

Employment and Appointments Committee

Date:	Tuesday, 27 June 2017
Time:	6.00 pm
Venue:	Committee Room 2 - Wallasey Town Hall

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AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members are asked to consider whether they have any disclosable pecuniary and/or any other relevant interest, in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

2. MINUTES (Pages 1 - 4)

To receive the minutes of the meeting held on 24 November, 2016.

3. RECRUITMENT TO CHIEF OFFICER POSTS AND STRUCTURE CHANGES (Pages 5 - 36)

4. FOSTERING FRIENDLY EMPLOYER (Pages 37 - 44)

5. EMPLOYEE VOLUNTEERING (Pages 45 - 52)

6. WORKFORCE EQUALITY REPORT 2016/17 (Pages 53 - 124)

7. EMPLOYMENT AND APPOINTMENTS PANEL (Pages 125 - 130)

The minutes of the Employment and Appointments Panel meetings for the post of Deputy Director: Children's Care Services, held on 14 and 20 December, 2016 and 18 January, 2017, are submitted for information.

8. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)

9. EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC

The public may be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information.

RECOMMENDED –

That in accordance with section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by paragraph 1 of Part 1 of Schedule 12A to that Act. The public interest test has been applied and favours exclusion.

10. RECRUITMENT TO CHIEF OFFICER POSTS AND STRUCTURE CHANGES - EXEMPT APPENDICES (Pages 131 - 136)

Exempt appendices 8 and 9 to item 3 – Recruitment to Chief Officer Posts and Structure Changes, are attached.

These appendices are exempt by virtue of paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

11. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)

EMPLOYMENT AND APPOINTMENTS COMMITTEE

Thursday, 24 November 2016

<u>Present:</u>	Councillor	AER Jones (Chair)	
	Councillors	P Davies	AR McLachlan
		G Davies	JE Green
<u>Deputies</u>	Councillors	B Mooney (In place of M McLaughlin)	
		S Williams (In place of L Rennie)	
		D Mitchell (In place of P Gilchrist)	

9 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Committee were requested to declare whether they had any disclosable pecuniary interests and/or any other relevant interest in the item on this agenda and, if so, to declare it and state the nature of such interest.

No such declarations were made.

10 MINUTES

The Committee was requested to approve the accuracy of the minutes of the meeting of 11 October, 2016.

Resolved – That the minutes of the meeting of 11 October, 2016, be approved.

11 EMPLOYMENT AND APPOINTMENTS PANEL

The minutes of the Employment and Appointments Panels' meetings for:

- Assistant Director: Community Services, held on 15 August, 2016;
- Assistant Director: Health and Care Outcomes, held on 1 September, 2016;
- Assistant Director: Commissioning Support, held on 23 September and 11 and 27 October, 2016; and,
- Transformation Director, held on 23 September, 3 and 27 October and 4 and 14 November, 2016,

were submitted for information.

Resolved – That the minutes be noted.

12 **HR POLICY UPDATES (PROBATIONARY POLICY AND MANAGING PERFORMANCE POLICY)**

The Senior HR Manager - Policy Strategy Change introduced a report which outlined proposed changes to the Council's Probationary Policy and Performance Management Policy and supporting procedures.

It was common practice for organisations to have a probationary policy for new employees. By setting a probationary period, an employer could alert a newly recruited employee that his or her performance would be under continuous review during the first weeks and months of employment and that continued employment was subject to satisfactory completion of the probationary period.

Probationary periods had no legal status and an employee who was on probation had the same statutory employment rights as other employees. It was the length of continuous service that defined an employee's statutory employment rights, including his or her rights in the event of dismissal. The Council's policies and procedures had been reviewed and benchmarked to ensure it met best practice in Local Authorities and large organisations. A number of and a range of changes had been proposed to the policies and procedures on this basis.

It was also proposed to change the title of the Performance Capability policy to Performance Management. This was to reflect the requirement of managers to manage performance of employees and for employees to understand that it was a requirement of management to do so. This policy and procedures set out the process for managers to follow if there were concerns about an employee's performance.

The Council's policy and procedures with regard to both of these had been reviewed and benchmarked to ensure they met best practice in Local Authorities and large organisations.

Responding to comments from Members, the Senior HR Manager - Policy Strategy Change, informed the meeting that consultation had taken place with the trades unions. Both policies strengthened current arrangements and would apply to all employees. Initial briefings would be held with all line managers around the policies and there would be dedicated training from January on performance management including actions to follow if there were concerns about under performance.

The Assistant Director: Human Resources and Organisational Development confirmed that training for managers would involve structured workshops which would be run for all managers. The aim was to improve performance not to manage people out of the organisation. With regard to Performance

Appraisals, this had shown significant improvement with the percentage completed now in the high nineties.

Resolved – That the changes to the Council’s Probationary Policy and Performance Management Policy and supporting procedures, be approved.

13 **ANY OTHER URGENT BUSINESS - DEPUTY DIRECTOR: CHILDREN'S CARE SERVICES**

The Chair had agreed to this item as a matter of urgent business to enable its consideration prior to the next scheduled meeting of the Committee.

The Assistant Director: Human Resources and Organisational Development submitted a report which sought the Committee’s approval to delegate authority to the Appointment Panel for the Deputy Director Children’s Care Services, to agree the appropriate salary for the role, should it be required to secure the best candidate for Wirral.

On 11 October 2016 the Committee agreed the following:

“The re-grading and re-designation of the vacant post ‘Assistant Director: Children’s Care Services to Deputy Director: Children’s Care Services to ensure the level of remuneration reflects the size and scope of the role in line with market rates, will attract high quality candidates and supports retention to provide the longer term stability required for the service.
(Grade: D2 Salary range: £82,741 to £91,935)”

The D2 salary range was recommended based on the market information available at the time, including a benchmarking exercise of comparative roles.

Penna had begun the executive search on 31 October 2016 for a period of 6 weeks up to 12 December 2016. The longlisting and shortlisting processes would take place throughout December, with final assessments taking place in January 2017. Market feedback via Penna, conducted as part of the executive search had shown the following:

- Positive feedback in relation to the challenges the role presents, particularly from those already working at this level who welcomed a challenge and were excited about being a part of Wirral’s improvement journey.
- The salary was an issue in terms of attracting these individuals as some were already on a similar or higher salary.
- The pool of candidates interested in a sideways move was limited: those who had operated at this level for some time were usually looking to move to Director level.

- The market was largely populated with Assistant Directors who were fairly new to the role.

Members agreed that it was important to get the right candidate for the post but queried what parameters would be set to vary the salary range and would it lead to an erosion of differentials with other managers.

The Assistant Director: Human Resources and Organisational Development commented that there was always the possibility that other chief officers could look at comparability, however, this was a very specific role and the differential, if applied, could be justified against other posts in the authority. She assured the Committee that should a candidate who was currently earning less than the top of the D2 grade be appointed then the variation to the salary would not be required and it would only be used should a successful candidate be appointed who was on a similar or slightly higher salary than that being offered. The post had been advertised with a D2 salary.

Concerns were expressed that the Committee had already met to agree the grade for this post and now the Committee was being asked to take another step. It was suggested that any variation to the salary, if required, should not exceed £5,000.

Councillor Green stated that if the proposal were agreed and a variation was needed to appoint the most suitable candidate to the post this should not be used to upgrade other similarly graded posts within the Council.

Councillor Phil Davies concurred that in accepting the recommendation this should not set a precedent with regard to other posts.

Resolved – That this Committee delegates authority to the Employment and Appointments Panel for the Deputy Director Children’s Care Services, to agree the appropriate salary for the role, should it be required to secure the best candidate for Wirral, subject to a maximum variation of £5,000.



Employment and Appointments Committee

27 June 2017

REPORT TITLE	RECRUITMENT TO CHIEF OFFICER POSTS AND STRUCTURE CHANGES
REPORT OF	CHIEF EXECUTIVE

1.0 REPORT SUMMARY

- 1.1 In November 2016 the Council implemented a new operating model and organisational structure to enable the Council to deliver the 20 Pledges for 2020, described within the Wirral Plan. (Appendix One)
- 1.2 We have recently had two resignations and a request for early retirement at Chief Officer level. We were also notified of a planned retirement.
- 1.3 As a consequence of this there will now be a requirement to recruit to a number of key posts. This has provided an opportunity to review how we are best organised at senior management level to deliver our plans at this time. We have made appointments to a number of senior positions since November 2016. We are continuing to improve our capacity to deliver the Wirral Plan, deliver our transformation plans and explore the best models to deliver services to residents of Wirral.
- 1.4 This report recommends recruiting to the vacant post of Director for Children, the forthcoming vacant post of Assistant Director: Law and Governance and a newly configured Director of Finance post (following retirement). The report sets out recommended salaries for these roles based on external benchmarking and advice.
- 1.5 The report also sets out some changes to reporting lines for some functions in response to the evolving nature of the operating model; to enable the Council to reorganise capacity and to meet future requirements

2.0 RECOMMENDATIONS

The Employment and Appointments Committee is requested:

- 2.1 To approve the revised Chief Officer structure of the Council, detailed in Appendix Two (including the deletion, creation and change of roles) with the new structure effective from 1 September 2017.

- 2.2 To set up politically proportionate Appointments Panels, in accordance with the terms of reference set out in Appendix Seven, for the following posts to be advertised internally and externally at the following salary:
- Director for Finance (S151 Officer), Director 1, £103k-115k
 - Director for Children SD2 (new grade), £140-155k
 - Assistant Director: Law and Governance (Monitoring Officer) AD 1/Director 2, £79-93k
- 2.3 To agree that the posts specified in 2.2 be advertised as soon as possible following the meeting of the Employments and Appointments Committee on 27 June 2017.
- 2.4 To agree that the Assistant Director: Human Resources and Organisational Development be authorised to make and undertake all requisite arrangements necessary for the appointments to be made.
- 2.5 That it be recommended to Council that the Employment and Appointments Committee have delegated authority to formally agree and confirm the appointment of all the posts specified in 2.2.
- 2.6 To recommend to the Council that the Chief Officer pay scales as set out in the Council's Pay Policy be amended to incorporate proposed salary for Director for Children's Services post. (Appendix Three)
- 2.7 To consider those matters detailed in Appendix Eight. This appendix contains personal information about an individual and therefore is an exempt by virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972. The public interest test has been applied and it favours the exemption being applied.

SUPPORTING INFORMATION

3.0 REASONS FOR RECOMMENDATIONS

- 3.1 The revised Chief Officer structure is proposed by the Chief Executive for the following reasons:
- The retirement of the Assistant Director: Finance (Section 151 Officer).
 - The resignation of the Director for Children.
 - The resignation of Assistant Director: Law and Governance (Monitoring Officer);
 - A request for early voluntary retirement at Chief Officer level; and
 - In response to the evolving nature of the operating model; to enable the Council to reorganise capacity and to meet future requirements.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 There is a requirement to replace the Section 151 Officer, Monitoring Officer and Director of Children's Services all of which are statutory posts. The Council has taken appropriate benchmarking advice on the level of remuneration for those roles in current market.

4.0 Summary of Proposed Changes (Recruitment)

Director for Children

- 4.1 This is a vacancy following the resignation of the previous Director for Children in May 2017. There is currently a short-term acting up arrangement in place.
- 4.2 This is a challenging time for Children's Services. This post is critical in managing high risk areas and continuing the progress that has been made to improve the service following the Ofsted inspection in 2016 and contains statutory duties. There is a new management team in place at senior level. There is no higher priority for the council and its partners than protecting Wirral's vulnerable children.
- 4.3 It is paramount that we attract the highest quality candidates with the necessary skills and experience to lead and drive the service forward and someone who has a credible track record of children's services/social care improvement.
- 4.4 The Council has undertaken some benchmarking of similar roles and has taken advice from our recruitment consultant (Penna) to determine the appropriate level of remuneration for this post. There are a number of other roles currently being advertised across the country.
- 4.5 It is recommended that the post is advertised at circa £140k-155k to ensure that we are competitive in this market and able to attract the highest calibre of applicants.
- 4.6 A salary range is proposed to allow the Committee flexibility to appoint the right candidate. This would require an amendment to current Chief Officer pay grades as set out in the Pay Policy.

- 4.7 Appendix Four sets out a summary of duties for the Director for Children role and salary benchmarking information.
- 4.8 There would be no impact on other Chief Officer pay arrangements arising from this proposed change.

Director for Finance

- 4.9 Assistant Director: Finance (and S151 Officer) confirmed his intention to retire earlier this year. There is no cost to the Council.
- 4.10 We have reviewed the role and requirements for the Council going forward.
- 4.11 It is proposed to re-designate this role as a Director of Finance (and S151 Officer) which will have a wider breadth and focus than the current role. The Council's budget challenge is significant (with £132m budget gap over the next 3 years) and there is a continued requirement for robust financial planning and governance. This role will also have a strong commercial focus, a responsibility for investment and income generation opportunities and will also oversee the responsibilities for pensions.
- 4.12 This post will report to the Director of Corporate Resources and Reform (see below) which will ensure that financial management, planning and benefits realisation are fully integrated within the transformation process.
- 4.13 The Council needs to attract a candidate with significant experience at strategic level in financial services, experience of transformational change, strong commercial awareness and acumen, solution focused with a strong and clear budget approach and understanding income and investment.
- 4.14 The Council has undertaken some benchmarking of similar roles. Advice from our recruitment consultant (Penna) has advised that a competitive market rate for this role would be circa £110,000. Therefore it is proposed the salary range for this post is Director 1 (£103,606-£115,117) to reflect the additional responsibilities and attract the highest calibre of candidate.
- 4.15 The Assistant Director of Finance has agreed to remain in post for a further period of time. As part of this, interim support is required at senior financial level to support the transformation work and allow a phased retirement between now and the end of this year. This will be funded by existing vacancies within the service area.
- 4.16 Appendix Five sets out a summary of duties Director of Finance role and salary benchmarking information.

Assistant Director: Law and Governance (and Monitoring Officer)

- 4.17 This post will soon be vacated following the resignation of the current post holder. This is a statutory post.
- 4.18 The Council is required to ensure that a Monitoring Officer is in place. The current post holder will have worked his notice period and left before an

appointment can be made and therefore an interim Monitoring Officer will be appointed and confirmed at Council on 10 July 2017.

- 4.19 The Monitoring Officer requires a solution focused approach to managing risk, leading a professional legal and democratic service, overseeing and managing the Council's constitutional arrangements including Member conduct, and ensuring strong governance through change.
- 4.20 The Council has undertaken some benchmarking of similar roles. The role is currently Head of Service 1 level within the salary range £79,259 - £88,065.
- 4.21 Advice from our recruitment consultant (Penna) following an assessment of the current labour market is that a competitive market rate for this role would be circa £90,000. Therefore it is proposed the salary range for this post is extended to Head of Service/Director 2 (£79,259 – £92,854) to provide flexibility for the Appointment Panel for the right candidate.
- 4.22 Appendix Six sets out a summary of duties for this role and salary benchmarking information.

Current Labour Market Context

- 4.23 The roles set out above form a core element of the Council's senior management team. We require team players, relationship builders, those who can develop strategy and deliver results, manage risk and help manage their teams through major changes. We need candidates who understand political acumen and can work commercially.
- 4.24 Penna has advised that the current market in local government is challenging and competitive. Given the focus needed, some of the statutory roles are in high demand and require modern operators who look at challenges and opportunities in an innovative and solution focused way.
- 4.25 All of the above places an emphasis on the packages for a quality field of candidates that needs to be positioned well to attract in a market place which is already challenging.

Other changes to structure proposed

- 4.26 There are a number of other changes proposed which have arisen from the review of roles undertaken following vacancies at very senior level as detailed below.

Health and Care

- 4.27 With the commissioning of adult services being led jointly with Health, the Director for Care and Health role will need to adapt to reflect the integrated working and commissioning arrangements in place.
- 4.29 Considerable progress has been made in the last 6 months and work is currently being undertaken to explore further integration with the NHS for health

and care commissioning functions by April 2018. This will be a significant change for this post.

4.30 It is proposed that the Director for Care and Health and the team below move out of the strategic hub and report directly to the Chief Executive whilst this work is undertaken.

4.31 The Assistant Director for Integrated Commissioning will continue to report to this post and move with it.

Commissioning

4.32 Following the appointment of the Assistant Director: Commissioning Support in February 2017 it is proposed that Commissioning Support will move from Business Services to the Strategic Hub. This will strengthen the relationship between the function and the strategic commissioners in the Council.

Transformation Director

4.33 It is proposed that the Transformation Director will be retitled as Director of Corporate Resources and Reform which more accurately reflects the role and changes identified below.

Human Resources/Organisational Development and Finance

4.34 It is proposed Human Resources and Organisation Development (HR/OD) and Finance functions will move under the Director of Corporate Resources and Reform. These functions are integral to the successful delivery of organisational change, future modernisation of Council services as benefits are realised and will ensure that corporate functions are aligned to that agenda.

Merseyside Pension Fund

4.35 Upon commencement of a new Director of Finance it is proposed that they will assume responsibility for financial and governance oversight of Merseyside Pension Fund. This is anticipated to be January 2018.

Business Services

4.36 The Business Services function will retain Law and Governance, Digital and Asset Management. The Director of Business Services will also manage the Chief Executive's office as part of the role of Assistant Chief Executive.

4.37 The Council's digital function has an internal manager acting up following the resignation of the Head of Digital earlier this year. This will continue in place for the time being. A comprehensive review of the Council's approach to digital is required and will be undertaken.

4.38 The Director of Business Services has expressed interest in reducing working hours from five to four days a week once the Council has recruited to key posts. It is proposed that this request will be accommodated in due course.

- 4.39 It is proposed that changes to reporting lines set out above will be implemented by 1 September 2017.

Delivery

- 4.40 Merseyside Pension Fund will move under Director of Finance upon appointment. Other service functions will remain in Delivery. Under the transformation programme, work is being undertaken to explore the most appropriate models of service delivery across a range of services including further integration with health of some adult social services.

5.0 Support to the recruitment process

- 5.1 Subject to agreement to recruit to posts specified in 2.2, Penna Plc will act as the recruitment consultants to support the external recruitment processes under the Council's current contracting arrangements and under an existing framework agreement.
- 5.2 With a number of key roles, this will include some additional work around employer branding, enhanced recruitment microsite and the review and development of appropriate candidate assessment processes in line with best practice to support Employment and Appointments Panel in seeking to attract a strong pool of candidates and recruiting the best person for the role.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The report sets out the recommended level of remuneration for each role in order for the Council to be competitive, based on advice and market conditions.
- 6.2 The overall revenue cost to the Council arising from proposed changes is £79,672. This arises from advice on current job market conditions for senior roles. This is growth and will need to be built into the Council's budget.
- 6.4 There is potential for a future reduction of £29,308 when the expected reduction in hours by the Director of Business Services is implemented.
- 6.5 Appendix Eight sets out the costs associated with a request at Chief Officer for early retirement. These are one-off costs that can be met within existing resources in year.

7.0 LEGAL IMPLICATIONS

- 7.1 The Council will ensure that all relevant employment legislation is complied with throughout the recruitment and selection processes.

8.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 8.1 The savings and costs are set out above report.
- 8.2 The cost of change; internal recruitment process will be managed by Human Resources. External recruitment processes will be managed by Human

Resources with the support of the recruitment consultants, Penna Ltd as per the Council's contractual arrangements.

9.0 RELEVANT RISKS

9.1 The Council has three vacancies in critical posts. There are considerable risks associated with the failure to recruit successors of high calibre at the right level and as swiftly as possible. This will form a core component of a new management team for the Council by late 2017/early 2018 which will provide the stability required to deliver our plans and budget challenges

10.0 ENGAGEMENT/CONSULTATION

10.1 There has been no requirement for formal consultation. There has been engagement with Chief Officers affected by the changes to reporting lines and re-organisation of functions. Trade Unions have been made aware of proposals.

