

# Workforce Diversity

2017-2018



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## Working for Stafford Borough Council

This document takes a look at the people we attract to work for us, those that have been through our recruitment processes and joined over the last 12 months (April 2017 – March 2018), and those who have left or moved onto new challenges so includes employees on a permanent or fixed term contract and a small number of casual workers each year.

The last 12 months have seen Stafford Borough Council's leisure and culture services move into Trust status with Freedom Leisure for the next 10 years. As budgets reduce alongside funding from central Government, this was part of a planned change as the Authority seeks different ways to continue to provide services. This transfer has had a significant impact on the number of employees at the council but has also reduced costs and is expected to save the authority around £900,000 on average a year over the period of the contract.

We have a corporate Equality and Diversity Policy and the information contained in this document also complies with our requirements under the Equality Act 2010, where there is a general duty to provide information about our employees.

Stafford Borough Council is 'A Mindful Employer', sharing a commitment to work with a positive approach towards increasing mental health awareness in the workplace. In addition, the council has signed up to Disability Confident employer scheme, which supersedes the disability Two Ticks accreditation, which has been held for more than ten years.

In order to make the council an employer of choice and attract young people to work for us, we continue to build on relationships formed with local high schools and colleges in the Borough, providing high quality work experience opportunities across the council. These ongoing relationships have enabled us to attract young people as and when they begin their working life.

Our continued relationship with a large training provider has also enabled us to continue to provide apprenticeship opportunities and to upskill our workforce, which has in turn enabled all employees to seek further employment opportunities within the council and further afield.

## Workforce Profile

During April 2017 – March 2018 Stafford Borough Council typically employed just over 230 employees across eight service areas.

This is a significant reduction in employees compared with the last three years due Stafford Borough Council's leisure and cultural services and facilities moving into a Trust status in December 2017. Sports Across Staffordshire and Stoke on Trent (SASSOT) is an independent strategic body hosted by Stafford Borough Council, delivering services on behalf of the majority of authorities in Staffordshire.

Following the transfer, several service areas were redesigned and renamed with some divisions moving to different service areas, such as the Contact Centre, Health and Housing and Press and Communications. These internal moves have also impacted on employee numbers within service areas.

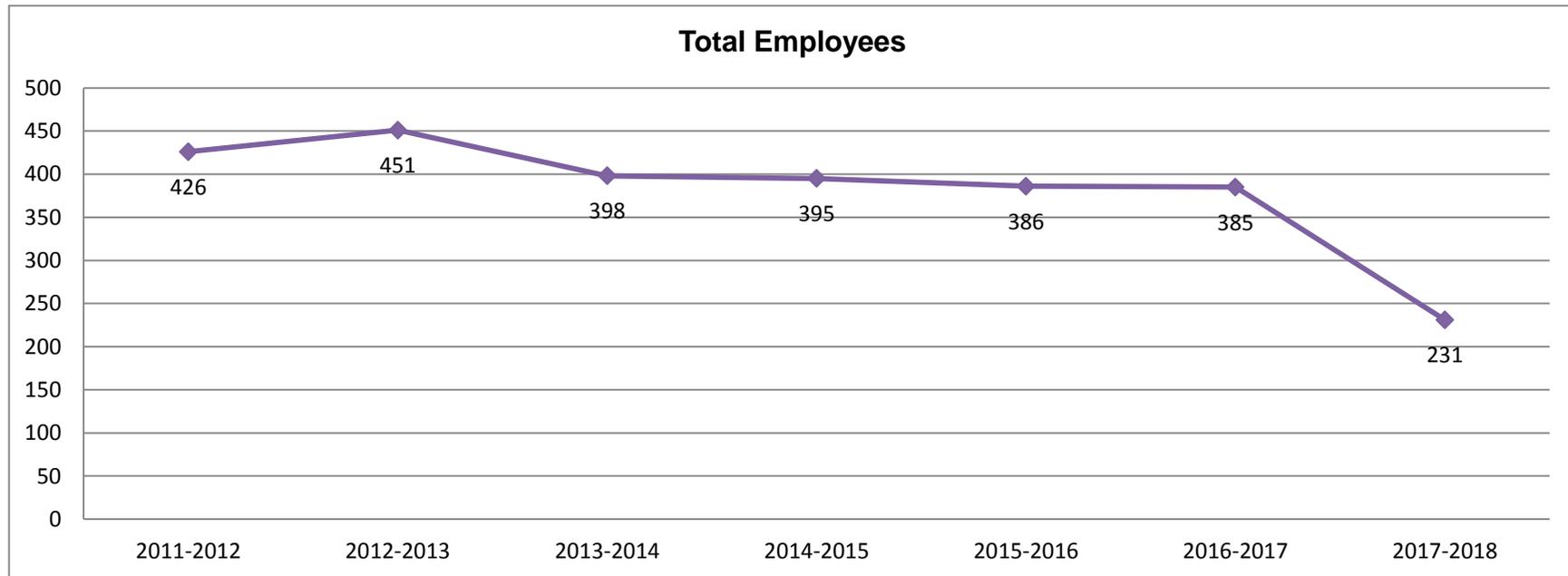
Shared service arrangements with Cannock Chase District Council have operated since 2010. Some services are provided to both authorities by Stafford Borough Council (Legal Services, Human Resource Services and Technology) whereas Cannock Chase District Council provides Finance and Building Control services to both authorities.

The workforce profile information provided in this report is based on those employed by Stafford Borough Council, who may be based at either site or across both.

