



Workforce Monitoring Report 2019 – 2020



Wirral council is committed to making information accessible to everyone. You can visit your local one stop shop or telephone our call centre on (0151) 606 2020 for support and advice if you need information translated or in another format such as large print, Braille or audio.

<p>مجلس ویرال Wirral ملتزم بیامكانية توفير المعلومات ليتمكن الحصول عليها بواسطة كل فرد. يمكنك الذهاب الى وحددة الخدمات المتعددة او اتصل تلفونيا على مركزنا للاتصالات على الرقم 2020 606 (0151) للمساعدة والنصح إذا ترغب في المعلومات مترجمة او في شكل آخر كالكتابة بخطوط كبيرة، بكتابة بريل او شريط كاسيت.</p>
(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)
<p>偉盧鎮議會致力為所有人士提供資訊。如果您需要某些資料翻譯成其他語文或編制成其他模式的版本（如大字體、凸字或錄音帶），您可以到就近的「一站店」或致電「傳訊中心」（0151606 2020）查詢。</p>
(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 ciosmhéain.</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 आवश्यकता हो तो सलाह और मदद प्राप्त करने के लिए आप अपनी स्थानीय वैन स्टाप शाप में जा सकते हैं या इस नम्बर पर (०१५१) ६०६ २०२० पर हमारे किसी भी एक काल सेंटर में टैलीफोन कर सकते हैं।</p>
(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)

Contents

Foreword	4
1. Executive summary	5
1.1 Key finding and actions	5
1.2 What we have achieved to date	8
1.3 Next steps	9
2. Introduction	9
3. Organisational composition	10
4. Equality monitoring information	10
5. Employment practice	15
Appendix one: Equality improvement: summary action plan	21
Appendix two: Workforce profiling: Equal pay statement	26
Appendix three: Workforce profiling: Gender pay gap reporting	27
Appendix four: Reference list	28

Foreword

I am pleased to present Wirral Council's Workforce Equality report for 2019/20, 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 83% 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 2019-2020 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 99.1% of employees had provided information regarding their protected characteristics. This is a 5.2% change from last year. This includes employees who declared that they would 'prefer not to say (PNTS).' The number of employees providing information has continued to increase year on year over the last three years.
- For some protected characteristics, the proportion of staff who have declared they would 'prefer not to say' is higher than for others. Most notably, 24% of staff indicated they would 'prefer not to say' in respect of sexual orientation and 25% in relation to religion and belief. The reasons for this are unknown however more employees have declared this information over the last 12 months, and we have narrowed the data gap by 3% and 2% respectively from last year's report. 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 reduce data gaps, we have taken steps to increase staff confidence in providing equalities information through awareness raising campaigns and targeted communication, explaining that it helps us to monitor the impact of key policies, plans and decisions. 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. However, it is important to recognise and respect that the provision of such information is a personal and optional choice for staff.

- As of 1 April 2020, the total headcount within the Council was 3,246. This is a slight increase of 37 from last year 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 (60%) aged over 46. This however is a lower proportion than last year (63%). The average length of service is 25 years plus. 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 2019/2020, 21% of new starters to the organisation were aged between 16-25, just over a quarter were graduates or apprentices and directly attributable to these schemes.
- The workforce is predominantly female, with a third of female staff falling within the 46-55 age group. This age group is most likely to be experiencing perimenopause or menopause and could have caring responsibilities. In recognition of this, during 2018/19 we launched a Working Carers Policy with associated training for managers, set up a staff network group, and launched a Carer's Passport Scheme. We also produced 'Menopause in the Workplace' guidance accompanied by staff workshops and introduced a menopause related absence category for recording menopause-related absences. Moving forward we intend to create a staff network group for women experiencing menopause 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 of the Black, Asian and Minority Ethnic (BAME) background (2.7%). 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 BAME background from the previous year. This year there is representation at Chief Officer level at 3.1%. As part of our Recruitment and Selection strategy we will increase engagement with BAME community groups to ensure our selection processes are inclusive.
- The number of employees with a declared disability has broadly remained the same over the last 3 years, representing 8% of the workforce. However, 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 slightly lower than non-disabled during the last 12 months. However, within the last three years the disparity between success rate of disabled to non-disabled has reduced year on year. For example, in 2017-18 21% of disabled candidates were appointed, in 2018-19 this increased to 58%, and in 2019-20 this increased again to 66%.
- Whilst we hold data in relation to our employment practices e.g., exit interviews, it is limited. We will therefore take action to obtain and interpret more qualitative information in these areas to identify and address hotspots, issues, barriers and opportunities.