11.0 EQUALITY IMPLICATIONS

11.1 The council will comply with all applicable Equality Act 2010 obligations.

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APPENDICES

Appendix	Title
One	Current Chief Officer Structure
Two	Proposed Chief Officer Structure
Three	Chief Officer Salary Structure
Four	Director for Children Draft JD and Salary Benchmarking Information
Five	Director for Finance Draft JD and Salary Benchmarking Information
Six	Assistant Director: Law and Governance Draft JD and Salary Benchmarking Information
Seven	Proposed Terms of Reference for the Appointments panel
Eight (Exempt)	Chief Officer Early Retirement information and costs
Nine (Exempt)	Additional information relating to Appendix 8

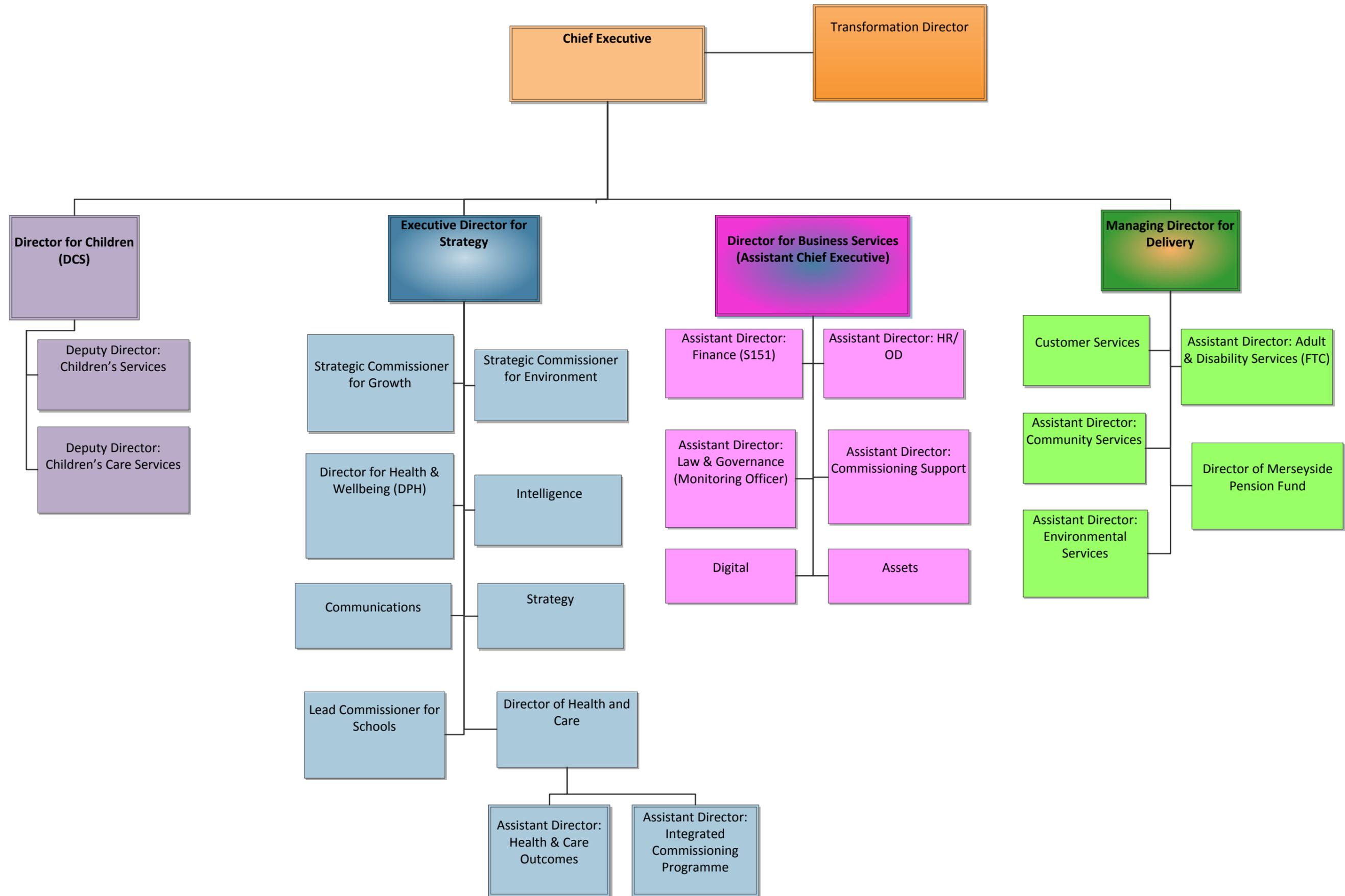
REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

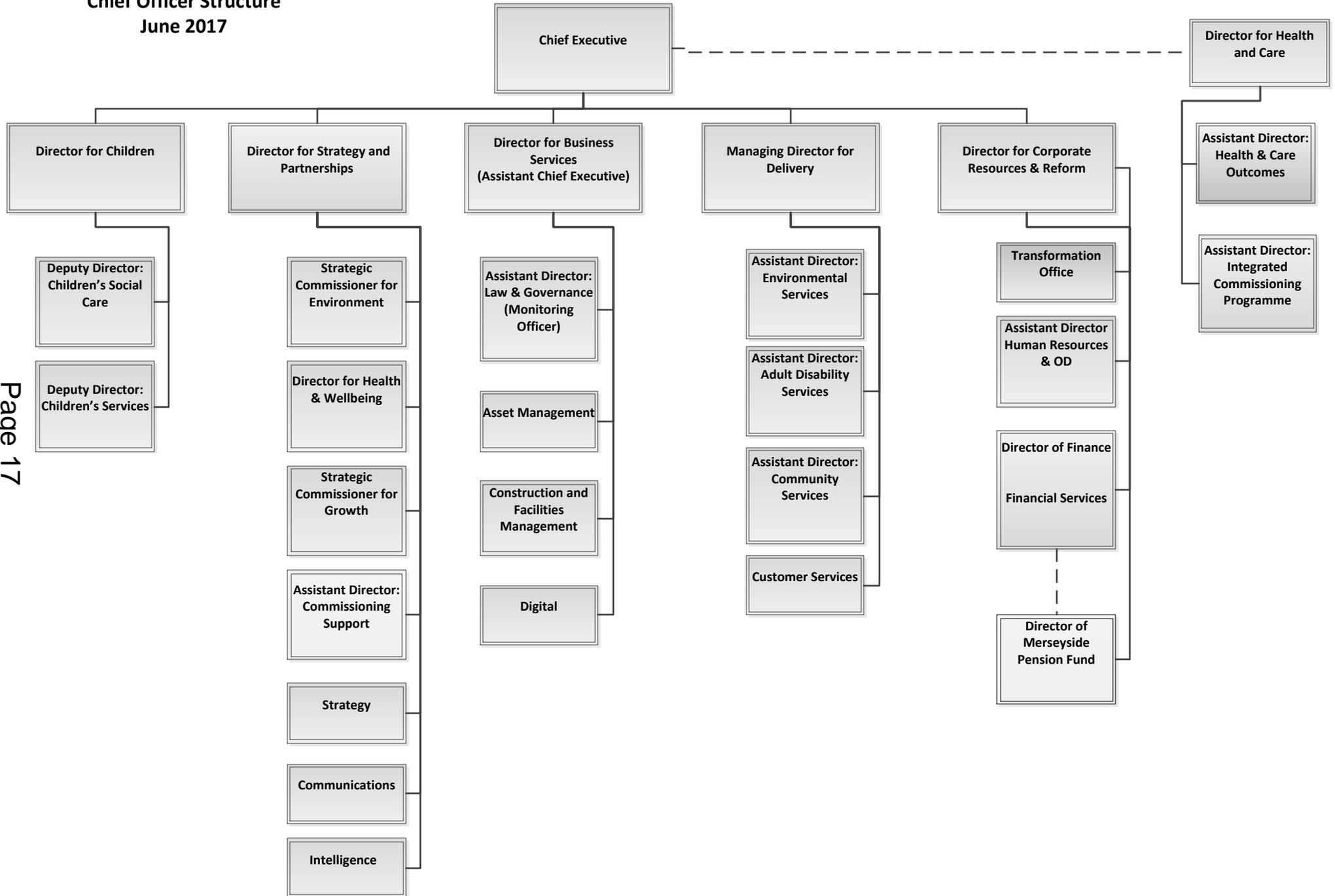
Council Meeting	Date
Employment & Appointments Committee	25 July 2016
Employment & Appointments Committee	11 October 2016

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**Proposed Operating Model
Chief Officer Structure
June 2017**



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**Current
Chief Officer Grade/Salaries: 1 April 2017**

	Chief Executive (CE)	Strategic Director (SD)	Director 1 (D1)	Director 2 (D2)	Head of Service 1 (HS1)	Head of Service 2 (HS2)
Salary Range						
01	158,116	111,829	103,606	83,568	79,259	68,690
02	163,216	114,935	106,484	85,889	81,460	70,598
03	168,316	118,041	109,362	88,210	83,661	72,506
04	173,417	121,148	112,240	90,532	85,863	74,414
05	178,518	124,255	115,117	92,854	88,065	76,323

**Proposed
Chief Officer Grade/Salaries**

	Chief Executive (CE)	Strategic Director (SD2)	Strategic Director (SD1)	Director 1 (D1)	Director 2 (D2)	Head of Service 1 (HS1)	Head of Service 2 (HS2)
Salary Range							
01	158,116	140,000	111,829	103,606	83,568	79,259	68,690
02	163,216	143,750	114,935	106,484	85,889	81,460	70,598
03	168,316	147,500	118,041	109,362	88,210	83,661	72,506
04	173,417	151,250	121,148	112,240	90,532	85,863	74,414
05	178,518	155,000	124,255	115,117	92,854	88,065	76,323



**Job Description:
Director for Children**

Job Grade: proposed SD2

Job Purpose:

- To be the statutory Director for children's services and ensure the delivery of Wirral's provision for children working closely with key stakeholders and partners to deliver commissioning based outcomes for Wirral.
- To be accountable for the leadership and delivery of children's services strategy, planning, commissioning, and delivery of services for all vulnerable children, young people and their families.
- To provide professional leadership and act as the lead strategic advisor for all children's services.
- To ensure the effective use of resources and the proper administration of the Council as a Statutory Officer, to meet the objectives of the Council.

Reports to:

Chief Executive

Key Accountabilities:

- Identify and lead on strategies for the delivery of Wirral's vision for children, young people and learning to ensure that all children and young people's needs are responded to effectively and in a co-ordinated way.
- Lead the development of strategic commissioning frameworks for children, young people and learning.
- Ensure the engagement of key stakeholders and partners to deliver a co-ordinated and integrated approach to meeting children and young people's needs.
- Lead on programmes of innovation and modernisation which focus on outcomes to meet the needs of service users and carers.
- Influence and shape regionally and nationally the future development of strategies for children, young people and learning.

- Work closely with key stakeholders and partners to deliver commissioning based outcomes for Wirral.
- Ensure that children and young people are safeguarded through integrated working across Safeguarding Partnerships.
- Act as a champion for children and young people, tackling inequalities, and promoting well-being.
- Lead on the formulation, development and implementation of strategies, which ensure that the needs of children and young people are met.
- Secure the commitment and engagement of all relevant agencies, partners and other stakeholders to achieve the strategic vision of the Council. Lead on Wirral's local multi-agency partnership arrangements, developing with partners a local plan for joint working to improve outcomes for children and young people.
- Facilitate, co-ordinate and lead services to ensure safe and efficient arrangements are in place across children's services, maximising opportunities across the Borough to develop partnerships and effective outcome frameworks.
- Lead the identification, evaluation and development of commercial opportunities in conjunction with the delivery function.
- Act as the lead strategic advisor and be accountable for cutting edge service specifications and rigorous, consistent contract performance and quality management.
- Act as the strategic advisor in the development of business plans for services as they transition.
- Challenge conventional local government approaches to enable the organisation to drive greater efficiency and effectiveness through the development of best practices and innovative commissioning, contracting, market development and resource management.
- Develop the commercial framework that underpins outcomes-based commissioning, ensuring a consistent, coherent approach across Wirral.
- Manage the budget associated with this post. The budget will be set out in the Accountability statement.
- Manage Chief Officers / Senior Managers and Officers who report to this post.

Knowledge:

- A relevant management qualification at degree level or equivalent and significant experience in health and social care.
- An in-depth understanding of the issues in safeguarding and meeting the needs of vulnerable people.
- Understanding of the role of health and social care professionals.
- Understanding of the changing nature and future pressures of children's services and its partners in the national context.
- A proven understanding of the value of commissioning.
- A detailed understanding of the legal, regulatory frameworks relating to commissioning, procurement and contracting decisions.
- A proven understanding of how to deliver commercially within a complex environment.
- A strong background in the values of children's services.

Experience:

- Experience of leading, providing and commissioning excellent services for vulnerable people.
- Experience in commissioning services within children's services and/or health and social care.
- Experience of working at a senior level in multi-professional and complex environment.
- Demonstrable achievements in partnerships/integrated working.
- Substantial track record of successful negotiation and implementation of complex commissioning programmes with multiple stakeholder engagement.
- Significant experience in the delivery of service improvement and transformation programmes.
- Demonstrable record of delivering significant efficiency savings as a result of more effective commercial, contract and procurement practices whilst maintaining relationships and service levels.
- Proven stakeholder management and engagement skills, combined with a good political acumen and experience.
- Experience of working at a senior level that requires a high level of strategic awareness.
- Experience of establishing and building effective partnership arrangements.
- Experience of working in a multi-professional way across organisational boundaries to foster effective joint working to improve outcomes for children and young people.
- Experience of working within a statutory legal and/or regulatory framework.
- A track record of developing and implementing commissioning strategies and plans.

Skills:

- The ability to set the strategic direction of children's social services, drawing up the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners.
- Strong commercial skills and business acumen.
- Strong interpersonal skills with the ability to negotiate, influence and generate confidence, trust and respect.
- Ability to demonstrate resilience and flexibility of approach and manage uncertainty and ambiguity for themselves and others.
- Ability to simplify and explain complex issues to a range of audiences.
- Ability to identify and implement effective systems to monitor performance.
- Ability to develop and encourage innovative ideas to drive improvement.
- Resilient, tenacious and outcome focussed.

Benchmarking

Authority	Pay	Appointed
Liverpool City Council	£140k	In process
Leeds City Council	£150k	In process
Achieving for Children Trust	£158k	Director
London Borough of Brent	£187k	Serving CEO/previous Director (interim)
London Borough of Greenwich	£135k	Asst Director
London Borough of Haringey	£135k	Asst Director
London Borough of Ealing	£140k	Deputy Director
London Borough of Camden (People role)	£155k	Director
London Borough of Wandsworth and Richmond	£165k	Director
London Borough of Waltham Forest	£142k	Director
London Borough of Westminster (bi- borough)	£170k	Director
Birmingham City Council - Children's Trust	£157k	CEX, previous Director
Bristol City Council	£140k	Director
Buckinghamshire County Council	£150k	Still live
Durham County Council	£145k	Director
Essex County Council	£149k	Internal Asst Director
Kent County Council	£190k	All candidates serving directors

Hull Council	£115k	Could not appoint
Lancashire County Council	£130k	Did not appoint
Manchester City Council	£145k	Director
Nottinghamshire County Council	£140k	Director
North Yorkshire Council	£140k	Director
Oxfordshire County Council	£135k	Internal Asst Director
Sandwell MBC - Children's Trust	£140k	Still being created
Slough Borough Council	£127k	Asst Director
Staffordshire County Council	£142k	Internal Director



Job Description: Director of Finance (S151 Officer)

Job Grade: D1 (£103,606 - £115,117)

Job Purpose:

- Lead, co-ordinate and manage the Finances of the Council and those budgets jointly managed with other organisations.
- Act as the Statutory S151 Officer.
- Lead and deliver the financial requirements of the Council's transformation agenda.

Reports to:

Director of Corporate Resources and Reform

Key Accountabilities:

- Ensure that the financial affairs of the Council, including Merseyside Pension Fund, are managed in an efficient, economic and cost-effective manner in accordance with the obligations placed upon the Council under Section 151 of the 1972 Local Government Act.
- Ensure that Members receive information and that they are made aware of contentious matters to enable them both to make decisions and to review these, in order to ensure that the Council achieves its' priorities.
- Be responsible for the Council's strategic financial framework, linking the Wirral Plan, the medium term financial plan and service plans.
- Strategically assess progress in other organisations/companies to ensure that Wirral Council maintains a modern and best practice approach to improvements, including value for money, commerciality and a culture of continuous and ambitious business improvement.
- Develop a pro-active financial strategy that reflects the changing approach to public service funding, identifying future opportunities to develop revenue and planning on self-financing to secure a financially viable future for services to residents.

- Put in place adequate frameworks for financial management in programmes so that the Council can have assurance that its plans will be delivered within budget.
- Provide strategic and professional financial advice to Elected Members and senior officers on all key decisions, to ensure the Council meets its objectives through effective and efficient financial management.
- Ensure effective and efficient management of financial resources to meet statutory requirements and support delivery of the Wirral Plan, in accordance with best practice and the Constitution.
- Lead the corporate financial services function of the Council that encompasses accounting, treasury management, risk and insurance management, internal auditing and VAT and taxation compliance.
- Oversee regulatory and financial reporting ensuring compliance with good governance and financial control.
- Establish, co-ordinate and evaluate financial strategies and ensure the preparation of budgets, forecasts and accounting policies.
- Ensure compliance with the provisions of the Accounts and Audit regulations, Local Government Act 1972 and standards set by the Chartered Institute of Public Finance and Accountancy.
- Ensure the provision of an Internal Audit service.
- Lead on identifying opportunities for maximising income generation.
- Ensure that the Council has effective financial systems in place to ensure prompt billing, efficient collection and proper accounting in respect of all income.
- Manage the budget associated with this post.
- Manage senior managers and officers who report to this post.

Knowledge:

- Full, relevant professional qualification and membership of a professional body recognised by Consultative Committee of Accountancy Bodies (CCAB).
- A detailed understanding of the legal, regulatory frameworks relating to finances.
- Knowledge of 'current thinking' and approaches relating to strategic finances.

Experience:

- Experience in successfully leading the development and delivery of financial strategies in a large complex environment.
- Experience of establishing robust systems for the delivery of effective financial and treasury management.
- Experience of establishing and building effective partnership arrangements.
- Experience of working at a senior level, influencing and advising on strategic finance.
- Experience of supporting transformational change and realisation of financial benefits

Skills:

- Strong interpersonal skills with the ability to negotiate, influence and generate confidence, trust and respect
- A high level of commercial awareness and business acumen
- Ability to demonstrate resilience and flexibility of approach and manage uncertainty and ambiguity for themselves and others.
- Ability to identify and implement effective financial management systems.
- Ability to develop and encourage innovative ideas to drive improvement.
- Ability to identify appropriate financial trends and developments to maximise opportunities and realise improvements and efficiencies.
- Ability to present complex information to a variety of audiences.
- Resilient, tenacious and outcome focussed.
- Ability to respond quickly and innovatively to manage and enhance reputation.
- Political awareness and skills.

Benchmarking

Council:	Title:	Salary (£):
Leeds	Director of Resources and Housing	£137,320
Newcastle	Director of Resources	£100,727 - £113,369
Durham	Corporate Director of Resources	£142,814
Blackpool	Director of Resources	£95 - £100k
Bury	Executive Director: Resources and Regulation	£110 – 115k
Kirklees	Director of Resources	£124,313
Wycombe	Head of Finance and Commercial	£80,000
Southwark	Strategic Director of Finance and Governance	£166,647



Job Description:

Assistant Director: Law and Governance (Monitoring Officer)

Job Grade: HS1 - D2 (£79,259 - £92,854)

Job Purpose:

Lead, co-ordinate and manage the law and governance functions of the Council.

Key Accountabilities:

- Act as the Council's statutory Monitoring Officer (Local Government Act requirements) to ensure that the Council, its Officers, and its Elected Members, maintain the highest standards of conduct in all they do, and report any matters that are likely to be illegal or amount to maladministration.
- Responsible for the operation of the Council's Constitution.
- Provide strategic and professional advice on legal, constitutional and corporate governance issues.
- Promote and ensure compliance with corporate governance.
- Ensure effective management of Council resources in accordance with best practice and the Constitution to meet needs of stakeholders and delivery of the Wirral Plan.
- Act as the strategic legal advisor in the development of business plans for services as they transition.
- Lead and manage legal and governance strategies to ensure that the Council has the capacity to deliver its current and future objectives.
- Act as the Council's key liaison with the Electoral Commission and Boundary Commission.
- Manage and provide advice and assistance to members on the Members' Standards Code of Conduct (statutory obligations).
- Manage the budget associated with this post. The budget will be set out in the Accountability statement.

- Manage Senior Managers and Officers who report to this post.

Knowledge:

- Full membership of the Chartered Institute of Legal Executives (CILEx) or equivalent.
- Knowledge of 'current thinking' and approaches relating to strategic law and governance.

Experience:

- Experience in successfully leading the delivery of legal and governance strategies in a large complex environment.
- Experience of establishing robust systems for the delivery of effective legal, constitutional and governance management.
- Experience of establishing and building effective partnership arrangements.
- Experience of working at a senior level, influencing and advising on strategic law and governance matters.
- Experience of working at a senior level that requires a high level of strategic awareness.

Skills:

- Strong interpersonal skills with the ability to negotiate, influence and generate confidence, trust and respect.
- Ability to demonstrate resilience and flexibility of approach and manage uncertainty and ambiguity for themselves and others.
- Ability to identify and implement effective governance systems and constitutional arrangements.
- Ability to develop and encourage innovative ideas to drive improvement.
- Ability to identify appropriate legal trends and developments to maximise opportunities and realise improvements and efficiencies.
- Resilient, tenacious and outcome focussed.
- Ability to respond quickly and innovatively to manage and enhance reputation.

Benchmarking

Council:	Title:	Salary (£):
Oxford City Council	Head of Law & Governance	£90k
York City Council	Assistant Director: Legal and Governance	£75,618
Ashford Borough Council	Director: Law and Governance	£87,462
Basingstoke and Deane Metropolitan Borough Council	Head of Law and Governance	£89,246-91,618
Barnsley Metropolitan Borough Council	Director: Legal and Governance	£100,000
Sunderland City Council	Head of Law and Governance	£100,926
Oxfordshire County Council	Director of Law and Governance	£122,412
Kent County Council	Director of Governance and Law	£156,000

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Proposed Terms of Reference for the Appointments Panel

The proposed terms of reference for the politically proportionate Appointments Panels, for the purposes of recruitment to vacant Chief Officer posts as identified in the Employment and Appointments Committee report, 27 June 2017 are as follows:

1. To receive applications, consider all candidates and decide on a long list
2. To receive and consider feedback on the long-listed candidates and decide on a short list.
3. To form the final interview panel and make an appointment for all roles as delegated by Council (10 July 2017).
4. To agree the appropriate salary and contract terms for all roles within the salary ranges approved by the Employment and Appointments Committee on 27 June 2017.

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Employment and Appointments Committee

27 June 2017

REPORT TITLE	FOSTERING FRIENDLY EMPLOYER
REPORT OF	ACTING ASSISTANT DIRECTOR: HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

1.0 REPORT SUMMARY

- 1.1 The report sets out proposals for the Council to be a ‘Fostering Friendly Employer’ through supporting our employees who are prospective or existing foster carers.

