



Staffordshire and Stoke-on-Trent Integrated Care Board Workforce Diversity Profile Report 2025

This report was produced by the ICB Equality Diversity and Inclusion Business Partner January 2025

Introduction

This will be Staffordshire and Stoke-on-Trent (SSoT) Integrated Care Boards (ICB) third workforce diversity profile report since transitioning from Clinical Commissioning Boards in July 2022. Public authorities with over 150 employees must consider its employee profile and if it representative of the communities it serves, if staff are treated equitably and without discrimination. This information should be published considering protected characteristics.

This report will focus on two areas, the workforce profile of the ICB and the recruitment process. Other activities and outcomes in relation to workforce equality diversity and inclusion e.g. , training and development, staff engagement, staff experience and feedback, health and wellbeing will be captured in the ICB's 2025-26 Public Sector Equality Duty Annual report.

The report provides a profile of ICB staff in post as of the 30.09.2025 which at that point totalled 484. The increase in staff numbers compared to last year was a result of a large Continuing Health Care team Taped into the ICB. To preserve anonymity staff numbers are replaced with percentages as to make it difficult to identify individual staff. It is worth considering that when working with relatively small figures, small changes in staff numbers can substantially alter the demographic profile of a workforce.

This year, SSOT ICB has produced a separate workforce profile rather than a joint report with Shropshire, Telford and Wrekin (STW) ICB. This reflects our current organisational differences, including how workforce data is structured, reported, and published. Each ICB operates under distinct governance and reporting frameworks, which makes a combined profile unfeasible at this time. Both ICBs are committed to ongoing alignment and will revisit this approach once formal clustering arrangements are in place and organisational changes, including any workforce transitions, have been completed

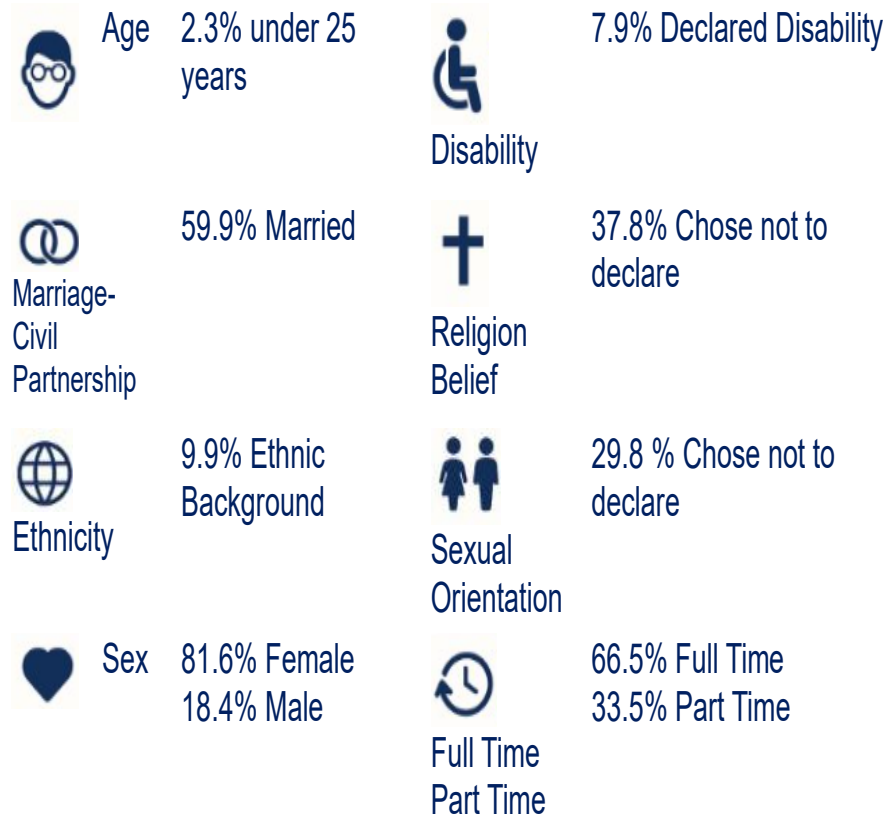
Note: Most figures have been rounded up to one decimal place. Afc which is used within the tables is an abbreviation for Agenda for Change - Pay Scales

Staffordshire and Stoke-on-Trent Integrated Care Board.

ICB Workforce Profile



Summary of findings 2025



Overall ICB Workforce Profile

The ICB workforce increased to 484 staff in 2025 due to the TUPE transfer of the Continuing Healthcare team. The age profile remains predominantly mid-to-late career, with dips in younger age groups: the proportion of under-25s decreased slightly (2.4% → 2.3%).

The proportion of staff declaring a disability increased to 7.9%, marking the fourth consecutive rise. However, there was an increase in nondisclosure (5.5% → 9.9%), particularly in Bands 1–4 and Non-AfC roles, suggesting a need for improved trust and data confidence.

Summary of findings 2025 continued

Overall ICB Workforce Profile

Ethnic diversity increased, with Non-White representation rising from 9.4% to **9.9%** and the proportion of White staff falling correspondingly. Representation of Asian and Black staff improved in key senior pay bands, although numbers remain low.

Female representation increased (76.3% → **81.6%**), influenced by the appointment of three female Directors the previous year. However, **male representation decreased** at all AfC bands except Non-AfC, where men remain overrepresented.

Working patterns continue to shift gradually toward flexibility, with **part-time work increasing** to **33.5%**. Nondisclosure for religion and sexual orientation remains high and has improved slightly in some pay bands

2025 workforce profile by Age

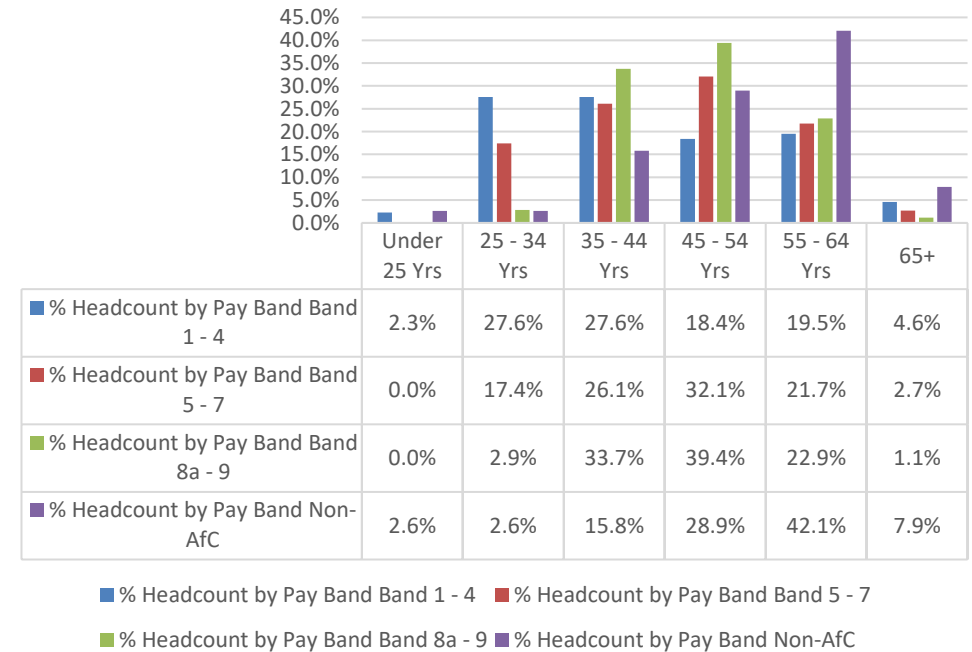
Under 25: **2.3%** (2024 = 2.4%) - 25–34: **12.8%** - 35–44: **28.3%** - 45–54: **32.0%** - 55–64: **23.4%** - 65+: **2.9%**

Key Changes vs 2024

- **Under-25 representation decreased slightly** (2.4% → 2.3%), after previously increasing since 2022.
- **45–54 age group decreased** across several pay bands.
- **55–64 grew slightly**, consistent with an ageing workforce trend.
- Overall pattern remains **middle-aged heavy (45–64)**, consistent with non-clinical commissioning bodies.

