



# **Workforce Monitoring Report**

## **2020 – 2021**



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(Arabic)
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(Bengali)
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(Mandarin)
<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 ciosmheáin.</p>
(Gaelic)
<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 अवाश्यकता 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>
(Hindi)
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(Polish)
<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 ਸ਼ੌਪ ਵਿੱਚ ਜਾ ਸਕਦੇ ਹੋ ਜਾਂ ਇਸ ਨੰਬਰ (0151) 606 2020 ਤੇ ਸਾਡੇ ਕਿਸੇ ਕਾਲ ਸੈਂਟਰ ਵਿੱਚ ਟੈਲੀਫੋਨ ਕਰ ਸਕਦੇ ਹੋ।</p>
(Punjabi)
<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>
(Somali)
<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 آ سکتے ہیں یا ہمارے کال سنٹر کو 2020 606 (0151) پر فون کریں۔</p>
(Urdu)

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## Foreword

I am pleased to present Wirral Council's Workforce Equality report for 2020/21, which provides equalities information on our workforce in accordance with the Equality Act (2010) and Public Sector Equality Duty (2011). This report also outlines some of the key initiatives and actions we have undertaken to improve equality outcomes and to ensure we remain an inclusive employer.

Wirral Council is one the largest employers in the borough with 76% of our staff living locally. 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 Public Sector Equality Duty requires public authorities to consider how their policies or decisions affect people, including staff, who have a protected characteristic under the Equality Act.

There are nine protected characteristics:

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

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 regularly to identify improvements that can be made and to address imbalances between those who share a protected characteristic and those who do not.



A handwritten signature in black ink, consisting of stylized, overlapping loops and strokes.

## 1. Executive Summary

This report draws upon the key findings and actions from analysis of our workforce data in 2020-2021 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. All comparable datasets contained within this report relate to Wirral population figures taken from the Census 2011.

### 1.1. Key findings and actions

- At the time of reporting, around 99.2% of employees had provided information regarding their protected characteristics. This includes employees who declared that they would 'prefer not to say (PNTS)' and is an improvement of 12% in the last 2 years primarily due to staff confidence campaigns.
- For some protected characteristics, the proportion of staff who have declared they would 'prefer not to say' is higher than for others. Most notably, 23% of staff indicated they would 'prefer not to say' in respect of sexual orientation and 24% in relation to religion and belief. The reasons for this are unknown, we have narrowed the data gap significantly over the last three years with a data gap of just under 1%. It could simply be because staff feel this is personal information that they do not wish to share with their employer. This will however be explored further, and staff views invited.
- To enable us to have more informed data, 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. For example, including information in our managers communication (Manager View), encouraging staff to review and update their personal information and via our staff network groups. The increase in staff providing information suggests these campaigns have been successful and we will continue to undertake them. We will review and update the categories on our systems to ensure they are inclusive and introduce 'prefer to self-define'. However, it is important to recognise and respect that the provision of such information is a personal and optional choice for staff.
- As of 31 March 2021, the total headcount within the Council was 3,377. This is an increase of 131 from last year (where for the first time in several years there was a headcount increase of 37) and is a reverse in trend in previous years where there had been a reduction in overall headcount. The Council remains a large employer on the borough and our workforce demographic has remained fairly stable.
- The workforce is ageing, with over half (62%) aged over 46. This is a slightly higher proportion than last year (60%) and a reverse in trend from the previous year. The average length of service is 25 years plus and the turnover rate is 6.9%. There is therefore a need to ensure effective workforce and 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 workforce strategy and succession planning.