2.0 RECOMMENDATIONS

- 2.1 That Employment and Appointments Committee approves the Council’s policy to support employees who are prospective or existing foster carers.

SUPPORTING INFORMATION

3.0 REASONS FOR RECOMMENDATIONS

- 3.1 To ensure that the Council's commitment to foster care is reflected in its employment policies and the Council is seen as an exemplar to partners and other employers in Wirral.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 No other options were considered.

5.0 BACKGROUND INFORMATION

- 5.1 There are currently 64,000 children in care in the UK. The highest proportion, 78%, of those children and young people are in foster care and with a child coming in to care every 20 minutes in need of a fostering family we recognise the need to do more to help recruit new foster carers.
- 5.2 The demographic profile of foster carers, many of whom are approaching retirement age, places further pressure on future foster carer numbers. 94% of foster carers nationally are aged 40 and over and 65% are aged 50 and over.
- 5.3 To address the national challenges around fostering, and to try and encourage more working people to become foster carers, the Fostering Network has called on employers to become "fostering friendly".
- 5.4 There are currently 787 children and young people looked after by Wirral Borough Council. This is a large number in proportion to the local population. It raises challenges in relation to the need to source suitable placements to meet the diverse needs.
- 5.5 Of these 787 children and young people 604 are in foster care. These family placements may be placements with family members or with recruited foster carers. Families are usually the best environment for children to grow and thrive as they can provide trusting and warm relationships.
- 5.6 It is a continual challenge to meet the demands of placing new children into the system as often children can remain with carers. In order to draw the net as widely as possible to identify new placements and welcome new applicants we need to remove as many barriers as possible so foster carers are fully supported.
- 5.7 Part of the national push to encourage more people to become foster carers, has been to "bust the myth" that you are not allowed to work if you become a foster carer.
- 5.8 The Council wishes to support those employees who are already foster carers and to encourage those who may be considering foster care to take that step as by doing so, they will be providing positive working role models and widening the pool of available foster carers. In this way, more children in care can be matched with the very best foster carer for them.

- 5.9 We already have extensive provisions in place relating to adoption which mirror our maternity arrangements in terms of pay and leave and exceed statutory entitlements.
- 5.10 We recognise that having the support of the organisation, may make the vital difference in the decision of an employee to become a foster carer.
- 5.11 We will encourage partners and other organisations to adopt this approach.

6.0 Key principles

- 6.1 It is proposed that the following key principles are applied as policy:
- Up to 5 days paid additional leave for employees who are going through the application process to become a foster carer, as part of the fostering assessment process
 - Up to 5 days paid additional leave each year for employees who are foster carers in order to attend training related to their position as foster carers and/or to attend meetings, panels, hearings or any other key events or activities in support of foster children and young people in their care.
 - The Council adopts a flexible and accommodating approach to requests for time off, leave and flexible working arrangements from foster carers and prospective foster carers in relation to their care of a looked after child or during their journey through the process to become foster carers.
 - Further support to cover any extra training which may be needed or to cover unforeseen emergencies related to their fostering role remains at their line manager's discretion.
 - As a 'Fostering Friendly' the Council will commit to supporting the annual fostering awareness campaign, Foster Care Fortnight.
- 6.2 These principles accord with best practice for employers run by the charity the Fostering Network. The Council is the first Local Authority on Merseyside to formally sign up to be a fostering friendly employer.
- 6.3 Requests for paid leave will be managed through the Council's existing special leave policies.
- 6.4 We will communicate the support available to employees via the Council's intranet and other forums and work with Children's Services to continue to raise awareness and promote foster caring to employees.

7.0 FINANCIAL IMPLICATIONS

- 7.1 Requests for time off will be met within existing resources.

8.0 LEGAL IMPLICATIONS

- 8.1 There are no specific legal implications arising out of this report. The Council has discretion to adopt policies that go beyond the statutory requirements, where it is considered this adds value or benefit to the workforce and/or the corporate reputation of the organisation.

9.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

9.1 There are no specific staffing, ICT or Assets implications arising out of this report.

10.0 RELEVANT RISKS

10.1 There are no specific risks arising out of this report.

11.0 ENGAGEMENT/CONSULTATION

11.1 The trade unions have been consulted about proposals.

12.0 EQUALITY IMPLICATIONS

12.1. Equality Impact Assessment (EIA)

(a) Is an EIA required? Yes

<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments/equality-impact-assessments-2017/business>

REPORT AUTHOR: Tony Williams

Acting Assistant Director: Human Resources and Organisational Development

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APPENDICES

Appendix	Title
Appendix One	Fostering Leave Policy



Fostering Friendly Policy

1. Policy Statement

The Council is committed to being a 'Fostering Friendly Employer' through supporting our employees who are prospective or existing foster carers.

2. Background

There are currently 64,000 children in care in the UK. The highest proportion, 78%, of those children and young people are in foster care and with a child coming in to care every 20 minutes in need of a fostering family we recognise the need to do more to help recruit new foster carers.

The demographic profile of foster carers, many of whom are approaching retirement age, places further pressure on future foster carer numbers. 94% of foster carers nationally are aged 40 and over and 65% are aged 50 and over

To address the national challenges around fostering, and to try and encourage more working people to become foster carers, the Government has called on employers to become "fostering friendly".

Part of the national push to encourage more people to become foster carers, has been to "bust the myth" that you are not allowed to work if you become a foster carer.

The Council wishes to support those employees who are already foster carers and to encourage those who may be considering foster care to take that step as by doing so, they will be providing positive working role models and widening the pool of available foster carers. In this way, more children in care can be matched with the very best foster carer for them.

We recognise that having the support of the organisation, may make the vital difference in the decision of an employee to become a foster carer. The Council will encourage partners and other organisations to adopt this approach.

Key principles

It is proposed that the following key principles are applied as policy:

- Up to 5 days paid additional leave for employees who are going through the application process to become a foster carer, as part of the fostering assessment process

- Up to 5 days paid additional leave each year for employees who are foster carers in order to attend training related to their position as foster carers and/or to attend meetings, panels, hearings or any other key events or activities in support of foster children and young people in their care.
- The Council adopts a flexible and accommodating approach to requests for time off, leave and flexible working arrangements from foster carers and prospective foster carers in relation to their care of a looked after child or during their journey through the process to become foster carers.
- Further support to cover any extra training which may be needed or to cover unforeseen emergencies related to their fostering role remains at their line manager’s discretion.
- As a ‘Fostering Friendly Employer’ the Council will commit to supporting the annual fostering awareness campaign, Foster Care Fortnight.

These principles accord with best practice for employers promoted by the Fostering Network. The Council is the first Local Authority on Merseyside to become a fostering friendly employer.

3. Commitment to Equality

Please identify which, if any, of the following Equality Duties this policy addresses:

Eliminate unlawful discrimination, harassment and victimisation

To advance equality of opportunity

To foster good relations between different groups of people

This policy allows the Council to manage requests for time off consistently. It embeds an open and accommodating approach to any requests from foster carers for flexible working arrangements in relation to their responsibilities as a foster carer.

4. Procedures

Requests for paid leave will be managed through the Council’s existing special leave policies and procedures. An employee’s request for leave must be submitted via Selfserve and approved by their line manager.

Human Resources will monitor the categories of Special Leave that are recorded in the HR & Payroll system.

Any abuse of the Procedures within this Policy will be dealt with through the Disciplinary Policy and Procedure.

5. Supporting Documentation

6. Related Policies

- Special Leave
- Adoption
- Annual Leave
- Flexi-Time

7. Consultation

The policy was approved by Employment & Appointments Committee on 27th June 2017.

8. Communication and Awareness

This policy is considered:

Internal [For Members, Officers and Contractors]	External [For our Residents, Customers and Service Users]
<input checked="" type="checkbox"/>	<input type="checkbox"/>

The Council will communicate the support available to employees via the Council's intranet and other forums and work with Children's Services to continue to raise awareness and promote foster caring to employees.

9. Monitoring and Review

The table below sets out the ownership and review schedule for this policy. The Fostering Friendly Policy will be reviewed every three years as part of the Human Resources & Organisational Development Policy Review Programme. However it may be necessary to review as and when required, for example, due to legislative changes or if an issue arises around its effectiveness.

Document Ownership	
Policy owned by:	Assistant Director for Human Resources & Organisational Development
Policy written by:	Tony Williams, Acting Assistant Director
Date policy written:	27 June 2017
Policy due for 1st review:	June 2020

Version Control Table All changes to this document are recorded in this table.			
Date	Notes/Amendments	Officer	Next Scheduled Review Date
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Employment and Appointments Committee

27 June 2017

REPORT TITLE	EMPLOYEE VOLUNTEERING
REPORT OF	ACTING ASSISTANT DIRECTOR: HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

1.0 REPORT SUMMARY

1.1 The report sets out proposals for the Council to support employees who wish to volunteer their help, time and support to the local community.

2.0 RECOMMENDATIONS

2.1 That the Employment and Appointments Committee:

- approves the proposed approach to support employee volunteering outlined in this report;
- approves the Volunteering Policy at Appendix 1 to this report;
- delegates authority to the Assistant Director: Human Resources and Organisational Development to develop, approve and implement associated protocols considered necessary to give effect to the Volunteering Policy (including the spirit of the Policy).

SUPPORTING INFORMATION

3.0 REASONS FOR RECOMMENDATIONS

- 3.1 The Council values the importance of volunteering, both to the community and to staff. The Employee Volunteering Policy will demonstrate the Council's commitment to actively supporting volunteering as an opportunity for employees to contribute to the community, build and develop skills, knowledge, experience and resources and add personal value to fulfilling activities.

The Wirral Plan strategies clearly identify the value of volunteering in our community, and the Volunteering Strategy which will be discussed at Cabinet in June recommends that employers consider supporting employees to volunteer. Wirral Council therefore has an opportunity to lead by example in committing to this approach and encourage partners and other organisations to adopt the same approach.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 The Council has reviewed best practice.

5.0 BACKGROUND INFORMATION

- 5.1 Volunteering provides a range of benefits for the Council and its employees. The main benefits include:

- Inspires employees to become more involved in their communities.
- Supports employee development in gaining new skills, knowledge and experiences.
- Provides opportunities to share skills, talents and creativity to support their local area and help build a stronger, more resilient Wirral.
- Improves employee engagement and advocacy of the Council.
- Employees take a lead in developing relationships and partnerships within the community.
- Sets a positive example to other organisations/business partners.
- Supports the health and wellbeing of the workforce.

6.0 Key principles

- 6.1 It is proposed that the following key principles are applied as policy:

- The volunteering activity will:
 - Support the learning and development needs of the employee;
 - Support the sharing of skills, talents and creativity; and/or
 - Support the Council's corporate objectives.
- The volunteering activity will add value/benefit the local community.
- The volunteering activity will be with a registered charity, recognised voluntary organisation, or will be in response to a local crisis or need for local

emergency aid. Employees are encouraged to use the Community Action Wirral Volunteer Centre Website which carries the unique Volunteer Centre Quality Accreditation.

- Employees who commit to volunteering in the community may be supported up to a maximum of 2 days per 12 month period (14.4 hours). This may increase to up to a maximum of 5 days (36 hours) in the 12 month period before retirement.

Employee volunteers will receive the right support, resources and opportunities to ensure volunteering is a positive experience. This will include:

- Wirral Council will work in partnership with local communities to communicate and promote the diverse range and flexibility of volunteering placements Wirral has to offer.
- Employee volunteering events will be held to support and encourage the growth and sustainability of volunteering. Targeted events may be held to develop volunteering in certain areas of the workforce e.g. apprentices, graduates, senior officers.
- Access to networking opportunities where the value and benefits of volunteering will be recognised, promoted and celebrated.
- The positive contribution to the development of skills, knowledge and experience gained from volunteering will be recognised and valued within the Council's recruitment and selection policy and procedures.

6.2 A draft Volunteering Leave Policy is attached at appendix one. A detailed protocol will be finalised and published on the Council's intranet.

6.3 The underlying spirit of this approach is to support employees who currently undertake voluntary work in the community to do more and to encourage others to consider volunteering.

6.4 There will need to be clear criteria around which voluntary work will be supported, evidence required and as is the case with other leave, it will be clear that requests for time off can only be accommodated without impact on service delivery or incurring costs.

6.5 The protocols and criteria will be kept under review and may need to be revised once they are in place in response to any issues that arise in its practical application.

7.0 FINANCIAL IMPLICATIONS

7.1 Requests for time off will be met within existing resources.

8.0 LEGAL IMPLICATIONS

8.1 There are no specific legal implications arising out of this report. The Council has discretion to adopt policies that go beyond the statutory

requirements, where it is considered this adds value or benefit to the workforce and/or the corporate reputation of the organisation.

9.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

9.1 There are no specific staffing, ICT or Assets implications arising out of this report.

10.0 RELEVANT RISKS

10.1 There are no specific risks arising out of this report.

11.0 ENGAGEMENT/CONSULTATION

11.1 The trade unions have been consulted about the approach.

2.0 EQUALITY IMPLICATIONS

12.1. Equality Impact Assessment (EIA)

(a) Is an EIA required? Yes

Business (Finance, Law & Governance, Construction and Facilities Management, HR / OD, Commissioning & Procurement, Asset Management, Digital)

<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments/equality-impact-assessments-2017/business>

REPORT AUTHOR: Tony Williams

*Acting Assistant Director: Human Resources and Organisational Development
telephone: (0151) 691 8590
email: tonywilliams@wirral.gov.uk*

APPENDICES

Appendix One	Volunteering Leave Policy
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REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date



Volunteering Leave Policy

1. Policy Statement

The Council values the importance of volunteering, both to the community and to employees. The Council is committed to actively supporting and promoting volunteering as an opportunity to contribute to the community, build and develop skills, knowledge, experience and resources and add personal value to fulfilling activities.

2. Background

Wirral residents, community groups and public, private and voluntary and faith organisations all play important roles to work collaboratively and make a positive difference to Wirral's communities. It is essential to recognise the value of these types of activities in creating community spirit and helping to make the lives of those around us that little bit easier.

Only through working together, will we be able to build strong communities and use our collective resources and creativity to provide local solutions to local problems.

To support this, the Council will promote volunteering and encourage employees to volunteer their help, time and support to make a difference to their local community.

Volunteering provides a range of benefits for the Council and its employees. Employees can take a more active involvement with causes that they care about, whilst at the same time gaining experience and skills to help with their personal development. It can also help the Council raise its profile in the local community and as a progressive employer. The main benefits include:

- Inspires employees to become more involved in their communities.
- Supports employee development in gaining new skills, knowledge and experiences.
- Provides opportunities to share skills, talents and creativity to support their local area and help build a stronger, more resilient Wirral.
- Improves employee engagement and advocacy of the Council.
- Employees take a lead in developing relationships and partnerships within the community.
- Sets a positive example to other organisations/business partners.

- Supports the health and wellbeing of the workforce.

The Council will encourage partners and other organisations to adopt this approach.

3. Key principles

Employee volunteering activity will meet the following principles:

- The volunteering activity will:
 - Support the learning and development needs of the employee;
 - Support the sharing of skills, talents and creativity; and/or
 - Support the Council's corporate objectives.
- The volunteering activity will add value/benefit to the local community.
- The volunteering activity will be with a registered charity, recognised voluntary organisation, or will be in response to a local crisis or need for local emergency aid. Employees are encouraged to use the Community Action Wirral Volunteer Centre Website which carries the unique Volunteer Centre Quality Accreditation. For more information visit: <http://communityactionwirral.org.uk/volunteering-in-wirral/>
- Employees who commit to volunteering in the community may be supported up to a maximum of 2 days per 12 month period (14.4 hours). This may increase to up to a maximum of 5 days (36 hours) in the 12 month period before retirement.

Employee volunteers will receive the right support, resources and opportunities to ensure volunteering is a positive experience. This will include:

- Wirral Council will work in partnership with local communities to communicate and promote the diverse range and flexibility of volunteering placements Wirral has to offer.
- Employee volunteering events will be held to support and encourage the growth and sustainability of volunteering. Targeted events may be held to develop volunteering in certain areas of the workforce e.g. apprentices, graduates, senior officers.
- Access to networking opportunities where the value and benefits of volunteering will be recognised, promoted and celebrated.
- The positive contribution to the development of skills, knowledge and experience gained from volunteering will be recognised and valued within the Council's recruitment and selection policy and procedures.

4. Commitment to Equality

Please identify which, if any, of the following Equality Duties this policy addresses:

Eliminate unlawful
discrimination,
harassment and
victimisation



To advance equality of
opportunity



To foster good
relations between
different groups of
people



This policy allows the Council to manage requests for time off consistently. It embeds an open and accommodating approach to any requests from employees who wish to contribute to their local community by volunteering.

4. Procedures

Requests for paid leave will be managed through the Council's existing special leave policies and procedures. An employee's request for leave must be submitted via Selfserve and approved by their line manager.

All requests for time off will be subject to the exigencies of the service and should not impact on delivery or incur cover costs.

Human Resources will monitor the categories of Special Leave that are recorded in the HR & Payroll system.

Any abuse of the Procedures within this Policy will be dealt with through the Disciplinary Policy and Procedure.

5. Supporting Documentation

6. Related Policies

- Special Leave
- Annual Leave
- Flexi-Time

7. Consultation

The policy was approved by Employment & Appointments Committee on 27th June 2017.

8. Communication and Awareness

This policy is considered:

<p>Internal [For Members, Officers and Contractors] <input checked="" type="checkbox"/></p>	<p>External [For our Residents, Customers and Service Users] <input type="checkbox"/></p>
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The Council will communicate the support available to employees via the Council's intranet and other forums. The Wirral Plan strategies clearly identify the value of volunteering in our community, and the Volunteering Strategy recommends that employers consider supporting employees to volunteer. Wirral Council therefore has an opportunity to lead by example in committing to this approach and encourage partners and other organisations to adopt the same approach.

9. Monitoring and Review

The table below sets out the ownership and review schedule for this policy. The Volunteering Leave Policy will be reviewed every three years as part of the Human Resources & Organisational Development Policy Review Programme. However it may be necessary to review as and when required, for example, due to legislative changes or if an issue arises around its effectiveness.

Document Ownership	
Policy owned by:	Assistant Director for Human Resources & Organisational Development
Policy written by:	Tony Williams, Acting Assistant Director
Date policy written:	27 June 2017
Policy due for 1st review:	June 2020

Version Control Table			
All changes to this document are recorded in this table.			
Date	Notes/Amendments	Officer	Next Scheduled Review Date



Employment and Appointments Committee

27 June 2017

REPORT TITLE	WORKFORCE EQUALITY REPORT 2016/17
REPORT OF	ACTING ASSISTANT DIRECTOR: HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

1.0 REPORT SUMMARY

1.1 This report provides Employments and Appointments Committee with the annual Workforce Equality Report for 2016/17.

2.0 RECOMMENDATION/S

2.1 Employment and Appointments Committee approve publication of the annual Workforce Equality report to meet our legal requirements under the Public Sector Equality Duty (PSED) 2011.

SUPPORTING INFORMATION

3.0 REASON/S FOR RECOMMENDATION/S

As part of our legal requirements under the Public Sector Equality Duty (PSED) 2011.

4.0 OTHER OPTIONS CONSIDERED

4.1 Not applicable.

5.0 BACKGROUND INFORMATION

5.1 The Equality Act 2010 came into force in October 2010. The general duty of the Equality Act 2010 has 3 goals:

- To eliminate any unlawful discrimination, harassment and victimisation
- To advance equality of opportunity
- To foster good relations between different groups of people

5.2 In April 2011, the Public Sector Equality Duty (PSED) was introduced and placed a duty on public authorities to apply the specific duty with the following 4 aims:

1) Give due regard to the impact of our policies and decisions on people who share protected characteristics;

Race, gender, disability, sexual orientation, age, religion / belief, gender re-assignment, marriage / civil partnership, pregnancy / maternity

2) Publish information relating to employees who share protected characteristics;

Workforce profile, pay gaps, job application success rates, take up rates of training, promotion success rates, return to work rates after maternity leave, reasons for termination of employment, length of service, time on pay grade.

3) Publish information relating to people who are affected by our policies and practices who share protected characteristics, i.e. customers;

Who accesses our services? Do they need reasonable adjustments? How satisfied are they? What feedback do they give us? What is the number / type of complaints we receive? Do we have different service outcomes for different people?

4) Set and publish measurable equality objectives, at least every 4 years;

What are Wirral's biggest equality challenges? What evidence base do we have? Where is equality performance poor? Do we benchmark ourselves against others? How will progress be measured?

We have previously met our obligations and published workforce equality data. However, we have reviewed our approach and best practice and this is a significantly more comprehensive report.

6.0 FINANCIAL IMPLICATIONS

6.1 None as a direct result of this report.

7.0 LEGAL IMPLICATIONS

7.1 Equality Act 2010 and Public Sector Equality Duty April 2011.

8.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

8.1 None.

9.0 RELEVANT RISKS

Non-compliance with the Equality Act 2010 and PSED April 2011. Potentially, we could be fined if we did not meet our legal requirements.

10.0 ENGAGEMENT/CONSULTATION

As this is a legal obligation there is no requirement for engagement or consultation. However, the annual Workforce Equality report will form part of the work plan of HR / OD and be the basis on which new governance arrangements for workforce equality will be developed. This will be in collaboration with colleagues across the organisation including recognised trade union representatives.

10.1 EQUALITY IMPLICATIONS

The annual Workforce Equality Report and action plan aim to reduce equality data gaps and form part of our legal requirements under the PSED April 2011.