ICB Workforce in Post 30/09/2025: By Age Afc Pay Band

Total % Headcount for years 2023 – 2024	2023	2024
Under 25 Yrs	1.8%	
25 – 34 Yrs	10.3%	
35 – 44 Yrs	28.0%	
45 – 54 Yrs	33.3%	
55 – 64 Yrs	24.5%	
65+	2.1%	



2025 workforce profile by Disability

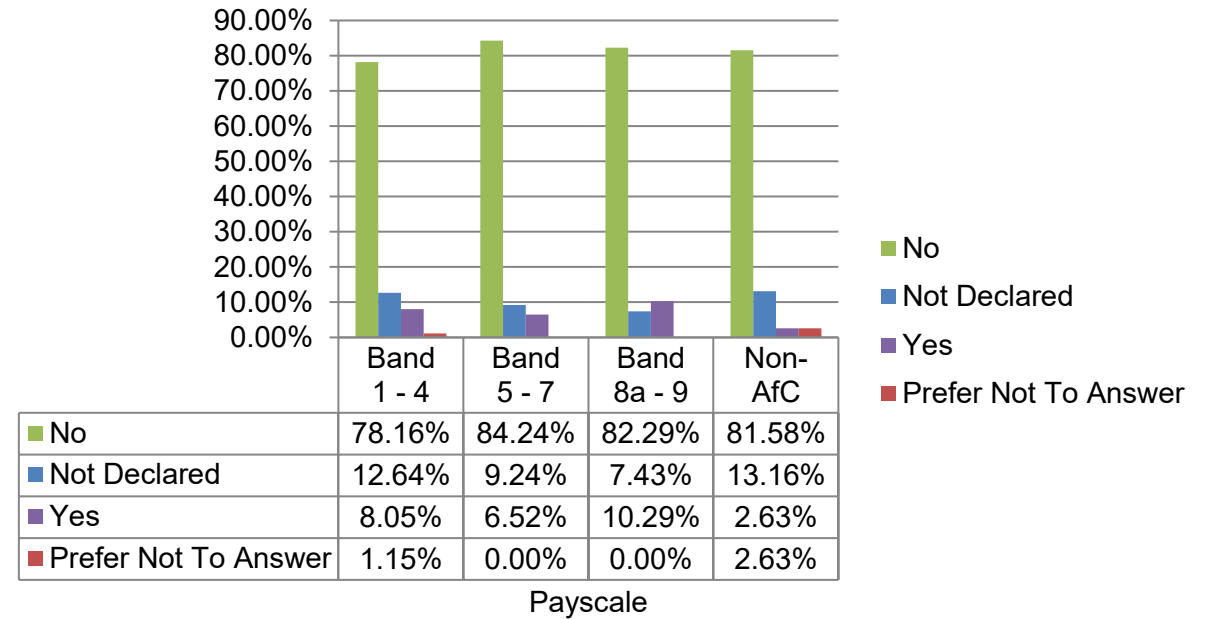
- **7.9%** declared disability (2024 = 7.3%)
- **9.9%** not declared / preferred not to say (2024 = 5.5%) → increase
- Declared disability increased in: Bands 1–4 and Bands 8a–9
- Non-AfC: Responded **Yes**: 2.6% **Not declared**: 13.2%

% Headcount for years 2023 - 2024	2023	2024
No	87.59%	
Yes	5.67%	
Not Declared Prefer Not To Answer	6.7%	

Key Changes vs 2024

- Disability declaration rate increased again (fourth consecutive year).
- Rise in nondisclosure (5.5% → 9.9%), particularly in: Band 1–4 (4.8% → 14.8%) Non-AfC (already high)
- Disabled staff underrepresented compared with local population (19.5%).

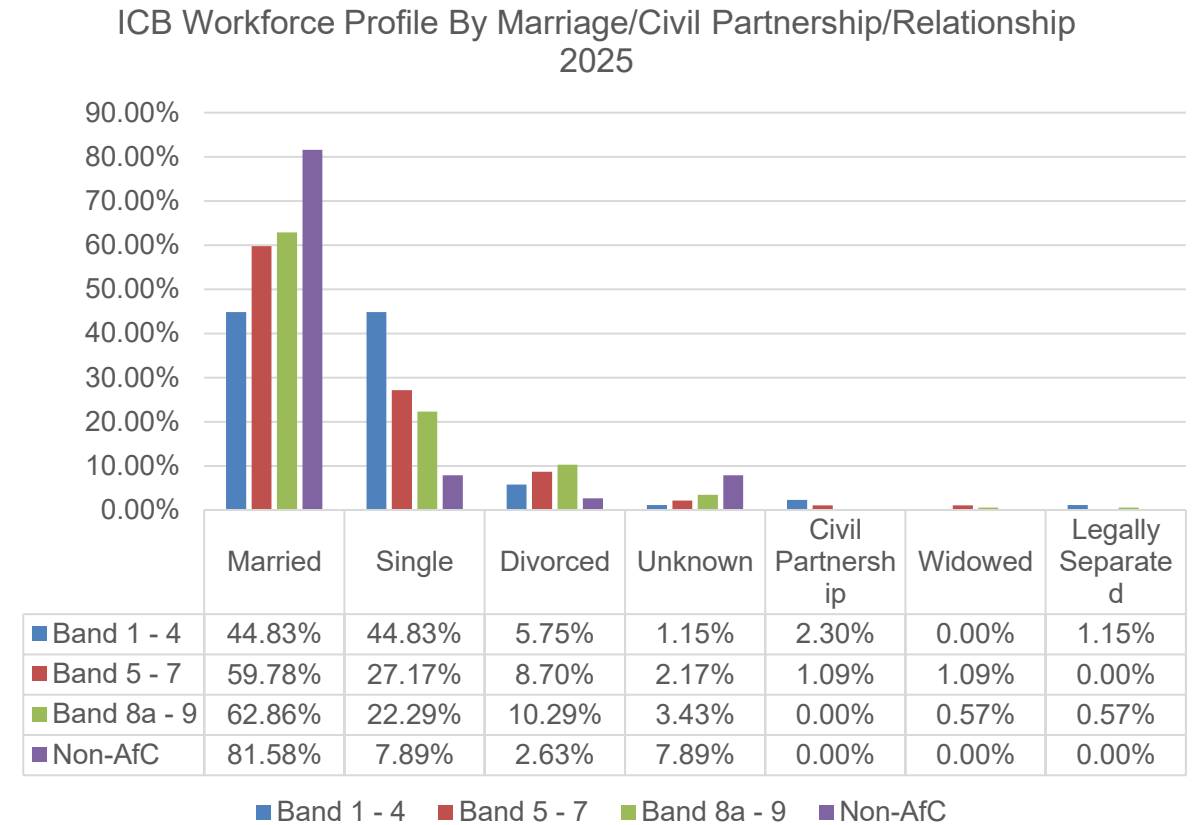
Staffs and SoT ICB Workforce 30/09/2025 : Payscale By Disability Status



Marriage and Civil Partnership

The overall percentage figure of ICB staff identifying as being in a civil relationship for this reporting period was 0.8% this is above the combined Staffordshire and Stoke-on-Trent (SSoT) profile figure of 0.2%. 59.9% of the ICB workforce identified as being married which is higher than the (SSoT) profile figure of 50%. The highest pay band group who identify as married is the Non-AfC with 84.9%. 2.9% of ICB staff's marital status is unknown though this figure varies across pay bands.

