311 (out of 326 local authorities) with regards to the percentage of people who are workless and the competition for jobs is therefore significant. The steady increase over the past 3 years in the number of applicants can be attributed to the Mandate for Change and the improvement in the reputation of the council as being an employer of choice. The on-going promotion of diversity within its recruitment process through the Two Ticks logo (Positive about Disabled People) and Stonewall (LGB – Lesbian, Gay and Bisexual inclusive employer) Diversity Champions logo also aims to attract external applicants.

Analysis of Recruitment Data:
In summary the data shows that:
- 5587 (60%) of the 9341 applicants were female. 382 (7%) female applicants were successful. Traditionally the front line operational roles offered by the council attract a higher proportion of female applicants and employees than other sectors such as manufacturing and construction.
- 7866 (84%) of all the 9341 applicants are of a white ethnic origin. 508 (6%) white ethnic origin applicants were successful. This compares with the local population figures of 88.6% of white ethnic origin. Although 804 (9%) of our 9341 applicants are of BME background, only 34 (4%) of BME applicants were successful in their recruitment.
- 103 (1%) of the 9341 applicants declared themselves as having a disability and 11 (2%) of all successful applicants declared that they do have 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 and our data shows that 33 (32%) of the 103 disabled applicants were short-listed for interview.
- In regards to religion the majority of applicants 4078 (44%) of the 9341 are of Christian faith, and 3125 (33%) of the 9341 applicants are of no religion. The profile of successful applicants in regards to religion is consistent with the profile of applicants as a whole.
- The recruitment data show that the Council attracts a high level of applications from the age range 20-24, 1718 (18%) of the 9341 applicants. However only 33 (6%) of the 587 new starters/successful applicants are of this age group which indicates possibly a lack of clarity over the post they are applying for or a lack of skills, qualifications or experience.

Recruitment data for 2012-13

Directorate	Total starters	Corporate and Chief Executive's	People	Place	Public Health
New starters	587	84	329	142	32

	Total number of applicants	%	Number of applicants assessed as shortlistable	%	Number of applicants unsuccessful after interview	%	Number of new starters	%
Age								
15 – 19	458	4.9	279	4.8	60	5.1	33	5.6
20 – 24	1718	18.3	1251	21.8	131	11.2	92	15.7
25 - 29	1594	17.0	1080	18.8	180	15.4	83	14.1
30 – 34	1263	13.5	785	13.7	169	14.4	91	15.6
35 – 39	787	8.4	448	7.8	122	10.4	53	9.0
40 – 44	870	9.3	517	9.0	131	11.2	55	9.4
45 – 49	936	10.0	500	8.7	162	13.8	71	12.1
50 – 54	689	7.5	379	6.6	114	9.7	56	9.6
55 – 59	422	4.6	236	4.2	55	4.7	35	5.9
60 - 64	157	1.7	89	1.5	27	2.3	12	2.0
65+	27	0.3	15	0.3	5	0.4	6	1.0
Not Specified	420	4.5	163	2.8	17	1.4	0	0
Total	9341		5742	61.5	1173	12.5	587	6.3
Disability								
Declared disability	103	1.1	48	0.8	22	1.9	11	1.9
No disability declared	9238	98.9	5694	99.2	1151	98.1	576	98.1
Total	9341		5742		1173		587	
Ethnic Origin								
White British/Irish/Other	7866	84.2	4916	85.6	1026	87.5	508	86.5
Black Minority Ethnic	804	8.6	566	9.8	84	7.2	34	5.8
Mixed	202	2.2	130	2.3	24	2.0	12	2.1
Unknown ethnicity	469	5.0	130	2.3	39	3.3	33	5.6
Total	9341		5742		1173		587	
Gender								
Female	5587	59.8	3378	58.8	728	62.1	382	65.1
Male	3716	39.8	2363	41.1	445	37.9	205	34.9
Unknown	38	0.4	1	0.1	0	0	0	0
Total	9341		5742		1173		587	
Religion								
Blank	435	4.6	70	1.2	46	3.9	75	12.8
Buddhist	22	0.3	17	0.3	2	0.2	0	0
Christian all denomination	4078	43.6	2506	43.6	556	47.4	250	42.6
Hindu	46	0.6	34	0.6	4	0.3	5	0.9
Jewish	N/A	0	N/A	0	N/A	0	N/A	0
Islam	414	4.4	278	4.8	43	3.7	12	2.0
Zoroastrianism	N/A	0	N/A	0	N/A	0	N/A	0
Sikh	29	0.4	23	0.4	3	0.3	1	0.2
No religious belief	3125	33.4	2100	36.6	368	31.4	153	26.1
Other	300	3.2	206	3.6	32	2.7	18	3.0
Prefer not to	892	9.5	508	8.9	119	10.1	73	12.4

