South Staffordshire Council

Our Workforce Trends
31 March 2024

www.sstaffs.gov.uk

Workforce data

Headcount, Full-Time Equivalent (FTE), and contracted hours

- FTE at 31 March 2024 was **249.57**

- Headcount at 31 March 2024 including casuals was **427**

- Headcount at 31 March 2024 excluding casuals was **336**[1]

- In the previous year, the headcount *(including casuals)* was **418**, headcount *(excluding casuals)* was **322**, and FTE was **243.8**.

[1] *Workforce data by service headcount may differ due to 13 employees working contractually across more than 1 service.*

SUM

FTE

249.57

Recruitment and retention

- There have been **28 new starters** and **33 leavers**[2]. In the previous year there were 43 new starters and 37 leavers.

- **15%** of our leavers retired and **9%** left due to cessation of temporary contracts.

- Our retention rate for 2023/24 as of 31 March 2024 was **90%**. which is a slight improvement of **88%** from the previous year.

- Candidate acceptance rates of job offers was **86%**.

- **23%** of successful appointments were recruited to internally.

- Achieved the Armed Forces Employer Recognition Bronze Award.

Actions taken/successes during 2023/24

✓ Introduced a new talent attraction and retention policy.

✓ Delivered recruitment refresher and inclusive recruitment training for managers.

✓ Enhanced our work experience offer to schools.

✓ Offered 22 work experience placements during June/July 2024.

✓ Provided a T'levels and Apprentices school workshop to support work experience week during July 2024.

✓ Promoted our employer of choice brand and South Staffordshire Council careers as part of our schools' partnerships.

✓ Extended our leadership coaching programme to our Assistant Team Managers to continually improve our inclusive leadership approach and succession planning.

² These figures do not include transfers between casual and contracted staff.

Where do our employees live?

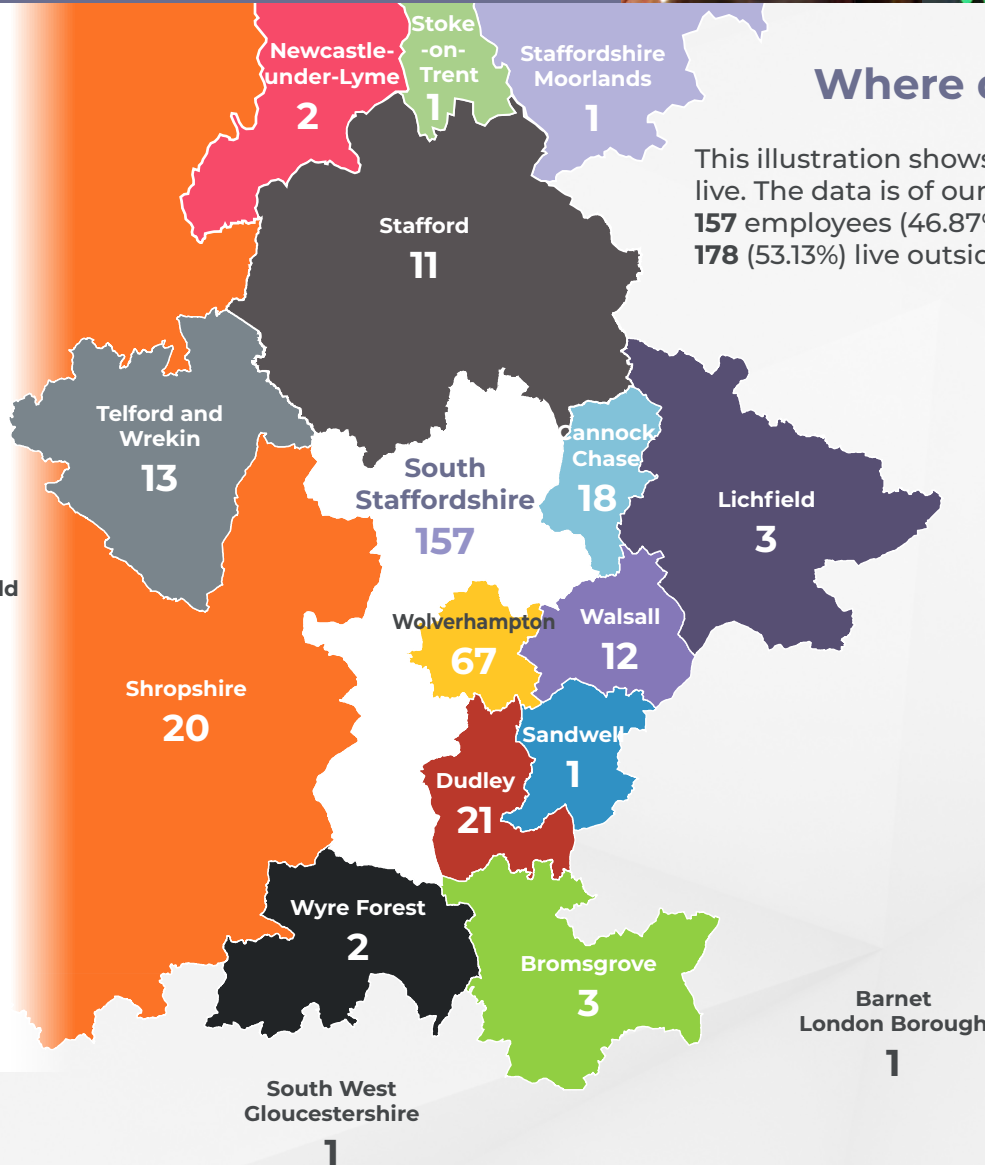## Where do our workforce live?

