



**South Staffordshire Council**  
**Council of the Year 2022**

# Our Workforce Trends

## 31 March 2023

[www.sstaffs.gov.uk](http://www.sstaffs.gov.uk)



# Workforce data



## SUM

### Total contractual hours

9022.14

### FTE

243.8

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

- FTE at 31 March 2023 was **243.8**
- Headcount at 31 March 2023 including casuals was **418**
- Total Contractual Hours **9022.14**
- Headcount at 31 March 2023 excluding casuals was **322<sup>1</sup>**
- In the previous year, the headcount (*including casuals*) was **394**, headcount (*excluding casuals*) was **323**, and FTE was **238.6**.

<sup>1</sup> Workforce data by service headcount may differ due to 12 employees working contractually across more than one service.

# Recruitment and retention



- There have been **43 new starters** and **37 leavers**<sup>2</sup>. In the previous year there were 46 new starters and 48 leavers.
- **27%** of our leavers retired and **13%** left due to cessation of temporary contracts.
- Our retention rate for 2022/23 as of 31 March 2023 was **88%**.
- Candidate acceptance rates of job offers was **87%** and **75%**<sup>3</sup> of vacancies were filled first time.
- **50%**<sup>4</sup> of successful appointments were recruited to internally.

## Actions taken/successes during 2022/23

- ✓ Developed and implemented a new on-line recruitment and onboarding system.
- ✓ Developed a new dynamic recruitment landing page in partnership with Digital Services.
- ✓ Introduced a package of new recruitment and retention incentive pilots.
- ✓ Delivered recruitment refresher and inclusive recruitment training for managers.
- ✓ Enhanced our work experience offer to schools.
- ✓ Promoted our employer of choice brand and South Staffordshire Council careers as part of our schools' partnerships.
- ✓ Introduced a new coaching programme for all our managers to continually improve our inclusive leadership approach.



<sup>2</sup> These figures do not include transfers between casual and contracted staff.

<sup>3</sup> Data based on part year between November 2022 to March 2023 in line with the roll out of the online recruitment and onboarding system.

<sup>4</sup> As above.



# Recruitment and retention – work experience placements



It was very enjoyable as it was made engaging and everybody was extremely friendly and welcoming. I also found it useful as it gave me an idea about a working office environment. Additionally, I am thankful for the help given about skills involving interviews and employability.

**Charlie**

I felt that the working environment was very positive and supportive, I enjoyed being in it and I would consider it as an actual job. My colleagues were all very supportive people and always wanted to know if I was enjoying something and what I wanted to do, they are happy to help if I needed.

**Alfie**

Overall, my week of work experience has given me a much wider insight into the council and the services they provide the local communities. If the chance comes again, I will definitely be coming back for work experience again.

**Gracie**



Charlie, Lewis and Dylan



Liam, Ruben and Jack

# Where do our employees live?

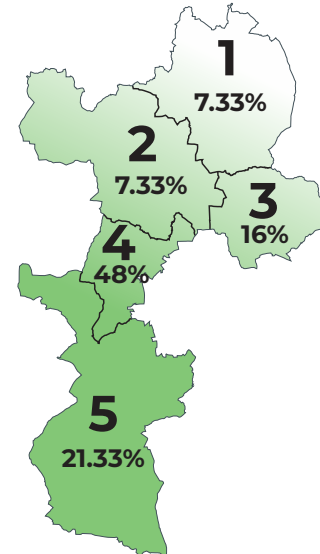


## Where do our workforce live?

This illustration shows the location of where our employees live. The data is of our entire workforce, excluding casual staff. **150** employees (46.58%) live in South Staffordshire and **172** (53.42%) live outside the District. **322** employees in total.

### LOCALITY

Out of the **150** employees who live in South Staffordshire, this illustration shows the percentage living in each locality within the District.