disclose/not specified								
Total	9341		5742		1173		587	
Sexual Orientation								
Blank	419	4.5	66	1.2	43	3.7	62	10.5
Bisexual	62	0.6	48	0.8	5	0.4	4	0.7
Same sex (gay/lesbian)	175	1.9	124	2.2	16	1.3	4	0.7
Heterosexual/straight	7902	84.6	5065	88.2	1006	85.8	449	76.5
Other	0	0	0	0	0	0	0	0
Prefer not to disclose/not specified	783	8.4	439	7.6	103	8.8	68	11.6
Total	9341		5742		1173		587	
Marital Status								
Married/Civil Partnership	2701	28.9	1590	27.7	405	34.4	168	28.6
Single	4358	46.6	2961	51.6	469	39.8	268	45.7
Divorced/Separated/Dissolved	600	6.4	381	6.6	76	6.5	39	6.6
Widowed	43	0.5	32	0.5	4	0.3	3	0.5
Blank	1165	12.5	429	7.5	180	15.3	84	14.3
Cohabiting	474	5.1	349	6.1	43	3.7	25	4.3
Total	9341		5742		1177		587	
Role								
Manager								
Operational (working with external customers)								
Support (working with internal customers)								
Total								

Action:
Recruitment Data - Number of applicants which declined an offer of employment is not available.
There are other reasons than 'applicants not assessed as shortlistable' and 'unsuccessful after interview' to why an applicant was not appointed. Therefore the numbers reflect this anomaly
Role – Data is not currently available but is an area to be captured during 2014

Turnover

Turnover is calculated using the following equation:

$$\frac{\text{Number of leavers in a given period}}{\text{Average number of employee in the same given period}} = \frac{809}{5205}$$

For the period 1 January 2013 to 31 December 2013 the Council's turnover rate stood at 15.5%. This is significantly lower than the 14.4% for the previous year and is indicative of on-going implementation of the transformation programme taking place within the organisation and confidence through staff engagement.

Recent Recruit Turnover

A total of 223 recent recruits (those with less than 2 years employment) left during 2013. This equates to a 4.2% turnover rate and could be seen as a positive indication that the Council is successfully inducting and retaining staff following the implementation of a revised induction and appraisal process in 2013. The need for seasonal workers such as leisure workers and grass cutters during the summer contributes annually to the number of fixed term positions however measures are in place to retain experienced staff in the council through initiatives such as improved engagement, investment through learning and the Workage: active aging through work ability project.

Leavers

Although the number of employees has reduced from 2012 this has not affected the profile of our workforce which is still very similar to before, as can be seen in the appendices.

The majority of employees who left during this period were of white ethnic background, female, aged 40-59 on a permanent contract and with no declared disability. This data is reflective of the Council's overall workforce profile and is detailed in the tables below.
Across all the protected characteristics the data is very consistent and shows no significant differences or indications of any potential concerns.

Action:
The large number of "unknowns" remains an action for future data validation programmes.

The following chart shows the numbers and percentage of leavers from each directorate.
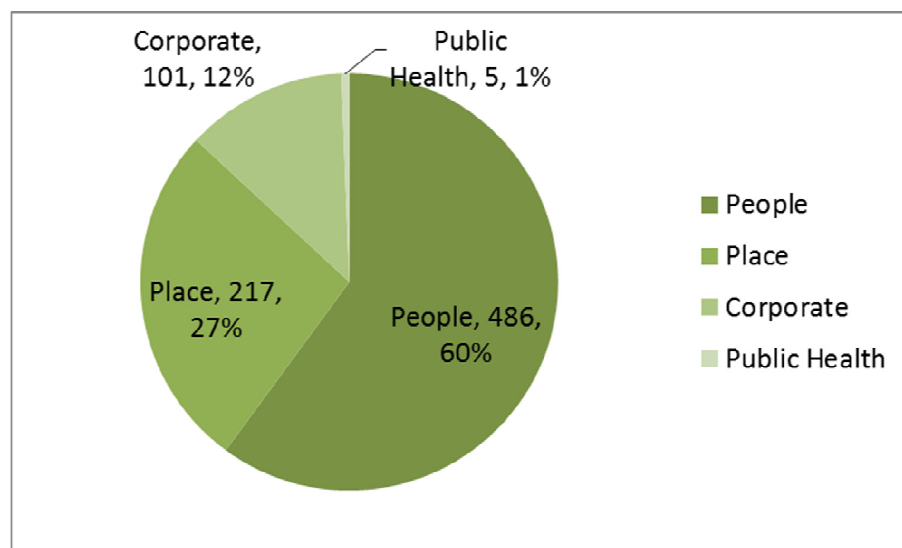
Leaver Data