% Headcount for years 2023 and 2024	2023	2024
Married	52.8%	50%
Single	36.1%	45.2%
Divorced	5.6%	4.8%
Unknown	2.8%	0.0%
Civil Partnership	0.0%	0.0%
Widowed	2.8%	0.0%
Legally separated	0.0%	0.0%



2025 workforce profile by Broad Race/Ethnic Groups

- **White:** 87.8% (2024 = 89.4%)
- **Non-White:** 9.9% (2024 = 9.4%)
- **Not stated:** 1.7% (2024 = 1.2%)

Main ethnicity patterns

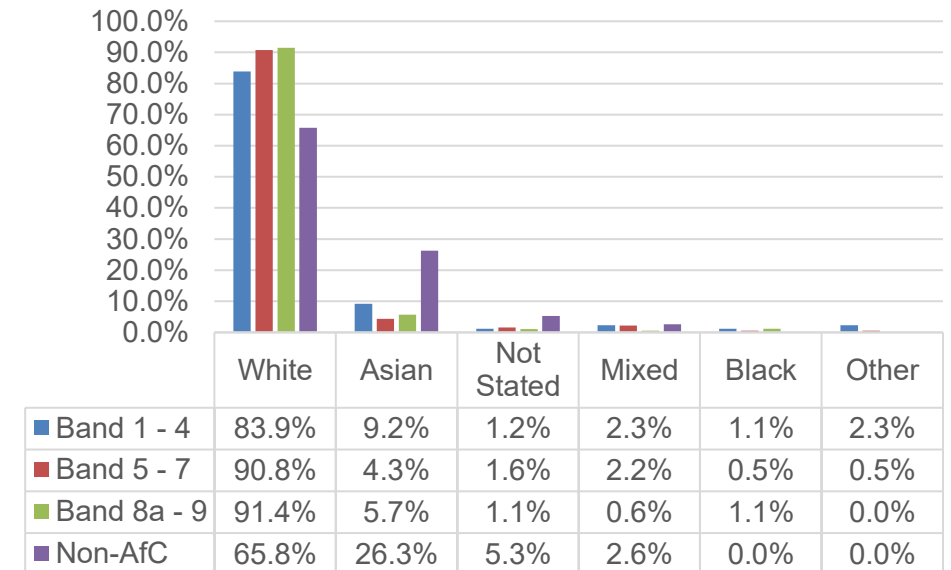
- **Asian staff** positively represented in all bands except Bands 5–7.
- **Black staff** represented in Bands 1–4 and 8a–9.
- **Mixed heritage** remains small but represented in Bands 1–4.

% Headcount for years 2023 and 2024	2023		2024		2023		2024	
	2023	2024	2023	2024	2023	2024	2023	2024
White	88.9%	88.1%	96.4%	91.5%	89.8%	90.4	77.1%	78.8%
Asian*	5.6%	4.8%	2.4%	5.7%	7.1%	6.8%	20.0%	18.2%
Mixed	5.6%	2.4%	1.2%	1.9%	0.8%	0.7%	0.0%	0%
Black	0.0%	2.4%	0.0%	0%	0.8%	1.4%	2.7%	0%
Not Stated	0.0%	2.4%	0.0%	0.9%	0.8%	0.7%	0.0%	3%
Other	0.0%	0%	0.0%	0%	0.8%	0%	0.0%	0%

Key Changes vs 2024

- **White staff reduced** (89.4% → 87.8%).
- **Non-White staff increased** (9.4 → 9.9%).
- **Representation improved most in senior roles (8a–9)** for Asian and Black staff.
- Small absolute numbers mean any recruitment/exit significantly shifts proportions.

ICB Workforce in Post 30/09/2025: By Broad Race Category and Afc Pay Band



*The Census Bureau defines a person of the Asian race as “having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

2023 all ICB Staff: Non-White Staff 9.2% - White staff 90.0% - Not stated 0.7%

2024 all ICB Staff: Non-White Staff 9.4% - White Staff 89.4% - Not stated 1.2%

2025 all ICB Staff: Non-White Staff 9.9% - White Staff 87.8% - Not stated 1.7%

2025 workforce by Religion and belief

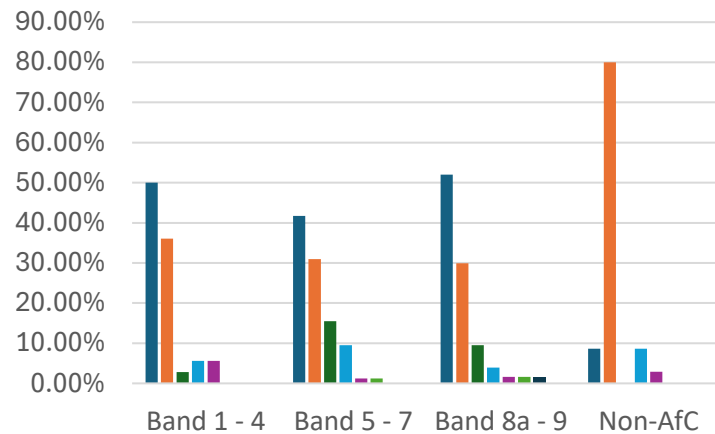
Trends

- Large proportion of staff continue to **not disclose**:
- Non-AfC: **~73.7%**
- Bands 1–4: **42–43%**
- Christianity remains the largest declared group.

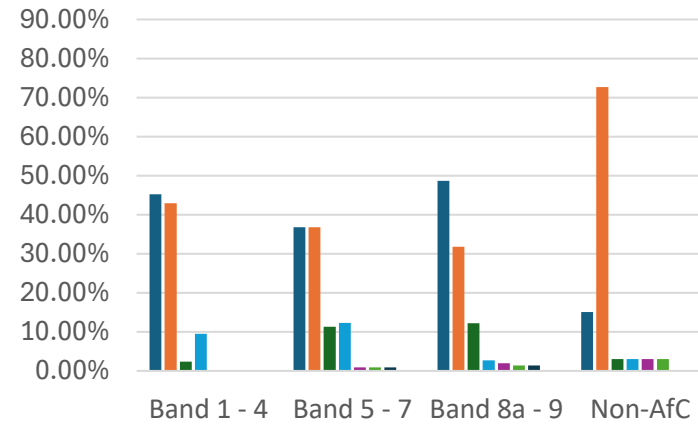
Key Changes vs 2024

- **Nondisclosure remains high**, but:
- Slight improvement in Non-AfC (80% → 73.7%).

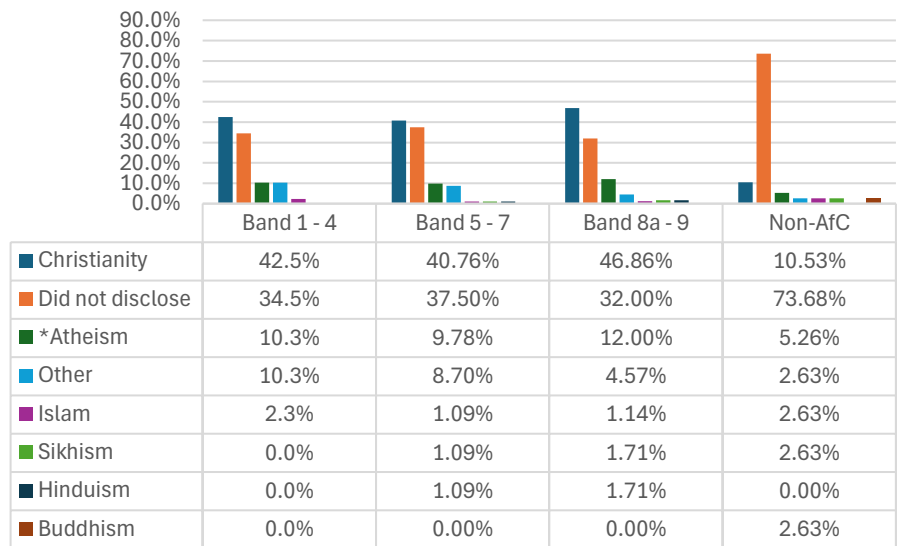
ICB Workforce Profile By Religion and Belief 2023



ICB Workforce Profile By Religion and Belief 2024



ICB Workforce Profile By Religion and Belief 2025



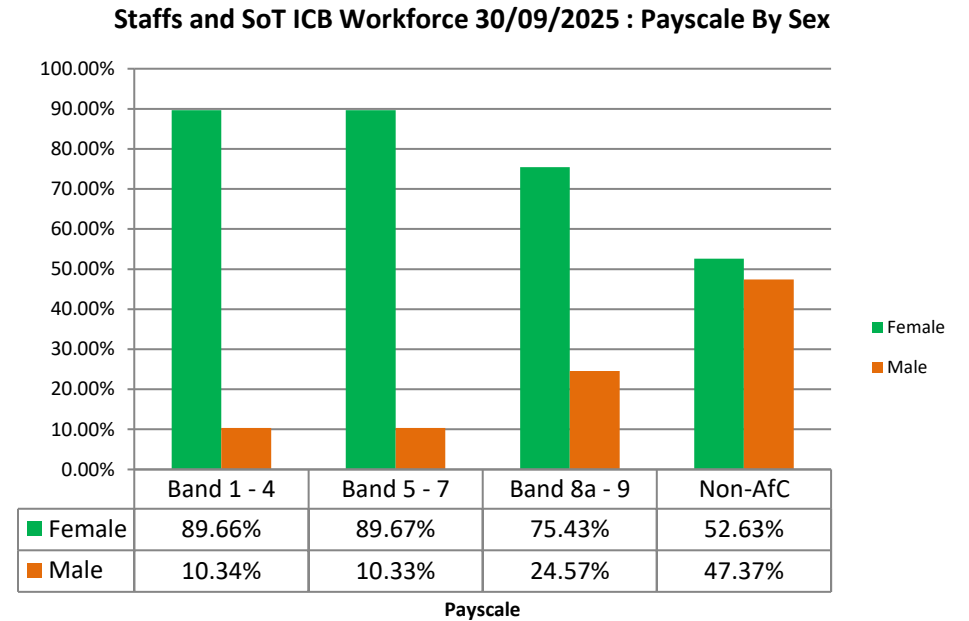
2025 workforce by Sex

- **Female: 81.6%**
- **Male: 18.4%**
- NHS national benchmark: **76.7% female / 23.3% male**