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APPENDICES

- 1) Workforce Equality report 2016/17
- 2) Executive Summary of Workforce Equality report 2016/17
- 3) This Is Who We Are - Infographics of Workforce Equality report 2016/17

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date



Workforce Equality Report 2016/17

Appendix 1

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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 بیاامکانیة توفير المعلومات لیکن الحصول علیها بواسطة كل فرد. يمكنك الذهاب الى وحدة الخدمات المتعددة او اتصل تلفونياً على مركزنا للاتصالات على الرقم 2020 606 (0151) للمساعدة والنصح إذا ترغبت في المعلومات مترجمة أو في شكل آخر كالكتابة بخطوط كبيرة، بكتابة بریل أو شريط كاسيت.</p> <p>(Arabic)</p>
<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> <p>(Bengali)</p>
<p>偉盧鎮議會致力為所有人士提供資訊。如果您需要某些資料翻譯成其他語文或編制成其他模式的版本（如大字體、凸字或錄音帶），您可以到就近的「一站店」或致電「傳訊中心」（0151606 2020）查詢。</p> <p>(Mandarin)</p>
<p>Tá Comhairle Wirral tiomanta le heolas a chur ar fail do gach duine. Is féidir leat cuairt a thabhairt ar an ionad ilfhreastail is áitiúla duit nó glaoch a chur ar an lárionad glaonna s'againn ar (0151) 606 2020 chun tacaíocht agus comhairle a fháil má tá eolas de dhíth ort aistrithe nó i bhfoirm éigin eile, mar shampla, cló mór, Braille nó ciosmheáin.</p> <p>(Gaelic)</p>
<p>विरल कौंसिल, सभी लोगों के लिए जानकारी को पहुंचयोग बनाने के लिए वचनबंध 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> <p>(Hindi)</p>
<p>Rada Miejska Wirral stara się, aby informacje były dostępne dla wszystkich. Mogą Państwo odwiedzić miejscowy ośrodek informacyjny (one stop shop) lub zadzwonić do naszego biura obsługi klienta pod numer telefonu (0151) 606 2020 po wsparcie i porady, jeśli informacje wymagane są w innym języku lub formacie, np dużym drukiem, w wersji audio lub w alfabecie Braille'a.</p> <p>(Polish)</p>
<p>ਵਿਰਲ ਕੌਂਸਲ ਸਾਰਿਆਂ ਲਈ ਜਾਣਕਾਰੀ ਪਹੁੰਚਯੋਗ ਬਣਾਉਣ ਲਈ ਵਚਨਬੱਧ ਹੈ। ਜੇ ਤੁਹਾਨੂੰ ਜਾਣਕਾਰੀ ਦੇ ਪੰਜਾਬੀ ਵਿੱਚ ਤਰਜਮੇ ਦੀ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿੱਚ ਜਿਵੇਂ ਕਿ ਵੱਡੇ ਅੱਖਰਾਂ ਵਿੱਚ ਛਪਾਈ, ਬਰੇਲ ਵਿੱਚ ਜਾਂ ਕੈਸਿਟ ਦੇ ਰੂਪ ਵਿੱਚ ਲੋੜ ਹੈ ਤਾਂ ਸਲਾਹ ਅਤੇ ਸਹਾਇਤਾ ਲੈਣ ਲਈ ਤੁਸੀਂ ਆਪਣੀ ਸਥਾਨਿਕ ਵੱਨ ਸਟਾਪ ਸ਼ੌਪ ਵਿੱਚ ਜਾ ਸਕਦੇ ਹੋ ਜਾਂ ਇਸ ਨੰਬਰ (0151) 606 2020 ਤੇ ਸਾਡੇ ਕਿਸੇ ਕਾਲ ਸੈਂਟਰ ਵਿੱਚ ਟੈਲੀਫੋਨ ਕਰ ਸਕਦੇ ਹੋ।</p> <p>(Punjabi)</p>
<p>Gollaha Wirral waxa uu isku xil-saarey in uu wargelinta ka yeelo wax uu qof walba heli karo. Waxa aad booqan kartaa Dukaanka Hal-Mar-Joogsiga ah ee xaafadaada ama sooba wac xarruuntayada soo wicitaanka oo laga helo (0151) 606 2020 si aad tageero iyo la tallin uga hesho haddii aad u baahan tahay in wargelinta luqad kale loogu turjumo ama looga soo dhigo qaab kale sida far waaweyn, farta ee Braille ama cajallad maqal ah.</p> <p>(Somali)</p>
<p>ویرال کونسل معلومات کو ہر ایک کیلئے قابل رسائی بنانے کیلئے پابند عہد ہے۔ اگر آپ کو معلومات ترجمہ شدہ یا کسی دیگر شکل جیسے بڑے حروف، بریل یا آڈیو کی شکل میں مطلوب ہو تو آپ مدد اور مشورے کیلئے اپنے مقامی ون اسٹاپ شاپ پر آسکتے ہیں یا ہمارے کال سنٹر کو (0151) 606 2020 پر فون کریں۔</p> <p>(Urdu)</p>

Introduction

I am pleased to present this Workforce Equality report 2016/17, providing information on our workforce in accordance with the Equality Act (2010) and Public Sector Equality Duty (2011). This report will be refreshed, updated, analysed and published annually. We will use it to form the basis of a workforce strategy which is 'equality-proofed' and fit for our future workforce.

The purpose of the Duty is to help embed equality considerations (which are central to delivering fair and efficient public services) into the day to day activities of public bodies. It encourages public bodies to engage with the diverse communities and workforce affected by their activities to ensure that policies and services are appropriate and accessible to all. This will help shape future service delivery and ensure we meet the needs of our residents with a skilled and committed workforce.

We remain one of the biggest employers in the borough with 87% of our employees living in Wirral.

Our aim is to be a good and fair employer which is broadly representative of the residents who live here.

This report helps monitor our progress on achieving a workforce which is inclusive and representative of the borough's population. The statistical analysis also provides information on the areas where under-representation is apparent to help us identify potential positive actions that will help to minimise those imbalances.

Eric Robinson
Chief Executive

Organisational context

Over the past seven years the Council has made major financial savings, and is a now an employer of a smaller, but still significant number of people.

We have reduced our workforce by 2,098 between 1 April 2010 and 31 March 2017.

This has clearly had an impact on our workforce and its make-up. The numbers of leavers over this period has been unprecedented.

In 2016/17, 293 employees left the organisation. This has also meant:

- There are limited opportunities to impact the workforce profile of the organisation in terms of under-represented protected characteristics; external recruitment is limited for many roles because of the Council's priority to redeploy internal employees that have been displaced.
- A reduction in the amount of internal movement within the organisation.

The Council collects workforce data predominately through our HR/Payroll 'self-serve' which is the Council's HR business system that employees use to book annual leave, claim mileage and also enter and update their own personal equality details. The data we collect and what we do with the information is detailed in the Council's Workforce Monitoring Policy.

Currently around 79% of employees have provided equality data (some, not all categories) on the Self-serve system. Whilst we acknowledge the right not to declare, this number is lower than we would expect, so we aim to undertake a targeted campaign to raise awareness amongst our workforce to encourage employees to complete this information to allow us to monitor the impact of key policies, plans and decisions.

There are also some gaps in the equality data that we currently record on the Self-serve system. Work is continuing and during 2017/18 we will be releasing further modules on the Self-serve system in relation to employees training records and recruitment and selection which are two significant areas. This will mean that the equality information we can monitor and publish in relation to this is more accurate and robust.

We are committed to monitoring and analysing our workforce profile. This enables us to compare our workforce to our local population, identifying gaps which may need positive action, with the aim of addressing any imbalance, potential disadvantage or disproportionate impact that is identified in the workplace or in service delivery.

This is an area that we must develop and improve to allow managers to have access to relevant and timely workforce equality information and develop their understanding of how that information should be used to inform the decisions they are taking.

Workforce Profile

Reduction of numbers April 2014 – March 2017

As at March 2017, our workforce was made up of employees on permanent, fixed term, part time and seasonal contracts, including graduates and apprentices. The total headcount within the Council was 3,500. These figures do not include school employees, councillors, consultants and agency staff (unless they have line management responsibilities).

Data

The table below shows the headcount of employees for the last three financial years.

	FY 2014/15	FY 2015/16	FY 2016/17
Headcount	Headcount	Headcount	Headcount
Total	4,360	3,626	3,500

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

	Headcount change FY 2014/15 – FY 2016/17	
Headcount	No.	%
Total	-860	-19.8%

What does this tell us?

- The workforce and business function distribution continues to be determined by the new operating model, changes to council services and ever changing priorities. This has led to the organisational headcount continuing to decrease year on year.
- Whilst the number of leavers in the table above shows that 126 employees have left the organisation during 2016/17, a total of 293 employees have actually left. The headcount for 2016/17 includes new starters as well as leavers.

Mitigation

The high numbers of leavers for financial years 2014/15 and 2015/16 was largely due to the implementation of two major projects; Wirral Evolutions and Edsential which led to a total of 332 employees being transferred from the Council to deliver services in alternative delivery models.

In terms of Wirral Evolutions this included employees from Best Bites, Wirral West and Birkenhead, Dale Farm, Royden Park, Eastham, Highcroft, Pensby, Heswall, Cambridge Road and Oakenholt Day Centres. A range of roles including care assistants, cleaners, catering staff were transferred from the Council.

With regard to employees transferred from the Council to Edsential, this included physical education and outdoor education, music and arts, advisory teachers, catering, cleaning and caretaking, metro catering and Oaklands outdoor education centre.

Workforce Profile

Headcount

Our organisation is split into business functions, each of which delivers specific types of services either directly or indirectly to residents, communities and customers of our Borough.

Data

The headcount comparison for each business function is shown in the table below:

Function	Headcount FY 2014/15	Headcount FY 2015/16	Headcount FY 2016/17	% of Workforce FY 2016/17	Change FY 2014/15 2016/17	Change FY 2014/15 2016/17
Business Services	632	604	588	16.8%	-44	-7.0%
Children's Services	992	559	542	15.5%	-450	-45.3%
Delivery Services	2,547	2,277	2,176	62.2%	-371	-17.0%
Strategic Hub	179	175	179	5.1%	0	0.0%
Transformation	10	11	15	0.4%	5	33.3%
Total	4,360	3,626	3,500	100.0%	860	100.0%

What does this tell us?

- The workforce and business function distribution continues to be determined by the new operating model, changes to council services and ever changing priorities. This has led to the organisational headcount continuing to decrease year on year.
- This has led to the organisational headcount continuing to decrease year on year.

Mitigation

We have created a new form of business functions. For purposes of this report, we have mapped employees to those functions for previous years.

Workforce Profile

Reasons for leaving

Data

The table below highlights the numbers of staff who have left and by gender during 2016/17.

Gender	FY 2016/17	
	No.	%
Female	209	71%
Male	84	29%
Total	293	

Below is a table that highlights the numbers of staff who have left and the reasons for leaving the organisation during 2016/17.

Reason for leaving	No.	%
Career Break	0	0.0%
Contract Outsourced	8	2.7%
Death In Service	2	0.7%
Dismissal	5	1.7%
Early Voluntary Retirement	2	0.7%
Employment with other Authority	20	6.8%
End Of Contract	19	6.5%
Ill Health Retirement	16	5.5%
Left After Maternity	1	0.3%
Normal Retirement Age	25	8.5%
Redundancy	14	4.8%
Resigned	113	38.6%
Severance (including EVR)	69	23.5%
Total	293	

What does this tell us?

- The gender split of staff leaving is disproportionate when compared to the overall gender of the workforce of women at 64% and men at 36%, with more women leaving (71%) and less men (29%).

Mitigation

There is no evidence to suggest any concerns or that this is a specific gender related issue.

What do we need to do?

- Employees have the option to complete an online exit survey. The findings of the survey need to be interrogated to ascertain if there may have been any specific gender related, or other protected characteristic issues.

Workforce Profile

Age profile

Data

The table below shows the age profile of our employees, as well as figures for the last three years.

Age bands	FY 2014/15		FY 2015/16		FY 2016/17		Change	*Wirral Estimates	*Wirral Estimates
	No	%	No.	%	No.	%	%	No.	%
16 - 20	4	0.1%	14	0.4%	16	0.5%	300.00%	18,081	8.9%
21 - 25	114	2.6%	76	2.1%	69	2.0%	-39.47%	17,896	8.8%
26 - 30	269	6.2%	230	6.3%	221	6.3%	-17.84%	18,437	9.1%
31 - 35	343	7.9%	289	8.0%	279	8.0%	-18.66%	17,946	8.9%
36 - 40	386	8.9%	358	9.9%	346	9.9%	-10.36%	17,438	8.6%
41 - 45	568	13.0%	412	11.4%	374	10.7%	-34.15%	21,839	10.8%
46 - 50	882	20.2%	696	19.2%	623	17.8%	-29.37%	23,720	11.7%
51 - 55	853	19.6%	743	20.5%	728	20.8%	-14.65%	23,411	11.6%
56 - 60	575	13.2%	484	13.3%	521	14.9%	-9.39%	20,521	10.1%
61 - 65	263	6.0%	213	5.9%	219	6.3%	-16.73%	20,155	9.9%
66 +	103	2.4%	111	3.1%	104	3.0%	0.97%	61,833	30.5%
Total	4,360		3,626		3,500			202,649	

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

The table below shows the total number of women and those in the over 46 age category for 2016/17.

Total female staff	Aged 46 or over.	% aged 46 or over
2,157	1,343	62.26%

The table below shows the cohort of our female employees in age categories over 46.

Age bands	No. of employees	% aged 46 or over
46 - 50	395	18.31
51 - 55	429	19.89
56 - 60	317	14.70
61 - 65	146	6.77
66 +	56	2.60
Total	1343	62.26%

What does this tell us?

- Whilst the overall picture broadly remains the same, our younger employee figures are relatively low despite the increase in 16 - 20 age category; however the high numbers of leavers are in the 21 – 25 age category. Whilst aged over 46 accounts for around 62% of the overall workforce.
- Over 62% our female workforce are aged 46 and above, for some services this will mean planning for the implications this may have for future service delivery.
- Compared with local demographical data, we are significantly under-represented in the workforce by younger people, particularly in the 16 – 25 age brackets and are over-represented in the older age brackets of 46 – 60.

Mitigation

We recognise and acknowledge that we have limited recruitment opportunities in times of financial challenges to address any areas of under-representation in challenging times.

There are also limited apprenticeship opportunities which traditionally have been taken up by younger people. However, with the introduction of the Government's Apprenticeship Levy in April 2017, this is likely to improve our younger workforce profile. This is a government set target placed on all public sector organisations such as Local Authorities and the NHS.

With a downsizing workforce, we expect the numbers to reduce more significantly in the over 55 age category.

What do we need to do?

- For Wirral, in terms of the Apprenticeships, based on a target of 2.3% of total workforce of 3,500, this means approximately 80 new apprentices by 2021. We currently have 25 apprentices. The Council has committed to support the recruitment of Apprentices to meet our obligations under the apprenticeship levy.
- The Council also operates a small Graduate Programme to support local graduates into employment.

Workforce Profile

Ethnicity profile

Data

The tables below show the breakdown of headcount by ethnicity.

Ethnicity	FY 2014/15		FY 2015/16		FY 2016/17		Change	
	No.	%	No.	%	No.	%	No.	%
BME	98	2.2%	84	2.3%	82	2.3%	-17	-0.5%
Prefer not to say	567	13.0%	401	13.3%	378	10.8%	-110	-3.1%
White	3,695	84.7%	3,141	86.6%	3,037	86.8%	-736	-21.0%
Total	4,360		3,626		3,500			

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

Ethnicity	FY 2014/15		FY 2015/16		FY 2016/17		Change	*Wirral Population estimates	
	No.	%	No.	%	No.	%	%	No.	%
Asian or Asian British: Bangladeshi	10	0.2%	10	0.3%	10	0.29%	0.00%	851	0.27%
Asian or Asian British: Chinese	11	0.3%	8	0.2%	10	0.29%	-0.03%	1,653	0.52%
Asian or Asian British: Indian	5	0.1%	6	0.2%	5	0.14%	0.03%	1,344	0.42%
Asian or Asian British: Pakistani	0	0.0%	0	0.0%	0	0.0%	0.00%	226	0.07%
Asian or Asian British: Other Asian	14	0.3%	6	0.2%	7	0.20%	-0.20%	1,042	0.33%
Black or Black British: African	9	0.2%	10	0.3%	9	0.26%	0.00%	389	0.12%
Black or Black British: Black Caribbean	3	0.1%	3	0.1%	4	0.11%	0.03%	189	0.06%
Black or Black British: Other Black	4	0.1%	2	0.1%	1	0.03%	-0.09%	117	0.04%
Mixed White and Asian	5	0.1%	6	0.2%	9	0.26%	0.09%	949	0.30%

Ethnicity	FY 2014/15		FY 2015/16		FY 2016/17		Change	*Wirral Population estimates	
	No.	%	No.	%	No.	%	%	No.	%
Mixed White and Black African	11	0.3%	12	0.3%	8	0.23%	-0.09%	558	0.17%
Mixed White and Black Caribbean	9	0.2%	7	0.2%	7	0.20%	-0.06%	964	0.30%
Mixed: Other Mixed	9	0.2%	7	0.2%	7	0.20%	-0.09%	815	0.25%
Other Ethnic Group	7	0.2%	6	0.2%	5	0.14%	-0.06%	530	0.17%
White: British	3,598	82.5%	2,970	81.7%	2,942	84.06%	-21.09%	303,682	94.7%
White: Other White	71	1.6%	77	2.1%	76	2.17%	0.26%	3,730	1.17%
White: Irish	26	0.6%	23	0.6%	19	0.54%	-0.20%	2,667	0.83%
White: Gypsy, Romany or Irish Traveller	1	0.0%	0	0.0%	0	0.00%	-0.03%	77	0.02%
Prefer not to say	567	13.0%	482	13.3%	378	10.80%	-3.14%	n/a	n/a
Total	4,360		3,635		3,500			202,649	

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

The table below shows the Country of Birth information. This was not originally recorded electronically and therefore, we currently have some data gaps as detailed below.

Country of Birth	No.	%
UK	1,911	54
Other	58	2
Not Declared	1,568	44
Total	3,537	100

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

Nationality	No.	%
UK	3,110	88
Other	19	1
Not Declared	408	12
Total	3,537	100

What does this tell us?

- Over four fifths of the workforce is from a white ethnic background and a further 2.3% are from a BME (Black and Minority Ethnic) background.
- The figures, when compared with the local population profile in relation to ethnicity, show that white ethnic background and BME backgrounds are under-represented in the workplace.
- BME Wirral population estimates equates to approximately 4.04% against workforce figures of 2.3%. White background for Wirral population estimates is 94.7% compared with workforce figures of 86.8%
- Employees that preferred not to say, or did not disclose their ethnicity, stood at 10.8%. This is an improvement from previous years, primarily due to the introduction on Self-serve of employees updating their own personal equality data, this functionality has gone some way in addressing the gaps.

Mitigation

We are pleased to have maintained a percentage of employees from a BME background, acknowledging there are limited recruitment opportunities due to reductions in the Council's workforce.

Whilst we do not have any employees from a Pakistani or Gypsy, Romany or Irish Traveller background, these are in the lowest Wirral population estimates at 0.07% and 0.02% respectively.

Nationally, information (census data) on Country of Birth is collected in order to measure the population of international migrants in the UK. They would not necessarily be visible through information collected on ethnic group.

Human Resources Team utilise the Nationality data to assist with the recording of the Immigration and Asylum Act requirements. All potential employees are required to provide evidence of their right to work in the UK. The Council must retain this evidence during their employment. Recording this data allows the Council to monitor those employees who may be subject to immigration and work restrictions.

What do we need to do?

- We will be carrying out a staff confidence campaign in Autumn 2017 to raise awareness of the importance of completing personal equality information on Self-serve. This will help us to address and reduce the levels of 'prefer not to say' or unknown categories.
- We will also include Nationality and country of birth as part of this campaign.

- Whilst this data is not linked specifically to the Equality Duty, we require this information by law in order to evidence compliance with immigration and asylum requirements.
- A national identity question should be asked as a companion to the ethnic group question. Recording this data allows the Council to identify and monitor those employees who may / may not be subject to immigration and work restrictions.

For example, an employee's country of birth is India but their nationality is British. They became naturalised as a British citizen. Therefore, they are no longer subject to any restrictions.

Workforce Profile

Gender profile

Data

The table below shows the gender split of the workforce.

Gender	FY 2014/15		FY 2015/16		FY 2016/17		*Wirral Population estimates	
	No.	%	No.	%	No.	%	No.	%
Female	2,955	67.8%	2,347	64.6%	2,247	64.2%	100,267	51.3%
Male	1405	32.2%	1,288	35.4%	1,253	35.8%	95,012	48.7%
Total	4,360		3,635		3,500		195,279	100%

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

Of all contracts less than 36 hours the proportion between men and women is outlined in the table below.

Gender	FY 2016/17		
	No.	% of cohort	% of workforce by gender
Female	1,068	82%	47.53%
Male	230	12%	18.36%
Total	1,298	100.0%	37.09%

In addition, 76 members of staff or 2.17% of the workforce indicated that they have caring responsibilities. This is highlighted by gender in the table below.

Gender	FY 2016/17	
	No.	%
Female	55	2.45%
Male	21	1.68%
Total	76	2.17%

What does this tell us?

- In comparison to local demographic information, the workforce is over-represented by females and under-represented by males. Figures remain relatively the same over the time period with a slight increase in men.
- The number of employees that work less than 36 hours is 1,298 or 37.09% compared to 2,202 or 62.91% employees who work full time.