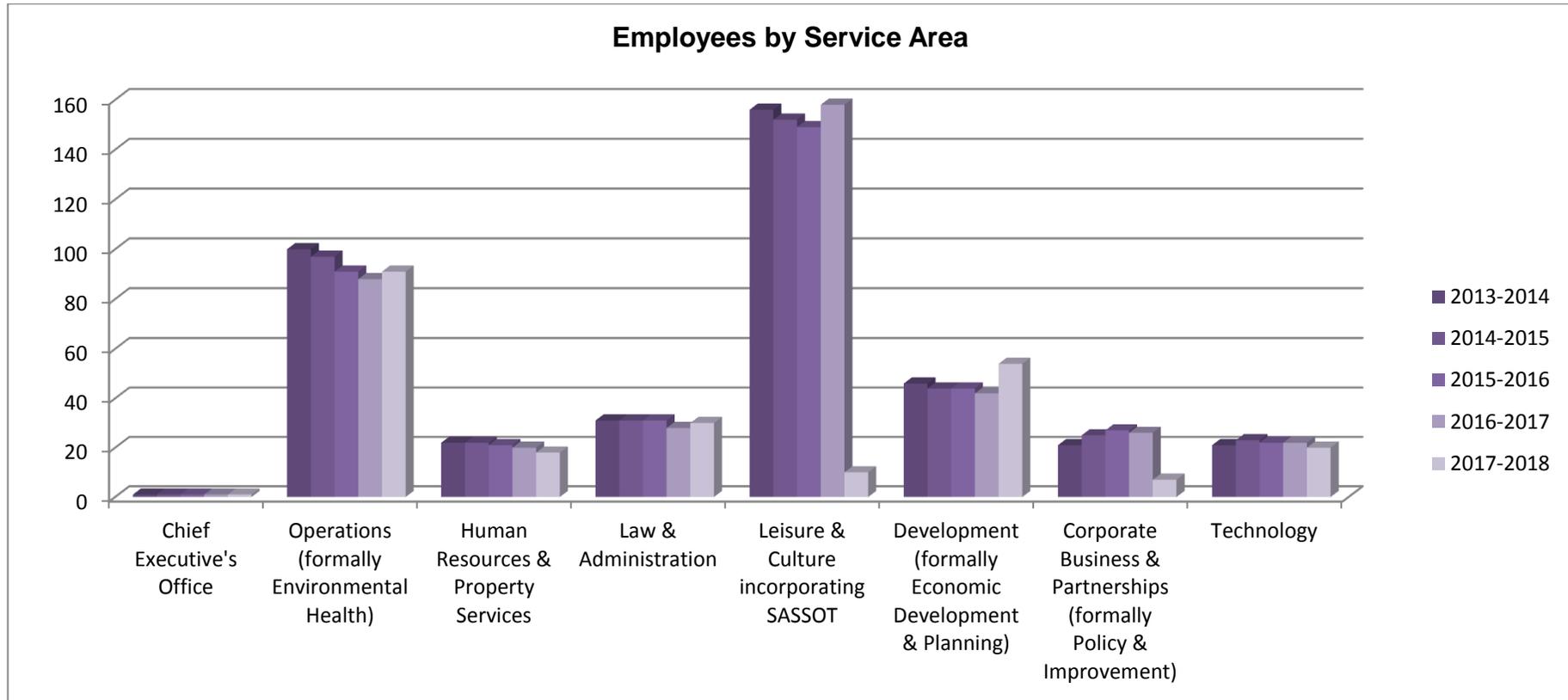
As in previous years, the budgetary environment continues to be challenging. The profile for 2017-2018 also reflects a year where Stafford Borough Council has continued to review services where appropriate, and question how the services required can be best provided to meet the needs of the community.

## Total Employees

After remaining largely stable over the last three years, the number of employees with a permanent or fixed term contract has changed significantly in 2017-2018, with 231 employees as at 31<sup>st</sup> March 2018. The only reason for this is a large TUPE transfer which accounts for nearly 68% of the leavers.



Following the council's leisure and cultural services and facilities moving into a Trust status, Operations (formally Environmental Health) was the largest area of employees, followed by Development (formally Economic Development and Planning).



## Starters and Leavers

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018 (including TUPE Transfer)	2017-2018 (excluding TUPE Transfer)
Total employees as at 31.03	423	451	398	395	386	385	374	374
New Starters	34	38	22	35	45	38	30	30
Leavers	59	31	46	44	52	56	196	65
Turnover	13.55%	7.16%	11.60%	10.99%	13.30%	14.30%	64.79%	21.49%

The 2017-2018 turnover is significantly higher than previous years due to the move of leisure and cultural services and facilities to Trust status.

The turnover of staff, excluding those who moved to Trust status, is 21.5% and while higher than in previous years, includes a proportion of Leisure and Culture employees who left the council prior to the leisure TUPE transfer..

This is higher than the national average of 16.5% published in the most recent CIPD Annual Survey Report – Resourcing and Talent Planning 2017, and we will continue to monitor this moving forward.

With the budgetary environment for local authorities continuing to be very challenging, each potential vacancy is reviewed and approved by Cabinet before being advertised. Vacancies are advertised via our on-line e-recruitment system, where we continue to offer a variety of different routes of application to suit Candidates differing requirements. The council continues to provide access to PC's on the ground floor of the Civic Centre building for use by members of the public. This can be used for job searches and to apply for current vacancies at the council. The e-recruitment system also allows candidates to personalise the appearance of each window for ease of use.

In addition, vacancies are advertised on WM Jobs, Jobs Go Public, Disabled Workers Co-operative jobs portal, Indeed and DWP Job Centre as well as in other media as appropriate to the vacancy.

## **New Starters**

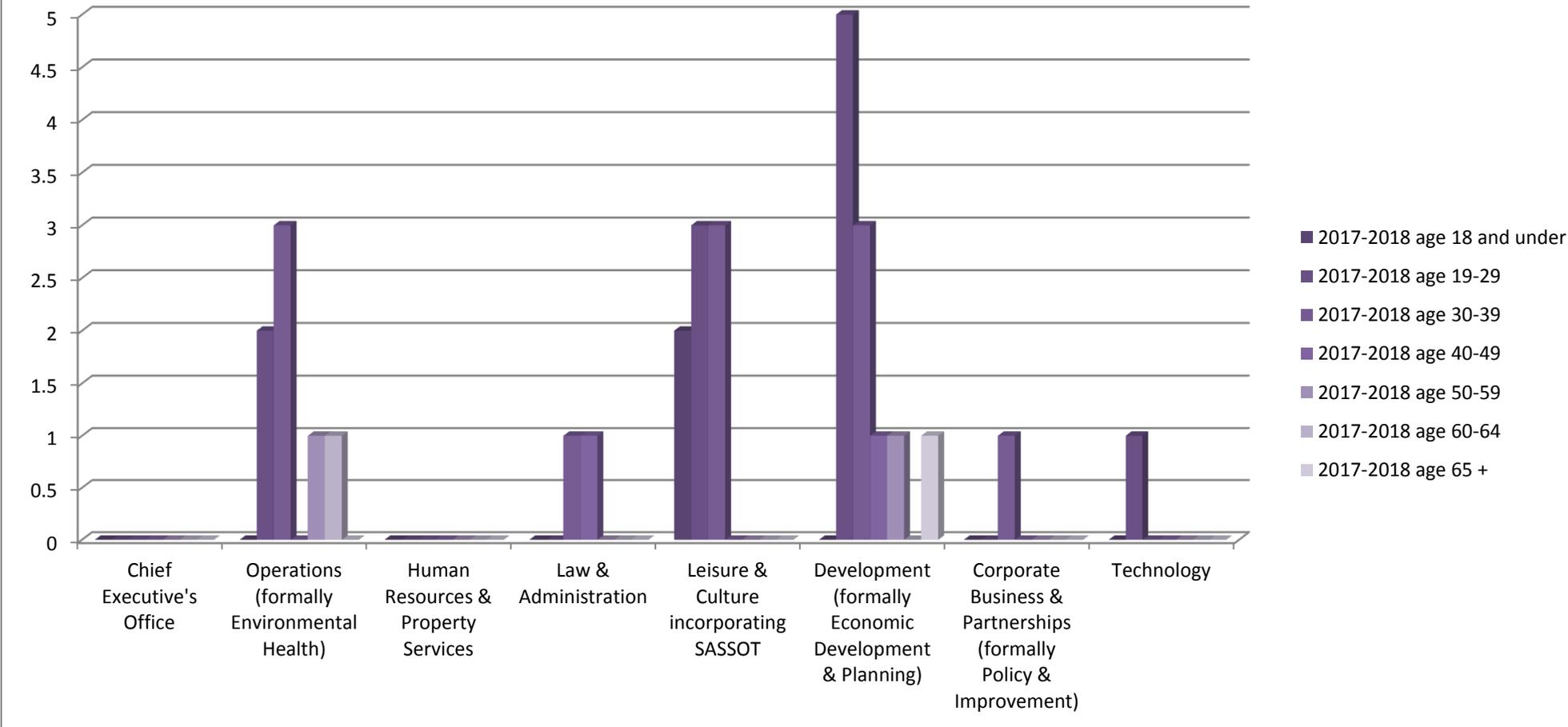
We recruited 30 new employees in 2017-2018, spread across most service areas. Looking at the people that joined us, the largest numbers of new recruits were within the Development Service area (formally Planning and Regeneration) where skilled employees continue to be in high demand by the private sector.