Directorate	Total leavers	%	Corporate and Chief Executive's	%	People	%	Place	%	Public Health	%
Age										
15 – 19	23	2.8	4	4.0	7	1.4	12	5.5	0	0
20 – 24	62	7.7	4	4.0	28	5.8	30	13.8	0	0
25 – 29	72	8.9	8	7.9	40	8.2	24	11.0	0	0
30 – 34	75	9.3	10	9.9	42	8.6	23	10.6	0	0
35 – 39	61	7.5	10	9.9	37	7.6	14	6.5	0	0
40 – 44	93	11.5	13	12.9	64	13.2	16	7.4	0	0
45 – 49	100	12.4	19	18.8	52	10.7	27	12.4	2	40
50 – 54	90	11.1	10	9.9	65	13.4	14	6.5	1	20
55 – 59	101	12.5	15	14.8	63	13.0	23	10.6	0	0
60 – 64	82	10.1	8	7.9	53	10.9	20	9.2	1	20

65+	50	6.2	0	0	35	7.2	14	6.5	1	20
Total	809		101		486		217		5	
Disability										
Declared disability	20	2.5	93	92.1	476	98.0	2	0.9	0	0
No disability declared	789	97.5	8	7.9	10	2.0	215	99.1	5	100
Total	809		101		486		217		5	
Ethnic Origin										
White British/Irish/Other	704	87.0	88	87.1	431	88.7	185	85.2	0	0
Black Minority Ethnic	38	4.7	6	6.0	26	5.3	6	2.8	0	0
Mixed	8	1.0	0	0	3	0.7	4	1.9	1	20
Unknown ethnicity	59	7.3	7	6.9	26	5.3	22	10.1	4	80
Total	809		101		486		217		5	
Gender										
Female	531	65.6	63	62.4	386	79.4	79	36.4	3	60
Male	278	34.4	38	37.6	100	20.6	138	63.6	2	40
Total	809		101		486		217		5	
Religion										
Blank	484	59.8	71	70.3	295	60.7	114	52.5	4	80
Buddhist	3	0.4	0	0	2	0.4	1	0.5	0	0
Christian all denomination	153	18.9	19	18.8	80	16.5	53	24.4	1	20
Hindu	1	0.1	0	0	1	0.2	0	0	0	0
Jewish	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0
Islam	4	0.5	0	0	4	0.8	0	0	0	0
Zoroastrianism	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0
Sikh	5	0.6	1	1.0	3	0.6	1	0.5	0	0
No religious belief	87	10.8	5	4.9	45	9.3	37	17.1	0	0
Other	6	0.7	1	1.0	3	0.6	2	0.9	0	0
Prefer not to disclose/not specified	66	8.2	4	4.0	53	10.9	9	4.1	0	0
Total	809		101		486		217		5	
Sexual Orientation										
Blank	453	56.0	60	59.4	286	58.9	103	47.5	4	80
Bisexual	1	0.1	0	0	1	0.2	0	0	0	0
Same sex (gay/lesbian)	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0
Heterosexual/straight	276	34.1	25	24.8	145	29.8	105	48.4	1	20
Other	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0
Prefer not to disclose/not specified	79	9.8	16	15.8	54	11.1	9	4.1	0	0
Total	809		101		486		217		5	
Marital Status										
Blank	297	36.7	40	39.6	184	37.9	68	31.3	5	100
Cohabiting	3	0.4	0	0	2	0.4	1	0.5	0	0

Divorced/Separated/Dissolved	37	4.6	3	3.0	26	5.3	8	3.7	0	0
Married/Civil Partnership	237	29.3	32	31.7	151	31.1	54	24.9	0	0
Single	232	28.6	26	25.7	120	24.7	86	39.6	0	0
Widowed	3	0.4	0	0	3	0.6	0	0	0	0
Total	809		101		486		217		5	
Role										
Manager										
Front Line										
Back Office										
Total										
Contract Type										
Permanent	579	71.6	87	86.1	386	79.4	103	47.5	3	60
Fixed Term/Temporary	113	14.0	14	13.9	53	10.9	44	20.3	2	40
Casual/Variable	117	14.4	0	0	47	9.7	70	32.2	0	
Total	809		101		486		217		5	
Contracted hours										
Full time (37 +)	343	42.4	75	74.3	146	30.0	120	55.3	2	40
Part time	466	57.6	26	25.7	340	70.0	97	44.7	3	60
Total	809		101		486		217		5	

Note:
Leavers – Sexual Orientation: Same Sex (gay/lesbian) and other were not included in the PSe data
Role – Data is not available and work will take place to capture during 2014

Reasons for leaving

The Council categorises leaving reasons into voluntary and involuntary. The former includes voluntary resignation, redundancy and retirement. Involuntary reasons for leaving include: redundancy, death in service, retirement as a result of efficiency, and the end of a fixed term or temporary contract.

The main reasons for leaving the council during this period were classified in the voluntary category with 541 leavers (67%). This 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. 268 (33%) of leavers were accounted for in the involuntary category.

