



Equality and Diversity

2015 Annual Report



City of
Stoke-on-Trent

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1. Introduction

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

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

Stoke- on-Trent profile

Stoke-on-Trent is a city with many great strengths. Since 2009 the economy has continued to recover from the recession, with over 1200 new businesses formed in 2014 compared to just 590 in 2009. This growth in new businesses and expansion of existing companies means that the city has outstripped national growth rates, with strong performance in key sectors including advanced manufacturing which now employs over 13% of workers (compared to just 8.5% nationally). Combined with growth in jobs in information and communications, this demonstrates the potential for post-industrial restructuring of the local economy.

The city's population is growing. Educational attainment is improving (particularly for primary school pupils), the number of young people not in education, employment or training is at its lowest ever level and short- term unemployment is reducing, creating new opportunities for individuals and businesses. However long- term unemployment, low pay, below average secondary school attainment and adult skills continue to be crucial issues. Health outcomes for people in the city are amongst the worst in England: life expectancy is two and half years lower than the national average for both men and women; teenage conceptions are almost double the national rate; infant mortality is 50% higher and smoking related deaths are almost double. Building on our opportunities to address these challenges will be at the heart of the council's work over the next four years, strengthening economic growth in the city and connecting local people to that growth.

National policy changes can have a significant impact on residents, the city and local public services. Over the next four years it is clear that there will be far reaching change in a number of areas. Active engagement with government and a forward looking approach will ensure the city is best placed to benefit from the opportunities available.

What the Public Sector Equality Duty says

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

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

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

Taking account of disabled people's disabilities

The PSED also explicitly recognizes that disabled people's needs may be different from those of non-disabled people. Public bodies must consider these needs when making decisions about policies and

services.

Our equality objectives and supporting action plans are based on us promoting both positive attitudes and images of disabled people. Stoke-on-Trent City Council has adopted the social model of disability, which is based on the principle that disabled people are sometimes disadvantaged not because of their medical condition or impairment but because of other people's attitudes or the environmental barriers which have been put in place.

The Specific Equality Duties

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

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

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

The report provides an update on the following:

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

2. Stoke-on-Trent City Council Strategic Context

The Stronger Together Strategic Plan was developed in 2015 following engagement with residents from many different backgrounds through the Stronger Together programme. In line with the Public Sector Equality Duty, plans for delivering the priorities and objectives set out how the council will work to narrow the gap in outcomes between people of different ages, genders (including gender reassignment), disability, race/ethnicity, sexual orientation, religion/belief, marital status or pregnancy.

Councillor David Conway - Leader of Stoke-on-Trent City Council states:

"Stronger Together is the message that underpins our vision for Stoke-on-Trent – working together to create a stronger city we can all be proud of. It is this vision and ambition that runs through our Strategic Plan. In it we set out what we will strive to achieve for the city over the coming years, working with you and the organisations who support us to deliver improvements in our great city."

The Council's Stronger Together vision is to work together to create a stronger city we can all be proud of. Underpinning this vision are five cross cutting values:

- Ownership and accountability
- Ambition
- Respect
- Involvement
- Working with others

These values describe our commitment to building a city where everyone is respected and where the talents and skills of different groups are valued. Our staff are central to this vision and we are committed to demonstrating this commitment by creating a working environment where productivity and customer service improves because our staff are happier, more motivated and more aware of the value equality and diversity brings.

Strategic priorities and objectives



Further evidence of the strategic context and profile of the city is published on the Council's website and includes:

- The Council's [strategic vision](#)
- The Council's website pages on [Equality and Diversity](#)
- The Council's [equality information](#) section contains all required information
- Workforce statistics: Equality monitoring information – [workforce report 2015](#)
- Work undertaken by the [Council's Transformation Team](#) about service users, customers and the city's population
- The council's website page on [Equality Impact Assessments](#)

3. Celebrating Diversity and Challenging Inequality

Our corporate commitment to equality and diversity

Stoke-on-Trent City Council has developed an Equalities Framework aimed at embedding equalities within the Council's business and delivery planning process, with the aim of addressing persistent inequalities and to narrow the gap related to race, gender (including gender reassignment), disability, sexual orientation, age, marital status, pregnancy and religion in service delivery.