This illustration shows the location of where our employees live. The data is of our entire workforce, excluding casual staff. **157** employees (46.87%) live in South Staffordshire and **178** (53.13%) live outside the District. **335** employees in total.

Map labels

- Newcastle-under-Lyme **2**
- Stoke-on-Trent **1**
- Staffordshire Moorlands **1**
- Stafford **11**
- Telford and Wrekin **13**
- South Staffordshire **157**
- Cannock Chase **18**
- Lichfield **3**
- Gwynedd **1**
- Wolverhampton **67**
- Walsall **12**
- Shropshire **20**
- Sandwell **1**
- Dudley **21**
- Wyre Forest **2**
- Bromsgrove **3**
- Barnet London Borough **1**
- South West Gloucestershire **1**

LOCALITY

Out of the **157** employees who live in South Staffordshire, this illustration shows the percentage living in each locality within the District.

- 1 — 5.73%
- 2 — 9.55%
- 3 — 14.01%
- 4 — 47.14%
- 5 — 23.57%

Location	Count
South Staffordshire	**157**
Barnet London Borough	1
Bromsgrove	3
Cannock Chase	18
Dudley	21
SW Gloucestershire	1
Lichfield	3
Newcastle-under-Lyme	2
Shropshire	20
Stafford	11
Staffordshire Moorlands	1
Sandwell	1
Stoke-on-Trent	1
Telford and Wrekin	13
Walsall	12
Gwynedd	1
Wolverhampton	67
Wyre Forest	2

46.87%
of our workforce live in the district

Our people

age diversity

Age data

43.76% of the council's workforce is aged 46 or over

Almost 21% of the workforce are 25 and under which is a small improvement (around 2%) in comparison to 31 March 2023.

Increasing representation of younger colleagues across all services continues to be a workforce priority

Actions taken/successes during 2023/24

✓ ASPIRE, our talent management programme was represented by colleagues in our 19-25 and 26-25 age categories (22% of cohort).

✓ The council currently supports **8**[3] apprentices studying a levy approved qualification. A number of services have expressed an interest in recruiting for new apprentices/ apprenticeship studies during 2024/25.

✓ Commitment to consider uptake of the new solace apprenticeship programmes.

Ages	%
16-18	9.52%
19-25	11.31%
26-35	11.9%
36-45	23.51%
46-55	19.35%
56 Plus	24.41%
SUM	100.00%

[3] May have commenced post/studying prior to 1 April 2023 in some instances.

Our people
disability diversity

Disability statistics

Ensuring our workforce is representative of our communities across all our services continues to be a workforce priority

Actions taken/successes during 2023/24

✓ We have promoted the importance of colleagues updating their information to assist us in supporting employees with disabilities.
✓ As part of our application process, we have changed our disability wording to a more inclusive definition to encourage better reporting.
✓ Registered as a Disability Confident employer - Committed.
✓ Maintained partnerships to support the Council to consider the needs of neurodiverse employees.
✓ ASPIRE, our talent management programme included colleagues who have declared disabilities (22% of cohort).
✓ We have updated our induction programme to promote our employee support.
✓ Actively engaged with Access to Work to support our employees with reasonable adjustments.

disability confident COMMITTED

17 employees
have declared themselves as disabled; an increase from last year which was 16

The number of employees who have disclosed a disability continues to be under reported.

