



Workforce Monitoring Report

2021 – 2022



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

Our purpose is to create equity for people and place and opportunities for all to secure the best possible future for our residents, communities and businesses. We know that this can only be achieved through and with our people.

Our organisation has been rapidly changing over recent years including so much being done to create solid organisational foundations from a people perspective. As we move forward, we will continue to build on the good practice and strengths that already exist. We will continue to focus on building this culture and the capability to deliver our future, and crucially that environment for our people to thrive.

Our new People Strategy is 'designed by our people and for our people' and not only focuses on building our culture, skills and capabilities, but on what our people have told us creates a great place to work and the conditions for them to thrive. A key part of this is creating a positive, flexible and inclusive workplace where everyone cares, has connection, belonging and has a voice. A diverse workforce, who feel supported, included and which is broadly representative of the communities which we serve.

The Public Sector Equality Duty requires public authorities like ours to consider how our policies or decisions affect people, including our employees, who have a protected characteristic under the Equality Act, which are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

I am pleased to publish our Workforce Equality Report for 2021/22, which provides equalities information on our workforce in accordance with the Equality Act (2010) and Public Sector Equality Duty (2011). This not only helps us to monitor our progress and performance in respect of workforce equalities but gives us insight to engage with our people to identify improvements that can be made and to address imbalances between those who share a protected characteristic and those who do not. It includes key actions we have and will take to improve equality outcomes and to ensure we remain an inclusive employer.

Paul Satoor
Chief Executive Wirral Council



A handwritten signature in black ink, appearing to be 'PS' or similar, written in a cursive style.

1. Executive Summary

This report draws upon the key findings and actions from analysis of our workforce data in 2021-2022 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, as at the time of writing this report, data from the Census 2021 was not available.

1.1. Key Findings And Actions

- We are one the largest employers in the borough with 80% of our people living locally, an increase of 4% from the previous year.
- Our workforce demographic remains relatively stable with a headcount of 3,320. A decrease of 57 from last year. *It is important to note this headcount may vary from other published reports e.g., our Gender Pay Gap report, due to statistical requirements and data extract date requirements.*
- To have more informed insights, we have taken steps to increase our people's confidence in providing equalities information through awareness raising campaigns and direct communication.

As a result, 99.2% of our people have provided information regarding their protected characteristics, including people who declared that they would 'prefer not to say' (PNTS). This is an improvement of 12% in the last 2 years.

The increase suggests this approach is successful and we will continue to strengthen our people's confidence in providing this information. Including introducing a 'prefer to self-define' reporting option. However, whilst we have this ambition it is important to recognise and respect that the provision of such information is a personal and optional choice for our people.

- For some protected characteristics, the proportion of our people who declared they would 'prefer not to say' is higher than for others. Most notably:
 - 21% of our people indicated they would 'prefer not to say' in respect of sexual orientation.
 - 23% of our people indicated they would 'prefer not to say' in respect to religion and belief.

Whilst we have narrowed the data gap since last year by 2% and 1% respectively. The reasons for this are unknown and it may be our people feel this is personal information that they do not wish to share with their employer. We will continue to explore this, invite our people's views and continue to build our people's confidence, as outlined above.

- In summer of 2021 we conducted our Equality, Diversity and Inclusion staff survey to collect insight from our workforce to understand:
 - Our people's experiences and the issues that matter to them.

- How we can improve people's experience working for us.
- How we can become a more inclusive employer.

Over a third of the whole workforce responded to the survey and this provided a wealth of information, insights and action as a result of the survey.

- Like other local government organisations our workforce is ageing, with 60% of our people aged 46 years and over. This is 2% lower than last year and a reverse in trend from the previous year.

The average length of service is 25 years plus which is in keeping with previous years and our turnover rate is 7.5%, a 0.4% increase from last year. Giving us confidence that our workforce remains relatively stable. A strength echoed in our recent Local Government Association Peer Review.

However, whilst we continue to support the needs of an ageing workforce, we are also taking steps to strengthen our approach to workforce and succession planning with a focus on addressing the challenges of an ageing workforce, hard to fill roles, skills gaps, improving diversity, having a flexible and agile workforce that supports progression of the talent already within the organisation.

For example, 20% of our new starters are aged 25 years and under, which is an increase of 7% from the last year. This includes 21 of our graduates and apprentices. We will therefore continue to invest and grow such schemes as they are proving successful in helping increase the diversity of the workforce from an age perspective.