- 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 2020/2021, 13% of new starters to the organisation were aged between 21-25, however we had no new graduates or apprentice schemes due to the current cohorts being a two-year scheme from 2019.
- The workforce is predominantly female at 63%, with just under a third of female and 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, 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. We have introduced a staff network group for women, some trans men and non-binary staff experiencing menopause and menstrual health, developed a module and hosted a manager micro session to ensure as an employer we provide appropriate support to this staff group.
- As a Council, in comparison to the local population data (5.4%, Census 2011), we are under-representative in terms of ethnicity background (2.9%). This is a trend across the Liverpool City Region based on data shared at the LCR Race equality group. However, there has been a slight increase in the proportion of staff from a ethnic minority background from the previous year. There is good representation at Chief Officer level at 3.1%. As part of our Recruitment and Selection strategy we will increase engagement with ethnic minority community groups to ensure our selection processes are inclusive. We have liaised with ethnic minority community groups who now receive our recruitment email alerts directly.
- The number of employees with a declared disability has broadly remained the same over the last 3 years, representing 8% of the workforce. However, just under 12% employees have 'preferred not to say' in respect of this protected characteristic. We will take steps to close the gap of 'prefer not to say' by increasing staff confidence to declare a disability to ensure we can support appropriately in the workplace.
- 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 candidates appointed is higher than non-disabled during the last 12 months which is a reverse in trend from last year. Within the last two years the disparity between success rate of disabled to non-disabled has reduced year on year. For example, in 2018-19 58% of disabled candidates were appointed and in 2019-20 this increased to 66%.
- In 2020-21 the disparity between success rates of disabled to non-disabled candidates decreased to 56% success rate. However, when compared to non-disabled candidates in this year the success rate was 47% so overall, disabled candidates were more successful than non-disabled candidates being appointed.
- Whilst we hold data in relation to our employment practices e.g., exit interviews, it has been limited. We have carried out an initial analysis of leavers between January

2019 and September 2021, a refreshed approach will be implemented in early 2022 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 2020-21, 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, LGBT history month, Mental Health support sessions, International Women's Day, our first International Men's Day virtual event and Inclusive Leadership manager micro. These activities and events continued, albeit virtually during 2021.

During 2020-21, we have taken into account the potential impact of the COVID-19 pandemic on the workforce and staff groups such as working carers, in our approach to developing workforce policy and support. We increased engagement with all our diverse staff network groups, including establishing several new ones, and held monthly virtual meetings to ensure staff felt connected to the organisation. We have also undertaken a series of staff surveys followed by action plans to address findings throughout the pandemic.

In summer of 2021 a specific Equality, Diversity and Inclusion (EDI) staff survey will be undertaken, and we are currently developing this.

During 2021 we also established staff network groups for Race, Religion and Belief, Neurodiversity and Menopause and Menstrual Health. We will continue to support and encourage more staff network groups.

Additionally, since the publication of the last workforce monitoring report we have:

- Introduced the use of pronouns in email signatures
- Refreshed the Domestic Abuse Policy and aligned it with the borough wide strategy
- Developed a Mental Health Policy
- Implemented a staff facebook group (around 700 members)

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 Wirral, to start a fulfilling career with the Council. Our Apprenticeship First approach which will be launched in 2021/22 will enable us to grow our own talent and ensure clear career pathways.

We have included promotion success rates in this report for the second year and will monitor this moving forward to ensure there are no adverse disparities for any protected groups.

### **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).

## **2. Introduction**

This report provides data on the workforce profile of Wirral Council in 2020/21. 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 in the workplace, so that all staff feel included, supported and developed to achieve their potential.

## **3. Organisational composition**

Over the last eight 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 2021, the total headcount was 3,377. With 2,211 working full time and 1,166 part time, 79% 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. We remain female dominated, are an ageing workforce and are under-representative of our ethnic minority communities. 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 60% of the overall workforce, this is slightly higher than at employee level (58%) however manager / senior manager and Chief Officer level the rate is 68% and 83% respectively. This is a reverse in trend from last year when it was broadly representative across all pay grades.
- We remain **overrepresented** by 15% in comparison to local demographic data in the older age bracket (51-60) and **underrepresented** by 14% in comparison to local demographic data in the younger bracket (16-25).
- 20 of the 24 apprentices and graduates are aged under 25 which has contributed to our younger age bracket demographic. As part of the People Strategy, we will continue to grow and develop our apprentice and graduate schemes so that they are attractive, and Wirral Council is an employer of choice. We will also further develop our workforce and succession plans to ensure a talent pipeline.
- Around 32% 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 as mentioned earlier in this report