% Headcount for years 2023 and 2024	2023		2024		2023		2024	
	2023	2024	2023	2024	2023	2024	2023	2024
Pay Band	1 – 4	1 – 4	5 – 7	5 – 7	8a – 9	8a – 9	Non-AfC	Non-AfC
Female	91.7%	88.1%	86.9%	86.8%	74.8%	71.6%	48.6%	48.5%
Male	8.3%	11.9%	13.1%	13.2%	25.2%	28.4%	51.4%	51.5%

Key Changes vs 2024

- **Female representation increased** (76.3% → 81.6%).
- **Male representation decreased** (23.7% → 18.4%).
- Senior Non-AfC roles remain **male-heavy**, but:
- 2024 saw **three women appointed as Directors**, improving executive diversity and reducing the gender pay gap.



2023 All ICB Staff by Sex: **Female 77.3% - Male 22.7%**

2024 All ICB Staff by Sex: **Female 76.3% - Male 23.7 %**

2025 All ICB Staff by Sex: **Female 81.6 % - Male 18.4%**

2025 workforce profile by Sexual Orientation

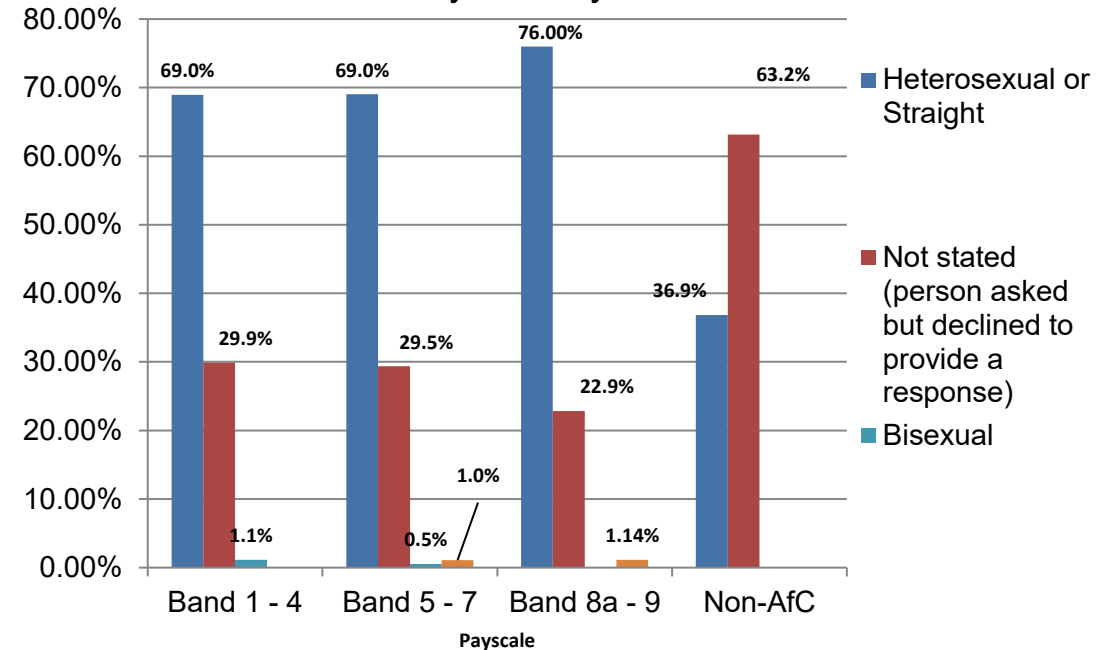
- Heterosexual/Straight: **69%** (2024 = 67.8%)
- LGB: **1.2%** (2024 = 1.5%)
- Not stated: **29.8%** (2024 = 30.7%)

% Headcount for years 2023 2024	2023		2024		2023		2024	
	2023	2024	2023	2024	2023	2024	2023	2024
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-AfC	Non-AfC
Heterosexual or Straight	66.7%	59.5%	78.6%	69.8%	75.6%	75.7%	40.0%	36.4%
Not stated	33.3%	40.5%	17.9%	28.3%	22.1%	22.3%	60.0%	63.6%
Gay or Lesbian	0.0%	0%	1.2%	0.9%	2.4%	0%	0.0%	0%
Bisexual	0.0%	0%	2.4%	0.9%	0.0%	2%	0.0%	0%

Key Changes vs 2024

- **Small decrease in LGB disclosure** (likely linked to nondisclosure trends).
- **Slight increase in heterosexual identification.**
- **Nondisclosure reduced slightly but** remains high especially in Non-AfC roles.

Staffs and SoT ICB Workforce 30/09/2025 :
Payscale By Sexual Orientation



2023 ICB Staff: : **LGB 2.1%** - Heterosexual or Straight **70.9%** - Not stated **27.0%**

2024 ICB Staff: : **LGB 1.5%** - Heterosexual or Straight **67.8%** - Not stated **30.7%**

2025 ICB Staff: : **LGB 1.2%** - Heterosexual or Straight **69%** - Not stated **29.8%**

2025 workforce profile by Working Pattern

- Full-time: **66.5%**
- Part-time: **33.5%**

% Headcount for years 2023 – 2024	2023	2024	2023	2024	2023	2024	2023	2024
	Afc Pay Band 1 – 4	Afc Pay Band 1 – 4	Afc Pay Band 5 – 7	Afc Pay Band 5 - 7	Afc Pay Band 8a – 9	Afc Pay Band 8a – 9	Non-AfC	Non-AfC
Full-Time	66.7%	59.5%	84.5%	76.4%	75.6%	73.7%	25.7%	18.2%
Part-Time	33.3%	40.5%	15.5%	23.6%	24.4%	26.3%	74.3%	81.8%

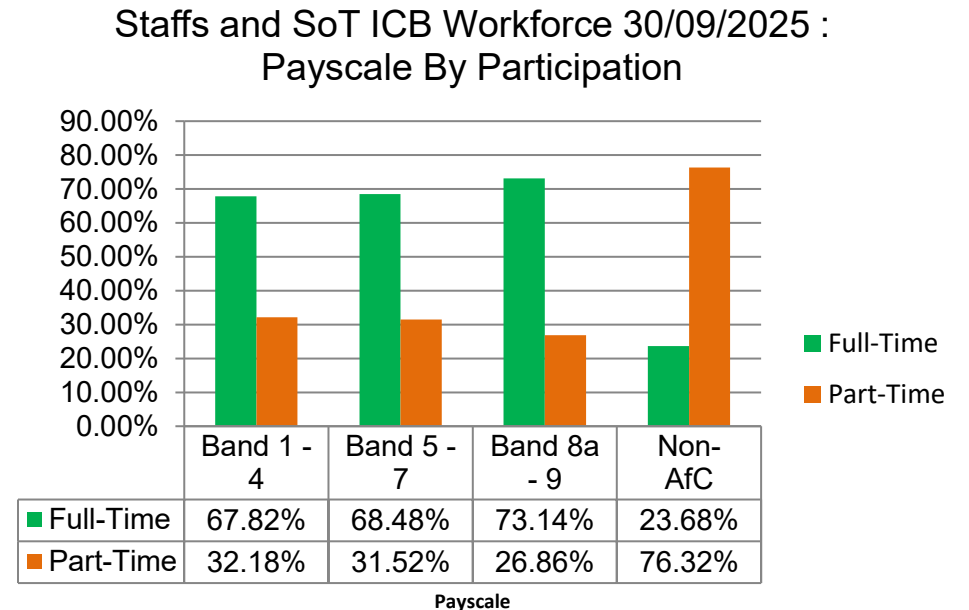
2023: ICB Staff by Participation: **Full Time 70.9%** - **Part-Time 29.1%**

2024: ICB Staff by Participation: Full Time 67.2 % - Part-Time 32.8%

2025: ICB Staff by Participation: Full Time 66.5% - Part-Time 33.5%

Key Changes vs 2024

- **Full-time decreased** slightly (67.2% → 66.5%)
- **Part-time increased** (32.8% → 33.5%)
- Continues multiyear trend toward more flexible working



ICB Workforce Profile by Directorate



ICB Workforce Profile by Directorate

This section of the report provides a profile of ICB staff in post as of the 30.09.2024 by ICB directorate. To preserve anonymity staff numbers are replaced with percentages as to make it difficult to identify individual staff.