The Equality Policy Statement is a public commitment of how Stoke-on-Trent City Council plans to meet the duties placed upon it by equality legislation. The Council's City Director is responsible for ensuring this Scheme is effectively embedded throughout the Council.

Purpose and Scope

The purpose of having a statement is to minimise duplication and to provide a coherent strategic approach to tackling equality and diversity across all the protected equality characteristics. It also aims to make the Equality and Diversity agenda central and integral to the way that Stoke-on-Trent City Council works in order to create:

- Better informed decision-making and policy development
- A clearer understanding of the needs of Stoke-on-Trent citizens and service users
- Excellent quality services which meet varied needs
- More effective targeting of policy and resources that will do the most to increase equality
- Better outcomes and greater confidence in public services
- A more effective use of talent in the workforce

The statement sets out how the Council will fulfil its commitment by ensuring:

- Members, employees, partners and the community as a whole are aware of the Council's equality and diversity approach
- All members and employees of the Council understand their responsibilities in working towards an equal and diverse community
- Effective monitoring arrangements are developed and maintained to track progress

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

The Equality Frameworks for Local Government are used as a guide to draw out learning and good practice against the council's five equality objectives which are:

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

As part of the Stronger Together community engagement programme the current objectives set in 2012 have been reviewed and a new set will be published in April 2016. The above objectives have therefore had a "light touch" self-assessment this year to capture good practice moving forward.

Highlights from the 2015 self-assessment

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

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

1) Knowing your community and equality mapping

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

Since our last Annual Report in July 2015, the organisation has continued to develop strategies that reflect the equality profile and needs of the local community, for example the [Older People's Housing Strategy](#)¹. In doing so, we ensure that we understand and assess data from sources such as the [2011 Census](#), [Projecting Older People Population Information](#) (POPPI), [Projecting Adult Needs and Service](#)

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

[Information](#) (PANSI) and the [Joint Strategic Needs Assessment](#) (JSNA).

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

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

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

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



Stronger Together events: A full programme of engagement initiatives took place during 2015 across the city. Residents, community groups and businesses had the chance to ask questions, give ideas and help to take action on the priorities they

have identified in order to make a difference in their area.

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



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

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

Engaging communities with the ambitious plans for the city's renaissance is vital. It is key to sharing the work to reform core services provided by the council. Residents will also be kept informed about the city council, its successes and challenges and how people feel the council is performing. Additionally the communications approach needs to be focused on changing perceptions and behaviours so that we are helping the organization achieve its priorities to make Stoke-on-Trent a great working city where people are independent and healthy.

Explaining the impacts of austerity and how funding has led to new ways of working, innovation, or even new models of service delivery, continues to be a key priority for the council. The communications strategy therefore includes the need to:

- Explain the breadth, value and quality of Council services, focusing on:
 - Clean, green and safe services

- The role of social care and public health in improving lives, to close the perception gap between service users (which is high) and the wider population (which lags behind)
- Helping children reach their full potential

The 2015 self-assessment shows that the council makes effective use of community and equality mapping. Examples include the following:



"Lottery funded Green Door project"

In order to secure funding we needed to evidence that we had used a wide range of data including the JSNA, Census, NHS Health profiles and made particular use of a Public Health funded [study carried out by VAGA Associates](#) in 2010. This study was a ward-by-ward analysis and consultation to identify barriers to participation in health-improving activities. We then planned our project to minimise or remove those barriers. We also did our own consultation in 2011, targeting local disabled people

and the organisations which supported them to identify gaps and barriers. Green Door is a co-produced project which is planned, delivered and co-managed by community members and we have our 'finger on the pulse' in terms of needs and gaps. Our consultation and data gathering is on-going, which enables us to report to our funders and tailor the project to meet changing needs.