### 4.2. Sex

- The council has a predominantly female workforce (almost two thirds) and this has remained consistent over previous years.
- At assistant director / chief officer level the split of male / female has remained relatively even at 52% and 48% respectively.
- In relation to pay, women are continuing to maintain representation at assistant director / chief officer level.
- At manager / senior manager level, there has been an increase of female representation of 2% from the previous year (now 60%). This is a reverse in trend from last year where there was a 7% decrease of female representation at this level.

### 4.3. Ethnicity

- There are 2.9% employees from an ethnic minority background, this is slightly higher than the previous year (2.7%). The Chief Officer group has good representation at 3.1%. The response rate from employees declaring their ethnicity has increased slightly.
- The workforce population is underrepresented when compared to ethnic minority population on Wirral, which is 5.4%. Comparisons have been made across the Liverpool City Region with Liverpool having the highest ethnic minority staff representation at 5.6% (with ethnic minority population of 11.1%).

- We will continue to work with the Liverpool City Region Race Equality Forum and have developed a Race, Religion and Belief staff network group in respect of the race equality agenda across the region.

#### **4.4. Disability**

- Around 8% (284) of the total workforce of 3,377 declared they have a disability; this is in keeping with the previous three years.
- Disabled employees are well represented across the entire workforce. However for just under 12% of staff it is unknown whether or not they have a disability – as staff indicated they would prefer not to say. With hidden disabilities being more prevalent, particularly mental health especially since and during Covid, we will therefore take steps to increase staff confidence in declaring whether they have a disability to narrow this gap and to better understand so, if required, we can better meet the needs of our workforce.
- There were 75 requests for reasonable adjustments with deployment of specialist software such as Mind Mapping and Dragon provided to 7 of our employees. In addition, we have a corporate license for TextHelp that all staff can download. (some employees may require more than one type of software).
- A variety of other support measures such as specialist keyboards and chairs, Dragon training, coping strategy training, sit-stand desks etc amounted to 57.
- 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 a slight increase in employees declaring their religion or belief, which is positive and suggests that the staff confidence campaigns mentioned previously 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 at 24%. The reason for this is unclear and will be considered further. However, the gap has reduced over the last two years by 10%.

#### **4.6. Gender reassignment**

- The number of employees declaring they are transgendered has slightly decreased from last year.

- The 'unknown' category for this protected characteristic has significantly reduced over the last two years by 22%, which is positive. Wirral Council does have a Gender Identity 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 s 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 transgender, non-binary or gender diverse.

#### 4.7. Marriage and civil partnership

- There has been a slight increase in the number of recorded civil partnerships and same-sex marriages over the last two years.
- There has been a slight increase from 6.07% to 6.99% of prefer not to say in this category. It is important to recognise and respect that the provision of such information is a personal and optional choice for staff.

#### 4.8. Sexual orientation

- According to the annual population survey in 2019, there is an estimated 2.7% of the UK population aged 16 years and over identified as lesbian, gay or bisexual (LGB) in 2019, an increase from 2.2% in 2018.
- "An estimated 1.4 million people aged 16 and over in the UK identified as lesbian, gay or bisexual (LGB) in 2019 - a statistically significant increase from 1.2 million in 2018 - continuing the trend we have seen over recent years.  
"People aged 16 to 24 continue to be the most likely to identify as LGB, however the proportion of older adults identifying as LGB, while much smaller, is also increasing."  
Penelope McClure, Population Statistics Division, Office for National Statistics.  
[Sexual orientation, UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/sexualorientationandgender/articles/sexualorientationintheuk/2019)
- There has been an increase in the number of staff declaring their sexual orientation at 3.03% (from 2.6% last year). A slightly higher proportion of Wirral Council employees have indicated they are Lesbian, Gay, and Bi-sexual in comparison to local population.
- The proportion of staff providing information regarding their sexual orientation has increased by just under 1% over the last two years, 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 at 23%. The reasons are unknown but could be related to some options such as Pansexual not currently being available. Again, steps will be taken to increase staff confidence in providing information regarding protected characteristics and more inclusive options available for staff to identify with.

