WIRRAL

Workforce Monitoring Report

2018 – 2019

#BETHE
DIFFERENCE

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

(Arabic)

উইরাল কাউন্সিল সকলের কাছে তথ্য 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 ।

(Bengali)

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(Mandarin)

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

(Gaelic)

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

(Hindi)

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

(Polish)

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

(Punjabi)

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

(Somali)

ویرال کونسل معلومات کو 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 آ سکتے ہیں یا ہمارے کال سنٹر کو 2020 606 (0151) پر فون کریں۔

(Urdu)

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Foreword

I am pleased to present Wirral Council's Workforce Equality report for 2018/19, which provides equalities information on our workforce in accordance with the Equality Act (2010) and Public Sector Equality Duty (2011). This reports also outlines some of the key initiatives and actions we have undertaken to improve equality outcomes and to ensure we remain an inclusive employer.

The Public Sector Equality Duty helps to embed equality considerations, which are central to delivering fair and efficient public services into the day-to-day activities of public bodies. The duty requires public authorities to consider how their policies or decisions affect people, including staff, who are protected under the Equality Act because they have a protected characteristic. There are nine protected characteristics including:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

Wirral Council is one the largest employers in the borough with 82% of our staff living in Wirral. The Council strives to deliver and continuously improve excellent services for our residents. A diverse workforce, who feel supported and included, is key to this and the Council is committed to developing a workforce which is broadly representative of the communities which we serve.

The information in this report helps us to monitor our progress and performance in respect of workforce equalities. We will use this information and engage with our staff on an on-going basis to identify opportunities to make improvements and to address any imbalances between those who share a protected characteristic and those who do not.

Paul Satoor
Chief Executive

THIS IS WHO WE ARE

Council Workforce: 63% Females 37% Males

Wirral Population: 51% Females 49% Males

Council Workforce Band A to PO14 £16,863 to £44,697	Manager / Senior Manager EPO1 to EPO25 £42,806 - £67,408	Chief Officers AD2 - Chief Officer £69,337 to £178,518
37% Male	30% Male	47% Male
63% Female	70% Female	53% Female

PART TIME JOBS · PART - TIME · Make time for PART - TIME

Men 19% / Women 81%

Part Time 34% / Full Time 66%

Age

	16-25
	26-35
	36-45
	46-55
	56-65
	66+

30% 20% 10% 0% 10% 20% 30% 40%

■ Council Workforce ■ Wirral Population

Council Workforce	Wirral Population
•BME 2.5%	•BME 3.1%
•White 88.7%	•White 96.9%
•Unknown 8.8%	•Unknown 0%
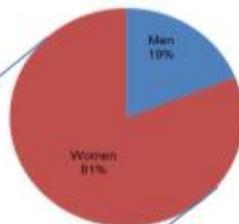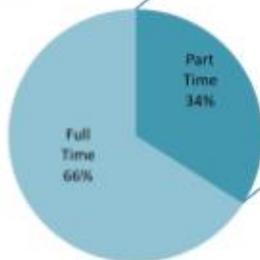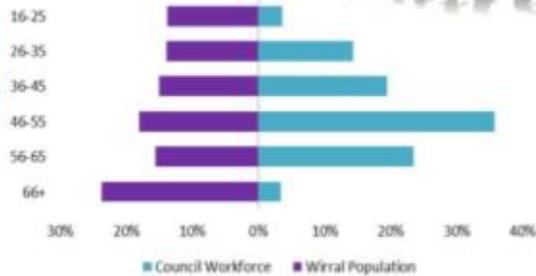
Council Workforce

Heterosexual 68.84%
LGB 2.09%
Unknown 29.07%

UK Population

Heterosexual 93.7%
LGB 1.7%
Unknown 4.6%

The North West region has the second highest population rate in the country for people who identify as gay or lesbian and bisexual

Council Workforce with a disability

80% / 7% / 13%
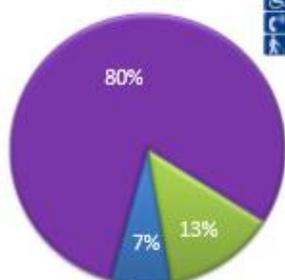
Wirral Population (Based on long-term health problem or disability)

77% / 11% / 12%
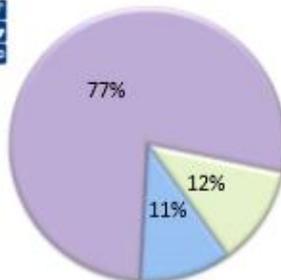
■ Disability ■ No Disability ■ Unknown   ■ A lot ■ A Little ■ Not at All

Religion or Belief

	Have a Religion or Belief	Don't have a Religion or Belief	Unknown
■ Council Workforce	55%	16.27%	29.2%
■ Wirral Population	71%	21%	7%

2018/19

WIRRAL
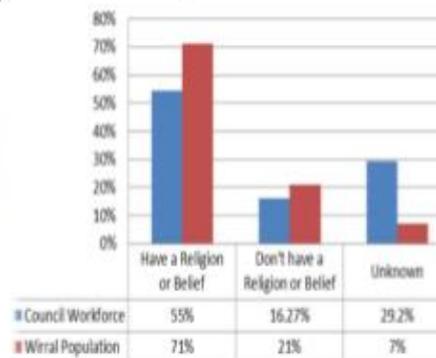
1. Executive Summary

This report draws upon the key findings and actions from analysis of our workforce data in 2018-2019 as required by the Public Sector Equality Duty. The data we collect and what we do with the information is detailed in the council's Workforce Monitoring Policy.