- 63% of our workforce is female, of which 30% are within the 46-55 age group. We know that this age group is most likely to be experiencing perimenopause or menopause and are more likely to have caring responsibilities. In recognition of this we have introduced:
 - Staff network groups for women, menstrual health, working carers and perimenopause / menopause.
 - A 'Menopause in the Workplace' guidance that also takes account of trans men and non-binary staff who experience the menopause and menstrual health, supported by a series of employee workshops.
 - A menopause related absence category for recording menopause-related absences.
 - A Working Carers Policy with associated training for managers.
 - A Carer's Passport Scheme.
- There has been a slight increase to 3% of our people identifying as being from an ethnic minority background. Compared to 5.4% of the Wirral population it is matching a trend of under-representation across the Liverpool City Region. However, there is a small growing representation at Chief Officer level, an increase of 0.3% to 3.4% from last year.

As part of our Talent Strategy, we will continue to strengthen our engagement with ethnic minority community groups to ensure our selection processes are inclusive. In

addition to developing talent pipelines that recognises people's differences and supports a diverse range of people to join, grow and progress with us.

- 8% of our people declared a disability which has broadly remained the same over the last 3 years. However, as just under 13% of our people have 'preferred not to say' in respect of this protected characteristic we will continue take steps to close the gap by increasing our people's confidence to enable people to feel more confident in declaring a disability to ensure we can support them in the workplace.
- We are also a Disability Confident employer and are committed to advancing opportunities for disabled candidates. With prospective disabled candidates automatically guaranteed an interview providing they have met the essential criteria for a role.
- Whilst the success rate of disabled candidates appointed in the last 12 months is lower than non-disabled candidates, reversing the trend from last year. 13% did withdrew their application after being shortlisted which may have some bearing on the success rates. Due to GDPR, we are unable to hold applicant data retrospectively and are unable to contact those that withdrew to understand their reasons; however, we will continue to monitor this going forward.
- We have an overall healthy approach to workforce management when we consider the range and depth of activity and actions outlined in this report ranging from employment practices like performance management, disciplinary, attendance management etc. to internal promotion, apprenticeship and graduate schemes and staff engagement.
- Whilst we hold data in relation to our employment practices e.g., exit interviews, staff survey etc. it has previously been limited by the type, range and methods of collection. We have implemented an improved approach to enhance our ability to collect, identify, understand and act on insights, hotspots, barriers and opportunities.

1.2. What We Have Achieved To Date

In 2018 we introduced our People Strategy. With Equality, Diversity and Inclusion (EDI) threaded throughout it. It provided a strong framework and mandate for us to:

- Be a modern, forward-thinking organisation that delivers excellent services to residents.
- Maximise the potential of our people.
- Ensure we are an employer of choice.
- Ensure a culture in which residents are placed at the heart of everything we do.
- Ensure all our people are supported, developed, engaged and feel included so that we can be a high-performing council.

Since then, we introduced a wide range of EDI related programmes and initiatives to raise awareness and embed EDI across the organisation and bring our diverse range of staff groups together.

We quickly recognised the continued impact of the COVID-19 pandemic on our people and different groups of employees such as working carers and adapted our approach to developing workforce policy and support to meet our workforce's needs. We increased engagement with all our diverse staff network groups and held more regular meetings to ensure our people felt connected and supported by the organisation. We have implemented more agile ways of working to ensure where possible our people and our managers have flexibility over the ways in which they work, whilst ensuring business needs, aims and objectives are still met.

In summer of 2021 we conducted our Equality, Diversity and Inclusion staff survey to collect insight from our workforce to understand:

- Our people's experiences and the issues that matter to them.
- How we can improve people's experience working for us.
- How we can become a more inclusive employer.