1.2. What we have achieved to date

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

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

Within the year 2019-20, 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, Show Racism the Red Card, Carers wellbeing day, International Women's Day and mental health awareness events. These activities and events continued, albeit virtually during 2020-21.

During 2020, 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 have also undertaken a series of staff surveys followed by action plans to address findings throughout the pandemic.

During 2020 we also established staff network groups for LGBTQ+ and employees returning from maternity leave. We will continue to support and encourage more staff network groups and will work with the Liverpool City Region Race Equality Forum to develop a BAME staff network group.

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

- Carried out staff confidence campaigns and further reduced data gaps by 5.2%
- Developed an unconscious bias learning module for recruitment.
- Implemented a new internal Equality, Diversity and Inclusion (EDI) policy

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 to recruitment will enable us to grow our own talent and ensure clear career pathways.

We have, for the first time, included promotion success rates in this report 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). This action plan is aligned to our People Strategy, which will be refreshed during 2021 with an increased focus on Equality, Diversity and Inclusion.

2. Introduction

This report provides data on the workforce profile of Wirral Council in 2019/20. 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 seven years the Council has made significant financial savings and is now an employer of a smaller, but still large, number of people. As at 1 April 2020, the total headcount was 3,246. With 2,162 working full time and 1,084 part time, 82% of employees working less than 36 hours are women. These figures do not include school employees, councillors, consultants and agency staff (unless they have line management responsibilities).

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

4. Equality Monitoring Information

4.1. Age

- The workforce is ageing. People aged over 46 account for 60% of the overall workforce, and this is representative at each pay grade.
- We are **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 29 apprentices are aged under 20 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 33% of our female workforce are aged between 46-55. This group are most likely to be experiencing the perimenopause or menopause. We have taken steps to ensure employees are supported in the workplace. For example, we have produced Menopause in the Workplace guidance, held workshops and introduced a menopause related absence category for recording menopause related absence. We will consider establishing a staff network group to support this group of employees.

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.
- In relation to pay, women are continuing to steadily progress through the pay grade at assistant director / chief officer level with a 3% increase in female representation from the previous year. This has been the case over the last three years with women continuing to progress.
- At manager / senior manager level, there has been a decrease of female representation of 7% from the previous year (now 58%). However, there is nothing to indicate any particular disparities for as there is a relatively even split of male / female at this level.

4.3. Race

- There are 2.7% employees from a BAME background, this is slightly higher than the previous year (2.5%). The Chief Officer group has BAME representative at 3.1%. The response rate from employees declaring their ethnicity has increased.
- The workforce population is underrepresented when compared to the BAME population on Wirral, which is 5.4%. Comparisons have been made across the Liverpool City Region with Liverpool having the highest BAME staff representation at 5.6% (with BAME population of 11.1%).
- We will continue to work with the Liverpool City Region Race Equality Forum to develop a BAME staff network group and in respect of the race equality agenda across the region.

4.4. Disability

- Around 8% (261) of the total workforce of 3,246 declared they have a disability; this is in keeping with the previous year and there has been a slight decrease over the last three years of 1%.
- Disabled employees are well represented across the entire workforce. However for 12% of staff it is unknown whether or not they have a disability – as 12% staff indicated they would prefer not to say. With hidden disabilities being more prevalent, particularly mental health, 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 is limited directly comparable data in relation to this characteristic in respect of the local population. However, it is useful to note that in the Census 2011, 23% of the Wirral population declared they experience a long-term health problem or disability that limits their day-to-day activity. This would suggest we are potentially underrepresented in comparison to the local population but there is insufficient comparable data to be certain.

4.5. Religion or belief

- There has been an increase of 1.2% 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. 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 increased over a three-year period.
- The 'unknown' category for this protected characteristic has significantly reduced over the last two years by 67%, 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 gender incongruent to some degree".

4.7. Marriage and civil partnership

- There has been a significant increase in the number of recorded Civil Partnerships and same-sex marriages (300% and 450% increase respectively) over the last two years.

- There is 6% 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

- There is no comparable data for this category. However, Public Health England's study, [*Producing modelled estimates of the size of the lesbian, gay and bisexual \(LGB\) population of England*](#) (2017) estimated that **2.5%** of England's population identifies as LGB or 'other'. Regionally, the highest prevalence was found in London, North West and North East regions with each having an overall LGB prevalence of 4.3%, **2.5%** and 2.3% respectively. There are higher proportions in large city regions like Greater London (5.1%), Greater Manchester (3.6%) and Brighton and Hove (9.9%).
- A slightly higher proportion of Wirral Council employees have indicated they are Lesbian, Gay, and Bi-sexual in comparison to local population (2.6% of the workforce).
- The proportion of staff providing information regarding their sexual orientation has increased by 13% 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. The reasons are unknown. Again, steps will be taken to increase staff confidence in providing information regarding protected characteristics.