Of the 30 new starters, 60% were male and 40% female which broadly reflects the current breakdown within Stafford Borough Council as a whole. The largest numbers of new recruits were from the 19-39 age category. However, in every case we continue to recruit the best person for the role based upon the best skills, abilities and experience.

In a continued attempt to redress an ageing workforce, the council continues to have long standing relationships with local education and training providers and has used these contacts as a means of attracting recruits. In addition, Stafford Borough Council continues to actively support the Apprenticeship scheme, providing on-going continual professional development to NVQ Level 2 for new apprentices.

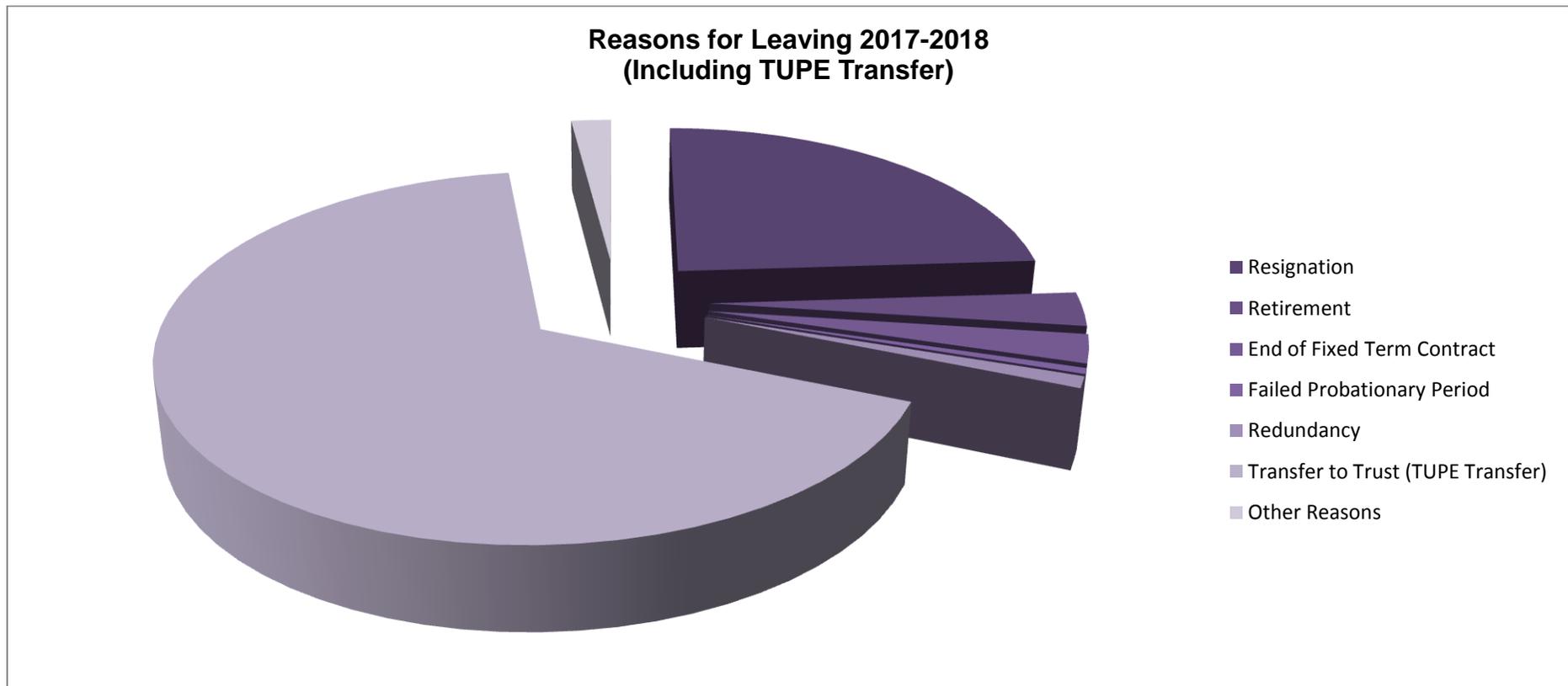
In addition, the development and promotion of e-learning, along side other methods of learning and development, has enabled corporate training for new and existing employees on subjects such as project management, safeguarding children and vulnerable adults, data protection, resilience and health and safety.