#### 4.9. Pregnancy and maternity

- In 2020-21, 30 members of staff took maternity leave.
- Return to work rates following maternity leave were 100%, with just under a quarter of staff utilising the work life balance scheme to reduce their working pattern within six months of returning.
- No members of staff took paternity leave and one member of staff accessed shared parental leave.
- In 2020 – 21 the Council implemented more agile ways of working which could have negated the need for employees to submit more formal flexible working requests. We will put a system in place to analyse flexible working requests to monitor whether there are any decisions being taken that directly impact employees returning to the workforce following maternity.
- We will take action to increase awareness of our family friendly policies and entitlements to all staff through communication campaigns.

## **5. Employment practice**

### **5.1. Caring responsibilities**

- Around 4% of staff (138) indicated they have caring responsibilities other than childcare. The national average is 12%, therefore there could be more employees with caring responsibilities that have not declared this.
- The number of staff with carer passport schemes in place was 175, more than the overall number with recorded caring responsibilities (138). The carers passport scheme formalises arrangements made between the employee and manager. Whilst this is positive, further actions will be taken to link carers passports schemes to self-serve.
- The majority of carers within the workforce are women (75%) which is higher than the national average (59%). This, combined with the potential impact of the menopause, may have an adverse effect on women as 87% of our female carers are aged over 46.
- 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. We will continue to work with the staff network groups to identify further measures and support where required.
- We will also continue to develop and run communication campaigns to ensure staff feel confident to identify as working carers and are aware of the carers passport scheme.

## 5.2. Job application success rates

The overall number of job applications for 2020/21 was 859. This is a significant decrease from the previous year of 3,751 and could be attributed to the impact of COVID-19. This is comparable when looking at the number of vacancies for the same period.

- Overall candidates from an ethnic minority background were more successful in the appointment process than their non-ethnic minority counterparts. All Mixed White and Black Caribbean applicants were appointed (one candidate withdrew).
- The success rate of disabled people appointed is lower than non-disabled at 11% and 22% but this has improved when compared to previous years. However, 30% of successful candidates preferred not to say, this could have an impact either positively or negatively on the overall results for disabled candidates.
- The highest success rate of new starters in 2020/2021 were aged between 26-35 (based on proportionality across all age groups).
- During 2020/21, no candidates under the age of 21 were appointed. However, this relates to only 1.8% of all applicants. As our corporate apprenticeship programme is a two year scheme, no recruitment took place for 2020/21 as the next intake is planned for 2021/2022.

## 5.3. Promotion success rates

Last year we included, for the first time, insight in relation to promotion success rates. We have used this as a baseline for comparable information for this report. We will ensure there are no adverse disparities for any protected groups as we monitor this on an ongoing basis. The initial findings are as follows:

- Overall, 32 members of staff received an increase in pay comprising of change of grade, promotion, re-grade and restructure. This equates to around 1% of the workforce. This is significantly lower than last year when 185 members of staff received an increase (5.6% of the workforce). However, this is in keeping with recruitment rates being much lower as a direct result of the impact of COVID-19 (as mentioned in the previous section).
- Of these, 3.1% were from an ethnic minority background, this is slightly higher the overall composition of ethnic minority employees at 2.9% and is a reverse in trend from last year
- Around 81% of employees identified as female, this is significantly higher than the overall composition of the workforce.
- Around 12.5% disabled employees were promoted. This is higher than the overall make up of disabled employees at 8% and is a further increase of 2% from the previous year.

- Approximately 53% of employees were aged over 46, this is lower when compared to the numbers of employees overall aged over 46 (60%). This is in keeping to last year.
- No employees that declared they were lesbian, gay, bi-sexual or prefer to self-describe were promoted during 2020/21. This is a reverse in trend from last year where 4.3% employees identifying as LGBTQ+ were promoted.