Over a third of the whole workforce responded to the survey and this provided a wealth of information. Following the survey completion, we met with different groups to gain qualitative information to gain further insight. As a result:

- We have established staff network groups for Race, Religion and Belief, Neurodiversity and Menopause and Menstrual Health. We will continue to support and encourage more staff networks and groups.
- Introduced a new interactive learning platform for our workforce. This platform has been procured and developed specifically to make it inclusive to all our workforce both in access and in how the content is created. Our staff network groups play a key part in leading and developing the EDI content to ensure it relevant, helpful and built upon lived experiences.
- As part of the Liverpool City Region, we committed to improve race equality in the region, making significant financial and time investment to develop a Race Equality Learning programme. All our people will undertake this training over the next 3 years. With the programme going live in early 2022/23.
- We refreshed our menopause in the workplace guidance to be inclusive of LGBTQ+ considerations.
- We developed accessible and Inclusive style guides in collaboration with our staff network groups. In the coming year we will start to review the impact these are having.
- We updated our employee self-serve portal to be more inclusive. This now includes our people being able to amend their equalities information, deselect 'prefer not to say' as they couldn't previously self-identify.
- We continued to build upon the success of our graduate and apprenticeship schemes. Five of our apprenticeship placements are ringfenced to support our care leavers to gain relevant work experience and provide a route into a role and career with us.
- We have developed an apprenticeship first approach to help us grow our own talent from within our existing workforce and via recruitment and career pathways.

- We have included promotion success rates in this report for the third 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 has been developed which can be seen in Appendix One.

Our organisation has been rapidly changing over recent years including so much being done to create solid organisational foundations from a people perspective. This is evident in the responses to our staff survey year on year and is seen in our changing culture. As we move forward, we will continue to build on the good practice and strengths that already exist. We will continue to focus on building this culture and the capability to deliver our future, and crucially that environment for our people to thrive.

This has included the development of our new People Strategy which has been co-designed with our people ‘designed by our people and for our people’:

- Through our most recent organisation wide staff survey, 1,240 of our people helped us understand what we do well, what matters most to them and how we can work together to make Wirral an even better place to work.
- Our people joined us over 6 months at our We Are Wirral events to continue the conversation and helped us to describe who we are and what we are like at our best.
- Many of our people and staff groups and networks took part in a series of focus groups across the organisation.
- We held feedback sessions to ensure what we thought we had heard was right. Alongside this, our Chief Executive visited colleagues and meeting teams across our diverse workspaces.
- Our senior leaders and managers came together to listen to people’s feedback and to help describe what good leadership and management looks like.

2. Workforce Profile

This report provides data on our workforce profile for 2021/22. We collect, publish and monitors our people’s diversity data in order to:

- Check how representative we are according to the local population, wherever 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 employees.
- 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 our people feel included, listened to, supported and developed to reach their full potential.

3. Organisational Composition

As of 1 April 2022, our:

- Total headcount equalled 3,320.
- Total employees working full time equalled 2,290.
- Total employees working part-time equalled 1,030 (80% women).

These figures do not include school employees, councillors, consultants or agency staff (unless they have line management responsibilities).

Overall, there has been no significant changes to the demographic of our workforce over the last three years. We remain female dominated, have an ageing workforce and are under-representative of our ethnic minority communities. The average length of service is 25 years plus a strength echoed in our recent Local Government Association Peer Review.

4. Equality Monitoring Information

4.1. Age

- Like other local government organisations our workforce is ageing, with 60% of our people aged 46 years and over. 2% lower than last year and a reverse in trend from the previous year:
 - Employee level 53%.
 - Manager level 48%.
 - Senior manager and chief officer level 70%.
- Around 30% of our overall workforce are aged over 55.
- Around 30% of our female workforce are aged between 46-55 years.
- We are 13% overrepresented in the 51–60 age bracket and 14% underrepresented in the 16-25 age bracket.
- Whilst we continue to support the needs of an ageing workforce, we are also taking steps to strengthen our approach to workforce and succession planning with a focus on addressing the challenges of an ageing workforce, hard to fill roles, skills gaps, improving diversity, having a flexible and agile workforce that supports progression of the talent already within the organisation.

4.2. Sex

- We have a predominantly female workforce (almost two thirds) which remains consistent over previous years.

- At assistant director and chief officer level the male / female split of 53% / 47% remains relatively even.
- In relation to pay, women are continuing to maintain representation at assistant director / chief officer level.
- At manager and senior manager level, the male / female split of 58% / 42% shows a decrease of female representation by 2% from last year. This is a reverse in trend from last year where there was a 2% increase of female representation at this level.