While the ICB will always continue to monitor its workforce profile from all 9 protected characteristics, we must also consider low staff numbers (and their anonymity) within directorates. Any directorate with fewer than 10 staff will not be included in this section of the report.

We publish equality-driven data and focus on areas where EDI is most relevant and evidence-based. For this section, we will concentrate on Age, Disability, Race, and Sex, as these are most represented in our workforce. Other characteristics, such as sexual orientation and religion or belief, are not consistently disclosed, limiting reliable analysis.

These figures represent individual directorates it is important to understand that when working with such small figures, small changes in staff numbers can substantially alter the demographic profile of a workforce.

Summary by Directorate

Directorate analysis shows **considerable variation** in workforce composition, driven by functional differences and small cohort effects.

- **Corporate Governance** shows increased disability declaration and a growing younger workforce (25–34).
- **Delivery** exhibits the **strongest growth in ethnic diversity**, particularly at Bands 1–4, and a more balanced gender mix in Bands 5–7.
- **Finance, Performance & Information** remains predominantly White and mid-age range with some increase in female representation in senior AfC roles but growing male dominance in Non-AfC positions.
- **Medical** continues to be **one of the ICB's most diverse directorates**, with strong Asian representation in Non-AfC roles and balanced gender representation at senior levels.
- **Nursing & Therapies** is the most female-dominated directorate (89–94% across AfC bands) with small increases in disability declaration.
- **People Directorate** profiles are affected by nondisclosure rates, though some improvement in ethnic diversity is visible.
- **Transformation** shows slight increases in senior ethnic diversity and disability declaration, with diverging gender patterns across pay bands.

Across all directorates, **Under-25 representation remains low**, disability nondisclosure is higher in Non-AfC roles, and directorate-level diversity is sensitive to small staffing changes.

ICB Workforce Profile by Directorate – Corporate Governance

Age	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9
Under 25	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
25-34	21.1%	29.4%	24.0%	25.0%	0.0%	0.0%
35-44	10.5%	11.8%	12.0%	12.5%	33.3%	33.3%
45-54	21.1%	17.6%	24.0%	20.8%	66.7%	50.0%
55-64	36.8%	35.3%	28.0%	33.3%	0.0%	16.7%
65+	10.5%	5.9%	12.0%	8.3%	0.0%	0.0%

Broad Ethnic Group	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9
White	89.5%	88.2%	96.0%	95.8%	100.0%	100.0%
Asian*	0.0%	0.0%	4.0%	4.2%	0.0%	0.0%
Mixed	5.3%	5.9%	0.0%	0.0%	0.0%	0.0%
Black	5.3%	5.9%	0.0%	0.0%	0.0%	0.0%
Not Stated	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Disability	2024	2025	2024	2025	2024	2025
Afc Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9
No	84.2%	76.5%	88.0%	87.5%	83.3%	83.3%
Yes	15.8%	23.5%	8.0%	8.3%	16.7%	16.7%
Not Stated	0.0%	0.0%	4.0%	4.2%	0.0%	0.0%

Sex	2024	2025	2024	2025	2024	2025
Pay Band	1 – 4	1 – 4	5 – 7	5 – 7	8a – 9	8a – 9
Female	100.0%	100.0%	100.0%	100.0%	83.3%	83.3%
Male	0.0%	0.0%	0.0%	0.0%	16.7%	16.7%

ICB Workforce Profile by Directorate – Delivery

Age	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Under 25	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%		0.0%
25-34	0.0%	14.3%	20.0%	33.3%	10.0%	9.5%		0.0%
35-44	33.3%	42.9%	20.0%	16.7%	25.0%	23.8%		33.3%
45-54	66.7%	14.3%	60.0%	33.3%	30.0%	33.3%		66.7%
55-64	0.0%	14.3%	0.0%	16.7%	35.0%	33.3%		0.0%
65+	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%

Broad Ethnic Group	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
White	100.0%	57.1%	80.0%	83.3%	95.0%	95.2%		66.7%
Asian*	0%	28.6%	20%	16.7%	5%	4.8%		33.3%
Mixed	0%	14.3%	0%	0.0%	0%	0.0%		0.0%
Black	0%	0.0%	0%	0.0%	0%	0.0%		0.0%
Not Stated	0%	0.0%	0%	0.0%	0%	0.0%		0.0%
Other	0%	0.0%	0%	0.0%	0%	0.0%		0.0%

Disability	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
No	100.0%	85.7%	80.0%	100.0%	70.0%	81.0%		66.7%
Yes	0.0%	0.0%	20.0%	0.0%	30.0%	19.0%		0.0%
Not Stated	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%		33.3%

Sex	2024	2025	2024	2025	2024	2025	2024	2025
Pay Band	1 – 4	1 – 4	5 – 7	5 – 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Female	100.0%	100.0%	80.0%	66.7%	70.0%	71.4%		66.7%
Male	0.0%	0.0%	20.0%	33.3%	30.0%	28.6%		33.3%

ICB Workforce Profile by Directorate – Finance Performance and Information

Age	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Under 25	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
25-34	20.0%	20.0%	20.0%	19.0%	10.0%	3.2%	0.0%	0.0%
35-44	60.0%	60.0%	30.0%	23.8%	33.3%	35.5%	0.0%	0.0%
45-54	10.0%	10.0%	35.0%	38.1%	43.3%	38.7%	0.0%	0.0%
55-64	0.0%	0.0%	15.0%	19.0%	13.3%	22.6%	0.0%	0.0%
65+	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Disability	2024	2025	2024	2025	2024	2025	2024	2025
Afc Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
No	100.0%	100.0%	90.0%	90.5%	96.7%	90.3%	0.0%	100.0%
Yes	0.0%	0.0%	5.0%	4.8%	0.0%	3.2%	0.0%	0.0%
Not Stated	0.0%	0.0%	5.0%	4.8%	3.3%	6.5%	0.0%	0.0%

Broad Ethnic Group	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
White	80.0%	80.0%	90.0%	90.5%	93.3%	93.6%	0.0%	0.0%
Asian*	20.0%	20.0%	5.0%	4.8%	6.7%	6.5%	0.0%	0.0%
Mixed	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Black	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not Stated	0.0%	0.0%	5.0%	4.8%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Sex	2024	2025	2024	2025	2024	2025	2024	2025
Pay Band	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Female	50.0%	50.0%	65.0%	66.7%	46.7%	54.8%	0.0%	0.00%
Male	50.0%	50.0%	35.0%	33.3%	53.3%	45.2%	0.0%	100.0%

ICB Workforce Profile by Directorate – Medical

Age	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Under 25	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
25-34	0.0%	0.0%	22.2%	19.4%	2.0%	1.9%	0.0%	5.9%
35-44	0.0%	0.0%	30.6%	22.2%	42.0%	37.7%	22.2%	17.6%
45-54	0.0%	0.0%	27.8%	33.3%	36.0%	39.6%	44.4%	23.5%
55-64	0.0%	0.0%	19.4%	22.2%	20.0%	20.8%	33.3%	52.9%
65+	0.0%	0.0%	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%