#### **5.4. Length of Service**

- A significant proportion of the workforce over 46 years old has 25 years or more service (18%). 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 74% (2,502) of employees accessed formal training (that is recorded centrally and includes essential e-learning), this is an increase of 28% from the previous year. This data does not capture/include all forms of blended learning and development, such as work-based learning.
- Around 73% of all employees from an ethnic minority background accounted for staff accessing formal training, which is on par with White British at 74% demographic.
- 78% of all disabled employees accessed formal training, which is higher than staff that did not have a disability at 71%.
- Around 68% of employees that identified as asexual, lesbian, gay, bisexual and prefer to self-define accessed formal training compared to 72% of employees that identified as heterosexual.
- A review of the data tells us that diverse groups and age ranges are accessing training opportunities, with the highest cohort at 80% being age range 21-25 and 46-50.
- 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 emphasise the value of other forms of learning and development such as shadowing, mentoring, reverse mentoring, online resources and structured on-the-job learning.
- We will continue to monitor trends and ensure development opportunities are accessible to all.

## **5.6. Reasons for leaving**

- During 2020/21, 220 employees left the Council. The main reason for leaving was resignation, end of contract followed by severance. This is in keeping with the previous year.
- Around 9% of employees who left during 2020-2021 had declared a disability, this is a 2% increase from last year and 1% higher than the overall make-up of the workforce (8%).
- The sex split of leavers is not comparable to the overall composition of the workforce with more men leaving at 46% (compared to 37% of workforce).
- Around 3.1% of all leavers identified as lesbian, gay and bi-sexual, this is an increase from last year of 1.1% and is broadly representative of the overall make-up of the workforce (3.03%). However, there were high levels of prefer not to say at 18% that could impact negatively / positively for this protected characteristic group.
- In terms of race, 1.3% of all leavers identified as from an ethnic minority background. This is significantly lower than last year when 4% of all leavers were from an ethnic minority background.
- All employees are asked to complete an exit interview questionnaire. We have undertaken an initial review of the exit interview process to ascertain whether there are any specific barriers or 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. Apprenticeship and graduate schemes**

- During 2020/21 we have had four graduates employed as part of our graduate programme.
- The apprentice intake of 2019/20 of 15 has resulted in 4 apprentices gaining a permanent role, 1 is undertaking a traineeship and 4 apprentices have gained a temporary role with the Council. 6 of these apprentices were allocated to care leavers.

## **5.8. Employee Relations cases**

We have for the first time, included absence management related cases, these account for 86% of all employee relation cases (346 out of 399).

During 2020-2021 there were 399 employee relation cases relating to formal Performance Management, Discipline, Grievance and Absence Management. This accounts for 11% of the workforce. 5 employees (2.3% of all leavers) were dismissed during this period. The cases have been analysed in relation to protected characteristics.

We looked at the four key areas and the following are the findings:

### **Performance Management**

- A very small number of employees fall into this category. Based on the workforce headcount (3,377) only 0.14% (5) have been subject to Performance Management action.
- More women than men were in the Performance Management process at 80% (4). This is slightly higher when compared to the sex split of the workforce with men.
- 60% (3) of employees declared a disability. After further analysis by the Employee Relations team, one employee later declared they had a disability which resulted in the performance management case being paused in order to put appropriate support in place for the employee.

### **Discipline**

- In total, 23 employees were subject to Disciplinary action. This equates to 0.7% of the workforce.
- Based on proportionality of the workforce, men were more likely to be subject to the Disciplinary process, (48%) although the sex of two employees is unknown. However, this is less than last year when it was 70%. This has been analysed further by the Employee Relations team and there is no rationale as to why men accounted for more disciplinary cases.
- Of those employees that declared a disability, none of disciplinary cases were as a direct result of an employee's disability.

