



# Workforce Report

## Stoke-on-Trent City Council

1 January 2014 to 31 December 2014



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# Introduction

This report provides a summary and analysis of the organisation's workforce, excluding schools. The workforce profile is shown as at 31 December 2014, while the data is for the period 1 January 2014 – 31 December 2014.

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

In the last 12 months the organisation has reinforced its clear commitment within its People Management Strategy 2014-2018 regarding Equality and Diversity, which reads:

*"To put equality of opportunity at the heart of our approach to policy making, service delivery and employment, we are committed to identifying, understanding and eliminating all barriers that prevent access to services, information and employment."*

In response to the Care Act 2014 we recognise that as a local authority we know and equality map our community. This involves having:

- a clear Joint Strategic Needs Assessment
- a timely market position statement
- a comprehensive understanding of the equality profile of existing service users and carers
- 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. The Workforce Equality Report identifies the need to continually validate and improve the intelligence we hold on Stoke-on-Trent City Council employees. We continue to witness a large number of "blank" equality monitoring fields within our payroll system and in order to improve the integrity of personal data an on-going validation and promotion of the gaps and what we use the information for needs to be carried out on an on-going basis.

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 and harassment and bullying

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.



# Current Workforce Headcount Profile

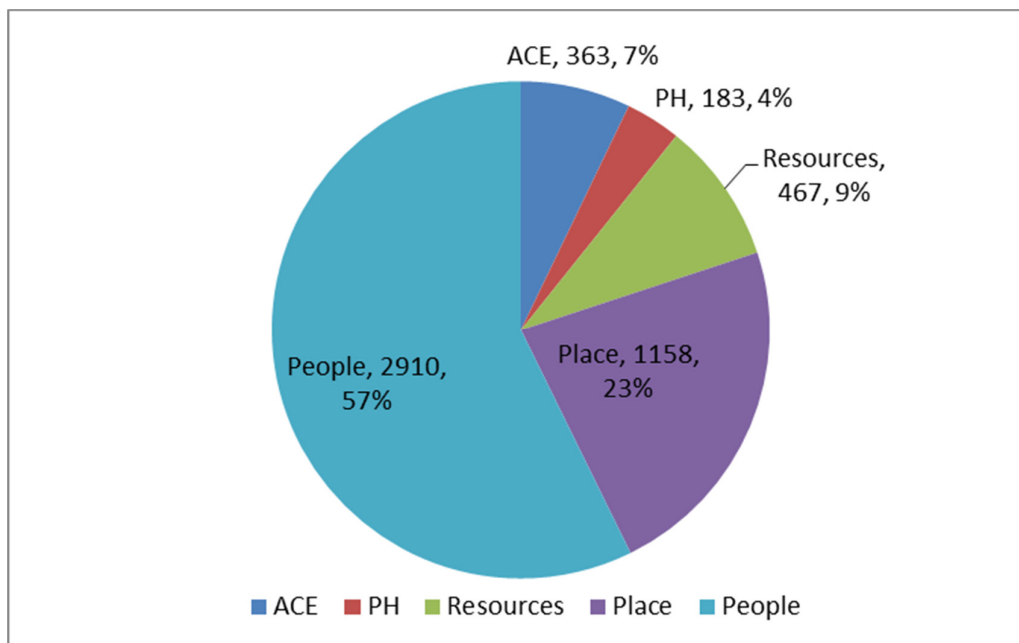
(As at 31 December 2014)

The data on the current workforce is extracted from the organisation's payroll system (PSe) and is shown in Appendix A. At the time of reporting, there was a recorded headcount of 5081 employees (excluding schools) which shows a decrease of 124 employees when compared to the profile for 2013. During 2014 a reconfiguration of Directorates took place which has an impact when we try to compare and look for trends with other years. Further appendices provide a breakdown of the workforce profiles for each of the five Directorates: People Directorate, Place Directorate, Resources Directorate, Assistant Chief Executive's Directorate (ACE) and Public Health (PH).

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

The transformation programme which will impact initially on professional and support services will be captured as part of the organisation's workforce planning process.

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 five Directorates.



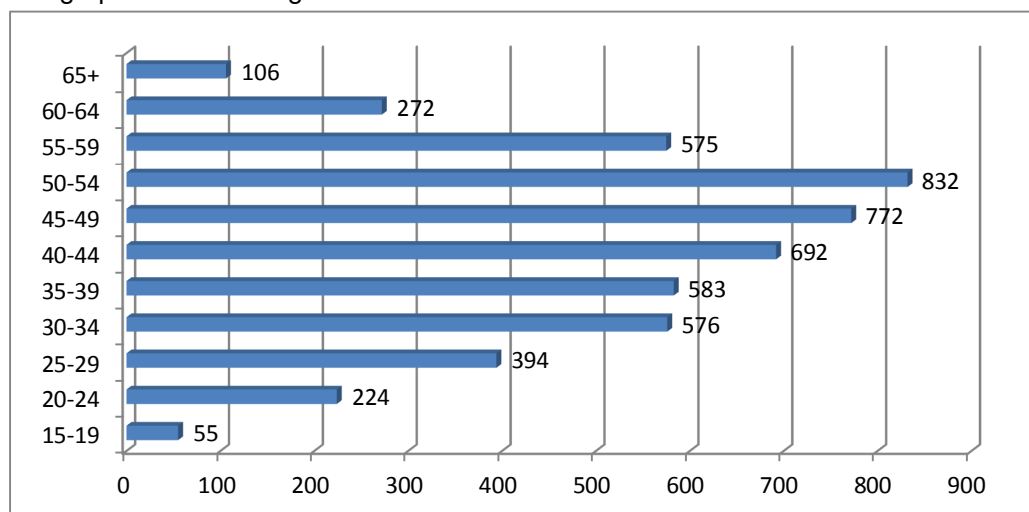
## **In summary the current profile for the organisation shows that:**

### **Gender:**

- Like other local authorities retaining in-house provision of female dominated services such as care, catering and cleaning, we have a high ratio of female employees - 3403 (67%) female to 1678 (33%) male. During 2014 the number of males decreased by 36, compared with a decrease in the number of female employees by 88 in the same 12 month period.

### **Age:**

Age profile of the organisation:



- With low numbers of employees aged 15 - 24 (278 – 5%) the council supports an internally-delivered apprenticeship scheme to target and support this age group. Whilst data has proven difficult to obtain, it is reported that the majority go on to find long-term employment in the Council following completion of the scheme.
- With a significant number of employees aged 50+ (1785 – 35%) the local authority is participating in a research project that will be used to influence EU policy regarding working conditions and practice (particularly in relation to those over 50). The 3 year project is designed to simulate and test a policy context to improve job design, work organisation and culture in ways that target the older worker. The on-going results, following analysis of staff surveys and evaluations of this project, will be captured within future reports.
- When looking at staff retention, 1426 (28%) of the workforce have been with the authority for less than 5 years compared to 1538 (29.5%) in 2013. At the other end of the spectrum, 506 (10%) of the workforce have been employed for more than 25 years, which is an increase on the previous year where we saw 468 (8.9%) long term employees.
- In order to support the local labour market the Council's Economic Development service provides a Jobs, Enterprise and Training (JET's) service for long-term unemployed and an inward investment service to support business start-up. The Young Person in Care Employability Strategy also promotes employability through the provision of work placements for young people leaving care.