South Staffordshire	150
Barnet London Borough	1
Birmingham	2
Bromsgrove	2
Cannock Chase	16
Dudley	19
SW Gloucestershire	1
NW Leicestershire	1
Lichfield	3
Newcastle-under-Lyme	2
Shropshire	18
Stafford	14
Staffordshire Moorlands	1
Sandwell	1
Solihull	1
Stoke-on-Trent	1
Telford and Wrekin	15
Walsall	11
Wales	3
Wolverhampton	58
Wyre Forest	2

**46.58%**  
of our workforce live  
in the district





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

# **Our people**

## **age diversity**

# Age data



**68%**  
of the council's  
workforce is  
aged 36 or over



Almost **19%**  
of the workforce are 25  
and under which is a  
marginal improvement on  
last year

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

### Actions taken/successes during 2022/23

✓  
The Council's ASPIRE talent management programme - **33%** of delegates were **under 35**.

✓  
The Council currently supports **12<sup>5</sup>** apprentices 5/12 apprentices have secured a permanent job with the Council.

✓  
Our 2 digital services apprentices were shortlisted for IT & Digital Apprentice of the Year Award 2023 by Wolverhampton College with one apprentice winning and the other was runner up.

✓  
The LGA have developed an Apprentice Maturity Model Assessment which is a quality standard for Local Government - **SSDC has achieved the 'Upper Middle Quartile' which covers 50% to 75% of the best performing councils.**

Ages	%
16-18	7.76%
19-25	11.18%
26-35	13.04%
36-45	23.29%
46-55	18.95%
56 Plus	25.78%
<b>SUM</b>	<b>100.00%</b>

<sup>5</sup> These include apprentice posts and employees studying a levy approved qualification.





**Our people**  
**disability diversity**



# Disability statistics



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

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

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

### Actions taken/successes during 2022/23

- ✓ We have promoted the importance of colleagues updating their information to assist us in supporting employees with disabilities.
- ✓ Registered as a Disability Confident employer - Committed.
- ✓ Established new partnerships to support the needs of neurodiverse employees.
- ✓ ASPIRE talent management programme. Our application criteria included supporting a wide range of colleagues and consideration of protected characteristics.



### Starters and Leavers by disability

	Starters	Leavers
Disabled	1	3
Not disabled	40	31
Not specified	2	3
Total	43	37

### Disability Workforce Profile

<b>Disabled</b> 16 employees 4.97%	<b>Not disabled</b> 297 employees 92.24%
<b>Not specified</b> 6 employees 1.86%	<b>Prefer not to say</b> 3 employees 0.93%





**Our people**  
**ethnicity diversity**



# Ethnicity data



- Over **92%** of the workforce has declared themselves as British.
- We have **22** employees across 13 service teams who have declared they are from ethnic minority backgrounds<sup>6</sup> (16 during 2021/22).
- The table below provides a comparison of our workforce profile with the make-up of our communities.

South Staffordshire Census 2021 - Economic Activity	% of Econ Active	% workforce @ 31/03/23
White: English, Welsh, Scottish, Northern Irish or British	92.3%	92.24%
Asian, Asian British or Asian Welsh: Indian	2.4%	3.11%
Asian, Asian British or Asian Welsh: Pakistani	0.3%	0.62%
Asian, Asian British or Asian Welsh: Other Asian	0.3%	0.31%
Asian, Asian British or Asian Welsh: Bangladeshi	0.1%	0.31%
Mixed or Multiple ethnic groups: White and Asian	0.4%	0.93%
White: Other White	1.1%	0.31%
Black, Black British, Black Welsh, Caribbean or African: Caribbean	0.5%	0.62%
Mixed or Multiple ethnic groups: White and Black Caribbean	0.7%	0.62%
Black, Black British, Black Welsh, Caribbean or African: African	0.3%	0.31%
<b>Total</b>	<b>98.4%</b> <sup>8</sup>	<b>99.38%</b> <sup>9</sup>

<sup>8</sup> The % of ECON Active is 98.4%, 1.6% of the Census ECON Active ethnic groups are not currently represented in our workforce.

<sup>9</sup> 0.62% of the workforce have not specified their ethnicity.

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

### Actions taken/successes during 2022/23

- ✓ The Council has arranged a number of equality and diversity related courses throughout the year. 280 employees have attended this training.<sup>7</sup>
- ✓ Delivered inclusive recruitment and unconscious bias training.
- ✓ Updated and enhanced our Equality Impact Assessment scheme and guidance.
- ✓ 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.
- ✓ Our application criteria for ASPIRE, our talent management programme, included supporting a wide range of colleagues and consideration of protected characteristics.

