

## Workforce Equality Report 2017/18



# Appendix 1

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<p>مجلس ویرال Wirral ملتزم بإمكانيّة توفير المعلومات ليتمكن الحصول عليها بواسطة كل فرد. يمكنك الذهاب الى وحددة الخدمات المتعددة او اتصل تلفونياً على مركزنا للاتصالات على الرقم 2020 606 (0151) للمساعدة والنصح إذا ترغب في المعلومات مترجمة او في شكل آخر كالكتابة بخطوط كبيرة، بكتابة بريل او شريط كاسيت.</p> <p>(Arabic)</p>
<p>উইরাল কাউন্সিল সকলের কাছে তথ্য পৌঁছে 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।</p> <p>(Bengali)</p>
<p>偉盧鎮議會致力為所有人士提供資訊。如果您需要某些資料翻譯成其他語文或編制成其他模式的版本（如大字體、凸字或錄音帶），您可以到就近的「一站店」或致電「傳訊中心」（0151606 2020）查詢。</p> <p>(Mandarin)</p>
<p>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.</p> <p>(Gaelic)</p>
<p>विरल कौंसिल, सभी लोगों के लिए जानकारी को पहुंचयोग बनाने के लिए वचनबद्ध है। यदि आपको किसी जानकारी के हिन्दी में अनुवाद की या किसी और रूप में जैसे कि बड़े अक्षरों में छपाई, बरेल में या कैसिट के रूप में आवश्यकता हो तो सलाह और मदद प्राप्त करने के लिए आप अपनी स्थानीय वैन स्टाप शाप में जा सकते हैं या इस नम्बर पर (०१५१) ६०६ २०२० पर हमारे किसी भी एक काल सेंटर में टैलीफोन कर सकते हैं।</p> <p>(Hindi)</p>
<p>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.</p> <p>(Polish)</p>
<p>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 ਵੈਨ ਸਟਾਪ ਸ਼ਾਪ ਵਿੱਚ ਜਾ ਸਕਦੇ ਹੋ ਜਾਂ ਇਸ ਨੰਬਰ (0151) 606 2020 ਤੇ ਸਾਡੇ ਕਿਸੇ ਕਾਲ ਸੈਂਟਰ ਵਿੱਚ ਟੈਲੀਫੋਨ ਕਰ ਸਕਦੇ ਹੋ।</p> <p>(Punjabi)</p>
<p>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.</p> <p>(Somali)</p>
<p>ویرال کونسل معلومات کو ہر ایک کیلئے قابل رسائی بنانے کیلئے پابند عہد ہے۔ اگر آپ 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 آسکتے ہیں یا ہمارے کال سنٹر کو 2020 606 (0151) پر فون کریں۔</p> <p>(Urdu)</p>

# Introduction

I am pleased to present this Workforce Equality report 2017/18, 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 so 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 83% 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 significant financial savings now an employer of a smaller, but still large number of people.

Between April 2010 and 31 March 2017 our workforce reduced by 2,288. Between 1 April 2017 and 31 March 2018, the workforce reduced by 190.

As well as leavers this included 158 staff who transferred to the NHS in June 2017. We have remodelled a number of services and integrated almost all of our adult social care services with NHS partners.

This level of organisational change has clearly had an impact on the demography of our workforce. It has limited opportunities to impact the workforce profile of the organisation in terms of under-represented protected characteristics, with external recruitment limited for many roles and the Council's priority to redeploy internal employees displaced as much as possible.

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.

The data we collect and what we do with the information is detailed in the Council's Workforce Monitoring Policy.

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.

Currently around 89% of employees data has been captured (some, not all categories which is an improvement of 10% on last year's data) on the self-serve system.

Whilst we acknowledge the right that employee have not to declare. However, the level of completion is lower than we would expect, so we have taken targeted steps to raise awareness amongst our workforce to encourage employees to explain why this information is required 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 released further modules on the self-serve system in relation to employees training records and recruitment and selection which are two significant areas. This means that the equality information we can monitor and publish in relation to this is more accurate and robust - making processes more efficient.

This is an area that we must develop and improve in order that managers 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.

Recent research has shown that our annual workforce equality report is the most comprehensive in the Liverpool City Region.

We have worked hard to reduce existing data gaps through awareness raising campaigns, short information videos, news items, screen savers and included in 'ExecView' which is the Chief Executive's weekly email. We also targeted managers directly whose team members had data gaps to encourage completion. This improved the data return by a further 4%.

## What we have achieved

We have undertaken a range of equality and related programmes and events throughout the year and into 2018/19.

Highlights include:

- **International Women's Day (IWD)** – held in March 2018, 42 employees attended this inaugural event.
- **Women into Leadership (WIL)** - following IWD an email distribution list was set up- to date there are 114 employees now on the mailing list.
- **Lunch and Learn** – these sessions are held as part of WIL and are very well attended.
- **Pink Bucket campaign / donating Bras (internal campaign)** – launched as part of IWD in March 2018 all sanitary wear / hygiene products were donated to Women's Refuge and Wirral Foodbank. Unite also donated money to both charities. 10 large bags of bras have been collected and donated to breast cancer research to date. Further donations of sanitary wear and hygiene products have also been donated to Tomorrow's Women.
- **Mental Health awareness week** – held during May we ran a week long campaign with a different focus each day.
- **Workplace Wellbeing breakfast and mental health quiz** – held during mental health awareness week over 30 staff attended a wellbeing breakfast event and took part in a mental health quiz.
- **Men's Health awareness week** – held during June we ran a week long campaign with different topics each day. Wednesday was highlighted as Men's mental health and we hosted State of Mind Sport (SOMS) for a thought provoking and personal presentation. Around 70 members of staff attended this.
- **Launch of Working Carers Policy** – staff helped shape this policy back in February 2018 when a call for help was put out on the intranet. An initial focus group was held with the Policy formally launching in June 2018.
- **Establishment of a Working Carers staff network group** – inaugural meeting was held In July 2018 with further meetings set for September and November. These will be facilitated by HR initially with the group becoming self-sufficient from spring 2019.

- **Show Racism the Red and Red Card Day** – Our HR Team led and organised a mini walking football tournament for staff on 9 October at the Oval. Unite and Unison sponsored the tournament financially in partnership with the Council. Around 120 staff took part in the tournament with many more supporting their teams on the day. On Red Card day itself, staff were encouraged to wear something red in support of the campaign and donate to the charity. All participants were invited to receive their certificates by the Mayor.
- **Menopause in the Workplace guidance and establishment of a staff network group for Menopause in the Workplace** – launched on World Menopause Day (18<sup>th</sup> October). Dr Jane Wilkinson hosted 2 events (one for staff and one for managers) Over 200 members of staff attended in total.

These events have continued to promote and raise the profile of equality and diversity issues within the workforce.

## What we intend to do in 2018/19

There are a range of events planned for 2018/19 including:

- **Pink boxes campaign** (external) – following support by Council in relation to period poverty, HR have facilitated the location of 15 boxes in various council building for members of the public to donate sanitary products to.
- **Working Carers 'passport' scheme** – launched on Carers Rights Day on 30 November the passport scheme enables staff and managers to document workplace arrangements and help staff balance their caring responsibilities with their work.
- **Carer Awareness training** sessions for managers
- **International Women's Day** March 2019

# Workforce Profile

## Reduction of numbers April 2014 – March 2017

As at 1 April 2018, 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 3,335. 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 2015/16	FY 2016/17	FY2017/18
Headcount	Headcount	Headcount	
<b>Total</b>	3,626	3,525	3,335

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

	Headcount change FY 2015/16 – FY 2017/18	
Headcount	No.	%
<b>Total</b>	-291	-8.0%

### 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.
- Whilst the number of leavers in the table above shows that 190 employees have left the organisation during 2017/18, a total of 238 employees have actually left. The headcount for 2017/18 includes new starters as well as leavers.

### Mitigation

The numbers of leavers for financial year 2017/18 was largely due to the implementation of a number of major projects which led to a total of around 258 employees being transferred from the Council to deliver services in alternative delivery models. These include:

- Adult Social Care transfer to NHS integration leading to 208 staff being transferred (37 men and 171 women).
- Business support project led to 7 employees transferred to the Wirral Chamber of Commerce.



# 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 2015/16	Headcount FY 2016/17	Headcount FY 2017/18	% of Workforce FY 2017/18	Change FY 2015/16 2017/18	Change FY 2015/16 2017/18
Business Services	382	368	350	10.5%	-32	-8%
Children's Services	618	592	622	18.7%	4	1%
Corporate Resources and Reform	230	231	250	7.5%	20	9%
Delivery Services	1,924	1,851	1,656	49.7%	-268	-14%
Health and Care	47	48	50	1.5%	3	6%
Strategy and Partnerships	425	435	407	12.2%	-18	-4%
<b>Total</b>	<b>3,626</b>	<b>3,525</b>	<b>3,335</b>	<b>100.0%</b>	<b>291</b>	<b>-8%</b>

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### 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 2017/18. This includes 158 employees that transferred to the NHS.

	FY 2017/18	
<b>Sex</b>	<b>No.</b>	<b>%</b>
Female	136	56%
Male	107	44%
<b>Total</b>	<b>243</b>	

The table below highlights the numbers of staff that have started and by gender during 2017/18.

