WIRRAL

Workforce Equality Report 2016/17

Contents

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مجلس ويرال **Wirral** ملتزم بإمكانية توفير المعلومات ليمكن الحصول عليها بواسطة كل فرد. يمكنك الذهاب الى وحدة الخدمات المتعددة او اتصل تلفونياً على مركزنا للاتصالات على الرقم 2020 606 (0151) للمساعدة والنصح إذا ترغب فى المعلومات مترجمة او فى شكل آخر كالكتابة بخطوط كبيرة، بكتابة بريل او شريط كاسيت.

(Arabic)

উইরাল কাউন্সিল সকলের কাছে তথ্য পৌছে দেওয়ার জন্য দায়বদ্ধ । আপনি আমাদের ওয়ান-স্টপ-শপে ভিজিট করতে পারেন বা আমাদের কল সেন্টারে (0151) 606 2020 –এই নম্বরে সাহায্য ও পরামর্শের জন্য ফোন করতে পারেন যদি আপনি তথ্য অনুবাদিত, অন্য ফরম্যাটে, বড়ো হরফে ছাপায় বা ব্রেইল লিপিতে পেতে চান ।

(Bengali)

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(Mandarin)

Tá Comhairle Wirral tiomanta le heolas a chur ar fail do gach duine. Is féidir leat cuairt a thabhairt ar an ionad ilfhreastail is áitiúla duit nó glaoch a chur ar an lárionad glaonna s'againn ar (0151) 606 2020 chun tacaíocht agus comhairle a fháil má tá eolas de dhíth ort aistrithe nó i bhfoirm éigin eile, mar shampla, cló mór, Braille nó closmheáin.

(Gaelic)

विरल कौंसिल, सभी लोगों के लिए जानकारी को पहुँचयोग बनाने के लिए वचनबँध है। यदि आपको किसी जानकारी के हिन्दी में अनुवाद की या किसी और रूप में जैसे कि बड़े अक्षरों में छपाई, बरेल में या कैस्टि के रुप में अवाश्यक्ता हो तो सलाह और मदद प्राप्त करने के लिए आप अपनी सथानीय वँन स्टाप शाप में जा सकते हैं या इस नम्बर पर (०१५१) ६०६ २०२० पर हमारे किसी भी एक काल सैंटर में टैलीफोन कर सकते है।

(Hindi)

Rada Miejska Wirral stara się, aby informacje były dostępne dla wszystkich. Mogą Państwo odwiedzić miejscowy ośrodek informacyjny (one stop shop) lub zadzwonić do naszego biura obsługi klienta pod numer telefonu (0151) 606 2020 po wsparcie i porady, jeśli informacje wymagane są w innym języku lub formacie, np dużym drukiem, w wersji audio lub w alfabecie Braille'a.

(Polish)

ਵਿਰਲ ਕੌਂਸਲ ਸਾਰਿਆਂ ਲਈ ਜਾਣਕਾਰੀ ਪਹੁੰਚਯੋਗ ਬਣਾਉਣ ਲਈ ਵਚਨਬੱਧ ਹੈ। ਜੇ ਤੁਹਾਨੂੰ ਜਾਣਕਾਰੀ ਦੇ ਪੰਜਾਬੀ ਵਿੱਚ ਤਰਜਮੇ ਦੀ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿੱਚ ਜਿਵੇਂ ਕਿ ਵੱਡੇ ਅੱਖਰਾਂ ਵਿੱਚ ਛਪਾਈ, ਬਰੇਲ ਵਿੱਚ ਜਾਂ ਕੈਸਿਟ ਦੇ ਰੂਪ ਵਿੱਚ ਲੋੜ ਹੈ ਤਾਂ ਸਲਾਹ ਅਤੇ ਸਹਾਇਤਾ ਲੈਣ ਲਈ ਤੁਸੀਂ ਆਪਣੀ ਸਥਾਨਿਕ ਵੱਨ ਸਟਾਪ ਸ਼ੌਪ ਵਿੱਚ ਜਾ ਸਕਦੇ ਹੋ ਜਾਂ ਇਸ ਨੰਬਰ (0151) 606 2020 ਤੇ ਸਾਡੇ ਕਿਸੇ ਕਾਲ ਸੈਂਟਰ ਵਿੱਚ ਟੈਲੀਫੋਨ ਕਰ ਸਕਦੇ ਹੋ।

(Punjabi)

Gollaha Wirral waxa uu isku xil-saarey in uu wargelinta ka yeelo wax uu qof walba heli karo. Waxa aad booqan kartaa Dukaanka Hal-Mar-Joogsiga ah ee xaafadaada ama sooba wac xarruuntayada soo wicitaanka oo laga helo (0151) 606 2020 si aad tageero iyo la tallin uga hesho haddii aad u baahan tahay in wargelinta luqad kale loogu turjumo ama looga soo dhigo qaab kale sida far waaweyn, farta ee Braille ama cajallad maqal ah.

(Somali)

ویرال کونسل معلومات کو ہرایک کیلئے قابل رسائی بنانے کیلئے پابند عہد ہے۔ اگرآپ کو معلومات ترجمہ شدہ یا کسی دیگر شکل جیسے بڑے حروف، بریل یا آڈیو کی شکل میں مطلوب ہو تو آپ مدد اور مشورے کیلئے اپنے مقامی ون اسٹاپ شاپ پر آ سکتے ہیں یا ہمارے کال سنٹر کو 2020 606 (0151) پر فون کریں۔

(Urdu)

Introduction

I am pleased to present this Workforce Equality report 2016/17, providing information on our workforce in accordance with the Equality Act (2010) and Public Sector Equality Duty (2011). This report will be refreshed, updated, analysed and published annually. We will use it to form the basis of a workforce strategy which is 'equality-proofed' and fit for our future workforce.

The purpose of the Duty is to help embed equality considerations (which are central to delivering fair and efficient public services) into the day to day activities of public bodies. It encourages public bodies to engage with the diverse communities and workforce affected by their activities to ensure that policies and services are appropriate and accessible to all. This will help shape future service delivery and ensure we meet the needs of our residents with a skilled and committed workforce.

We remain one of the biggest employers in the borough with 87% of our employees living in Wirral.

Our aim is to be a good and fair employer which is broadly representative of the residents who live here.

This report helps monitor our progress on achieving a workforce which is inclusive and representative of the borough's population. The statistical analysis also provides information on the areas where under-representation is apparent to help us identify potential positive actions that will help to minimise those imbalances.

Eric Robinson
Chief Executive

Organisational context

Over the past seven years the Council has made major financial savings, and is a now an employer of a smaller, but still significant number of people.

We have reduced our workforce by 2,098 between 1 April 2010 and 31 March 2017.

This has clearly had an impact on our workforce and its make-up. The numbers of leavers over this period has been unprecedented.

In 2016/17, 293 employees left the organisation. This has also meant:

- There are limited opportunities to impact the workforce profile of the organisation in terms of under-represented protected characteristics; external recruitment is limited for many roles because of the Council's priority to redeploy internal employees that have been displaced.
- A reduction in the amount of internal movement within the organisation.

The Council collects workforce data predominately through our HR/Payroll 'self-serve' which is the Council's HR business system that employees use to book annual leave, claim mileage and also enter and update their own personal equality details. The data we collect and what we do with the information is detailed in the Council's Workforce Monitoring Policy.

Currently around 79% of employees have provided equality data (some, not all categories) on the Self-serve system. Whilst we acknowledge the right not to declare, this number is lower than we would expect, so we aim to undertake a targeted campaign to raise awareness amongst our workforce to encourage employees to complete this information to allow us to monitor the impact of key policies, plans and decisions.

There are also some gaps in the equality data that we currently record on the Self-serve system. Work is continuing and during 2017/18 we will be releasing further modules on the Self-serve system in relation to employees training records and recruitment and selection which are two significant areas. This will mean that the equality information we can monitor and publish in relation to this is more accurate and robust.

We are committed to monitoring and analysing our workforce profile. This enables us to compare our workforce to our local population, identifying gaps which may need positive action, with the aim of addressing any imbalance, potential disadvantage or disproportionate impact that is identified in the workplace or in service delivery.

This is an area that we must develop and improve to allow managers to have access to relevant and timely workforce equality information and develop their understanding of how that information should be used to inform the decisions they are taking.

Workforce Profile
Reduction of numbers April 2014 – March 2017

As at March 2017, our workforce was made up of employees on permanent, fixed term, part time and seasonal contracts, including graduates and apprentices. The total headcount within the Council was 3,500. These figures do not include school employees, councillors, consultants and agency staff (unless they have line management responsibilities).

Data
The table below shows the headcount of employees for the last three financial years.

	FY 2014/15	FY 2015/16	FY 2016/17
Headcount	Headcount	Headcount	Headcount
Total	4,360	3,626	3,500

The following table shows the overall headcount change for the three year period.

	Headcount change FY 2014/15 – FY 2016/17	
Headcount	No.	%
Total	-860	-19.8%

What does this tell us?
- The workforce and business function distribution continues to be determined by the new operating model, changes to council services and ever changing priorities. This has led to the organisational headcount continuing to decrease year on year.

- Whilst the number of leavers in the table above shows that 126 employees have left the organisation during 2016/17, a total of 293 employees have actually left. The headcount for 2016/17 includes new starters as well as leavers.

Mitigation
The high numbers of leavers for financial years 2014/15 and 2015/16 was largely due to the implementation of two major projects; Wirral Evolutions and Edsential which led to a total of 332 employees being transferred from the Council to deliver services in alternative delivery models.

In terms of Wirral Evolutions this included employees from Best Bites, Wirral West and Birkenhead, Dale Farm, Royden Park, Eastham, Highcroft, Pensby, Heswall, Cambridge Road and Oakenholt Day Centres. A range of roles including care assistants, cleaners, catering staff were transferred from the Council.

With regard to employees transferred from the Council to Edsential, this included physical education and outdoor education, music and arts, advisory teachers, catering, cleaning and caretaking, metro catering and Oaklands outdoor education centre.

Workforce Profile
Headcount

Our organisation is split into business functions, each of which delivers specific types of services either directly or indirectly to residents, communities and customers of our Borough.

Data
The headcount comparison for each business function is shown in the table below:

Function	Headcount FY 2014/15	Headcount FY 2015/16	Headcount FY 2016/17	% of Workforce FY 2016/17	Change FY 2014/15 2016/17	Change FY 2014/15 2016/17
Business Services	632	604	588	16.8%	-44	-7.0%
Children's Services	992	559	542	15.5%	-450	-45.3%
Delivery Services	2,547	2,277	2,176	62.2%	-371	-17.0%
Strategic Hub	179	175	179	5.1%	0	0.0%
Transformation	10	11	15	0.4%	5	33.3%
Total	**4,360**	**3,626**	**3,500**	**100.0%**	**860**	**100.0%**

What does this tell us?
- The workforce and business function distribution continues to be determined by the new operating model, changes to council services and ever changing priorities.