- Of this, a total of 1,068 or 47.53% of the overall female workforce work less than 36 hours, work part time, flexibly, with compressed hours and work-life balance. Further interrogation revealed that over 80% of all staff who work less than 36 hours are women.
- The age bands of 46-55 have the highest number of employees that work less than 36 hours. 450 employees fall into this category and accounts for over a third of all staff in this category.

Mitigation

The Council has a predominantly female workforce (almost two thirds) and this has remained consistent over previous years. Historically, the Council had more traditionally male dominated roles for example in Parks and Housing. These have now gone or are more gender neutral which also impacts on the gender profile.

The age bands of 46-55 may be more likely to have caring responsibilities and therefore prefer to work flexibly. The Council has a good range of flexible working policies and arrangements that are attractive for existing, new and potential employees.

What do we need to do?

- The caring responsibility figures represent the numbers of staff that have declared they have caring responsibilities via Self-serve for dependants and non-dependants. The actual numbers may very well be higher and we are aiming to improve data across all areas by undertaking a staff confidence campaign.
- Consider our approach when recruiting to encourage applications from groups not represented in the relevant service area.

Workforce Profile

Disability profile

Data

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

	FY 2014/15		FY 2015/16		FY 2016/17	
	No.	%	No.	%	No.	%
Unknown	948	21.7%	801	22.0%	632	18.0%
No	3,219	73.8%	2,662	73.2%	2,674	76.4%
Yes	193	4.4%	172	4.7%	194	5.5%
Total	4,360		3,635		3,500	

In terms of Wirral population figures, people are asked if they have a long-term health problem or disability from a cohort of 319783 is as follows:

Day to day activities limited a lot	37,898 or 11.8%
Day to day activities limited a little	34,306 or 10.7%
Day to day activities not limited	247,579 or 77.4%

The table below shows the borough of Wirral's Disability Population Employment rate aged 16-64.

Date	Wirral		
	In employment	Total	Employment rate
Jan 2016- Dec 2016	21,800	49,700	44.0%

The table below shows the borough of Wirral's Population rate aged 16-64.

Date	Wirral		
	In employment	Total	Employment rate
Jan 2016- Dec 2016	139,700	144,700	69.7%

What does this tell us?

- At March 2017, 194 employees, or 5.5% of the total workforce, had declared they have a disability. Employees are asked at their point of entry into the organisation

i.e. application form stage. During the course of their employment, employees can re-define their disability status at any stage via Self-serve.

- The numbers of staff who made requests for reasonable adjustments during this period is 107 which accounts for 55% of all disabled employees.
- The Borough of Wirral's Disability Employment gap stands at 25.7% (nationally 32%)

Mitigation

We currently operate under the Two Ticks Scheme currently which automatically guarantees prospective disabled candidates an interview providing they have met the essential criteria.

It is important to acknowledge that the provision of data on disability will always be sensitive, and employees may decide not to share their disability status if they do not feel they need any support or reasonable adjustments to help them. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

The introduction of being able to update your personal information via Self-serve has gone some way to reduce the 'prefer not to say' responses.

We are pleased to have continued to increase the proportion of employees from a disability background, whilst acknowledging there are limited recruitment opportunities due to reductions in the Council's workforce.

What do we need to do?

- We have signed up and are working towards becoming accredited as a Disability Confident employer which will replace the Two Ticks scheme.
- We will work with the Council's All Age Disability group to help narrow the Disability Employment rate of 25.7%. (The All Age Disability Group has been established as a sub group to implement employment opportunities for disabled people as part of The All Age Disability Strategy. The Strategy has been developed to deliver the Wirral Plan pledge for 'People with disabilities live independently').
- The high levels of unknown data gaps need to be addressed and a staff confidence campaign will help to reduce the gaps.

Workforce Profile

Sexual Orientation profile

Data

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

	FY 2014/15		FY 2015/16		FY 2016/17	
	No.	%	No.	%	No.	%
Unknown	1	0.02%	1	0.02%	11	0.31%
Asexual	0	0.0%	1	0.02%	1	0.02%
Bisexual	8	0.18%	8	0.22%	6	0.17%
Heterosexual	2,166	49.68%	1,878	51.66%	2,085	59.57%
Lesbian or Gay	37	0.85%	38	1.05%	43	1.22%
Prefer not to say	2,148	49.27%	1,710	47.04%	1,354	38.68%
Total	4,360		3,635		3,500	

What does this tell us?

- The high levels who prefer not to say could indicate that employees do not feel it is relevant or an issue in the workplace therefore, this could be positive.
- Alternatively, employees may feel the workplace is an environment where they do not feel confident therefore, this could be a negative aspect.
- There is no comparable data for this category in Wirral estimates however the annual population survey carried out in 2015, showed that 1.7% of the UK population identified themselves as lesbian, gay or bisexual (LGB). Based on estimates taken from the Wirral Population figures from the Census 2011, this would equate to around 3,445 people.
- Compared to the population survey of 1.7%, our employee data falls slightly below this at 1.4% (regionally estimated at 2%).

Mitigation

It is important to acknowledge that the provision of data on sexual orientation will always be sensitive, and employees may decide not to share their sexual orientation status if they do not wish to do so. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

The North West region has the highest population rate in the country (outside of London), for people who identify as gay or lesbian and bisexual.

The introduction of being able to update your personal information via Self-serve has gone some way to reduce the 'prefer not to say' responses particularly during 2016/17.

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

What do we need to do?

- We will be carrying out a staff confidence campaign in Autumn 2017 to raise awareness of the importance of completing personal equality information on Self-serve. This will help us to address and reduce the levels of 'prefer not to say' or unknown categories.

Workforce Profile

Religion or Belief profile

Data

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

	FY 2014/15		FY 2015/16		FY 2016/17		*Wirral Population estimates	
	No.	%	No.	%	No.	%	No.	%
Unknown		0.00%	1	0.03%	9	0.25%	-	0%
Agnostic	63	1.44%	54	1.49%	56	1.6%	-	0%
Atheist	110	2.52%	101	2.78%	107	3.05%	-	0%
Buddhist	4	0.09%	5	0.14%	5	0.14%	905	0.2%
Christian (all denominations)	1,679	38.51%	1,427	39.26%	1,528	43.65%	225,147	70.4%
Hindu	3	0.07%	3	0.08%	3	0.08%	742	0.2%
Humanist	26	0.60%	21	0.58%	19	0.54%	-	0%
Jewish	2	0.05%	2	0.06%	2	0.05%	265	0.08%
Muslim	10	0.23%	10	0.28%	8	0.22%	1,809	0.56%
No Religion	401	9.20%	358	9.85%	439	12.54%	68,209	21.3%
Other Religion or Belief	18	0.41%	12	0.33%	16	0.45%	830	0.25%
Pagan	11	0.25%	9	0.25%	10	0.28%	-	0%
Sikh	1	0.02%	1	0.02%	1	0.02%	236	0.07%
Prefer not to say	2,032	46.61%	1,631	44.87%	1,297	37.05%	21,640	6.7%
Total	4,360		3,635		3,500		319,783	

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

What does this tell us?

- The data shows overall that Humanist and Muslim are the 2 areas where there has been a slight decrease in percentages.
- We have employees with Pagan, Agnostic, Humanist and Atheist religion or beliefs whilst Wirral population estimates do not.

Mitigation

It is important to acknowledge that the provision of data on religion or belief will always be sensitive, and employees may decide not to share their religion or belief status if they do not wish to do so. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

The introduction of being able to update your personal information via Self-serve has gone some way to reduce the 'prefer not to say' responses.

Workforce Profile

Gender reassignment profile

Data

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

	FY 2014/15		FY 2015/16		FY 2016/17	
	No.	%	No.	%	No.	%
Unknown	4,063	93.19%	3,332	91.89%	3,209	91.69%
No	274	6.28%	272	7.50%	272	7.77%
Prefer not to answer	16	0.37%	16	0.44%	13	0.37%
Yes	7	0.16%	6	0.17%	6	0.17%
Total	4,360		3,626		3,500	

Current estimates as indicated in the Government's Women and Equalities Committee **Transgender Equality Report published in January 2016** show that some 650,000 people are "likely to be gender incongruent to some degree".

What does this tell us?

- There are extremely high levels of unknown in this category. In effect this means this area has been missed out or left blank.

Mitigation

There is no comparable data for this particular area.

When this question was first introduced to the workforce there was some misunderstanding about what was being asked. The phrasing of the question was changed but this means we cannot rely on the integrity of the data until employees re-visit the question.

It is important to acknowledge that the provision of data on gender reassignment will always be sensitive, and employees may decide not to share their gender reassignment status if they do not wish to do so. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

We have a specific Gender Identity Policy for this protected characteristic and Trans awareness and Hate and Mate Crime e-learning modules.

What do we need to do?

- We will be carrying out a staff confidence campaign in Autumn 2017 to raise awareness of the importance of completing personal equality information on self-serve. This will help us to address and reduce the levels of 'prefer not to say' or unknown categories.

Workforce Profile

Marriage and Civil partnership profile

Data

The table below shows the number of employees who have stated their marriage and civil partnership status.

	FY 2014/15		FY 2015/16		FY 2016/17	
	No.	%	No.	%	No.	%
Unknown	3,954	90.69%	2,856	78.57%	2,424	69.25%
Civil Partnership		0.00%	6	0.17%	10	0.28%
Divorced	19	0.44%	43	1.18%	64	1.82%
Married	244	5.60%	511	14.06%	733	20.94%
Married (Same Gender)		0.00%	2	0.06%	3	0.08%
Prefer not to answer		0.00%	18	0.50%	14	0.4%
Single	139	3.19%	196	5.39%	244	6.97%
Widowed	4	0.09%	3	0.08%	8	0.22%
Total	4,360		3,635		3,500	

What does this tell us?

- Almost 70% of the data is not captured as 2,424 employees have not made a declaration.

Mitigation

Since the introduction of Equal Marriage during 2016/17 data for this area has been captured.

The introduction of employees being able to update personal information via Self-serve has gone some way to reduce the 'prefer not to say' responses.

Historically this data was captured purely for pension and pay purposes only and employees would have to evidence their status e.g. present a copy of the marriage certificate.

What do we need to do?

- This data is deemed to be limited in use and value so targeted action is not necessary. However, we will be carrying out a staff confidence campaign in Autumn 2017 to raise awareness of the importance of completing personal equality information on self-serve. This will help us to address and reduce the levels of 'prefer not to say' or unknown categories.

Workforce Profile

Pregnancy and Maternity profile

Data

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

	FY 2014/15		FY 2015/16		FY 2016/17	
	No.	%	No.	%	No.	%
Number of females	2,955		2,342		2,247	
Unknown	2,674		2,037		1,946	
No	274		277		272	
Yes	7	0.24%	28	1.20%	29	1.29%

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

Return rate after Maternity Leave	
Total Females Returned 2016/17	41
Returned	40
Left	1
Returned part time within 6 months	11
Returned with no change	29

What does this tell us?

- Whilst there has been a decrease of 708 female members of staff over the last 3 years, there has been an increase in the number of pregnancies proportionate to the percentage of female staff of around 400%.
- Only 1 employee decided not to return to work after their maternity leave.
- Approximately a quarter of staff reduced their working pattern within six months of returning.
- Further interrogation of data identified that 13 members of staff took paternity leave.
- During the course of 2016/17 there were 41 members of female staff that took or were already on maternity leave (not all declared via Self-serve system).

Mitigation

We have well developed maternity support arrangements for parents, carers, and adopters which exceed national statutory requirements. We are confident that all our policies are fair and equitable across all protected characteristics.

The return to work rate after maternity leave of 97.5% indicates we have good, flexible working policies that are fit for purpose. This is highlighted more by a further 27.5% employees returning to work part time within 6 months.

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

Workforce Profile

Take up rates of training

There has been increased pressure on training budgets due to financial challenges. Training has been limited in some areas. The Council offers a variety of blended learning including e-learning and delivered training.

Data

The tables below show the number of employees who undertook face to face training during 2016/17 by gender, ethnicity, age and disability.

Gender	FY 2016/17		
	Attended delivered training	Headcount	%
Female	303	2,247	13.48%
Male	182	1,253	14.53%
Total	485	3,500	13.86%

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

Ethnicity	FY 2016/17			% of workforce
	No.	Headcount	%	
Asian or Asian British: Other Asian	3	7	42.86%	0.09%
Asian or Asian British: Bangladeshi	1	10	10.00%	0.03%
Asian or Asian British : Chinese	2	10	20.00%	0.06%
Asian or Asian British: Indian	1	5	20.00%	0.03%
Black or Black British: African	5	9	55.56%	0.14%
Black or Black British: Caribbean	2	4	50.00%	0.06%
Black or Black British: Other	0	1	0.00%	0.00%
Mixed: White and Asian	1	9	11.11%	0.03%
Mixed: White and Black	1	8	12.50%	0.03%
Mixed: White and Black Caribbean	0	7	0.00%	0.00%
Mixed: Other	2	7	28.57%	0.06%
Other Ethnic Group	2	5	40.00%	0.06%
White: British	414	2,942	14.07%	11.83%
White – other White	13	76	17.11%	0.37%
White: Irish	3	19	15.79%	0.09%
Unknown	0	3	0.00%	0.00%
Prefer not to answer	35	378	9.26%	1.00%
Total	485	3,500		13.86%

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

FY 2016/17				
Age bands	No.	Headcount	%	% of workforce
< 20	1	16	6.25%	0.03%
21 - 25	10	69	14.49%	0.29%
26 - 30	29	221	13.12%	0.83%
31 - 35	32	279	11.47%	0.91%
36 - 40	48	346	13.87%	1.37%
41 - 45	47	374	12.57%	1.34%
46 - 50	93	623	14.93%	2.66%
51 - 55	109	728	14.97%	3.11%
56 - 60	85	521	16.31%	2.43%
61 - 65	26	219	11.87%	0.74%
66 +	5	104	4.81%	0.14%
Total	485	3,500		13.86%

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

FY 2016/17				
Disability	No.	Headcount	%	% of workforce
Unknown	66	632	10.44%	1.89%
Yes	33	194	17.01%	0.94%
No	386	2,674	14.44%	11.03%
Total	485	3,500		13.86%

What does this tell us?

- More men accessed delivered training than women, when compared to the workforce gender split.
- A higher proportion of staff from ethnic minority groups accessed delivered training, particularly those from a Black or Black British African and Caribbean, other Asian background and other Ethnic Group.
- Employees from a White British background were less likely to attend delivered training when compared to all other ethnicities.

- Employees aged under 20 and over 66 are less likely to access delivered training when compared to other age categories.
- Employees who have declared a disability are more likely to access delivered training when compared to employees that have not declared a disability.

Mitigation

E-learning is an easy, cost effective and accessible method of training. Employees can access at work or from home.

There are currently about 250 e-learning modules on the site ranging from Care Act Training to Responsibility for Information to Learning Spanish.

We have almost all Council employees registered on the site, which they can access via any PC or mobile device 24/7. We also have all councillors registered and foster carers and voluntary sector organisations are also offered a free account. We are currently offering licences at a cost to school and the aspiration is to also offer this service to local businesses.

Courses are organised in categories including mandatory learning, safeguarding, health and wellbeing, business skills and a range of others. There is a bespoke area with a suite of modules relating specifically to Equality and Diversity.

Workforce Profile

Recruitment

We advertise job vacancies externally; and the staff on the redeployment list will always be considered in line with the Council's Redeployment Policy to avoid compulsory redundancy where possible.

The Council has a good range of enhanced terms and conditions, benefits and arrangements that are attractive for existing, new and potential employees.

A recruitment module has been developed to tie in with the Council's vision to move to online digital services. Whilst the majority of recruitment (including job application forms, job descriptions etc.) will be completed online, alternative formats will be made available upon request.

Applicants will have the opportunity to give us their equality profile at this point for statistical purposes only. The data captured for all applicants can/will be used for statistical reasons only in determining recruitment patterns etc. Managers / recruitment panel members will not be able to obtain this information.

However, if a prospective candidate has declared a disability that requires reasonable adjustments to support them prior to and during the interview, these arrangements will be put in place to support them fully. We also operate the Two Ticks Scheme (to be replaced by Disability Confident) which guarantees a disabled person an interview if they have met the essential criteria for the vacancy.

All categories have a 'prefer not to say' option allowing the individual to have control of what information is given.

Overall, it is encouraging that there has not been a disproportionate effect on employees from a BME, Disabled, Religion or Belief, Gender Re-assignment or Sexual Orientation background, despite the ongoing workforce challenges we continue to face.

Workforce Profile

Job Application success rates

Data

The table below show the number of applicants, those shortlisted and appointed by gender for 2016/17.

Gender	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
Men	1,044	364	34.8%	93	25.5%
Women	1,627	537	33.0%	152	28.3%
Total	2,671	901		245	

This table shows the numbers of applicants, those shortlisted and those appointed by ethnicity.

Ethnicity	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
Asian or Asian British: Bangladeshi	14	4	28.5%	2	50.0%
Asian or Asian British: Chinese	9	2	22.2%	0	0.0%
Asian or Asian British: Indian	21	10	47.6%	1	10.0%
Asian or Asian British: Pakistani	6	1	16.6%	0	0.0%
Asian or Asian British: Other Asian	9	3	33.3%	1	33.3%
Black or Black British: African	33	6	18.1%	1	16.6%
Black or Black British: Black Caribbean	4	2	50.0%	1	50.0%
Black or Black British: Other Black	0	0	0.0%	0	0.0%
Mixed White and Asian	14	7	50.0%	1	14.2%
Mixed White and Black African	7	2	28.5%	0	0.0%
Mixed White and Black Caribbean	13	2	15.3%	0	0.0%
Mixed: Other Mixed	12	4	33.3%	2	50.0%
Other Ethnic Group	8	2	25.0%	0	0.0%
White: British	2,438	827	33.9%	231	27.9%
White: Other White	58	15	25.8%	5	33.3%
White: Irish	25	14	56.0%	0	0.0%
White: Gypsy, Romany or Irish Traveller	0	0	0.0%	0	0.0%
Prefer not to say	0	0	0.0%	0	0.0%
Total	2,671	901		245	

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

Disability	No. of applicants	No. shortlisted	% Success	No. appointed	% Success
Unknown	0	0	0.0%	0	0.0%
Yes	122	59	48.3%	10	16.9%
No	2,549	842	33.0%	235	27.9%
Total	2,671	901		245	

What does this tell us?

- Whilst more women than men applied for jobs, the success rates of shortlisted candidates are fairly evenly split.
- Women were around 3% more successful than men to be appointed.
- The top 3 ethnicities shortlisted were White Irish, Mixed White and Caribbean and Black Caribbean. Followed by Indian, White British and Other Mixed and respectively.
- The top 3 ethnicities appointed were Bangladeshi, Black Caribbean and Other Mixed. Followed by Other White, Other Asian and White British respectively.
- Half of the shortlisted candidates for Bangladeshi, Black Caribbean and Other mixed categories were successful.
- We are unable to indicate the age breakdown of applicants, those shortlisted and those appointed until the recruitment module is implemented and live.
- The profile of employees with a disability has increased to 5.5% from 4.7% from the previous year; this is also reflected in the number of disabled people appointed when compared to non-disabled people appointed.

Mitigation

This information demonstrates we have an excellent recruitment and selection process that is free from bias, which has had a positive impact, particularly for disabled employees and staff from a diverse background,

Whilst disabled candidates were less likely to be appointed than their non-disabled counterparts, we are confident our increase from 4.7% to 5.5% of disabled employees across the workforce demonstrates our commitment in difficult financial circumstances with limited recruitment.

We are committed to becoming a Disability Confident employer during 2017/18.

What do we need to do?

- Further investigation of White Irish candidates shortlisted but not appointed, needs to be carried out.
- The age profile of all applicants needs to be included and analysed for 2017/18.

Workforce Profile

Length of Service

Data

The tables below show the length of service by Business function.

	< 3 Mths	3-5 Mths	6-12 Mths	1-2 Yrs.	3-5 Yrs.	6-10 Yrs.	11- 15 Yrs.	16- 20 Yrs.	21- 25 Yrs.	25 Yrs. +	Total
Business Services	12	16	22	68	122	144	128	34	4	38	588
Children's Services	26	29	48	98	145	118	48	9	6	15	542
Delivery Services	49	72	117	334	403	535	377	143	34	112	2,176
Strategic Hub	3	15	13	21	70	39	14	2	1	1	179
Transformation Hub	1	5	3	1		3	2				15
Total	91	137	203	522	740	839	569	188	45	166	3,500

The table below shows the length of service by age.

Age bands	< 3 Mths	3-5 Mths	6-12 Mths	1-2 Yrs.	3-5 Yrs.	6-10 Yrs.	11- 15 Yrs.	16- 20 Yrs.	21- 25 Yrs.	25 Yrs. +
<20 years		5	3	8						
21-25 years	9	15	9	19	15	2				
26-30 Yrs.	18	21	37	55	47	36	7			
31-35 Yrs.	12	13	37	51	74	61	30	1		
36-40 Yrs.	10	20	25	64	76	98	41	12		
41-45 Yrs.	8	15	17	51	97	108	55	13	9	1
46-50 Yrs.	10	17	24	86	146	142	119	47	9	23
51-55 Yrs.	15	20	25	89	143	171	143	48	10	64
56-60 Yrs.	5	9	15	64	86	134	101	47	10	50
61-65 Yrs.	4	2	8	22	45	62	46	9	4	17
66 Yrs. +			3	13	11	25	27	11	3	11
Total	91	137	203	522	740	839	569	188	45	166

The table below shows length of service by Disability.