Although Green Door is aimed at older and disabled people, one of our outcomes is to reduce social isolation; so our activities are open to all sectors of the community. Our 2014 - 15 equality data gathering has identified that we need to work harder to get more men involved in our activities. Consequently, we are scheduling more "man-friendly" activities for 2015 - 2016.



ARMED FORCES
COVENANT

The city council is working with organisations to set out the relationship between communities and the armed forces. The covenant recognises that the whole nation has a moral obligation to members of the armed forces and their families and establishes

how they should expect to be treated. It is very much a statement of intent rather than a binding contract, designed to provide a framework for mutually-beneficial partnerships between the armed forces (regulars, reservists, families, cadets, wounded ex-servicemen and bereaved families) and communities within which they exist.

What is an armed forces community covenant?

It is a voluntary pledge of mutual support between a local community and its armed forces community. The aims of the covenant are to:

Encourage local communities to support the armed forces community in their area; Nurture public understanding and awareness amongst the public of issues affecting the armed forces community; Recognise and remember the sacrifices faced by the armed forces community; Encourage activities which help to integrate the armed forces community into local life; Encourage the armed forces community to help and support the wider community, whether through participation in events and joint projects, or other forms of engagement.

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

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

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

currently have minimal use.



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

Robust School Improvement Strategy is in place which monitors and challenges all schools. Additionally we broker the best performing schools to work and support those schools where performance is not yet good enough. The aim is that all schools are good schools by September 2017.

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

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



We also use timely intelligence to attract funding and inform the **Stoke-on-Trent Joint Dementia Strategy 2015- 2019 'Living Well with Dementia'**. Stoke-on-Trent City Clinical Commissioning Group has secured investment to support the commissioning and development of a website that will provide information on dementia and the support available and also to deliver a public awareness raising campaign.



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

2) Place shaping, leadership, partnership and organisational commitment

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

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

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



Budget Proposals 2016-17

In the last five years the city council has had to reduce expenditure by £124million. In 2016/17, the council needs to save a further £27million, bringing the total to £151million. Under budget proposals for 2016/17, residents will face no council tax increase and council house tenants will have their rent cut, with more investment in housing, education and communities. Residents, businesses and communities are encouraged to respond to the public consultation.



Engagement for older people services– Equality Impact Assessment

Proposal to jointly commission an engagement for older people service on behalf of the City Council and NHS Stoke-on-Trent Clinical Commissioning Group, through a competitive open procurement process.

Engagement is an integral part of strategic direction across health and social care and there is commitment to undertake effective communication across the whole of

the population. Engagement is key to ensuring individuals have a voice, are encouraged and supported to make a positive contribution to society in which they live. The benefits of engagement include and are not restricted to positive impact of service development. Engagement provides older people with an opportunity to shape and inform services across health and social care, and is a platform for identifying / raising concerns or issues that are important to older people which affect their lives.



The award-winning Stoke-on-Trent Family Information Service Hub (FISH) provides information and advice to families with children aged 0 – 19 years, in the city of Stoke-on-Trent.

“Our small, friendly team can provide you with the information you need to make those all important family decisions. Whether it is a quick call to check a telephone number to a service, or a more detailed discussion to find childcare close to home, close to work or in between ...we are here to help”.



European City of Sport 2016. Following the announcement of the city's designation in July 2015 (video from the launch event available at <http://ow.ly/TLWvz>). The Aviva Tour of Britain also returned to the

city for the seventh time, attracting thousands of spectators to the city centre for the stage 6 start. Successful summer holiday programmes were delivered at sport and leisure venues and via the StreetGames team.