Broad Ethnic Group	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
White	0.0%	0.0%	94.4%	91.7%	80.0%	79.2%	61.1%	58.8%
Asian*	0.0%	0.0%	5.6%	5.6%	14.0%	13.2%	33.3%	35.3%
Mixed	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Black	0.0%	0.0%	0.0%	2.8%	4.0%	3.8%	0.0%	0.0%
Not Stated	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	5.6%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Disability	2024	2025	2024	2025	2024	2025	2024	2025
Afc Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
No	0.0%	0.0%	86.1%	91.7%	88.0%	84.9%	77.8%	76.5%
Yes	0.0%	0.0%	8.3%	5.6%	8.0%	9.4%	0.0%	0.0%
Not Stated	0.0%	0.0%	5.6%	2.8%	4.0%	5.7%	22.2%	23.5%

Sex	2024	2025	2024	2025	2024	2025	2024	2025
Pay Band	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Female	0.0%	0.0%	91.7%	91.7%	72.0%	75.5%	50.0%	47.1%
Male	0.0%	0.0%	8.3%	8.3%	28.0%	24.5%	50.0%	52.9%

ICB Workforce Profile by Directorate – Nursing and Therapies

Age	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Under 25	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
25-34	40.0%	31.9%	20.0%	10.9%	3.7%	0.0%	0.0%	0.0%
35-44	20.0%	19.1%	20.0%	32.8%	22.2%	32.4%	0.0%	0.0%
45-54	20.0%	23.4%	20.0%	34.4%	40.7%	35.1%	0.0%	0.0%
55-64	20.0%	19.1%	40.0%	20.3%	29.6%	27.0%	100.0%	0.0%
65+	0.0%	6.4%	0.0%	1.6%	3.7%	5.4%	0.0%	0.0%

Broad Ethnic Group	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
White	90.0%	89.4%	90.0%	95.3%	100.0%	100.0%	100.0%	0.0%
Asian*	0.0%	6.4%	10.0%	4.7%	0.0%	0.0%	0.0%	0.0%
Mixed	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Black	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not Stated	10.0%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Disability	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
No	90.0%	83.0%	80.0%	84.4%	96.3%	89.2%	0.0%	0.0%
Yes	0.0%	6.4%	10.0%	7.8%	0.0%	8.1%	100.0%	0.0%
Not Stated	10.0%	10.6%	10.0%	7.8%	3.7%	2.7%	0.0%	0.0%

Sex	2024	2025	2024	2025	2024	2025	2024	2025
Pay Band	1 – 4	1 – 4	5 – 7	5 – 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Female	100.0%	93.6%	90.0%	92.2%	88.9%	89.2%	100.0%	0.0%
Male	0.0%	6.4%	10.0%	7.8%	11.1%	10.8%	0.0%	0.0%

ICB Workforce Profile by Directorate – People

Age	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Under 25	<10	0.0%	<10	0.0%	<10	0.0%	<10	0.0%
25-34	<10	16.7%	<10	18.8%	<10	0.0%	<10	0.0%
35-44	<10	66.7%	<10	31.3%	<10	50.0%	<10	0.0%
45-54	<10	0.0%	<10	31.3%	<10	50.0%	<10	0.0%
55-64	<10	16.7%	<10	12.5%	<10	0.0%	<10	0.0%
65+	<10	0.0%	<10	6.3%	<10	0.0%	<10	0.0%

Broad Ethnic Group	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
White	<10	66.7%	<10	87.5%	<10	100.0%	<10	0.0%
Asian*	<10	16.7%	<10	0.0%	<10	0.0%	<10	0.0%
Mixed	<10	0.0%	<10	6.3%	<10	0.0%	<10	0.0%
Black	<10	0.0%	<10	0.0%	<10	0.0%	<10	0.0%
Not Stated	<10	0.0%	<10	0.0%	<10	0.0%	<10	0.0%
Other	<10	16.7%	<10	6.3%	<10	0.0%	<10	0.0%

Disability	2024	2025	2024	2025	2024	2025	2024	2025
Afc Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
No	<10	0.0%	<10	37.5%	<10	12.5%	<10	0.0%
Yes	<10	0.0%	<10	6.3%	<10	12.5%	<10	0.0%
Not Stated	<10	100.0%	<10	56.3%	<10	75.0%	<10	0.0%

Sex	2024	2025	2024	2025	2024	2025	2024	2025
Pay Band	1 – 4	1 – 4	5 – 7	5 – 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Female	<10	83.3%	<10	93.8%	<10	87.5%	<10	0.0%
Male	<10	16.7%	<10	6.3%	<10	12.5%	<10	0.0%

ICB Workforce Profile by Directorate – Transformation

Age	2024	2025	2024	2025	2024	2025		
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Under 25	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
25-34	0.0%	0.0%	14.3%	17.6%	0.0%	5.3%	0.0%	0.0%
35-44	0.0%	0.0%	42.9%	29.4%	21.4%	26.3%	0.0%	0.0%
45-54	0.0%	0.0%	14.3%	29.4%	57.1%	47.4%	0.0%	0.0%
55-64	0.0%	0.0%	28.6%	23.5%	21.4%	21.1%	0.0%	0.0%
65+	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Broad Ethnic Group	2024	2025	2024	2025	2024	2025	2024	2025
Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
White	0.0%	0.0%	85.7%	70.6%	92.9%	94.7%	0.0%	0.0%
Asian*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mixed	0.0%	0.0%	14.3%	17.6%	7.1%	5.3%	0.0%	0.0%
Black	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not Stated	0.0%	0.0%	0.0%	11.8%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Disability	2024	2025	2024	2025	2024	2025	2024	2025
Afc Pay Bands	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
No	0.0%	0.0%	85.7%	94.1%	85.7%	78.9%	0.0%	0.0%
Yes	0.0%	0.0%	14.3%	5.9%	7.1%	15.8%	0.0%	0.0%
Not Stated	0.0%	0.0%	0.0%	0.0%	7.1%	5.3%	0.0%	0.0%

Sex	2024	2025	2024	2025	2024	2025	2024	2025
Pay Band	1 – 4	1 – 4	5 – 7	5 - 7	8a – 9	8a – 9	Non-Afc	Non-Afc
Female	0.0%	0.0%	85.7%	94.1%	85.7%	78.9%	0.0%	0.0%
Male	0.0%	0.0%	14.3%	5.9%	14.3%	21.1%	0.0%	0.0%

Staffordshire and Stoke-on-Trent Integrated Care Board - Recruitment.

Recruitment process data by disaggregated Protected Characteristics 2025



Summary Recruitment Profile (Oct 2024–Sep 2025)

Recruitment Profile (Oct 2024–Sep 2025)

A total of **574 people** applied for ICB roles, with **104 shortlisted**, **79 interviewed**, and **35 appointed**. Recruitment advertising attracted **high levels of ethnic diversity**, including 22% Black and 22% Asian applicants.

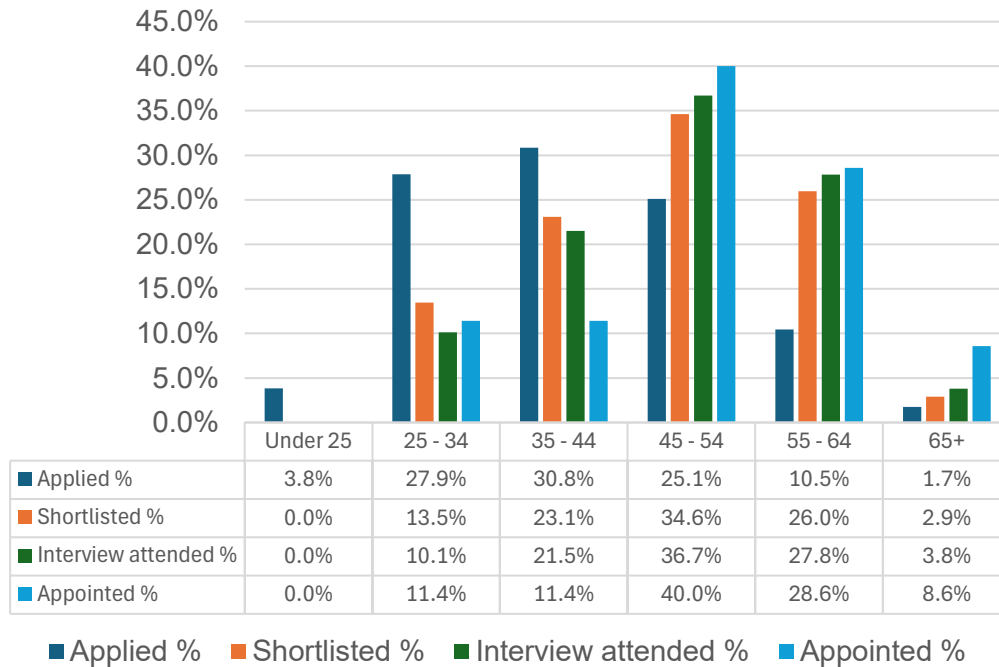
However, several areas for consideration were identified across the recruitment pipeline:

- **No Under-25 applicants were shortlisted, interviewed, or appointed**, despite representing almost 4% of applicants.
- **Disability representation dropped** (10.8% applied → 2.9% appointed), indicating potential structural barriers, set in the context of high none disclosure levels.
- **Black representation dropped through the recruitment stages from 22% of applicants to 3.8% at shortlist with 0% appointed.**
- More than **half of appointed candidates did not disclose their ethnicity, religion, or sexual orientation**, compared to much lower nondisclosure at application stage.
- Female applicants were slightly more successful overall (65.7% of appointments), aligning with wider ICB gender patterns.

