



South Staffordshire Council
Council of the Year 2022

Our Workforce Trends

31 March 2022

www.sstaffs.gov.uk



Foreword



South Staffordshire customers deserve the absolute best from our council, which is why I place such importance on ensuring our recruitment and retention is inclusive and attracts people that are talented and prepared to go the extra mile for our communities.

However, as we emerge from the pandemic, we are facing a very tough economic period. I also recognise our workforce face the same cost of living worries as our communities and a significant number of our employees are also our residents. As a council we will continue to take forward our plans to help us navigate and manage these challenges for both our communities and our workforce and at the same time ensure our people development plans remain strong.

Our workforce development strategy therefore has a strong focus on South Staffordshire Council being an Employer of Choice to ensure we recruit and retain talented people that want to make a difference to our residents. This includes providing good employment opportunities for local people and its pleasing to see the growth of our apprenticeship scheme and our plans for supporting schools and developing enhanced work experience opportunities to support upskilling and getting young people work ready.

Turning to our existing workforce, talent retention is key. We are enhancing our employee benefits to support financial wellbeing, and we will continue to invest in our training to support career development. Good engagement is also essential, and it was pleasing to see our most recent employee survey confirmed 93.5% would recommend us as a place to work and many employees described us as a flexible, fair, and supportive employer. Being inclusive, welcoming, and creating a sense of belonging is key to ensuring we continue to maintain and improve on our positive culture. Our organisational development plans include leadership coaching, inclusive recruitment training and using more intelligent data to improve our skills, relationships and reduce the chances of unconscious bias in our decision-making.

This annual report continues our practice of reviewing our workforce trends to support workforce planning and ensure we continually work towards a representative workforce as we know this means we can have a better understanding of our customer's needs. We look forward to taking forward our plans during 2023/24 to ensure our people development plans remain strong, equitable and relevant.