	FY 2017/18	
<b>Sex</b>	<b>No.</b>	<b>%</b>
Female	153	63%
Male	77	32%
<b>Total</b>	<b>230</b>	

Below is a table that highlights the numbers of staff who have left and the reasons for leaving the organisation during 2017/18.

<b>Reason for leaving</b>	<b>No.</b>	<b>%</b>
Career Break	1	0.4%
Contract Outsourced	7	2.9%
Death In Service	2	0.8%
Dismissal	13	5.3%
Early Voluntary Retirement	5	2.1%
Employment with other Authority	13	5.3%
End Of Contract	15	6.2%
Ill Health Retirement	10	4.1%
Normal Retirement Age	19	7.8%
Redundancy	2	0.8%
Resigned	124	51.0%
<b>Total</b>	<b>243</b>	

## **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 men leaving on average (43%) than women.
- Whilst the actual number of leavers by headcount is 190, this also includes 158 that were transferred to the NHS. The difference in numbers of starters and leavers can also be explained by seasonal workers and short term contracts.

## **Mitigation**

There is no evidence to suggest any concerns or that this is a specific gender related issue primarily due to the numbers leaving the council as part of NHS integrated project. Over 4 times as many women (171) than men (37) were transferred.

## **What do we need to do?**

- Employees have the option to complete an online exit survey. The findings of any surveys 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.

	FY 2015/16		FY 2016/17		FY 2017/18		% Change 2015/16 and 2017/18	*Wirral Estimates	
Age bands	No.	%	No.	%	No	%	%	No.	%
16 - 20	14	0.4%	16	0.5%	27	1%	92.9%	18,081	8.9%
21 - 25	76	2.1%	69	2.0%	77	2%	1.3%	17,896	8.8%
26 - 30	230	6.3%	221	6.3%	195	6%	-15.2%	18,437	9.1%
31 - 35	289	8.0%	279	8.0%	278	8%	-3.8%	17,946	8.9%
36 - 40	358	9.9%	346	9.9%	314	9%	-12.3%	17,438	8.6%
41 - 45	412	11.4%	374	10.7%	320	10%	-22.3%	21,839	10.8%
46 - 50	696	19.2%	623	17.8%	562	17%	-19.3%	23,720	11.7%
51 - 55	743	20.5%	728	20.8%	699	21%	-5.9%	23,411	11.6%
56 - 60	484	13.3%	521	14.9%	524	16%	8.3%	20,521	10.1%
61 - 65	213	5.9%	219	6.3%	228	7%	7.0%	20,155	9.9%
66 +	111	3.1%	104	3.0%	111	3%	0.0%	61,833	30.5%
<b>Total</b>	<b>3,626</b>		<b>3,500</b>		<b>3,335</b>			<b>202,649</b>	

*\*Estimates are based on Wirral Population figures from the Census 2011*

The table below shows the total number of women and those in the 45 – 55 age category for 2017/18.

Total female staff	Aged 46 - 55	% aged 46 - 55
2,142	1,261	59%

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	367	17.9%
51 - 55	434	21.2%
56 - 60	326	15.9%
61 - 65	153	7.5%
66 +	69	3.4%
<b>Total</b>	<b>1,349</b>	<b>63.0%</b>

## **What does this tell us?**

- Whilst the overall picture broadly remains the same, our younger employee figures are relatively low with less than 4% of our workforce is within the age band 16 – 25 (despite the increases in the 16 - 20 age category)
- Aged over 46 accounts for around 64% of the overall workforce. This could lead to significant skills and knowledge gaps within roles critical for the future
- Around 59% of our female workforce are aged 45 – 55, this group of employees are most likely to be experiencing peri-menopause / menopause.
- Around 63% 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**

There are limited recruitment opportunities to address any areas of under-representation.

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 has improved our younger workforce profile. This is a government set target placed on all public sector organisations such as Local Authorities and the NHS.

Peri-menopause / Menopause guidance for all employees will be produced and launched in October 2018 to tie in with World Menopause Day. This will include a separate training session for managers.

With limited recruitment opportunities within the Council due to financial constraints, we are a predominantly older workforce, which will mean succession planning will be required for future proofing the organisation.

The relaunch of the refreshed Graduate and Apprenticeship Schemes will attract 16 – 25 year olds to join the Council. Effective management of the schemes will enable the organisation to retain talent, inspire innovation and facilitate effective succession planning.

The Graduate and Apprenticeship Schemes support Wirral Council's 20/20 vision pledges of providing a greater range of Job opportunities for Wirral residents, young people and vulnerable young people; reaching their full potential.

## **What do we need to do?**

- For Wirral, in terms of the Apprenticeships, based on a target of 2.3% of total workforce of 3,335, 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 has relaunched it's Graduate Programme to support local graduates into employment and expects to have a cohort of 7 for 2018/19. From the 2016 cohort, 2 graduates went on to gain permanent employment in 2017/18.
- A cohort of 14 apprentices will be placed throughout the Council for 2018/19 with a further 8 positions planned for 2019/20 (however it is likely that this number will increase for next year's cohort).
- Supported Internships are aimed at 14-19 year old people with a learning disability / mental health condition. The cohort number is 28 for the borough with 2 internships being placed within the Council for 2018/19. A new cohort is anticipated in January 2019. Where appropriate, some of these could lead to an apprenticeship programme.

# Workforce Profile

## Ethnicity profile

### Data

The tables below show the breakdown of headcount by ethnicity.

	FY 2015/16		FY 2016/17		FY 2017/18		Change	Change
<b>Ethnicity</b>	No.	%	No.	%	No	%	No.	%
BME	84	2.3%	82	2.3%	78	2%	6	-7%
Prefer not to say	401	13.3%	378	10.8%	356	11%	45	-11%
White	3,141	86.6%	3,037	86.8%	2,886	87%	255	-8%
<b>Total</b>	<b>3,626</b>		<b>3,500</b>		<b>3,335</b>			

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

	FY 2015/16		FY 2016/17		FY 2017/18		Change	*Wirral Population estimates	
<b>Ethnicity</b>	No.	%	No.	%	No	%	%	No.	%
Asian or Asian British: Bangladeshi	10	0.3%	10	0.29%	11	0.3%	10%	851	0.27%
Asian or Asian British: Chinese	8	0.2%	10	0.29%	12	0.36%	50%	1,653	0.52%
Asian or Asian British: Indian	6	0.2%	5	0.14%	4	0.12%	-33%	1,344	0.42%
Asian or Asian British: Pakistani	0	0.0%	0	0.0%	0	0%	0%	226	0.07%
Asian or Asian British: Other Asian	6	0.2%	7	0.20%	6	0.18%	0%	1,042	0.33%
Black or Black British: African	10	0.3%	9	0.26%	8	0.24%	-20%	389	0.12%
Black or Black British: Black Caribbean	3	0.1%	4	0.11%	3	0.09%	0%	189	0.06%
Black or Black British: Other Black	2	0.1%	1	0.03%	1	0.03%	-50%	117	0.04%
Mixed White and Asian	6	0.2%	9	0.26%	6	0.18%	0%	949	0.30%
Mixed White	12	0.3%	8	0.23%	6	0.18%	-50%	558	0.17%

	FY 2015/16		FY 2016/17		FY 2017/18		Change	*Wirral Population estimates	
<b>Ethnicity</b>	No.	%	No.	%	No	%	%	No.	%
and Black African									
Mixed White and Black Caribbean	7	0.2%	7	0.20%	6	0.18%	-14%	964	0.30%
Mixed: Other Mixed	7	0.2%	7	0.20%	7	0.21%	0%	815	0.25%
Arab	0	0	0	0	1	0.03%	-		
Other Ethnic Group	6	0.2%	5	0.14%	4	0.12%	-33%	530	0.17%
White: British	2,970	81.7%	2,942	84.06%	2,782	83.42%	-6%	303,682	94.7%
White: Other White	77	2.1%	76	2.17%	87	2.61%	13%	3,730	1.17%
White: Irish	23	0.6%	19	0.54%	17	0.51%	-26%	2,667	0.83%
White: Gypsy, Romany or Irish Traveller	0	0.0%	0	0.00%	0	0%	0%	77	0.02%
Prefer not to say	482	13.3%	378	10.80%	356	10.67%	-26%	n/a	n/a
<b>Total</b>	<b>3,635</b>		<b>3,500</b>			<b>3,335</b>		<b>202,649</b>	

*\*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.

<b>Country of Birth</b>	<b>No.</b>	<b>%</b>
UK	1,794	54%
Other	78	2%
Not Declared	1,463	44%
<b>Total</b>	<b>3,335</b>	<b>100%</b>

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

<b>Nationality</b>	<b>No.</b>	<b>%</b>
UK	2,932	88%
Other	37	1%
Not Declared	366	11%
<b>Total</b>	<b>3,335</b>	<b>100</b>



## **What does this tell us?**

- The vast majority of the workforce is from a white ethnic background and a further 2% 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 5.3% against workforce figures of 2.3%. White background for Wirral population estimates is 94.7% compared with workforce figures of 86.8%
- Around 11% of employees preferred not to, or did not disclose their ethnicity which is a slight decrease from the previous year, however, the actual number of employees has decreased in this category which is positive.