### **Contract:**

2248 (44%) of employees are part time, working less than 37 hours per week and the majority of these part time employees at 1838 (54% of the total number of female employees) are female.

### **Disability:**

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



Disability	Headcount 2013	%	Headcount 2014	%	Local community profile (2011)
Declared Disability (including Other)	123	2.36%	130	3%	12.33%
No Disability declared	5082	97.64%	4951	97%	

The number of employees declaring their disability has increased by 7 compared to 2013 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

#### **Ethnicity:**

In terms of ethnicity, the number of Black and Minority Ethnic (BME) employees at 4% of the workforce falls below the community profile of 11.4%. However the reporting of ethnicity is relatively good compared with other characteristics as we only have 6% or 285 employees not declaring their ethnicity which shows a year on year improvement.

Ethnicity	Headcount 2013	%	Headcount 2014	%	Local community profile (2011)
White British/Irish Other	4679	90%	4592	90%	88.6%
Black Minority Ethnic	150	3%	144	3%	11.4%
Mixed	61	1%	60	1%	
Unknown Ethnicity	315	6%	285	6%	

The Council also monitors religion, sexual orientation and marital status and the integrity of this data improved significantly following the 2013 data validation exercise. The categories across the Directorates have been broken down further within the appendices.

We hold religion data on 2258 (44.4%) of all employees, which shows:

Religion	Headcount 2013	%	Headcount 2014	%	Local community profile
Christianity	1182	23%	1246	25%	60.89%
No religious belief	700	13%	796	16%	25.19%
Not specified	375	7%	366	7%	7.51%
Declared another religion	125	3%	136	2%	
Left blank	2823	54%	2537	50%	

We hold sexual orientation data on 2546 (50%) of all employees, which shows:

Sexual orientation	Headcount 2013	%	Headcount 2014	%	Local community profile
Same sex and opposite sex (Bisexual)	22	0%	22	0%	Data not available
Same sex (lesbian/gay)	42	1%	47	1%	
Opposite sex (heterosexual)	1936	36%	2119	42%	
Prefer not to disclose/ not specified	670	12%	636	13%	
Left blank	2535	49%	2257	44%	

We hold marital status data on 3635 (72%) of all employees, which shows:

Marital status	Headcount 2013	%	Headcount 2014	%	Local community profile
Married/civil partnership	2005	39%	2022	40%	Data not available
Single	1186	23%	1150	23%	
Divorced/separated/dissolved	324	6%	320	6%	
Widowed	38	1%	36	1%	
Left blank	1596	30%	1446	28%	
Cohabiting	56	1%	107	2%	

We will continue to promote the disclosure of “diversity” data further during 2014-2015 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 – advertising and selection

Our recruitment data shows that the Council advertised 521 unique posts in the 12 month period, which generated 5554 external applications and 2014 internal applications.

When comparing recruitment data over the past 4 years, we can see the number of vacancies for jobs advertised in a 12 month period continues to fall. In response, the number of applications received for each vacancy increased year on year as we see that, on average, for each vacancy we attracted the following number of applications:



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 (as at 2014) in the number of applicants can be attributed to the long-term vision which sets out to improve 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) also aims to attract external applicants who have confidence in their employer.

#### Analysis of advertising data:

In summary the data shows that of the 7568 applications received:

- 4126 (54.5%) applications were from females and 3442 (45.5%) from males
- 2862 (38%) applications were from people aged between 15 and 29, and 1188 (15.7%) were from people aged 50+
- 4782 (63.2%) applications were for full time positions
- 6968 (92%) applications were from people of a White British ethnic origin compared with 600 (8%) applications from a BME background
- 53 (0.7%) applications were from people declaring themselves as having a disability. Part of the local authority's commitment to fulfilling lives through greater independence and



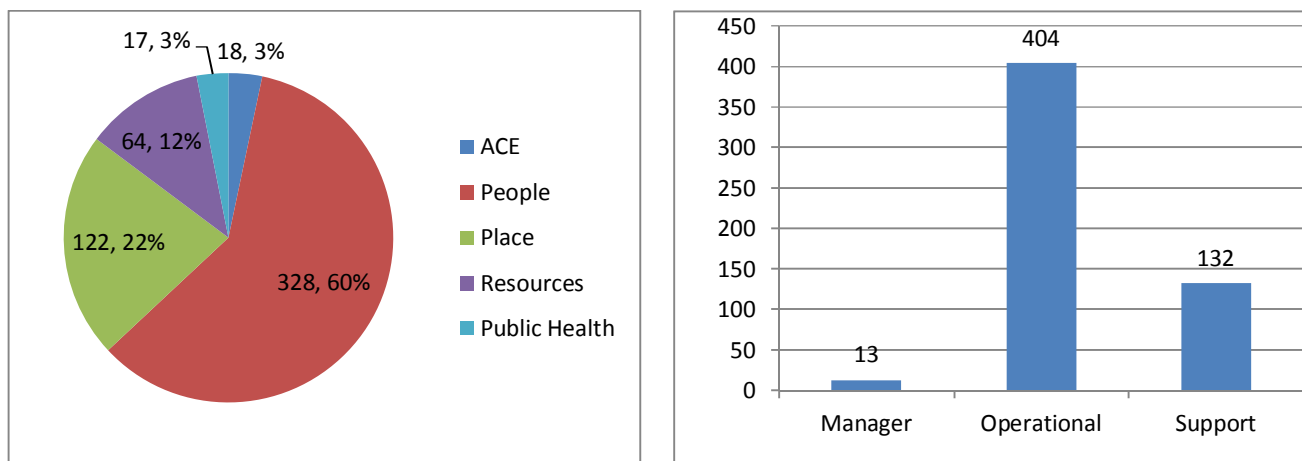
- employment is to interview all disabled applicants who meet the minimum criteria
- 3112 (41%) applications were from people of a Christian faith, and 2928 (39%) were of no religion.

Whilst the number of applications from people with a BME background appears low it does compare with the community profile of 11%. **Action:** Explore whether the current media and process for advertising vacancies reaches all ethnicities or whether more could be done in this area to target and increase the number of applications.

## Recruitment data for January to December 2014

Considering the profile of applications we can now explore the total number of new employees who joined the organisation between 1 January 2014 and 31 December 2014. Data shows that 530 existing employees applied for and successfully secured new posts. The following analysis focuses on the 549 new employees who joined the organisation following the recruitment process.