Gender and reason for leaving: 531 (66%) of leavers were female in comparison to 278 (34%) leavers being male. 154 (29%) of females who left the council did so for involuntary reasons compared to 114 (41%) of the male leavers. This may be explained possibly by the continued re-provision of front-line services in the People Directorate, where a high proportion of female care workers transfer into the private and voluntary social care and health sector.

Return from Maternity Leave

Stoke-on-Trent City Council has a range of family-friendly policies and practices.

For the period 1 January 2013 to 31 December 2013, 116 employees took maternity leave. 102 (87.9%) of these employees have returned to work.

Of those who returned from maternity leave during this period no staff subsequently left following their return to the organisation. This is a good return to work and retention rate exceeds those of other local authorities.

During 2013, 36 employees used paternity leave. Of those 36, 13 staff taking a block of 1 week and 23 taking a block of 2 weeks.

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 sophisticated enough to breakdown the information in as much detail as we would like. During 2014 a new system will enable a greater level of manipulation and reports.

	Capability	Discipline (Conduct)	Grievance
Opened and/or closed cases between 1 January 2013 and 31 December 2013	Unable to report	120	27

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. The council has 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 Capability, Disciplinary and Grievance policies were all revised during 2013 which included an equality impact assessment as part of the review process. Guidance for managers and employees has been implemented for all three policies, including a review of existing training materials to reflect case study material during the last 12 month period. However, it was also recognised that traditional approaches to developing leaders are no longer robust or affordable as they do not meet the need for continuous innovation and versatility. Managers are faced with continuous challenges to enhance performance, reinvent products and services, attract and retain skills and talent, and motivate employees. It is recognised that the organisation needs to develop strong Leaders and Managers who can make sound judgments, and work safely within the HR policy and procedure frameworks. To do this they will require the support of a diverse, business-focussed and culturally supportive management programme, which following extensive piloting, is due to be launched autumn 2014 and contains 24 subjects including managing change, equality and diversity, managing safely, lean and agile working and managing capability and performance. This programme is underpinned by the mandatory foundation training covering Managing Safely, Equality and Diversity and Data Protection.

Workforce development opportunities

The reconfiguration of learning, development and workforce planning teams merging into a corporate Organisational Development Team during 2012/2013 resulted in the alignment of workforce intelligence within a central Learning Management System. Dedicated officers looking at the determination of development needs, workforce redesign, employee engagement and organisational culture will work in collaboration with the workforce to continue the work of embedding equality and diversity through skills, knowledge and behaviours.

	Total number of training places offered	Total number of training places booked	Total number of training places attended
2012	14085	11971	8705
2013	18493	15438	11010

With the average course taking 3 hours, we can calculate the hourly investment made in the development of the workforce through classroom training. In 2012 (excluding external places) we

can see that 41,877 training hours were offered to 5131 staff (8.16 hours per person). This figure increases substantially in 2013, where we see 55,164 hours offered to a headcount of 5205 staff (10.59 hours or 1.5 days per person per annum).

Directorate	People	%	Public Health	%	Place	%	Corporate	%	External	%	Unknown	%
Courses booked 2012	1744	14.6	1	0.0	561	4.7	683	5.7	126	1.1	303	2.5
Courses attended 2012	1398	16.1	1	0.0	440	5.1	572	6.6	114	1.3	257	3.0
Courses booked 2013	4366	28.3	11	0.1	1142	7.4	1346	8.7	105	0.7	243	1.6
Courses attended 2013	3390	30.8	9	0.1	853	7.7	1132	10.3	90	0.8	204	1.9

Following reconfiguration of directorates and a number of systems being used to capture training offered it has proved difficult to compare data from previous years. We have found that changing categories, alignment of services and the merger with Public Health has resulted in this report providing a baseline for future reports. 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.

The evidence of a strategic approach to the determination and delivery of training through the workforce plans will ensure 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. 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.

Autism Awareness training has been incorporated into the Induction for all new social care staff, in line with the legal obligation under the Autism Act 2009. This training is being further developed in the coming year to incorporate all existing staff who would come into contact with people with Autism who may be accessing our services.

Staff engagement and communications

Currently internal communications within the city council lacks consistency across the organisation and we continue to have over 1800 staff without access to online announcements via emails. Communication with remote workers is focussed more on daily "supervision" rather than a well-developed communications strategy or significant engagement with employees. A recent focus group of employees undertaken as part of the communications review revealed a desire for better engagement with management at all levels and investment in online and traditional channels such as an improved newsletter and intranet would be valued.