Disability	< 3 Mths	3-5 Mths	6-12 Mths	1-2 Yrs.	3-5 Yrs.	6-10 Yrs.	11- 15 Yrs.	16- 20 Yrs.	21- 25 Yrs.	25 Yrs. +
Unknown	21	10	15	66	139	120	145	47	9	59
No	68	119	178	419	562	668	398	132	33	98
Yes	2	8	10	37	39	51	26	9	3	9
Total	91	137	203	522	740	839	569	188	45	166

The table below shows length of service by Ethnicity.

Ethnicity	< 3 Mths	3-5 Mths	6-12 Mths	1-2 Yrs.	3-5 Yrs.	6-10 Yrs.	11- 15 Yrs.	16- 20 Yrs.	21- 25 Yrs.	25 Yrs. +	Total
Asian or Asian British: Bangladeshi	1				1	7	1				10
Asian or Asian British: Chinese				3		4	2	1			10
Asian or Asian British: Indian				1		3	1				5
Asian or Asian British: Pakistani											0
Asian or Asian British: Other Asian		1			3	2	1				7
Black or Black British: African	1		4	2	1	1					9
Black or Black British: Black Caribbean	1			3							4
Black or Black British: Other Black		1									1
Mixed White and Asian		1	2	1	1	4					9
Mixed White and Black African					2	4	2				8
Mixed White and Black Caribbean			1	2	1	2	1				7
Mixed: Other Mixed	1			1	1	1	2	1			7
Other Ethnic Group	1	1		1		1	1				5
White: British	70	113	182	435	619	714	480	158	38	133	2,942
White: Other White	3	11	1	21	11	17	7	3		2	76
White: Irish	1	2		4		7	4	1			19
White: Gypsy, Romany or Irish Traveller											0
Prefer not to say	12	7	10	48	100	72	67	24	7	31	378
Unknown			3								3
Total	91	137	203	522	740	839	569	188	45	166	

What does this tell us?

- Whilst we do not have any employees from a Pakistani or Gypsy, Romany or Irish Traveller background, both these are in the three lowest Wirral population estimates at 0.07% and 0.02% respectively.

- The highest length of service category is 6-10 years, followed by 3-5 years and 11-15 years respectively.
- The lowest length of service category is 21-25 years, followed by less than 3 months and 3-5 months respectively.

Mitigation

It is important to acknowledge that the provision of data on ethnicity will always be sensitive, and employees may decide not to share their ethnicity status if they do not wish to. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

In terms of length of service, there is no disparity across protected groups that could be mitigated, or have a potential adverse or unintentional impact.

What do we need to do?

- In order to narrow the data gaps of prefer not to say and unknown categories, we will carry out a staff confidence campaign during Autumn 2017.

Workforce Profile

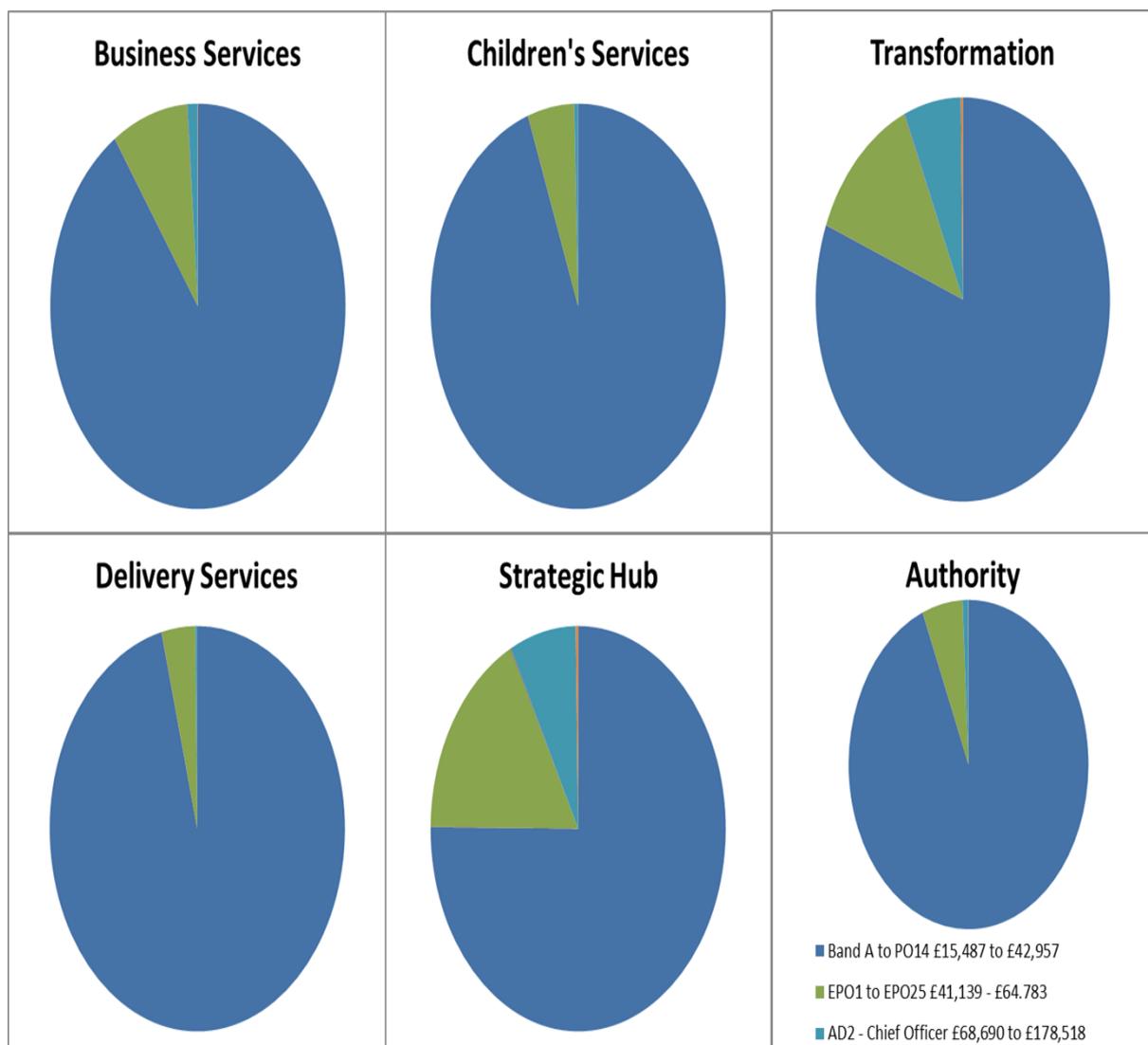
Pay grades 2016/17

Data

The graph below shows pay by business function and categories of workforce, Managers/Senior Managers and at Chief Officer Group level.

Workforce Band A up to PO14 (£15,487 to £42,957), Managers/Senior Managers at EPO1 to EPO25 (£41,139 - £64.783) and Chief Officers at AD2 – CE (£68,690 to £178,518) for 2016/17.

Pay grade by Business function



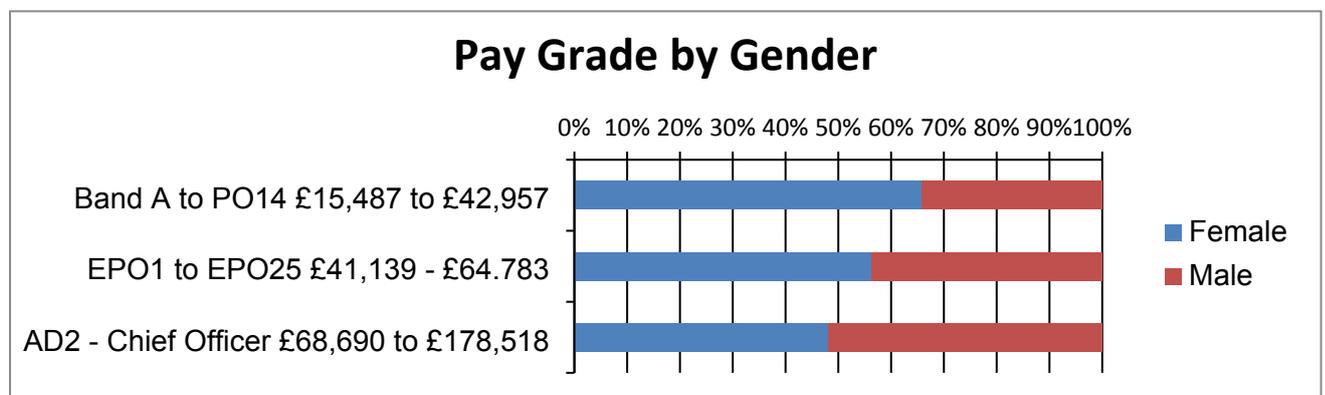
Data

The table below shows pay by gender and categories of workforce, Managers/Senior Managers and at Chief Officer Group level.

Workforce Band A up to PO14 (£15,487 to £42,957), Managers/Senior managers at EPO1 to EPO25 (£41,139 - £64,783) and Chief Officers at AD2 – CE (£68,690 to £178,518) for 2016/17.

The totals in this section differ from staff numbers of 3500 due to the number on the grade charts accounts for double (or more) jobbers.

3500 is based on a personal characteristic (per person) but grade is job specific.



What does this tell us?

- Employees paid at workforce level, generally reflects the overall composition of the workforce.
- Those at Manager / Senior Manager level are 44% male and 56% female.
- Chief Officer level include 52% male and 48% female.
- When compared to overall gender profile of 36% male and 64% female, men are over-represented in the Manager / Senior Manager and Chief Officer categories and women are under-represented in both these areas.
- Further interrogation of the data revealed that over 60% of women are paid at the lower end of the scale of Band A to Band E and account for almost two thirds of the workforce.

- This drops to just below 40% (women) at pay band £65-70k and peaks to 100% at £70-75 and £90-104k pay ranges.

Mitigation

The vast majority of Wirral employees are contracted under National Joint Council for (NJC) for Local Government Services terms and conditions. The grading structure for NJC employees mirrors the national pay spine points 1-49, with a local extension to the pay spine from spinal point 50-74. Grades A to H (up to spinal column point (SCP 34) were implemented as part of the Council's Harmonisation and job evaluation process in August 2008, using the National Joint Council for Local Government Services (NJC) Job Evaluation Scheme.

The remaining grades start at SCP33 and range from PO1 to EPO25. Chief Officer grades range from Assistant Director 2 (AD2) to Chief Executive (CE).

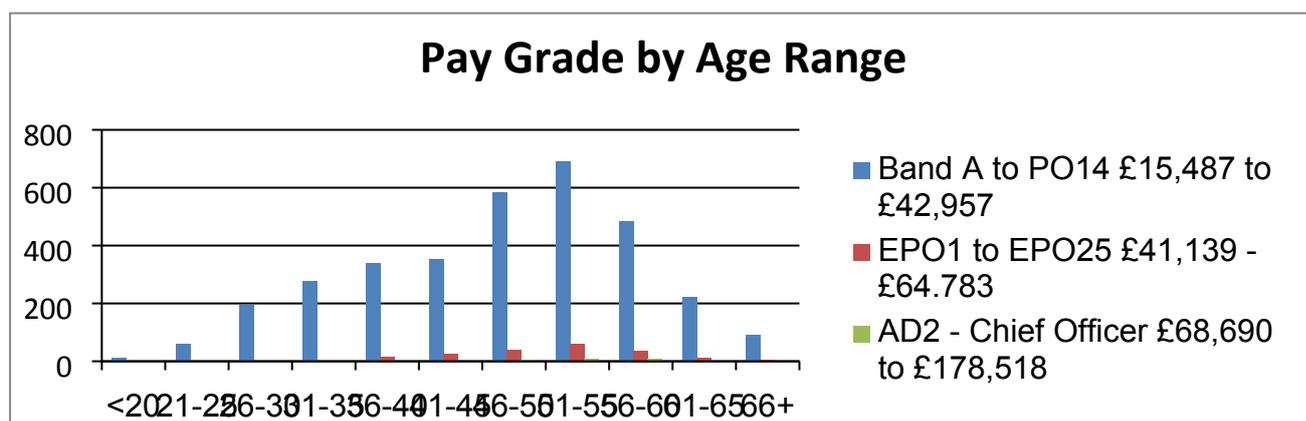
Chief Officer pay grade gender split is fully reflective of the local population profile.

Data

The table below and graph shows pay by age range and categories of workforce, Managers/Senior Managers and at Chief Officer Group level.

Workforce Band A up to PO14 (£15,487 to £42,957), managers/senior managers at EPO1 to EPO25 (£41,139 - £64,783) and Chief Officers at AD2 – CE (£68,690 to £178,518) for 2016/17.

Age Range	Band A to PO14 £15,487 to £42,957	%	EPO1 to EPO25 £41,139 - £64,783	%	AD2 - Chief Officer £68,690 to £178,518	%
<20	13	0.4%		0%		0%
21-25	61	2%		0%		0%
26-30	196	6%		0%		0%
31-35	278	8%	3	2%		0%
36-40	341	10%	14	7%	2	7%
41-45	355	11%	25	13%	2	7%
46-50	585	18%	39	20%	5	19%
51-55	691	21%	60	31%	8	30%
56-60	483	15%	35	18%	9	33%
61-65	223	7%	12	6%	1	4%
66+	92	3%	4	2%		0%
Total	3,318	100%	192	100%	27	100%



What does this tell us?

- The highest number of employees fall into the 46 – 60 age bands with 1,759 (53% of cohort) in workforce group, 134 (70% of cohort) in Manager/Senior Managers group and 22 (81% of cohort) in Chief Officer Group.

Mitigation

We recognise and acknowledge that we have limited recruitment opportunities in times of financial challenges to address any areas of under-representation in challenging times.

What do we need to do?

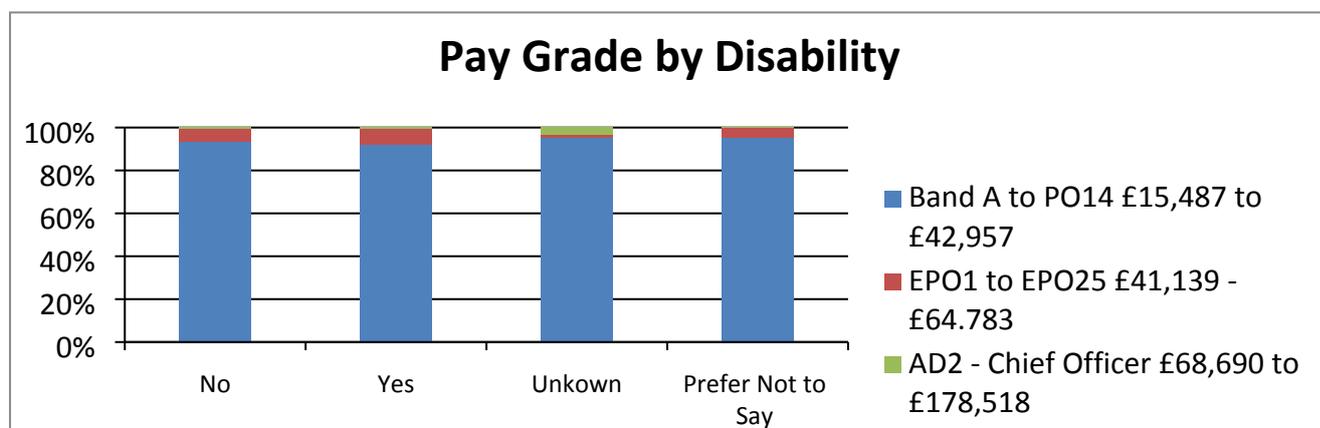
- Some service areas may need to consider planning for an ageing workforce and the implications this may have for future service delivery.

Data

The table and the graph below shows pay by disability and categories of the workforce, Managers/Senior Managers and at Chief Officer Group level.

Workforce Band A up to PO14 (£15,487 to £42,957), Managers/Senior Managers at EPO1 to EPO25 (£41,139 - £64.783) and Chief Officers at AD2 – CE (£68,690 to £178,518) for 2016/17.

Disabled	Band A to PO14 £15,487 to £42,957	%	EPO1 to EPO25 £41,139 - £64.783	%	AD2 - Chief Officer £68,690 to £178,518	%
No	2,537	75%	155	81%	20	74%
Yes	176	5%	14	7%	1	4%
Unknown	139	4%	2	1%	5	19%
Prefer Not to Say	466	14%	21	11%	1	4%
Total	3,318	100%	192	100%	27	100%



What does this tell us?

- Disabled employees are well represented across the workforce and particularly the Manager / Senior Manager groups.
- High levels (19%) of unknown data in the Chief Officer Group
- The Chief Officer Group is slightly under-representative of disabled employees when compared to the overall workforce of 5.5%

Mitigation

Whilst it appears that disabled employees may not be as representative at Chief Officer level, the high levels of unknown (19%) may impact on this positively once updated.

It is important to acknowledge that the provision of data on disability will always be sensitive, and employees may decide not to share their disability status if they do not feel they need any support or reasonable adjustments to help them. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

What do we need to do?

- In order to narrow the data gaps of prefer not to say and unknown categories, we will carry out a staff confidence campaign during Autumn 2017.

Data

The below table and graph shows pay by ethnicity and categories of workforce, Managers/Senior Managers and at Chief Officer Group level.

Workforce Band A up to PO14 (£15,487 to £42,957), Managers/Senior Managers at EPO1 to EPO25 (£41,139 - £64.783) and Chief Officers at AD2 – CE (£68,690 to £178,518) for 2016/17.

Ethnicity	Band A to PO14 £15,487 to £42,957	%	EPO1 to EPO25 £41,139 - £64.783	%	AD2 - Chief Officer £68,690 to £178,518	%
Asian or Asian British: Other Asian	9	0.27%	1	1%		0%
Asian or Asian British: Bangladeshi	8	0.24%		0%		0%
Black or Black British: African	8	0.24%	1	1%		0%
Black or Black British: Black Caribbean	4	0.12%		0%		0%
Black or Black British: Other	1	0.03%		0%		0%
Asian or Asian British: Chinese	10	0.30%		0%		0%
Asian or Asian British: Indian	3	0.09%	1	1%	1	4%
White: Irish	16	0.48%	3	2%		0%
Mixed: Other Mixed	6	0.18%	1	1%		0%
Mixed White and Asian	9	0.27%		0%		0%
Mixed White and Black African	7	0.21%	1	1%		0%
Mixed White and Black Caribbean	7	0.21%	1	1%		0%
Not declared	367	11%	10	5%	3	11%
Other Ethnic Group	6	0%		0%		0%
White: British	2,792	84%	163	85%	23	85%
White: Other	65	2%	10	5%		0%
Total	3,318	100%	192	100%	27	100%

What does this tell us?

- The overall make-up of the workforce is predominately from a White British background at 84% compared to 94.7% when compared to the local population.

- The Chief Officer Group is over represented at 4% when compared to overall workforce of 2.3% and fully representative of the local population (4%).
- The Manager / Senior Manager level is over represented at 8% when compared to overall workforce of 2.3% and fully representative of the local population (4%).
- The workforce group is fully represented at 2.6% when compared to overall workforce of 2.3% and under -representative of the local population (4%).

Mitigation

We recognise and acknowledge that we have limited recruitment opportunities in times of financial challenges to address any areas of under-representation in challenging times.

It is important to acknowledge that the provision of data on ethnicity will always be sensitive, and employees may decide not to share their ethnicity with us. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.

Workforce Profile

Promotion success rates

At a time where there are limited recruitment opportunities in difficult financial circumstances, it is very difficult to obtain robust information about promotion success rates.

This is an area that requires further development. It will be possible to track employees increase in pay as a result of organisational change and restructure (excluding increments, honorariums and acting up payments). The period accounted for will be 1 April to 31 March annually.

This will then enable us to breakdown the protected characteristic groups and undertake further analysis to ensure there are no adverse impacts on any particular group or groups of employees.

Workforce Profile

Employee Relations cases

In total during 2016/17 there were 123 employee relation cases relating to Performance Management, Discipline and Grievance. This accounts for approximately 3.5% of the workforce.

Data

The below table show the Performance Management, Discipline and Grievance cases within the organisation broken down by ethnicity for 2016/17.

Ethnicity	Performance Management	%	Discipline	%	Grievance	%	Total	%
Any Other Asian Background	0	0.0%	0	0.0%	0	0.0%	0	
Any Other Ethnic Background	0	0.0%	0	0.0%	0	0.0%	0	
Bangladeshi	0	0.0%	1	1.6%	1	1.9%	2	1.6%
Black African	1	14.3%	1	1.6%	0	0.0%	2	1.6%
Black Caribbean	0	0.0%	0	0.0%	1	1.9%	1	0.8%
Chinese	0	0.0%	0	0.0%	1	1.9%	1	0.8%
Indian	1	14.3%	0	0.0%	0	0.0%	1	0.8%
Mixed White and Asian	0	0.0%	0	0.0%	0	0.0%	0	
Mixed White and Black African	0	0.0%	1	1.6%	1	1.9%	2	1.6%
Prefer not to say	1	14.3%	7	11.3%	7	13.0%	15	12.2%
White - Any other	1	14.3%	2	3.2%	1	1.9%	4	3.3%
White British	3	42.9%	50	80.6%	46	85.2%	99	80.5%
Total	7		62		54		123	

The below table show the Performance Management, Discipline and Grievance cases within the organisation broken down by age for 2016/17.