### **Attendance Management**

- Around 10% (346) of the workforce have been subject to the Attendance Management process.
- Around 51% of employees between the age groups 51- 55, 56 - 60 and 61 – 65 account for the majority of people who have been subject to the Attendance Management process. This age group is most likely to have additional caring responsibilities and for some employees could also be experiencing effects of the menopause.
- Approximately 15% (53) employees declared a disability. This is higher than the overall headcount of disabled employees at 8%.

### **Grievances**

- In total there were 25 grievances for this period.



- The age group 56 – 60 accounts for 40% of all grievances. This is similar to previous years. This has been analysed further by the Employee Relations team and there is no rationale as to why this age group accounted for more disciplinary cases.
- More men submitted a grievance (52%) than women which is disproportionate to the overall makeup of the workforce at 36%. This has been analysed further by the Employee Relations team and there is no rationale as to why men accounted for more disciplinary cases.
- In relation to grievances, five grievances were raised by disabled employees on the basis of perceived bullying and harassment. Two of these were raised on the grounds of their disability. These are both ongoing.
- A further grievance was submitted in relation to reasonable adjustments and is ongoing.
- No grievances were based on the grounds of sexual orientation, sex, gender reassignment, age or religion or religious belief. One grievance was raised on the grounds of race. This has since been resolved.
- 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.
- As reflected in the action plan unconscious bias and inclusive leadership has formed part of our leadership and management development packages. To obtain further insight in respect of the data reported here, we have undertaken an Equality, Diversity and Inclusion survey during 2021 and will develop an action plan to implement key outcomes.

## **5.9. 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, engaged, and skilled workforce who deliver outcomes for Wirral residents and are representative of the communities that we serve.

## Appendix One: Equality Improvement: Summary action plan

Covid-19 has impacted on the delivery of the action plan for 2020-21. A number of these actions are in progress and have been carried forward to the 2021/22 action plan.

### Actions identified to be delivered in 2020/21 Workforce report

Action	Activity	Target date	Owner	Progress
<b>1. Reduce data and insight gaps</b>	<ul style="list-style-type: none"> <li>Undertake further targeted staff confidence campaigns for employees to update their personal equality information on self-serve</li> </ul>	July 2020	Learning and Inclusion	<b>Completed 2020/21</b> The Council will continue to an annual campaign to close gaps for particular protected characteristics as identified in the report.
<b>2. Continue to monitor trends in our Employment practice to ensure there are no adverse implications on protected groups</b>	<ul style="list-style-type: none"> <li>Business partners to report key EDI data to DMTs to establish trends and any potential impacts</li> </ul>	Quarterly from Q1 April 2021	Human Resources Business Partners (HRBP's)	<b>In progress</b> Carried forward into 2021/22 plan with a revised timescale of Q4 21/22.
	<ul style="list-style-type: none"> <li>Develop process to capture feedback and report / investigate insight from exit interviews</li> </ul>	April 2020	HRBP's / OD	<b>In progress</b> Carried forward into 2021/22 plan with a revised timescale of Q4 2021/22. Analysis of exit interview data to be undertaken and a refreshed approach implemented in Q4 2021/22.
	<ul style="list-style-type: none"> <li>Develop a process and undertake a review of promotion opportunities and success rates for protected groups. (excluding</li> </ul>	May 2020	Management Information Services (MIS)	<b>Completed 2020/21</b> – and included in this report