The Organisational Development Team is leading on, in conjunction with the Corporate Directors Board, the development of a Staff Engagement Strategy. This vision is to be implemented from November 2013 onwards and will work to develop a more effective and holistic approach to staff engagement. All initiatives, policy changes and review of service provision which impact on staff will be expected to incorporate an Equality Impact Assessment. Managers also have the responsibility to make reference as to how they plan to engage and communicate any changes to staff. The Positively Stoke-on-Trent Communications and Marketing Strategy 2014-15 identifies key deliverables regarding internal communications and the need to develop and maintain two-way communication between officers and councillors to encourage trust, loyalty understanding and a one council approach to the work of the organisation. With a number of initiatives being developed during 2014 it was agreed that in order to give adequate time for the benefits of the Staff Engagement Strategy to be seen, it was agreed that the organisation does not participate in the Best Companies survey this year. As a number of staff surveys will form part of the Workage: Active Ageing through Work Ability project, a decision will need to be taken on whether to participate in the

Best Companies Survey the following year, or whether to develop an in-house alternative staff survey from 2015 onwards.

We can however capture a staff response to the questions asked in the 2012 Best Companies Survey which are in relation to whether a member of staff felt that "everyone is treated fairly". The response to this question showed that, of the 807 questionnaires returned, 28.1% strongly disagree with this statement and 31.7% strongly agree.

Moving forward during May 2014 a staff survey was again distributed both online and in hard copy through the engagement champions to staff unable to access online versions. With the ability to internally influence the questions, we will be in a position to capture a baseline of staff feelings and perceptions and repeat this exercise to measure change within a 6 monthly cycle. The following equality questions will form part of regular "pulse check" surveys, the results of which will be captured in next year's report.

Question
I am treated with fairness and respect at Stoke-on-Trent City Council
I think Stoke-on-Trent City Council respects individual differences (e.g. culture, working style)
I believe Stoke-on-Trent City Council is taking effective steps to stop bullying/harassment in the workplace
I have a right and a responsibility to raise concerns about poor practices and would feel confident to report any concerns through the Whistle Blowing Procedure without worrying that it would have a negative impact on me

4. Review of Actions 2012-13

Action	Performance	Comments
Errors from 2011 report to be addressed, comparative data analysed and republished. • Maternity • Training • Grievance and Disciplinary • Termination reasons		Partial complete. Maternity built into the findings within this report Remaining fields require further analysis
Engagement with employees to encourage increased uptake of completion of monitoring forms.		Complete Data validation exercise 2013 but this needs to be repeated 2015 as gaps remain
Analysis of occupations to identify any trends in segregation and plans to address these		Organisational Development to lead on the production of the People Strategy and Directorate Workforce Plans. Sophisticated intelligence through Human Resources and the Learning Management System will be developed in line with the launch of a new Resource Link self-management system. This will enable us to determine the current workforce profile, future needs and how as a business we will meet those needs within given resources. Proactive engagement with staff will also result in improved confidence in owning the data held within the system
Include Marital Status and Religion and Belief in current monitoring.		
Corporate Training and Social Care Training are recorded on different systems – inconsistencies to be considered as part of the OD systems thinking review into the use of Learning Management Systems. Areas to be included in the review: • How equality data is captured • What equality data is captured • Streamlined approach to reporting on equality data		
Identify comparisons with 2011 census data		Organisational Development to

profiles. Develop strategic links from city profile and workforce data information to address and narrow any equality gaps identified to ensure our workforce reflects our diverse city and its communities.		lead on the production of the People Strategy and Directorate Workforce Plans which moving forward will capture JSNA references

Recruitment and Retention:
More detailed analysis to be carried out to understand:
    • Resignation rates across the protected characteristics and reasons for this
    • Success rates within the recruitment process across the protected characteristics
		The organisation is part of a 3 year WORKAGE project to look at how the organisation can promote healthy ageing through work. This includes monitoring of why people leave and what they do once they have left.
		
		The Directorate Workforce Plans will also begin to analyse in more detail recruitment and retention related to services and roles

With no clear ownership of the actions identified within the 2012-13 report, the Organisational Development Team has reviewed previous actions and created a means for these now to link into business plans with assigned lead officers to monitor progress and sustainable change.

5. Summary of Actions for 2014

Throughout the report we have highlighted where we will take further action/analysis in 2014. These are:

	Action	Lead
1	Continue to work with Unions and Engagement Champions to encourage staff to declare their personal information and the reasons for this, how the data is used/secured etc.	FB
2	Raise awareness of workforce profiles within Corporate Directors Board, Trade Unions and managers to ensure implications are considered in all aspects of employment	MM
3	Produce Directorate Workforce Plans which indicate potential issues regarding recruitment and retention of staff, including specific actions regarding equality should any be identified as part of the analysis.	FB
4	Include specific equality questions within the staff survey and respond to any emerging issues	FB
5	To ensure any key issues identified through this analysis are looked at in regards to future workforce planning strategies	FB
6	Provide evidence of a strategic approach to the determination and delivery of training which will ensure equality of access and evaluation of impact on the delivery of services is embedded throughout the organisation.	KS
7	Undertake a gap analysis on the provision of management and Equality and Diversity training	KS
8	Provide the identified levels of knowledge, skills and behaviours to those employees following the training needs analysis	KS
9	Review the findings of the 2014 Equality health check and incorporate recommendations into the Organisational Development Business Plan	MM
10	The JSNA will need to highlight changes in community profiles so that targeted action can be taken ensuring methods are in place to improve take up of service and or job opportunities amongst groups with minimal numbers currently	SML
11	Work to be undertaken with partners to share information where possible	FB
12	Equality impact assessments will continue to be an embedded part of any potential strategic decision which impacts on either/both customer and staff	MM
13	Information and any consultation related to any reforms will need to be in accessible venues / formats	SML
14	Ensure equality and diversity becomes an integral feature of the Leadership and	KS