Age range	Performance Management	%	Discipline	%	Grievance	%	Total	%
< 20 Yrs.	0	0.0%	1	1.6%	0	0.0%	1	0.8%
21-25 Yrs.	0	0.0%	2	3.2%	0	0.0%	2	1.6%
26-30 Yrs.	0	0.0%	5	8.1%	1	1.9%	6	4.9%
31-35 Yrs.	1	14.3%	11	17.7%	6	11.1%	18	14.6%
36-40 Yrs.	1	14.3%	3	4.8%	8	14.8%	12	9.8%
41-45 Yrs.	0	0.0%	8	12.9%	12	22.2%	20	16.3%
46-50 Yrs.	3	42.9%	8	12.9%	11	20.4%	22	17.9%
51-55 Yrs.	1	14.3%	10	16.1%	13	24.1%	24	19.5%
56-60 Yrs.	0	0.0%	8	12.9%	11	20.4%	19	15.4%
61-65 Yrs.	1	14.3%	3	4.8%	4	7.4%	8	6.5%
66+	0	0.0%	3	4.8%	1	1.9%	4	3.3%
Total	7		62		54		123	

The below table show the Performance Management, Capability, Discipline and Grievance cases within the organisation broken down by gender for 2016/17.

Gender	Performance Management	%	Discipline	%	Grievance	%	Total	%
Female	4	57.1%	32	51.6%	38	70.4%	74	60.2%
Male	3	42.9%	30	48.4%	18	33.3%	51	41.5%
Total	7		62		54		123	

The table below shows the Performance Management, Discipline and Grievance cases within the organisation broken down by disability for 2016/17.

Disability	Performance Management	%	Discipline	%	Grievance	%	Total	%
Unknown	1	14.3%	10	16.1%	10	18.5%	21	17.1%
No	5	71.4%	48	77.4%	37	68.5%	90	73.2%
Yes	1	14.3%	4	6.5%	10	18.5%	15	12.2%
Total	7		62		54		123	

The below table shows all 54 grievances by division, type, stage and outcome (some cases may still be ongoing therefore, outcome will not yet be known). This accounts for approximately 1.5% of the overall workforce.

Division	Type	Informal	Stage 1	Stage 2	Other	ET	Outcome	
Business Services	Bullying and Harassment	2	3	1				
	Organisational change				1		Withdrawn	
	Working arrangements	1					Withdrawn	
Total		3	3	1	1	0		
Delivery Services	Bullying and Harassment	2	5					
			1				No action	
			1				Not upheld	
		1					Partially upheld	
	Equality and Diversity	1						
	Other					2		
		1						Employee resigned
				1				Not upheld
	Relationships at work	2						
		1						Informal resolution
				1				Not upheld
		1						Withdrawn
	Terms and conditions	2	2					
					1			Not upheld
		1						Withdrawn
	Working arrangements	1						
1							No Action	
Total		14	11	1	2	0		
Children's Services	Bullying and Harassment	1	2					
	Bullying and Harassment (Protected Characteristics)		1					
	Other	4	1					
	Relationships at Work	1						
	Terms and Conditions	1	1			1		
				1				Partially upheld

		1					Withdrawn
Total		8	6	0	1	0	
Strategic Hub	Bullying and Harassment	1					
		1					Partially upheld
	Relationships at Work		1				
	Terms and conditions		1				
Total		2	2	0	0	0	
Transformation	Bullying and Harassment		1				
Total		0	1	0	0	0	
Total for year		27	21	2	4	0	

What does this tell us?

- Of the 54 grievances, only 1 was submitted on perception the employee was being treated differently based on their protected characteristic (age).
- None of the performance management or disciplinary and grievances related specifically to a member of staff based on their ethnicity.
- The highest number of performance management, discipline and grievance cases are in the age 46–55 groups, however this is not disproportionate when compared to the overall workforce demographic as 38.6% of the workforce sit within these age groups.
- This group (46-55), along with employees aged between 41-45 and 56-60 accounts for over 80% of total grievances.
- The age groups of 31–35 and 51-55 account for over a third of all disciplinaries.
- 1 of the 54 grievances related to a member of staff who believed they had been discriminated against based on their age.
- More men than women are shown in performance management and disciplinary categories when looked at in proportion to the overall workforce of women at 64.2% and men at 35.8%.
- Of the 10 grievances raised by disabled staff, 5 related specifically as a result of their disability and 3 of the 5 were due to the length of time taken for reasonable adjustments to be implemented.

Mitigation

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

We agreed a revised approach for reasonable adjustments which should, in some way, help to minimise the impact for length of time taken to implement reasonable adjustments.

We also need to be mindful that some delays in reasonable adjustments may be due to the time it takes to procure items and not because of a lack of the Council's response or intervention.

It is not uncommon for the age groups of 46-55 to be the most likely age range to have caring responsibilities and potential medical conditions and / or ill health.

Both male and female are equally likely to submit a grievance in comparison to overall workforce gender rates.

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

Equality Improvement: comparison with local demographical data

The table below shows an analysis of Wirral's workforce in comparison to the local population in terms of how reflective we are of the communities we serve.

Equality group	Local working age population (16-64)	Wirral workforce	Comparison / Analysis / Comments
Age	197,300	3,500	Wirral Council workforce is under-represented in the age categories for young people (16-25) in comparison to the Wirral local population, with less than 100 people employed in this age band out of a population of nearly 36,000. The largest age band employed by the Council is those aged 46-55 which are also the 2 largest cohorts of the Wirral Population.
Disability	n/a	See table on page 17 - 18	There is no Wirral comparison data available for this characteristic. However, there are some health indicators below which show how residents feel their health is split by ward for information.
Ethnicity	See table on pages 11 -14	See table on pages 11 - 14	As with the Wirral Population the Wirral workforce is predominately White British (86%), followed by Other White and Irish. However, Wirral's census estimates show that over 4,000 residents are from an Asian: Chinese, Indian or Asian Other ethnicity which is not reflected in the Wirral workforce as these ethnicities only account for less than 0.6%. We record the category 'Arab' which is not a census recognised category.
Gender	Female 51.3% Male 48.7%	Female 64.2% Male 35.8%	The natural split of the Wirral population is that there are more females than males in the borough with a gap of 2.6% between the genders. The Wirral Workforce shows the same trend of being predominantly female; however the gap between the genders is 28.4%.
Sexual Orientation	n/a	See table on pages 19 - 20	There is no Wirral comparison data available for this characteristic. However there is some research material below the table which shows we may be able to apply a 1.5-7% broad estimate to measuring the numbers of the LGBT population. If this was the case there would be around 5,000 people in Wirral

Equality group	Local working age population (16-64)	Wirral workforce	Comparison / Analysis / Comments
			who were Lesbian, Gay, Bisexual or Transgender. Wirral Workforce shows around 1.5% although there are high levels of prefer not to say responses.
Religion or Belief	See table on page 21	See table on page 21	Wirral comparison data is taken from the Census 2011. As with the Wirral population the religion with the highest proportion in the Wirral Workforce is Christian. The second highest response also matches the Wirral population with 'No Religion'. The large number of respondents to the 'prefer not to say' makes it difficult to get a true representation of the Wirral Workforce.
Gender Reassignment	n/a	See table on page 22	There is no Wirral comparison data available for this characteristic. However, the fact that there is 91.69% of Wirral Council employees status is 'unknown' this shows that more work is needed to get employees to share this information, even if they just respond prefer not to answer.
Pregnancy & Maternity	n/a	See table on pages 24 - 25	There is no Wirral comparison data available for this characteristic and this requirement relates specifically to the workforce.
Marriage & Civil Partnership	n/a	See table on page 23	There is no Wirral wide data available for this characteristic. However, the fact that there is 69.25% of Wirral Council employees status is 'unknown' this shows that more work is needed to get employees to share this information, even if they just respond prefer not to answer.

From previous experience and feedback, we recognise that it can appear to be inappropriate to ask personal questions to employees even though this information is not only required legally, but also helps us to develop policies and shape our organisation so it is fit for purpose for service delivery.

We respect our employees and their right not to tell us and will always offer 'prefer not to say' categories. This explains why for some protected characteristics, there are low levels of employee data.

Equality Improvement

Summary action plan

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

Action	Activity	Timescale
1) Governance	<ul style="list-style-type: none"> Ensure the right governance is in place to drive forward and monitor the workforce equality report and action plan. 	September 2017
2) Ensure improvements are made to collect data and produce more comprehensive Workforce report(s) to address areas where little or no data is held (including not known and prefer not to say categories)	<ul style="list-style-type: none"> Improve baseline data from 79% to 85%. Ensure effective collection of data at source i.e.: online application process, new starter process. Launch of Recruitment module will help to address data gaps via online recruitment process. Develop mechanism for obtaining promotion success rates. Undertake staff confidence campaign for employees to update their personal equality information on Self-serve. Staff that have reasonable adjustments are recorded against employee (an asset management module is currently under development). 	<p>July 2018</p> <p>From May 2017</p> <p>May 2018</p> <p>October 2017</p> <p>July 2018</p>
3) Improve Workforce data reporting to ensure decisions relating to the workforce are mitigated	<ul style="list-style-type: none"> Robust workforce related EIAs are produced and published to ensure decision makers give due regard to the impact on the protected characteristics of staff. Business Partner's present employee equality data to DMT's based on PSED requirements, including 	<p>Ongoing</p> <p>Quarterly from Q3 Oct 2017</p>

Action	Activity	Timescale
	analysis, patterns and trends. <ul style="list-style-type: none"> • Establish robust mechanisms for monitoring equality and diversity data. 	Ongoing
4) Positive Action	<ul style="list-style-type: none"> • Develop a positive action plan to address under-representation across the workforce. • Targets are set based on internal monitoring, staff consultation, local labour market and barriers to employment. • Develop a recruitment policy for under-represented groups. 	September 2018 April 2018 August 2017
5) Equal Pay and Gender pay gap reporting	<ul style="list-style-type: none"> • Publish gender pay gap reporting in line with new legal requirements. • Develop an Equal Pay audit report to include all protected characteristics. 	March 2018 July 2018
6) Disability Employment gap	<ul style="list-style-type: none"> • Work with All Age Disability Strategy Group to reduce the Wirral Disability Employment gap of 25.7%. 	August 2018
7) Promotion success rates	<ul style="list-style-type: none"> • Undertake an audit of employees pay scales (excluding increments, honorariums and acting up) 	May 2018

Workforce data sources

All information contained within this report is compiled from the information held within Human Resources on our employee data management system 'Insight'.

As we transition to include further modules on the Self-serve system in relation to employees training records, recruitment and selection and asset management which are significant areas, the equality information contained in future reports will be more accurate and robust.

Other sources of information obtained include:

- Census 2011
- JSNA
- Place Analytics
- Integrated Household Survey April 2010 - March 2011
- North West Public Health Observatory Mental Health Wellbeing survey 2009
- Civil Partnership Act 2004
- Annual population survey 2015
- Government's Women and Equalities Committee Transgender Equality Report
- The Fawcett Society

Who's included?

All employees on a permanent, fixed term, part time, seasonal contract including graduates and modern apprentices, unless otherwise stated.

Who's not included?

School employees are excluded from all statistics as schools have a duty to publish their own data. Councillors, agency workers (unless they have line management responsibility) and interim consultants are excluded.

Reporting periods

These statistics represent an overview of the workforce based on a 12 month financial period of 2014/2015, 2015/2016 and 2016/17.

Definitions

FY	-	Financial Year
FTE	-	Full Time Equivalent
PT	-	Part Time
JS	-	Job Share
ADM's	-	Alternative Delivery Models
DMTs	-	Departmental Management Teams
SLT	-	Strategic Leadership Team
HR/OD	-	Human Resources and Organisational Development
CWAC	-	Cheshire West and Chester
BME	-	Black and Minority Ethnic
JSNA	-	Joint Strategic Needs Assessment
ET	-	Employment Tribunal
PSED	-	Public Sector Equality Duty
EIAs	-	Equality Impact Assessments
WLB	-	Work Life Balance
IHL	-	Ill Health Retirement
LGiU	-	Local Government information Unit
PO	-	Principle Officer
EPO	-	Executive Principle Officer
CO	-	Chief Officer
CE	-	Chief Executive
AD	-	Assistant Director
NJC	-	National Joint Council for Local Government Services

Appendix One: Workforce Profile Equal Pay Statement

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

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

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

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

The Pay Policy is reviewed annually and approved by Council. The Pay Policy for 2017/18 was presented to Council on 20 March 2017. Wirral Council is a Living Wage employer and with effect from 1 April 2017 we will pay the revised national Living Wage of £8.45 per hour.

The Local Government Transparency Code 2014 under the Department for Communities and Local Government requires that all local authorities publish certain information related to the organisation, salaries and fraud including senior salaries over £50,000.

The Fawcett Society and the LGiU conducted an analysis of women's representation in the Northern Powerhouse funded by Barrow Cadbury Trust, the highlights are shown below. The full report can be found [here](#).

Women's representation in the Northern Powerhouse

Following the local elections in May 2016 the Fawcett Society examined the local authorities that make up the combined authorities forming the Northern Powerhouse: Liverpool City Region, Greater Manchester, West Yorkshire, Sheffield City Region, North East Combined Authority, Tees Valley and the authorities that form the Humber Local Enterprise Partnership (LEP).

They looked at the number of women Councillors in each local authority as well as their representation in the most senior roles in the new structures.

These roles are:

- Chair of the Combined Authority or LEP
- And at the local authority level:
- Chief Executive
- Leader or Directly Elected Mayor
- Deputy Leader

Chief executives

Representation at the most senior officer level is more balanced. 60% of chief executives of Northern Powerhouse local authorities are men and 40% are women. However, it is worth noting that women make up 75% of the overall local government workforce. As such we might expect their representation at the most senior levels to be significantly higher.

Combined authority chairs

Men remain dominant in the new role of combined authority chair.

Only 1 of the 7 chairs of the established and proposed combined authorities in the Northern Powerhouse region are women.

Women in senior leadership

We combined these positions to consider how local authorities in the combined authorities perform overall on women's representation in the most Senior Leadership roles. Across all the combined authorities there are a total of 134 Senior Leadership positions available; these are the Leaders, Deputy Leaders, Chief Executives and Combined Authority Chairs.

Data

Combined Authority	Total Senior Leadership Positions	No. male	No. female	% Male	% Female
Humber (LEP)	13	11	2	85%	15%
Liverpool City Region	18	15	3	83%	17%
North East	20	15	5	75%	25%
Greater Manchester	32	24	8	75%	25%
Tees Valley	16	11	5	69%	31%
Sheffield City Region	19	13	6	68%	32%

Combined Authority	Total Senior Leadership Positions	No. male	No. female	% Male	% Female
West Yorkshire	16	7	9	44%	56%
Total	134	96	38	72%	28%

What does this tell us?

- The gender balance at combined authority level is highly varied.
- Overall 72% of these positions are occupied by men.
- The Liverpool City Region has the second highest representation of men at 83%.

Appendix Two:

Workforce Profile

Gender pay gap reporting

New regulations came into force on 6 April 2017 as part of the Equality Act 2010 (specific Duties and Public Authorities), which require employers to publish information about the pay profiles of the workforce.

The gender pay gap is the average difference between men and women's aggregate hourly pay. The gender pay gap differs from equal pay as it is concerned with the differences in the average pay between men and women over a period of time no matter what their role is.

It is important to note that:

- The gender pay gap is not the same as equal pay or pay discrimination
- The regulations will apply to employers who employ 250 or more employees
- Employers are required to publish the figures on the organisations website and submit evidence of compliance annually to the Government
- Employers will also need to calculate and publish three other types of figures:
 - Gender bonus gap
 - Proportion of men and women receiving a bonus
 - Proportion of men and women working at each quartile of the organisations pay distribution

Whilst there is no requirement for employers to support the figures with a narrative report, they would usually benefit from doing so. On an annual basis, we will need to publish our report on our own website as well as submit evidence of compliance to the Government.

We will also be required to keep our gender pay figures online for three years in order to show the progress made.

Document ownership	
Report owned by:	Assistant Director HR / OD
Report written by:	Maxine Joynson, Workforce Equalities Officer
Date report approved:	9 June 2017
Report due for 1st review:	Annual update: July 2018

Version control table:			
All changes to this document are recorded in this table.			
Date	Notes / Amendments	Officer	Next scheduled review date
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APPENDIX 2: EXECUTIVE SUMMARY

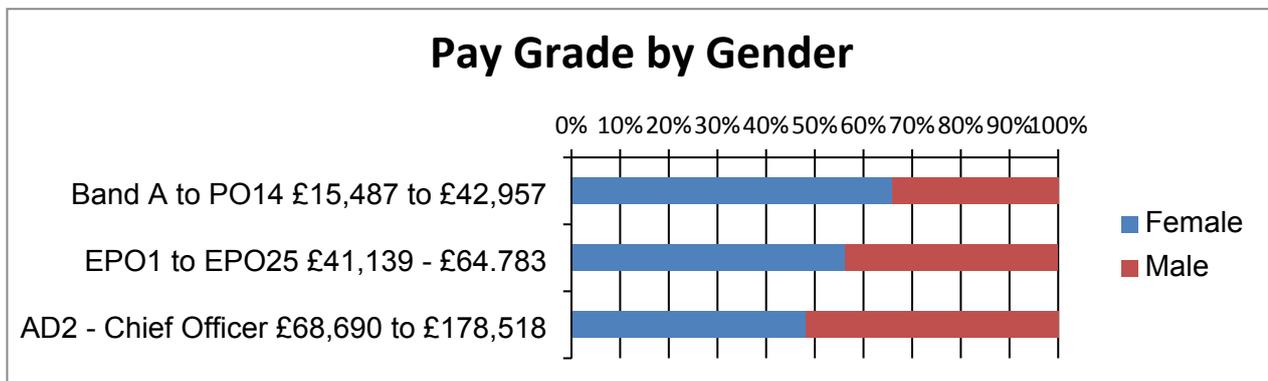
This Executive Summary provides the key facts and findings of the annual Workforce Equality report 2016/17.

The report covers all protected characteristics as defined by the Equality Act 2010: age, gender, disability, race, gender reassignment, sexual orientation, religion or belief, marriage and civil partnership and pregnancy and maternity.

1. Gender

1.1	Workforce	Males 35.8%	Females 64.2%
	*Wirral Population	Males 48.7%	Females 51.3%

1.2 Pay grades by gender



- In comparison to local demographic information, the workforce is over-represented by females and under-represented by males. Figures remain relatively the same over the three year time period.
- Employees paid at workforce level, generally reflects the overall composition of the workforce.
- In terms of Manager / Senior Managers (EPO1 –EPO25) women employees are under-represented at 56.1% (against overall female workforce of 64.2%).
- However, based on comparison to local population figures, women are over represented at Manager / Senior Managers level and slightly under-represented at Chief Officer group level
- Further interrogation of the data revealed that over 60% of women are paid at the lower end of the scale of Band A to Band E and account for almost two thirds of the workforce.

2. Ethnicity

2.1	Workforce	BME 2.3%	White 86.8%	Unknown 10.8%
	*Wirral Population	BME 4.0%	White 94.7%	

- The overall make-up of the workforce is predominately from a White British background at 84% when compared to the local population of 94.7%.
- When compared with the local population estimates in relation to ethnicity, we are under-represented in white ethnic background and BME backgrounds overall.
- The workforce group is fully represented at 2.6% when compared to overall workforce of 2.3% and under-representative of the local population (4%).
- When we look at Manager / Senior Managers (EPO1 – EPO25) BME employees are over represented at 8% (against workforce of 2.3% and local population of 4%).
- The Chief Officer group is over represented at 4% when compared to workforce cohort of 2.3% and is fully representative of the local population (4%).
- The unknown figure of 10.8% will impact upon the workforce statistics (positively or negatively, depending on response).

3. Disability

3.1	Workforce	Yes 5.5%	No 76.4%	Unknown 18.0%
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3.2 *In terms of Wirral population figures, people are asked if they have a long-term health problem or disability from a cohort of 319,783 is as follows:

Day to day activities limited a lot	37,898 or 11.8%
Day to day activities limited a little	34,306 or 10.7%
Day to day activities not limited	247,579 or 77.4%

- The % of disabled employees has increased over the three year period from 4.4% to 5.5%.
- The number of employees with reasonable adjustments is 107.
- Disabled employees are well represented across the workforce and particularly well in the Manager/Senior Manager group.
- High levels (19%) of unknown data in the Chief Officer group.
- The Borough's Disability Employment Gap stands at 25.7% (nationally at 32%, this is an improvement of two per cent since 2013).

4. Sexual Orientation

4.1	Workforce	Heterosexual 59.57%	LGB 1.4%	Unknown 38.68%
	*UK population	Heterosexual 93.7%	LGB 1.7%	Unknown 4.6%

- There is no comparable data for this category.
- Estimates from the Population survey 2015 indicate 1.7% of the population identify as LGB.
- The North West region has the second highest population rate in the country for people who identify as gay or lesbian and bisexual.

5. Religion or Belief

5.1	Workforce	Yes 66.62%	No 12.54%	Unknown 37.3%
	*Wirral Population	Yes 71.4%	No 21.3%	Unknown 6.7%

- We have employees with Pagan, Agnostic, Humanist and Atheist religion or beliefs whilst Wirral population estimates do not reflect these ethnic groups.
- The data shows overall that Humanist and Muslim are the 2 areas where there has been a slight decrease in percentages.

6. Gender reassignment

6.1	Workforce	Yes 0.17%	No 7.77%	Unknown 92.06%
	*UK population	650,000 people are likely to have / or are transitioning		

- There is no comparative data available however, we have maintained a steady balance of employees from a gender re-assignment background, whilst acknowledging there are limited recruitment opportunities due to reductions in the councils workforce.