### New Starters 2017-2018

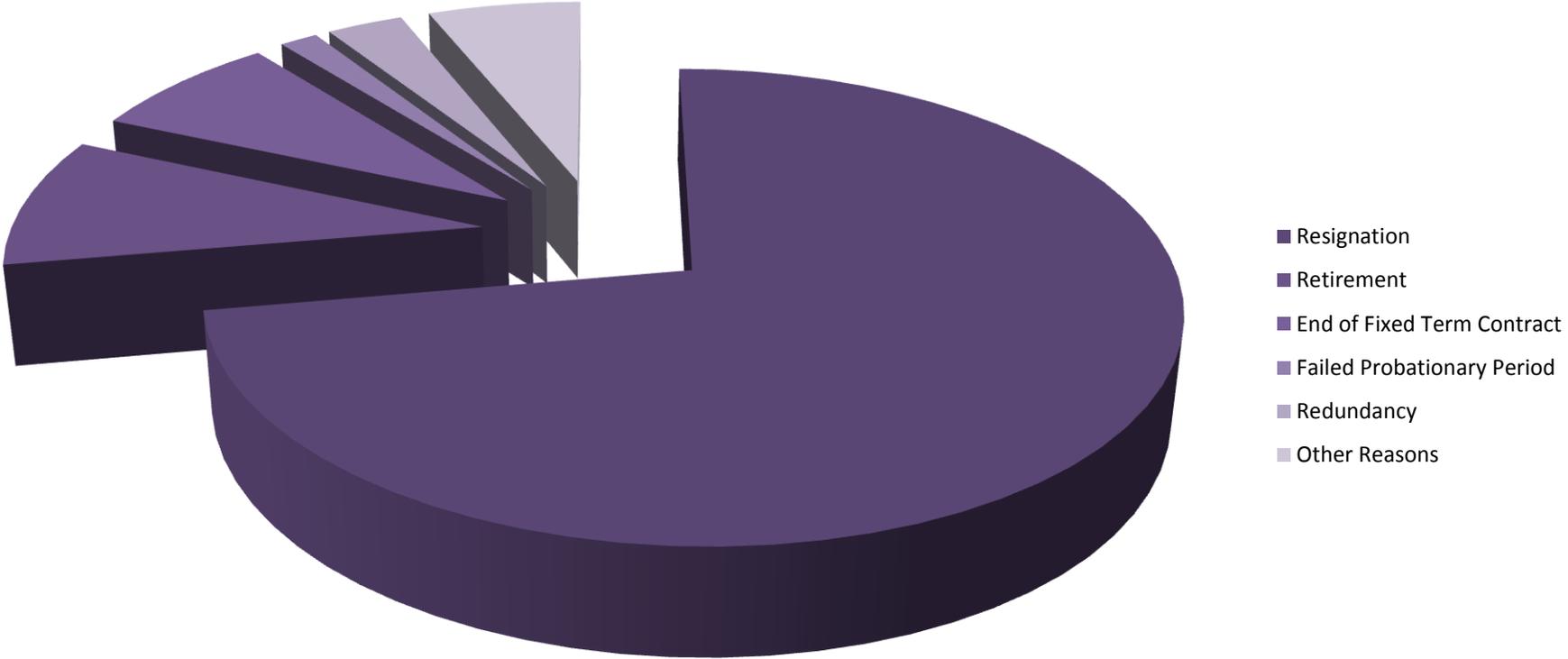


## Leavers

The main reason for leaving in 2017-2018 was the TUPE transfer of employees within the leisure and cultural service to Trust status. Where this is excluded, the main reason is Resignation, with the largest proportion of those who resigned moving onto new opportunities in the local area and further afield. Leavers were spread over all service areas and age groups but predominately within the 19-39 age group; reflecting the highest age group within leisure and cultural services.



**Reasons for Leaving 2017-2018  
Excluding TUPE Transfer)**



	2014-2015	2015-2016	2016-2017	2017-2018
Resignation	30	41	33	47
Retirement	2	3	11	6
End of Fixed Term Contract	3	3	2	5
Failed Probationary Period	0	1	2	1
Move to Trust (TUPE Transfer)	0	0	0	131
Other Reasons	7	4	8	6

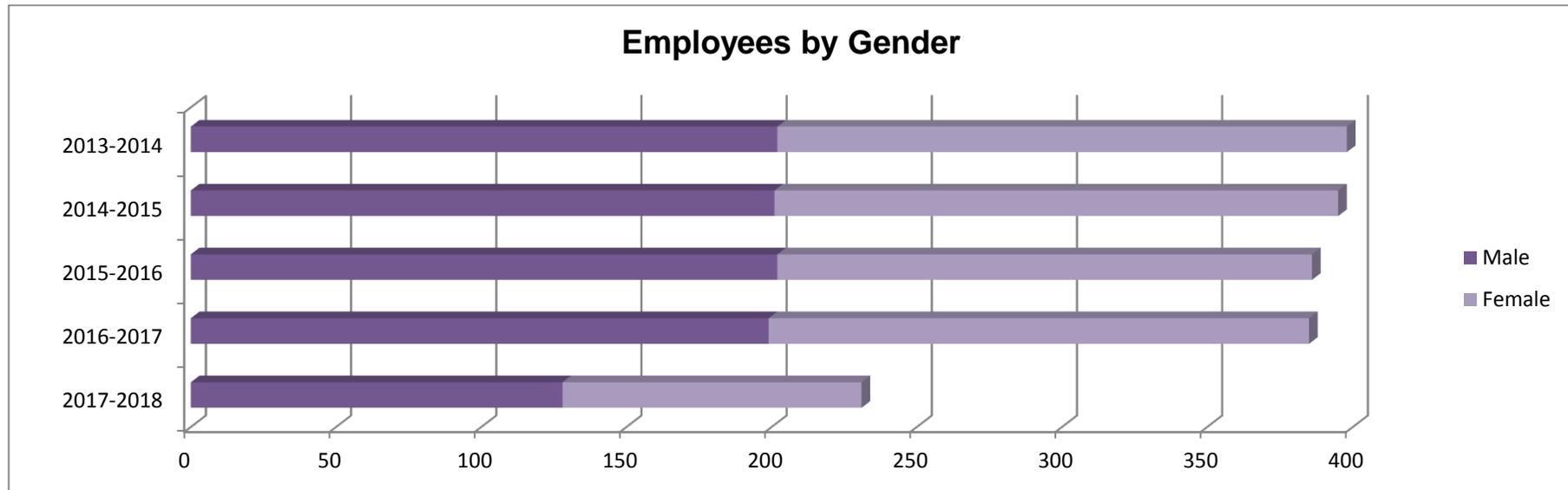
'Other Reasons' for leaving include reasons such as retirement on medical grounds and death in service

All employees leaving Stafford Borough Council are sent a link to complete our leavers questionnaire and also offered an exit interview. A summary of all leavers' questionnaires is forwarded to Head of Service on a quarterly basis.