1.1. Key findings and actions

➢ At the time of reporting, around 93.9% of employees had provided information regarding their protected characteristics. This includes employees who declared that they would 'prefer not to say (PNTS).' The percentage of employees who provided information has increased by 7.9% since last year, which is positive.

➢ For some protected characteristics, the proportion of staff who have declared that they would 'prefer not to say' is higher than for others. Most notably, 27% of staff indicated they 'would prefer not to say' in respect of sexual orientation and 28% in relation to religion and belief. The reasons for this are unclear. It could simply be because staff feel this is personal information that they do not wish to share with the organisation, which is a valid choice. This will however be explored further and staff views invited.

➢ To reduce data gaps, we have taken steps to increase staff confidence in providing equalities information through awareness raising campaigns and targeted communication, explaining that it helps us to monitor the impact of key policies, plans and decisions. The increase in staff providing information suggests these campaigns have been successful and we will continue to undertake them. However, it is important to recognise and respect that the provision of such information is a personal and optional choice for staff.

➢ As of 1 April 2019, the total headcount within the Council was 3209. There has been a reduction in overall headcount each year over the last five years, but the Council remains a large employer on the borough. Our workforce demographic has remained fairly stable despite the fall in headcount.

- The workforce is ageing, with over half (63%) aged over 46. The average length of service is 25 years plus. There is therefore a need to ensure effective workforce succession plans are in place. Additionally, we need to ensure we support the needs of an ageing workforce, which will be a key consideration of a new Talent Management Strategy which will be developed during 2020.

- We will continue to develop and grow our apprentice and graduate schemes, which have been successful in increasing the diversity of the workforce from an age perspective. In 2018/2019, 63% of new starters to the organisation were aged between 16-25, which is attributable to these schemes.

- The workforce is predominantly female, with just over a third of female staff falling within the 46-55 age group. This age group is most likely to be experiencing perimenopause or menopause and could have caring responsibilities. In recognition of this, during 2018 – 19 we launched a Working Carers Policy with associated training for managers, set up a staff network group, and launched a Carer's Passport Scheme. We also produced 'Menopause in the Workplace' guidance accompanied by staff workshops and introduced a menopause related absence category for recording menopause related absences.

- As a Council, in comparison to the local population (3.1%), we are slightly under-representative of the Black, Asian and Minority Ethnic (BAME) background (2.5%). However, there has been a slight increase in the proportion of staff from a BAME background from the previous year. There was no representation at a Chief Officer level at the time of reporting, which will be addressed through the new Talent Management Strategy.

- Analysis of job success rates showed that all candidates shortlisted from a Bangladeshi, Chinese, Pakistani, Other Asian, Other Black and Other Mixed background were appointed. As we develop our Talent Management Strategy, we will increase engagement with BAME community groups to ensure our attraction strategy is inclusive, and Wirral is an employer of choice.

➢ We are a Disability Confident employer and are committed to advancing opportunities for disabled candidates. Prospective disabled candidates are automatically guaranteed an interview providing they have met the essential criteria. Analysis of job success rates told us that the success rate of disabled people appointed is lower than non-disabled. The reason for this is unclear and will be considered further. It does not necessarily mean there is any discrimination at selection stage, and over the last three years the success rate of disabled candidates appointed has continued to increase. However, unconscious bias awareness and inclusive leadership will be incorporated into management and leadership development packages in future as reflected in the accompanying action plan.

➢ The number of employees declaring a disability has increased over the last 3 years. However, not all employees have provided information in respect of this protected characteristic. We will take steps to increase the level of responses in this area through awareness campaigns.

➢ Whilst we hold data in relation to our employment practices e.g. exit interviews, promotion success rates etc, it is limited. We will therefore take action to obtain and interpret more qualitative information in these areas to identify and address hotspots, issues, barriers and opportunities.

1.2.　What we have achieved to date

In 2018 the Wirral Council People Strategy was first approved. Equality, Diversity and Inclusion (EDI) is a thread running through this. The People Strategy is aligned to and underpins Council strategies and plans. It provides the framework for us to:

- Be a modern, forward-thinking organisation that delivers excellent services to residents
- Maximise the potential of our workforce
- Ensure we are an employer of choice
- Ensure a culture in which residents are placed at the heart of everything we do

- Ensure all staff are supported, developed, engaged and feel included so that we can be a high-performing council.

Within the year 2018-19, we undertook a range of EDI related programmes and events as part of the People Strategy, to raise awareness of EDI and to bring staff groups together. For example, Menopause in the workplace, Women into Leadership and Show Racism the Red Card events. These activities and events will continue in 2019-20. Events already planned include Men's Health Awareness week and Mental Health Awareness week. In addition, we will continue to support and encourage staff network groups.

We will also continue to build upon the success of our graduate and apprenticeship schemes. These have been successful in increasing workforce diversity from an age perspective, and provide fantastic opportunities for people of all ages, including young people from the Wirral to start a fulfilling career with the Council.

In 2019, we launched a new Staff Forum which is chaired by the Chief Executive. This provides another environment for staff to have a say on things that matter to them, including Equality, Diversity and Inclusion. We will continue to engage with our workforce to shape our approach.