4.3. Ethnicity

- The response rate from our people declaring their ethnicity has increased slightly.
- There has been a slight increase to 3% of our people identifying as being from an ethnic minority background compared to 5.4% of the Wirral population. Matching a trend of under-representation across the Liverpool City Region. However, there is a growing representation of 3.4% at Chief Officer level, an increase of 0.3% from last year.
- Comparisons have been made across the Liverpool City Region with Liverpool having the highest ethnic minority employee representation at 5.6% (with ethnic minority population of 11.1%).
- We will continue to work with the Liverpool City Region Race Equality Forum to support and develop appropriate interventions. We have developed a Race, Religion and Belief staff network group in respect of the race equality agenda across the region.

4.4. Disability

- Disabled employees are well represented across the entire workforce. Around 8% of the workforce declared they have a disability; this is in keeping with the previous three years. With hidden disabilities being more prevalent, particularly mental health since and during Covid.
- Just under 13% of our people have 'preferred not to say' in respect of this protected characteristic therefore we will continue take steps to close the gap by increasing our people's confidence to enable people to feel more confident in declaring a disability to ensure we can support them in the workplace.
- There is limited directly comparable data for 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 may suggest we are potentially underrepresented in comparison to the local population but there is insufficient comparable data to be certain.

- There were 45 requests for reasonable adjustments for specialist software. In addition, to TextHelp that all of our people can access we provided 13 of our people with additional software including Zoomtext, Dragon and Ideamapper.
- A variety of other support measures such as specialist headsets and keyboards, sit/stand desks and chairs, specialist footrests etc were provided to 47 of our people.

4.5. Religion Or Belief

- There has been a slight increase in our people declaring their religion or belief, which is positive and suggests that our confidence campaigns have been successful and will be continued.
- The proportion of 'unknown/prefer' not to say for this characteristic is still relatively higher than for most other protected characteristics at 23%, reducing by 3% over the last 2 years. The reason for this is unclear and will be considered further.

4.6. Gender Reassignment

- The number of our people declaring they are transgendered has remained the same as last year.
- The 'unknown' category for this protected characteristic has reduced over the last two years by 7%, which is positive. We have a Gender Identity policy which was first introduced in 2009, but further steps are being taken to increase our people's confidence in providing information in relation to this protected characteristic.
- There is no directly comparable data for this group within the local population however 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 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 decrease from 6.99% to 6.93% of prefer not to say in this category. However, it is important to recognise and respect that the provision of such information is a personal and optional choice for our people.

4.8. Sexual Orientation

- An estimated 3.1% of the UK population aged 16 years and over identified as lesbian, gay or bisexual (LGB) in 2020, an increase from 2.7% in 2019 and almost double the percentage from 2014 (1.6%).
- People aged 16 to 24 years continue to be the most likely to identify as LGB in 2020 (8.0%) reflecting an increasing trend for this age group since 2014; this breaks down to 2.7% identifying as gay or lesbian, and 5.3% identifying as bisexual.

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 our people declaring their sexual orientation at 3% (from 2.6% last year) including prefer to self-describe. A slightly higher proportion of our people have indicated they are Lesbian, Gay, and Bi-sexual in comparison to local population.
- The proportion of our people providing information regarding their sexual orientation has increased by just under 3% over the last two years, which is positive.
- However, the proportion of our people who have indicated they would 'prefer not to say' is still relatively higher than for most other protected characteristics at 21%. The reasons are unknown and we have updated self-serve to include pansexual and prefer to self-describe to be as inclusive as possible. Again, steps will be taken to increase our people's confidence in providing information regarding protected characteristics and more inclusive options available for our people to identify with.

4.9. Pregnancy, Maternity And Adoption

- In 2021-22, 32 of our people took maternity leave.
- Return to work rates following maternity leave were 100%, with 37% of our people utilising the work life balance scheme to reduce their working pattern within six months of returning.
- One of our people took paternity and two accessed our shared parental leave scheme. This is a positive reverse in trend from last year when none of our people took parental leave and one accessed shared parental leave.
- In addition, one member of staff took adoption leave.
- In 2021–22 following the changes to working arrangement due to Covid 19 we started to develop and implement more agile ways of working. As a consequence, we are investigating if this has negated the need for our people to submit more formal flexible working requests. We will put systems in place to analyse flexible working requests to monitor whether there are any decisions being taken that directly impact our people returning to the workforce following maternity.

5. Employment Practice

- The number of our people within our carer passport schemes in place is 196 (an increase of 21 from last year), more than the overall number with recorded caring responsibilities (135). The carers passport scheme formalises arrangements made between our employees, their manager and the organisation. Whilst this is positive, further actions will be taken to improve the process to ensure both datasets match.
- The majority of carers within our workforce are women (77%) 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.