# Current Employees - Equality Characteristics

## 1. Gender

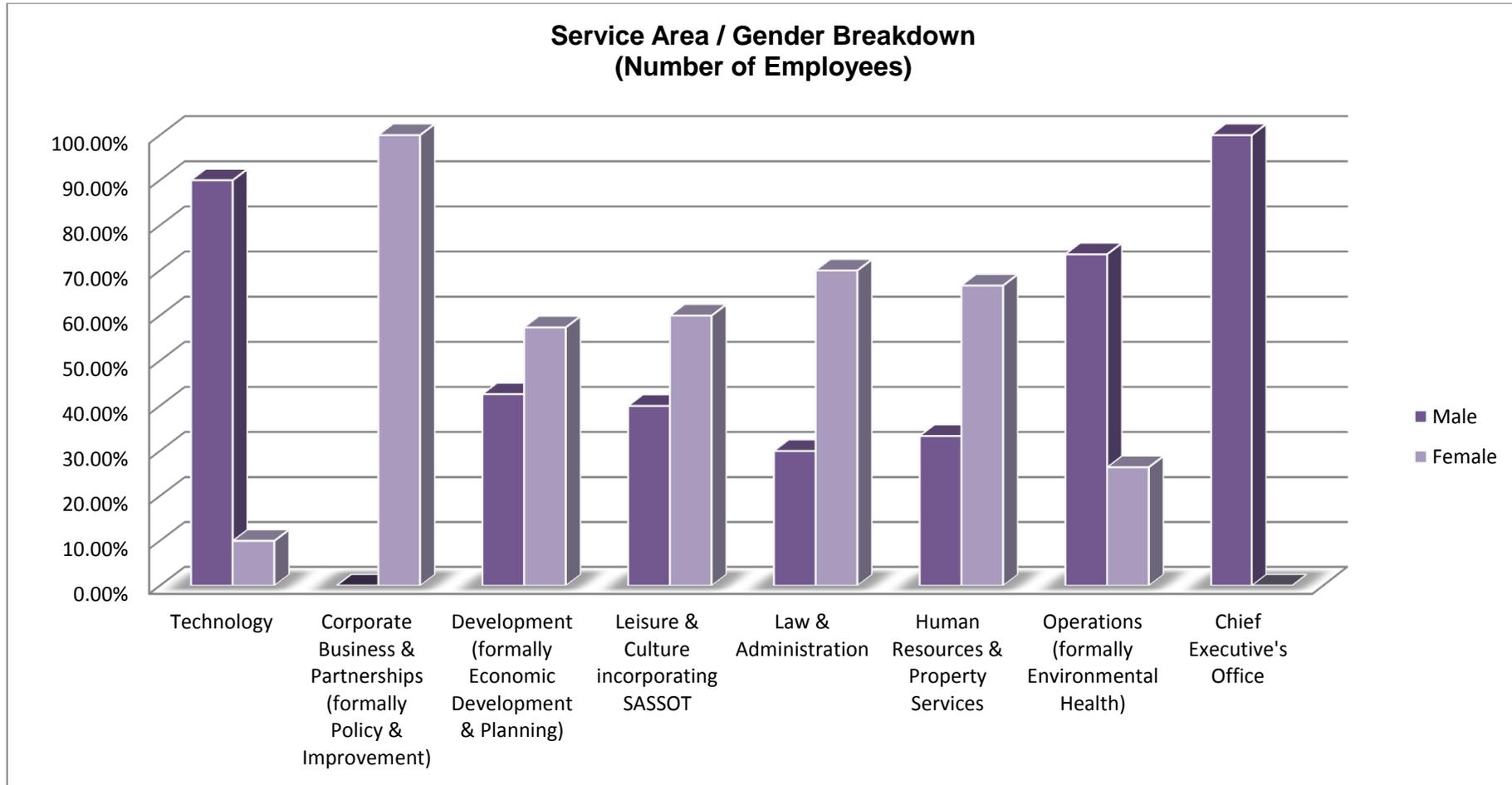
Overall, Stafford Borough Council continues to have a fairly even gender composition.



As in previous years, we have managed to attract and retain similar percentages of male and female employees and have maintained this even composition.

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Male	50.7%	50.6%	50.8%	50.9%	52.3%	51.7%	55.4%
Female	49.3%	49.5%	49.3%	49.1%	47.7%	48.3%	44.6%

However, some of our professions continue to attract typically more of one gender.



2017-2018	Technology	Corporate Business & Partnerships (formally Policy & Improvement)	Development (formally Economic Development & Planning)	Leisure & Culture inc. SASSOT	Law & Administration	Human Resources & Property Services	Operations (formally Environmental Health)	Chief Executive's Office
Male	90.0%	0.0%	42.6%	40.0%	30.0%	33.3%	73.6%	100.0%
Female	10.0%	100.0%	57.4%	60.0%	70.0%	66.7%	26.4%	0.0%

Technology continues to remain a predominately male based service, particularly within helpdesk support, whereas the Corporate Business & Partnerships (formally Policy & Improvement) service area typically attracts more female candidates.

Corporate Business & Partnerships (formally Policy & Improvement) currently has the largest gender difference, followed by Operations (formally Environmental Health). Female employees in Operations comprise 26.4% of the Service workforce; although this difference has narrowed following service reorganisation. However, the majority of posts within this service area continue to be manual based due to the nature of the roles within Operations.

Corporate Business & Partnerships, Technology and Operations service areas have all had vacancies during this period and have sought to redress this balance, however, appointments where made, have been based upon the best skills, abilities and experience for the role.

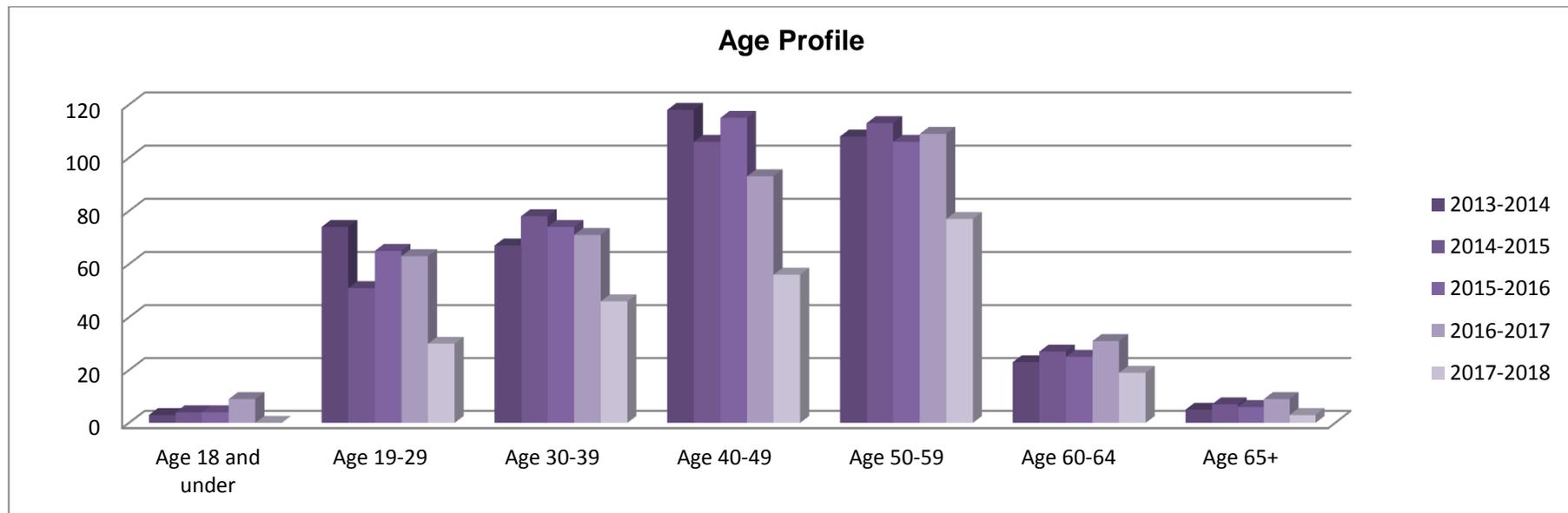
## Women in Senior Roles

Women in senior roles (Principal Officer Grade, SCP33 and above) have comprised around 40% of employees for a number of years.