## **Mitigation**

We are pleased to have maintained a percentage of employees from a BME background, whilst 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 also include Nationality / 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

## Sex profile

### Data

The table below shows the gender split of the workforce.

	FY 2015/16		FY 2016/17		FY 2017/18		*Wirral Population estimates	
<b>Sex</b>	No.	%	No.	%	No.	%	No.	%
Female	2,347	64.6%	2,247	64.2%	2,142	64%	100,267	51.3%
Male	1,288	35.4%	1,253	35.8%	1,193	36%	95,012	48.7%
<b>Total</b>	<b>3,635</b>		<b>3,500</b>		<b>3,335</b>		<b>195,279</b>	<b>100%</b>

*\*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.

	FY 2017/18		
<b>Sex</b>	No.	% of cohort	% of workforce by gender
Female	1,026	83%	31%
Male	217	17%	7%
<b>Total</b>	<b>1,243</b>		<b>37.3%</b>

The table below shows the total number of women and those in the 45 – 55 age category for 2017/18.

<b>Total female staff</b>	Aged 46 - 55	% aged 46 - 55
2,142	1,261	59%

In addition, 91 members of staff or 3% of the workforce indicated that they have caring responsibilities. This is highlighted by gender in the table below.

	FY 2017/18	
<b>Sex</b>	No.	%
Female	71	78%
Male	20	22%
<b>Total</b>	<b>91</b>	<b>3%</b>

## **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 1,243 or 37.03% compared to 2,092 or 62.7% employees who work full time.
- Of this, a total of 1,026 or 47% 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.
- Around 59% of our female workforce are aged 46 – 55, this group of employees are most likely to be experiencing peri-menopause / menopause.
- 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. This age category is also most likely to have additional caring responsibilities.
- Around 3% of staff (91 employees) indicated that they have caring responsibilities (prior to staff confidence campaigns). The majority of Carers are women at 78%

## **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.

Peri-menopause / Menopause guidance for all employees will be produced and launched tie in with World Menopause Day in October 18.

A Working Carers Policy was launched in June 2018 and a staff network group has been established with its first meeting held in July 2018.

Whilst overall more women than men have left the organisation, this has not had a negative impact on the overall composition of the workforce.

## **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.
- Include as part of any future staff confidence campaigns.

# Workforce Profile

## Disability profile

### Data

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

	FY 2015/16		FY 2016/17		FY 2017/18	
	No.	%	No.	%	No	%
Unknown	801	22.0%	632	18.0%	591	17.7%
No	2,662	73.2%	2,674	76.4%	2,553	76.6%
Yes	172	4.7%	194	5.5%	191	5.7%
<b>Total</b>	<b>3,635</b>		<b>3,500</b>		<b>3,335</b>	

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 April 2018, 191 employees, or 5.7% 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 93. However, requests for reasonable adjustments at present is not reliable as we are dependent on counting from submissions.
- The borough of Wirral's Disability Employment gap stands at 25.7% (nationally 32%).
- Deployment of specialist software such as TextHelp, Dragon and Freemind is provided to 105 of our employees (some employees may require more than one type of software).

## **Mitigation**

We are a Disability Confident Employer 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 'unknown' responses.

We are pleased to have increased 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 are currently a Disability Confident employer and are working towards accreditation at Leader level.
- We will continue to 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').
- Create an e-form for reasonable and workplace adjustments with types of adjustments required to inform our reporting systems.

# Workforce Profile

## Sexual Orientation profile

### Data

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

	FY 2015/16		FY 2016/17		FY 2017/18	
	No.	%	No.	%	No.	%
Unknown	1	0.02%	11	0.31%	29	0.87%
Asexual	1	0.02%	1	0.02%	1	0.03%
Bisexual	8	0.22%	6	0.17%	5	0.15%
Heterosexual	1,878	51.66%	2,085	59.57%	2,019	60.54%
Lesbian or Gay	38	1.05%	43	1.22%	40	1.20%
Prefer not to say	1,710	47.04%	1,354	38.68%	1,241	37.21%
<b>Total</b>	<b>3,635</b>		<b>3,500</b>		<b>3,335</b>	

### 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 however Public Health England's study, [\*Producing modelled estimates of the size of the lesbian, gay and bisexual \(LGB\) population of England\*](#) (2017) estimated that **2.5%** of England's population identifies as LGB or 'other'. Regionally, the highest prevalence was found in London, North West and North East regions with each having an overall LGB prevalence of 4.3%, 2.5% and 2.3% respectively. There are higher proportions in large city regions like Greater London (5.1%), Greater Manchester (3.6%) and Brighton and Hove (9.9%).
- Compared to the Public Health England's national study of 2.5%, our employee data falls below this at 1.4% (regionally estimated at 2.5%).

### 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.

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

# Workforce Profile

## Religion or Belief profile

### Data

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

	FY 2015/16		FY 2016/17		FY 2017/18		*Wirral Population estimates	
	No.	%	No.	%	No.	%	No.	%
Unknown	1	0.03%	9	0.25%	28	0.84%	-	0%
Agnostic	54	1.49%	56	1.6%	56	1.68%	-	0%
Atheist	101	2.78%	107	3.05%	105	3.15%	-	0%
Buddhist	5	0.14%	5	0.14%	3	0.09%	905	0.2%
Christian (all denominations)	1,427	39.26%	1,528	43.65%	1,430	42.88%	225,147	70.4%
Hindu	3	0.08%	3	0.08%	3	0.09%	742	0.2%
Humanist	21	0.58%	19	0.54%	19	0.57%	-	0%
Jewish	2	0.06%	2	0.05%	2	0.06%	265	0.08%
Muslim	10	0.28%	8	0.22%	11	0.33%	1,809	0.56%
No Religion	358	9.85%	439	12.54%	459	13.76%	68,209	21.3%
Other Religion or Belief	12	0.33%	16	0.45%	17	0.51%	830	0.25%
Pagan	9	0.25%	10	0.28%	11	0.33%	-	0%
Sikh	1	0.02%	1	0.02%	0	0%	236	0.07%
Prefer not to say	1,631	44.87%	1,297	37.05%	1,191	35.71%	21,640	6.7%
<b>Total</b>	<b>3,635</b>		<b>3,500</b>		<b>3,335</b>		<b>319,783</b>	

*\*Estimates are based on Wirral Population figures from the Census 2011*

### What does this tell us?

- The data shows overall that Atheist, Buddhist and Christian are the 3 areas where there has been a slight decrease in percentages.
- Those with no religion have increased.
- We no longer have any employees with Sikh religion or belief.
- There has been an increase in employees with Muslim and Pagan religion or beliefs.
- We have employees with Pagan, Agnostic, Humanist and Atheist religion or beliefs whilst Wirral population estimates do not.
- There has been a large increase in the amount of 'unknown' whilst 'prefer not to say' has decreased.

## **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 amount of 'unknown' responses along with the staff confidence campaigns.

# Workforce Profile

## Gender reassignment profile

### Data

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

	FY 2015/16		FY 2016/17		FY 2017/18	
	No.	%	No.	%	No.	%
Unknown	3,332	91.89%	3,209	91.69%	2,945	88.31%
No	272	7.50%	272	7.77%	370	11.09%
Prefer not to answer	16	0.44%	13	0.37%	13	0.39%
Yes	6	0.17%	6	0.17%	7	0.21%
<b>Total</b>	<b>3,626</b>		<b>3,500</b>		<b>3,335</b>	

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 Hate Crime e-learning modules.

# 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 2015/16		FY 2016/17		FY 2017/18	
	No.	%	No.	%	No.	%
Unknown	2,856	78.57%	2,424	69.25%	2,162	64.83%
Civil Partnership	6	0.17%	10	0.28%	13	0.39%
Divorced	43	1.18%	64	1.82%	68	2.04%
Married	511	14.06%	733	20.94%	759	22.76%
Married (Same Gender)	2	0.06%	3	0.08%	4	0.12%
Prefer not to answer	18	0.50%	14	0.4%	12	0.36%
Single	196	5.39%	244	6.97%	300	9.00%
Widowed	3	0.08%	8	0.22%	17	0.51%
<b>Total</b>	<b>3,635</b>		<b>3,500</b>		<b>3,335</b>	

### What does this tell us?

- Almost 65% of the data is not captured as 2,162 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.

# Workforce Profile

## Pregnancy and Maternity profile

### Data

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

	FY 2015/16		FY 2016/17		FY 2017/18	
	No.	%	No.	%	No.	%
Number of females	2,342		2,247		2,142	
Unknown	2,037		1,946		1,909	
No	277		272		195	
<b>Yes</b>	<b>28</b>	<b>1.20%</b>	<b>29</b>	<b>1.29%</b>	<b>31</b>	<b>1.45%</b>

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

Return rate after Maternity Leave	
Total Females Returned 2017/18	
Returned	37
Left	0
Returned part time within 6 months	17
Returned with no change	20

### What does this tell us?

- Whilst there has been a decrease of 200 female members of staff over the last three years, there has been a slight increase in the number of pregnancies.
- No employees decided not to return to work after their maternity leave.
- Almost half of staff reduced their working pattern within six months of returning.
- Further interrogation of data identified that two members of staff took paternity leave.
- During the course of 2017/18 there were 37 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 100% indicates we have good, flexible working policies that are fit for purpose. This is highlighted more by a further 45% employees returning to work part time within six months.