<sup>6</sup> 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.

<sup>7</sup> In some cases employees will have attended more than one course.

### Starters and Leavers by ethnicity

	Starters	Leavers
African	1	0
Any other Asian background	0	0
Any other White background	0	0
Bangladeshi	0	0
British	32	31
Caribbean	1	0
Indian	4	2
Not Stated	1	3
Pakistani	1	1
White and Asian	2	0
White and Black Caribbean	1	0
<b>Total</b>	<b>43</b>	<b>37</b>



A photograph of three women of diverse backgrounds and ethnicities, all dressed in professional business attire. The woman on the left is a white woman with blonde hair, smiling. The woman in the center is a woman of South Asian descent wearing a black hijab and a blue and white striped shirt under a black blazer, looking directly at the camera. The woman on the right is a Black woman with curly hair, wearing a blue collared shirt under a dark blazer, looking slightly to the side. A white rectangular box with a thin black border is overlaid on the center of the image, containing the text "Our people" in a large, bold, dark blue font, and "religious belief" in a smaller, bold, dark grey font below it. The background is a soft-focus indoor setting with warm lighting.

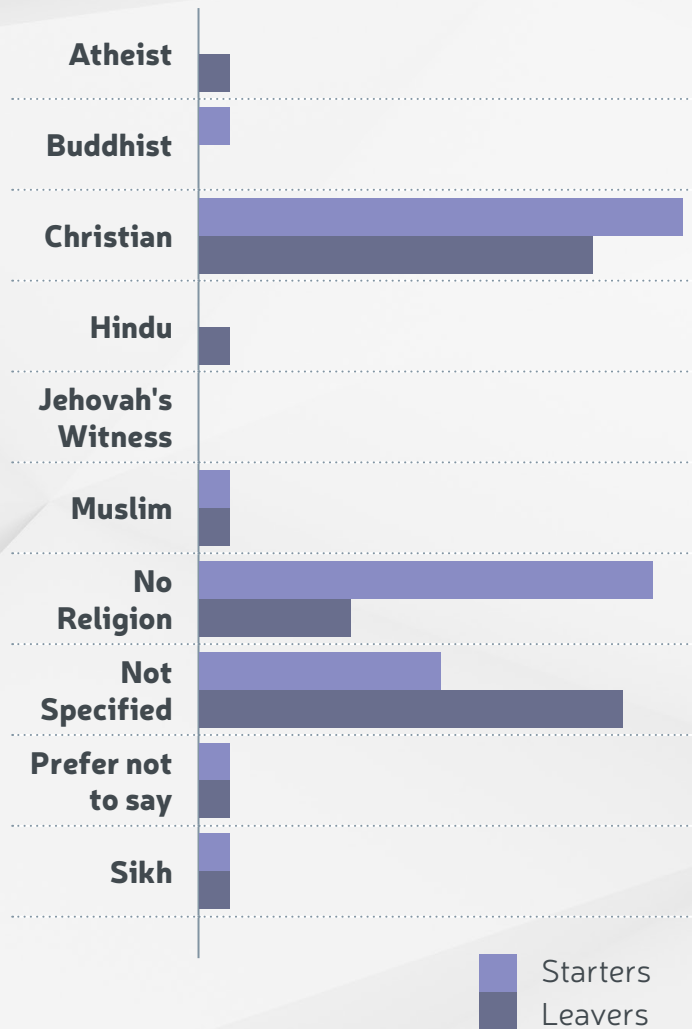
**Our people**  
religious belief



# Religious belief



## Starters and Leavers by religious belief



## Actions taken/successes during 2022/23

- ✓ We recognise that over **36%** 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.
- ✓ Developed an inclusion calendar to improve knowledge of and celebrate diverse cultures and beliefs.