	2011-2012		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018	
Male	65	59.1%	72	65.5%	50	59.5%	53	59.6%	55	60.4%	51	58.6%	43	58.9%
Female	45	40.9%	49	44.5%	34	40.5%	36	40.4%	36	39.6%	36	41.3%	30	41.1%

## 2. Age

The majority of Stafford Borough Council employees continue to fall within the 40-59 age categories; this has been a similar position over a number of years. This does not reflect the community where a just over one fifth of the population are aged 65+, whereas within Stafford Borough Council only 3 employees fall into this category in 2017-2018. (Staffordshire Observatory – Stafford District September 2018)



We continue to promote the local aim to “Deliver a sustainable economic and housing growth to provide income and jobs” for all age categories by continuing to promote and recruit to apprenticeships and with the introduction of the Apprenticeship Levy, the authority will continue to support the Apprenticeship scheme throughout the authority (Corporate Business Plan 2018-2021).

Stafford Borough Council undertook 14 work experience placements from local schools during 2017-2018 with students experiencing duties as diverse as planning projects within Development, flower beds within Streetscene and IT assistance within Technology.

### 3. Disability

In 2017-2018, 4.8% of employees indicated that they had a disability. This has remained constant at around 4% over the last five years.

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Disability Indicated	4.0%	4.6%	3.9%	4.2%	4.8%
No disability Indicated	91.5%	85.6%	87.0%	88.1%	86.6%
Not known	4.5%	9.9%	9.1%	7.8%	8.7%

This compares with community data where Stafford has one of the lowest levels of residents claiming Disability Living Allowance in Staffordshire at 2.2% and lower than the national figure for England at 3.1%, although not all council employees are residents of Stafford (Stafford Observatory – Locality Profile September 2018).

The most common disabilities are Diabetes, Dyslexia, Arthritic conditions and hearing impairments; however the range across employees is broad. For new recruits, our e-recruitment system is designed to provide options for the partially sighted or candidates with dyslexia.

In addition, the council is a Disability Confident Employer, which has superseded the Disability Two Ticks accreditation, held for more than ten years by Stafford Borough Council.

In addition to our on-line e-recruitment system where we continue to offer a variety of different routes of application to suit Candidates differing requirements and allows candidates to personalise the appearance of each window for each of use, all vacancies are also advertised on a variety of other platforms including the Disabled Workers Co-operative jobs portal.

The council continues to provide access to PC's on the ground floor of the Civic Centre building for use by members of the public.

## 4. Race

The percentage of employees in each race category has remained fairly constant over the last five years.

	2013-2014		2014-2015		2015-2016		2016-2017		2017-2018	
White	381	95.7%	352	89.1%	347	89.9%	350	90.9%	209	90.5%
Black	3	0.8%	3	0.8%	2	0.5%	2	0.5%	1	0.4%
Chinese	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%
Asian	2	0.5%	4	1.0%	5	1.3%	3	0.8%	3	1.3%
Mixed	1	0.3%	1	0.3%	1	0.3%	2	0.5%	1	0.4%
Other	0	0.0%	10	2.5%	1	0.3%	1	0.3%	2	0.9%
Prefer not to Say	10	2.5%	24	6.1%	30	7.8%	27	7.0%	15	6.5%

7.4% of Stafford Borough's population are classed as Black, Minority or Ethnic (BME) (Stafford Observatory – Locality Profile September 2018), compared with 3% within the council in 2017-2018.

The council continues to recruit using WMJobs which attracts a broad audience across the West Midlands and Staffordshire, particularly with good road rail and links, and continues to recruit new employees based solely on their skills and experience. We also compete locally with a large County authority that has a far greater range of posts and locations.

## 5. Sexual Orientation, Gender Reassignment, Marital Status, Religion and Belief

Data in these areas has not been routinely collated prior to 2014-2015. However, following statutory changes, this data is now collected for employees and a regular, on-going programme of data cleanses enables the authority to collate data in these areas.

Our on-line e-recruitment system, introduced in April 2014, has also requested this information from candidates, enabling the authority to collate data in these areas. However, on the introduction of G.D.P.R. regulations in May 2018, this data will no longer be collected from candidates as part of the recruitment process. Only employees will be asked to supply this data.

### Sexual Orientation

Over 76% of employees have described their sexual orientation as heterosexual, however just over a fifth of employees have preferred not to provide this information, which must always be considered as part of these statistics.

	2014-2015		2015-2016		2016-2017		2017-2018	
Heterosexual	241	61.0%	244	63.2%	254	66.0%	176	76.2%
Lesbian/Gay	8	2.0%	10	2.6%	9	2.3%	3	1.3%
Prefer not to say	146	37.0%	132	34.2%	122	31.7%	52	22.5%

### Gender Reassignment

No employees have undertaken the process of gender reassignment during the last three years.