Starters and Leavers by disability

	Starters	Leavers
Disabled	3	0
Not disabled	23	32
Declined to specify	1	0
Not known	1	1
Total	28	33

Disability Workforce Profile

Disabled	Not disabled
17 employess 5.06%	306 employees 91.07%

Not known	Declined to specify
9 employees 2.68%	4 employees 1.19%

Our people
ethnicity diversity

Ethnicity data

- Over **91%** of the workforce has declared themselves as British.

- We have **23** employees across **14** service teams who have declared they are from ethnic minority backgrounds[4] . There were **22** in 22/2023.

- The table below provides a comparison of our workforce profile matched against the census, which shows that our workforce continues to be representative of our communities.

South Staffordshire Census 2021 - Economic Activity	% of Econ Active	% workforce @ 31/03/24
Asian, Asian British or Asian Welsh: Bangladeshi	0.1%	0.3%
Asian, Asian British or Asian Welsh: Chinese	0.2%	0.00%
Asian, Asian British or Asian Welsh: Indian	2.4%	2.98%
Asian, Asian British or Asian Welsh: Pakistani	0.3%	0.6%
Asian, Asian British or Asian Welsh: Other Asian	0.3%	0.00%
Black, Black British, Black Welsh, Caribbean or African: African	0.3%	0.3%
Black, Black British, Black Welsh, Caribbean or African: Caribbean	0.5%	0.6%
Black, Black British, Black Welsh, Caribbean or African: Other Black	0.1%	0.3%
Mixed or Multiple ethnic groups: White and Asian	0.4%	0.89%
Mixed or Multiple ethnic groups: White and Black African	0.1%	0.00%
Mixed or Multiple ethnic groups: White and Black Caribbean	0.7%	0.89%
Mixed or Multiple ethnic groups: Other Mixed or Multiple ethnic groups	0.2%	0.00%
White: English, Welsh, Scottish, Northern Irish or British	92.3%	91.67%
White: Irish	0.4%	0.00%
White: Gypsy or Irish Traveller	0.1%	0.00%
White: Roma	0.0%	0.00%
White: Other White	1.1%	0.6%
Other ethnic group: Arab	0.1%	0.00%
Other ethnic group: Any other ethnic group	0.4%	0.00%
Not Stated	0.00%	0.87%
Total		100%

[4]*We recognise individual people can have diverse cultural backgrounds and the categories are self-selected by individuals. For clarification the narrative has used the term ethnic minority backgrounds, and, in this instance, this describes to the best of our knowledge non-white ethnic groups.*

Ethnicity data

Ensuring our workforce is representative of our communities across all our services continues to be a workforce priority

Actions taken/successes during 2023/24

✓ The council has arranged a number of equality and diversity related courses throughout the year, of which there have been 142 attendees during this period.

✓ Continued to deliver inclusive recruitment and unconscious bias training.

✓ Colleagues from ethnic minority backgrounds have been included in our honoraria scheme.

✓ Developed a 2023/24 inclusion calendar to improve knowledge of and celebrate different cultures.

✓ ASPIRE, our talent management programme was represented by colleagues from a range of ethnic backgrounds. Our application criteria included supporting a wide range of colleagues and consideration of protected characteristics.

✓ We have aligned our ethnicity data categories with census and best practice equality data.

✓ Promoted a range of awareness days through our weekly staff communications to celebrate diversity including Black History month.

Starters and Leavers by ethnicity

	Starters	Leavers
African	0	1
Any other Asian background	0	1
Any other Black, Black British, or Caribbean background	1	0
Any other White background	1	0
Indian	3	4
Not stated	1	0
White - English, Scottish, Northern Irirish or British	22	27
Total	28	33