1.3.   Next steps

The information contained within the report provides useful insight on our workforce composition and helps us to consider the impact of our employment policies and procedures. An action plan to address issues and opportunities has been developed (Appendix One). This action plan is not stand alone, it is aligned to and complements the People Strategy, which will be refreshed during 2020 with an increased focus on Equality, Diversity and Inclusion.

2. Introduction

This report provides data on the workforce profile of Wirral Council in 2018/19. Wirral Council collects, publishes and monitors staff diversity data in order to:

- Check how representative we are according to the local population, where possible.
- Consider and review the impact of our employment policies and processes, including the identification of areas which appear to have a disproportionate impact on certain groups of staff.
- Show 'due regard' to the Public Sector Equality Duty, a legal requirement under the Equality Act 2010.
- Identify opportunities to further embed Equality, Diversity and Inclusion (EDI) in the workplace, so that all staff feel included, supported and developed to achieve their potential.

3. Organisational composition

Over the last seven years the Council has made significant financial savings and is now an employer of a smaller, but still large, number of people. As at 1 April 2019 the total headcount was 3,209. With 2,109 working full time and 1,096 part time, 82% of employees working less than 36 hours are women. These figures do not include school employees, councillors, consultants and agency staff (unless they have line management responsibilities).

Overall, there has not been any significant changes to the demographic of our workforce over the last three years despite our headcount falling year on year. We remain female dominated, are an ageing workforce and are slightly under-representative of our BAME community. The average length of service is 25 years plus, it is therefore foreseeable that a significant proportion of staff could leave us over the next ten years, potentially leaving a shortage of knowledge and skills.

4. Equality Monitoring Information

4.1. Age
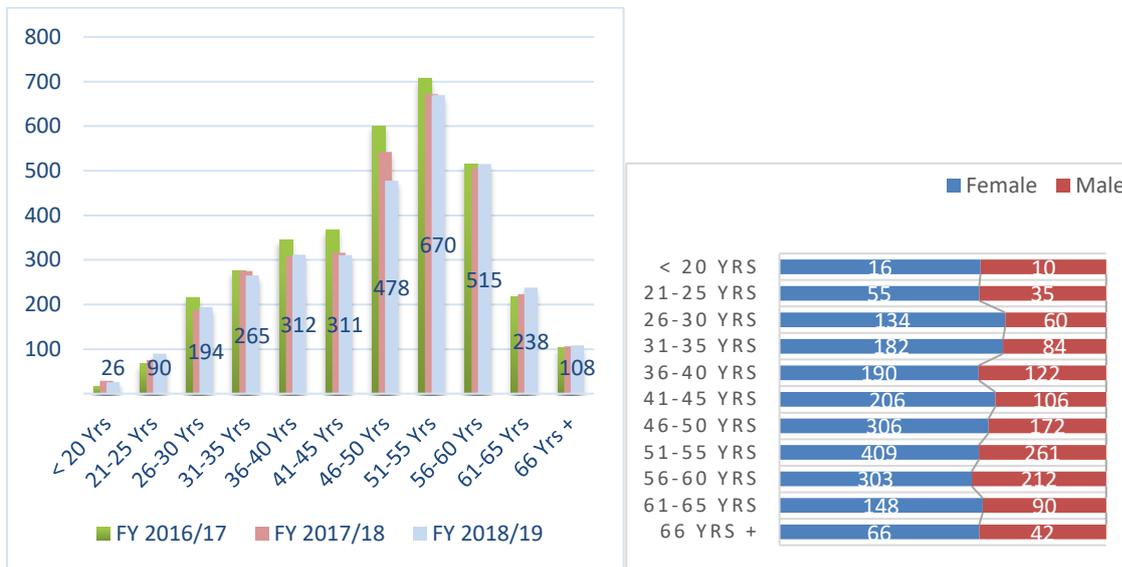
> The workforce is ageing. People aged over 46 account for 63% of the overall workforce, and this is representative at each pay grade.

> We are **overrepresented** in comparison to local demographic data in the older age bracket (51- 60). This is an ongoing trend.

> We are **underrepresented** in comparison to local demographic data in the younger bracket (16 – 25), with 4% of our workforce within this band.

> To address this issue, as part of the People Strategy, we will continue to grow and develop our apprentice and graduate schemes, so they are attractive, and Wirral Council is an employer of choice.

> We have two supported interns and will continue to offer supported internships aimed at those aged 14-19 with a learning disability or mental health condition.

> We will further develop our workforce and succession plans to ensure there is a talent pipeline.

> Around 35% of our female workforce are aged between 46-55. This group are most likely to be experiencing the perimenopause or menopause. We have taken steps to ensure employees are supported in the workplace. For example, we have produced Menopause in the Workplace guidance and workshops and introduced a menopause related absence category for

recording menopause related absence. We will monitor the impact of these actions and will continue to engage with staff to ensure they are supported.