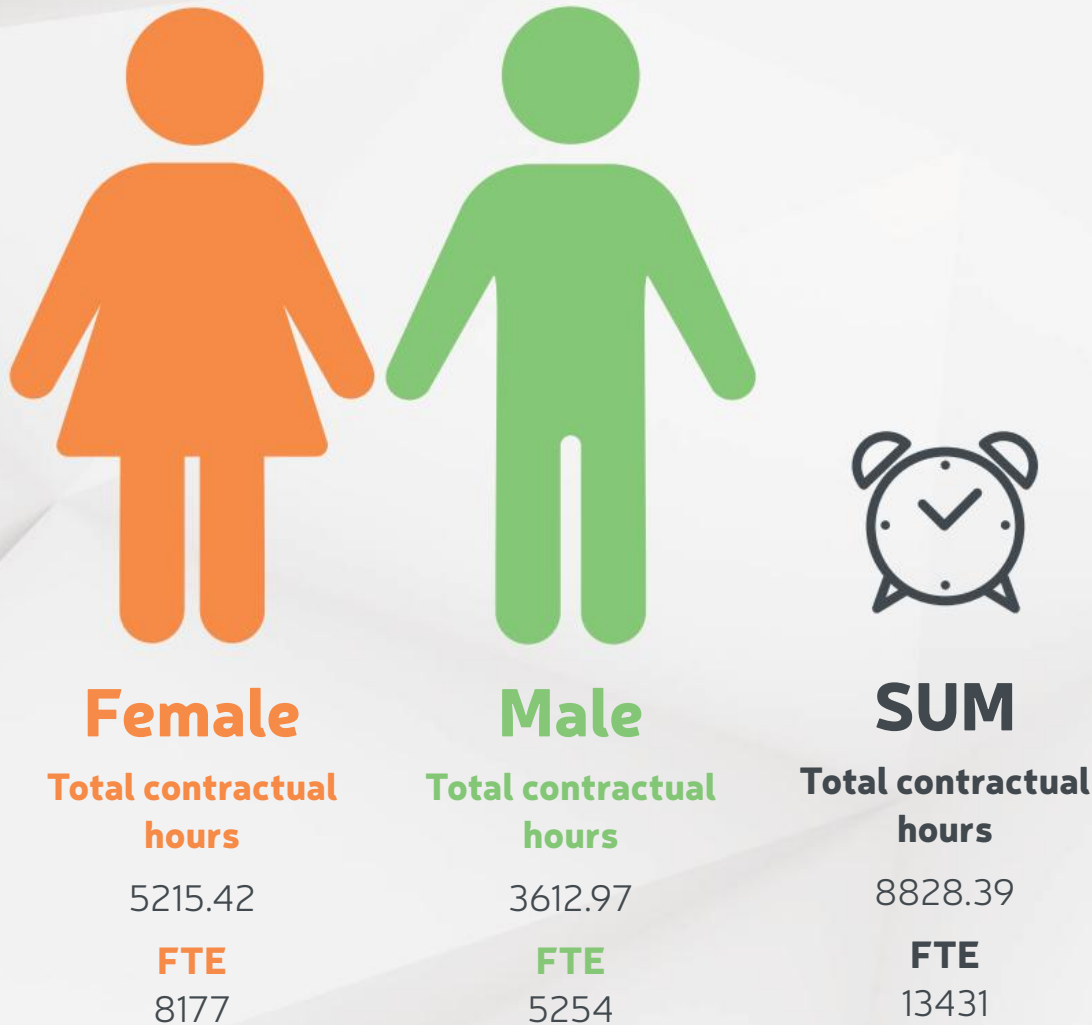
Dave Heywood

Chief Executive of South Staffordshire Council

Human Resource data



Gender breakdown of contracted hours



Headcount and Full-Time Equivalent (FTE)

- FTE at 31/03/2022 was **238.6**
- Headcount at 31/03/2022 including casual workers was **394**
- Headcount at 31/03/2022 excluding casual workers was **323¹**
- In the previous year, the headcount (*including casual workers*) was **370**, headcount (*excluding casual workers*) was **300** and FTE was **228**.

¹ Workforce data by service headcount may differ due to 9 employees working contractually across more than 1 service.

Where do our employees live?



Where do our workforce live?

This illustration sets out the percentage of our employees by location. The data set is representative of our entire workforce, including casual staff.


Shropshire	4.5%
Stafford	3.06%
Newcastle-under-Lyme	0.36%
Telford and Wrekin	3.24%
Wyre Forest	0.54%
Cannock Chase	5.77%
Lichfield	0.54%
Walsall	3.42%
Birmingham	0.36%
Sandwell	0%
City of Wolverhampton	18.36%
Dudley	4.68%
Bromsgrove	0.36%
Solihull	0.18%

South
Staffordshire
53.51%

Workforce



53.51%
of our
workforce
live in the
district



**People joining and
leaving our organisation**

Starters and leavers by age bands, disability and ethnicity



Age bands

	Starters	Leavers
16-18	9	0
19-25	7	11
26-35	10	6
36-45	10	5
46-55	6	6
56 Plus	4	20
SUM	46	48

Gender

	Starters	Leavers
Female	27	32
Male	19	16
SUM	46	48

Disability

	Starters	Leavers
Not disclosed	3	2
Disabled	1	0
Not disabled	42	46
SUM	46	48

- There have been **46 new starters** and **48 leavers** (figure excludes transfer from casual work to a contract).
- There are more female new starters (27) than men (19) which is in line with our overall organisation gender ratio
- We have significantly improved the employment of younger colleagues. This year we employed 16 people aged 25 and under. Last year it was 4 and out of that 4 we did not employ anyone under the age of 19.
- There is a marginal net improvement relating to our disability category by 1 employee compared to last year
- We had 48 leavers in total. Our future plans include seeking more intelligent data about why our employees leave to improve the retention of talent from under represented groups.