	Management programme	
15	Develop and implement a management training module which outlines the responsibilities set out within the Public Sector Equality Duty	KS
16	Explore the feasibility of providing schools, partner agencies and those we commission with a "toolkit" of resources and direct advice line for equality and diversity queries	SML
17	Work in partnership with Health Improvement and the "Ageing City" lead in order that staff engagement and workforce planning promotes healthy living and active ageing through work ability within the workforce	FB
18	Review the existing appraisal and supervision frameworks to encourage the regular discussion and reflection of the organisational principles, knowledge and behaviours	RH
19	Autism Awareness training has been incorporated into the Induction for all new staff, in line with the legal obligation under the Autism Act 2009. This training is being further developed in the coming year to incorporate all existing staff who would come into contact with people with Autism who may be accessing our services	KS

Summary of Actions beyond 2015

	Actions	Lead
1	Embed initiatives identified through the Work Age project to support the retention of the "older" worker	MM/NW
2	The report highlights where we are not currently able to undertake further benchmarking and analysis due to the limitations in regards to our current payroll and learning management systems. These areas are highlighted here for future consideration as systems and working practice are reviewed in line with the reconfiguration of staff as part of the "Our Staff, Our City" property rationalisation exercise	MM
3	Evaluate and produce implementation plans emerging from the staff survey and other engagement initiatives	MM
4	Further analysis of any key trends in terms of rates of applications for specific roles and analysis of the types of roles that different protected characteristics apply for	FB/NW
5	Further analysis of the internal transfers of staff and succession planning	FB/NW
6	Implementation of actions identified within the People Strategy and Directorate Workforce Plans	MM
7	Review business planning templates to include critical workforce issues	MM

6. Glossary

BME – Black Minority Ethnic ethnicity categories. This includes all ethnicity categories except White British, White Irish and White other.
FTE – Full Time Equivalent

Protected characteristics – The Equality Act 2010 introduced the term "protected characteristics" to refer to groups that are protected under the Act, for example age, disability, gender, ethnicity, religion.

7. Organisational Workforce Profiles

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	Total population according to 2011 Census. Resident population in employment 111,803
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	50.2% of the total population
Male	1641	32%	1714	33%	123,995	49.8% of the total population
Part Time Female			1804	35%		
Full Time Female			1687	32%		
Full Time Male			1436	28%		
Part Time Male			278	5%		
Ethnicity						
White British/Irish/Other	4536	88%	4679	90%	220712	Both the white and BME categories are lower than the local labour market
Black Minority Ethnic	410	8%	150	3%	22183	data. Data validation has improved the number of employees preferring not to
Mixed	52	1%	61	1%	4491	declare their ethnicity but the ratios of white to BME workforce numbers remains
Unknown Ethnicity	133	3%	315	6%	1622	constant year on year
Disability 2						
Declared Disability (including Other)			123	2%	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
No disability declared			5082	98%		
Age						
15-19			61	1%	5990	Workplace population - all people 111,803
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	
Age continued						
50-54			805	15%		65 was the contractual retirement age until October 2011, when this was removed in line with legislation. Employees may now work until they
55-59			570	18%	22204	choose to give notice to retire.
60-64			246	12%		The local authority is involved in an EU project from April 2014 " Active Aging Through Work Ability" WORKAGE. The impact of various staff
65+			109	2%	5053	engagement and interventions linked to this project will be captured 2015
Religion						
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	
Sexual Orientation						
Blank			2535	49%		Labour market Data not available
Bisexual			22	1%		
Same sex (gay/lesbian)			42	2%		
Heterosexual/straight			1936	43%		
Other			0	0%		
Prefer not to disclose/not specified			670	187%		
Marital Status						
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