- This has led to the organisational headcount continuing to decrease year on year.

Mitigation
We have created a new form of business functions. For purposes of this report, we have mapped employees to those functions for previous years.

Workforce Profile
Reasons for leaving

Data

The table below highlights the numbers of staff who have left and by gender during 2016/17.

Gender	FY 2016/17	
	No.	%
Female	209	71%
Male	84	29%
Total	**293**	

Below is a table that highlights the numbers of staff who have left and the reasons for leaving the organisation during 2016/17.

Reason for leaving	No.	%
Career Break	0	0.0%
Contract Outsourced	8	2.7%
Death In Service	2	0.7%
Dismissal	5	1.7%
Early Voluntary Retirement	2	0.7%
Employment with other Authority	20	6.8%
End Of Contract	19	6.5%
Ill Health Retirement	16	5.5%
Left After Maternity	1	0.3%
Normal Retirement Age	25	8.5%
Redundancy	14	4.8%
Resigned	113	38.6%
Severance (including EVR)	69	23.5%
Total	**293**	

What does this tell us?

- The gender split of staff leaving is disproportionate when compared to the overall gender of the workforce of women at 64% and men at 36%, with more women leaving (71%) and less men (29%).

Mitigation

There is no evidence to suggest any concerns or that this is a specific gender related issue.

What do we need to do?

➢ Employees have the option to complete an online exit survey. The findings of the survey need to be interrogated to ascertain if there may have been any specific gender related, or other protected characteristic issues.

Workforce Profile
Age profile

Data

The table below shows the age profile of our employees, as well as figures for the last three years.

Age bands	FY 2014/15		FY 2015/16		FY 2016/17		Change	*Wirral Estimates	*Wirral Estimates
	No	%	No.	%	No.	%	%	No.	%
16 - 20	4	0.1%	14	0.4%	16	0.5%	300.00%	18,081	8.9%
21 - 25	114	2.6%	76	2.1%	69	2.0%	-39.47%	17,896	8.8%
26 - 30	269	6.2%	230	6.3%	221	6.3%	-17.84%	18,437	9.1%
31 - 35	343	7.9%	289	8.0%	279	8.0%	-18.66%	17,946	8.9%
36 - 40	386	8.9%	358	9.9%	346	9.9%	-10.36%	17,438	8.6%
41 - 45	568	13.0%	412	11.4%	374	10.7%	-34.15%	21,839	10.8%
46 - 50	882	20.2%	696	19.2%	623	17.8%	-29.37%	23,720	11.7%
51 - 55	853	19.6%	743	20.5%	728	20.8%	-14.65%	23,411	11.6%
56 - 60	575	13.2%	484	13.3%	521	14.9%	-9.39%	20,521	10.1%
61 - 65	263	6.0%	213	5.9%	219	6.3%	-16.73%	20,155	9.9%
66 +	103	2.4%	111	3.1%	104	3.0%	0.97%	61,833	30.5%
Total	**4,360**		**3,626**		**3,500**			**202,649**	

Estimates are based on Wirral Population figures from the Census 2011

The table below shows the total number of women and those in the over 46 age category for 2016/17.

Total female staff	Aged 46 or over.	% aged 46 or over
2,157	1,343	62.26%

The table below shows the cohort of our female employees in age categories over 46.

Age bands	No. of employees	% aged 46 or over
46 - 50	395	18.31
51 - 55	429	19.89
56 - 60	317	14.70
61 - 65	146	6.77
66 +	56	2.60
Total	**1343**	**62.26%**

What does this tell us?

- Whilst the overall picture broadly remains the same, our younger employee figures are relatively low despite the increase in 16 - 20 age category; however the high numbers of leavers are in the 21 – 25 age category. Whilst aged over 46 accounts for around 62% of the overall workforce.

- Over 62% our female workforce are aged 46 and above, for some services this will mean planning for the implications this may have for future service delivery.

- Compared with local demographical data, we are significantly under-represented in the workforce by younger people, particularly in the 16 – 25 age brackets and are over-represented in the older age brackets of 46 – 60.

Mitigation

We recognise and acknowledge that we have limited recruitment opportunities in times of financial challenges to address any areas of under-representation in challenging times.

There are also limited apprenticeship opportunities which traditionally have been taken up by younger people. However, with the introduction of the Government's Apprenticeship Levy in April 2017, this is likely to improve our younger workforce profile. This is a government set target placed on all public sector organisations such as Local Authorities and the NHS.

With a downsizing workforce, we expect the numbers to reduce more significantly in the over 55 age category.

What do we need to do?

- For Wirral, in terms of the Apprenticeships, based on a target of 2.3% of total workforce of 3,500, this means approximately 80 new apprentices by 2021. We currently have 25 apprentices. The Council has committed to support the recruitment of Apprentices to meet our obligations under the apprenticeship levy.

- The Council also operates a small Graduate Programme to support local graduates into employment.

Workforce Profile
Ethnicity profile

Data

The tables below show the breakdown of headcount by ethnicity.

Ethnicity	FY 2014/15 No	%	FY 2015/16 No.	%	FY 2016/17 No.	%	Change No.	Change %
BME	98	2.2%	84	2.3%	82	2.3%	-17	-0.5%
Prefer not to say	567	13.0%	401	13.3%	378	10.8%	-110	-3.1%
White	3,695	84.7%	3,141	86.6%	3,037	86.8%	-736	-21.0%
Total	**4,360**		**3,626**		**3,500**			

The table below shows the breakdown of our employees by ethnicity and Wirral Population estimates.

Ethnicity	FY 2014/15 No.	%	FY 2015/16 No.	%	FY 2016/17 No.	%	Change %	*Wirral Population estimates No.	%
Asian or Asian British: Bangladeshi	10	0.2%	10	0.3%	10	0.29%	0.00%	851	0.27%
Asian or Asian British: Chinese	11	0.3%	8	0.2%	10	0.29%	-0.03%	1,653	0.52%
Asian or Asian British: Indian	5	0.1%	6	0.2%	5	0.14%	0.03%	1,344	0.42%
Asian or Asian British: Pakistani	0	0.0%	0	0.0%	0	0.0%	0.00%	226	0.07%
Asian or Asian British: Other Asian	14	0.3%	6	0.2%	7	0.20%	-0.20%	1,042	0.33%
Black or Black British: African	9	0.2%	10	0.3%	9	0.26%	0.00%	389	0.12%
Black or Black British: Black Caribbean	3	0.1%	3	0.1%	4	0.11%	0.03%	189	0.06%
Black or Black British: Other Black	4	0.1%	2	0.1%	1	0.03%	-0.09%	117	0.04%
Mixed White and Asian	5	0.1%	6	0.2%	9	0.26%	0.09%	949	0.30%

	FY 2014/15		FY 2015/16		FY 2016/17		Change	*Wirral Population estimates	
Ethnicity	No.	%	No.	%	No.	%	%	No.	%
Mixed White and Black African	11	0.3%	12	0.3%	8	0.23%	-0.09%	558	0.17%
Mixed White and Black Caribbean	9	0.2%	7	0.2%	7	0.20%	-0.06%	964	0.30%
Mixed: Other Mixed	9	0.2%	7	0.2%	7	0.20%	-0.09%	815	0.25%
Other Ethnic Group	7	0.2%	6	0.2%	5	0.14%	-0.06%	530	0.17%
White: British	3,598	82.5%	2,970	81.7%	2,942	84.06%	-21.09%	303,682	94.7%
White: Other White	71	1.6%	77	2.1%	76	2.17%	0.26%	3,730	1.17%
White: Irish	26	0.6%	23	0.6%	19	0.54%	-0.20%	2,667	0.83%
White: Gypsy, Romany or Irish Traveller	1	0.0%	0	0.0%	0	0.00%	-0.03%	77	0.02%
Prefer not to say	567	13.0%	482	13.3%	378	10.80%	-3.14%	n/a	n/a
Total	4,360		3,635		3,500			202,649	

Estimates are based on Wirral Population figures from the Census 2011

The table below shows the Country of Birth information. This was not originally recorded electronically and therefore, we currently have some data gaps as detailed below.

Country of Birth	No.	%
UK	1,911	54
Other	58	2
Not Declared	1,568	44
Total	3,537	100

The table below shows the Nationality of employees as part of their right to work in the UK.

Nationality	No.	%
UK	3,110	88
Other	19	1
Not Declared	408	12
Total	3,537	100

What does this tell us?

- Over four fifths of the workforce is from a white ethnic background and a further 2.3% are from a BME (Black and Minority Ethnic) background.

- The figures, when compared with the local population profile in relation to ethnicity, show that white ethnic background and BME backgrounds are under-represented in the workplace.

- BME Wirral population estimates equates to approximately 4.04% against workforce figures of 2.3%. White background for Wirral population estimates is 94.7% compared with workforce figures of 86.8%

- Employees that preferred not to say, or did not disclose their ethnicity, stood at 10.8%. This is an improvement from previous years, primarily due to the introduction on Self-serve of employees updating their own personal equality data, this functionality has gone some way in addressing the gaps.

Mitigation

We are pleased to have maintained a percentage of employees from a BME background, acknowledging there are limited recruitment opportunities due to reductions in the Council's workforce.

Whilst we do not have any employees from a Pakistani or Gypsy, Romany or Irish Traveller background, these are in the lowest Wirral population estimates at 0.07% and 0.02% respectively.

Nationally, information (census data) on Country of Birth is collected in order to measure the population of international migrants in the UK. They would not necessarily be visible through information collected on ethnic group.

Human Resources Team utilise the Nationality data to assist with the recording of the Immigration and Asylum Act requirements. All potential employees are required to provide evidence of their right to work in the UK. The Council must retain this evidence during their employment. Recording this data allows the Council to monitor those employees who may be subject to immigration and work restrictions.

What do we need to do?

- ➤ We will be carrying out a staff confidence campaign in Autumn 2017 to raise awareness of the importance of completing personal equality information on Self-serve. This will help us to address and reduce the levels of 'prefer not to say' or unknown categories.

- ➤ We will also include Nationality and country of birth as part of this campaign.

➢ Whilst this data is not linked specifically to the Equality Duty, we require this information by law in order to evidence compliance with immigration and asylum requirements.