## Religious belief workforce profile

	%
Atheist	2.17%
Buddhist	0.31%
Christian	34.16%
Hindu	0.62%
Jehovah's Witness	0.31%
Muslim	0.93%
No Religion	22.36%
Not Specified	36.66%
Prefer not to say	1.55%
Sikh	0.93%
<b>SUM</b>	<b>100%</b>



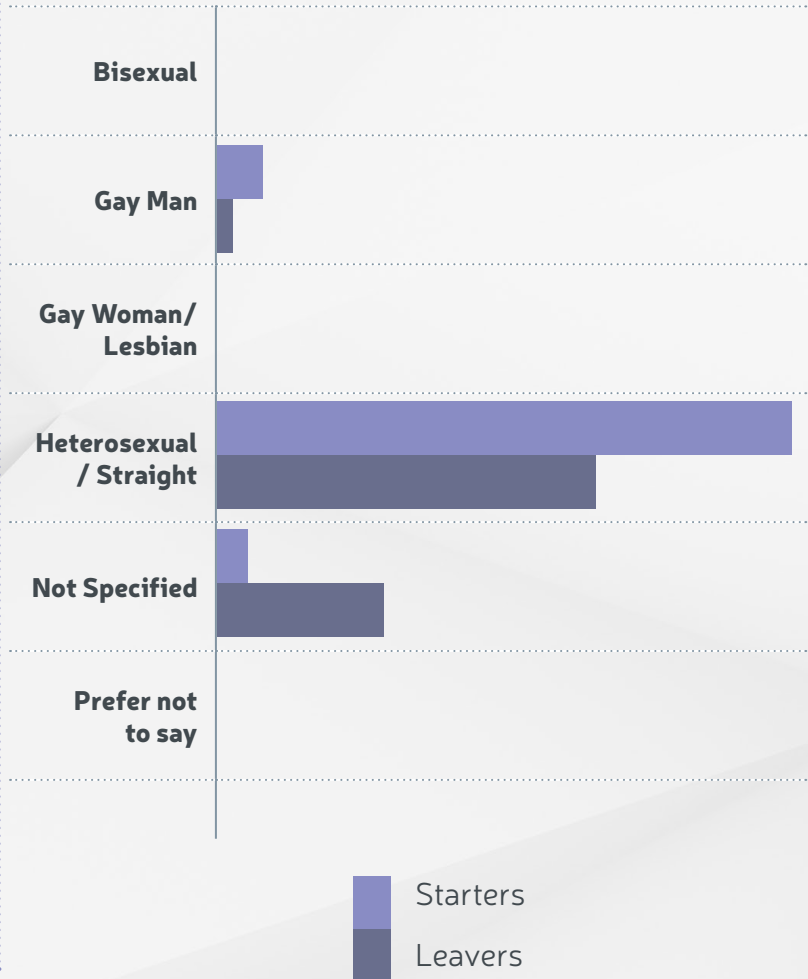
**Our people  
sexual orientation**



# Sexual orientation



## Starters and Leavers by sexual orientation



## Actions taken/successes during 2022/23

- ✓ We recognise that over 30% 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.
- ✓ We promoted and celebrated National Inclusion Week.
- ✓ We have updated our sexual identification categories to include female, male, gender fluid, non-binary, transgender and other. The data is currently non-reportable and will form part of our actions for 2023/24.

## Sexual orientation workforce profile

	%
Bisexual	0.31%
Gay Man	0.62%
Gay Woman/Lesbian	0.31%
Heterosexual/Straight	66.46%
Not specified	30.44%
Prefer not to say	1.86%
<b>SUM</b>	<b>100%</b>



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, gender, and ethnicity, representing a wide range of people. They are all looking towards the camera with joyful expressions. The background is slightly blurred, suggesting an outdoor setting like a park or a public square. The overall mood is positive and inclusive.

# Our people

## gender diversity



# Gender statistics



## Gender breakdown of headcount, FTE, and basis

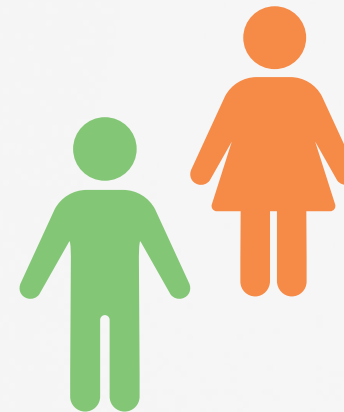


There are  
**194 (60.25%)**  
 female employees and  
**128 (39.75%)**  
 male employees

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

Gender breakdown is similar to previous years

There are  
**86**  
 full-time male employees and  
**42**  
 part-time male employees