- We have 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 our people feel confident to identify as working carers and are aware of the carers passport scheme. In addition, we will also include other support available such as the Working Carers Policy and the Working Carers network group.

5.1. Job Application Success Rates

- The overall number of job applications for 2021/22 was 3,701 which is a significant increase from last year of 859. The increase is in keeping application number pre COVID-19.
- Candidates from an ethnic minority background were more successful in the appointment process than their non-ethnic minority counterparts. All Arab applicants shortlisted were appointed. Bangladeshi and Chinese candidates shortlisted were the next most successful.
- The success rate of disabled people appointed is lower than non-disabled at 22% and 34%. However, 25% of successful candidates preferred not to say, this could have an impact either positively or negatively on the overall results for disabled candidates.
- Shortlisted candidates that identified as Lesbian or Gay were more successful than candidates that identified as heterosexual.
- The highest success rate of new starters in 2021/2022 were aged 66+. This is a reverse in trend from last year when it was the age group between 26-35 (based on proportionality across all age groups). A likely contributing factor to this was a decline in apprenticeships, particularly in entry-level roles best suited to young people or at the beginning of their career, at the same time as a cost of living crisis which underlines the need to for good-quality, well paid employment.
- However, during 2021/22, 38% of shortlisted candidates under the age of 20 were appointed. This is a positive reverse in trend from last year when no candidates under the age of 20 were appointed again this could be attributed to our apprentice intake.

5.2. Promotion Success Rates

Last year we included, for the second 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, 78 of our people received an increase in pay comprising of change of grade, promotion, re-grade and restructure. This equates to around 2.3% of the workforce. This is significantly higher than last year when 1% of our people received an increase.
- Of these, 5% were from an ethnic minority background, this is higher than the overall composition of ethnic minority employees at 3%.
- Around 54% of our people promoted identified as female, this is lower than the overall composition of the workforce and significantly lower than last year when 81% of all promoted employees identified as female. However, this is more in keeping with our overall female demographic.
- Around 9% disabled employees were promoted. This is higher than the overall make up of disabled employees at 8% and is a decrease of 2.5% from the previous year.
- Approximately 51% of employees were aged over 46 years, this is lower when compared to the numbers of employees overall aged over 46 years (60%). This is in keeping with last year.
- Around 3.8% of our people who declared they were lesbian, gay, bi-sexual or prefer to self-describe were promoted during 2021/22. This is slightly lower than last year where 4.3% of our people identifying as LGBTQ+ were promoted.

5.3. Length Of Service

A significant proportion of our people are over 46 years of age and have 25 years or more service (18%). A strength echoed in our recent Local Government Association Peer Review. However, we are taking steps to strengthen our approach to workforce and succession planning with a focus on addressing the challenges of an ageing workforce, hard to fill roles, skills gaps, improving diversity, having a flexible and agile workforce that supports progression of the talent already within the organisation.

5.4. Take Up Of Training

In January 2022, our new learning platform Flo was launched. This platform has been procured and developed to make it inclusive for all our workforce to access in a simple and easy way. Content can be in many forms, written, videos, podcast etc all with subtitles and aids. Creation of content is also owned and developed by everyone in the organisation. This helps strengthen our knowledge management of subject matter experts across the council. This is particularly important due to our age demographics as previously stated.

- Our data tells us that 65% (2,153) of our people accessed formal training (that is recorded centrally and includes essential e-learning). This is a decrease of 9% from the previous year. This data does not capture/include all forms of blended learning

and development, such as work-based learning. Covid 19 has had a significant impact on the delivery of face to face learning. As a consequence, we are adapting our development offer to be more flexible in line with our hybrid working culture.

- Around 61% of our people from an ethnic minority background accounted for staff accessing formal training, which is slightly lower with White British demographic at 65%.
- 64% of all disabled employees accessed formal training, which is on a par with employees that did not have a disability at 64%.
- Around 65% of employees that identified as Asexual, lesbian, gay, bisexual and prefer to self-define accessed formal training compared to 64% of employees that identified as heterosexual.
- A review of the data tells us that the following age ranges are accessing training opportunities, with the highest cohort being age ranges 61-65, 46-50 and 51-55 respectively.
- As part of our new approach, we will continue to encourage a culture of continuous learning and development, empower our people 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.