Age.

Of the 574 applicants, 99.8% of applicants provided this information and represented a broad range of age groups. Applicants who were shortlisted, interviewed and appointed represented a wide spread of age groups. 3.8% of applicants who applied were under 25, none were shortlisted, interviewed or appointed.

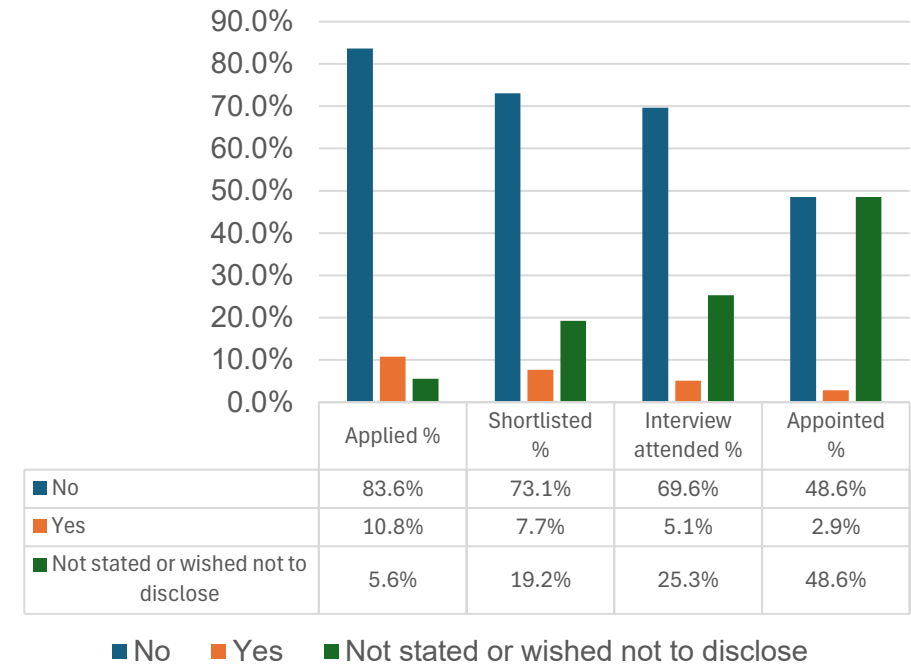
Applicants by Age



Disability

Of the 574 applicants 10.8% identified as having a disability. Of the 104 applicants who were shortlisted 7.7% were disabled. 79 applicants were interviewed 5.1% of which identified as having a disability. Of the 35 applicants who were appointed 2.9% were disabled. 5.6% of the 574 applicants either did not state or chose not to disclose their status.

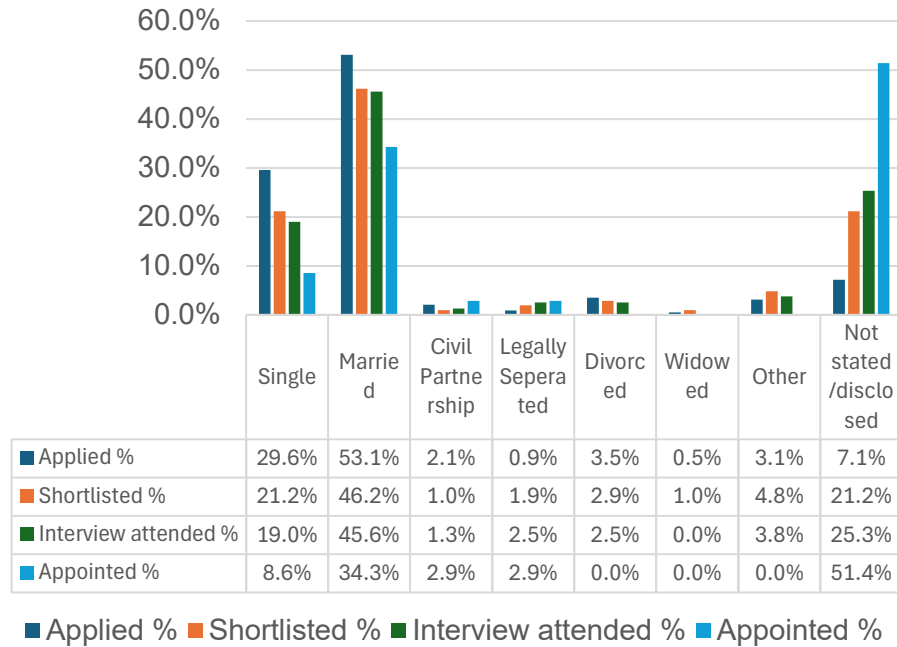
Applicants by Disability



Marriage and Civil Partnership

Of the applicants 574, 104 were shortlisted of which 46.2 % identified as being married and 1% identified as being in a civil partnership. Of the 35 applicants who were appointed, 34.3% were married, 2.3 % in a civil partnership and 51.4% did not disclose their status.

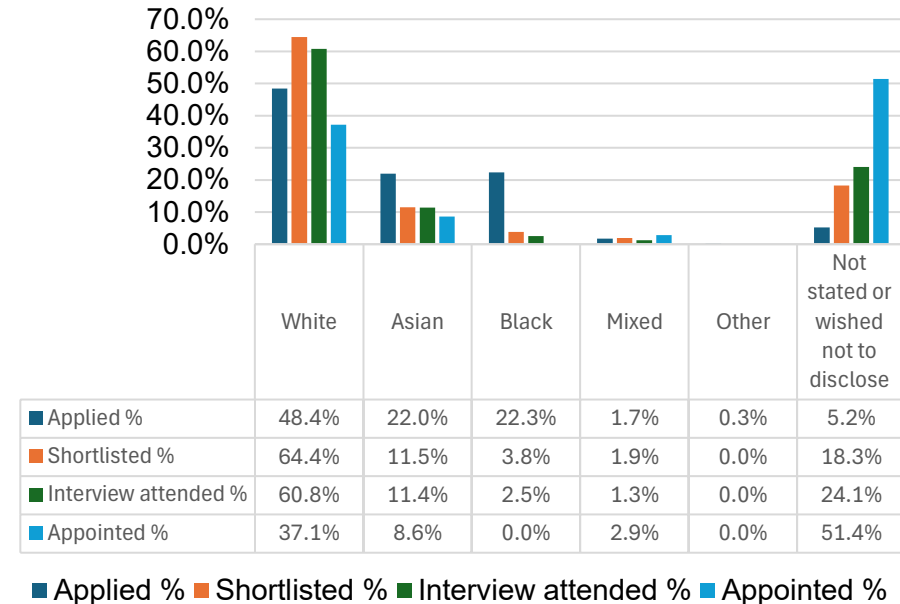
Applicants by Marital Status



Race

The data has been presented by broad ethnic groups. Of the 104 applicants who were shortlisted 48.4 % identified as White, 22 % Asian, 22.3 % Black, 1.7 % mixed heritage, 0.3 % other ethnic group and 5.2 % did not disclose. Of the 35 applicants who were appointed 37.1 % were White, 8.6 % Asian, 0 % black, 2.3% mixed heritage and 51.4 % of applicants did not disclose their ethnicity.