### New starters 2014



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

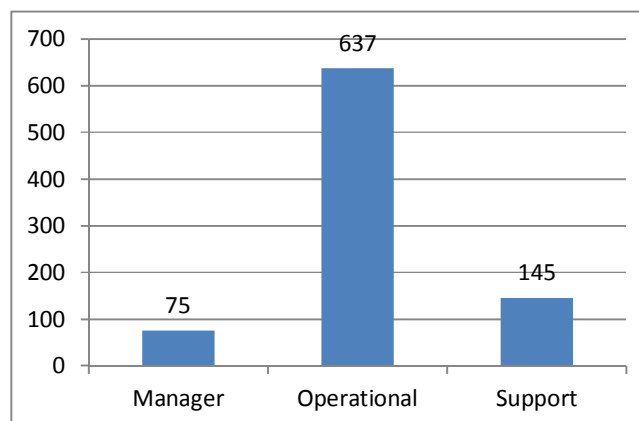
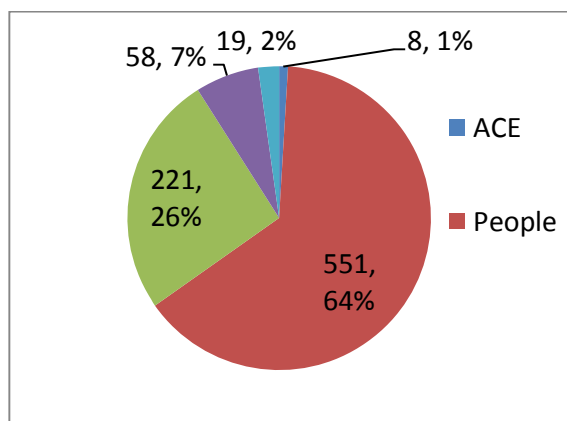
- Managers
- Operational – staff whose main role is to provide a direct service to members of the public
- Support – staff whose main role is to provide a back office support function

The sophistication of this information will improve as we begin to develop over the next 12 months a process which will categorise roles within the new Resource Link (HR system). This will help to track the recruitment, retention and throughput of certain roles more accurately. The above table shows that 73% of all new starters were into operational roles.

Appendix 2 provides more detail on the [starters' equality characteristics](#) within each directorate.

## Leavers 2014

The total number of 857 leavers is based upon the combined number of people leaving the organisation and those moving into new contracts as a result of internal restructures during the period 1 January to 31 December 2014. The following graph shows how these 857 leavers were distributed across the organisation and the roles they previously held.



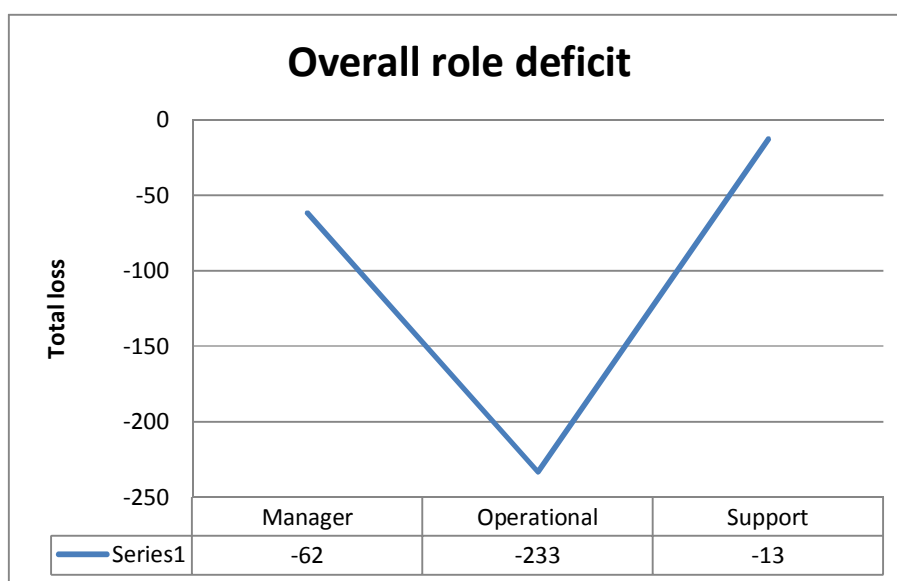
Appendix 3 provides more detail on the [leavers' equality characteristics](#) within each directorate.

### Organisational Turnover

Turnover is calculated using the following equation:

$$\frac{\text{Number of leavers in a given period}}{\text{Average number of employees in the same given period}} = \frac{857}{5081}$$

For the period 1 January 2014 to 31 December 2014 the Council's turnover rate stood at 16.8%. This shows a steady increase on the previous year of 15.5% and is indicative of on-going budget constraints and the transformation programme taking place within the organisation. Impact on roles when comparing the number of starters and the number of leavers:

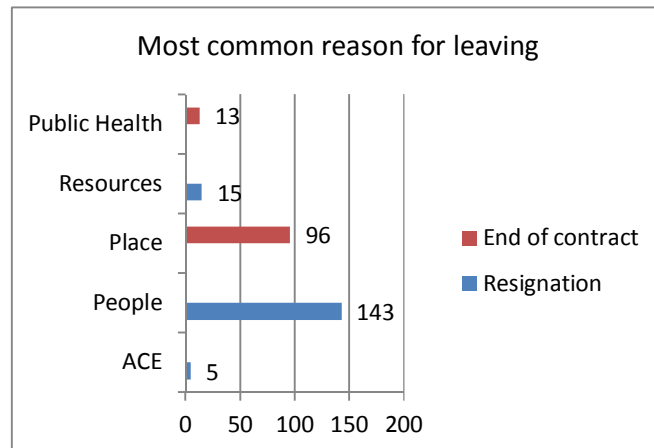
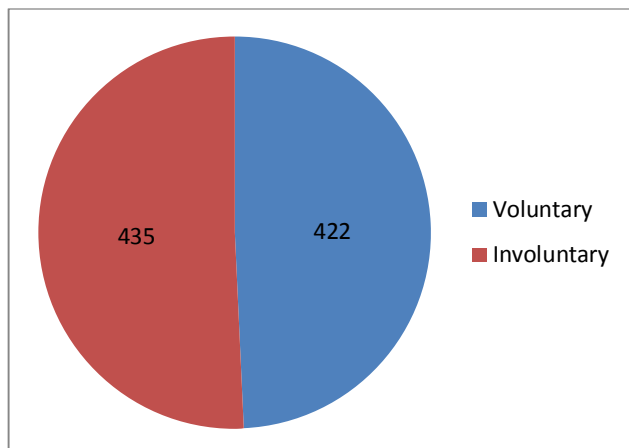


### Reasons for leaving

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.

From the tables below we can see that, of the 857 people leaving the organization, the reasons are equally split. When looking across Directorates we can identify the prevalent reasons for leaving and how these differ. This is often due to the nature of seasonal roles, such as those in the Place Directorate, where the main reason for leaving is due to fixed-term contracts coming to an end. The high number of resignations may be a result of employees seeking new employment

opportunities in anticipation of the notified restructures within certain Directorates, but also as a result of the investment taking place across the local economy in bringing in new businesses, which may appear more attractive or lucrative long-term



### Recent Recruit Turnover

A total of 242 recent appointees (those with less than 2 years' employment) out of the 857 left during 2014. This equates to a 28.2% turnover rate and reflects possibly the high number of casual, seasonal and temporary vacancies that have been available during this period. 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. During 2014 a recruitment freeze was placed on vacancies and therefore positions were held vacant or filled on a temporary basis, which again has an impact on the Recent Recruit Turnover figure.