5.5. Reasons For Leaving

- During 2021/22, 407 of our people left the Council. The main reason for leaving was resignation, end of contract followed by severance. This is higher than last which follows the national trend of people seeking new employment following COVID.
- Around 10% of our people who left during 2021-2022 had declared a disability, this is a 1% increase from last year and is 2% 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 41% (compared to 37% of workforce). However, this is a decrease of 5% from last year.
- Around 4.9% of all leavers identified as lesbian, gay and bi-sexual, this is an increase from last year of 1.8% and is slightly higher of the overall make-up of the workforce (3%). However, there were high levels of prefer not to say at 22% that could impact negatively / positively for this protected characteristic group.
- In terms of race, 4.4% of all leavers identified as from an ethnic minority background. This is higher than last year when 1.3% of all leavers were from an ethnic minority background.

- Our approach to exit interview has been strengthened and now includes leaving conversations and a leavers survey. Managers are encouraged understand our people's reasons for leaving, gather feedback for how their service area can improve, and celebrate what the employee has achieved during their time with us. We will continue to monitor qualitative leavers survey comments for any specific barriers or issues being raised by leavers in relation to protected characteristics.

5.6. Apprenticeship And Graduate Schemes

- During 2021/22 we had a total of 13 graduates employed as part of our graduate programme.
- The apprentice intake of 2021/22 of 12 included 3 apprentices under 21 and 9 apprentice aged between 21-25 years. 7 of these apprentices were care leavers.
- In addition, there were 64 of our people undertaking apprentice qualifications during this period and an additional 20 school employees.

5.7. Employee Relations Cases

During 2021-2022 there were 409 employee relation cases relating to formal performance management, discipline, grievance and absence management. This accounts for 12% of our workforce. 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

- 70% of our performance management cases were women. This is slightly higher when compared to the sex split of the workforce with men.
- 20% of these declared a disability.

Discipline

- Based on our workforce profile, men were more likely to be subject to the disciplinary process (67%). This is a reverse in trend from last year when it was 48%. This has been analysed further by our Employee Relations team and there is no rationale as to why men accounted for more disciplinary cases.
- Of those employees that declared a disability (17%), none of disciplinary cases were as a direct result of an employee's disability.

Attendance Management

- Around 56% of employees between the age groups 51- 55, 56 - 60 and 61 – 65+ account for people who have been subject to the attendance management process. This is an increase of 5% from last year. This age group is most likely to have additional caring responsibilities and for some employees could also be experiencing effects of the menopause and other medical conditions.

- Approximately 12% employees declared a disability. This is higher than the overall headcount of disabled employees at 8% and is less than last year.
- Around 65% were women. This is in keeping with the overall headcount of the workforce.

Grievances

- 66% of grievances were submitted by female staff. Four grievances were raised by disabled employees.
- 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.

5.8. Final Comments And Next Steps

In conclusion, our 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

What we said we would do in 2021/22:

Action	Activity	Target date	Owner	Progress
1. Continue to monitor trends in our Employment practice to ensure there are no adverse implications on protected groups.	<ul style="list-style-type: none"> Business partners to report key EDI data to DMTs to establish trends and any potential impacts. 	Quarterly from Q1 April 2021	Human Resources Business Partners (HRBP's)	<p>In progress Carried forward into 2022/2023 plan with a revised timescale of Q2 2023.</p>
	<ul style="list-style-type: none"> Develop process to capture feedback and report / investigate insight from exit interviews 	April 2021	HRBP's / OD	<p>In progress Carried forward into 2022/2023 plan with a revised timescale of Q2 2023.</p> <p>Analysis of exit interview data to be undertaken and a refreshed approach implemented in Q2 2023.</p> <p>HRBP's are now receiving regular exit interview data from OD/Power BI dashboard. Analysis has taken place and as part of performance DMT sessions, this data will be presented and discussed in more detail. Directors of service will also have an oversight of this data and it will be discussed in regular catch ups particularly when it comes to areas of improvement.</p>
2. Talent Management Strategy	<ul style="list-style-type: none"> Develop a Talent Management strategy with an emphasis on Equality, 	December 2021	OD/HR	<p>In progress Talent Strategy to be developed in quarter 1 of 2023-2024. To include engagement with staff</p>