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

### **What do we need to do?**

- This data is deemed to be limited in use as we cannot collect this information from men so targeted action is not necessary. In terms of known pregnancies and maternity / paternity leave, this is collected and can be evidenced.
- As part of the targeted approach to Managers, where employees in their team have data gaps with the completion rate percentage and names of employees with missing information – we have asked male colleague to default this category to no.

# 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 face to face training during 2017/18 by gender, ethnicity, age and disability.

Sex	FY 2017/18		
	Attended delivered training	Headcount	%
Female	1,452	2,142	44%
Male	830	1,193	25%
<b>Total</b>	<b>2,281</b>	<b>3,335</b>	

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

Ethnicity	FY 2017/18		
	No.	Headcount	% by cohort
Asian or Asian British: Other Asian	5	6	83%
Asian or Asian British: Bangladeshi	9	11	82%
Asian or Asian British : Chinese	12	12	100%
Asian or Asian British: Indian	4	4	100%
Black or Black British: African	6	8	66%
Black or Black British: Caribbean	2	3	66%
Black or Black British: Other	0	0	0.00%
Mixed: White and Asian	9	9	100%
Mixed: White and Black African	4	6	66%
Mixed: White and Black Caribbean	5	6	83%
Mixed: Other	7	7	100%
Arab	1	1	100%
Other Ethnic Group	2	4	50%
White: British	1,960	2,782	70%
White – other White	63	87	72%
White: Irish	13	17	76%
Unknown	8	15	53%
Prefer not to answer	171	356	48%
<b>Total</b>	<b>2,281</b>	<b>3,335</b>	<b>68.4%</b>



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

	FY 2017/18		
<b>Age bands</b>	<b>No.</b>	<b>Headcount</b>	<b>%</b>
< 20	12	27	44%
21 - 25	58	77	75%
26 - 30	139	195	71%
31 - 35	198	278	71%
36 - 40	233	314	74%
41 - 45	256	320	80%
46 - 50	412	562	73%
51 - 55	511	699	73%
56 - 60	327	524	62%
61 - 65	108	228	47%
66 +	27	111	24%
<b>Total</b>	<b>2,281</b>	<b>3,335</b>	<b>68.4%</b>

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

	FY 2017/18		
<b>Disability</b>	<b>No.</b>	<b>Headcount</b>	<b>%</b>
Unknown	330	591	55%
Yes	143	191	74%
No	1,808	2,553	70%
<b>Total</b>	<b>2,281</b>	<b>3,335</b>	<b>68.4%</b>

### What does this tell us?

- More women accessed delivered training than men, when compared to the workforce gender split. This trend has reversed from last year whereby more men accessed training than women.
- All employees from a Chinese, Indian, White and Asian and Mixed background accessed delivered training. Those from a Bangladeshi, Other Asian, White and Black Caribbean and White Irish were the next highest cohort.
- Employees from a White British background were less likely to attend delivered training when compared to the majority of all ethnicities.
- Employees aged under 20 and over 61 are less likely to access delivered training when compared to other age categories.

- Employees in the age bracket 41 – 45 were the highest at 80% to access delivered training.
- 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.

We are in the process of transitioning onto a new electronic recording and reporting system for training as a result the data may not be 100% accurate. However the figures above do provide a fair representation of those who have attended face to face training sessions.

# Workforce Profile

## Recruitment

We advertise job vacancies externally and those 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 limited recruitment opportunities.

# Workforce Profile

## Job Application success rates

### Data

The table below show the number of applicants, those shortlisted and appointed by gender for 2017/18

Sex	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
Men	1,436	347	168	24%	48%
Women	964	193	100	20%	52%
<b>Total</b>	<b>2,400</b>	<b>540</b>	<b>23%</b>	<b>264</b>	<b>%</b>

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	16	4	25%	2	50%
Asian or Asian British: Chinese	16	3	19%	1	33%
Asian or Asian British: Indian	18	3	17%	2	67%
Asian or Asian British: Pakistani	8	0	0%	0	0%
Asian or Asian British: Other Asian	5	1	20%	0	0%
Black or Black British: African	29	3	10%	3	100%
Black or Black British: Black Caribbean	4	1	25%	1	100%
Black or Black British: Other Black	4	0	0%	0	0%
Mixed White and Asian	14	1	7%	1	100%
Mixed White and Black African	5	4	80%	0	0%
Mixed White and Black Caribbean	8	1	13%	0	0%
Mixed: Other Mixed	13	1	8%	0	0%
Not Declared	89	11	12%	6	55%
Other Ethnic Group	1	0	0%	0	0%
White: British	1,995	461	23%	230	50%
White: Other White	72	11	15%	5	45%
White: Irish	24	7	29%	2	29%
White: Gypsy, Romany or Irish Traveller	0	0	0%	0	0%
Prefer not to say	79	28	35%	14	50%
<b>Total</b>	<b>2,400</b>	<b>540</b>	<b>23%</b>	<b>264</b>	<b>49%</b>

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

<b>Disability</b>	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
Unknown	212	68	32%	31	15%
Yes	111	19	17%	4	21%
No	2,077	453	22%	229	51%
<b>Total</b>	<b>2,400</b>	<b>540</b>	<b>23%</b>	<b>264</b>	<b>49%</b>

<b>Age range</b>	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
16-25	495	104	21%	43	41%
26-35	659	156	24%	78	50%
36-45	467	111	24%	53	48%
46-55	536	111	21%	54	49%
56-65	184	47	26%	30	64%
66+	12	5	42%	5	100%
Unknown	47	6	13%	1	17%
<b>Total</b>	<b>2,400</b>	<b>540</b>	<b>23%</b>	<b>264</b>	<b>49%</b>

### What does this tell us?

- Whilst more women than men applied for jobs, the success rates of appointed candidates are fairly evenly split.
- Women were around 4% more successful than men to be appointed.
- The numbers of applicants from a number of groups were low numbers therefore it is difficult to draw any conclusions from the data.
- The top 3 ethnicities appointed were African, Black Caribbean and Mixed White where all shortlisted candidates were appointed. Followed by Indian, Bangladeshi and White British respectively.
- The profile of employees with a disability has increased slightly from 5.5% to 5.7% from the previous year; this is not reflected in the number of disabled people appointed when compared to non-disabled people.
- All age groups under 65 are fairly evenly split in the shortlisting category.
- When we look at successful appointments, age groups 26 – 55 are fairly evenly split.
- All of the shortlisted candidates aged 66+ were appointed. The next highest age group is aged 56 – 65.
- Half of the shortlisted candidates aged 26-35 were appointed.
- Age group 16 – 25 is the lowest success rate of appointment at 41%.

## **Mitigation**

This information demonstrates we have an excellent recruitment and selection process that is free from bias. This has a positive impact particularly for 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 5.5% to 5.7% of disabled employees across the workforce, demonstrates our commitment in difficult financial circumstances with limited recruitment opportunities.

We became a Disability Confident employer during 2017/18 which reinforces our commitment to attract and retain disabled employees.

The data evidences that our highest appointed rates are aged 56 – 65 at 64% with 100% success rate at aged 66+. This clearly demonstrates that our policies and processes are free from age bias.

## **What do we need to do?**

- Analyse if new apprenticeship and graduate programme improves our aged under 25 profiles.

# 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	10	7	27	116	54	130	6				350
Childrens' Services	95	42	73	147	109	137	19				622
Corporate Resources and Reform	16	14	80	55	37	45	3				250
Delivery Services	42	76	135	470	238	645	40	6	3	1	1,656
Health and Care	7	3	9	10	17	4					50
Strategic Hub	12	9	11	105	86	179	4	1			407
<b>Total</b>	<b>182</b>	<b>151</b>	<b>335</b>	<b>903</b>	<b>541</b>	<b>1,140</b>	<b>72</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>3,335</b>

The table below shows the length of service by age.

<b>Age Bands</b>	< 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
< 20 Yrs	1	8	7	11							27
21-25 Yrs	12	11	30	21	2	1					77
26-30 Yrs	22	19	46	66	24	18					195
31-35 Yrs	34	22	38	84	39	60	1				278
36-40 Yrs	25	16	39	102	53	76	3				314
41-45 Yrs	22	11	29	90	51	111	6				320
46-50 Yrs	23	28	44	163	110	186	7		1		562
51-55 Yrs	19	21	53	177	129	268	30	2			699
56-60 Yrs	17	7	34	126	81	240	12	5	2		524
61-65 Yrs	5	6	12	46	36	115	7			1	228
66 Yrs +	2	2	3	17	16	65	6				111
<b>Total</b>	<b>182</b>	<b>151</b>	<b>335</b>	<b>903</b>	<b>541</b>	<b>1,140</b>	<b>72</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>3,335</b>

The table below shows length of service by Disability.