Our people
religious belief

Religious belief

Starters and Leavers by religious belief

Starters
Leavers
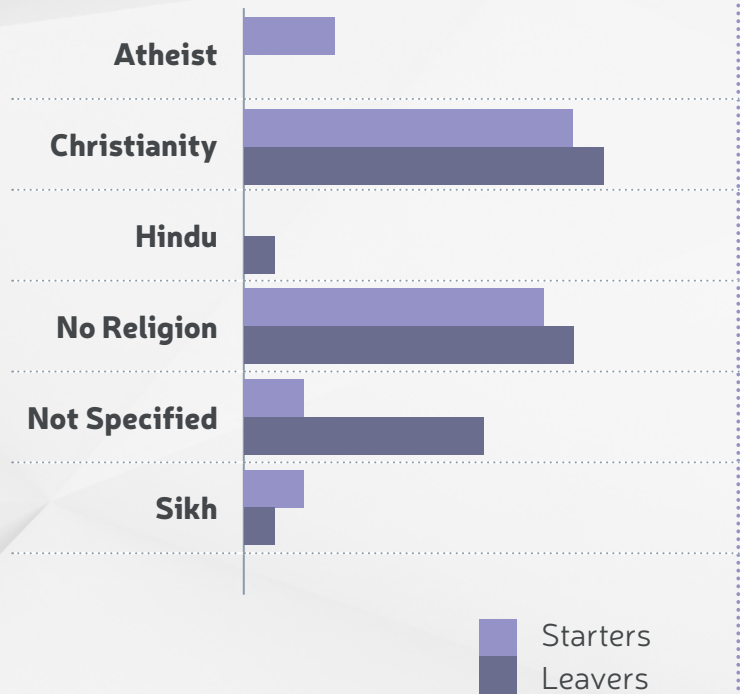
Actions taken/successes during 2023/24

✓ We recognise that **over 30%** of the workforce have not declared their religious beliefs and have encouraged colleagues to update their information, communicating the importance of data capture which helps inform the diversity of our workforce and meet their needs.

Religious belief workforce profile

	%
Atheist	2.98%
Buddhist	0.30%
Christianity	36.61%
Hindu	0.60%
Jehovah's Witness	0.30%
Muslim	0.89%
No Religion	23.81%
Not Specified	33.32%
Sikh	1.19%
SUM	100%

Our people
sexual orientation

Sexual orientation

Starters and Leavers by sexual orientation

- Bisexual
- Gay Man
- Heterosexual / Straight
- Not Specified

Legend:
- Starters
- Leavers
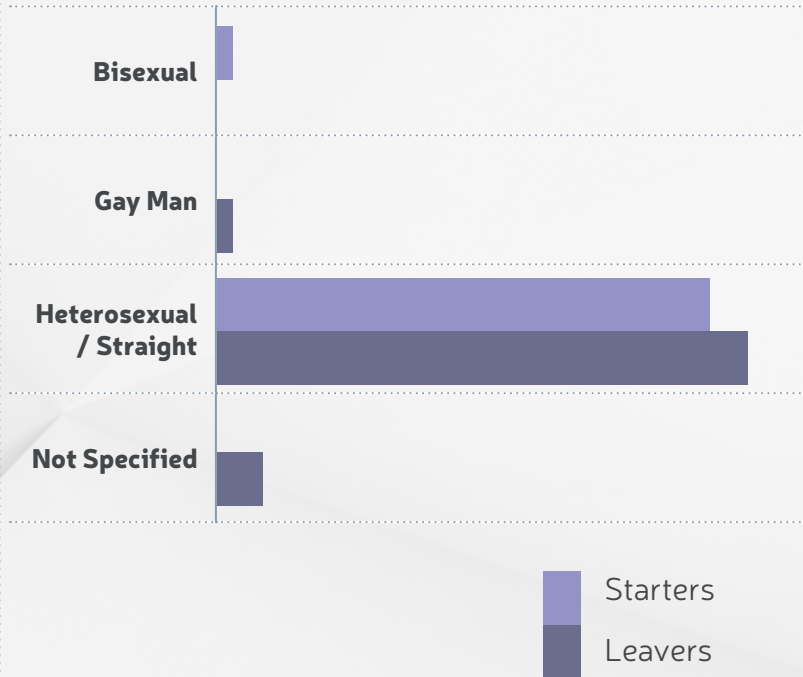
Actions taken/ successes during 2023/24

✓ We recognise that **over 25%** of the workforce have not declared their sexual orientation and have encouraged colleagues to update their information, communicating the importance of data capture to inform how diverse our organisation is and inform support.

Sexual orientation workforce profile

	%
Bisexual	0.89%
Gay Man	0.60%
Gay Woman/Lesbian	0.30%
Heterosexual/Straight	70.54%
Other	0.30%
Not specified	27.37%
SUM	100%

Our people
gender diversity

Gender statistics

Gender breakdown of headcount, FTE, and basis

There has been a slight increase in the percentage of female employees and the same slight decrease in the percentage of male employees (the variance being 1.65% either way.)