### Maternity and Paternity Leave

Stoke-on-Trent City Council has a range of family-friendly policies and practices. For the period 1 January 2014 to 31 December 2014, 109 employees took maternity leave and 39 (35.8%) of these employees returned to work in the same period. Of those who returned from maternity leave during this period, no staff subsequently left following their return to the organisation. This is an excellent retention rate exceeding those of other local authorities.

During 2014, 30 employees took paternity leave, 16 of whom took a 2 week block and 14 took a 1 week block. During that same period, of the 30 men taking paternity leave, 3 went on to leave the authority later that same year.

### Pay and Grading

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

### Discipline, Grievance and Capability Cases

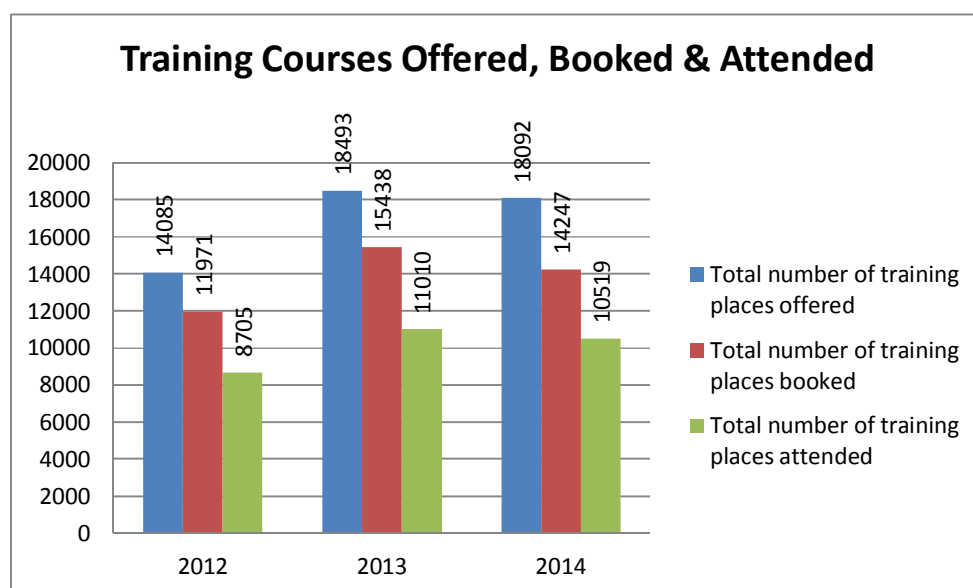
Unfortunately the current HR system is not able to breakdown the information in as much detail as we would like. During 2015 a new system (Resource Link) will enable a greater level of manipulation and reporting.

	Capability	Discipline (Conduct)	Grievance
Opened and/or closed cases between 1 January 2014 and 31 December 2014	26	129	40

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. In addition to the Single Equality Scheme which sets out our commitment to this agenda, the council offers a counselling service currently provided by Dove and Relate, plus an internally accredited coaching and a mediation service to give support and confidential advice to employees.

### Workforce Development Opportunities

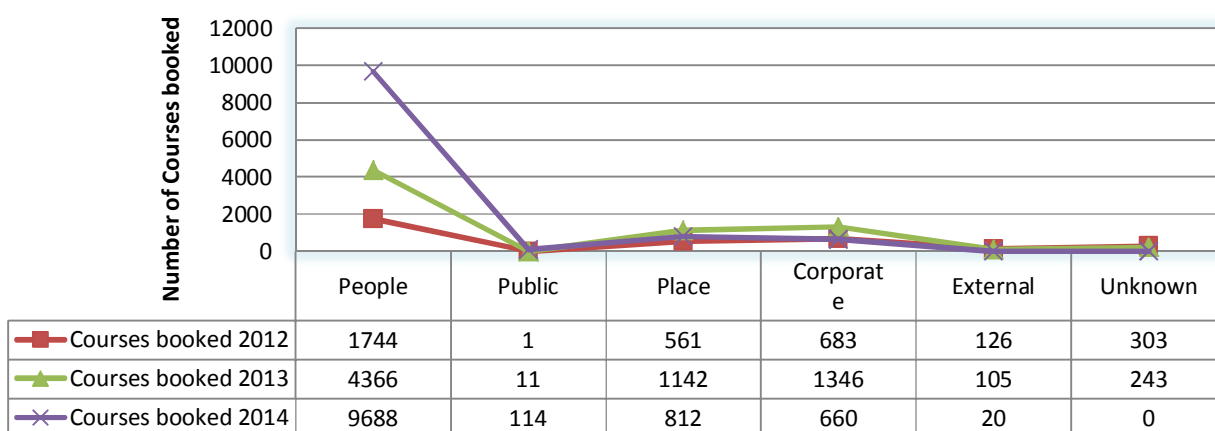
The Organisational Development Team provides in excess of 193 separate training subjects to support the skills, knowledge, behaviours and professional development within the organisation. The topics span across Health and Safety, Management Development, specialist service skills and culture change and are underpinned with the themes of the organisational principles and values, safeguarding and equality & diversity. Each course is captured within the central Learning Management System where reports on the individual's attendance, evaluation as well as overall activity are produced on demand. Dedicated officers looking at the determination of development needs, workforce redesign, employee engagement and organisational culture work in collaboration with the workforce to continue the work of embedding equality and diversity through skills, knowledge and behaviors.



With the average course taking 3 hours, we can make an approximate calculation of the hourly investment made in the development of the workforce through classroom training. In 2013 (excluding external places) we can see that 55,164 training hours were offered to 5205 staff (10.59 hours per person). This figure decreased in 2014, where we see 54,276 hours offered to a headcount of 5081 staff; however the time offered remained the same as in the previous year of 10.68 hours or 1.5 days per person per annum. Courses are made available to all staff and access or learning requirements are identified at the time of booking and assessed further by teacher trained practitioners as part of the learning programme. Should special needs be identified by the learner, a bespoke course or 1:1 on site support is made available.

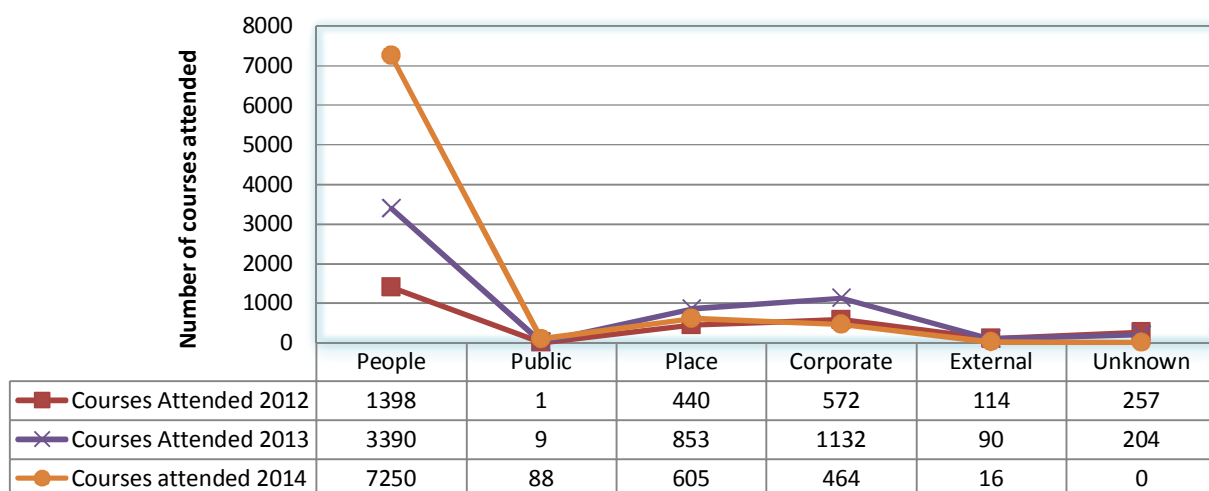
The following tables illustrate the courses booked and attendance rates from each Directorate:

## Courses Booked



\*\*\* Corporate now formed 2 Directorates known as Resources and ACE \*\*\*

## Courses Attended



\*\*\* Corporate now formed 2 Directorates known as Resources and ACE \*\*\*

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, creation of a new Resources Directorate 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. A Service Level Agreement is also offered to all city schools and academies offering a comprehensive support and development package.

The evidence of a strategic approach to the determination and delivery of training through the workforce plans ensures equality of access and evaluation of impact on the delivery of services throughout the organisation. Learning opportunities are customer driven and provided through a long-term plan to meet the needs of the service. 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 that would come into contact with people with Autism who may be accessing our services.

## Staff Engagement and Communications

Surveys and focus groups held in 2014 evidenced that internal communications within the city council lacked consistency across the organisation and we continue to have over 1800 staff without access to online announcements via emails. Communication with remote workers was focused 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. A number of initiatives have been launched as a direct result:

- Our Staff newsletter launched
- Our Work Your City newsletter launched which covers the wider property rationalisation agenda
- Online Equality Hub designed which collates a series of “one stop” resources, guidance and information for staff
- Online Diversity Forum for open discussions, peer support and shared learning
- Engagement Champions represented across the organisation act as conduits for 2 way communication
- A programme of Roadshows with the Chief Executive and senior managers

This vision is aligned to the People Management Strategy and will develop a more effective and holistic approach to staff engagement. All initiatives, policy changes and service reviews which impact on staff and/or the public will 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 councilors to encourage trust, loyalty, understanding and a “one council” approach to the work of the organisation.

During May 2014 a Healthy Work staff survey was distributed both online and in hard copy through the Engagement Champions to staff unable to access online versions. The headline results from the 732 responses reveal some positives in that staff feel:

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

However a number of issues also arose around

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

As this survey was written to meet the demands of the Workage Research project we have been unable to influence the questions, but from this learning and intensive engagement planned for 2014, we have been in a position to capture a baseline of staff feelings and perceptions. This exercise will be repeated again in December 2015 to measure change and review what has happened as a result of what staff have told us.

The following equality questions will form part of regular “pulse check” surveys and discussion forums, 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 for 2015

Throughout the report we have highlighted where we will build on the success of the last 12 months as evidenced by the performance rated table below. The following actions will be incorporated into the People Management Strategy and continue to celebrate diversity and challenge inequality through the following action plan:

	Action	Lead	Rate
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	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, including a campaign to attract more applicants from the BME community	FB	
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	To ensure any key issues identified through the planning process are looked at in regards to future recruitment and retention strategies	FB	
5	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. Strategy designed and to be introduced 2015	KS	
6	Undertake a gap analysis on the provision of management and Equality and Diversity training. Autism Awareness training has been incorporated into the Induction for all new staff, in line with the legal obligation under the Autism Act 2009	KS	
7	Provide the identified levels of knowledge, skills and behaviours to those employees following the training needs analysis	KS	
8	Review the findings of the 2014 Equality health check and incorporate recommendations into the Organisational Development Business Plan	FB	
9	The JSNA and Market Position Statement 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	FB	
10	Equality Impact Assessments will continue to be an embedded part of any potential strategic decision which impacts on either/both customer and staff	FB	
11	Ensure Equality and Diversity becomes an integral feature of the Leadership and Management programme	KS	
12	Develop and implement a management training module which outlines the responsibilities set out within the Public Sector Equality Duty	KS	
13	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 through a SLA	FB	
14	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	

## 5. Review of Actions beyond 2016

	Actions	Lead
1	Embed initiatives identified through the Workage project to support the retention of the “older” worker	FB
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 and the self-managed Resource Link	FB
3	Evaluate and produce implementation plans emerging from the staff survey and other engagement initiatives	FB
4	Further analysis of any key trends in terms of rates of applications for specific roles and analysis of the types of roles that people with different protected characteristics apply for	FB
5	Further analysis of the internal transfers of staff and succession planning	FB
6	Implementation of actions identified within the People Management Strategy and Directorate Workforce Plans	FB
7	Review the existing appraisal and supervision frameworks to encourage the regular discussion and reflection of the organisational principles, knowledge and behaviors	RH

## 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.

## Appendix 1

### Organisational Workforce Profile as at 31 December 2014

	Headcount at 31/12/13	%	Headcount at 31/12/14	%	City Demographics (1)
Total staff	5205		5081		249,008
Full Time	3123	60%	2833	56%	
Part Time	2082	40%	2248	44%	
Permanent	4482	86%	4356	86%	
Fixed Term/Temporary	364	7%	359	7%	
Casual/Variable	359	7%	366	7%	
Female	3491	67%	3403	67%	125,013
Male	1714	33%	1678	33%	123,995
Part Time Female	1804	35%	1838	54%	
Full Time Female	1687	32%	1565	46%	
Full Time Male	1436	28%	1268	76%	
Part Time Male	278	5%	410	24%	
<b>Ethnicity</b>					
White British/Irish/Other	4679	90%	4592	90%	220712 (88.6%)
Black Minority Ethnic	150	3%	144	3%	22183
Mixed	61	1%	60	1%	4491
Unknown Ethnicity	315	6%	285	6%	1622
<b>Disability</b>					
Declared Disability (including Other)	123	2%	130	3%	30705
Disability Unknown (Blank)	5082	98%	4951	97%	
<b>Age</b>					
15-19	61	1%	55	1%	5990
20-24	242	5%	224	4%	
25-29	424	8%	394	8%	21883
30-34	593	11%	576	11%	
35-39	584	11%	583	11%	29956
40-44	742	14%	692	14%	
45-49	829	16%	772	15%	26717
<b>Age continued</b>					
50-54	805	15%	832	16%	
55-59	570	11%	575	11%	22204
60-64	246	5%	272	5%	
65+	109	2%	106	2%	5053
<b>Religion</b>					
Blank	2823	54%	2537	50%	15942
Buddhism	2	0%	4	0%	760
Christianity	1182	57%	1246	25%	151624
Hinduism	7	0%	5	0%	1384
Judaism	1	0%	1	0%	66
Islam	48	13%	53	1%	14993
No religious belief	700	20%	796	16%	62737
Other	61	4%	68	1%	923
Not specified	375	21%	366	7%	0