<b>Disability</b>	< 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										
No	152	134	263	710	410	835	42	4	3	
Yes	3	2	20	65	39	58	4	1		
<b>Total</b>	<b>182</b>	<b>151</b>	<b>335</b>	<b>903</b>	<b>541</b>	<b>1,140</b>	<b>72</b>	<b>7</b>	<b>3</b>	<b>1</b>

The table below shows length of service by Ethnicity.

<b>Ethnicity</b>	<b>&lt; 3 Mths</b>	<b>3-5 Mths</b>	<b>6-12 Mths</b>	<b>1-2 Yrs.</b>	<b>3-5 Yrs.</b>	<b>6-10 Yrs.</b>	<b>11- 15 Yrs.</b>	<b>16- 20 Yrs.</b>	<b>21- 25 Yrs.</b>	<b>25 Yrs. +</b>	<b>Total</b>
Asian or Asian British: Bangladeshi		1	3	1		6					<b>11</b>
Asian or Asian British: Chinese	2	2	1	2	1	3	1				<b>12</b>
Asian or Asian British: Indian		1		1	1		1				<b>4</b>
Asian or Asian British: Pakistani											<b>0</b>
Asian or Asian British: Other Asian				1	2	3					<b>6</b>
Black or Black British: African		2	1	3	2						<b>8</b>
Black or Black British: Black Caribbean	1			2							<b>3</b>
Black or Black British: Other Black				1							<b>1</b>
Mixed White and Asian			1	6	1	1					<b>9</b>
Mixed White and Black African		1	1	1	2	1					<b>6</b>
Mixed White and Black Caribbean		1		2	2	1					<b>6</b>
Arab		1									<b>1</b>
Mixed: Other Mixed				3		4					<b>7</b>
Other Ethnic Group				3		1					<b>4</b>
White: British	152	130	273	758	452	949	58	7	3		<b>2,782</b>
White: Other White	6	1	20	34	10	16					<b>87</b>
White: Irish	1		3	5	3	5					<b>17</b>
White: Gypsy, Romany or Irish Traveller											<b>0</b>
Prefer not to say	12	9	29	78	65	150	12			1	<b>356</b>
Unknown	8	2	3	2							<b>15</b>
<b>Total</b>	<b>182</b>	<b>151</b>	<b>335</b>	<b>903</b>	<b>541</b>	<b>1,140</b>	<b>72</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>3,335</b>

### What does this tell us?

- Whilst we do not have any employees from a Pakistani or Gypsy, Romany or Irish Traveller background, 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 1-2 years and 3-5 years respectively.
- The lowest length of service category is 25+ years, 21-25 years, followed by 16-20 years 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, any potential adverse impact are unintentional.

# Workforce Profile

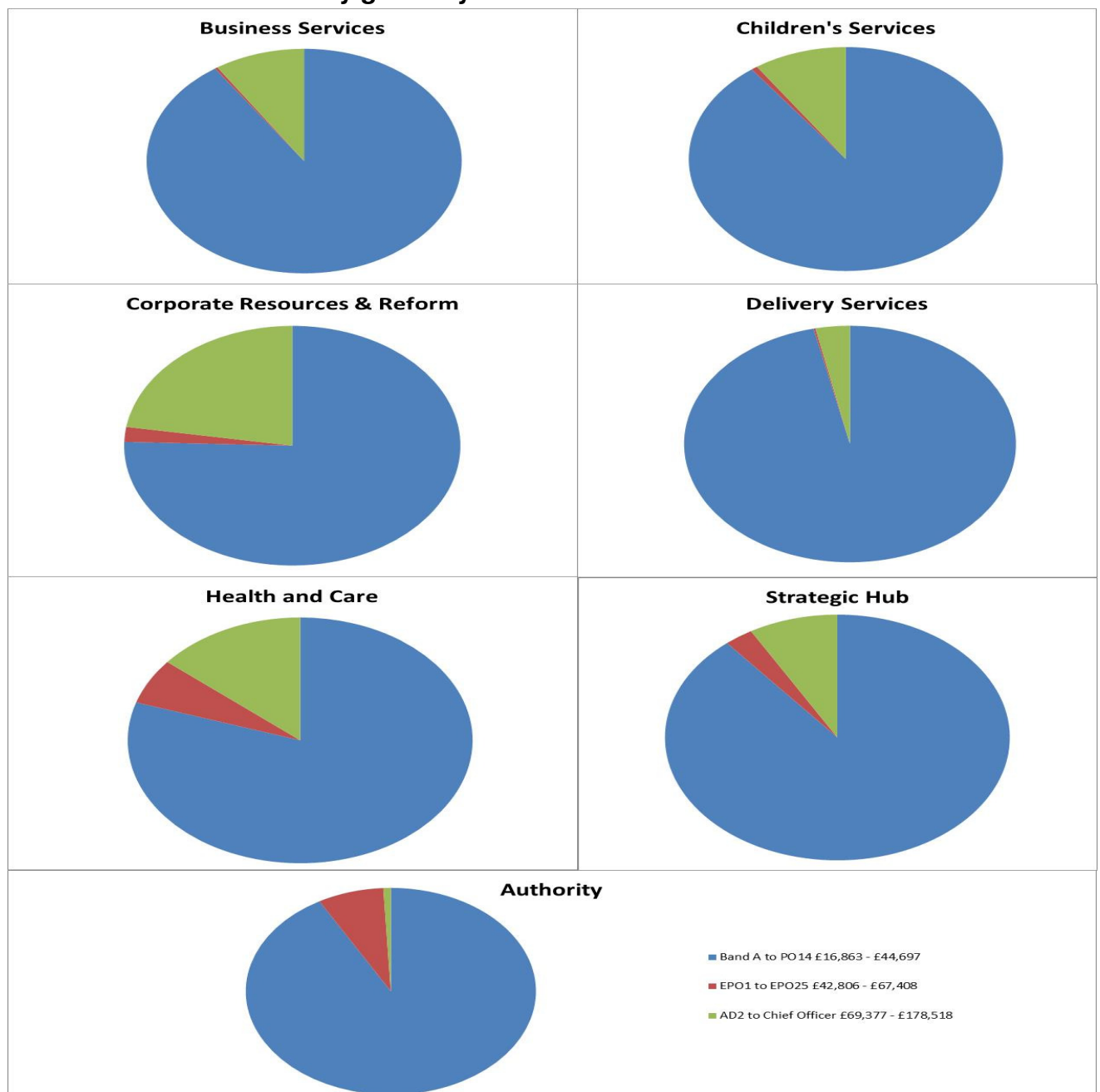
## Pay grades

### 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).

**Pay grade by Business function**



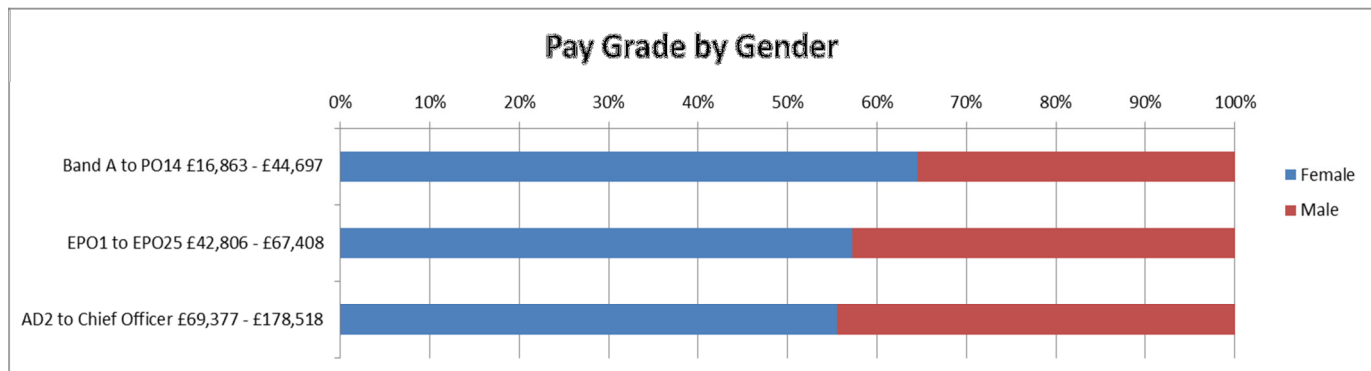
## Data

The graph below shows pay by sex and categories of workforce, managers/senior managers and at Chief Officer group level.

Workforce Band A up to PO14 (£16,863 to £44,697), managers/senior managers at EPO1 to EPO25 (£42,806 - £67,408) and Chief Officers at AD2 – CE (£69,337 to £178,518).

The totals in this section differ from staff numbers of 3,335 due to the number on the grade charts accounts for employees with more than one job.

3,335 is based on a personal characteristic (per person) but grade is job specific.



## 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 45% male and 55% female. This is an improvement of 7% for women with a decrease of 7% in men from last year's figures. This is in keeping when compared to gender split of leavers profile (57% female and 43% male)
- 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.
- Women are slightly over represented across all pay grades when compared to the local population profile.

## 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).

## Data

The table below shows pay by age range and categories of workforce, managers/senior managers and at Chief Officer group level.

Workforce Band A up to PO14 (£16,863 to £44,697), managers/senior managers at EPO1 to EPO25 (£42,806 - £67,408) and Chief Officers at AD2 – CE (£69,337 to £178,518).