7. Age

7.1	Age	Workforce	Wirral Population
	16 – 25	2.5%	17.7%
	26 – 35	14.3%	18.0%
	36 – 45	20.6%	19.4%
	46 – 55	38.6%	23.3%
	56 – 65	21.2%	20.0%
	66+	3.0%	30.5%

- Just over 62% our female workforce are aged 46 and above, this will mean service areas planning for the implications this may have for future service delivery.

- Compared with local demographical data, we are significantly under-represented in the workforce by younger people, particularly in the 16 – 25 age brackets and are over-represented in the older age brackets of 46 – 60.
- Apprenticeship levy of 2.3% will mean a strain on existing resources.
- The age bands of 46 – 55 have the highest number of employees that work less than 36 hours. 450 employees fall into this category and accounts for over a third of all employees in this group.
- In relation to pay grades, the highest number of employees fall into the 46 – 60 age bands with 1,759 (53%) in workforce group, 134 (70%) in manager/senior managers group and 22 (81%) in chief officer group.

8. Pregnancy and Maternity

Number of females: 2,247

Number of pregnancies: 29 or 1.29%

- 13 members of staff took paternity leave
- Whilst there has been a decrease of 708 female members of staff over the last 3 years, there has been an increase in the number of pregnancies. This equates to an increase of around 400%.
- During the course of 2016/17 there were 41 members of female staff that took or were already on maternity leave (not all declared via self-serve system).
- Of the 41 employees, 1 left, 40 returned and 29 returned with no change in working pattern whilst 11 returned part time within 6 months.

9. Marriage and Civil Partnership

- Data for Civil Partnership and Same Sex Marriage has increased.
- All other data categories have increased: divorced, married, single and widowed
- There is no comparable data available and this has no bearing on protected characteristics.

**denotes estimates*

10.0 Caring responsibilities

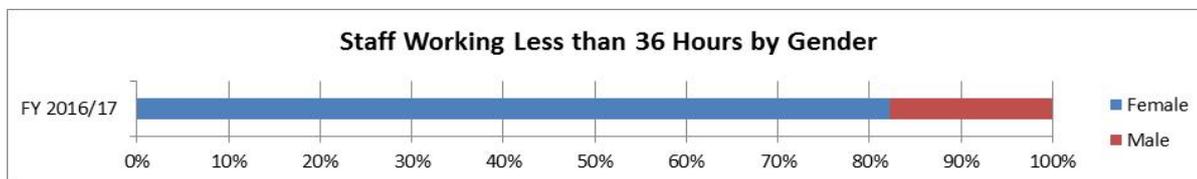
Workforce Yes 2.17% or 76 employees.

- Over two thirds of carers are women (55 compared to men at 21).
- This figure is likely to be much higher (employees may not have updated their information via self-serve).

10.1 Working hours

- There are 1,298 or 37.09% employees that work less than 36 hours.

- There are 2,202 or 62.91% employees that work full time.
- A total of 1,068 or 47.53% of the overall female workforce work less than 36 hours, work part time, flexibly, with compressed hours and work-life balance.
- Over 80% of all staff who work less than 36 hours are women as indicated in the table below.



10.2 Training

- More men than women accessed delivered training (men represent just under a third of the workforce).
- A higher proportion of staff from ethnic minority groups accessed delivered training, particularly those from a Black or Black British African and Caribbean, other Asian background and other Ethnic Group.
- Employees from a White British background were less likely to attend delivered training when compared to all other ethnicities.
- Employees who have declared a disability are more likely to access delivered training when compared to employees that have no disability.

10.3 Recruitment

- Whilst more women than men applied for jobs, the success rates of shortlisted candidates are fairly evenly split.
- Women were around 3% more successful than men to be appointed.
- The top 3 ethnicities shortlisted were White Irish, Mixed White and Caribbean and Black Caribbean. Followed by Indian, White British and Other Mixed and respectively.
- The top 3 ethnicities appointed were Bangladeshi, Black Caribbean and Other Mixed. Followed by Other White, Other Asian and White British respectively.
- Half of the shortlisted candidates for Bangladeshi, Black Caribbean and Other mixed categories were successful.

10.4 Pay

- Over 60% women are paid at the lower end of the scale of Band A to Band E. This cohort accounts for almost two thirds of the workforce. This could primarily be due to nature and type of job roles to accommodate a good work life balance.
- There are no significant impacts on any protected group or groups arising from pay.

10.5 Issues

- High levels of unknown / prefer not to say – particularly in relation to sexual orientation, religion or belief and gender reassignment.

10.6 Comments

- The introduction of employees updating their own personal information via self-serve during 2016/17 has reduced data gap levels across all equality groups.
- The collection of personal information will always be sensitive, we ensure employees can select 'prefer not to say' options. We are confident that all our policies and procedures are equitable and fair across all protected characteristics.
- Staff confidence campaign will be launched in the Autumn to address any concerns and help reduce the data gaps.

Document ownership	
Document owned by:	Assistant Director HR / OD
Document written by:	Maxine Joynson, Workforce Equalities Officer
Date report approved:	9 June 2017
Document due for 1st review:	Annual update: June 2018

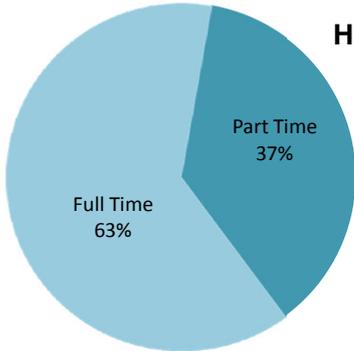
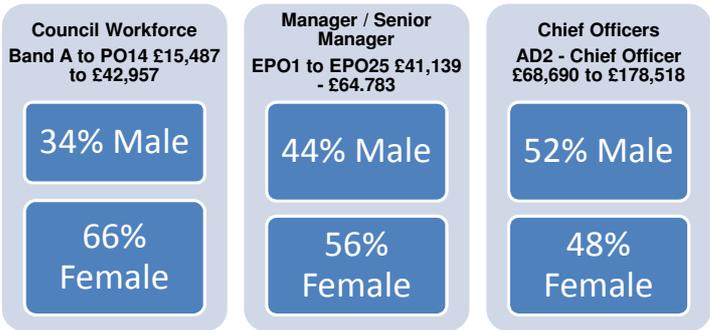
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THIS IS WHO WE ARE

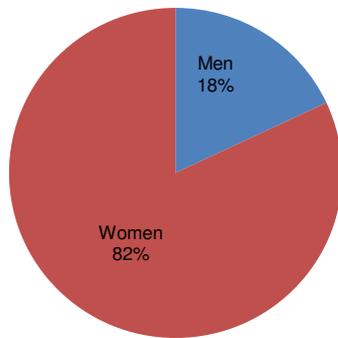


Council Workforce: 64% Females 36% Males

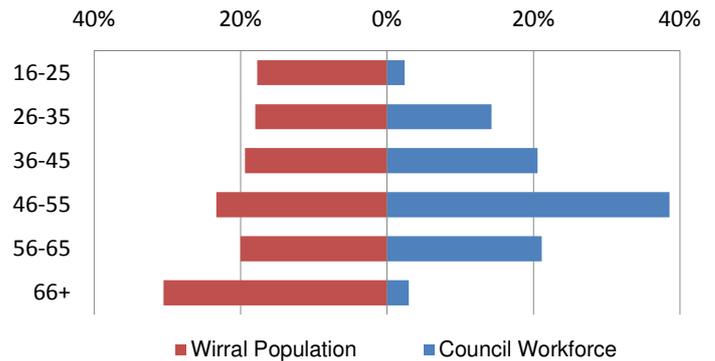
Wirral Population: 51% Females 49% Males



Hours



Age



Council Workforce

• BME	2.3%
• White	86.8%
• Unknown	10.8%

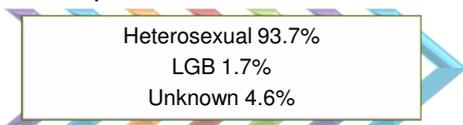
Wirral Population

• BME	4.0%
• White	94.7%
• Unknown	1.3%

Council Workforce

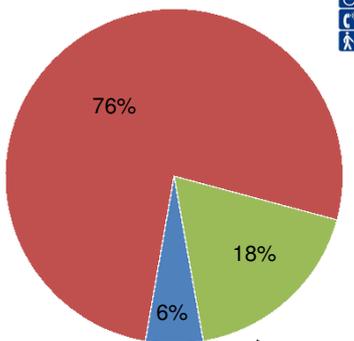


UK Population



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

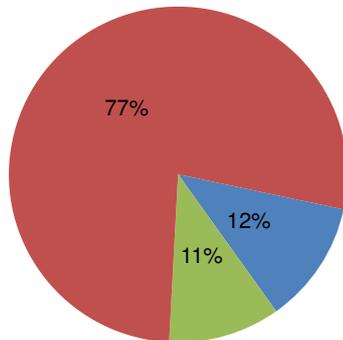
Council Workforce with a disability



■ Disability ■ No Disability ■ Unknown

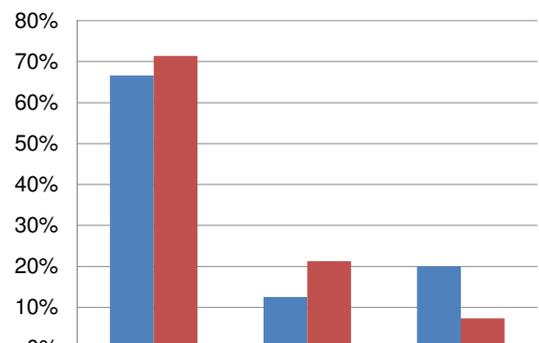
Wirral Population

(Based on long-term health problem or disability)



■ A lot ■ A Little ■ Not at All

Religion or Belief



■ Council Workforce	67%	13%	20%
■ Wirral Population	71%	21%	7%



WIRRAL

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EMPLOYMENT AND APPOINTMENTS PANEL (DEPUTY DIRECTOR: CHILDREN'S CARE SERVICES)

Wednesday, 14 December 2016

Present: Councillors P Davies L Rennie
G Davies W Clements
AR McLachlan A Brighthouse

Apologies Councillor T Smith

1 **APPOINTMENT OF CHAIR**

On a motion by Councillor George Davies, seconded by Councillor McLachlan, it was –

Resolved – That Councillor Phil Davies be appointed Chair of this Panel.

2 **MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

Members of the Panel were requested to declare whether they had any disclosable pecuniary interests and/or any other relevant interest in the item on this agenda and, if so, to declare it and state the nature of such interest.

No such declarations were made.

3 **EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

On a motion by the Chair, seconded by Councillor George Davies it was -

Resolved - That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 1 of Part I of Schedule 12A (as amended) to that Act.

4 **APPOINTMENT OF DEPUTY DIRECTOR: CHILDREN'S CARE SERVICES**

The Chair welcomed Amanda Riley from the recruitment consultants, Penna, who informed the Panel that of the eight candidates one had since withdrawn their application.

The Panel considered which of the seven candidates should be long listed for the next stage of the selection process for the post of Deputy Director: Children's Care Services.

On motion by the Chair, seconded by Councillor McLachlan, it was –

Resolved (unanimously) - That the following 6 candidates be long listed for the next stage of the process – candidate numbers 1, 2, 3, 5, 6 and 8.

EMPLOYMENT AND APPOINTMENTS PANEL (DEPUTY DIRECTOR: CHILDREN'S CARE SERVICES)

Tuesday, 20 December 2016

Present: Councillor P Davies (Chair)

Councillors G Davies L Rennie
AR McLachlan W Clements
T Smith A Brighthouse

5 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Panel were requested to declare whether they had any disclosable pecuniary interests and/or any other relevant interest in the item on this agenda and, if so, to declare it and state the nature of such interest.

No such declarations were made.

6 EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC

On a motion by the Chair, seconded by Councillor George Davies it was -

Resolved - That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 1 of Part I of Schedule 12A (as amended) to that Act.

7 APPOINTMENT OF DEPUTY DIRECTOR: CHILDREN'S CARE SERVICES

The Panel considered the technical assessments which had been prepared by the recruitment consultants, Penna. Ms Amanda Riley from Penna introduced the report in relation to each of the six candidates, who had been long listed in the selection process and made recommendations as to which of the candidates should be short listed.

The Panel then considered which of the 6 candidates should be short listed for the next stage of the selection process for the post of Deputy Director: Children's Care Services.

The Panel were also informed of the need to change the proposed dates for interviews from 11 and 12 January to Wednesday, 18 January, 2017 as some of the recommended candidates were unavailable for interview in the week commencing 9 January, 2017.

On a motion by the Chair, seconded by Councillor McLachlan, it was –

Resolved (unanimously) –

- (1) That the following 3 candidates be short listed for the next stage of the process – candidate numbers 5, 6 and 8.**
- (2) That the next stage of the selection process be held on Wednesday, 18 January, 2017.**

EMPLOYMENT AND APPOINTMENTS PANEL (DEPUTY DIRECTOR: CHILDREN'S CARE SERVICES)

Wednesday, 18 January 2017

Present: Councillor P Davies (Chair)
Councillors AR McLachlan W Clements
L Rennie A Brighthouse

Deputy: Councillor M McLaughlin (In place of T Smith)

Apologies Councillor G Davies

8 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Panel were requested to declare whether they had any disclosable pecuniary interests and/or any other relevant interest in the item on this agenda and, if so, to declare it and state the nature of such interest.

No such declarations were made.

9 EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC

On a motion by the Chair, seconded by Councillor Ann McLachlan it was -

Resolved - That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 1 of Part I of Schedule 12A (as amended) to that Act.

10 APPOINTMENT OF DEPUTY DIRECTOR: CHILDREN'S CARE SERVICES

The Panel received feedback from officers and Amanda Riley of Penna on the views of the Children's Panel, the Stakeholder Panel, and Leadership Panel and from those Members who had met the two candidates during the morning (candidate number 6 having withdrawn from the process).

The Panel considered whether both candidates should be invited to attend for final interview that afternoon and on a motion by the Chair, seconded by Councillor Ann McLachlan, it was –

Resolved (unanimously) – That both candidates be invited for final interview.

At 1.30pm the Panel then adjourned.

The Panel reconvened at 3.30pm

Present:

Councillor P Davies (Chair)

Councillors G Davies W Clements
AR McLachlan A Brighthouse
L Rennie

Deputy:

Councillor M McLaughlin (In place of T Smith)

Having interviewed the two short listed candidates, it was moved by the Chair, seconded by Councillor Ann McLachlan, and then –

Resolved (unanimously) – That Simone White, currently Senior Her Majesty’s Inspector Ofsted, be appointed to the post of Deputy Director: Children’s Care Services.

Appendix 8 (Exempt)

This appendix contains personal information and therefore is an exempt by virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

1.0 Request for Early Retirement

1.1 The Executive Director of Strategy has requested early retirement with employer consent. The Council has a duty to consider this request.

2.0 Proposal

2.1 Having regards for all the circumstances including the best interests of the Council it is proposed to agree to this request for early retirement.

2.2 This request provides an opportunity for the Council to make some changes to managerial arrangements in the strategic hub and also achieve a reduction in salary costs. There is an opportunity to refocus the lead strategy role in the Council and its work with partners.

2.3 As set out in the body of the report, it is proposed that the Director for Care and Health will move out of the hub and report directly to the Chief Executive. The Director for Children already reports directly to the Chief Executive on an interim basis and this arrangement will continue.

2.4 It is proposed that the Executive Director role will therefore be re-designated as Director of Strategy and Partnerships at a lower level.

2.5 This variation may ordinarily present some risks to the Council in employment terms. The early retirement request is timely and has provided an opportunity to refocus this role. There are no severance costs associated with the request for early retirement. There would be a significant difference in costs to the Council arising from release of pension when that is part of a redundancy situation.

2.6 The Council has undertaken some benchmarking of similar roles at Director level. Advice from the Executive Recruitment Consultancy, Penna has advised that a competitive market rate for this role would be circa £110,000. Therefore it is proposed the salary range for this post is Director 1 (£103,606-£115,117). This is at a lower level than the current post.

2.7 An external recruitment process, (assuming a standard notice period of a successful candidate at this level) may take around 6 months which is a further cost saving. However, there would need to be some management arrangements in place in the hub and therefore it is proposed that there would be an opportunity for a 6 month internal acting up at Director 1 level.

2.8 The strategy role will require a strong relationship leader and this role may be attractive to candidates looking for a future senior leadership role in the sector.

2.9 It is therefore proposed to advertise this post at this level.

3.0 Summary of costs

	Costs
Cost to employer of Pension Release with employer consent under '85 year rule'	£105,000

3.1 In year saving

	Salary	Oncosts
SD post vacant for 6 months until Director of Strategy & Partnerships appointed Jan 2018	(£62,167)	(£79,389)
Cost of acting up for 6 month period to D1 level (approximate)	£12,000	15,000
Saving	50,127	£64,389
Net cost to the Council of early release		£40,612

3.2 Revenue Saving

Executive Director of Strategy (SD)	£124,255	£158,177 (inc on costs)
Director of Strategy and Partnerships	£115,117	£146,544 (inc on costs)
Ongoing saving	£9,138	£11,633 (inc on costs)

4.0 Recommendations

That Employment and Appointments Committee is requested to:

- 4.1 Agree to request for Early Retirement with employer consent from the Executive Director of Strategy
- 4.2 Agree to recruit immediately to the post of Director of Strategy and Partnerships at salary D1 ((£103k-115k)
- 4.3 Agree that the arrangements set out in Para 2.2 to 2.5 of the report are applied to this post
- 4.4 Consider lifting the exemption relating to this appendix and publish relevant information including financial implications and costs of pension release in the minutes of the meeting if recommendations 4.1 – 4.3 directly above are agreed.



Job Description: Director for Strategy & Partnerships

Job Grade: D1 (£103,606 - £115,117)

Job Purpose:

- Provide leadership for the Council on the key strategies required to deliver the outcomes for Wirral through the Strategic Hub and key stakeholder partnerships.
- Work collaboratively with the senior leadership team of the Council to deliver the job purpose as part of achieving the objectives of the Wirral Plan.
- Work with the political leadership to advise, support, challenge and deliver their vision.

Reports to:

Chief Executive

Key Accountabilities:

- Provide strategic direction to ensure the success of the Strategic Hub function ensuring teams and resources are focussed and aligned.
- Lead Wirral's overall approach to strategy development, based on insight, intelligence and best practice to ensure the Council achieves the outcomes of the Wirral Plan.
- Work collaboratively with all stakeholders and partners in the development of the strategies.
- Work closely with the strategic partners to promote, develop and grow the strategic partnerships and investigate opportunities in the market to exploit provision of partnership services and income growth to the Council.
- Develop and maintain effective systems of consultation, community involvement and engagement and partnership working to achieve the Wirral plan.
- Ensure strategies are commercially focussed and outcome led.

- Ensure that the agreed strategies are delivered through the commissioning of interventions or services.
- Ensure that equality and diversity issues are fully integrated into the Council's approach to strategic planning and service delivery.
- Provide leadership through sponsoring the delivery mechanism and reviewing future arrangements.
- Manage the budget associated with this post. The budget will be set out in the Accountability statement.
- Manage Chief Officers / Senior Managers and Officers who report to this post.

Knowledge:

- A relevant management qualification at degree level or equivalent and significant experience working at a senior management level.
- An in-depth knowledge and understanding of the changing public sector context and complexities.
- An in-depth awareness and understanding of national, regional and local strategies, initiatives and projects that impact on the public sector.
- An in-depth understanding of the inter-relationships the Council has with other sectors/partners
- Knowledge of 'current thinking' and best practice approaches to inform strategic decision making and planning.
- A proven understanding of the value of commissioning.

Experience:

- Experience of developing strategic plans and corporate objectives.
- Experience in successfully leading the delivery of outcomes and transformation in a large complex political environment.
- A demonstrable record of establishing and maintaining a strong and effective performance culture.
- Evidence of success in building, enhancing and maintaining the reputation of an organisation.
- Substantial track record of successful negotiation and implementation of complex commissioning programmes with multiple stakeholder engagement.
- Experience of establishing and building effective partnership arrangements.
- Experience of working at a senior level, influencing and advising on policy and strategy.
- Experience of managing wide-ranging programmes.

- Experience of working at a senior level that requires a high level of strategic awareness.
- Experience of working within a statutory legal and/or regulatory framework.
- A track record of developing and implementing commissioning strategies and plans.
- Experience of developing evidence based strategies through the use of insight, consultation and best practice.
- The delivery of outcome based strategies through a range of solutions.

Skills:

- High level strategic thinking and problem solving.
- Proven stakeholder management and engagement skills, combined with good political acumen and experience.
- Strong commercial skills and business acumen.
- Strong interpersonal skills with the ability to negotiate, influence and generate confidence, trust and respect.
- Ability to demonstrate resilience and flexibility of approach and manage uncertainty and ambiguity for themselves and others.
- Ability to simplify and explain complex issues to a range of audiences.
- Ability to identify and implement effective systems to monitor performance.
- Ability to develop and encourage innovative ideas to drive improvement.
- Resilient, tenacious and outcome focussed.
- Ability to respond quickly and innovatively to manage and enhance reputation.

Benchmarking

Council:	Title:	Salary (£):
Barking & Dagenham	Director of Strategy & Programmes	£131,757
Southampton	Chief Strategy Officer	£120 – 125k
Ealing	Director – Strategy & Engagement	£90,498
Lewisham	Head of Strategy	£93,624 - £98,682
Croydon	Director of Strategy & Partnerships	£100 - £105k
Nottingham	Corporate Director Strategy & Resources	£80 - £85k

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