➢ A national identity question should be asked as a companion to the ethnic group question. Recording this data allows the Council to identify and monitor those employees who may / may not be subject to immigration and work restrictions.

For example, an employee's country of birth is India but their nationality is British. They became naturalised as a British citizen. Therefore, they are no longer subject to any restrictions.

Workforce Profile
Gender profile

Data

The table below shows the gender split of the workforce.

Gender	FY 2014/15		FY 2015/16		FY 2016/17		*Wirral Population estimates	
	No.	%	No.	%	No.	%	No.	%
Female	2,955	67.8%	2,347	64.6%	2,247	64.2%	100,267	51.3%
Male	1405	32.2%	1,288	35.4%	1,253	35.8%	95,012	48.7%
Total	**4,360**		**3,635**		**3,500**		**195,279**	**100%**

Estimates are based on Wirral Population figures from the Census 2011

Of all contracts less than 36 hours the proportion between men and women is outlined in the table below.

Gender	FY 2016/17		
	No.	% of cohort	% of workforce by gender
Female	1,068	82%	47.53%
Male	230	12%	18.36%
Total	**1,298**	**100.0%**	**37.09%**

In addition, 76 members of staff or 2.17% of the workforce indicated that they have caring responsibilities. This is highlighted by gender in the table below.

Gender	FY 2016/17	
	No.	%
Female	55	2.45%
Male	21	1.68%
Total	**76**	**2.17%**

What does this tell us?

- In comparison to local demographic information, the workforce is over-represented by females and under-represented by males. Figures remain relatively the same over the time period with a slight increase in men.

- The number of employees that work less than 36 hours is 1,298 or 37.09% compared to 2,202 or 62.91% employees who work full time.

- Of this, a total of 1,068 or 47.53% of the overall female workforce work less than 36 hours, work part time, flexibly, with compressed hours and work-life balance. Further interrogation revealed that over 80% of all staff who work less than 36 hours are women.

- The age bands of 46-55 have the highest number of employees that work less than 36 hours. 450 employees fall into this category and accounts for over a third of all staff in this category.

Mitigation

The Council has a predominantly female workforce (almost two thirds) and this has remained consistent over previous years. Historically, the Council had more traditionally male dominated roles for example in Parks and Housing. These have now gone or are more gender neutral which also impacts on the gender profile.

The age bands of 46-55 may be more likely to have caring responsibilities and therefore prefer to work flexibly. The Council has a good range of flexible working policies and arrangements that are attractive for existing, new and potential employees.

What do we need to do?

- ➢ The caring responsibility figures represent the numbers of staff that have declared they have caring responsibilities via Self-serve for dependants and non-dependants. The actual numbers may very well be higher and we are aiming to improve data across all areas by undertaking a staff confidence campaign.

- ➢ Consider our approach when recruiting to encourage applications from groups not represented in the relevant service area.

Workforce Profile
Disability profile

Data

The table below shows the number of employees who consider themselves to have a disability.

	FY 2014/15		FY 2015/16		FY 2016/17	
	No.	%	No.	%	No.	%
Unknown	948	21.7%	801	22.0%	632	18.0%
No	3,219	73.8%	2,662	73.2%	2,674	76.4%
Yes	193	4.4%	172	4.7%	194	5.5%
Total	**4,360**		**3,635**		**3,500**	

In terms of Wirral population figures, people are asked if they have a long-term health problem or disability from a cohort of 319783 is as follows:

Day to day activities limited a lot	37,898 or 11.8%
Day to day activities limited a little	34,306 or 10.7%
Day to day activities not limited	247,579 or 77.4%

The table below shows the borough of Wirral's Disability Population Employment rate aged 16-64.

Date	Wirral		
	In employment	**Total**	**Employment rate**
Jan 2016-Dec 2016	21,800	49,700	44.0%

The table below shows the borough of Wirral's Population rate aged 16-64.

Date	Wirral		
	In employment	**Total**	**Employment rate**
Jan 2016-Dec 2016	139,700	144,700	69.7%

What does this tell us?

- At March 2017, 194 employees, or 5.5% of the total workforce, had declared they have a disability. Employees are asked at their point of entry into the organisation i.e. application form stage. During the course of their employment, employees can re-define their disability status at any stage via Self-serve.

- The numbers of staff who made requests for reasonable adjustments during this period is 107 which accounts for 55% of all disabled employees.

- The Borough of Wirral's Disability Employment gap stands at 25.7% (nationally 32%)

Mitigation

We currently operate under the Two Ticks Scheme which automatically guarantees prospective disabled candidates an interview providing they have met the essential criteria.

It is important to acknowledge that the provision of data on disability will always be sensitive, and employees may decide not to share their disability status if they do not feel they need any support or reasonable adjustments to help them. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

The introduction of being able to update your personal information via Self-serve has gone some way to reduce the 'prefer not to say' responses.

We are pleased to have continued to increase the proportion of employees from a disability background, whilst acknowledging there are limited recruitment opportunities due to reductions in the Council's workforce.

What do we need to do?

➢ We have signed up and are working towards becoming accredited as a Disability Confident employer which will replace the Two Ticks scheme.

➢ We will work with the Council's All Age Disability group to help narrow the Disability Employment rate of 25.7%. (The All Age Disability Group has been established as a sub group to implement employment opportunities for disabled people as part of The All Age Disability Strategy. The Strategy has been developed to deliver the Wirral Plan pledge for 'People with Disabilities Live Independently').

➢ The high levels of unknown data gaps need to be addressed and a staff confidence campaign will help to reduce the gaps.

Workforce Profile
Sexual Orientation profile

Data
The table below shows the number of employees who have stated their sexual orientation.

	FY 2014/15		FY 2015/16		FY 2016/17	
	No.	%	No.	%	No.	%
Unknown	1	0.02%	1	0.02%	11	0.31%
Asexual	0	0.0%	1	0.02%	1	0.02%
Bisexual	8	0.18%	8	0.22%	6	0.17%
Heterosexual	2,166	49.68%	1,878	51.66%	2,085	59.57%
Lesbian or Gay	37	0.85%	38	1.05%	43	1.22%
Prefer not to say	2,148	49.27%	1,710	47.04%	1,354	38.68%
Total	**4,360**		**3,635**		**3,500**	

What does this tell us?
- The high levels who prefer not to say could indicate that employees do not feel it is relevant or an issue in the workplace therefore, this could be positive.

- Alternatively, employees may feel the workplace is an environment where they do not feel confident therefore, this could be a negative aspect.

- There is no comparable data for this category in Wirral estimates however the annual population survey carried out in 2015, showed that 1.7% of the UK population identified themselves as lesbian, gay or bisexual (LGB). Based on estimates taken from the Wirral Population figures from the Census 2011, this would equate to around 3,445 people.

- Compared to the population survey of 1.7%, our employee data falls slightly below this at 1.4% (regionally estimated at 2%).

Mitigation
It is important to acknowledge that the provision of data on sexual orientation will always be sensitive, and employees may decide not to share their sexual orientation status if they do not wish to do so. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

The North West region has the highest population rate in the country (outside of London), for people who identify as gay or lesbian and bisexual.

The introduction of being able to update your personal information via Self-serve has gone some way to reduce the 'prefer not to say' responses particularly during 2016/17.

We are pleased to have a slight increase of employees from a Bi-sexual and Lesbian or Gay background, acknowledging there are limited recruitment opportunities due to reductions in the council's workforce.

What do we need to do?

➢ We will be carrying out a staff confidence campaign in Autumn 2017 to raise awareness of the importance of completing personal equality information on Self-serve. This will help us to address and reduce the levels of 'prefer not to say' or unknown categories.

Workforce Profile
Religion or Belief profile

Data
The table below shows the number of employees who have stated their religion or belief.

	FY 2014/15		FY 2015/16		FY 2016/17		*Wirral Population estimates	
	No.	%	No.	%	No.	%	No.	%
Unknown		0.00%	1	0.03%	9	0.25%	-	0%
Agnostic	63	1.44%	54	1.49%	56	1.6%	-	0%
Atheist	110	2.52%	101	2.78%	107	3.05%	-	0%
Buddhist	4	0.09%	5	0.14%	5	0.14%	905	0.2%
Christian (all denominations)	1,679	38.51%	1,427	39.26%	1,528	43.65%	225,147	70.4%
Hindu	3	0.07%	3	0.08%	3	0.08%	742	0.2%
Humanist	26	0.60%	21	0.58%	19	0.54%	-	0%
Jewish	2	0.05%	2	0.06%	2	0.05%	265	0.08%
Muslim	10	0.23%	10	0.28%	8	0.22%	1,809	0.56%
No Religion	401	9.20%	358	9.85%	439	12.54%	68,209	21.3%
Other Religion or Belief	18	0.41%	12	0.33%	16	0.45%	830	0.25%
Pagan	11	0.25%	9	0.25%	10	0.28%	-	0%
Sikh	1	0.02%	1	0.02%	1	0.02%	236	0.07%
Prefer not to say	2,032	46.61%	1,631	44.87%	1,297	37.05%	21,640	6.7%
Total	**4,360**		**3,635**		**3,500**		**319,783**	

Estimates are based on Wirral Population figures from the Census 2011

What does this tell us?
- The data shows overall that Humanist and Muslim are the 2 areas where there has been a slight decrease in percentages.

- We have employees with Pagan, Agnostic, Humanist and Atheist religion or beliefs whilst Wirral population estimates do not.

Mitigation
It is important to acknowledge that the provision of data on religion or belief will always be sensitive, and employees may decide not to share their religion or belief status if they do not wish to do so. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

The introduction of being able to update your personal information via Self-serve has gone some way to reduce the 'prefer not to say' responses.

Workforce Profile
Gender reassignment profile

Data

The table below shows the number of employees who have stated their gender reassignment status.

	FY 2014/15		FY 2015/16		FY 2016/17	
	No.	%	No.	%	No.	%
Unknown	4,063	93.19%	3,332	91.89%	3,209	91.69%
No	274	6.28%	272	7.50%	272	7.77%
Prefer not to answer	16	0.37%	16	0.44%	13	0.37%
Yes	7	0.16%	6	0.17%	6	0.17%
Total	**4,360**		**3,626**		**3,500**	

Current estimates as indicated in the Government's Women and Equalities Committee **Transgender Equality Report published in January 2016** show that some 650,000 people are "likely to be gender incongruent to some degree".

What does this tell us?

- There are extremely high levels of unknown in this category. In effect this means this area has been missed out or left blank.

Mitigation

There is no comparable data for this particular area.

When this question was first introduced to the workforce there was some misunderstanding about what was being asked. The phrasing of the question was changed but this means we cannot rely on the integrity of the data until employees re-visit the question.