Action	Activity	Target date	Owner	Progress
	increments, honorariums and acting up)			
<b>3. Talent Management Strategy</b>	<ul style="list-style-type: none"> <li>Develop a Talent Management strategy with an emphasis on Equality, Diversity and Inclusion and which identifies a:-               <ul style="list-style-type: none"> <li>clear talent pipeline for BAME representation.</li> <li>attraction strategy to improve engagement with ethnic minority groups and younger people including considering employment routes into council.</li> <li>approach to respond to emerging needs of our ageing workforce demographic</li> </ul> </li> </ul>	December 2020	OD/HR	<b>In progress</b> Carried forward into 2021/22 plan with a revised timescale of Q4 2021/22. *NB* During the last six months the authority has been working in collaboration with the Liverpool City Region to improve Race Equality across the region.
<b>4. Strategic workforce planning</b>	<ul style="list-style-type: none"> <li>Undertake strategic workforce planning – which should specifically address risks associated with an ageing workforce (i.e., loss of skills and knowledge)</li> </ul>	Dec 2020	HRBP's / OD	<b>In progress</b> Carried forward into 2021/22 plan with a revised timescale of Q4 2021/22.
<b>5. Equality, Diversity and Inclusion awareness for</b>	<ul style="list-style-type: none"> <li>Develop training / other learning packages and incorporate into leadership and management development plans (such as</li> </ul>	September 2020	Learning and Inclusion	<b>Completed</b> Within the Manager development programme there is a separate ED&I module. Managers and staff are required

Action	Activity	Target date	Owner	Progress
managers and leaders	unconscious bias and inclusive leadership)			to complete the <u>Welearn</u> modules: <u>Equality and diversity in the Workplace</u> . A more comprehensive learning programme will be reviewed in 2021/22 as part of the new LXP introduction.
6. Develop and implement an Equality, Diversity and Inclusion (EDI) Strategy	<ul style="list-style-type: none"> <li>Raise the profile and value of EDI in the workplace</li> </ul>	Sept 2020	Learning and Inclusion	<p><b>Completed</b> EDI policy produced and published in October 2020.</p> <p><b>In progress</b> Carried forward into 2021/22 plan with a revised timescale of Q4 2021/22 – EDI strategy to be developed which reflects the new People strategy and Council plan.</p>

## New Actions identified in 2020/21 to be undertaken in the next workforce report - April 2021 - March 2022

Action	Activity	Target date	Owner
<b>1. Inclusive language and terminology</b>	<ul style="list-style-type: none"> <li>Develop an Inclusive style guide to ensure effective communication channels are gender inclusive, use gender neutral language and images (where appropriate) and extend to include accessibility and ethnic minority considerations</li> </ul>	Oct 2021	Learning and Inclusion
	<ul style="list-style-type: none"> <li>Utilise software tools to check inclusivity of language in all job adverts and recruitment literature.</li> </ul>	March 2022	HR/OD
<b>2. Develop an ED&amp;I survey to gain further insight from employees in relation to ED&amp;I and ascertain whether we are meeting the needs of our workforce demographic and identify further support where required</b>	<ul style="list-style-type: none"> <li>Develop survey and repeat annually</li> </ul>	May 2021	OD / Learning and Inclusion
<b>3. Develop an electronic process to record all work life balance requests to analyse and monitor equality, diversity and inclusion</b>	<ul style="list-style-type: none"> <li>Update self-serve to include e-form for work life balance requests for monitoring purposes to ensure requests are reviewed in a fair and consistent way and whether there is any adverse impact on employees returning from maternity leave.</li> </ul>	March 2022	HR Resources

## **Appendix One: Equality Improvement: Summary action plan 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 is reviewed annually and approved by Council. The Pay Policy for 2021/22 was presented to Policy and Resources Committee on 17 March 2021 and full Council on 22 March 2021. Wirral Council is a Living Wage Employer and with effect from 1 April 2020 we will pay the revised national Living Wage of £9.50 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.

## **Appendix Three: Workforce Profile: Gender pay gap reporting – 31 March 2021**

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 31<sup>st</sup> March 2021 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

- Census
- [Sexual orientation, UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/sexualorientationandgenderdiversity)
- Stonewall report  
<https://www.stonewall.org.uk/lgbt-britain-work-report>
- 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>
- 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>
- Public Health England's study, [\*Producing modelled estimates of the size of the lesbian, gay and bisexual \(LGB\) population of England\*](https://www.gov.uk/government/publications/producing-estimates-of-the-size-of-the-lgb-population-of-england)  
<https://www.gov.uk/government/publications/producing-estimates-of-the-size-of-the-lgb-population-of-england>