4.2.   Sex
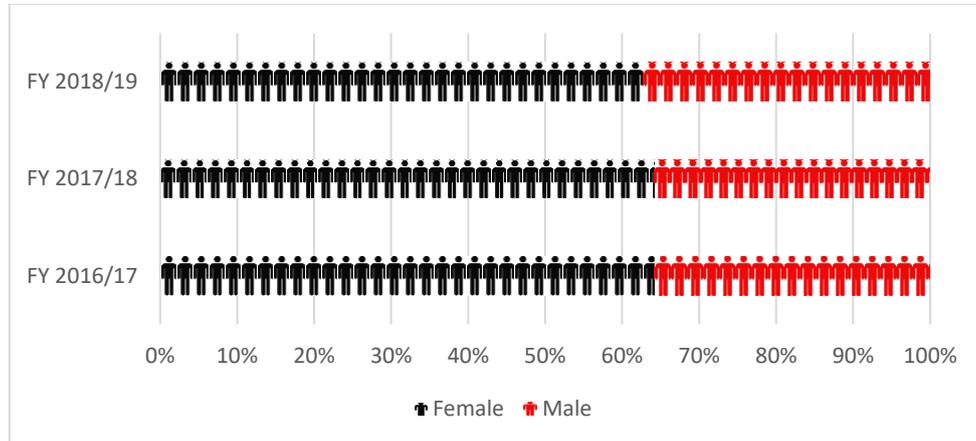
- ➢ The council has a predominantly female workforce (almost two thirds) and this has remained consistent over previous years.
- ➢ In relation to pay, women are continuing to steadily progress through the pay grades at manager / senior manager level with a 12% increase from the previous year. At Chief Officer level the split of male / female has remained even and this has been the case over the last three years.
- ➢ There is an organisational commitment to support Women into Leadership. A year long 'Women into Leadership' programme in 2018, as part of the People Strategy' helped to personally and professionally develop our female workforce.

4.3. Race
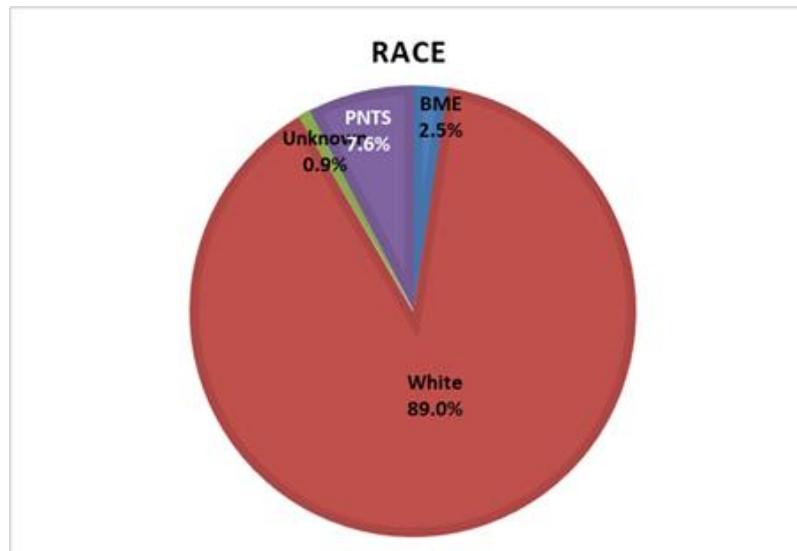
> There are 2.5% employees from a BAME background, this is 0.5% higher than previous year. The response rate from employees declaring their ethnicity has improved.
> The workforce population is slightly **underrepresented** when compared to the BAME population on Wirral which is 3.1%
> The Chief Officer group does not have any representation from a BAME background.
> This will be a key consideration in our Talent Management strategy.

4.4.   Disability

Declared Disability
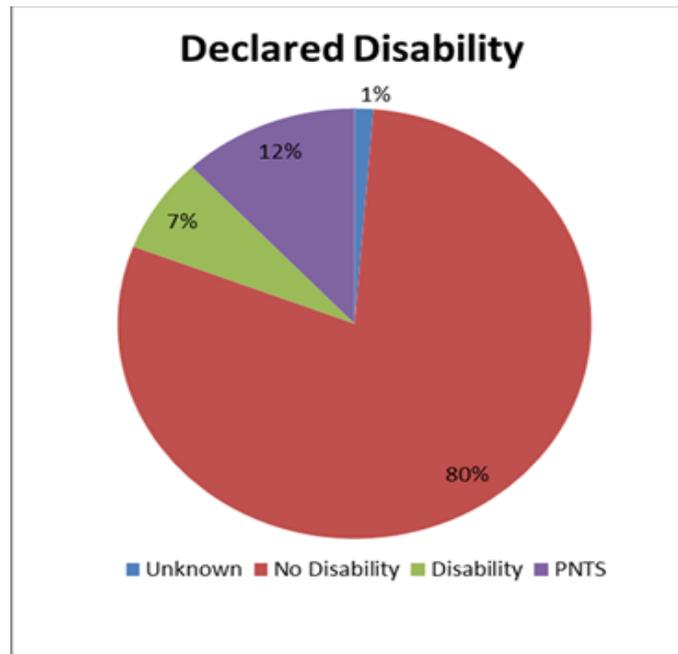
- ➢ 7.1% (229) of the total workforce of 3,209 declared they have a disability; this is 1.4% higher than previous year and has there has been a slight increase over the last three years.

- ➢ Disabled employees are well represented across the entire workforce. However for 13% of staff it is unknown whether or not they have a disability – as 12% staff indicated they would prefer not to say and 1% have not responded to the information request. We will therefore take steps to increase staff confidence in declaring whether they have a disability to close this gap and to better understand and meet the needs of our workforce.