4.9. Pregnancy and maternity

- In 2019-20, 41 members of staff took maternity leave.
- Return to work rates following maternity leave were 100%, with just over a quarter of staff utilising the work life balance scheme to reduce their working

pattern within six months of returning. This is a decrease of around 25% from the previous year, when around half of all employees returning reduced their working pattern. We are not able to say whether this is down to employee choice or whether employees have encountered any barriers in their flexible working requests.

- In 2019 – 20 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.
- Two members of staff took paternity leave and no staff accessed shared parental leave during the period.
- 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 (131) 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 102, less than the overall number with caring responsibilities. The carers passport scheme formalises arrangements made between the employee and manager.
- The majority of carers within the workforce are women (76%) 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 2019/20 was 3,751. On analysis the key findings are:

- Overall candidates from a BAME background were more successful in the appointment process than their non-BAME counterparts.
- The success rate of disabled people appointed is lower than non-disabled at 65% and 73% respectively but this has improved when compared to previous years.
- The highest success rate of new starters in 2019/2020 were aged between 16-25 (based on proportionality across all age groups). This can be attributed to the Apprentice and Graduate schemes which will be key to building a talent pipeline for the future and mitigating the risks associated with an ageing workforce, such as loss of skills, knowledge and experience.
- We have raised awareness of unconscious bias during recruitment and selection training for Chief office recruitment with plans to roll out more broadly.

5.3. Promotion success rates

Last year we identified there was a gap in our insight in relation to promotion success rates. We have taken steps to address this gap in the past 12 months. However as this is the first time we have included this information in the annual report there is no comparable information for this data. 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, 185 members of staff received an increase in pay comprising of change of grade, promotion, re-graded and restructure. This equates to around 5.6% of the workforce.
- Of these, 2.1% were from a BAME background, this is slightly below the overall composition of BAME employees at 2.7%.
- Around 10.8% disabled employees were promoted. This is higher than the overall make up of disabled employees at 8%.
- Approximately 54% of employees were aged over 46, this is lower when compared to the numbers of employees overall aged over 46 (60%).
- Around 4.3% of employees promoted declared they were lesbian, gay, bi-sexual or prefer to self-describe. This is higher than the overall composition of employees identifying as LGBTQ+ (2.6%).

5.4. Length of Service

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

5.5. Take up of training

- Our data tells us that 46% (1,504) of employees accessed formal training (that is recorded centrally), this is an increase of 13% from the previous year. This data does not capture/include all forms of blended learning and development, such as work-based learning.
- Employees from a BAME background accounted for 5.7% of staff accessing formal training, which is considerably higher than the workforce demographic of 2.7%.
- A review of the data tells us that diverse groups and age ranges are accessing training opportunities.
- 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 2019/20, 246 employees left the Council. The main reason for leaving was resignation, followed by severance. This is in keeping with the previous year.
- Around 7% of employees who left during 2019-2020 had declared a disability, less than the overall make-up of the workforce (8%).
- The sex split of leavers is also comparable to the overall composition of gender.
- Around 2% of all leavers identified as lesbian, gay and bi-sexual, this is less than the overall make-up of the workforce (2.6%).

- In terms of race, 4% of all leavers identified as BAME. This is slightly higher when compared to the workforce at 2.7%.

All employees are asked to complete an exit interview questionnaire. We will review the exit interview process to ascertain whether there are any specific barriers 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. Employee Relations cases

During 2019-2020 there were 104 employee relation cases relating to formal Performance Management, Discipline and Grievance. This accounts for 3.2% of the workforce and is a slight increase of 2.8% from 2018-2019. 12 employees (4.8% of all leavers) were dismissed during this period. The cases have been analysed in relation to protected characteristics.

- Men accounted for 70% of all disciplinaries which is not proportionate when compared to the male proportion of the workforce at 37%. This has been analysed further by the Employee Relations team and there is no rationale as to why men accounted for more disciplinary cases.
- More women than men were involved in performance management proceedings which is proportionate to the gender split of the workforce and is a reverse in trend from last year.
- Overall, disabled employees are more likely to be involved in the performance management, disciplinary and grievance proceedings at 21%, 14% and 14% respectively when compared to the composition of disabled employees at 8%. This has been analysed by the Employee Relations team who have concluded that disciplinary cases where the employee had a disability, none of these involved issues directly relating to their disability.
- In relation to grievances, five grievances were raised by disabled employees. One of these was raised on the grounds of their disability. One of the grievances

(the same grievance) also raised issues relating to bullying and harassment on the grounds of their disability.