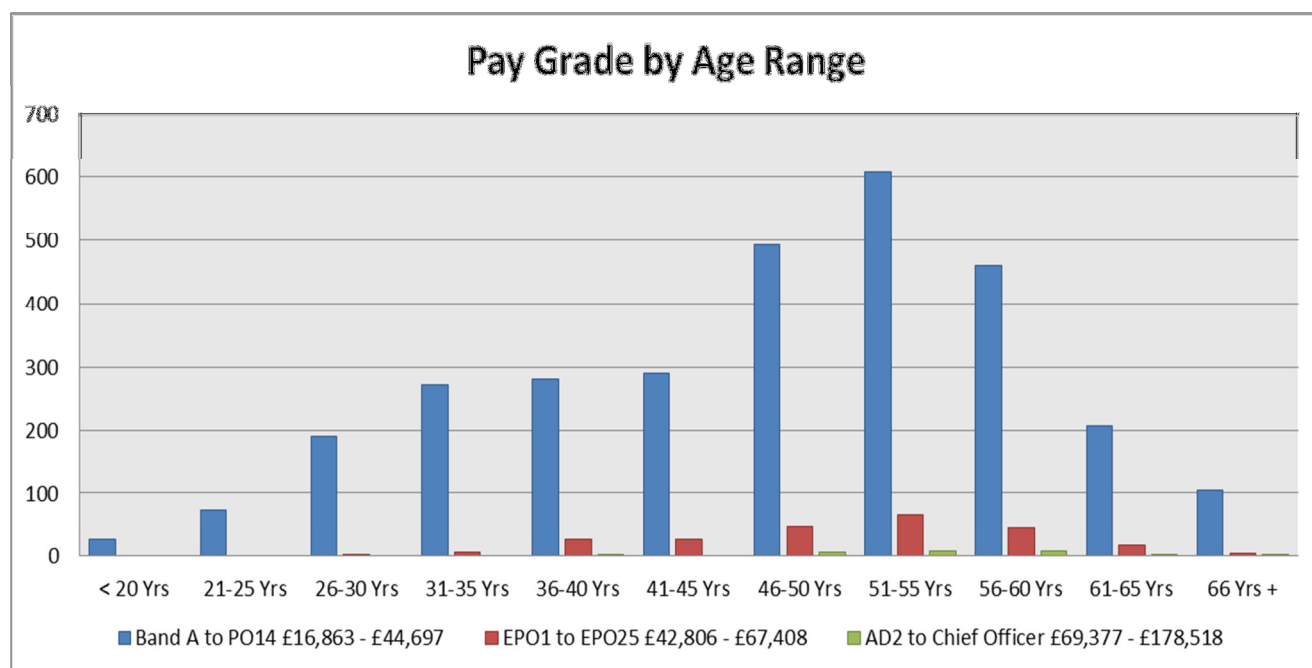
Age Range	Band A to PO14 £16,863 - £44,697	%	EPO1 to EPO25 £42,806 - £67,408	%	AD2 to Chief Officer £69,377 - £178,518	%
< 20 Yrs	27	0.9%		0.0%		0.0%
21-25 Yrs	77	2.5%		0.0%		0.0%
26-30 Yrs	194	6.3%	1	0.4%		0.0%
31-35 Yrs	272	8.9%	6	2.5%		0.0%
36-40 Yrs	285	9.3%	26	10.7%	3	11.1%
41-45 Yrs	293	9.6%	27	11.1%		0.0%
46-50 Yrs	508	16.6%	48	19.8%	6	22.2%
51-55 Yrs	624	20.4%	67	27.6%	8	29.6%
56-60 Yrs	469	15.3%	47	19.3%	8	29.6%
61-65 Yrs	210	6.9%	17	7.0%	1	3.7%
66 Yrs +	106	3.5%	4	1.6%	1	3.7%
	3065		243		27	

## What does this tell us?

- In relation to pay grades, the highest number of employees fall into the 46 – 60 age bands with 1,595 (37%) in workforce group, 162 (67%) in Manager/Senior Managers group and 22 (81%) in Chief Officer Group.

## Data

The graph shows pay grade by age range and categories of workforce, managers/senior managers and at Chief Officer group level.



## What does this tell us?

- The highest number of employees fall into the 46 – 60 age bands with 1,601 (52% of cohort) in workforce group, 142 (66% 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?

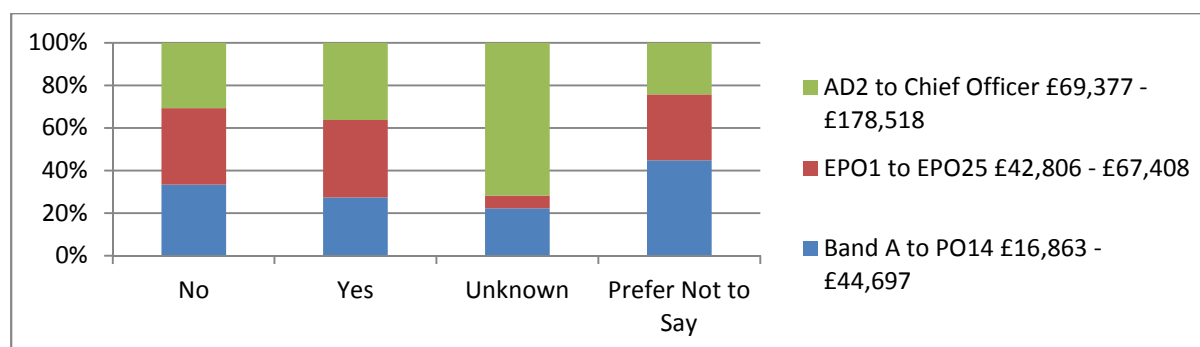
- Some service areas may need to consider planning for an ageing workforce and the implications this may have for future service delivery.

## Data

The table below and graph shows pay by disability and categories of workforce, managers/senior managers and at Chief Officer group level.

Workforce Band A up to PO14 (£16,863 to £44,697), managers/senior managers at EPO1 to EPO25 (£42,806 - £67,408) and Chief Officers at AD2 – CE (£69,337 to £178,518).

Disabled	Band A to PO14 £16,863 - £44,697	%	EPO1 to EPO25 £42,806 - £67,408	%	AD2 to Chief Officer £69,377 - £178,518	%
No	2335	76%	199	82%	19	70%
Yes	171	6%	18	7%	2	7%
Unknown	141	5%	3	1%	4	15%
Prefer Not to Say	418	14%	23	9%	2	7%
<b>Total</b>	<b>3065</b>		<b>243</b>		<b>27</b>	



## What does this tell us?

- Disabled employees are over represented across the entire workforce.
- There are high levels (15%) of unknown data in the Chief Officer group.
- The % of disabled employees has increased over the three year period from 4.7% to 5.7%.

## Mitigation

The high levels of unknown (19%) in Chief Officer group may impact on this dataset 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.

## 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 (£16,863 to £44,697), managers/senior managers at EPO1 to EPO25 (£42,806 - £67,408) and Chief Officers at AD2 – CE (£69,337 to £178,518).

<b>Ethnicity</b>	<b>Band A to PO14 £15,487 to £42,957</b>	<b>%</b>	<b>EPO1 to EPO25 £41,139 - £64,783</b>	<b>%</b>	<b>AD2 - Chief Officer £68,690 to £178,518</b>	<b>%</b>
Asian or Asian British: Other Asian	5	0.2%	1	0.4%	0	0%
Asian or Asian British: Bangladeshi	11	0.4%	0	0%	0	0%
Black or Black British: African	7	0.2%	1	0.4%	0	0%
Black or Black British: Black Caribbean	2	0.1%	1	0.4%	0	0%
Black or Black British: Other	1	0%	0	0%	0	0%
Asian or Asian British: Chinese	11	0.4%	1	0.4%	0	0%
Asian or Asian British: Indian	3	0.1%	1	0.4%	0	0%
White: Irish	12	0.4%	5	2.1%	0	0%
Mixed: Other Mixed	6	0.2%	1	0.4%	0	0%
Mixed White and Asian	8	0.3%	1	0.4%	0	0%
Mixed White and Black African	5	0.2%	1	0.4%	0	0%
Mixed White and Black Caribbean	5	0.2%	1	0.4%	0	0%
Not declared	15	0.5%	0	0%	0	0%
Other Ethnic Group	4	0.1%	0	0%	0	0%
Prefer not to say	345	11.3%	8	3.3%	3	11.1%
White: British	2,550	83.2%	208	85.6%	24	88.9%
White: Other	74	2.4%	13	0%	0	0%
<b>Total</b>	<b>3,065</b>		<b>243</b>		<b>27</b>	

## **What does this tell us?**

- The overall make-up of the workforce is predominately from a White British background at 87%, when compared to the local population at 94.7%.
- The Chief Officer Group does not have any representation from BME background.
- The Manager / senior manager level is over represented at 5.7% when compared to overall workforce of 2% and of the local population (4%).
- The workforce group is over representative at 3.3% when compared to overall workforce of 2% and under -representative of the local population.
- When compared with the local population estimates in relation to ethnicity, we are under-represented in white ethnic background and BME backgrounds overall.