Zoroastrianism	1	0%	2	0%	0
Sikhism	5	0%	3	0%	579
<b>Sexual Orientation</b>					
Blank	2535	49%	2257	44%	
Same sex and opposite sex (bisexual)	22	1%	22	0%	
Same sex (gay/lesbian)	42	2%	47	1%	
Opposite sex (heterosexual)	1936	43%	2119	42%	
Prefer not to disclose/not specified	670	187%	636	13%	
<b>Marital Status</b>					
Married/ Civil Partnership	2005	39%	2022	40%	72307
Single	1186	38%	1150	23%	87883
Divorced/Separated/Dissolved	324	6%	320	6%	25312
Widowed	38	1%	36	1%	15140
Blank	1596	30%	1446	28%	
Cohabiting	56	1%	107	2%	

<sup>1</sup> Data source - NOMIS, ONS, PANSI, POPPI

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

## People Workforce Profile as at 31 December 2014

	Organisational Headcount at 31/12/14	Directorate Headcount at 31/12/14	% of the Directorate	Comments
Total staff	5081	2910	57%	People Directorate make up 57% of the organisation's workforce
Full Time	2833	1348	46%	
Part Time	2248	1562	54%	High number of part time workers in operational front line roles
Permanent	4356	2526	87%	Majority of staff hold permanent contracts
Fixed Term/Temporary	359	242	8%	
Casual/Variable	366	142	5%	
Female	3403	2357	81%	Predominantly female workforce
Male	1678	553	19%	
Part Time Female	1838	1377	58%	Majority of female staff are part time
Full Time Female	1565	980	42%	
Full Time Male	1268	368	67%	Majority of males are full time
Part Time Male	410	185	33%	
<b>Ethnicity</b>				
White British/Irish/Other	4592	2665	92%	Significant majority of staff are White British
Black Minority Ethnic	144	83	3%	
Mixed	60	45	2%	
Unknown Ethnicity	285	117	4%	
<b>Disability</b>				
Declared Disability (including Other)	130	76	3%	
Disability Unknown (Blank)	4951	2834	97%	Data validation required in this area
<b>Age</b>				
15-19	55	15	1%	Ageing workforce with over 35% over the age of 50 and only 4% under the age of 24
20-24	224	94	3%	
25-29	394	216	7%	
30-34	576	355	12%	
35-39	583	351	12%	
40-44	692	393	14%	
45-49	772	465	16%	
<b>Age continued</b>				
50-54	832	485	17%	
55-59	575	343	12%	
60-64	272	146	5%	7% (197 staff ) of the workforce in the Directorate potentially due to retire
65+	106	51	2%	
<b>Religion</b>				
Blank	2537	1396	48%	Diverse workforce covering all religious categories
Buddhism	4	3	0%	
Christianity	1246	731	25%	
Hinduism	5	4	0%	
Judaism	1	1	0%	
Islam	53	32	1%	
No religious belief	796	476	16%	
Other	68	41	1%	
Not specified	366	223	8%	
Zoroastrianism	2	1	0%	
Sikhism	3	2	0%	

<b>Sexual Orientation</b>				
Blank	2257	1268	44%	Data validation required in this area as 44% blank
Same sex and opposite sex (bisexual)	22	12	0%	
Same sex (gay/lesbian)	47	29	1%	
Opposite sex (heterosexual)	2119	1243	43%	
Prefer not to disclose/not specified	636	358	12%	
<b>Marital Status</b>				
Married/ Civil Partnership	2022	1225	42%	Data validation required in this area as 26% blank
Single	1150	619	21%	
Divorced/Separated/Dissolved	320	223	8%	
Widowed	36	23	1%	
Blank	1446	747	26%	
Cohabiting	107	73	3%	



## Place Workforce Profile as at 31 December 2014

	Organisational Headcount at 31/12/14	Directorate Headcount at 31/12/14	% of the Directorate	Comments	
Total staff	5081	1158	23%	Majority of staff work full time	
Full Time	2833	724	63%		
Part Time	2248	434	37%		
Permanent Fixed Term/Temporary	4356	887	77%	Majority of staff hold a permanent contract	
	359	74	6%		
Casual/Variable	366	197	17%	Significantly high number of casual contracts	
Female	3403	407	35%	High proportion of males compared to the organisation figure	
Male	1678	751	65%		
Part Time Female	1838	248	61%		
Full Time Female	1565	159	39%		
Full Time Male	1268	565	75%		
Part Time Male	410	186	25%		
Ethnicity					
White British/Irish/Other	4592	1018	88%		
Black Minority Ethnic	144	26	2%		
Mixed	60	10	1%		
Unknown Ethnicity	285	104	9%		
Disability					
Declared Disability (including Other)	130	14	1%		
Disability Unknown (Blank)	4951	1144	99%		
Age					
15-19	55	36	3%	Relatively young workforce with 12% (137) of the workforce aged 15-24, compared to 5% of total workforce	
20-24	224	101	9%		
25-29	394	96	8%		
30-34	576	85	7%		
35-39	583	93	8%		
40-44	692	133	11%		
45-49	772	160	14%		
Age continued					
50-54	832	194	17%	39% aged 50+	
55-59	575	132	11%		
60-64	272	84	7%		11% (128) staff are potentially due to retire
65+	106	44	4%		
Religion					
Blank	2537	588	51%	Data validation required in this area	
Buddhism	4	1	0%	Predominant religion	
Christianity	1246	272	23%		
Hinduism	5	0	0%		
Judaism	1	0	0%		
Islam	53	6	1%		
No religious belief	796	197	17%		
Other	68	10	1%		
Not specified	366	83	7%		
Zoroastrianism	2	1	0%		
Sikhism	3	0	0%		

<b>Sexual Orientation</b>				
Blank	2257	548	47%	Data validation required in this area
Same sex and opposite sex (bisexual)	22	9	1%	
Same sex (gay/lesbian)	47	5	0%	
Opposite sex (heterosexual)	2119	481	42%	
Prefer not to disclose/not specified	636	115	10%	
<b>Marital Status</b>				
Married/ Civil Partnership	2022	382	33%	Data validation required in this area
Single	1150	321	28%	
Divorced/Separated/Dissolved	320	51	4%	
Widowed	36	9	1%	
Blank	1446	382	33%	
Cohabiting	107	13	1%	

## Resources Directorate Workforce Profile as at 31 December 2014

	Organisational Headcount at 31/12/14	Directorate Headcount at 31/12/14	% of the Directorate	Comments
Total staff	5081	467	9%	
Full Time	2833	332	71%	Majority of workers full time
Part Time	2248	135	29%	
Permanent	4356	410	88%	Majority of workers have a permanent contract
Fixed Term/Temporary	359	27	6%	
Casual/Variable	366	30	6%	
Female	3403	324	69%	79% of workers in Public Health are female
Male	1678	143	31%	
Part Time Female	1838	110	24%	
Full Time Female	1565	214	46%	
Full Time Male	1268	118	25%	
Part Time Male	410	25	5%	
Ethnicity				
White British/Irish/Other	4592	411	88%	
Black Minority Ethnic	144	18	4%	
Mixed	60	2	0%	
Unknown Ethnicity	285	36	8%	
Disability				
Declared Disability (including Other)	130	20	4%	Data validation required in this area
Disability Unknown (Blank)	4951	447	96%	
Age				
15-19	55	4	1%	
20-24	224	14	3%	
25-29	394	37	8%	
30-34	576	57	12%	
35-39	583	77	16%	
40-44	692	87	19%	
45-49	772	74	16%	
Age continued				
50-54	832	64	14%	
55-59	575	32	7%	
60-64	272	14	3%	
65+	106	7	1%	
Religion				
Blank	2537	280	60%	Data validation required in this area
Buddhism	4	0	0%	
Christianity	1246	101	22%	
Hinduism	5	0	0%	
Judaism	1	0	0%	
Islam	53	6	1%	
No religious belief	796	51	11%	
Other	68	1	0%	
Not specified	366	27	6%	
Zoroastrianism	2	0	0%	
Sikhism	3	1	0%	
Sexual Orientation				
Blank	2257	224	48%	Data validation required in this area