- ➢ There is limited directly comparable data in relation to this characteristic in respect of the local population. However, it is useful to note that in the Census 2011, 23% of the Wirral population declared they experience a long-term health problem or disability that limits their day to day activity. This would suggest we are potentially **underrepresented** in comparison to the local population but there is insufficient comparable data to be certain.

4.5. Religion or belief
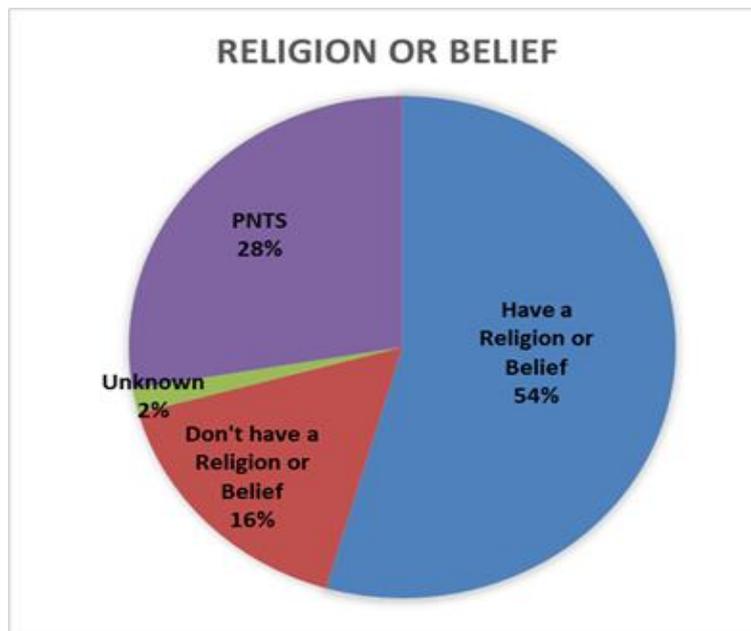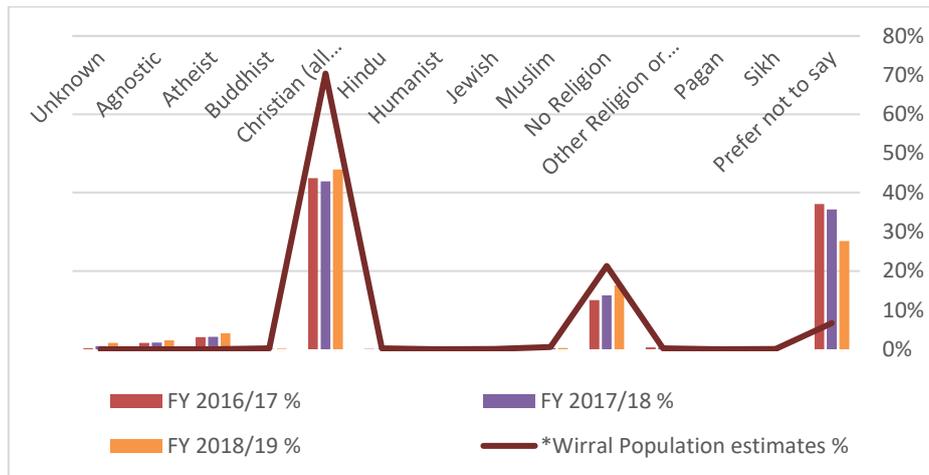
- ➢ There has been an increase of 8% in employees declaring their religion or belief, which is positive and suggests campaigns intended to increase staff confidence in providing information have been successful and will be continued.
- ➢ The proportion of 'unknown/prefer' not to say for this category is relatively higher than for most other protected characteristics. The reason for this is unclear and will be considered further.

4.6. Gender reassignment

Bar chart titled with categories Unknown, No, Prefer not to answer, Yes across FY 2016/17, FY 2017/18, and FY 2018/19.
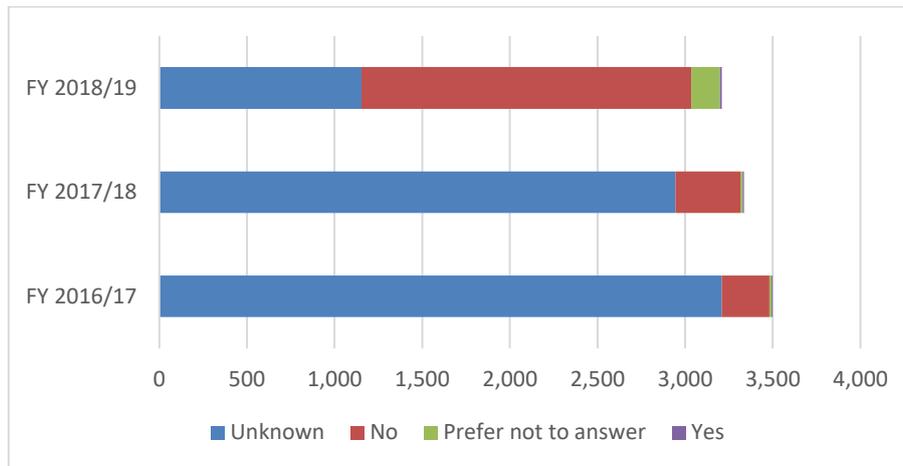
➢ The number of employees declaring they are transgendered has slightly increased over a three-year period.