There are
84
full-time male employees and
44
part-time male employees
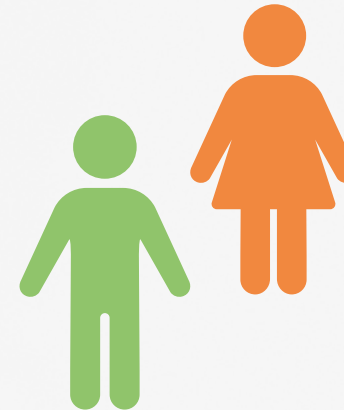
There are
95
full-time female employees and
113
part-time female employees

The number of female part-time employees is significantly higher than male part-time employees.

There are
208 (61.9%)
female employees and
128 (38.1%)
male employees

Starters and Leavers by gender

	Starters	Leavers
Female	20	18
Male	8	15
SUM	28	33

Gender pay gap

31 March 2024

2.62% (mean)
0% (median)

458* contracts
(59% female & 41% male)

31 March 2023

4.87% (mean)
6.98% (median)

437* contracts
(60% female & 40% male)

31 March 2022

6.53% (mean)
9.42% (median)

431* contracts
(61% female & 39% male)

*** *NB this is based on all contracts paid including multiple jobholders and casual relief workers.*

Gender profile by pay quartiles

Pay quartiles	2024		2023	
	Women	Men	Women	Men
Proportion of women and men in the **upper quartile** (paid above the 75th percentile point)	54%	46%	50%	50%
Proportion of women and men in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)	65%	35%	66%	34%
Proportion of women and men in the **lower middle quartile** (paid above the 25th percentile point and at or below the median	57%	43%	60%	40%
Proportion of women and men in the **lower quartile** (paid below the 25th percentile point)	61%	39%	64%	36%

Gender pay representation by seniority

Corporate Leadership Team

80%
female employees
20%
male employees

Assistant Directors

43%
female employees
57%
male employees

Team Managers

59%
female employees
41%
male employees

Assistant Team Managers

25%
female employees
75%
male employees

Gender pay gap (GPG)
What do the results mean?

The gender pay gap is different to equal pay. Equal pay relates to ensuring employers pay men and women the same pay for the same job (or work of equal value). The gender pay gap is a measure of the difference of average hourly earnings between men and women.

There can be a number of factors that influence a gender pay gap. A common one is large job groups in a workforce being dominated by one particular gender. Societal and external causes can also play a part e.g., education opportunities, career advice, occupation choices, and caring responsibilities.

In common with local authorities as a whole, our organisation is predominantly female (59%). The representation of men in the upper middle quartile, lower middle quartile and lower quartile have increased, however overall women continue to out-number men in all pay quartiles.

The mean GPG has decreased to 2.62% and the median GPG has decreased to 0.00%. The data is based on a small increase in the number of contracts to the previous year. There are a number of reasons why the gender pay gap has closed. The median data is 0.00% as the middle of the data set is £12.59 per hour for both male and females. In terms of the mean, there are marginal changes to our representation in pay quartiles. There were also a marginally greater proportion of females in receipt of allowances on 31 March 2024.

The gender representation of CLT, ELT and Team Managers on 31 March 2024 has also experienced an increased female representation. Assistant Team Managers have an increased male representation in comparison to March 2023.

Actions taken/successes during 2023/24

✓ As part of the council's workforce strategy additional responsibilities and honorariums are provided to support career development, 58% of recipients (in the last 12 months) were female.

✓ The council has a range of flexible working arrangements to support colleagues with their family/personal and work responsibilities.

✓ The council's return rate for 2023/24 for female colleagues on maternity leave was 100%.

✓ The council has a diverse recruitment strategy to ensure that we attract talent and have a good representation of gender across our senior roles.

✓ ASPIRE, our talent management programme, was 78% female.

Our people

wellbeing

Absence data and trends 2023/24

Absence summary: between 1 April 2023 and 31 March 2024

FTE Employees
249.57

Total Days Lost
1,838.80

Short Term Days Lost per FTE Employees
2.50

Long Term Days Lost per FTE Employee
4.87

Total Days Lost per FTE employee
7.37

Sickness Target
6.95

Target Variance
-0.42

Comparison to last year's statistics (1 April 2022 and 31 March 2023)

Short Term Days Lost per FTE Employees
7.21

Long Term Days Lost per FTE Employee
2.29

Total Days Lost per FTE employee
4.91

We have slightly exceeded our absence target of **6.95** for 2023/2024.