Applicants by Broad Race/Ethnic Group

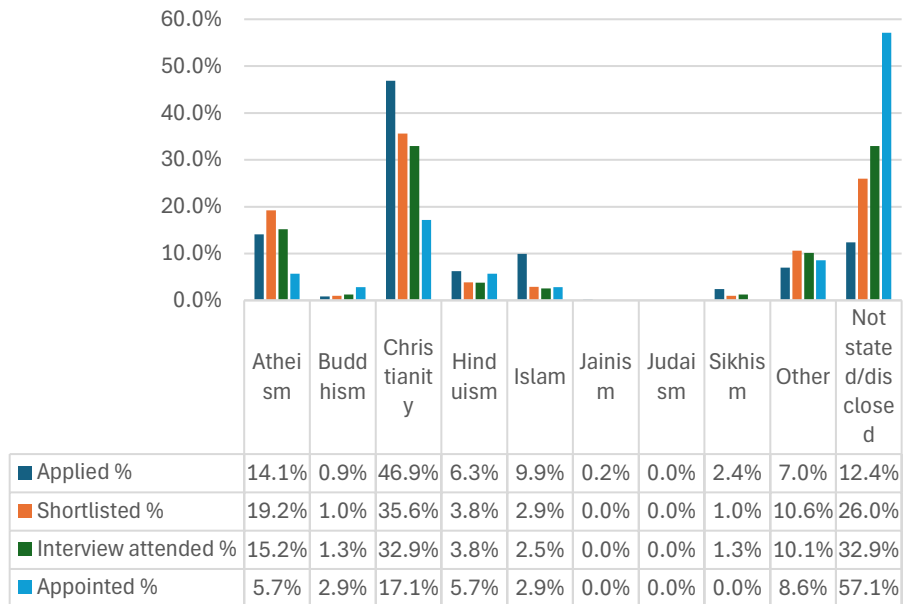


*The Census Bureau defines a person of the Asian race as “having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.”

Religion or Belief

Most applicants who applied identified as Christian. Of the 574 applicants 46.9% were Christian, 12.4 % either did not wish to disclose or not stated, 14.1 % identified as Atheist, 9.9 % Islam, 6.3 % Hinduism and 7 % Other. Of the successful applicants 57.1% came from the group that did not disclose their religion.

Applicants by Religion or Belief

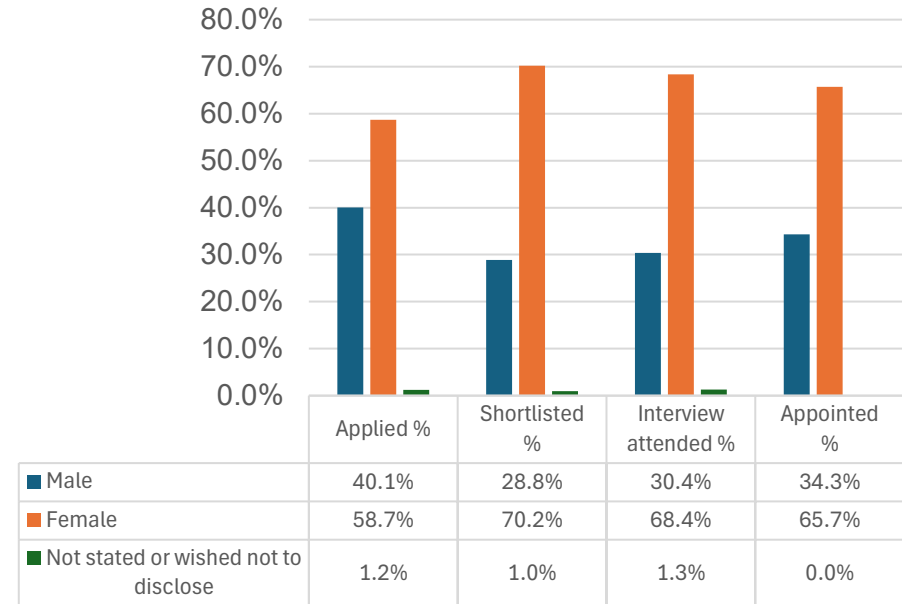


■ Applied % ■ Shortlisted % ■ Interview attended % ■ Appointed %

Sex (Female Male)

Of the 574 applicants all but 1.2 % identified their sex, with 58.7% female and 40.1% male. Of the applicants that were appointed 65.7% were female and 34.3% were male.

Applicants by Sex

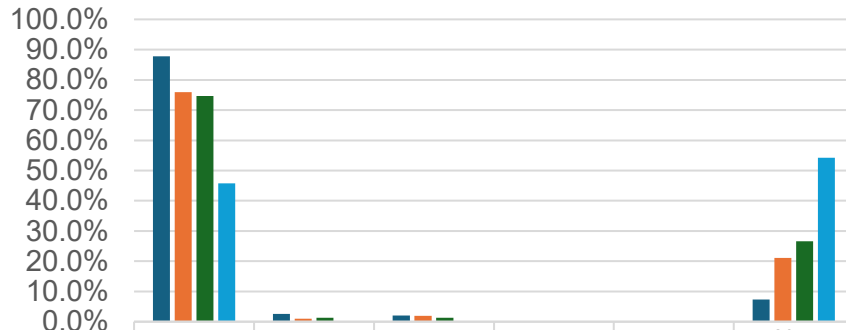


■ Male ■ Female ■ Not stated or wished not to disclose

Sexual Orientation.

Of the 574 applicants, 87.8% identified as Heterosexual or Straight, 7.3% not stated or did not wish to disclose totalling 7.3%, 2.6% Gay or Lesbian , 2.1% Bisexual %, 0.2% other orientation not stated. Of the successful applicants; 45.7% identified as Heterosexual or Straight, 54.3% had not stated or did not wish to disclose their status.

Applicants by Sexual Orientation



	Heterosexual or Straight	Gay or Lesbian	Bisexual	Other Orientation not listed	Undecided	Not stated or wished not to disclose
Applied %	87.8%	2.6%	2.1%	0.2%	0.0%	7.3%
Shortlisted %	76.0%	1.0%	1.9%	0.0%	0.0%	21.2%
Interview attended %	74.7%	1.3%	1.3%	0.0%	0.0%	26.6%
Appointed %	45.7%	0.0%	0.0%	0.0%	0.0%	54.3%

■ Applied % ■ Shortlisted % ■ Interview attended % ■ Appointed %

Conclusion

During 2025, progress against the ICB’s Workforce Diversity Profile Report actions was unavoidably impacted by the wider ICB reform programme, including structural changes across the organisation. These changes required operational focus and resulted in some planned equality, diversity and inclusion (EDI) activities being paused or scaled back.

The establishment of a shared cluster arrangement with Shropshire, Telford and Wrekin ICB has introduced new opportunities for collaboration but has also highlighted variation in how each ICB interprets and implements EDI and its Public Sector Equality Duty (PSED) responsibilities.

As these operational and governance arrangements continue to embed, it is anticipated that a unified and consistent cross-ICB approach to PSED and workforce equality will be required to ensure alignment, accountability, and improved collective impact going forward.

Overall Summary & Next Steps

Some areas show encouraging progress particularly improvements in ethnic diversity at senior levels, rising disability declaration, and strong female representation in leadership. The information demonstrates:

- **Underrepresentation of disabled and Black applicants during recruitment**
- **High nondisclosure among appointed candidates**, limiting visibility of equality outcomes
- **Low early-career (under 25yr) representation**, affecting talent pipelines
- **Historical gender imbalance**, particularly between AfC and Non-AfC roles
- **Directorate variation**, demonstrating a need for tailored EDI action planning

As the ICB continues to embed organisational reform and cluster arrangements leading to a potential merger with Shropshire, Telford and Wrekin, the data signals clear priorities and opportunities for strengthening equality, diversity and inclusion, ensuring a more representative workforce and a fair, transparent recruitment process.

Next Steps

The ICBs have developed a joint proposed PSED Workforce Objective and supporting actions, drawing directly on the key themes and disparities identified across both the SSoT and STW Workforce Diversity Profile Reports. These proposals provide a coherent, system-wide approach to strengthening equality, diversity and inclusion within our workforce. The joint objective and actions will be presented to the Executive Board for review and consideration as the next step in aligning our statutory duties with measurable improvement for our people.