- No disciplinary, grievances or performance management cases were based on the grounds of sexual orientation, gender reassignment, age or religion or religious belief. One grievance was raised on the grounds of race. This was resolved informally with equality and diversity training recommended for all involved.
- 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 will undertake an Equality, Diversity and Inclusion survey during 2021.

5.8. Final comments and next steps

In conclusion, the Council's workforce demographic has remained fairly consistent over the last three years. We know where the gaps are, and this report and associated action plan (Appendix One) will contribute to the further development of the Council's People Strategy to ensure that we have a diverse, 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 action plan timescales from 2018-19. The action plan below includes a summary of progress with revised timescales for outstanding actions and new actions and activity identified in the analysis from the previous 12 months.

Action	Activity	Timescale	Owner	Progress
Actions carried over from 2018-19				
1) Reduce data and insight gaps	<ul style="list-style-type: none"> Undertake further targeted staff confidence campaigns for employees to update their personal equality information on self-serve 	July 2020	Organisational Development (OD) / Change	Complete within 2019 – 20 but we will continue to run periodic campaigns to close gaps for particular protected characteristics as identified in the report.
2) 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 2020	Human Resources Business Partners (HRBP's)	This is underway – revised timescale of Spring 2021.
	<ul style="list-style-type: none"> Develop process to capture feedback and report / investigate insight from exit interviews 	April 2020	HRBP's	This is underway – revised timescale of Spring 2021
	<ul style="list-style-type: none"> Develop a process and undertake a review of promotion opportunities and success rates for protected groups. (excluding increments, honorariums and acting up) 	May 2020	Management Information Services (MIS)	This was achieved Nov 2020.

Action	Activity	Timescale	Owner	Progress
3) Talent Management Strategy	<ul style="list-style-type: none"> Develop a Talent Management strategy with an emphasis on Equality, Diversity and Inclusion and which identifies a clear talent pipeline for BAME representation. 	December 2020	Change / OD	The timescales have been revised to Autumn 2021. During the last six months the authority has been working in collaboration with the Liverpool City Region to improve Race Equality across the region. This will inform our strategy.
	<ul style="list-style-type: none"> Develop an attraction strategy to improve engagement with BAME groups and younger people including considering employment routes into council. 	December 2020	Human Resources	Autumn 2021
	<ul style="list-style-type: none"> Respond to any emerging needs of our ageing workforce demographic 	Continuous	Change / OD	This will be addressed through the proposed Equality, Diversity and Inclusion survey (see below).
4) 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	OD / HRBP's	The timescales have been revised to Summer 2021 to take into account the impact of Covid-19.

Action	Activity	Timescale	Owner	Progress
5) 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	Change / OD	<p>We have an E, D & I module for all staff which has been made mandatory and will be included in the revised induction.</p> <p>An unconscious bias learning module was developed for Chief Officers recruitment in June 2020. This will be included in the recruitment and selection training for all managers.</p> <p>EDI will be incorporated into leadership and management development by Autumn 2021.</p>
6) 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	Change / OD	<p>EDI policy produced and published in October 2020.</p> <p>EDI Strategy will be incorporated into the Talent Management strategy. Revised deadline - Autumn 2021.</p>

Action	Activity	Timescale	Owner	Progress
New actions 2019-20				
7) 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 BAME considerations 	April 2021	OD	N/A
	<ul style="list-style-type: none"> Utilise software tools to check inclusivity of language in all job adverts and recruitment literature. 	May 2021	HR/OD	N/A
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	N/A

Action	Activity	Timescale	Owner	Progress
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. 	Autumn 2021	HR Resources	N/A

Appendix One: Equality Improvement: Summary action plan qual Pay Statement

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

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

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

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

The Pay Policy is reviewed annually and approved by Council. The Pay Policy for 2019/20 was presented to Employment and Appointments Committee on 5 March 2019 and full Council on 18 March 2019. Wirral Council is a Living Wage Employer and with effect from 1 April 2019 we will pay the revised national Living Wage of £9.30 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 – at 31 March 2020

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 2020 in line with the legislative reporting requirements. The scope of the council's report includes all employees (excluding schools) who are in receipt of base pay and allowances at this date.

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

Appendix Four: references list

- Women's and Equalities Committee: Transgender Equality report
<https://www.gov.uk/government/publications/transgender-equality-report-government-response>
- JSNA
<https://www.jsna.info/>
- Place Analytics
<http://gt-placeanalytics.co.uk/>
- Integrated Household Survey
<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/methodologies/integratedhouseholdsurvey>
- 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* (2017)
<https://www.gov.uk/government/publications/producing-estimates-of-the-size-of-the-lgb-population-of-england>