People Workforce Profile as at end December 2013

	Organisation Headcount at 31/12/13	People - Headcount at 31/12/13	% of the Directorate	Comments
Total staff	5205	3225	62%	People Directorate make up 62% of the organisations workforce
Full Time	3123	1601	50%	
Part Time	2082	1624	50%	High number of part time workers predominantly within care and catering roles
Permanent	4482	2836	88%	
Fixed Term/Temporary	364	238	7%	
Casual/Variable	359	151	5%	
Female	3491	2561	79%	Predominantly female workforce
Male	1714	664	21%	
Part Time Female	1804	1463	45%	
Full Time Female	1687	1098	34%	
Full Time Male	1436	503	16%	
Part Time Male	278	161	5%	
Ethnicity				
White British/Irish/Other	4679	2934	91%	
Black Minority Ethnic	150	90	6%	
Mixed	61	45	3%	
Unknown Ethnicity	315	156	6%	Data validation required in this area
Disability 2				
Declared Disability (including Other)	123	72	2%	
No disability declared	5082	3153	98%	Data validation required in this area
Age				
15-19	61	21	1%	Ageing workforce with over 64% over the age of 40 and only 8% under the age of 24
20-24	242	107	7%	
25-29	424	252	16%	
30-34	593	376	12%	
35-39	584	380	12%	
40-44	742	470	15%	
45-49	829	527	16%	
Age continued				
50-54	805	515	16%	
55-59	570	367	11%	
60-64	246	152	5%	7% (210 staff) of the workforce in the directorate due to retire
65+	109	58	2%	
Religion				
Blank	2823	1743	54%	Diverse workforce covering all religish categories
Buddhist	2	1	0%	
Christian all denomination	1182	734	23%	
Hindu	7	4	0%	
Jewish	1	1	0%	
Islam	48	30	1%	
No religious belief	700	417	13%	
Other	61	37	1%	
Prefer not to disclose/not specified	375	252	8%	
Zoroastrianism	1	1	0%	
Sikh	5	5	0%	
Sexual Orientation				
Blank	2535	1583	49%	Data validation required in this area
Bisexual	22	11	0%	
Same sex (gay/lesbian)	42	28	1%	
Heterosexual/straight	1936	1181	37%	
Other	0	0	0%	
Prefer not to disclose/not specified	670	422	13%	
Marital Status				
Married/Civil Partnership	2005	1289	40%	Data validation required in this area
Single	1186	676	21%	
Divorced/Separated/Dissolved	324	234	7%	
Widowed	38	24	1%	
Blank	1596	961	30%	
Cohabiting	56	41	1%	

Place Workforce Profile as at end December 2013

	Organisation Headcount at 31/12/13	Headcount at 31/12/13	% of the Directorate	Comments
Total staff	5205	1209	23%	
Full Time	3123	915	76%	
Part Time	2082	294	24%	
Permanent	4482	922	76%	
Fixed Term/Temporary	364	84	7%	
Casual/Variable	359	203	17%	Significantly high number of casual contracts
Female	3491	432	36%	
Male	1714	777	64%	High proportion of males compared to the organisation figure
Part Time Female	1804	193	16%	
Full Time Female	1687	239	20%	
Full Time Male	1436	676	56%	
Part Time Male	278	101	8%	
Ethnicity				
White British/Irish/Other	4679	1054	87%	Data validation required in this area
Black Minority Ethnic	150	26	2%	
Mixed	61	12	1%	
Unknown Ethnicity	315	117	10%	
Disability 2				
Declared Disability (including Other)	123	17	1%	
No disability declared	5082	1192	99%	
Age				
15-19	61	35	3%	11.74% in Place are aged 15-24, compared to 5.87% of total
20-24	242	107	9%	Relatively young workforce
25-29	424	96	8%	
30-34	593	96	8%	
35-39	584	93	8%	
40-44	742	145	12%	
45-49	829	180	15%	
Age continued				
50-54	805	191	16%	
55-59	570	145	12%	
60-64	246	75	6%	
65+	109	46	4%	
Religion				
Blank	2823	670	55%	Data validation required in this area
Buddhist	2	1	0%	
Christian all denomination	1182	258	21%	Predominant religion
Hindu	7	1	0%	
Jewish	1	0	0%	
Islam	48	3	0%	
No religious belief	700	183	15%	
Other	61	12	1%	
Prefer not to disclose/not specified	375	81	7%	
Zoroastrianism	1	0	0%	
Sikh	5	0	0%	
Sexual Orientation				
Blank	2535	622	51%	Data validation required in this area
Bisexual	22	10	1%	
Same sex (gay/lesbian)	42	7	1%	
Heterosexual/straight	1936	446	37%	
Other	0	0	0%	
Prefer not to disclose/not specified	670	124	10%	
Marital Status				
Married/Civil Partnership	2005	399	33%	Data validation required in this area
Single	1186	339	28%	
Divorced/Separated/Dissolved	324	53	4%	
Widowed	38	10	1%	
Blank	1596	405	33%	
Cohabiting	56	3	0%	