Overall our retention rate was 84% as at 31 March 2022

Ethnicity

	Starters	Leavers
Any other Asian background	0	0
Any other Black Background	0	1
Any other ethnic group	0	1
Any other White background	1	0
Bangladeshi	0	0
British	41	40
Caribbean	1	0
Indian	1	3
Irish	0	1
Not Stated	1	0
Pakistani	0	0
White and Asian	1	2
White and Black Caribbean	0	0
SUM	46	48

A photograph of three business professionals in an office setting. On the left, a man with glasses and a grey blazer sits at a desk with his hands clasped. In the center, a woman with blonde hair, wearing a light-colored blazer, leans over a laptop, smiling. On the right, an older man with a white beard and a dark suit sits at the desk, looking at the laptop. The background shows a modern office with large windows and indoor plants. A white rectangular box with a thin black border is overlaid on the image, containing the text.

Our people **age diversity**

Age profile



69%
of the council's workforce is aged 36 or over



18%
of the workforce are 25 and under which is almost a 4% improvement on last year

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

Actions taken/successes

✓ We delivered a preparing for retirement course during 2021/22

✓ The Council's ASPIRE talent management programme included 37% of delegates between the ages of 19 and 35

✓ In March 2021, we invested £102,000 expanding our apprentice and graduate programme. This led to, in 2022, both the creation of new apprentice employment opportunities as well as using the Apprentice Levy to fund qualifications to support the career development and upskilling of existing employees

✓ South Staffordshire Councils public sector target* for 2021/2022 was 7.43% which was achieved. We currently have 12 employees studying for a qualification through the apprentice levy

Ages	%
16-18	6.19%
19-25	12.07%
26-35	12.38%
36-45	22.29%
46-55	19.5%
56 Plus	27.55%
SUM	100.00%

*The Apprenticeship Levy was introduced by the government on 6 April 2017. Its aim was to address the shortage of skilled workers in the UK, by increasing the number of apprenticeship opportunities offered by employers. It applied to any public sector employer with at least 250 employees. The target required public sector employers to employ an average of 2.3% of their organisation's headcount as new apprentice starts each year. The public sector apprenticeships target ended on 31 March 2022. From this date there will no longer be a target however South Staffordshire Council will continue to support graduate and apprenticeship opportunities as part of our recruitment and succession plans.

A diverse group of young people, including men and women of various ethnicities and styles, are smiling and laughing together. The group is diverse in age, ethnicity, and gender expression. A central text box is overlaid on the image.

**Our people
gender diversity**

Gender statistics



There are
198 (61.3%)
female employees and
125 (38.7%)
male employees

The number of female part-time employees continues to be significantly higher than male part-time employees

Gender breakdown is almost identical to 2020/2021



There are
82 (50.62%)
full-time female employees and
116 (72.05%)
part-time female employees

There are
80 (49.38%)
full-time male employees and
45 (27.95%)
part-time male employees



Gender pay gap



31 March 2022

6.53% (mean)
9.42% (median)

431 contracts
(61% female & 39% male)

31 March 2021

8.90% (mean)
0.89% (median)

340 contracts
(61% female & 39% male)

31 March 2020

5.20% (mean)
6.60% (median)

410 contracts
(60% female & 40% male)

Gender profile by pay quartiles

Pay quartiles	2022		2021	
	Women	Men	Women	Men
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	51%	49%	47%	53%
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	69%	31%	72%	28%
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	62%	38%	51%	49%
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	64%	36%	72%	28%

Gender by management tier



Corporate Leadership Team



3
female employees
2
male employees

Assistant Directors



3
female employees
3
male employees

Team Managers



12
female employees
8
male employees

Assistant Team Managers



6
female employees
12
male employees

Gender pay gap (GPG)

What do the results mean?



The GPG 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). GPG is a measure of the difference of average hourly earnings between men and women.

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

Our workforce is predominantly female (61%) and women out-number men in all pay quartiles.