Long term absences have decreased, but there have been more short-term absences compared to the previous year. Notwithstanding this **7.37** FTE days lost is still a strong attendance performance and our short-term absence continues to be extremely low.

Top reasons for absence (by occasions)
Gastrointestinal
COVID-19 related
Musculoskeletal injury or condition
Cough/Cold/Flu/Viral
Stress/Anxiety/Depression

- 4 out of the 5 top reasons for absence remain the same as the previous year.
- There has been a decrease in the number of occasions of absence relating to Cough/Cold/Flu/Viral.
- There has been an increase in the number of occasions of musculoskeletal, gastrointestinal and stress/anxiety and depression related absences.

Actions taken/successes during 2023/24

✓ We have delivered attendance and wellbeing refresher training to Assistant and Team Managers.

✓ We have gained the Health at Work workplace health accreditation award.

✓ Many of our health and wellbeing benefits practices align with good practice stipulated in the CIPD Simply Health Study.

✓ Promoted free health checks for staff as part of 'Everyone's Health.'

✓ Provided psychological safety training for our front-line services.

✓ Updated our carers declaration category to encourage better reporting and have encouraged employees to update this information as part of promoting national carers week.

✓ Provided training to managers to support the refresh of the council's stress management policy.

✓ Carried out focus groups to inform a new menopause policy.

✓ Launched a new Home & Electronics salary sacrifice scheme to support financial wellbeing.

✓ Ran Mental Health First Aider training, wellbeing conversations and stress prevention webinars.

✓ Promoted wellbeing awareness days and resources through our weekly communications to staff.

iese Certificate of Excellence Winner 2023

Wellbeing

THE WORKPLACE WELLBEING CHARTER

Our employee engagement and culture

Employee survey 2023/24 executive summary

*Over **97%** recommend South Staffordshire Council as a place to work.*

'South Staffordshire council is by far the best place I have worked the culture and work environment is great'.

On a scale of 0-10 we scored an average of

8.6 for a positive & supportive working environment

8.9 for having helpful colleagues

9.2 for good relationships with line managers

Our actions for 2024/25 to help us recruit
and retain a diverse workforce
and continually improve our culture

Actions for 2024/25

Recruitment and retention

- Continue holding exit interview conversations with leavers to better understand the reasons why people leave our employment.
- Will shortly be introducing anonymised recruitment.
- On going commitment to consider the Armed Forces as part of our employer of choice plans.
- Continue to carry out pay benchmarking to support our employer of choice workstream.
- Revise our work experience offering to reflect the growing need for industry placements to support work experience placements and the new T Level qualification.
- Support the Stoke-on-Trent & Staffordshire careers hub and associated school engagement group partnerships in relation to career support in schools and the council's employer of choice brand.
- Continue to recruit to apprenticeship posts as new vacancies occur.

Collecting and analysing data

- Continue to report on equality and EQIA attendance training.
- Conduct recruitment surveys to measure the performance of our recruitment and onboarding system.
- Report on the number of applications received from each locality.
- Measure recruitment success rates by protected characteristic.
- Increase the number of people employed in localities with high unemployment rates.

Wellbeing

- Commitment to assess our progress against the Disability Confident employer standard.
- Continue to promote awareness of neurodiversity support and guidance.
- A Menopause Policy/Guidance toolkit will be developed.
- Continue to promote Vivup Lifestyle Savings and the Home & Electronics scheme to support employee wellbeing.
- Conduct a wellbeing engagement survey during 2024/25.
- Prepare for reaccreditation of the council's Health at Work Award accreditation during 2025.
- Review the council's health and wellbeing strategy.

Learning and development

- Continue to roll out inclusive recruitment and unconscious bias training.
- The 2024 ASPIRE cohort are tasked with re-energising our staff recognition and volunteering schemes.
- Implement the new Extended Leadership development sessions.
- Roll out PREVENT, Neurodiversity and Men's Health training in 2024/25.
- Promote allyship as part of our equality and inclusion training plans.

Inclusive leadership

- Build on the recent leadership coaching programme by offering refreshers for new managers.
- Continuing to support the organisational development and people agenda for developing the organisational maturity model.
- Respond to any issues raised in our employee engagement surveys and report on leadership, culture and wellbeing metrics.
- Continue to implement our workforce development strategy.
- Arrange for an external independent equality review of the recruitment portal on the council's website with a particular focus on attraction of talent.