➢ The 'unknown' category for this protected characteristic has significantly reduced which is positive. Wirral Council does have a Gender Identify policy, but further steps will be taken to increase staff confidence in providing information in relation to this protected characteristic.

➢ There is no directly comparable data for this group for the local population however it is estimated around 650,000 people nationally are likely to be 'gender incongruent to some degree.'

4.7. Marriage and civil partnership

➢ There has been a significant increase in the numbers of Civil Partnerships and same-sex marriages (34 and 10 respectively in total) compared to the previous year (13 and 4 respectively).

4.8.   Sexual orientation
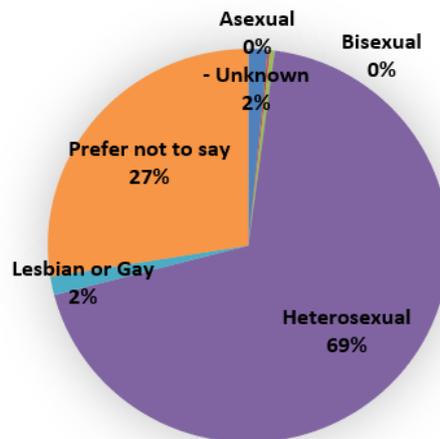
> A slightly higher proportion of Wirral Council employees have indicated they are Lesbian, Gay, Bi-sexual and Transgender in comparison to local population (0.3% difference).

> The proportion of staff providing information regarding their sexual orientation has increased by ten percentage points from the previous year, which is positive.

> However, the proportion of staff who have indicated they would 'prefer not to say' is still relatively higher than for most other protected characteristics. The reasons are unclear and will be considered further. Again, steps will be taken to increase staff confidence in providing information regarding protected characteristics.

4.9.   Pregnancy and maternity

> In 2018-19 there were 33 recorded pregnancies, and 48 members of female staff took or were already on maternity leave.

> Return to work rate after maternity leave was 100% and almost half of staff reduced their working pattern within six months of returning indicating we have good, flexible working policies that are fit for purpose.

> Two members of staff took paternity leave, but no members of staff took shared parental leave.

> We take action to increase awareness of our parental leave policies and entitlements to all staff through communication campaigns.

5. Employment practice

5.1. Caring responsibility
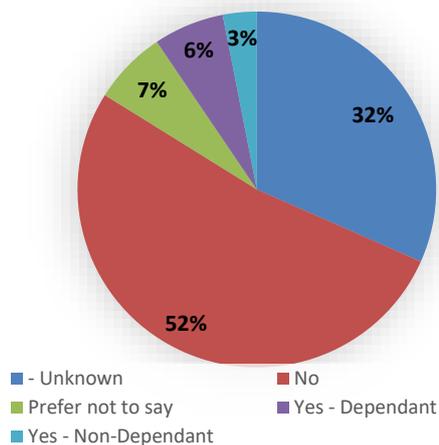
- Around 3% of staff indicated they have caring responsibilities outside of mainstream childcare. The national average is 12% therefore there are potentially 9% of our workforce that are 'hidden' carers.
- We will continue to develop and run communication campaigns to encourage staff to identify as working carers.
- The majority of carers within the workforce are women (74%) which is higher than the national average (59%). This, combined with potential impact of the menopause, may have an adverse effect on women.
- Wirral Council has taken active steps to provide support to working carers and will further build upon this. Actions to date include the launch of a Working Carers Policy, management training, the introduction of a Carers Passport scheme and the establishment of a staff network group.

### 5.2. Job application success rates

- The overall number of job applications for 2018/19 was 3,326. On analysis the key findings are:

- All candidates shortlisted from a Bangladeshi, Chinese, Pakistani, Other Asian, Other Black and Other Mixed background were appointed. Overall candidates from a BAME background were more successful in the appointment process than their non-BAME counterparts.
- The success rate of disabled people appointed is lower than non-disabled at 58% and 66% respectively. However, the success rate has increased over the last few years. As part of the Talent Management Strategy and leadership and management development packages we will raise awareness of unconscious bias during recruitment and selection.
- The majority of new starters in 2018/2019 were aged between 16-25 (63%), this is 22% higher for this category than the previous year. This can be attributed to the Apprentice and Graduate schemes which will be key to building a talent pipeline for the future and mitigating the risks associated with an ageing workforce, such as loss of skills, knowledge and experience.

5.3. Promotion success rates

- We do not currently collect data on promotion success rates and will take steps to address this gap.