The mean GPG has decreased to 6.53% and the median GPG has increased to 9.42%. In the previous reporting year, our casual work requirements were reduced due to closure of the leisure centres during the pandemic.

This would have had a significant impact on contracts paid in the lowest two quartiles which is likely to be a significant factor in the mean and median variance between 31.03.20 and 31.03.22.

There has been a slight reduction in the % of females in the lowest quartile and an increase % of females in the lower middle quartile and the upper middle quartile compared to the previous year. It is likely as pay has increased some of the females have moved up a quartile.

The gender representation of CLT on the snapshot date 31 March 2022 was 60% female, 40% male.

Gender distribution across our management tiers includes 24 females and 25 males.

Actions taken/successes

- ✓ As part of the council's reward strategy additional responsibilities and honorariums are provided to support career development. 58% of recipients during 2021/22 were female.
- ✓ The council has a talent management programme called ASPIRE. During our 2021/22 cohort, 37% were female.
- ✓ We have a range of flexible working arrangements to support colleagues with their family/personal and work responsibilities.
- ✓ Our return rate for 2021/22 for female colleagues on maternity leave was 100%
- ✓ We have a diverse recruitment strategy to ensure our approach to talent management is representative and inclusive.



Our people
ethnicity diversity

Ethnicity statistics



We launched our **Everyone Counts** document setting out our top workforce and community priorities.

A new **inclusion calendar** has been promoted to staff to improve knowledge of and celebrate different cultures to support communication and engagement.

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

Actions taken/successes

- ✓ Equality refresher sessions for employees during 2022 covering equity, inclusive language, intersectionality, and unconscious bias.
- ✓ The council’s new recruitment system includes capability to report on recruitment success rates by protected characteristic and includes an anonymised recruitment functionality.
- ✓ We have reviewed our recruitment policy to ensure it reflects our commitment to inclusive recruitment practices.
- ✓ Hybrid working is actively used in recruitment advertising to attract a wider and more diverse recruitment pool.
- ✓ Our ASPIRE talent management programme, honararia scheme and training opportunities have included colleagues from all groups.

	Count	%
Any other Asian background	1	0.31%
Any other Black Background	0	0.00%
Any other ethnic group	1	0.31%
Any other White background	1	0.31%
Bangladeshi	1	0.31%
British	306	94.73%
Caribbean	1	0.31%
Indian	8	2.48%
Irish	0	0.00%
Not Stated	1	0.31%
Pakistani	2	0.62%
White and Asian	0	0.00%
White and Black Caribbean	1	0.31%
Total	323	100.00%

²We recognise individual people can have diverse cultural backgrounds and the categories are self-selected by individuals.



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

- ✓ Our ASPIRE talent management programme, honoraria scheme and training opportunities have included colleagues from all groups.
- ✓ We have promoted the importance of colleagues updating their information.
- ✓ Health and wellbeing strategy and online wellbeing resource hub introduced during 2021/22.
- ✓ Identified and trained wellbeing champions to support our workforce.
- ✓ Offered a range of selfcare webinars.
- ✓ Delivered Mental Health First Aid training for managers and wellbeing champions.
- ✓ Regular employee wellbeing surveys conducted. Consistently indicate high satisfaction ratings from employees about flexibility and support at work. December 2021, 87% satisfaction rate.
- ✓ Wellbeing surveys include NHS Every Mind Matters metrics and in December 2021 specific metrics to measure our health and wellbeing strategy.
- ✓ Received an IESE certificate of excellence for our workforce support.

14 employees have declared themselves as disabled; an increase from last year which was 9

The number of employees who have disclosed a disability is likely to still be under reported

Not disclosed
11 employees
3.41%

Disabled
14 employees
4.33%

Not disabled
298 employees
92.26%

A woman with curly hair is shown in profile, looking upwards with her eyes closed. She is wearing a light-colored t-shirt. The background is a sunlit forest with a bokeh effect. A white border surrounds the entire image.