Same sex and opposite sex (bisexual)	22	0	0%	
Same sex (gay/lesbian)	47	6	1%	
Opposite sex (heterosexual)	2119	170	36%	
Prefer not to disclose/not specified	636	67	14%	
<b>Marital Status</b>				
Married/ Civil Partnership	2022	198	42%	Data validation required in this area
Single	1150	87	19%	
Divorced/Separated/Dissolved	320	23	5%	
Widowed	36	1	0%	
Blank	1446	149	32%	
Cohabiting	107	9	2%	

## Public Health Workforce Profile as at 31 December 2014

	Organisational Headcount at 31/12/14	Directorate Headcount at 31/12/14	% of the Directorate	Comments
Total staff	5081	183	4%	
Full Time	2833	144	79%	Majority of workers are full time
Part Time	2248	39	21%	
Permanent	4356	173	95%	Majority of workers have a permanent contract
Fixed Term/Temporary	359	5	3%	
Casual/Variable	366	5	3%	
Female	3403	104	57%	
Male	1678	79	43%	
Part Time Female	1838	35	34%	
Full Time Female	1565	69	66%	
Full Time Male	1268	75	95%	Majority of males work full time
Part Time Male	410	4	5%	
Ethnicity				
White British/Irish/Other	4592	158	86%	Data validation required in this area
Black Minority Ethnic	144	2	1%	
Mixed	60	2	1%	
Unknown Ethnicity	285	21	11%	
Disability				
Declared Disability (including Other)	130	6	3%	Data validation required in this area
Disability Unknown (Blank)	4951	177	97%	
Age				
15-19	55	1	1%	
20-24	224	3	2%	
25-29	394	10	5%	
30-34	576	19	10%	
35-39	583	25	14%	
40-44	692	29	16%	
45-49	772	26	14%	
Age continued				
50-54	832	34	19%	
55-59	575	20	11%	
60-64	272	14	8%	
65+	106	2	1%	
Religion				
Blank	2537	106	58%	Data validation required in this area
Buddhism	4	0	0%	
Christianity	1246	42	23%	
Hinduism	5	1	1%	
Judaism	1	0	0%	
Islam	53	1	1%	
No religious belief	796	19	10%	
Other	68	3	2%	
Not specified	366	11	6%	
Zoroastrianism	2	0	0%	
Sikhism	3	0	0%	
Sexual Orientation				
Blank	2257	86	47%	Data validation required in this area

Same sex and opposite sex (bisexual)	22	68	37%	
Same sex (gay/lesbian)	47	2	1%	
Opposite sex (heterosexual)	2119	0	0%	
Prefer not to disclose/not specified	636	27	15%	
<b>Marital Status</b>				
Married/ Civil Partnership	2022	70	38%	
Single	1150	39	21%	
Divorced/Separated/Dissolved	320	8	4%	
Widowed	36	1	1%	
Blank	1446	63	34%	Data validation required in this area
Cohabiting	107	2	1%	



## ACE Workforce Profile as at 31 December 2014

	Organisational Headcount at 31/12/14	Directorate Headcount at 31/12/14	% of the Directorate	Comments
Total staff	5081	363	7%	
Full Time	2833	280	77%	Majority of workers full time
Part Time	2248	83	23%	
Permanent	4356	348	96%	Significant majority of workers have a permanent contract
Fixed Term/Temporary	359	15	4%	
Casual/Variable	366	0	0%	
Female	3403	214	59%	
Male	1678	149	41%	
Part Time Female	1838	73	34%	
Full Time Female	1565	141	66%	
Full Time Male	1268	139	93%	Majority of males work full time
Part Time Male	410	10	7%	
<b>Ethnicity</b>				
White British/Irish/Other	4592	331	91%	
Black Minority Ethnic	144	15	4%	
Mixed	60	2	1%	
Unknown Ethnicity	285	15	4%	
<b>Disability</b>				
Declared Disability (including Other)	130	16	4%	Data validation required in this area
Disability Unknown (Blank)	4951	347	96%	
<b>Age</b>				
15-19	55	0	0%	Low number of staff under the age of 24
20-24	224	12	3%	
25-29	394	35	10%	
30-34	576	59	16%	
35-39	583	39	11%	
40-44	692	50	14%	
45-49	772	47	13%	
<b>Age continued</b>				
50-54	832	56	15%	
55-59	575	48	13%	
60-64	272	15	4%	
65+	106	2	1%	
<b>Religion</b>				
Blank	2537	167	46%	Data validation required in this area
Buddhism	4	0	0%	
Christianity	1246	100	28%	
Hinduism	5	0	0%	
Judaism	1	0	0%	
Islam	53	8	2%	
No religious belief	796	53	15%	
Other	68	13	4%	
Not specified	366	22	6%	
Zoroastrianism	2	0	0%	
Sikhism	3	0	0%	
<b>Sexual Orientation</b>				
Blank	2257	131	36%	Data validation required in this area

Same sex and opposite sex (bisexual)	22	1	0%	
Same sex (gay/lesbian)	47	5	1%	
Opposite sex (heterosexual)	2119	157	43%	
Prefer not to disclose/not specified	636	69	19%	
<b>Marital Status</b>				
Married/ Civil Partnership	2022	147	40%	Data validation required in this area
Single	1150	84	23%	
Divorced/Separated/Dissolved	320	15	4%	
Widowed	36	2	1%	
Blank	1446	105	29%	
Cohabiting	107	10	3%	

## Appendix 2

## Recruitment data – Starter's equality characteristics

[illegible]