2.3 Priorities are managed and publicly reported against

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

The Audit Committee regularly reviews the mechanisms in place to ensure that best practice in each of the following four areas continues to be part of the culture of the organisation:

- Financial Regulations
- Scheme of Delegation
- Awareness of democratic process
- Governance arrangements

The reviews also look at how information is effectively disseminated and what processes are in place to encourage accountability at the senior management level were outlined. This includes a requirement for all Directors and Assistant Directors to sign assurance statements and individual accountability agreements, which covered amongst other matters, agreement to follow Financial Regulations and Contract Procedure Rules.

3) Community engagement and satisfaction

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

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

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

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

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

[Wider Welfare Reform Group Action Plan](#): To increase the availability of digital access, improve levels of digital literacy and promote on-line application process for services and support, particularly around Universal Credit implementation. To understand the range of customers accessing our public facing services and ensure our services are being used and effective in meeting their needs.



[City News](#) is a 24 page magazine published by Stoke-on-Trent City Council which is printed four times a year and distributed to all homes throughout Stoke-on-Trent. It is also available from council buildings across the city. As well as reporting entertaining news and features, it gives readers a chance to feed back through freepost address, a dedicated phone line and email address. Editions usually contain contact details for councillors, policing teams and health centres.

4) Responsive services and customer care

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

4.1 EIAs are an embedded part of potential service changes

Equality Impact Assessments are an embedded part of potential service changes including the completion of Corporate Equality Impact Assessments (CEIAs) produced in times of organisational restructures involving redundancies.

Development and/or review of process and policies are also supported by the completion and

ownership of an EIA and these are published on the Council's website.



Newcastle-under-Lyme Borough Council and Stoke-on-Trent City

Council Statement of Community Involvement (SCI) – [Equality Impact Assessment](#)

The SCI sets out who Newcastle-under-Lyme Borough Council and Stoke-on-Trent City Council will involve in the preparation of planning policy documents and the consideration of planning applications, as well as how this public participation will be achieved. In setting out these policy measures, it aims to:

- Inform people of the planning process and to provide people with the information they need to be involved at the earliest opportunity possible
- Involve individuals and/or groups by creating opportunities for active participation and dialogue with planning officers
- Consult with the local communities and a range of stakeholders, in line with statutory requirements and regulations
- Respond to any comments received, giving proper consideration and explanation of how these views will be incorporated into the planning documents and decisions

The outcomes from this service change will be to increase effective participation from members of local communities and other relevant stakeholders in plan-making and decision-taking. The councils want to ensure that a wide range of stakeholders are involved in the planning process. This will make the planning process as inclusive as possible and result in the built environment reflecting what the local residents, businesses and visitors want for the two council areas.

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

The Council's statutory responsibility as a corporate parent and the nature of the services it provides means that it is crucial that service user needs are understood, particularly regarding vulnerable people. The [Joint Strategic Needs Assessment](#) sets out how the council will understand and work to enhance well-being in the city through the Health and Wellbeing Board. It does this by:

- Bringing together all the relevant information around health, wellbeing and social care needs
- Setting out key priorities for action to meet those needs now and in the future
- Providing the basis for all key strategies and plans produced by the council and the local NHS to help them get the right services from the right providers.

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

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

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



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

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

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

This document is one of a suite of equality reports which are updated every March. During April to June the findings are presented to leadership teams and members before being cascaded to all managers, trade unions, members and staff. The reports are then published on the Council's website at

the end of June and any actions and recommendations are monitored by the Organisational Development Team.

The measuring of outcomes against the Stronger Together Strategic Objectives are monitored and reported through the Quarterly Business Reviews. These objectives are subsequently cascaded down through appraisal and supervisions to individuals responsible to lead, monitor and complete the actions.

5) A modern and diverse workforce

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

In conjunction with this strategy and as part of an on-going review of our Human Resources policies, we have considered ways of challenging inequalities within working practice. This has involved drafting an Agile Working Framework, a Travel Plan and reviewing our Flexible Working Policy and Code of Conduct. During October 2015 we undertook a Social Work Health Check where we measured social worker workload, a healthy workplace and whether they felt they had the right tools to do the job. The areas for improvement were identified and captured within a 2016 action plan. Through the Council's Apprenticeship Scheme, we have commenced work to improve the diversity of applicants through focusing on specific target groups via a range of promotions in schools and in talks, posters and promotional events.