Our people

Absence, health, and wellbeing

Absence data summary



Between 01.04.21 and 31.03.22



Comparison: between 01.04.20 and 31.03.21



Both short- and long-term absence are higher than the previous year, but we have exceeded our absence target of 6.95.

Absence statistics



Short-term absence

Long-term absence

Absence by reason

130

occasions of short-term absence (92 employees)

16

occasions of long-term absence (16 employees)

24

of those 92 employees had **more than 1** short-term absence

Top 5 absence reasons by number of occasions of absence were:

1. COVID-19
2. Cough/Cold/Flu/Virus
3. Gastrointestinal
4. Stress/Anxiety/Depression
5. Eyes/Throat/Mouth

Top 5 absence reasons by number of FTE days lost were:

1. COVID-19
2. Stress/Anxiety/Depression
3. Cough/Cold/Flu/Viral
4. Gastrointestinal and Musculoskeletal

Absence statistics



Number of occasions of absence vs number of employees absent

Absence Category	2021/22		2020/2021	
	Occasions of absence	Number of employees	Occasions of absence	Number of employees
Gastrointestinal	19	15	9	8
Cough/Cold/Flu/Viral	26	22	13	11
Musculoskeletal	20	15	8	7
Stress/Anxiety/Depression	16	15	10	8
No Self-Certification	6	3	3	3
Eyes/Throat/Mouth	14	13	5	4
Pregnancy related	4	1	1	1
Headache/Migraine	7	7	9	9
Respiratory	3	3	1	1
Genitourinary/Gynaecological	10	6	2	2
Heart/Cardiovascular	2	2	0	0
Life Threatening Illness	0	0	1	1
COVID-19	38	35	33	29
Other	1	1	0	0
Total	166	138	95	84

- In some instances, occasions of absence are higher than the number of employees absent. This occurs where an individual has had more than one absence in the same category.
- 2021/22 shows an increase in absence compared to 2020/21. However, it is likely that lockdown and furlough (Leisure Centres) directly and indirectly reduced the incidents and reporting of short-term absence. Apart from covid cases, 2021/22 short-term absence categories are more in line with pre-pandemic levels.

Absence by Age statistics



Ages	Absence count	Total days lost	Long-term days lost	Short-term days lost	Top causes of absence
16-18	2.00	2.41	0.00	2.41	Cough/Cold/Flu
19-25	47.00	186.14	133.95	52.19	Gastrointestinal and Cough/Cold/Flu
26-35	20.00	57.74	0.00	57.74	Musculoskeletal
36-45	28.00	261.31	117.00	144.31	Covid-19
46-55	16.00	216.67	125.14	91.53	Stress/Anxiety/Depression
56 Plus	53.00	754.92	547.20	207.72	Covid-19
SUM	166.00	1479.18	923.29	555.89	

- As with previous years, those aged 56 and over had the highest number of total days absence
- Absence rates for those aged 19-25 have increased



**Our learning and how it has
improved our ways of working**

How pandemic learning has informed our people strategy



2020-2022 has enabled us to test out virtual working concepts and ensure the organisation has the right workforce strategies in place to support council priorities and working practices going forward. The council is its people not its premises and the location for carrying out a work activity should be driven by customer and business need. However, the organisation has also learnt the importance of adapting people management policies and working arrangements to maximise improved ways of working.