## **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, 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 2017/18 there were 101 employee relation cases relating to Performance Management, Discipline and Grievance. This accounts for approximately 3% of the workforce.

### Data

The below table show the Performance Management, Discipline and Grievance cases within the organisation broken down by ethnicity for 2017/ 2018

<b>Ethnicity</b>	<b>Performance Management</b>	<b>%</b>	<b>Discipline</b>	<b>%</b>	<b>Grievance</b>	<b>%</b>	<b>Total</b>	<b>%</b>
Any Other Asian Background	0		0		0		0	0%
Any Other Ethnic Background	1	25%	0		0		1	25%
Bangladeshi	0		0		0		0	0%
Black African	0		1	12%	0		1	12%
Black Caribbean	0		0		0		0	0%
Chinese	0		0		1	8%	1	8%
Indian	0		0		1	25%	1	25%
Mixed White and Asian	0		0		0		0	0%
Mixed White and Black African	0		0		0		0	0%
Prefer not to say	2	<1%	6	<1%	5	<1%	13	1%
White - Any other	0		3	3%	0		3	3%
White British	4	<1%	35	1%	39	1%	79	2%
<b>Total</b>	<b>7</b>		<b>45</b>		<b>46</b>		<b>99</b>	

There are 3 collective grievances where this data is not shared.

The below table show the Performance Management, Discipline and Grievance cases within the organisation broken down by age for 2017/18.

<b>Age range</b>	<b>Performance Management</b>	<b>%</b>	<b>Discipline</b>	<b>%</b>	<b>Grievance</b>	<b>%</b>	<b>Total</b>	<b>%</b>
< 20 Yrs.	0		0		0		<b>0</b>	
21-25 Yrs.	0		0		0		<b>0</b>	
26-30 Yrs.	0		6	3%	2	1%	<b>8</b>	4%
31-35 Yrs.	0		1	<1%	2	<1%	<b>3</b>	1%
36-40 Yrs.	0		8	2%	9	2%	<b>17</b>	5%
41-45 Yrs.	1	<1%	4	1%	7	2%	<b>13</b>	4%
46-50 Yrs.	2	<1%	7	1%	7	1%	<b>16</b>	2%
51-55 Yrs.	1	<1%	8	1%	10	1%	<b>19</b>	2%
56-60 Yrs.	2	<1%	5	<1%	4	<1%	<b>11</b>	2%
61-65 Yrs.	0		5	2%	5	2%	<b>10</b>	4%
66+	1	<1%	1	<1%	0		<b>2</b>	1%
<b>Total</b>	<b>7</b>		<b>45</b>		<b>46</b>		<b>99</b>	

The below table show the Performance Management, Capability, Discipline and Grievance cases within the organisation broken down by sex for 2017/18.

<b>Sex</b>	<b>Performance Management</b>	<b>%</b>	<b>Discipline</b>	<b>%</b>	<b>Grievance</b>	<b>%</b>	<b>Total</b>	<b>%</b>
Female	3	<1%	17	<1%	38	1%	<b>58</b>	2%
Male	4	<1%	28	2%	8	<1%	<b>41</b>	3%
<b>Total</b>	<b>7</b>		<b>45</b>		<b>46</b>		<b>99</b>	

There are three collective grievances where this data isn't shared.

The table below shows the Performance Management, Discipline and Grievance cases within the organisation broken down by disability for 2017/18.

<b>Disability</b>	<b>Performance Management</b>	<b>%</b>	<b>Discipline</b>	<b>%</b>	<b>Grievance</b>	<b>%</b>	<b>Total</b>	<b>%</b>
Unknown	0		0		0		<b>0</b>	
No	6	<1%	43	1%	38	1%	<b>88</b>	3%
Yes	1	<1%	2	1%	8	4%	<b>11</b>	5%
<b>Total</b>	<b>7</b>		<b>45</b>		<b>46</b>		<b>99</b>	

There are three collective grievances where this data isn't shared.

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

<b>Division</b>	<b>Type</b>	<b>Informal</b>	<b>Stage 1</b>	<b>Stage 2</b>	<b>Other</b>	<b>ET</b>	<b>Outcome</b>
Children's Services	Bullying & Harassment	0	2	0	0	0	<b>Stage 1 - 2</b> partially upheld
	Discrimination	1	0	0	0	0	<b>Informal-</b> Not upheld
	Equality & Diversity	0	1	0	0	0	<b>Stage 1 -</b> Ongoing
	Organisational Change	1	1	0	0	0	<b>Informal-</b> not upheld <b>stage 1 -</b> resolved informal
	Other	1	0	0	0	0	<b>Informal –</b> no case to answer
	Terms & Conditions	2	8	0	0	0	<b>Informal –</b> 1 withdrawn, 1 upheld. <b>Stage 1-1</b> withdrawn, 3 upheld, 1 partially upheld, 1 informal resolution. 2 outcomes not delivered yet
<b>Total</b>		<b>5</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>
Adult Social Care	Bullying & Harassment	0	1	0	0	0	<b>Stage 1 –</b> moved 1 to

							NHS before grievance dealt with
	Relationships At Work	3	5	0	0	0	<b>Informal</b> -2 informally resolved. 1 withdrawn. <b>Stage 1</b> - 1 withdrawn, 2 partially upheld. 2 ongoing
	Terms & Conditions	3	3		0	0	<b>Informal</b> – 2 informally resolved. 1 not upheld. <b>Stage 1</b> – 1 partially upheld, 1 withdrawn, 1 outcome not known.
<b>Total</b>		<b>6</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>
Delivery	Bullying and Harassment	4	2	0	0	0	<b>Informal</b> - 3 informal resolutions. 1 not upheld. <b>Stage 1</b> – 1 not upheld. 1 employee resigned.
	Discrimination	0	1	0	0	0	<b>Stage 1</b> - no case to answer
	Other	2	2	0	0	0	<b>Informal</b> -2 informal resolutions. <b>Stage 1</b> – 1 left authority before resolved. 1 withdrew before heard at stage 1.
	Relationships at Work	0	1	0	0	0	<b>Stage 1</b> - withdrawn

	Terms and Conditions	2	1	0	0	0	<b>Informal</b> – 1 resolved informally. 1 no case to answer. <b>Stage 1</b> – ongoing
	Working Arrangements	0	1	0	0	0	<b>Stage 1</b> – upheld
<b>Total</b>		<b>8</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16</b>
<b>Division</b>	<b>Type</b>	<b>Informal</b>	<b>Stage 1</b>	<b>Stage 2</b>	<b>Other</b>	<b>ET</b>	<b>Outcome</b>
Strategic Hub	Bullying & Harassment (protected characteristics)	1	0	0	0	0	<b>Informal</b> - Not upheld
<b>Total</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total for year</b>		<b>20</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49</b>

### What does this tell us?

- Of the 46 grievances, one was submitted on perception the employee was being treated differently based on their protected characteristic.
- A further two grievances were submitted on the basis of discrimination.
- No employees under the age of 25 were involved in any performance management process, grievance or disciplinary action.
- The highest number of performance management, disciplinary and grievance cases are in the age group 51-55 closely followed by age group 36–40 and 46-50 respectively. However this is not disproportionate when compared to the overall workforce demographic as 38% of the workforce is within this age group.
- More men were in the disciplinary and performance management process than women, this is disproportionate when compared to the gender split of the workforce with men at 36%.
- Women were four times as likely to submit a grievance. This is slightly disproportionate to the gender split of the workforce at 64% female.
- Two grievances were based on discrimination (disability related and pregnancy/maternity related) both have been resolved and were not upheld.
- The age groups 51-55 and 36-40 account for around 41% of all grievances. The same age groups also account for over a third of disciplinary cases.

- Of the eight grievances raised by disabled staff, one related specifically as a result of their disability which was resolved informally. All others were resolved informally with one employee resigning.
- No employees cited reasonable adjustments as a reason for submitting a grievance.

## **Mitigation**

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

We agreed a revised approach for reasonable adjustments which has helped to minimise the impact for length of time taken to implement reasonable adjustments. This is evidenced in the reverse trend from last year where 3 grievances were raised as a direct result of reasonable adjustments.

It is not uncommon for the age groups of 51-55 to be the most likely age range to have caring responsibilities and potential medical conditions and / or ill health.

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

No grievances were based on an employees' ethnicity.

Whilst at face value it appears a higher proportion of employees from Any Other Ethnic and Indian background are in performance management and grievance process, this accounts for a very small number of employees.