Action	Activity	Target date	Owner	Progress
	<p>Diversity and Inclusion and which identifies a:</p> <ul style="list-style-type: none"> ○ clear talent pipeline for BAME representation. ○ attraction strategy to improve engagement with ethnic minority groups and younger people including considering employment routes into council. ○ approach to respond to emerging needs of our ageing workforce demographic 			groups, staff forums and managers across the organisation. Key themes will include talent attraction, development and retention.
3. Strategic workforce planning	<ul style="list-style-type: none"> • Undertake strategic workforce planning – which should specifically address risks associated with an ageing workforce (i.e., loss of skills and knowledge) 	Dec 2020	HRBP's / OD	<p>In progress</p> <p>This has been undertaken in areas of high workforce retention issues. Further work is being developed on a whole Council approach with a reviewed timeline of quarter 4 2022/23. This will also link to ongoing work to develop and embed a Talent Strategy to support the delivery of the People Strategy. HRBP's are involved in a full-scale review of workforce planning in conjunction with OD and Strategic Change.</p>

Action	Activity	Target date	Owner	Progress
4. Equality, Diversity and Inclusion awareness for managers and leaders	<ul style="list-style-type: none"> Develop training / other learning packages and incorporate into leadership and management development plans (such as unconscious bias and inclusive leadership) 	September 2020	Learning and Inclusion	<p>Completed Within the Manager development programme there is a separate ED&I module. Managers and staff are required to complete the <u>Welearn</u> modules: <u>Equality and diversity in the Workplace</u> . A more comprehensive learning programme will be reviewed in 2022/23 as part of the new LXP introduction.</p>
5. Develop and implement an Equality, Diversity and Inclusion (EDI) Strategy	<ul style="list-style-type: none"> Raise the profile and value of EDI in the workplace 	Sept 2020	Learning and Inclusion	<p>Completed EDI policy produced and published in October 2020.</p> <p>In progress Carried forward into 2022/23 plan with a revised timescale following publication of the People Strategy</p>
6. Inclusive language and terminology	<ul style="list-style-type: none"> 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 Utilise software tools to check inclusivity of language in all 	<p>Oct 2021</p> <p>March 2022</p>	<p>Learning and Inclusion</p> <p>HR/OD</p>	<p>Completed</p> <p>Completed There is a cost associated for specialised software however there is a free checker on word that we use.</p>

Action	Activity	Target date	Owner	Progress
	job adverts and recruitment literature.			
7. Develop an ED&I survey to gain further insight from employees in relation to ED&I and ascertain whether we are meeting the needs of our workforce demographic and identify further support where required	<ul style="list-style-type: none"> Develop survey and repeat annually 	May 2021	OD / Learning and Inclusion	Completed Results and targets incorporated into our People Strategy
8. Develop an electronic process to record all work life balance requests to analyse and monitor equality, diversity and inclusion	<ul style="list-style-type: none"> 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. 	March 2022		In progress HR Resources – deferred until March 2023 due to other development work. Now in order of priority in plan.

What we intend to do in 2022/23

Action	Activity	Target date	Owner
1. To deliver a Race Equality training programme with our partners in the Liverpool City Region	<ul style="list-style-type: none"> Understand and develop the programme Pilot EmBRACE sessions across the region Roll out from 2023 a two-year training programme 	April 2025	Learning and Inclusion Team
2. Actions carried forward from 21/22 Action Plan	<ul style="list-style-type: none"> Analysis and reporting of trends of EDI data and exit interview data to be undertaken and a refreshed approach implemented in Q2 2023. Talent Strategy to be developed in quarter 1 of 2023-2024. To include engagement with staff groups, staff forums and managers across the organisation. Key themes will include talent attraction, development and retention. Strategic Workforce planning to support critical areas. Develop an electronic process to record all work life balance requests 	<div>Q2 2023</div> <div>Q1 2023/24</div> <div>Ongoing Q4 2022/23</div>	<div>Organisational Development and HRBP</div> <div>Head of OD&D</div> <div>HRBP</div> <div>HR Resources</div>

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 for 2022/23 was presented to Policy and Resources Committee on 16 March 2022 and Full Council on 21 March 2022. Wirral Council is a Foundation Living Wage Employer and with effect from 1 April 2022 we will pay the revised national Living Wage of £9.90 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 2022

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 2022 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/populationsandcommunities/sexualorientationandgenderdiversity/population)
- 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>