The Stronger Together strategic objective: "Embed a culture of continuous improvement, invest in our teams and adopt a "one council, one vision, one team" approach to everything we do" clearly outlines that staying as we were as a workforce is not an option.



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 3 years on an EU research project to understand "what works" in terms of appropriate intervention that enables and encourages employees to defer retirement. Workage aims to raise awareness by demonstrating that targeted workplace interventions to improve job design and work organisation will facilitate enhanced engagement and retention of older workers.

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

Further details on the [workforce profile](#) and its analysis can be found through the Council's website.



We are proud to promote the fact that we continue to hold the disability symbol employer status. The evidence provided demonstrates our continued improvement and ethos against the 5 commitments recognised by the Department for Work and Pensions.

4. Equalities Information

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

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

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

Information on the people of Stoke-on-Trent

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

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

Information on employees of Stoke-on-Trent City Council

It is Stoke-on-Trent City Council’s aspiration to employ a workforce that is representative of the communities we serve. The latest annual [workforce report](#) provides a statistical overview of the council’s workforce for the period between 1 January 2015 and 31 December 2015. It also outlines progress made and further actions that are required to achieve our aspirations.

Customer Feedback Data – 2015

Overall, of all customers who feedback about our services (non-social care and Stage 2 complaints) – on average approximately 76% of equality monitoring data is ‘unknown’ or ‘blank’. Approximately 19% of those who complete the monitoring form ‘prefer not to say’. This could be attributed to how we collect customer feedback monitoring data which is collected mainly through face to face and telephone contact points across the council. Many customers do not feel that providing equality and diversity information is appropriate when providing feedback on Council services.

Action: Promote the [“What’s it got to do with you”](#) leaflet through the Customer Feedback service in order to provide customers with confidence in why we ask for this information and what we use it for.

Social Care Feedback:

For some areas, particularly age and gender, more information is known as this information is recorded and stored in Carefirst. Other areas are largely unknown as the number of customers providing this data remains low.

5. Recommendations

Review of the Equality Objectives and the Single Equality Scheme

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

consultation and evidence. It is recommended that these objectives are reviewed at least every four years and during 2015 the council began a review of the current objectives as part of the Stronger Together community engagement programme.

A revised Equality Policy Statement will pull together the agreed new objectives and performance measures which will be presented to leaders, members and trade unions during March and April. It will then be published by 30 June 2016 and next year's reports will focus on these new objectives.

6. Summary

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

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

In summary, since last year's annual report, the Council has:

- Met the specific duties for a fourth year through publication of the 2015 equality information
- Following a comprehensive consultation programme which took place in 2015 we are now in a position to consult on the draft objectives with Stoke-on-Trent's residents and interest groups in early 2016, before publishing the final version by the end of April 2016.
- We continue to strengthen our knowledge, understanding and evidence-base about communities, so that we can increase community cohesion and design services that meet everyone's needs
- We continue to address the general duty of "integrating consideration of the advancement of equality into the day-to-day business of public bodies, and across all its functions".
- We continue to celebrate the diversity of Stoke-on-Trent and increase people's awareness of the positive contribution that our diverse communities make to the city through the launch of its Stronger Together Strategic Vision.

Other work in progress to support the Public Sector Equality Duty which will be presented for approval April/May 2016, before being published June 2016:

- To show that all our functions have been analysed to assess their effect on equality we plan to extend the Equality Impact Assessment Framework to ensure the analysis is consistent, transparent and accessible.
- Introduce an EIA tracker tool so that services can monitor their progress on all the stages of the framework they have responsibility for.
- Introduce a mandatory training programme for managers to implement the new framework
- Improve Equality Information through the revision of the stoke.gov.uk web pages and continued promotion to the workforce through the Equality Hub
- Review the current Equality Policy Statement, Single Equality Scheme and draft Equality Policy so that we have a single document which clearly demonstrates our commitment which extends beyond just meeting our statutory obligations.