There are  
**87**  
 full-time female employees and  
**105**  
 part-time female employees  
**2**  
 Job share female employees

## Starters and Leavers by gender

	Starters	Leavers
Female	28	25
Male	15	12
SUM	43	37

# Gender pay gap



## 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)

## 31 March 2021

8.90% (mean)  
0.89% (median)

340\* 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	2023		2022	
	Women	Men	Women	Men
Proportion of women and men in the <b>upper quartile</b> (paid above the 75th percentile point)	50%	50%	51%	49%
Proportion of women and men in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	66%	34%	69%	31%
Proportion of women and men in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	60%	40%	62%	38%
Proportion of women and men in the <b>lower quartile</b> (paid below the 25th percentile point)	64%	36%	64%	36%



# Gender pay representation by seniority

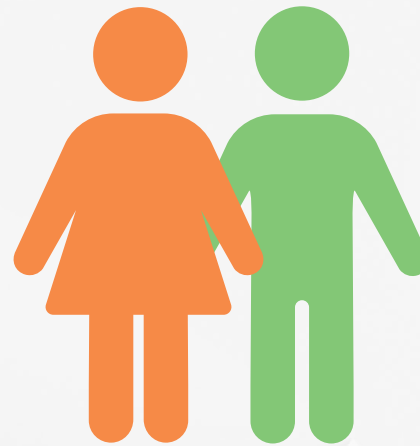


## Corporate Leadership Team



**60%**  
female employees  
**40%**  
male employees

## Assistant Directors



**50%**  
female employees  
**50%**  
male employees

## Team Managers



**57%**  
female employees  
**43%**  
male employees

## Assistant Team Managers



**37%**  
female employees  
**63%**  
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 (60%). The representation of men in the upper quartile, upper middle quartile and lower middle quartile have increased, however overall women continue to out-number men in 3 out of the 4 pay quartiles. The upper quartile is made up of 50% male and 50% female.

The mean GPG has decreased to 4.87% and the median GPG has decreased to 6.98%. The data is based on a similar number of contracts to the previous year. There are a number of reasons why the GPG % has decreased. There are marginal changes to our pay quartiles, the 2022 pay award, which resulted in a higher % increase in our lower pay quartiles (which has a higher % of women than men). There were also a marginally greater proportion of females in receipt of allowances on 31 March 2023.

The gender representation of CLT and ELT on 31 March 2023 remains unchanged from the previous year. There have been small differences in the other management tiers.

The Council does not have to report the next Gender Pay Gap until 2024, however from the small number of Councils that have reported so far, we are in the middle of the data set.

### Actions taken/successes during 2022/23

- ✓ As part of the Council's workforce strategy additional responsibilities and honorariums are provided to support career development, 64% 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 2022/23 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.
- ✓ Our application criteria for ASPIRE, our talent management programme, included consideration of protected characteristics and 56% of applicants were female.



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 rectangular box with a black border is overlaid on the image, containing the text.

# Our people

wellbeing

# Absence data and trends 2022/23



## Absence summary: between 1 April 2022 and 31 March 2023



## Comparison to last year's statistics (1 April 2021 and 31 March 2022)



We have slightly exceeded our absence target of **6.95** for 2022/2023. This is due to an increase in the duration of long-term absences. These cases have been complex and required diagnostic and or treatment from specialists. The NHS waiting times have impacted on our ability to resolve some of these absences in a timely manner. Notwithstanding this **7.20** is still a strong attendance performance and our short-term absence continues to be extremely low.



# Top reasons for absence 2022 /23



## Top reasons for absence (by occasions)

**Cough/Cold/Flu/Viral**

**COVID-19 related**

**Gastrointestinal**

**Eyes/Throat/Mouth**

**Musculoskeletal injury or condition**

## Comparison with 2021/22

- There has been an increase in the number of occasions of coughs/colds/flu and viruses but a reduction in the duration of these short term absences.
- Covid absences have reduced slightly.
- There has been a reduction in stress/anxiety related absences
- There has been a reduction in musculoskeletal injuries or conditions. Short-term days lost has reduced in comparison to the previous year due to employees returning to work sooner following a short-term absence.