5.4. Length of Service
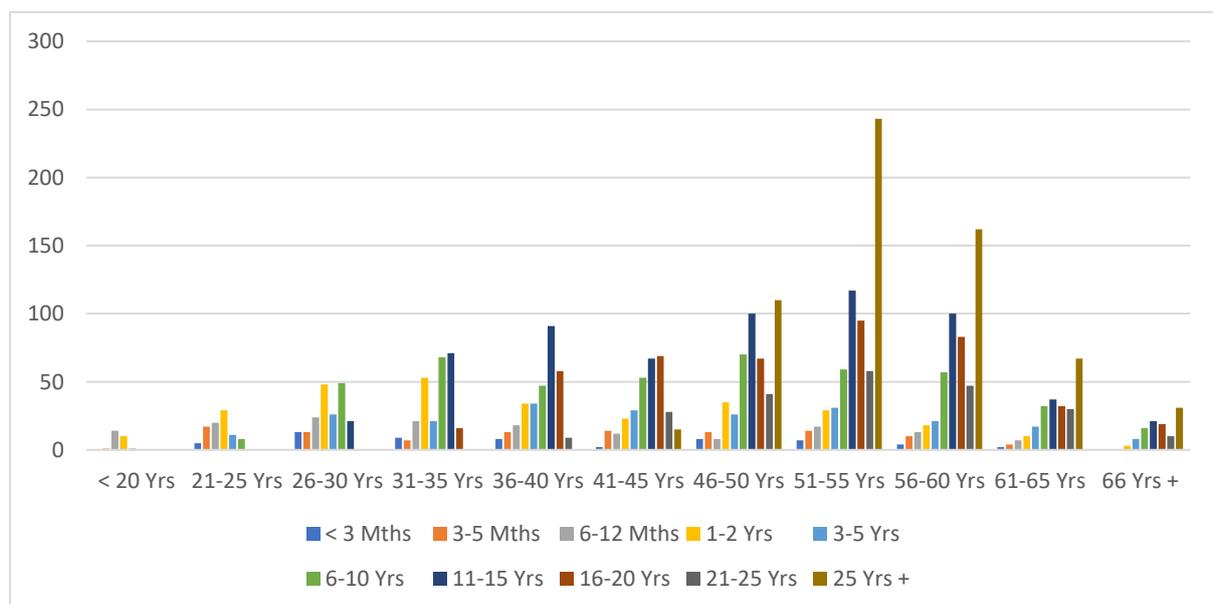
- The chart above demonstrates that a significant proportion of the workforce over 46 years old has 25 years or more service. Again, this signifies the need for robust succession planning and talent management plans as an increase in the proportion of staff leaving through retirement (including early retirement) over the next ten years plus is foreseeable.

5.5.   Take up of training

- Our data tells us that 33% (1,067) of all employees accessed formal training (that is recorded centrally). This data does not capture/include all forms of learning and development - such as work-based learning.
- Employees from a BAME background accounted for 6.4% staff accessing formal training, which is higher than the workforce demographic of 3%.
- Employees aged under 30 were the most likely to access formal training. This is a reverse in trend from last year.
- Employees aged over 61 were less likely to access training compared to other age categories. This remains steady in comparison to previous years and could be attributed to the fact they are nearing the end of working tenure. However, the challenge for the Council is to ensure all employees remain skilled and motivated and to promote / encourage career long learning.
- The data tells us that diverse groups are accessing training opportunities which is positive.
- As part of our new approach to Learning and Development we will continue to encourage a culture of continuous learning and development, empower staff to drive their own development, providing with them with the tools and resources to do so. We will also emphasis the value of other forms of learning and development such as shadowing, mentoring, on-line resources and structured on-the-job learning. In future years, we might actually see uptake of formal training decrease overall – in reflection of the new approach. We will continue to monitor trends and ensure development opportunities are accessible to all.

5.6. Reasons for leaving

Leaver Reasons

Reason	Value (approx.)
Severance	68
Resigned	114
Normal Retirement Age	24
Ill Health Retirement	15
End Of Contract	6
Employment with other Authority	10
Early Voluntary Retirement	5
Dismissal	13
Death In Service	4
Contract Outsourced	119
Career Break	1
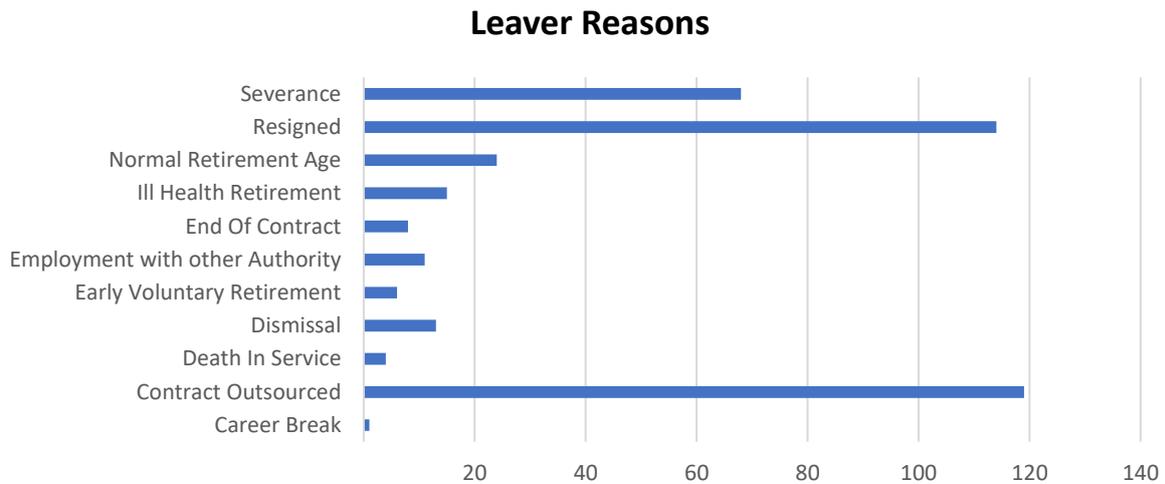
- In 2018 – 19, 382 employees left the Council. The majority or 31% (119) were transferred to alternative delivery models. The second biggest reason for leaving was resignation, followed by severance.