It is important to acknowledge that the provision of data on gender reassignment will always be sensitive, and employees may decide not to share their gender reassignment status if they do not wish to do so. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

We have a specific Gender Identity Policy for this protected characteristic and Trans awareness and Hate and Mate Crime e-learning modules.

What do we need to do?

- We will be carrying out a staff confidence campaign in Autumn 2017 to raise awareness of the importance of completing personal equality information on self-serve. This will help us to address and reduce the levels of 'prefer not to say' or unknown categories.

Workforce Profile
Marriage and Civil partnership profile

Data

The table below shows the number of employees who have stated their marriage and civil partnership status.

	FY 2014/15		FY 2015/16		FY 2016/17	
	No.	%	No.	%	No.	%
Unknown	3,954	90.69%	2,856	78.57%	2,424	69.25%
Civil Partnership		0.00%	6	0.17%	10	0.28%
Divorced	19	0.44%	43	1.18%	64	1.82%
Married	244	5.60%	511	14.06%	733	20.94%
Married (Same Gender)		0.00%	2	0.06%	3	0.08%
Prefer not to answer		0.00%	18	0.50%	14	0.4%
Single	139	3.19%	196	5.39%	244	6.97%
Widowed	4	0.09%	3	0.08%	8	0.22%
Total	**4,360**		**3,635**		**3,500**	

What does this tell us?

- Almost 70% of the data is not captured as 2,424 employees have not made a declaration.

Mitigation

Since the introduction of Equal Marriage during 2016/17 data for this area has been captured.

The introduction of employees being able to update personal information via Self-serve has gone some way to reduce the 'prefer not to say' responses.

Historically this data was captured purely for pension and pay purposes only and employees would have to evidence their status e.g. present a copy of the marriage certificate.

What do we need to do?

- ➢ This data is deemed to be limited in use and value so targeted action is not necessary. However, we will be carrying out a staff confidence campaign in Autumn 2017 to raise awareness of the importance of completing personal equality information on self-serve. This will help us to address and reduce the levels of 'prefer not to say' or unknown categories.

Workforce Profile
Pregnancy and Maternity profile

Data

The table below shows the number of employees who have stated their pregnancy and maternity status.

	FY 2014/15		FY 2015/16		FY 2016/17	
	No.	%	No.	%	No.	%
Number of females	2,955		2,342		2,247	
Unknown	2,674		2,037		1,946	
No	274		277		272	
Yes	**7**	**0.24%**	**28**	**1.20%**	**29**	**1.29%**

This is further broken down by return to work rates in the table below.

Return rate after Maternity Leave	
Total Females Returned 2016/17	41
Returned	40
Left	1
Returned part time within 6 months	11
Returned with no change	29

What does this tell us?

- Whilst there has been a decrease of 708 female members of staff over the last 3 years, there has been an increase in the number of pregnancies proportionate to the percentage of female staff of around 400%.

- Only 1 employee decided not to return to work after their maternity leave.

- Approximately a quarter of staff reduced their working pattern within six months of returning.

- Further interrogation of data identified that 13 members of staff took paternity leave.

- During the course of 2016/17 there were 41 members of female staff that took or were already on maternity leave (not all declared via Self-serve system).

Mitigation

We have well developed maternity support arrangements for parents, carers, and adopters which exceed national statutory requirements. We are confident that all our policies are fair and equitable across all protected characteristics.

The return to work rate after maternity leave of 97.5% indicates we have good, flexible working policies that are fit for purpose. This is highlighted more by a further 27.5% employees returning to work part time within 6 months.

This specific duty applies only to employees therefore comparable data is not applicable.

Workforce Profile
Take up rates of training

There has been increased pressure on training budgets due to financial challenges. Training has been limited in some areas. The Council offers a variety of blended learning including e-learning and delivered training.

Data

The tables below show the number of employees who undertook delivered training during 2016/17 by gender, ethnicity, age and disability.

Gender	FY 2016/17 Attended delivered training	Headcount	%
Female	303	2,247	13.48%
Male	182	1,253	14.53%
Total	**485**	**3,500**	**13.86%**

The table below shows the numbers of staff by ethnicity that attended delivered training.

Ethnicity	FY 2016/17 No.	Headcount	%	% of workforce
Asian or Asian British: Other Asian	3	7	42.86%	0.09%
Asian or Asian British: Bangladeshi	1	10	10.00%	0.03%
Asian or Asian British : Chinese	2	10	20.00%	0.06%
Asian or Asian British: Indian	1	5	20.00%	0.03%
Black or Black British: African	5	9	55.56%	0.14%
Black or Black British: Caribbean	2	4	50.00%	0.06%
Black or Black British: Other	0	1	0.00%	0.00%
Mixed: White and Asian	1	9	11.11%	0.03%
Mixed: White and Black	1	8	12.50%	0.03%
Mixed: White and Black Caribbean	0	7	0.00%	0.00%
Mixed: Other	2	7	28.57%	0.06%
Other Ethnic Group	2	5	40.00%	0.06%
White: British	414	2,942	14.07%	11.83%
White – other White	13	76	17.11%	0.37%
White: Irish	3	19	15.79%	0.09%
Unknown	0	3	0.00%	0.00%
Prefer not to answer	35	378	9.26%	1.00%
Total	**485**	**3,500**		**13.86%**

The table below shows the numbers of staff by age that attended delivered training.

| Age bands | FY 2016/17 | | | |
	No.	Headcount	%	% of workforce
< 20	1	16	6.25%	0.03%
21 - 25	10	69	14.49%	0.29%
26 - 30	29	221	13.12%	0.83%
31 - 35	32	279	11.47%	0.91%
36 - 40	48	346	13.87%	1.37%
41 - 45	47	374	12.57%	1.34%
46 - 50	93	623	14.93%	2.66%
51 - 55	109	728	14.97%	3.11%
56 - 60	85	521	16.31%	2.43%
61 - 65	26	219	11.87%	0.74%
66 +	5	104	4.81%	0.14%
Total	**485**	**3,500**		**13.86%**

The table below shows the numbers of staff by disability that accessed delivered training.

| Disability | FY 2016/17 | | | |
	No.	Headcount	%	% of workforce
Unknown	66	632	10.44%	1.89%
Yes	33	194	17.01%	0.94%
No	386	2,674	14.44%	11.03%
Total	**485**	**3,500**		**13.86%**

What does this tell us?

- More men accessed delivered training than women, when compared to the workforce gender split.

- A higher proportion of staff from ethnic minority groups accessed delivered training, particularly those from a Black or Black British, African and Caribbean, other Asian background and other Ethnic Group.

- Employees from a White British background were less likely to attend delivered training when compared to all other ethnicities.

- Employees aged under 20 and over 66 are less likely to access delivered training when compared to other age categories.

- Employees who have declared a disability are more likely to access delivered training when compared to employees that have not declared a disability.

Mitigation

E-learning is an easy, cost effective and accessible method of training. Employees can access at work or from home.

There are currently about 250 e-learning modules on the site ranging from Care Act Training to Responsibility for Information to Learning Spanish.

We have almost all Council employees registered on the site, which they can access via any PC or mobile device 24/7. We also have all councillors registered and foster carers and voluntary sector organisations are also offered a free account. We are currently offering licences at a cost to school and the aspiration is to also offer this service to local businesses.

Courses are organised in categories including mandatory learning, safeguarding, health and wellbeing, business skills and a range of others. There is a bespoke area with a suite of modules relating specifically to Equality and Diversity.

Workforce Profile
Recruitment

We advertise job vacancies externally; and the staff on the redeployment list will always be considered in line with the Council's Redeployment Policy to avoid compulsory redundancy where possible.

The Council has a good range of enhanced terms and conditions, benefits and arrangements that are attractive for existing, new and potential employees.

A recruitment module has been developed to tie in with the Council's vision to move to online digital services. Whilst the majority of recruitment (including job application forms, job descriptions etc.) will be completed online, alternative formats will be made available upon request.

Applicants will have the opportunity to give us their equality profile at this point for statistical purposes only. The data captured for all applicants can/will be used for statistical reasons only in determining recruitment patterns etc. Managers / recruitment panel members will not be able to obtain this information.

However, if a prospective candidate has declared a disability that requires reasonable adjustments to support them prior to and during the interview, these arrangements will be put in place to support them fully. We also operate the Two Ticks Scheme (to be replaced by Disability Confident) which guarantees a disabled person an interview if they have met the essential criteria for the vacancy.

All categories have a 'prefer not to say' option allowing the individual to have control of what information is given.

Overall, it is encouraging that there has not been a disproportionate effect on employees from a BME, Disabled, Religion or Belief, Gender Re-assignment or Sexual Orientation background, despite the ongoing workforce challenges we continue to face.

Workforce Profile
Job Application success rates

Data

The table below show the number of applicants, those shortlisted and appointed by gender for 2016/17.

Gender	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
Men	1,044	364	34.8%	93	25.5%
Women	1,627	537	33.0%	152	28.3%
Total	**2,671**	**901**		**245**	

This table shows the numbers of applicants, those shortlisted and those appointed by ethnicity.

Ethnicity	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
Asian or Asian British: Bangladeshi	14	4	28.5%	2	50.0%
Asian or Asian British: Chinese	9	2	22.2%	0	0.0%
Asian or Asian British: Indian	21	10	47.6%	1	10.0%
Asian or Asian British: Pakistani	6	1	16.6%	0	0.0%
Asian or Asian British: Other Asian	9	3	33.3%	1	33.3%
Black or Black British: African	33	6	18.1%	1	16.6%
Black or Black British: Black Caribbean	4	2	50.0%	1	50.0%
Black or Black British: Other Black	0	0	0.0%	0	0.0%
Mixed White and Asian	14	7	50.0%	1	14.2%
Mixed White and Black African	7	2	28.5%	0	0.0%
Mixed White and Black Caribbean	13	2	15.3%	0	0.0%
Mixed: Other Mixed	12	4	33.3%	2	50.0%
Other Ethnic Group	8	2	25.0%	0	0.0%
White: British	2,438	827	33.9%	231	27.9%
White: Other White	58	15	25.8%	5	33.3%
White: Irish	25	14	56.0%	0	0.0%
White: Gypsy, Romany or Irish Traveller	0	0	0.0%	0	0.0%
Prefer not to say	0	0	0.0%	0	0.0%
Total	**2,671**	**901**		**245**	

The table below shows the numbers of applicants, those shortlisted and those appointed by disability.