Corporate Services Workforce Profile as at end December 2013

	Organisation Headcount at 31/12/13	Headcount at 31/12/13	% of the Directorate	Comments
Total staff	5205	743	14%	
Full Time	3123	587	79%	
Part Time	2082	156	21%	
Permanent	4482	701	94%	94.35% of staff in Corporate Services hold a permanent contract compared to 86% of total workforce
Fixed Term/Temporary	364	37	5%	
Casual/Variable	359	5	1%	Significantly low number (0.67%) of casual contracts compared to 7% of total workforc e
Female	3491	476	64%	
Male	1714	267	36%	
Part Time Female	1804	140	19%	
Full Time Female	1687	336	45%	
Full Time Male	1436	251	34%	
Part Time Male	278	16	2%	
Ethnicity				
White British/Irish/Other	4679	679	91%	
Black Minority Ethnic	150	32	4%	21% of all BME workers, work within Corporate Services
Mixed	61	4	1%	
Unknown Ethnicity	315	28	4%	Data validation required in the area
Disability 2				
Declared Disability (including Other)	123	33	4%	Over 25% of the organisations workers declaring a disability work within Corporate Services
No disability declared)	5082	710	96%	
Age				
15-19	61	5	1%	
20-24	242	27	4%	
25-29	424	74	10%	
30-34	593	120	16%	
35-39	584	105	14%	
40-44	742	121	16%	
45-49	829	119	16%	Relatively young workforce
Age continued				
50-54	805	94	13%	
55-59	570	55	7%	
60-64	246	18	2%	
65+	109	5	1%	
Religion				
Blank	2823	393	53%	
Buddhist	2	0	0%	
Christian all denomination	1182	186	25%	
Hindu	7	0	0%	
Jewish	1	0	0%	
Islam	48	15	2%	
No religious belief	700	98	13%	
Other	61	12	2%	
Prefer not to disclose/not specified	375	39	10%	
Zoroastrianism	1	0	0%	
Sikh	5	0	0%	
Sexual Orientation				
Blank	2535	315	42%	
Bisexual	22	1	0%	
Same sex (gay/lesbian)	42	7	1%	
Heterosexual/straight	1936	302	41%	
Other	0	0	0%	
Prefer not to disclose/not specified	670	118	16%	
Marital Status				
Married/Civil Partnership	2005	309	42%	
Single	1186	168	23%	
Divorced/Separated/Dissolved	324	36	5%	
Widowed	38	3	0%	
Blank	1596	215	29%	
Cohabiting	56	12	2%	

Public Health Workforce Profile as at end December 2013

	Organisation Headcount at 31/12/13	Headcount at 31/12/13	% of the Directorate	Comments
Total staff	5205	28	1%	
Full Time	3123	20	71%	Majority of workers full time
Part Time	2082	8	29%	
Permanent	4482	23	82%	Majority of workers have a permanent contract
Fixed Term/Temporary	364	5	18%	
Casual/Variable	359	0	0%	
Female	3491	22	79%	79% of workers in Public Health are female
Male	1714	6	21%	
Part Time Female	1804	8	29%	
Full Time Female	1687	14	50%	
Full Time Male	1436	6	21%	
Part Time Male	278	0	0%	
Ethnicity				
White British/Irish/Other	4679	12	43%	Data validation required in this area
Black Minority Ethnic	150	2	7%	
Mixed	61	0	0%	
Unknown Ethnicity	315	14	50%	
Disability 2				
Declared Disability (including Other)	123	1	4%	
No disability declared	5082	27	96%	
Age				
15-19	61	0	0%	
20-24	242	1	4%	
25-29	424	2	7%	43% of Public Health staff aged between 35-44, compared to 25% of total workforce aged between 35-44
30-34	593	1	4%	
35-39	584	6	21%	
40-44	742	6	21%	
45-49	829	3	11%	
Age continued				
50-54	805	5	18%	
55-59	570	3	11%	
60-64	246	1	4%	
65+	109	0	0%	
Religion				
Blank	2823	17	61%	Data validation required in this area
Buddhist	2	0	0%	
Christian all denomination	1182	4	14%	
Hindu	7	2	7%	
Jewish	1	0	0%	
Islam	48	0	0%	
No religious belief	700	2	7%	
Other	61	0	0%	
Prefer not to disclose/not specified	375	3	11%	
Zoroastrianism	1	0	0%	
Sikh	5	0	0%	
Sexual Orientation				
Blank	2535	15	54%	Data validation required in this area
Bisexual	22	0	0%	
Same sex (gay/lesbian)	42	0	0%	
Heterosexual/straight	1936	7	25%	
Other	0	0	0%	
Prefer not to disclose/not specified	670	6	21%	
Marital Status				
Married/Civil Partnership	2005	8	29%	Data validation required in this area
Single	1186	3	11%	
Divorced/Separated/Dissolved	324	1	4%	
Widowed	38	1	4%	
Blank	1596	15	1%	
Cohabiting	56	0	0%	