# Our people - wellbeing



## Actions taken/successes during 2022/23

- ✓ We have commenced our plans to gain the workplace health accreditation charter.
- ✓ 280 employees have attended a number of equality and diversity related courses throughout the year.<sup>10</sup>
- ✓ Commitment to deliver menopause policy/toolkit.
- ✓ We have updated our stress management policy including guidance to support wellbeing conversations at work.
- ✓ We launched Vivup our new employee benefits scheme to support financial wellbeing.



<sup>10</sup> In some cases employees will have attended more than one course.



A photograph of three diverse professionals in a meeting. A woman with long, wavy brown hair is sitting on the left, smiling broadly and holding a pen and a notepad. A man with a beard and short dark hair is sitting in the middle, also smiling and looking towards the woman. A woman with short dark hair is sitting on the right, wearing a green blazer and large hoop earrings, looking towards the man. They are all sitting around a table with papers and a laptop. The background is a bright, modern office setting with large windows.

**Our employee  
engagement and culture**

# Employee survey 2023/24 executive summary



*Just over 96% recommend South Staffordshire Council as a place to work.*

**8.3** ★  
average rating

I am treated fairly and feel valued.



**8.7** ★  
average rating

I am satisfied with the leadership and culture of the organisation.



**8.5** ★  
average rating

South Staffordshire Council is a well-run organisation.



**8.8** ★  
average rating

The Council is an inclusive organisation.



**8.6** ★  
average rating

I feel proud to work for South Staffordshire Council.



Words used to describe the Council's culture?

Ambitious • Progressive  
Friendly • Positive  
Caring • Supportive  
Inclusive • Flexible

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

“Great flexi scheme and working arrangements offering hybrid working.”

“Supportive environment that values individuals and their contributions.”


“Flexibility (hours), good pension contribution, career opportunities.”

“Good wellbeing support, modern office space and facilities.”

“Positive, inclusive culture. Senior management genuinely care about their staff.”

“Good wellbeing support, modern office space and facilities.”



A photograph of a diverse group of people, including a man with a beard and a woman with dark hair, smiling. In the foreground, several hands of different skin tones are stacked together in a circle, symbolizing unity and teamwork. The background is softly blurred, showing more people and greenery.

**Our actions for 2023/24 to help us recruit  
and retain a diverse workforce  
and continually improve our culture**

# Actions for 2023/24



## Actions for 2023/24 to help us recruit and retain a diverse workforce and continually improve our culture

### Recruitment and retention

- Hold exit interview conversations with leavers to better understand the reasons why people leave our employment.
- Introduce anonymised recruitment.
- Assess our performance against the Armed Forces Recruitment Covenant.
- Carry out pay benchmarking to support our employer of choice workstream.
- Revise our work experience offering to reflect the new skills framework that was launched in Staffordshire schools during 2022/23.
- 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.
- Recruit to further apprenticeship posts as new or existing vacancies occur.

### Collecting and analysing data

- Align our workforce data categories with census and best practice equality data, specifically ethnicity and map against local population data to identify how representative we are as an employer.
- Change our disability category to a more inclusive definition to encourage better reporting.
- Encourage colleagues to update information on sexual identification and our new 'carer dependant' categories to inform our working practices and support.
- Report on equality attendance training.

### Wellbeing

- Assess our progress against the Disability Confident employer standard.
- Promote awareness of neurodiversity support and guidance.
- A Menopause Policy/Guidance toolkit is currently being developed and is scheduled to be launched during December 2023.
- Provide training to managers to support the refresh of the Council's stress management policy.
- Continue to roll out Vivup the employee benefits scheme which will include salary sacrifice schemes to support employee wellbeing.
- Conduct a wellbeing and engagement survey during 2023/24.



### Learning and development

- Provide neurodiversity training for managers.
- Continue to roll out inclusive recruitment and unconscious bias training.
- Provide refresher training on the updated stress management policy including conducting stress risk assessments.
- Provide further refresher training on Equality Impact Assessments.

### Inclusive leadership

- Roll out the managers coaching programme to Assistant Team Managers.
- Support the organisational development and people agenda for developing the organisational maturity model.
- Respond to any issues raised in our employee engagement surveys and where appropriate develop/report on wellbeing metrics.
- Continue to implement our workforce development strategy and recommendations from the Peer Review 2022.