Disability	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
Unknown	0	0	0.0%	0	0.0%
Yes	122	59	48.3%	10	16.9%
No	2,549	842	33.0%	235	27.9%
Total	**2,671**	**901**		**245**	

What does this tell us?

- Whilst more women than men applied for jobs, the success rates of shortlisted candidates are fairly evenly split.

- Women were around 3% more successful than men to be appointed.

- The top 3 ethnicities shortlisted were White Irish, Mixed White and Caribbean and Black Caribbean. Followed by Indian, White British and Other Mixed and respectively.

- The top 3 ethnicities appointed were Bangladeshi, Black Caribbean and Other Mixed. Followed by Other White, Other Asian and White British respectively.

- Half of the shortlisted candidates for Bangladeshi, Black Caribbean and Other mixed categories were successful.

- We are unable to indicate the age breakdown of applicants, those shortlisted and those appointed until the recruitment module is implemented and live.

- The profile of employees with a disability has increased to 5.5% from 4.7% from the previous year; this is also reflected in the number of disabled people appointed when compared to non-disabled people appointed.

Mitigation

This information demonstrates we have an excellent recruitment and selection process that is free from bias, which has had a positive impact, particularly for disabled employees and staff from a diverse background,

Whilst disabled candidates were less likely to be appointed than their non-disabled counterparts, we are confident our increase from 4.7% to 5.5% of disabled employees across the workforce demonstrates our commitment in difficult financial circumstances with limited recruitment.

We are committed to becoming a Disability Confident employer during 2017/18.

What do we need to do?

- ➢ Further investigation of White Irish candidates shortlisted but not appointed, needs to be carried out.

- ➢ The age profile of all applicants needs to be included and analysed for 2017/18.

Workforce Profile
Length of Service

Data

The tables below show the length of service by Business function.

	< 3 Mths	3-5 Mths	6-12 Mths	1-2 Yrs.	3-5 Yrs.	6-10 Yrs.	11-15 Yrs.	16-20 Yrs.	21-25 Yrs.	25 Yrs. +	Total
Business Services	12	16	22	68	122	144	128	34	4	38	**588**
Children's Services	26	29	48	98	145	118	48	9	6	15	**542**
Delivery Services	49	72	117	334	403	535	377	143	34	112	**2,176**
Strategic Hub	3	15	13	21	70	39	14	2	1	1	**179**
Transformation Hub	1	5	3	1		3	2				**15**
Total	**91**	**137**	**203**	**522**	**740**	**839**	**569**	**188**	**45**	**166**	**3,500**

The table below shows the length of service by age.

Age bands	< 3 Mths	3-5 Mths	6-12 Mths	1-2 Yrs.	3-5 Yrs.	6-10 Yrs.	11-15 Yrs.	16-20 Yrs.	21-25 Yrs.	25 Yrs. +
<20 years		5	3	8						
21-25 years	9	15	9	19	15	2				
26-30 Yrs.	18	21	37	55	47	36	7			
31-35 Yrs.	12	13	37	51	74	61	30	1		
36-40 Yrs.	10	20	25	64	76	98	41	12		
41-45 Yrs.	8	15	17	51	97	108	55	13	9	1
46-50 Yrs.	10	17	24	86	146	142	119	47	9	23
51-55 Yrs.	15	20	25	89	143	171	143	48	10	64
56-60 Yrs.	5	9	15	64	86	134	101	47	10	50
61-65 Yrs.	4	2	8	22	45	62	46	9	4	17
66 Yrs. +				3	13	11	25	27	11	3	11
Total	**91**	**137**	**203**	**522**	**740**	**839**	**569**	**188**	**45**	**166**

The table below shows length of service by Disability.

Disability	< 3 Mths	3-5 Mths	6-12 Mths	1-2 Yrs.	3-5 Yrs.	6-10 Yrs.	11-15 Yrs.	16-20 Yrs.	21-25 Yrs.	25 Yrs. +
Unknown	21	10	15	66	139	120	145	47	9	59
No	68	119	178	419	562	668	398	132	33	98
Yes	2	8	10	37	39	51	26	9	3	9
Total	**91**	**137**	**203**	**522**	**740**	**839**	**569**	**188**	**45**	**166**

The table below shows length of service by Ethnicity.

Ethnicity	< 3 Mths	3-5 Mths	6-12 Mths	1-2 Yrs.	3-5 Yrs.	6-10 Yrs.	11-15 Yrs.	16-20 Yrs.	21-25 Yrs.	25 Yrs. +	Total
Asian or Asian British: Bangladeshi	1				1	7	1				**10**
Asian or Asian British: Chinese				3		4	2	1			**10**
Asian or Asian British: Indian				1		3	1				**5**
Asian or Asian British: Pakistani											**0**
Asian or Asian British: Other Asian		1			3	2	1				**7**
Black or Black British: African	1		4	2	1	1					**9**
Black or Black British: Black Caribbean	1			3							**4**
Black or Black British: Other Black		1									**1**
Mixed White and Asian		1	2	1	1	4					**9**
Mixed White and Black African					2	4	2				**8**
Mixed White and Black Caribbean			1	2	1	2	1				**7**
Mixed: Other Mixed	1			1	1	1	2	1			**7**
Other Ethnic Group	1	1		1		1	1				**5**
White: British	70	113	182	435	619	714	480	158	38	133	**2,942**
White: Other White	3	11	1	21	11	17	7	3		2	**76**
White: Irish	1	2		4		7	4	1			**19**
White: Gypsy, Romany or Irish Traveller											**0**
Prefer not to say	12	7	10	48	100	72	67	24	7	31	**378**
Unknown			3								**3**
Total	**91**	**137**	**203**	**522**	**740**	**839**	**569**	**188**	**45**	**166**	

What does this tell us?

- Whilst we do not have any employees from a Pakistani or Gypsy, Romany or Irish Traveller background, both these are in the three lowest Wirral population estimates at 0.07% and 0.02% respectively.

- The highest length of service category is 6-10 years, followed by 3-5 years and 11-15 years respectively.

- The lowest length of service category is 21-25 years, followed by less than 3 months and 3-5 months respectively.

Mitigation

It is important to acknowledge that the provision of data on ethnicity will always be sensitive, and employees may decide not to share their ethnicity status if they do not wish to. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

In terms of length of service, there is no disparity across protected groups that could be mitigated, or have a potential adverse or unintentional impact.

What do we need to do?

➢ In order to narrow the data gaps of prefer not to say and unknown categories, we will carry out a staff confidence campaign during Autumn 2017.
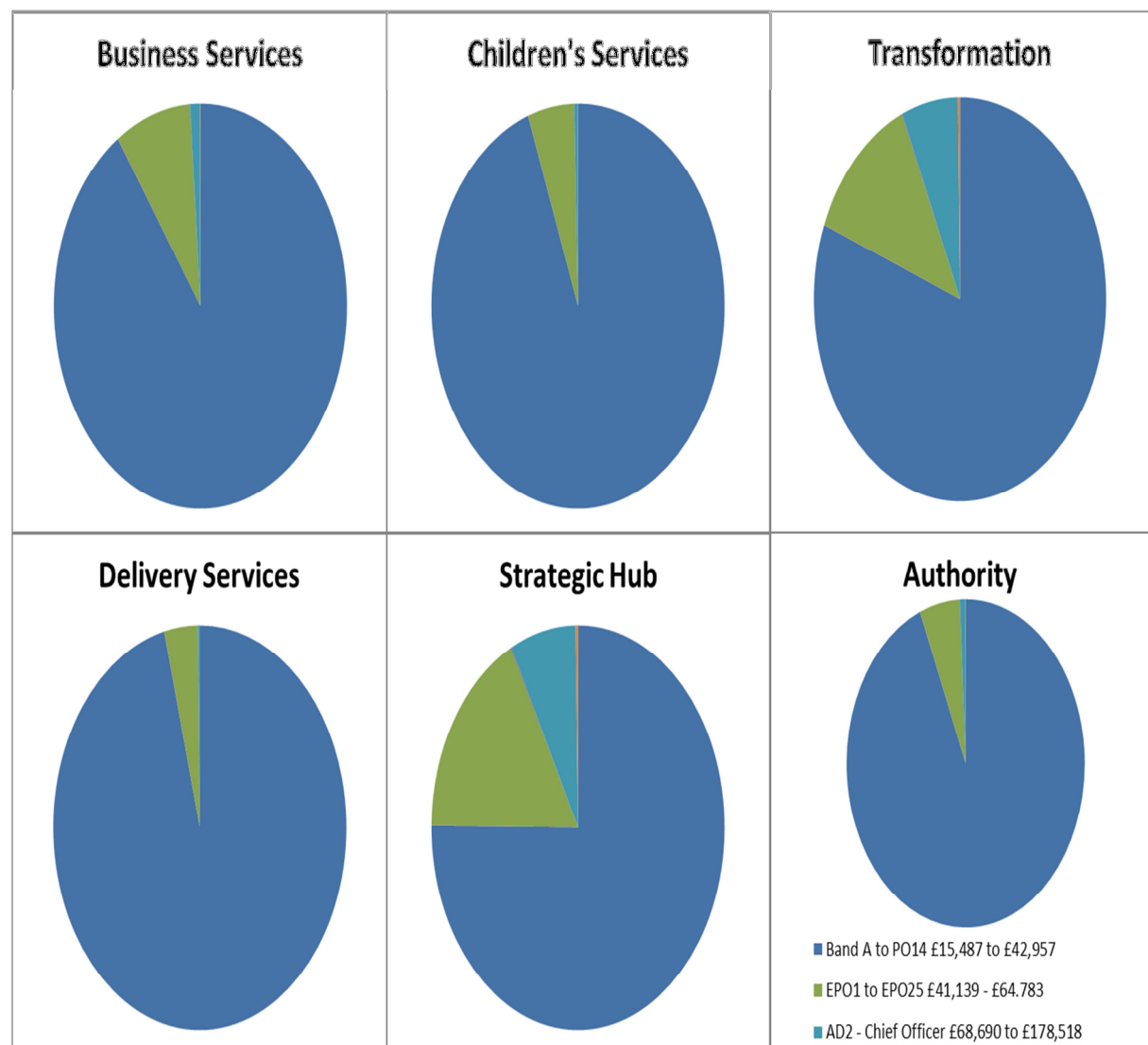
Workforce Profile
Pay grades 2016/17

Data

The graph below shows pay by business function and categories of workforce, Managers/Senior Managers and at Chief Officer Group level.

Workforce Band A up to PO14 (£15,487 to £42,957), Managers/Senior Managers at EPO1 to EPO25 (£41,139 - £64.783) and Chief Officers at AD2 – CE (£68,690 to £178,518) for 2016/17.