Developing our Ways of Working guide to help us navigate our new modern hybrid working comprising of collaboration in our new Community Hub alongside virtual and agile working

Deploying new technology to support the Council's digital and transformation plans

Changing our flexible working scheme to support 7-day working to maximise customer service and flexibility for our workforce

Introducing wellbeing and engagement metrics

Strong health and safety practices – we have temporarily discounted covid related absence for our absence triggers

New digital online employee wellbeing resource hub providing wellbeing information, resources

Wellbeing Wednesday - weekly wellbeing communication information to promote positive physical and mental wellbeing

Customised webinars and on a range of wellbeing themes

Piloting a 'trust based' time and attendance option which has a better fit with hybrid working

Certificate of excellence award for our people and wellbeing achievements by iESE in 2022

Improved induction programme to improve the experience for new starters including a workplace buddy

A photograph of three diverse business professionals in a meeting. A woman with long, curly brown hair is on the left, smiling broadly. A man with a beard and short dark hair is in the center, also smiling. A woman with short dark hair is on the right, looking towards the man. They are all looking at documents on a table. The background is a bright, modern office setting.

**Our employee
engagement and culture**

Employee survey 2022 executive summary



What 3 words would best describe the council as an employer?

Flexible, Supportive and Fair

Would you recommend South Staffordshire Council as a place to work?

93.5% said yes

On a scale of 0-10, do you feel valued and part of the council?

81% scored 7-10

“One of the best councils I have worked for, keep doing what you are doing!”

“The council has worked hard to develop and maintain a friendly, caring yet focused culture. It is important to recognise what we have and to continue to work to maintain/improve”


What do you like best about working for South Staffordshire Council?

Flexibility, hybrid working, flexitime, positive relationships, great colleagues, friendly supportive culture, good employee benefits, great wellbeing support, good training opportunities, interesting work

Issues and challenges from the survey that we will consider as part of our workforce support

- Pay and the cost-of-living crisis
- Workload
- Continuing to improve communication and collaboration for hybrid workers

“Love being a part of South Staffs Council and supporting local residents”

A photograph of a diverse group of people, including a man with a beard and a woman with dark hair, smiling. Their hands are stacked together in a circle, symbolizing unity and teamwork. The background is softly blurred, showing greenery. A white text box with a thin black border is centered over the hands.

**Our actions for 2022/23 to help us recruit
and retain a diverse workforce
and continually improve our culture.**

Actions for 2022/23



Actions for 2022/23 to help us recruit and retain a diverse workforce and continually improve our culture

Recruitment and retention

- Introduce anonymised recruitment
- New recruitment incentive pilots including targeted support for work experience and people receiving out of work benefits
- Career support to promote jobs and apprentices for local young people
- New enhanced work experience scheme to support upskilling and getting young people work ready
- Use of the apprentice levy to support career development for existing employees
- Launch a sixth cohort of ASPIRE our talent management programme ensuring delegate representation is inclusive

Inclusive leadership, strategies, and culture

- Update our community and workforce data to inform our equality objectives and actions
- Continue with the roll out of our management coaching programme to support our inclusive leadership culture
- Implement a new trust-based time and attendance scheme
- Consideration of minimising impacts of the cost-of-living crisis where we can

Learning and development

- Inclusive recruitment and unconscious bias training
- Training on conducting equality impact assessments
- New data and analytics course to improve the collation and analysis of more intelligent data
- Community Engagement training

Wellbeing

- Taking forward our new employee benefits scheme to support financial wellbeing.
- Provide information and support on the menopause
- Apply for Wellbeing Charter Assessment
- Explore the social model of disability
- Introduce guidance/resources for conducting wellbeing conversations

Collecting and analysing data

- Capture more intelligent data on why our employees leave to improve retention of talent from underrepresented groups
- Report on recruitment and selection success rates by protected characteristic to identify any barriers
- Update our ethnic group and LGBTQ+ data categories to ensure we are in line with data descriptors from national sources and best practice
- Encourage take-up of updating personal information particularly disability to inform our workforce support
- Introduce 'carer dependant' as a new data capture category to inform our working practices and support
- Obtain pay data and employee salary sacrifice scheme preferences to assist with pay reviews and financial wellbeing
- Gather data/intelligence from school leavers regarding further education/employment and career plans to inform our support
- Review the segmentation of data of future wellbeing surveys to provide greater understanding of wellbeing in service teams