# 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	3,335	Wirral Council workforce is significantly under-represented in the age categories for young people (16-25) in comparison to the Wirral local population, with just over 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 pages 28 - 29	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 21 -24	See table on pages 21 - 24	As with the Wirral Population the Wirral workforce is predominately White British (87%), 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 0.7%. We record the category 'Arab' which is not a census recognised category.
Sex	Female 51.3% Male 48.7%	Female 64% Male 36%	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%.
Sexual Orientation	n/a	See table on pages 30 - 31	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 1.4% although there are high levels of prefer not to say responses.
Religion or Belief	See table on pages 32- 33	See table on pages 32 - 33	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 pages 34	There is no Wirral comparison data available for this characteristic. However, the fact that there is 88% 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 36 - 37	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 35	There is no Wirral wide data available for this characteristic. However, the fact that there is 65% 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

Achieved during this year 2017/18

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

Action	Activity	Timescale	Progress
<b>1) Governance</b>	<ul style="list-style-type: none"> <li>Ensure the right governance is in place to drive forward and monitor the workforce equality report and action plan.</li> </ul>	September 2018	New People Strategy has equality embedded throughout.
<b>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)</b>	<ul style="list-style-type: none"> <li>Improve baseline data from 79% to 85%.</li> </ul>	July 2018	Achieved – currently at 86%
	<ul style="list-style-type: none"> <li>Further improve to 90%</li> </ul>	July 2019	
	<ul style="list-style-type: none"> <li>Ensure effective collection of data at source i.e.: online application process, new starter process.</li> </ul>	From May 2017	Launch of recruitment module June 2017 has helped to address data gaps via online recruitment process.
	<ul style="list-style-type: none"> <li>Undertake further targeted staff confidence campaign for employees to update their personal equality information on self-serve.</li> </ul>	October 2018	On target – direct approach to Managers with team members with missing data. Session with escorts to complete information.
	<ul style="list-style-type: none"> <li>Staff that have reasonable / workplace adjustments are recorded against employee.</li> </ul>	October 2018	e-form currently under development and due to go live. Also includes workplace adjustments not related to disability (such as pregnancy and maternity

Action	Activity	Timescale	Progress
			/ menopause)
<b>3) Improve Workforce data reporting to ensure decisions relating to the workforce are mitigated</b>	<ul style="list-style-type: none"> <li>Robust workforce related EIAs are produced and published to ensure decision makers give due regard to the impact on the protected characteristics of staff.</li> </ul>	Ongoing	Equality analysis and process for reporting / publishing currently under review.
	<ul style="list-style-type: none"> <li>Business partner's present employee equality data to DMT's based on PSED requirements, including analysis, patterns and trends.</li> </ul>	Quarterly from Q1 April 2019	
	<ul style="list-style-type: none"> <li>Establish robust mechanisms for monitoring equality and diversity data.</li> </ul>	Ongoing	
<b>4) Positive Action</b>	<ul style="list-style-type: none"> <li>Develop a positive action plan to address under-representation across the workforce.</li> </ul>	September 2019	New People Strategy has 'Attracting and retaining diverse talent' as key theme.
	<ul style="list-style-type: none"> <li>Targets are set based on internal monitoring, staff consultation, local labour market and barriers to employment.</li> </ul>	April 2019	HR Business partners present equality profiles to teams to address any potential under-representation
	<ul style="list-style-type: none"> <li>Develop a Managers Guide to support refresh of recruitment policy (under-represented groups).</li> </ul>	November 2018	
	<ul style="list-style-type: none"> <li>Consider employment routes into Council.</li> </ul>	March 2019	Guidance for managers

Action	Activity	Timescale	Progress
	Adverts and processes need to be accessible to diverse communities.		to be developed
<b>5) Equal Pay and Gender pay gap reporting</b>	<ul style="list-style-type: none"> <li>Publish annual gender pay gap reporting in line with new legal requirements.</li> <li>Develop an Equal Pay audit report to include all protected characteristics.</li> <li>Conduct research for Generational gender pay gap evidence.</li> </ul>	<p>April 2019 - annually</p> <p>July 2019</p> <p>June 2019</p>	2018 completed and included in this report.
<b>6) Promotion success rates</b>	<ul style="list-style-type: none"> <li>Develop a process for obtaining promotion success rates</li> <li>Undertake an audit of employees pay scales (excluding increments, honorariums and acting up)</li> </ul>	<p>Feb 2019</p> <p>May 2019</p>	System currently not capturing data accurately.

# 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
- Public Health England 2017

## **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 2015/2016, 2016/17 and 2017/18.

# 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

Document ownership	
<b>Report owned by:</b>	Tony Williams, Head of Human Resources
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<b>Date report approved:</b>	January 2019
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# 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 2018/19 was presented to Council on 19 March 2018. Wirral Council is a Living Wage employer and with effect from 1 April 2018 we will pay the revised national Living Wage of £8.75 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 full report can be found [here](#).

## Appendix Two:

### Workforce Profile

#### Gender pay gap reporting

Wirral Council is required by law (The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017) to publish an annual gender pay gap report.

**This is its report for the snapshot date of 31<sup>st</sup> March 2017.**

Gender Gap	%age	Male Rate	Female Rate	Council Rate
The mean gender pay gap	5.85	£ 14.14	£ 13.31	£ 13.61
The median gender pay gap	4.78	£ 13.07	£ 12.45	£ 12.07
The mean gender bonus gap	0.00	n/a	n/a	n/a
The median gender bonus gap	0.00	n/a	n/a	n/a

The Mean gender pay gap is the average gap across all staff included.

The Median gender pay gap is the middle rate of all hourly rates included.

Pay quartiles by gender			
Quartile	Males	Females	Description
Lower	29.6% (280)	70.4% (666)	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower middle	38.5% (364)	61.5% (582)	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Upper middle	36.7% (347)	63.3% (599)	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Upper	41.4% (392)	58.6% (554)	Includes all employees whose standard hourly rate places them above the upper quartile

Quartiles are defined by dividing the workforce into 4 equal sized groups, then split by gender.

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



## How does Wirral Council's gender pay gap compare with that of other organisations?

The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that the Council's gap compares favourably to the national averages and other public sector organisations.

	<b>Wirral Council</b>	<b>2017 ONS ASHE whole sector</b>
Mean gender pay gap	5.85%	17.4%
Median gender pay gap	4.78%	18.4%

*\*Office for National Statistics*

*\*\*Annual Survey of Hours and Earnings*

This is the first year for the requirement to report the gender pay gap. To date, only a small proportion of organisations have published their gender pay gap prior to the 2018 deadline. The Council is therefore unable to perform detailed benchmarking against similar public sector organisations at this point.

### What is a gender pay gap?

Gender pay is not about equal pay. Unequal pay means that individual women and men are not getting equal pay for doing equal work. The gender pay gap shows the average difference between the earnings of women and men. It has a number of contributory factors, most of which are more about the kinds of industries and jobs open to women than about the ways in which men and women are paid.

Just because there is a gender pay gap does not make it unlawful. Having a gender pay gap does not mean the Council is discriminating against women.

A gender pay gap is not solely the result of pay practices. It is about much broader influences. Gender pay gaps are the outcome of economic, cultural, societal and educational factors.

### What are the contributing factors of Wirral Council's gender pay gap?

<b>Factor</b>	<b>Impact and Reasons</b>
Workforce make-up	Wirral Council has a predominantly female workforce, with 63.5% employees female and 36.5% male.  Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). In Wirral, the top quartile roles are occupied by more women than men.
Wirral Pay	The Council has a clear policy (Wirral Pay Policy Statement 2017-

Policy	<p>18) of paying employees equally for the same or equivalent work, regardless of their gender (or any other protected characteristic). Wirral Council is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather, its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.</p> <p>The Council adopts the national pay bargaining arrangements through any agreed annual pay increases negotiated with joint trade unions, subject to any local agreements in place.</p>
Foundation Living Wage	As a FLW employer, Wirral's pay rates in the lower quartile are comparatively higher than national rates, which narrows the gap.
Reforming Services	The Council's workforce has reduced and changed significantly with many services no longer provided directly. The impact has been that the number of traditionally male dominated roles paid at mid-quartile rates has decreased, e.g. Construction workers, whilst the number of traditionally female dominated, lower-quartile roles has also reduced, e.g. Catering, Care and Domiciliary workers.
Harmonisation	<p>The Council harmonised terms and conditions in 2008. This included new premium payments and removal of bonuses.</p> <p>Premium payments are generally paid to lower paid employees thus enhancing their pay. In Wirral, the premium payments are paid to as many women as men.</p>
Ageing Workforce	<p>Wirral Council has an ageing workforce with 52.54% aged between 45 and 59 years.</p> <p>It is acknowledged that the pay gap widens for women aged 40 plus years and at Wirral, of those aged 40 and over, 64% are female. Wirral reflects this trend with the gender pay gap widening from 5.85% to 10%.</p>
Employment Contracts and Flexible Working	<p>Wirral has a variety of flexible work options, e.g. full-time, part-time, term-time, seasonal, providing a number of working arrangements for individuals to choose from that fit into their work-life balance.</p> <p>It is acknowledged that females are traditionally viewed as the primary carers meaning these employment options tend to attract and retain more females than males.</p> <p>Since Wirral has a number of roles falling into the lower quartile with minimal work hours which accommodate work-life balance arrangements, this influences the higher proportion of females in lower quartile job roles.</p>
Career Break	Career Break is a local government term and condition which has been in place for many years. This enables women to take time away from work after having children and return to work at an equivalent position and level of pay, meaning women returning to the workplace aren't disadvantaged financially or with their career opportunities. This is not broadly used in the private sector and will contribute towards narrowing the pay gap.

**Next Steps**

Based on the outcomes of this exercise, Wirral will undertake further analysis and detailed benchmarking to identify any actions that may address the pay gap differential.