Pay grade by Business function

Legend:
- Band A to PO14 £15,487 to £42,957
- EPO1 to EPO25 £41,139 - £64.783
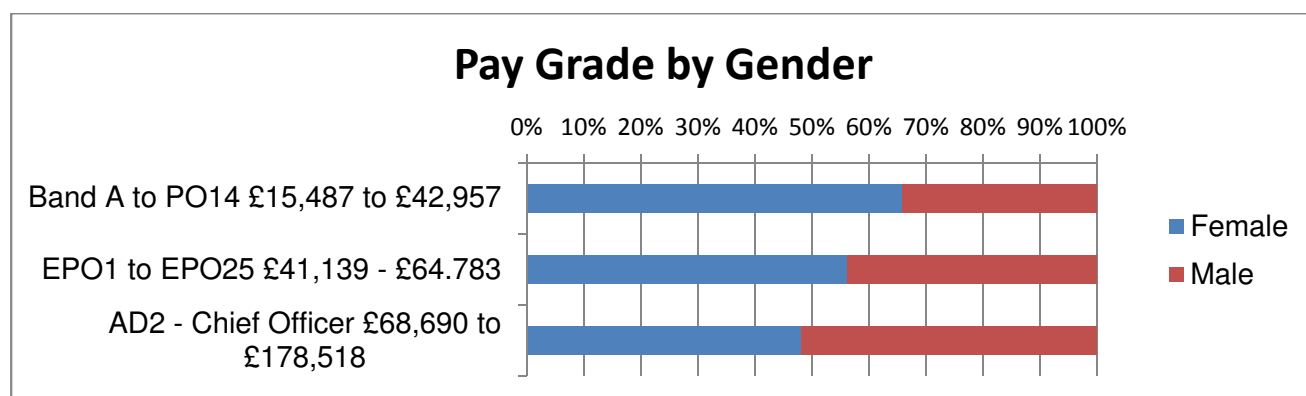- AD2 - Chief Officer £68,690 to £178,518

Data

The table below shows pay by gender and categories of workforce, Managers/Senior Managers and at Chief Officer Group level.

Workforce Band A up to PO14 (£15,487 to £42,957), Managers/Senior managers at EPO1 to EPO25 (£41,139 - £64,783) and Chief Officers at AD2 – CE (£68,690 to £178,518) for 2016/17.

The totals in this section differ from staff numbers of 3500 due to the number on the grade charts accounts for double (or more) jobbers.

3,500 is based on a personal characteristic (per person) but grade is job specific.

Pay Grade by Gender

What does this tell us?

- Employees paid at workforce level, generally reflects the overall composition of the workforce.

- Those at Manager / Senior Manager level are 44% male and 56% female.

- Chief Officer level include 52% male and 48% female.

- When compared to overall gender profile of 36% male and 64% female, men are over-represented in the Manager / Senior Manager and Chief Officer categories and women are under-represented in both these areas.

- Further interrogation of the data revealed that over 60% of women are paid at the lower end of the scale of Band A to Band E and account for almost two thirds of the workforce.

- This drops to just below 40% (women) at pay band £65-70k and peaks to 100% at £70-75 and £90-104k pay ranges.

Mitigation

The vast majority of Wirral employees are contracted under National Joint Council for (NJC) for Local Government Services terms and conditions. The grading structure for NJC employees mirrors the national pay spine points 1-49, with a local extension to the pay spine from spinal point 50-74. Grades A to H (up to spinal column point (SCP 34) were implemented as part of the Council's Harmonisation and job evaluation process in August 2008, using the National Joint Council for Local Government Services (NJC) Job Evaluation Scheme.

The remaining grades start at SCP33 and range from PO1 to EPO25. Chief Officer grades range from Assistant Director 2 (AD2) to Chief Executive (CE).
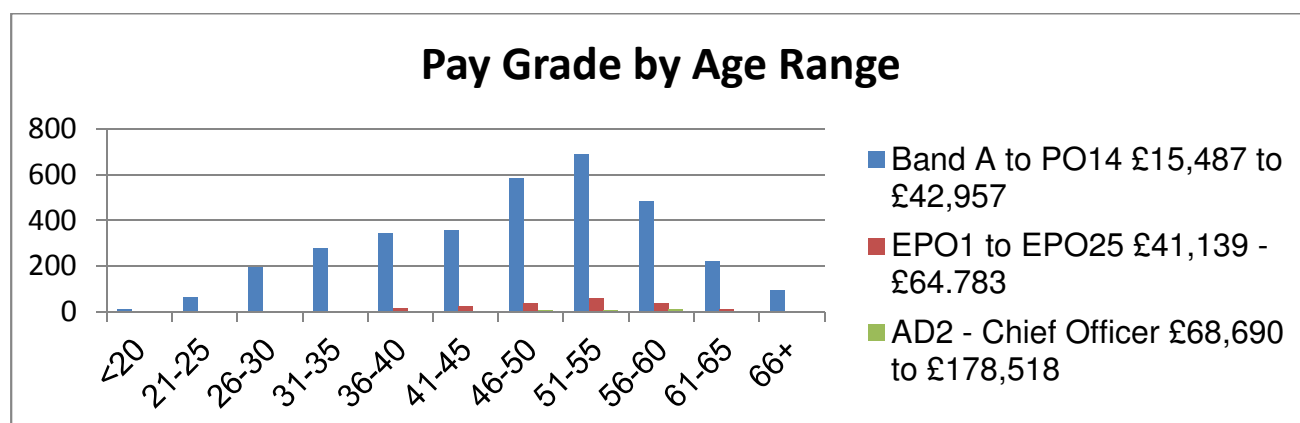
Chief Officer pay grade gender split is fully reflective of the local population profile.

Data

The table below and graph shows pay by age range and categories of workforce, Managers/Senior Managers and at Chief Officer Group level.

Workforce Band A up to PO14 (£15,487 to £42,957), managers/senior managers at EPO1 to EPO25 (£41,139 - £64.783) and Chief Officers at AD2 – CE (£68,690 to £178,518) for 2016/17.

Age Range	Band A to PO14 £15,487 to £42,957	%	EPO1 to EPO25 £41,139 - £64.783	%	AD2 - Chief Officer £68,690 to £178,518	%
<20	13	0.4%		0%		0%
21-25	61	2%		0%		0%
26-30	196	6%		0%		0%
31-35	278	8%	3	2%		0%
36-40	341	10%	14	7%	2	7%
41-45	355	11%	25	13%	2	7%
46-50	585	18%	39	20%	5	19%
51-55	691	21%	60	31%	8	30%
56-60	483	15%	35	18%	9	33%
61-65	223	7%	12	6%	1	4%
66+	92	3%	4	2%		0%
Total	**3,318**	**100%**	**192**	**100%**	**27**	**100%**

What does this tell us?

- The highest number of employees fall into the 46 – 60 age bands with 1,759 (53% of cohort) in workforce group, 134 (70% of cohort) in Manager/Senior Managers group and 22 (81% of cohort) in Chief Officer Group.

Mitigation

We recognise and acknowledge that we have limited recruitment opportunities in times of financial challenges to address any areas of under-representation in challenging times.
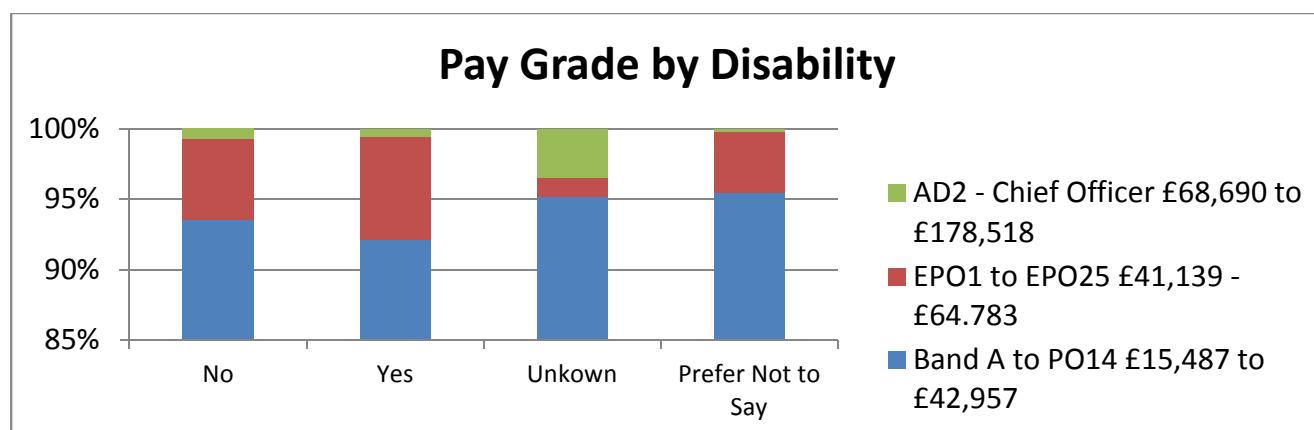
What do we need to do?

- ➢ Some service areas may need to consider planning for an ageing workforce and the implications this may have for future service delivery.

Data

The table and the graph below shows pay by disability and categories of the workforce, Managers/Senior Managers and at Chief Officer Group level.

Workforce Band A up to PO14 (£15,487 to £42,957), Managers/Senior Managers at EPO1 to EPO25 (£41,139 - £64.783) and Chief Officers at AD2 – CE (£68,690 to £178,518) for 2016/17.

Disabled	Band A to PO14 £15,487 to £42,957	%	EPO1 to EPO25 £41,139 - £64.783	%	AD2 - Chief Officer £68,690 to £178,518	%
No	2,537	75%	155	81%	20	74%
Yes	176	5%	14	7%	1	4%
Unknown	139	4%	2	1%	5	19%
Prefer Not to Say	466	14%	21	11%	1	4%
Total	**3,318**	**100%**	**192**	**100%**	**27**	**100%**

What does this tell us?

- Disabled employees are well represented across the workforce and particularly the Manager / Senior Manager groups.

- High levels (19%) of unknown data in the Chief Officer Group

- The Chief Officer Group is slightly under-representative of disabled employees when compared to the overall workforce of 5.5%

Mitigation

Whilst it appears that disabled employees may not be as representative at Chief Officer level, the high levels of unknown (19%) may impact on this positively once updated.

It is important to acknowledge that the provision of data on disability will always be sensitive, and employees may decide not to share their disability status if they do not feel they need any support or reasonable adjustments to help them. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

What do we need to do?

➢ In order to narrow the data gaps of prefer not to say and unknown categories, we will carry out a staff confidence campaign during Autumn 2017.