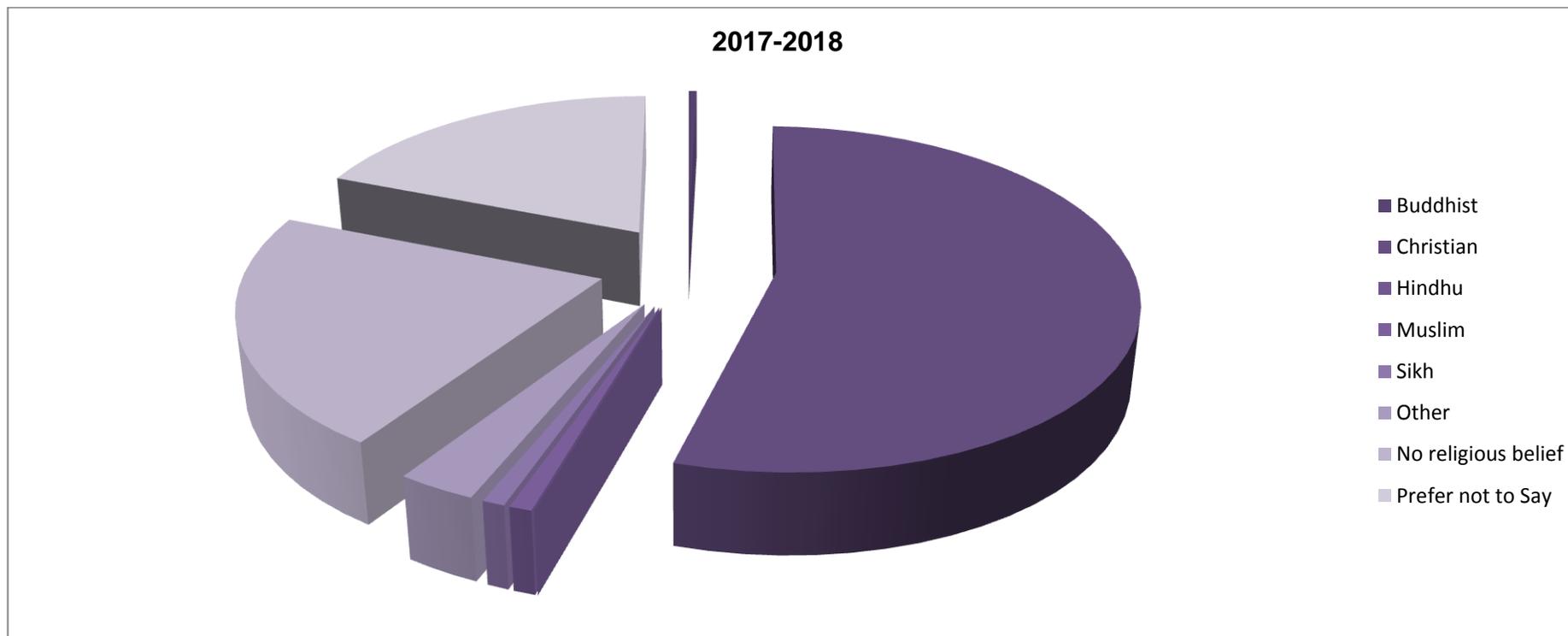
## Marital Status

2017-2018 presents a varied picture of marital status; nearly 60% of employees have indicated that they are married, in a civil partnership or are co-habiting. Just under 16.5% of employees have preferred not to provide this information.

	2014-2015		2015-2016		2016-2017		2017-2018	
Single	70	18.1%	61	15.4%	86	22.3%	46	19.9%
Co-habiting	38	9.8%	44	11.1%	36	9.4%	29	12.6%
Married	148	38.3%	147	37.2%	145	37.7%	106	45.9%
Civil Partnership	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Divorced or divorce pending	17	4.4%	17	4.3%	16	4.2%	12	5.2%
Prefer not to say	113	29.3%	126	31.9%	102	26.5%	38	16.5%

## Religion and Belief

A range of religions have been indicated by employees, with Christianity forming 54.1% of employees. This figure has remained fairly stable over the last four years but this figure is slightly lower than indicated in the 2011 Census where 59.3% of England and Wales identified themselves as a Christian.

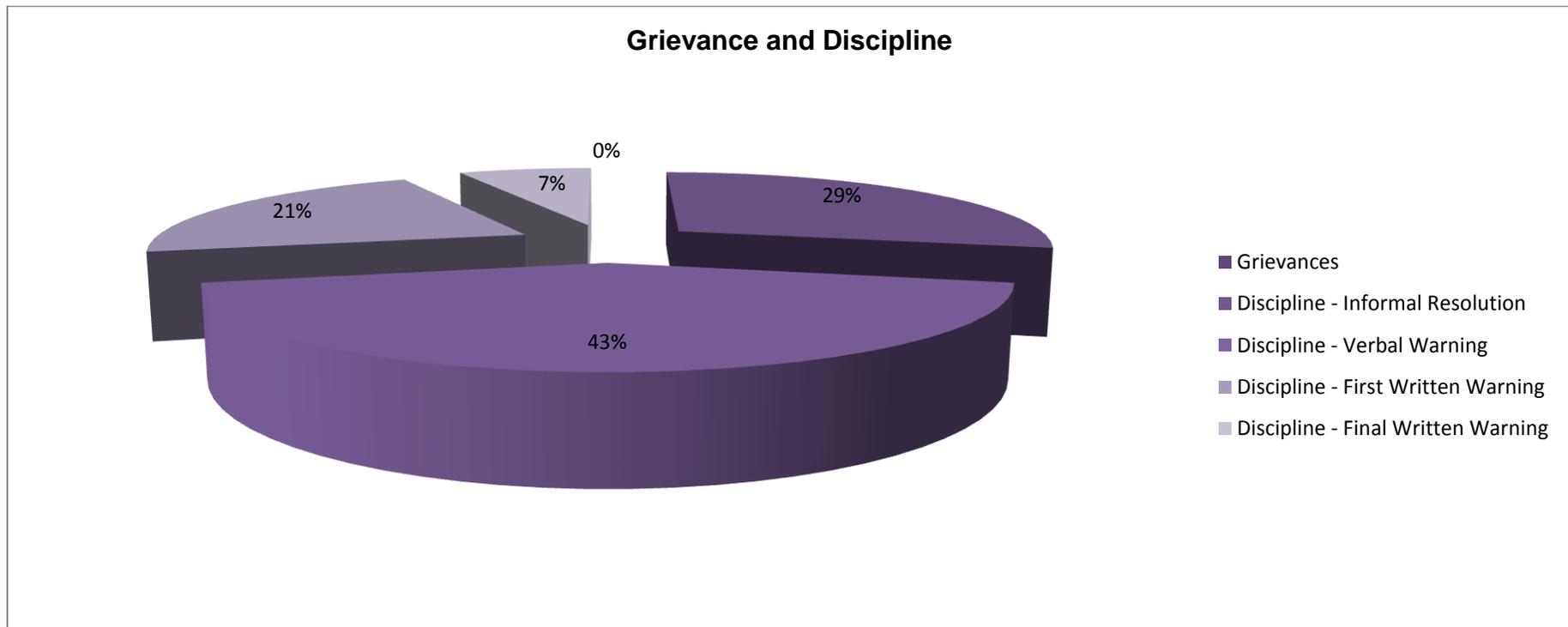


	2014-2015		2015-2016		2016-2017		2017-2018	
Buddhist	2	0.5%	2	0.5%	2	0.5%	1	0.4%
Christian	194	49.1%	197	51.0%	206	53.5%	125	54.1%
Hindhu	1	0.3%	1	0.3%	0	0.0%	0	0.0%
Muslim	1	0.3%	2	0.5%	2	0.5%	2	0.9%
Sikh	1	0.3%	2	0.5%	1	0.3%	2	0.9%
Other	13	3.3%	13	3.4%	12	3.1%	7	3.0%
No religious belief	76	19.2%	78	20.2%	82	21.3%	50	21.6%
Prefer not to Say	107	27.1%	91	23.6%	80	20.8%	44	19.0%

## Grievances and Discipline

New shared service Grievance and Discipline policies were introduced in 2013 which enhanced our previous policies, and harmonised these processes across both Councils.

During the last four years, no formal grievances have been raised. A small number of disciplinary sanctions were issued over the last four years – 14, the majority of which were resolved informally, were verbal or 1<sup>st</sup> written warnings.