Appendix 1

Workforce Profile as at end December 2015

	Headcount at 31/12/14	%	Headcount at 31/12/15	%	City Demograp hics (1)	Comments
Total staff	5081		4958		249,008	Total population according to 2011 Census. Resident population in employment 111,803
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	Females make up 50.2% of the total population
Male	1678	33%	1653	33%	123,995	Males make up 49.8% of the total population
Part Time Female	1838	54%	1615	49%		Small majority of female employees work part time
Full Time Female	1565	46%	1690	51%		
Full Time Male	1268	76%	1366	83%		Majority of male employees work full time
Part Time Male	410	24%	287	17%		
Ethnicity						
White British/Irish/Other	4592	90%	4437	89%	220712	BME community data (12%). Data validation has improved the number of employees preferring not to declare their ethnicity but the ratio of white to BME workforce numbers remains constant year on year.
Black Minority Ethnic	144	3%	151	3%	23,397	
Mixed	60	1%	63	4%	4,491	
Unknown Ethnicity	285	6%	307	6%	408	
Disability (2)						
Declared Disability (including Other)	130	3%	129	3%	30,702	Population aged between 18 and 64 with a learning disability - 155,000 plus population aged between 18 and 64 with a physical disability - 15,205
Disability Unknown (Blank)	4951	97%	4829	97%		
Age						
15-19	55	1%	55	1%	13,210	Workplace population is based on all people aged 16+ = 111,803
20-24	224	4%	217	4%	19,089	
25-29	394	8%	373	8%	18,156	Turnover in the age group 15 - 49 shows 179 leavers from 3296 staff = 5.4%
30-34	576	11%	547	11%		
35-39	583	11%	611	12%	15,829	Third largest group to leave is 25-29 at 30 staff (16%)
40-44	692	14%	616	12%	16,113	
45-49	772	15%	756	15%	17,810	Second largest group to leave at 50 (27%)
					17,353	
						Largest staff group to leave at 57 (31%)
Age						
50-54	832	16%	801	16%	15,534	Data shows we are retaining staff beyond the age of 50, including staff aged 78 actively employed within the organisation
55-59	575	11%	588	12%		
60-64	272	5%	289	6%	14,721	
65+	106	2%	105	2%		
Religion						
Blank	2537	50%	2331	47%	15942	Data validation required as only 50% of data captured
Buddhism	4	0%	4	0%	760	

Christianity	1246	25%	1281	26%	151624	Demographics of the workforce reflect that of the city with the majority disclosing Christianity as their religion and a high proportion disclosing no religious belief
Hinduism	5	0%	4	0%	1384	
Judaism	1	0%	0	0%	66	
Islam	53	1%	60	1%	14993	
No religious belief	796	16%	854	17%	62737	
Other	68	1%	73	1%	989	
Not specified	366	7%	344	7%	15,942	
Rastafarianism	0	0%	1	0%	0	
Zoroastrianism	2	0%	3	0%	0	
Sikhism	3	0%	3	0%	579	
Sexual Orientation						
Blank	2257	44%	2068	42%		Data validation required as only 58% of data captured
Same sex and opposite sex (bisexual)	22	0%	19	0%		No city demographic data for this characteristic
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	Population data includes all residents aged 16 and over
Single	1150	23%	1157	23%	72,307	Comparison data relative as the city profile looks at adults over the age of 16 which shows a higher % of people who are single compared with those married. The organisational data with its older workforce shows a much higher % who are married
Divorced/Separated/Dissolved	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

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 and 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 these 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

The objectives are being revised during 2015/16 following consultation and engagement with staff, members and the local community as part of the Stronger Together community engagement programme.

The methodology and results of this consultation will be captured within the 2016 annual report