- 11% of employees who left during 2018-2019 had declared a disability. This is higher than the overall workforce figure of staff with a disability (7.1%) and reasons for leaving have therefore been considered further for this group. The main reason for disabled employees leaving was through outsourcing/transfer to alternative delivery models (37%). 12% of staff with a disability left through resignation which is much lower than the proportion of staff who left through resignation overall (30%). These figures will continue to be monitored to identify any issues or trends. No specific issues can be inferred at this point based on the data available.

- All employees are asked to complete an exit interview questionnaire. We will review the exit interview process to ascertain whether there are any specific barriers / issues for employees in relation to protected characteristics and/or if there are any patterns or trends which required further consideration from an equality, diversity and inclusion perspective.

5.7. Employee Relations cases

During 2018-2019 there were 90 employee relation cases relating to formal Performance Management, Discipline and Grievance. This accounts for 2.8% of the

workforce and is a decrease from 2017- 2018. 14 employees (3.7%) were dismissed during this period.

The cases have been analysed in relation to the protected characteristics. It has been identified that more men were involved in disciplinary and performance management proceedings than women, this is disproportionate when compared to the gender split of the workforce. This will be considered further. As reflected in the action plan, unconscious bias and inclusive leadership will form part of leadership and management development packages in future.

The data/numbers held in respect of reported cases of bullying and harassment is too small upon which to draw statistically significant inferences. However, the Council will continue to take any report of bullying and harassment very seriously and will take action as appropriate. Any discrimination or bullying and harassment on the basis of a protected characteristic will not be tolerated.

5.8.   Final comments and next steps

In conclusion, the Council's workforce demographic has remained fairly consistent over the last three years. We know where the gaps are and this report and associated action plan (Appendix One) will contribute to the further development of the Council's People Strategy to ensure that we have a diverse, inclusive and skilled workforce who are healthy and engaged to deliver outcomes for Wirral residents.

Appendix One: Equality Improvement: Summary action plan

Action	Activity	Timescale	Owner
1) **Reduce data and insight gaps**	• Undertake further targeted staff confidence campaigns for employees to update their personal equality information on self-serve	July 2020	Organisational Development (OD) / Change
2) **Continue to monitor trends in our Employment practice to ensure there are no adverse implications on protected groups**	• Business partners to report key EDI data to DMTs to establish trends and any potential impacts	Quarterly from Q1 April 2020	Human Resources Business Partners (HRBP's)
	• Process is developed to capture feedback and report / investigate anomalies from exit interviews	April 2020	HRBP's
	• Develop a process and undertake a review of promotion opportunities and success rates for protected groups. (excluding increments, honorariums and acting up)	May 2020	Management Information Services (MIS)
3) **Talent Management Strategy**	• Develop a Talent Management Strategy with an emphasis on Equality, Diversity and Inclusion and which identifies a clear talent pipeline for BAME representation	December 2020	Change / OD

Action	Activity	Timescale	Owner
	to address the gap at Chief Officer level.		
	• Develop an attraction strategy to improve engagement with BAME groups and younger people including considering employment routes into council.	December 2020	Recruitment
	• Respond to any emerging needs of our ageing workforce demographic	Continuous	Change / OD
4) **Strategic workforce planning**	• Undertake strategic workforce planning – which should specifically address risks associated with an ageing workforce (i.e. loss of skills and knowledge)	Dec 2020	Change / OD
5) **Equality, Diversity and Inclusion awareness for managers and leaders**	• Develop training / other learning packages and incorporate into leadership and management development plans (such as unconscious bias and inclusive leadership)	September 2020	Change / OD
6) **Develop and implement an Equality, Diversity and Inclusion (EDI) Strategy**	• Raise the profile and value of EDI in the workplace	Sept 2020	Change / OD

Appendix Two: 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 2019/20 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 on the following link: https://lgiu.org/women-in-local-government-new-report-from-the-fawcett-society-and-the-lgiu

Appendix Three: Workforce Profile: Gender pay gap reporting – at 31 March 2018

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.

What is a gender pay gap?
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.

Gender pay is not about equal pay. Unequal pay means that individual women and men are not getting equal pay for doing equal work.

Reporting Requirements
The report is in relation to a snapshot of the workforce in scope as at 31st March 2018 in line with the legislative reporting requirements. The scope of the council's report includes all employees (excluding schools) who are in receipt of base pay and allowances at this date.

The council must report on and publish the mean and median pay gaps and pay quartiles.

Appendix Four: references list

- Women's and Equalities Committee: Transgender Equality report
  https://www.gov.uk/government/publications/transgender-equality-report-government-response

- JSNA
  https://www.jsna.info/

- Place Analytics
  http://gt-placeanalytics.co.uk/

- Integrated Household Survey
  https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/methodologies/integratedhouseholdsurvey

- North West Public Health Observatory Mental Health Wellbeing survey 2009
  https://www.herc.ox.ac.uk/downloads/health_datasets/browse-data-sets/north-west-public-health-observatory-health-profiles

- Civil Partnership Act 2004
  https://www.legislation.gov.uk/ukpga/2004/33/contents

- Annual population survey
  https://www.nomisweb.co.uk/articles/932.aspx

- Public Health England
  https://www.gov.uk/government/organisations/public-health-england