Data

The below table and graph shows pay by ethnicity and categories of workforce, Managers/Senior Managers and at Chief Officer Group level.

Workforce Band A up to PO14 (£15,487 to £42,957), Managers/Senior Managers at EPO1 to EPO25 (£41,139 - £64.783) and Chief Officers at AD2 – CE (£68,690 to £178,518) for 2016/17.

Ethnicity	Band A to PO14 £15,487 to £42,957	%	EPO1 to EPO25 £41,139 - £64.783	%	AD2 - Chief Officer £68,690 to £178,518	%
Asian or Asian British: Other Asian	9	0.27%	1	1%		0%
Asian or Asian British: Bangladeshi	8	0.24%		0%		0%
Black or Black British: African	8	0.24%	1	1%		0%
Black or Black British: Black Caribbean	4	0.12%		0%		0%
Black or Black British: Other	1	0.03%		0%		0%
Asian or Asian British: Chinese	10	0.30%		0%		0%
Asian or Asian British: Indian	3	0.09%	1	1%	1	4%
White: Irish	16	0.48%	3	2%		0%
Mixed: Other Mixed	6	0.18%	1	1%		0%
Mixed White and Asian	9	0.27%		0%		0%
Mixed White and Black African	7	0.21%	1	1%		0%
Mixed White and Black Caribbean	7	0.21%	1	1%		0%
Not declared	367	11%	10	5%	3	11%
Other Ethnic Group	6	0%		0%		0%
White: British	2,792	84%	163	85%	23	85%
White: Other	65	2%	10	5%		0%
Total	**3,318**	**100%**	**192**	**100%**	**27**	**100%**

What does this tell us?

- The overall make-up of the workforce is predominately from a White British background at 84% compared to 94.7% when compared to the local population.

- The Chief Officer Group is over represented at 4% when compared to overall workforce of 2.3% and fully representative of the local population (4%).

- The Manager / Senior Manager level is over represented at 8% when compared to overall workforce of 2.3% and fully representative of the local population (4%).

- The workforce group is fully represented at 2.6% when compared to overall workforce of 2.3% and under -representative of the local population (4%).

Mitigation

We recognise and acknowledge that we have limited recruitment opportunities in times of financial challenges to address any areas of under-representation in challenging times.

It is important to acknowledge that the provision of data on ethnicity will always be sensitive, and employees may decide not to share their ethnicity with us. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

Workforce Profile
Promotion success rates

At a time where there are limited recruitment opportunities in difficult financial circumstances, it is very difficult to obtain robust information about promotion success rates.

This is an area that requires further development. It will be possible to track employees increase in pay as a result of organisational change and restructure (excluding increments, honorariums and acting up payments). The period accounted for will be 1 April to 31 March annually.

This will then enable us to breakdown the protected characteristic groups and undertake further analysis to ensure there are no adverse impacts on any particular group or groups of employees.

Workforce Profile
Employee Relations cases

In total during 2016/17 there were 123 employee relation cases relating to Performance Management, Discipline and Grievance. This accounts for approximately 3.5% of the workforce.

Data

The below table show the Performance Management, Discipline and Grievance cases within the organisation broken down by ethnicity for 2016/17.

Ethnicity	Performance Management	%	Discipline	%	Grievance	%	Total	%
Any Other Asian Background	0	0.0%	0	0.0%	0	0.0%	0	
Any Other Ethnic Background	0	0.0%	0	0.0%	0	0.0%	0	
Bangladeshi	0	0.0%	1	1.6%	1	1.9%	2	1.6%
Black African	1	14.3%	1	1.6%	0	0.0%	2	1.6%
Black Caribbean	0	0.0%	0	0.0%	1	1.9%	1	0.8%
Chinese	0	0.0%	0	0.0%	1	1.9%	1	0.8%
Indian	1	14.3%	0	0.0%	0	0.0%	1	0.8%
Mixed White and Asian	0	0.0%	0	0.0%	0	0.0%	0	
Mixed White and Black African	0	0.0%	1	1.6%	1	1.9%	2	1.6%
Prefer not to say	1	14.3%	7	11.3%	7	13.0%	15	12.2%
White - Any other	1	14.3%	2	3.2%	1	1.9%	4	3.3%
White British	3	42.9%	50	80.6%	46	85.2%	99	80.5%
Total	7		62		54		123	

The below table show the Performance Management, Discipline and Grievance cases within the organisation broken down by age for 2016/17.

Age range	Performance Management	%	Discipline	%	Grievance	%	Total	%
< 20 Yrs.	0	0.0%	1	1.6%	0	0.0%	1	0.8%
21-25 Yrs.	0	0.0%	2	3.2%	0	0.0%	2	1.6%
26-30 Yrs.	0	0.0%	5	8.1%	1	1.9%	6	4.9%
31-35 Yrs.	1	14.3%	11	17.7%	6	11.1%	18	14.6%
36-40 Yrs.	1	14.3%	3	4.8%	8	14.8%	12	9.8%
41-45 Yrs.	0	0.0%	8	12.9%	12	22.2%	20	16.3%
46-50 Yrs.	3	42.9%	8	12.9%	11	20.4%	22	17.9%
51-55 Yrs.	1	14.3%	10	16.1%	13	24.1%	24	19.5%
56-60 Yrs.	0	0.0%	8	12.9%	11	20.4%	19	15.4%
61-65 Yrs.	1	14.3%	3	4.8%	4	7.4%	8	6.5%
66+	0	0.0%	3	4.8%	1	1.9%	4	3.3%
Total	**7**		**62**		**54**		**123**	

The below table show the Performance Management, Capability, Discipline and Grievance cases within the organisation broken down by gender for 2016/17.

Gender	Performance Management	%	Discipline	%	Grievance	%	Total	%
Female	4	57.1%	32	51.6%	38	70.4%	74	60.2%
Male	3	42.9%	30	48.4%	18	33.3%	51	41.5%
Total	**7**		**62**		**54**		**123**	

The table below shows the Performance Management, Discipline and Grievance cases within the organisation broken down by disability for 2016/17.

Disability	Performance Management	%	Discipline	%	Grievance	%	Total	%
Unknown	1	14.3%	10	16.1%	10	18.5%	21	17.1%
No	5	71.4%	48	77.4%	37	68.5%	90	73.2%
Yes	1	14.3%	4	6.5%	10	18.5%	15	12.2%
Total	**7**		**62**		**54**		**123**	

The below table shows all 54 grievances by division, type, stage and outcome (some cases may still be ongoing therefore, outcome will not yet be known). This accounts for approximately 1.5% of the overall workforce.

Division	Type	Informal	Stage 1	Stage 2	Other	ET	Outcome
Business Services	Bullying and Harassment	2	3	1			
	Organisational change				1		Withdrawn
	Working arrangements	1					Withdrawn
Total		**3**	**3**	**1**	**1**	**0**	
Delivery Services	Bullying and Harassment	2	5				
			1				No action
			1				Not upheld
		1					Partially upheld
	Equality and Diversity	1					
	Other				2		
		1					Employee resigned
			1				Not upheld
	Relationships at work	2					
		1					Informal resolution
			1				Not upheld
		1					Withdrawn
	Terms and conditions	2	2				
				1			Not upheld
		1					Withdrawn
	Working arrangements	1					
		1					No Action
Total		**14**	**11**	**1**	**2**	**0**	
Children's Services	Bullying and Harassment	1	2				
	Bullying and Harassment (Protected Characteristics)		1				
	Other	4	1				
	Relationships at Work	1					
	Terms and Conditions	1	1		1		
			1				Partially upheld

		1					Withdrawn
Total		**8**	**6**	**0**	**1**	**0**	
Strategic Hub	Bullying and Harassment	1					
		1					Partially upheld
	Relationships at Work		1				
	Terms and conditions		1				
Total		**2**	**2**	**0**	**0**	**0**	
Transformation	Bullying and Harassment		1				
Total		**0**	**1**	**0**	**0**	**0**	
Total for year		**27**	**21**	**2**	**4**	**0**	

What does this tell us?

- Of the 54 grievances, only 1 was submitted on perception the employee was being treated differently based on their protected characteristic (age).

- None of the performance management or disciplinary and grievances related specifically to a member of staff based on their ethnicity.

- The highest number of performance management, discipline and grievance cases are in the age 46–55 groups, however this is not disproportionate when compared to the overall workforce demographic as 38.6% of the workforce sit within these age groups.

- This group (46-55), along with employees aged between 41-45 and 56-60 accounts for over 80% of total grievances.

- The age groups of 31–35 and 51-55 account for over a third of all disciplinaries.

- More men than women are shown in performance management and disciplinary categories when looked at in proportion to the overall workforce of women at 64.2% and men at 35.8%.

- Of the 10 grievances raised by disabled staff, 5 related specifically as a result of their disability and 3 of the 5 were due to the length of time taken for reasonable adjustments to be implemented.

Mitigation

There is no evidence to suggest that there are any concerns in relation to performance management, disciplinaries or grievances relating to the employees personal protected characteristic.

We agreed a revised approach for reasonable adjustments which should, in some way, help to minimise the impact for length of time taken to implement reasonable adjustments.

We also need to be mindful that some delays in reasonable adjustments may be due to the time it takes to procure items and not because of a lack of the Council's response or intervention.

It is not uncommon for the age groups of 46-55 to be the most likely age range to have caring responsibilities and potential medical conditions and / or ill health.

Both male and female are equally likely to submit a grievance in comparison to overall workforce gender rates.

No members of staff raised a grievance of discrimination based on their ethnicity, disability, gender, gender reassignment, sexual orientation, marriage or civil partnership or pregnancy and maternity.

Equality Improvement: comparison with local demographical data

The table below shows an analysis of Wirral's workforce in comparison to the local population in terms of how reflective we are of the communities we serve.