Blank	34	6%	0	0%	6	2%	1	1%	27	42%	0	0%
Same sex and opposite sex (bisexual)	2	0%	0	0%	1	0%	1	1%	0	0%	0	0%
Same sex (gay/lesbian)	14	3%	2	11%	6	2%	2	2%	3	5%	1	6%
Opposite sex (heterosexual)	461	84%	16	89%	288	88%	109	89%	32	50%	16	94%
Prefer not to disclose	38	7%	0	0%	27	8%	9	7%	2	3%	0	0%
Total	549		18		328		122		64		17	
Marital Status												
Blank	83	15%	2	11%	23	7%	21	17%	32	50%	5	29%
Cohabiting	43	8%	2	11%	27	8%	11	9%	3	5%	0	0%
Divorced/Separated /Dissolved	23	4%	0	0%	20	6%	2	2%	1	2%	0	0%
Married/Civil Partnership	183	33%	9	50%	135	41%	22	18%	14	22%	3	18%
Single	214	39%	5	28%	120	37%	66	54%	14	22%	9	53%
Widowed	3	1%	0	0%	3	1%	0	0%	0	0%	0	0%
Total	549		18		328		122		64		17	
Role												
Manager	13	2%	2	11%	7	2%	2	2%	0	0%	2	12%
Operational	404	74%	3	17%	285	87%	104	85%	0	0%	11	65%
Support	132	24%	13	72%	36	11%	16	13%	64	100%	4	24%
Total	549		18		328		122		64		17	
Contract Type												
Permanent	259	47%	8	44%	210	64%	19	16%	18	28%	4	24%
Fixed Term/Temporary	178	32%	10	56%	78	24%	59	48%	20	31%	11	65%
Casual/Variable	112	20%	0	0%	40	12%	44	36%	26	41%	2	12%
Total	549		18		328		122		64		17	
Contracted hours												
Full time (37 +)	206	38%	16	89%	90	27%	50	41%	35	55%	15	88%
Part time	343	62%	2	11%	238	73%	72	59%	29	45%	2	12%
Total	549		18		328		122		64		17	

## Leaver's equality characteristics

Directorate Age	Total leave rs	%	ACE	%	People	%	Place	%	Resources	%	Public Health	%
15 – 19	18	2%	0	0%	10	2%	6	3%	2	3%	6	32%
20 – 24	82	10%	1	13%	34	6%	36	16%	5	9%	2	11%
25 – 29	96	11%	0	0%	50	9%	35	16%	9	16%	4	21%
30 – 34	100	12%	2	25%	58	11%	27	12%	9	16%	1	5%
35 – 39	71	8%	0	0%	46	8%	17	8%	7	12%	1	5%
40 – 44	88	10%	2	25%	66	12%	14	6%	5	9%	0	0%
45 – 49	101	12%	0	0%	71	13%	22	10%	7	12%	1	5%
50 – 54	88	10%	1	13%	64	12%	16	7%	4	7%	3	16%
55 – 59	106	12%	0	0%	77	14%	22	10%	7	12%	0	0%
60 – 64	65	8%	2	25%	46	8%	14	6%	2	3%	1	5%
65+	42	5%	0	0%	29	5%	12	5%	1	2%	0	0%
<b>Total</b>	<b>857</b>		<b>8</b>	<b>1%</b>	<b>551</b>	<b>64%</b>	<b>221</b>	<b>26%</b>	<b>58</b>	<b>7%</b>	<b>19</b>	<b>2%</b>
<b>Disability</b>												
Declared disability	25	3%	0	0%	12	2%	8	4%	3	5%	2	11%
No disability declared	832	97%	8	100%	539	98%	213	96%	55	95%	17	89%
<b>Total</b>	<b>857</b>		<b>8</b>		<b>551</b>		<b>221</b>		<b>58</b>		<b>19</b>	
<b>Ethnicity</b>												
White British/Irish/ Other	774	90%	8	100%	499	91%	197	89%	54	93%	16	84%
Black Minority Ethnic	39	5%	0	0%	26	5%	7	3%	4	7%	2	11%
Mixed	7	1%	0	0%	6	1%	1	0%	0	0%	0	0%
Unknown ethnicity	37	4%	0	0%	20	4%	16	7%	0	0%	1	5%
<b>Total</b>	<b>857</b>		<b>8</b>		<b>551</b>		<b>221</b>		<b>58</b>		<b>19</b>	
<b>Gender</b>												
Female	586	68%	3	38%	446	81%	92	42%	39	67%	6	32%
Male	271	32%	5	63%	105	19%	129	58%	19	33%	13	68%
<b>Total</b>	<b>857</b>		<b>8</b>		<b>551</b>		<b>221</b>		<b>58</b>		<b>19</b>	
<b>Religion</b>												
Blank	374	44%	4	50%	244	44%	101	46%	22	38%	3	16%
Buddhism	1	0%	0	0%	0	0%	1	0%	0	0%	0	0%
Christianity	206	24%	2	25%	141	26%	42	19%	17	29%	4	21%
Hinduism	3	0%	0	0%	1	0%	0	0%	0	0%	2	11%
Judaism	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Islam	15	2%	0	0%	11	2%	2	1%	2	3%	0	0%
Zoroastrianism	1	0%	0	0%	1	0%	0	0%	0	0%	0	0%
Sikhism	3	0%	0	0%	3	1%	0	0%	0	0%	0	0%
No religious belief	164	19%	2	25%	84	15%	53	24%	16	28%	9	47%
Other	5	1%	0	0%	4	1%	1	0%	0	0%	0	0%

Prefer not to disclose/not specified	85	10%	0	0%	62	11%	21	10%	1	2%	1	5%
Total	857		8		551		221		58		19	
<b>Sexual Orientation</b>												
Blank	345	40%	4	50%	229	42%	92	42%	18	31%	2	11%
Same sex and opposite sex (bisexual)	4	0%	0	0%	1	0%	3	1%	34	59%	15	79%
Same sex (gay/ lesbian)	11	1%	0	0%	5	1%	4	2%	2	3%	0	0%
Opposite sex (heterosexual)	399	47%	2	25%	248	45%	100	45%	0	0%	0	0%
Prefer not to disclose	98	11%	2	25%	68	12%	22	10%	4	7%	2	11%
Total	857		8		551		221		58		19	
<b>Marital Status</b>												
Blank	217	25%	2	25%	148	27%	54	24%	8	14%	5	26%
Cohabiting	11	1%	0	0%	6	1%	4	2%	1	2%	0	0%
Divorced/ Separated/ Dissolved	48	6%	0	0%	34	6%	10	5%	3	5%	1	5%
Married/Civil Partnership	317	37%	4	50%	223	40%	60	27%	27	47%	3	16%
Single	255	30%	2	25%	133	24%	92	42%	18	31%	10	53%
Widowed	9	1%	0	0%	7	1%	1	0%	1	2%	0	0%
Total	857		8		551		221		58		19	
<b>Role</b>												
Manager	75	9%	1	13%	47	9%	18	8%	8	14%	1	5%
Operational	637	74%	4	50%	455	83%	160	72%	6	10%	12	63%
Support	145	17%	3	38%	49	9%	43	19%	44	76%	6	32%
Total	857		8		551		221		58		19	
<b>Contract Type</b>												
Permanent	511	60%	7	88%	378	69%	76	34%	47	81%	3	16%
Fixed Term/ Temporary	139	16%	1	13%	61	11%	53	24%	10	17%	14	74%
Casual/ Variable	207	24%	0	0%	112	20%	92	42%	1	2%	2	11%
Total	857		8		551		221		58		19	
<b>Contracted hours</b>												
Full time (37 +)	259	30%	5	63%	116	21%	83	38%	39	67%	16	84%
Part time	598	70%	3	38%	435	79%	138	62%	19	33%	3	16%
Total	857		8		551		221		58		19	