## Long Term Sickness Absence

Where an absence lasts longer than three weeks, it falls within the Council's definition of being long term. Of the 25 employees who were absent due to a longer term medical condition in 2017-2018, 72% of employees returned to work following their absence.

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Returned to work following long term sick leave	27	24	24	20	18
Did not return after long term sick leave and left SBC	3	6	8	1	5
Still on Sick Leave	3	3	0	2	1
Returned to work following long term sick leave but has since left SBC	1	2	0	1	0
Death in Service	0	0	0	0	1
Total	34	35	32	24	25

The number long term cases of sickness absence have remained stable over the last two years; however the percentage increase in 2017-2018 reflects the reduction in the number of employees at 31 March 2018.

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Long Term Sickness Absence Cases	8.5%	8.9%	8.3%	6.2%	10.8%

The CIPD Health and Wellbeing at Work Survey 2018 (formally Absence Management Survey) indicates that mental ill health continues to be one of the most common cause of long term sickness absence with a fifth now reporting that mental ill health is the primary cause of long term absence.

Stafford Borough Council continues to employ a holistic approach to managing long term sickness absence with a range of support mechanisms in place to help and support employees during a period of long term sickness absence and to facilitate their return to the workplace, utilised as appropriate to the employees needs. These include dedicated case worker, paid phased returns, work adjustments, Occupational Health referrals, and counselling support services.

Stafford Borough Council continues to remain a signatory of the Mindful Employer charter and has been supporting disability Confidence (previously Disability Two Ticks) for more than fifteen years.

The council regularly undertakes a number of initiatives to support employee health, such as accessing counselling services and GP Gym referral and subsidised membership. A Cycle to Work Scheme is also available for eligible staff, helping in the purchase of a bike for travel to and from work as well as the use of 'pool' bikes for travelling to and from local meetings within the borough.

In addition, in conjunction with Cannock Chase Council and Occupational Health Service, a flu jab service continues to be made available to all staff.

The council's Health and Wellbeing Team provides similar services to the community, for example Community Connectors, a volunteer led service helping to improve the health and wellbeing of older people in the Borough, Walking for Health and Doorstep Walks maps for people to use at their leisure are on offer for employees and members of the public alike as well as emotional wellbeing information, lifestyle advise, alcohol awareness information and Eat Well, Live Well dietary and recipes for the whole family.

## **Pregnancy, Maternity, Adoption and Parental Leave**

Over this period six employees took maternity leave. Three employees have returned to their previous hours, while one employee returned to a change in hours. The remaining three employees continued their maternity leave whilst transferring to Trust status.

Requests for flexible working are common and all employee requests are regularly considered on an individual basis.

As well as statutory maternity leave and pay, the council provides enhanced maternity pay which employees can choose to be taken during their maternity leave or after three months following their return to work.

The Council also offers enhanced paternity leave pay which employees can take at the beginning of their partner's maternity leave.

We have yet to receive a request Adoption Leave or for a partner to share the mother's maternity leave, although we ensure that parents are made aware of these options. Childcare vouchers are also offered to eligible employees, via an employee salary sacrifice scheme, although this will be withdrawn at the end of 2018 due to changes in legislation.

## **Flexible Working**

Our Flexible Working policy enables employees to manage their working time, subject to service requirements, whilst building in the facility to attend personal appointments through accrued time. In March 2013, we also changed the policy to remove core hours of work, to assist with work/life balance.

Requests for flexible working are considered on a case by case basis, considering employee work/life balance as well as service area requirements. We had 66 requests for a change in hours of work over the last five years, spread throughout all service areas. The reasons for a change to working hours are varied: changes following maternity leave, service area reorganisation and flexible retirement.

## Stafford Borough Council - Moving Forward

The public sector continues to face a challenging environment with continuing budget cuts from central government necessitating careful management of resources.

As a small borough council authority, Stafford Borough Council continues to ensure that the resources available to the council are maximised to their full potential in order to achieve the best possible services, financial resilience and sustainability. In addition, we continue to look at ways to consolidate services, working in partnership with other local authorities such as Cannock Chase District Council and local organisations where appropriate, in order to continue to meet the needs of the community of Stafford borough.

The council's corporate business objectives are:

- To deliver sustainable economic and housing growth to provide income and jobs,
- To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.
- To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

(Corporate Plan for Stafford Borough 2018-2021).

In order for Stafford Borough Council to achieve and exceed its priority areas, Stafford Borough Council's Recruitment Charter ensures that the best candidate for a vacancy is appointed, regardless of their gender, age, race, religion, marital status or sexual orientation.

The council's electronic recruitment system, introduced in April 2014, enables applicants to view current vacancies in real-time and complete applications on-line using their own electronic devices. The system continues to be a positive tool in keeping prospective employees informed of the status of their application as well as streamlining the recruitment process internally within the council, saving both time and expense.

The system has gained accreditation for the facilities offered to partially sighted and dyslexic applicants. However, if this option isn't ideal for an applicant, hard copy applicants or the facility for translation into different languages are also catered for. Interestingly, over the last five years, we have received very few hard-copy applications (approximately 15) compared with over 7000 on-line applications.

The authority continues to develop and promote e-learning along side other methods of learning in order to continually professionally develop its employees to meet the on-going needs of our residents.

Reflecting the national picture, Stafford Borough Council continues its long standing ethos of a holistic approach to absence management and in particular long term absence. Instances of stress, anxiety or depression continue to be specially highlighted and managed promptly and sensitively by employing support mechanisms appropriate to the employees needs, facilitating their return to the workplace.

Stafford Borough Council is A Mindful Employer, sharing a commitment to work with a positive approach towards increasing mental health awareness and wellbeing in the workplace. A programme of Dementia awareness training has enabled Stafford Borough Council to become a dementia friendly employer and employees to become Dementia Friends.

Our Corporate Peer Challenge is planned for July 2018 and is a core element of the Local Government Association sector-led improvement offered to all local authorities.

In addition, an Employee Survey is scheduled to take place in 2018-2019, seeking employee views on areas such as service delivery, council direction, line and senior management, information distribution and job satisfaction with plans to put together an action plan on the back of feedback provided by employees.

Stafford borough is growing with around £2 billion invested in or planned for our area. There has been a £100 million retail investment in Stafford town and a major expansion of the Beacon Barracks to welcome thousands of troops from Germany back to the UK.

HS2 will bring a significant development within the borough and we are to be one of the main partners on the Constellation economic development partnership which spans two local enterprise partnerships and seven local authorities. As a borough we will capitalise on the economic opportunities that the project will bring. The Stafford Gateway Masterplan could see expansion of Stafford Railway Station, new homes and apartments, office space, car parking and leisure facilities.

We continue to look for innovate ways to support and develop our employees in order to meet the changing needs of Stafford borough; a borough whose future is one of growth and collaboration. Our Civic Centre has become a central hub for public services which has been achieved by utilising our space more effectively; something we will continue to undertake in the future.