Equality group	Local working age population (16-64)	Wirral workforce	Comparison / Analysis / Comments
Age	197,300	3,500	Wirral Council workforce is under-represented in the age categories for young people (16-25) in comparison to the Wirral local population, with less than 100 people employed in this age band out of a population of nearly 36,000. The largest age band employed by the Council is those aged 46-55 which are also the 2 largest cohorts of the Wirral Population.
Disability	n/a	See table on page 17 - 18	There is no Wirral comparison data available for this characteristic. However, there are some health indicators below which show how residents feel their health is split by ward for information.
Ethnicity	See table on pages 11 -14	See table on pages 11 - 14	As with the Wirral Population the Wirral workforce is predominately White British (86%), followed by Other White and Irish. However, Wirral's census estimates show that over 4,000 residents are from an Asian: Chinese, Indian or Asian Other ethnicity which is not reflected in the Wirral workforce as these ethnicities only account for less than 0.6%. We record the category 'Arab' which is not a census recognised category.
Gender	Female 51.3% Male 48.7%	Female 64.2% Male 35.8%	The natural split of the Wirral population is that there are more females than males in the borough with a gap of 2.6% between the genders. The Wirral Workforce shows the same trend of being predominantly female; however the gap between the genders is 28.4%.
Sexual Orientation	n/a	See table on pages 19 - 20	There is no Wirral comparison data available for this characteristic. However there is some research material below the table which shows we may be able to apply a 1.5-7% broad estimate to measuring the numbers of the LGBT population. If this was the case there would be around 5,000 people in Wirral

Equality group	Local working age population (16-64)	Wirral workforce	Comparison / Analysis / Comments
			who were Lesbian, Gay, Bisexual or Transgender. Wirral Workforce shows around 1.5% although there are high levels of prefer not to say responses.
Religion or Belief	See table on page 21	See table on page 21	Wirral comparison data is taken from the Census 2011. As with the Wirral population the religion with the highest proportion in the Wirral Workforce is Christian. The second highest response also matches the Wirral population with 'No Religion'. The large number of respondents to the 'prefer not to say' makes it difficult to get a true representation of the Wirral Workforce.
Gender Reassignment	n/a	See table on page 22	There is no Wirral comparison data available for this characteristic. However, the fact that there is 91.69% of Wirral Council employees status is 'unknown' this shows that more work is needed to get employees to share this information, even if they just respond prefer not to answer.
Pregnancy & Maternity	n/a	See table on pages 24 - 25	There is no Wirral comparison data available for this characteristic and this requirement relates specifically to the workforce.
Marriage & Civil Partnership	n/a	See table on page 23	There is no Wirral wide data available for this characteristic. However, the fact that there is 69.25% of Wirral Council employees status is 'unknown' this shows that more work is needed to get employees to share this information, even if they just respond prefer not to answer.

From previous experience and feedback, we recognise that it can appear to be inappropriate to ask personal questions to employees even though this information is not only required legally, but also helps us to develop policies and shape our organisation so it is fit for purpose for service delivery.

We respect our employees and their right not to tell us and will always offer 'prefer not to say' categories. This explains why for some protected characteristics, there are low levels of employee data.

Equality Improvement
Summary action plan

The actions outlined below are a brief summary of what needs to happen in order to minimise any gaps in data.

Action	Activity	Timescale
1) **Governance**	• Ensure the right governance is in place to drive forward and monitor the workforce equality report and action plan.	September 2017
2) **Ensure improvements are made to collect data and produce more comprehensive Workforce report(s) to address areas where little or no data is held (including not known and prefer not to say categories)**	• Improve baseline data from 79% to 85%. • Ensure effective collection of data at source i.e.: online application process, new starter process. Launch of Recruitment module will help to address data gaps via online recruitment process. • Develop mechanism for obtaining promotion success rates. • Undertake staff confidence campaign for employees to update their personal equality information on Self-serve. • Staff that have reasonable adjustments are recorded against employee (an asset management module is currently under development).	July 2018 From May 2017 May 2018 October 2017 July 2018
3) **Improve Workforce data reporting to ensure decisions relating to the workforce are mitigated**	• Robust workforce related EIAs are produced and published to ensure decision makers give due regard to the impact on the protected characteristics of staff. • Business Partner's present employee equality data to DMT's based on PSED requirements, including	Ongoing Quarterly from Q3 Oct 2017

Action	Activity	Timescale
	analysis, patterns and trends.	
	• Establish robust mechanisms for monitoring equality and diversity data.	Ongoing
4) Positive Action	• Develop a positive action plan to address under-representation across the workforce.	September 2018
	• Targets are set based on internal monitoring, staff consultation, local labour market and barriers to employment.	April 2018
	• Develop a recruitment policy for under-represented groups.	August 2017
5) Equal Pay and Gender pay gap reporting	• Publish gender pay gap reporting in line with new legal requirements.	March 2018
	• Develop an Equal Pay audit report to include all protected characteristics.	July 2018
6) Disability Employment gap	• Work with All Age Disability Strategy Group to reduce the Wirral Disability Employment gap of 25.7%.	August 2018
7) Promotion success rates	• Undertake an audit of employees pay scales (excluding increments, honorariums and acting up)	May 2018

Workforce data sources

All information contained within this report is compiled from the information held within Human Resources on our employee data management system 'Insight'.

As we transition to include further modules on the Self-serve system in relation to employees training records, recruitment and selection and asset management which are significant areas, the equality information contained in future reports will be more accurate and robust.

Other sources of information obtained include:

- Census 2011
- JSNA
- Place Analytics
- Integrated Household Survey April 2010 - March 2011
- North West Public Health Observatory Mental Health Wellbeing survey 2009
- Civil Partnership Act 2004
- Annual population survey 2015
- Government's Women and Equalities Committee Transgender Equality Report
- The Fawcett Society

Who's included?
All employees on a permanent, fixed term, part time, seasonal contract including graduates and modern apprentices, unless otherwise stated.

Who's not included?
School employees are excluded from all statistics as schools have a duty to publish their own data. Councillors, agency workers (unless they have line management responsibility) and interim consultants are excluded.

Reporting periods
These statistics represent an overview of the workforce based on a 12 month financial period of 2014/2015, 2015/2016 and 2016/17.

Definitions

FY	-	Financial Year
FTE	-	Full Time Equivalent
PT	-	Part Time
JS	-	Job Share
ADM's	-	Alternative Delivery Models
DMTs	-	Departmental Management Teams
SLT	-	Strategic Leadership Team
HR/OD	-	Human Resources and Organisational Development
CWAC	-	Cheshire West and Chester
BME	-	Black and Minority Ethnic
JSNA	-	Joint Strategic Needs Assessment
ET	-	Employment Tribunal
PSED	-	Public Sector Equality Duty
EIAs	-	Equality Impact Assessments
WLB	-	Work Life Balance
IHL	-	Ill Health Retirement
LGiU	-	Local Government information Unit
PO	-	Principle Officer
EPO	-	Executive Principle Officer
CO	-	Chief Officer
CE	-	Chief Executive
AD	-	Assistant Director
NJC	-	National Joint Council for Local Government Services

Appendix One:
Workforce Profile
Equal Pay Statement

Employers must ensure men and women are treated equally in the terms and conditions of their employment contract including pay, if they are employed to do:

- 'like work' - work that is the same or broadly similar
- work rated as equivalent under a job evaluation study
- work found to be of equal value in terms of effort, skill or decision making.

The equal terms can cover all aspects of pay and benefits, including:

- basic pay
- overtime rates
- performance related benefits
- hours of work
- access to pension schemes
- non-monetary terms
- annual leave entitlements.

The Pay Policy is reviewed annually and approved by Council. The Pay Policy for 2017/18 was presented to Council on 20 March 2017. Wirral Council is a Living Wage employer and with effect from 1 April 2017 we will pay the revised national Living Wage of £8.45 per hour.

The Local Government Transparency Code 2014 under the Department for Communities and Local Government requires that all local authorities publish certain information related to the organisation, salaries and fraud including senior salaries over £50,000.

The Fawcett Society and the LGiU conducted an analysis of women's representation in the Northern Powerhouse funded by Barrow Cadbury Trust, the highlights are shown below. The full report can be found here.

Women's representation in the Northern Powerhouse
Following the local elections in May 2016 the Fawcett Society examined the local authorities that make up the combined authorities forming the Northern Powerhouse: Liverpool City Region, Greater Manchester, West Yorkshire, Sheffield City Region, North East Combined Authority, Tees Valley and the authorities that form the Humber Local Enterprise Partnership (LEP).

They looked at the number of women Councillors in each local authority as well as their representation in the most senior roles in the new structures.

These roles are:

- Chair of the Combined Authority or LEP
- And at the local authority level:
- Chief Executive
- Leader or Directly Elected Mayor
- Deputy Leader

Chief executives
Representation at the most senior officer level is more balanced. 60% of chief executives of Northern Powerhouse local authorities are men and 40% are women. However, it is worth noting that women make up 75% of the overall local government workforce. As such we might expect their representation at the most senior levels to be significantly higher.

Combined authority chairs
Men remain dominant in the new role of combined authority chair.
Only 1 of the 7 chairs of the established and proposed combined authorities in the Northern Powerhouse region are women.

Women in senior leadership
We combined these positions to consider how local authorities in the combined authorities perform overall on women's representation in the most Senior Leadership roles. Across all the combined authorities there are a total of 134 Senior Leadership positions available; these are the Leaders, Deputy Leaders, Chief Executives and Combined Authority Chairs.

Data

Combined Authority	Total Senior Leadership Positions	No. male	No. female	% Male	% Female
Humber (LEP)	13	11	2	85%	15%
Liverpool City Region	**18**	**15**	**3**	**83%**	**17%**
North East	20	15	5	75%	25%
Greater Manchester	32	24	8	75%	25%
Tees Valley	16	11	5	69%	31%
Sheffield City Region	19	13	6	68%	32%

Combined Authority	Total Senior Leadership Positions	No. male	No. female	% Male	% Female
West Yorkshire	16	7	9	44%	56%
Total	**134**	**96**	**38**	**72%**	**28%**

What does this tell us?

- The gender balance at combined authority level is highly varied.

- Overall 72% of these positions are occupied by men.

- The Liverpool City Region has the second highest representation of men at 83%.

Appendix Two:
Workforce Profile
Gender pay gap reporting

New regulations came into force on 6 April 2017 as part of the Equality Act 2010 (specific Duties and Public Authorities), which require employers to publish information about the pay profiles of the workforce.

The gender pay gap is the average difference between men and women's aggregate hourly pay. The gender pay gap differs from equal pay as it is concerned with the differences in the average pay between men and women over a period of time no matter what their role is.

It is important to note that:

- The gender pay gap is not the same as equal pay or pay discrimination
- The regulations will apply to employers who employ 250 or more employees
- Employers are required to publish the figures on the organisations website and submit evidence of compliance annually to the Government
- Employers will also need to calculate and publish three other types of figures:

    o Gender bonus gap
    o Proportion of men and women receiving a bonus
    o Proportion of men and women working at each quartile of the organisations pay distribution

Whilst there is no requirement for employers to support the figures with a narrative report, they would usually benefit from doing so. On an annual basis, we will need to publish our report on our own website as well as submit evidence of compliance to the Government.

We will also be required to keep our gender pay figures online for three years in order to show the progress made.

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